

Kicking Horse Country Community Economic Development Assessment and Strategy

February 7, 2012



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DRAFT



1 Executive Summary

In 2011 Golden Area Initiatives (GAI) identified the need to develop a coordinated approach to assessing, monitoring and implementing activities and programs related to Community Economic Development within the Community of Golden and CSRD Area A (collectively known as Kicking Horse Country). The development of this Multi-Stakeholder, Regional Community Economic Development (CED) Assessment, Strategy and Implementation Strategy is intended to recognize the roles of various community organizations, institutions and individuals whose work impacts the local economic environment and identify opportunities where inter-agency collaboration can improve our community's ability to become the kind of community we've envisioned for our collective future. This Strategy is intended to clarify the vision and direction that has been articulated by the community in prior planning processes and identify priority areas where community efforts can be garnered in order to guide the region's economic development activity over a five-year period.

Leading, facilitating, and supporting community economic development within Kicking Horse Country is the role of the Golden Area Initiatives (GAI) office. The Community Economic Development Strategy presented herein is intended to encompass the themes and priorities of action that can be undertaken by the community as a whole and not restricted to items that fall under the framework or resource structure of GAI. The majority of the themes and priorities identified will require the collaboration, partnership, consent and support of many community stakeholders and decision-making bodies in order for action to be taken. As such, considerable effort was taken to be mindful of past work in the community and engaging community members in the process of creating the Strategy. While GAI might take responsibility for portions of this Strategy, it is intended that other agencies and organizations will lead other parts of the Strategy. The process of creating the Strategy included

- Community participation and engagement
- Literature review of past plans and strategies conducted in the community
- Base assessment of the community's economy
- Circulation a draft Strategy to the community for review
- Presentation of the final Strategy

Community Economic Development creates the environment for business and job creation, stable and sustainable populations and communities.



“Community Economic Development is a process by which communities can initiate and generate their own solutions to their common economic problems and thereby build long-term community capacity and foster the integration of economic, social and environmental objectives.

CED is an APPROACH to community development taking into account the various pillars of a healthy community. These include social, cultural, environmental and economic pillars. It involves consensus building, increased access to information and a willingness to create changes.”¹

Project Process

At the outset we strived to create a project process which would:

- Engage people we don't always have the chance to hear from;
- Use creative tools and resources to make it easier for community members to participate;
- Acknowledge and incorporate past community planning and consultation work in order to minimize repetitious research and engagement;
- Use a balance of statistical information and local knowledge in setting priorities and building a strategy; and
- Learn from, and build on best-practices from other communities in developing and implementing the strategy.

The project began with ‘The Future’s Game’ an activity designed to lead participants from Golden and Area A through a series of choices in a scenario planning model. The use of the scenario models were intended to cause thoughtful deliberation over a planned future; a future that was not out of our hands but rather within our power to shape and create. The game allowed project team members to understand the overall goals and values of the community the Plan would be serving.

The initial stage of the project involved literature review and data gathering and analysis in order to provide a strong base of understanding from which to approach the community during the consultation stage of the project. A review of many of the planning documents that have guided the communities development to date, was completed with the following questions in mind: What were the priorities then?; What has been achieved?; What didn't get done and why?; and, What is left to do to help us achieve our communities vision? This was especially important as the community has been very involved in conversations in the past that have established direction and vision for a variety of purposes. By starting with the work that has already been done, we are able to confirm the community's vision and move forward by developing priorities that align with this vision.

¹ Extracted from GAI website <http://livegoldenbc.ca/Public/What-We-Do>



Data gathering and analysis was conducted in order to provide an understanding of what has been happening in our local economy over the past several years. Data was sourced from statistical agencies such as Statistics Canada and BC Stats, however, in smaller areas the information collected may not be completely accurate and the most recent data collected was 2006, prior to the recession of 2008. While efforts were made to overcome these challenges a community engagement process was implemented in order to provide and a local context in the understanding of the community's strengths, weaknesses, opportunities and threats as well as goals and priorities.

Community engagement activities were designed to harness the local knowledge and observations that we, as residents, can contribute to paint a more accurate picture of what our local economy looks like. This outreach included community surveys, interviews, an online dialogue and prioritization session and presenting the draft Strategy priorities to the community for an additional round of feedback and input. The implementation of the Plan will engage individuals, organizations and institutions that have energy and ideas, financial and/or human resources, or a stake in the community to create an implementation strategy that we can follow, and measure our success by.

Literature Review

The literature review included historical planning documents, compiled from the Archives of Golden Area Initiatives (GAI), spanning a period of 30 years addressing a variety of issues from topic specific research to community-wide planning work. Documents were drawn from three categories: Economic Development and Strategic Planning Initiatives; Tourism and Culture Initiatives; and Infrastructure and Social studies and strategies. From the documents a number of themes emerged providing insight into both opportunities for Golden and Area A as well as challenges in achieving a future vision. These themes are:

Tourism & Culture: Tourism was frequently noted as a key sector in the Town's economy alongside the forestry and transportation sector. While the area's proximity to National Parks and the natural resources that surround the Town provide many outdoor tourist attractions and opportunities; cultural resources have also been discussed as having a vital role in providing the Town with an identity and means through which visitors and businesses can participate in the development of the Town.

Forestry & Wood Products Manufacturing: As the Town's largest source of employment, forestry and wood products manufacturing are important to Golden's economic development. Several reports suggested that the Town continue to support the sector through marketing and seeking ventures that will assist in the development of the sector. Reports also suggested that the Town look into innovative ideas that will provide it with an edge in the natural resource dominated economy.



Transportation: Transportation is a significant employer in the area and several reports and studies suggested that the area can market itself as a transportation hub for goods and services. Continued upgrading and improvements to the areas air, rail and highway infrastructure is needed in putting forward the best possible image as a transportation hub.

Business and Employment Investment and Support: The review found several recommendations for the Town to evaluate the needs of the businesses and seek support and investment opportunities for their small and medium sized businesses in order to diversify employment options in the area. Support might include Business Retention and Expansion (BR+E), networking or marketing programs. Training opportunities were also mentioned in several studies.

Local Capacity: The review suggested there are several organizations providing key development services such as training, health care, tourism, but few are able to effectively distribute these services. Partnering of these local stakeholders will allow for a greater capacity to understand and deliver on these opportunities.

Housing Affordability: Affordable housing for workers has been prevalent throughout the literature review. Reports were echoing the same recommendation that the Town look into assisting locals and workers with options for affordable living.

Regional Collaboration: Perhaps one of the strongest themes to emerge was the lack of collaboration between the Town and Area A regional government. Regional collaboration is required for appropriate use of planning and economic tools that can facilitate and design the way the Town will handle future growth and development.

Economic Base Assessment

In reviewing the economic base of Golden and Area A there are several factors that need to be considered in the Community Economic Development Strategy.

- Golden is strategically located at the junction of the Kicking Horse and Columbia Rivers as well as Highways 1 and 95 providing access to points east and west as well as south.
- Golden and Area A are faced with stagnant and declining populations. Of more concern is the decline in the number of children under 14 years of age, youth (those aged 15-24) and young families (those aged 35-44). A continued decline in these age cohorts compounds the risk of long term population decline and may affect future labour force diversity.
- The population of those aged 55-64 is growing quickly; however, there is virtually no growth in those aged over 65 indicating that people are moving elsewhere as they reach retirement age. This might be due to a number of factors including access to services for the elderly.
- Golden and Area exhibit lower populations of immigrants than the national and provincial averages. Immigration is now known to be the largest contributor to the work force in Canada and immigrants often have higher levels of education and diversity of skills than their Canadian born counterparts.



- The region has a comparatively high percentage of people with trades related education and working in trades related occupations. Concern has been raised of the mobility of these workers into new industries requiring different skill sets.
- Compared to the province, Golden and Area A have a high percentage of workers in 'creative' occupations with growth shown in managers in retail trade, food and accommodation services, professional occupations in natural and applied sciences, technical occupations in health and professional occupations in art, culture, recreation and sport.
- Golden and Area A are close enough to other centres to gain from them but just far enough to be a 'stand alone' community. This is exhibited by the fact that there is essentially no commuter labour force. Almost all of those employed in Golden/Area A live in Golden/Area A.
- Golden and Area A have a comparatively high degree of workers holding a university degree or certificate above the bachelors level. There are highly educated people living and working in Golden/Area A. This is not common in rural areas.
- While small businesses (businesses with fewer than 4 employees) comprise the largest share of businesses there a few (9) large businesses which employ over 800 (of a total of 2,660 employed) people in Golden/Area A. The loss of any of these employers would have a large negative impact on Golden/Area A. There are 3 key pillars to the economy evident in the business patterns data: forestry and wood manufacturing, transportation and tourism
- The most number of businesses (for those businesses with employees) are found in:
 - **Accommodation and food services – 58 businesses**
 - **Construction – 53 businesses**
 - **Retail trade – 49 businesses**
- While there are relatively few creative cultural businesses in Golden and Area A these businesses are found in all parts of the cultural value chain suggesting opportunities for growth in this area. Most creative businesses are found in:
 - **Cultural support services**
 - **Architecture**
 - **Publishing, printing, photography and advertising**



Strengths, Weaknesses, Opportunities and Threats

The SWOT analysis is intended to provide a foundation for the economic development strategy for Golden and Area. The SWOT summarizes and categorizes the lessons learned from the base analysis, document review, and research and community engagement. The SWOT approach highlights:

- Unique factors in Golden and Area A that provide a competitive advantage;
- Areas of competitive disadvantage;
- Opportunities for future competitive advantage; and
- Situations of future potential disadvantage.

The outcome of the SWOT is to develop actions and recommendations that reinforce or capitalize on strengths and opportunities and address internal weaknesses and external threats. The following is a summary of the SWOT compiled for Golden Area Initiatives.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none">•Tourism industry•Forestry wood products industry•Transportation industry•Trades and construction workers•Highly educated residents	<ul style="list-style-type: none">•Economic Diversity•Healthcare Services•Declining youth population•Lack of Regional Collaboration•Lack of locally available goods and services•Percentage of residents with only high school education	<ul style="list-style-type: none">•Business Support•Training Opportunities•Tourism•Natural Resources as an Economic Generator•Innovation in Wood Technology•Knowledge, creative and cultural industries	<ul style="list-style-type: none">•Global economic volatility•Mismatch between current labour force and future industry needs•Lack of control of natural resources•Declining forestry sector



Community Vision

The CED Strategy is set in the context of an established community with a defined vision and direction. In order to be successful, the Strategy needs to align with this existing vision. There are two visions considered as representative of the community:

Vision for the Town of Golden Council

“Golden provides the opportunity for all to live in a healthy, vibrant community²”. The guiding principles identified in the Town of Golden’s Official Community Plan adopted in 2008 are:

- Preserving and enhancing Golden’s unique character – it is a vibrant community rich in culture and heritage
- Regional collaboration
- Social sustainability
- Economic sustainability
- Environmental sustainability

Vision of Columbia Basin Trust

“Columbia Basin Trust will work towards a long-term vision for the future of the Columbia Basin³”, where:

- Columbia Basin is a place where social, environmental and economic well-being is fostered
- Collaborative relationships and partnerships are established across the Basin. Communities work together in a spirit of mutual support and respect for each other’s differences. Residents identify with a Basin culture and feel a sense of belonging to a Basin community. Residents are involved in community decision-making.
- A healthy environment is the basis for social and economic activities. Residents are committed to long-term and enduring stewardship of the Basin’s natural resources.
- The economy of the Basin is diverse, resilient and energized. Communities are responsive to both the needs of the present and the future. Community enhancement initiatives are widely supported and residents share responsibility for their implementation. Practical and innovative investments in the Basin serve to increase the range of options for present and future generations.

² Town of Golden Official Community Plan, 2008

³ Columbia Basin Trust Strategic Priorities 2011-2015



Golden Area Initiatives Mission Statement

Golden Area Initiatives serves to achieve the vision of the community. The mission of the organization is⁴:

“Golden Area Initiatives (GAI) supports the efforts and vision of the people of Kicking Horse Country by leading and facilitating community priorities for community economic development. In this role GAI strives to be proactive and strategic in promoting change and long-term sustainability; increase community involvement, capacity and empowerment; and achieve economic growth while maintaining environmental and social balance in its initiatives.”

Strategic Themes

Theme One: Retain and Attract Small and Medium Businesses

- Literature review supports the view that small businesses are “the backbone” of the area’s economy. Indeed, 72.7% of all businesses in Golden have fewer than 5 employees.
- Small businesses offer the opportunity to diversify the local economic base but support structures need to be in place to foster growth.
- There is a concentration of highly educated knowledge workers offering the opportunity to support the development of small knowledge based businesses.
- Tourism has been highlighted as a potential area of growth for small businesses as the area seeks to diversify the cultural and tourism products available to residents and visitors alike.

Priority One: Address unique needs and opportunities for local small and medium sized business owners.

Priority Two: Attract and develop knowledge - based small businesses

Priority Three: Develop and diversify the region’s tourism products

Priority Four: Ensure the existence and efficacy of needed support infrastructure for the tourism Industry

⁴ Extracted from www.kickinghorsecountry.com



Theme Two: Retain, Train and Attract People

- A trained, talented and educated workforce is an important factor in attracting businesses to an area.
- Golden has high percentage of those with only a high school diploma as well as those holding a trades certificate resulting in a workforce that might not adapt to new industries or diverse businesses.
- There is also a higher than average number of educated workers that will need to be retained to lead new industries or diverse businesses.
- The economic base assessment and literature review pointed to Golden's challenge in retaining youth. Youth may require unique programs to assist them in gaining skills or starting their own business.
- The economic base assessment also indicates that as people age they are not retiring in Golden. While the 55-64 age cohort is growing rapidly, there is no growth in the over 65 age cohort. Retaining retirees assists in stabilizing the population and expanding the services available in the area.

Priority One: Build connections between education, training and local employment opportunities.

Priority Two: Identify actions that allow seniors to 'age in place'

Theme Three: Regional Coordination for Information Gathering and Service Delivery

- Regional coordination seeks to engage residents, community organizations and agencies to engage in policy & program development and implementation.
- In many cases adequate data regarding the area's residents and businesses is not available. Statistics Canada collects data only once each 5 years and may not respond to the unique needs of Golden and Area A. For example we do not know the current market for vacation property in the Columbia Shuswap Regional District.
- Several organizations are conducting their own research and could save time and money and improve results and analysis if they conducted their research together.

Priority One: Generate and communicate accurate and useful regional information and research for all community economic development stakeholders

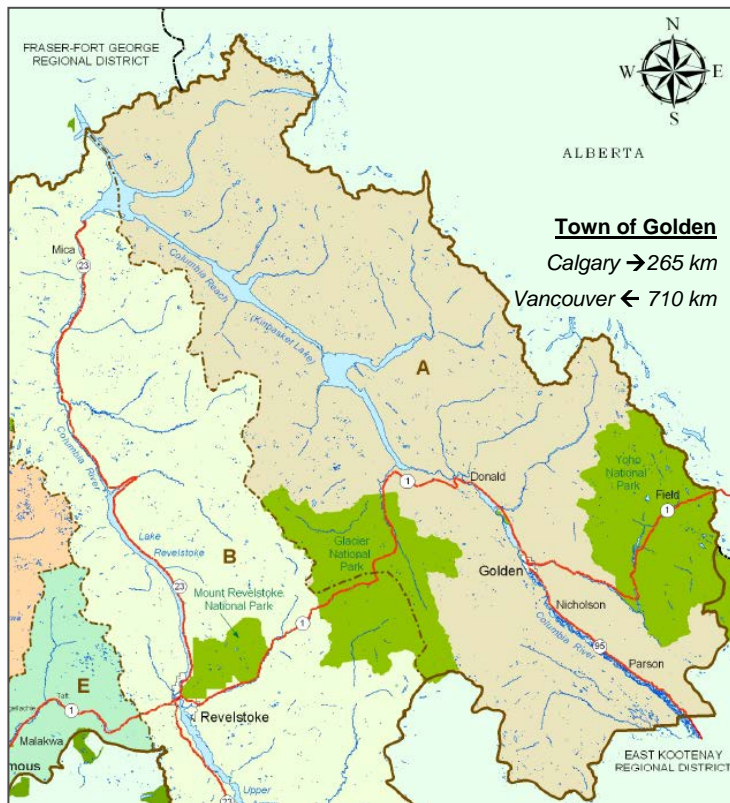
Priority Two: Research and fully understand the impacts (positive or negative) of the current land-use framework in the rural area on current and future residents and businesses, and make recommendations for future actions, policies and programs.



2 Economic Base Analysis

2.1 Location in the Columbia-Shuswap Regional District

FIGURE 1: THE TOWN OF GOLDEN, WITHIN 'AREA A', OF THE COLUMBIA-SHUSWAP REGIONAL DISTRICT.



The Town of Golden is located at the junction of Highway 95 and the Trans-Canada Highway, and at the confluence of the Columbia and the Kicking Horse Rivers within the Columbia-Shuswap Regional District Electoral A (Figure 1). The total combined population of Golden and Area A was 6,908 in 2006⁵. Golden is located approximately 262 kilometres west of Calgary, Alberta and 713 kilometres east of Vancouver and is in close proximity to six National Parks: Glacier, Mount Revelstoke, Yoho, Banff, Kootenay and Jasper.

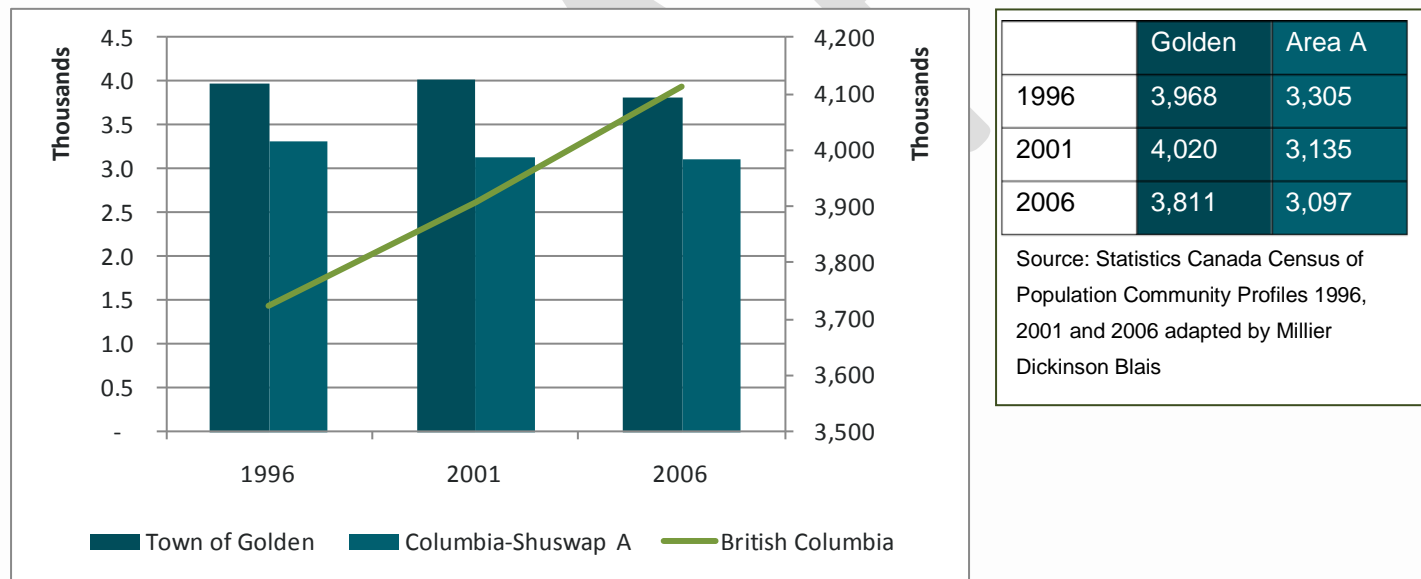
⁵ Statistics Canada Census of Population Community Profiles 2006



2.2 Population Growth

While the Province of British Columbia as a whole experienced a 10.4% increase in population between 1996 and 2006, both the Town of Golden and Area A experienced a decrease in the same time period. Statistics Canada reported that between 1996 and 2006 the Town of Golden lost 157 residents, a decrease of 4% over this ten year period (See Figure 2 and 3). While the Town of Golden's population increased slightly from 1996 to 2001 before decreasing (209 residents) to 2006 levels, Area A had a steady decline in population over the 10 year period. In 2006, British Columbia Statistics estimated the population of Golden to be 3,876⁶. Statistics Canada 2011 Community Profiles released on February 8, 2012 counts 3,701 residents in the Town of Golden, a 2,9% decline from 2006 indicating the Town's population has been declining since 2001. Similar statistics are not available for Area A. Notwithstanding this recent increase in the population of the Town of Golden, it is clear that Golden and Area A are not experiencing the population growth of the province.

FIGURE 2: POPULATION CHANGE (CHART), 1996-2006



Source: Statistics Canada Census of Population Community Profiles 1996, 2001 and 2006 adapted by Millier Dickinson Blais

⁶ British Columbia Statistics <http://www.bcstats.gov.bc.ca/data/pop/pop/mun/CurrentPopulationEstimates.pdf>



2.3 Population by Age Structure and Size of Household

A review of the age structure for the Town of Golden from 2001 to 2006 reveals some important considerations for the Town as it moves forward. Figure 3 illustrates the changes in the Town's demographic profile over this period. Both the 0-14 year old age group (-22%) and the 15-24 year old age group (-18%) declined in population from 2001 to 2006. These two age groups are crucial to ensuring a future labour supply. As the labour force ages, younger age groups will be needed to fill jobs left open by retirees. In Golden's case the 55-64 year old age group increased by 38% from 2001 to 2006. This age group represents those that will be retiring between 2006 and 2016. This demographic assessment indicates the younger population is at risk to being insufficient to supply the future labour force needs of the town.

The 35-44 year old age group also declined from 2001 to 2006. Combined with the declines of the younger age groups it is likely Golden is experiencing some outmigration of young families. Additionally, Golden is not following the provincial trend of growth in the over 65 age categories, suggesting that many residents reaching retirement age are choosing not to stay in Golden. While no data has been collected to evaluate why seniors are leaving, this trend may be a reflection of the services available to the elderly in this region as compared with larger centres.

FIGURE 3: CHANGE IN POPULATION, BY AGE GROUPS, 2001-2006

	Golden			British Columbia		
	2001	2006	% Change	2001	2006	% Change
0-14	830	650	-22%	706,070	679,600	-4%
15-24	670	550	-18%	514,345	539,470	5%
25-34	570	580	2%	518,610	499,860	-4%
35-44	665	570	-14%	656,165	625,480	-5%
45-54	550	635	15%	599,710	664,255	11%
55-64	300	415	38%	379,755	505,005	33%
65-84	375	375	0%	473,055	523,760	11%
85+	55	50	-9%	60,035	76,050	27%
Total	4,015	3,825	-5%	3,907,745	4,113,480	5%

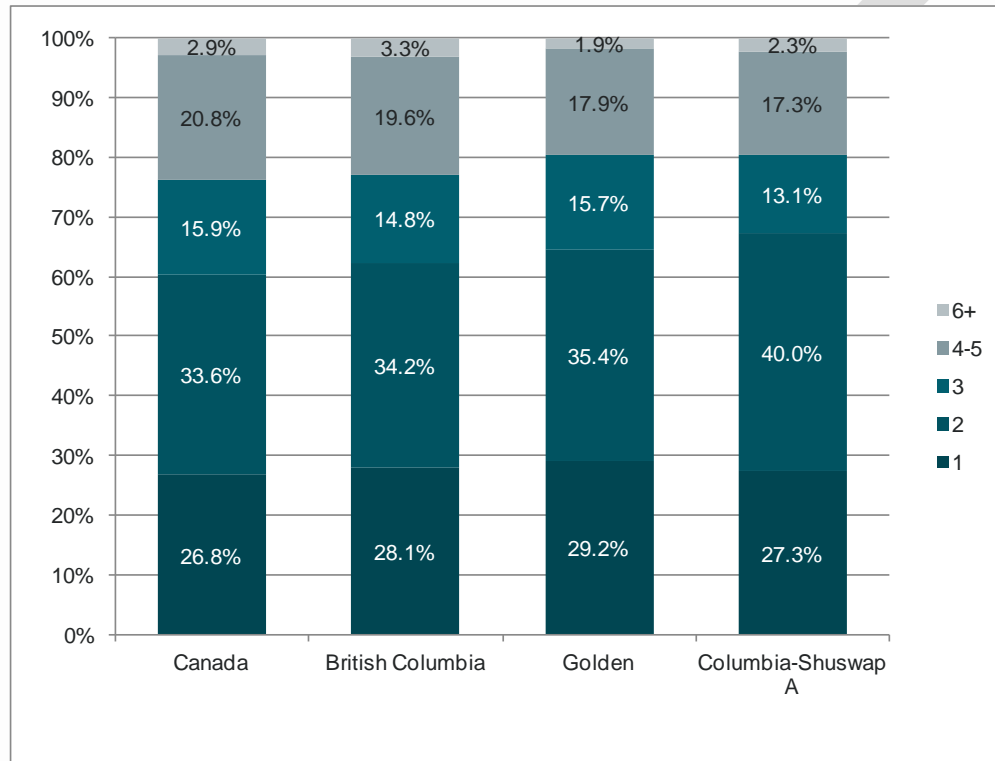
Source: Statistics Canada Census of Population Community Profiles 1996, 2001 and 2006 adapted by Millier Dickinson Blais

Households in Golden and Area A are smaller than their provincial and national counterparts (Figure 4). Compared to their provincial and national counterparts, Golden and Area A have a similar percentage of 1 person households and more 2 person households. However, Area A has a smaller percentage of 3 person households and both Golden and



Area A have a smaller percentage of 4-6 person households indicating that there are fewer families in Golden and Area Athan the provincial and national averages.

FIGURE 4: PERSONS IN PRIVATE HOUSEHOLDS, 2005



Source: Statistics Canada Census of Population Community Profiles 1996, 2001 and 2006 adapted by Millier Dickinson Blais

2.4 Ethnic Diversity

Migration can also be an important source of people to fulfill the needs of the future labour force. Migration can occur from within the province or country as well as from outside the country. Statistics Canada gathers data by migration status, which is covered by the broad definition of individuals that are "non-immigrant, born outside of the province, non-



immigrant born in the Province, immigrant, and non-permanent resident”. While Golden and Area A have been successful in attracting migrants from other parts of British Columbia and Canada they have been less successful in attraction immigrants from outside of Canada (Figure 5). According to Statistics Canada, immigrants comprise 12% and 15% of the population in the Town of Golden and Area A respectively (Figure 5). This is below that of the Province (27%) and Canada (20%).

The ethnic diversity of a community may have implications for a town in terms of the cultural and community services in place to support this portion of the local population and the degree to which it can attract new Canadians and foreign investment. New Canadians can be an important source of not just future workers but skilled workers and business investment. Just as Golden and Area A have been less successful at attracting new Canadians in the past, they might continue to be challenged in attracting them in the future.

FIGURE 5: POPULATION BY IMMIGRANT STATUS AND PLACE OF BIRTH, 2006

	Canada	British Columbia	Golden	Columbia-Shuswap A
Non-Immigrant, Born in Province of Residence	67%	48%	50%	47%
Non-Immigrant, Born outside Province of Residence	12%	24%	37%	36%
Immigrant	20%	27%	12%	15%
Non-permanent Resident	1%	1%	0%	1%

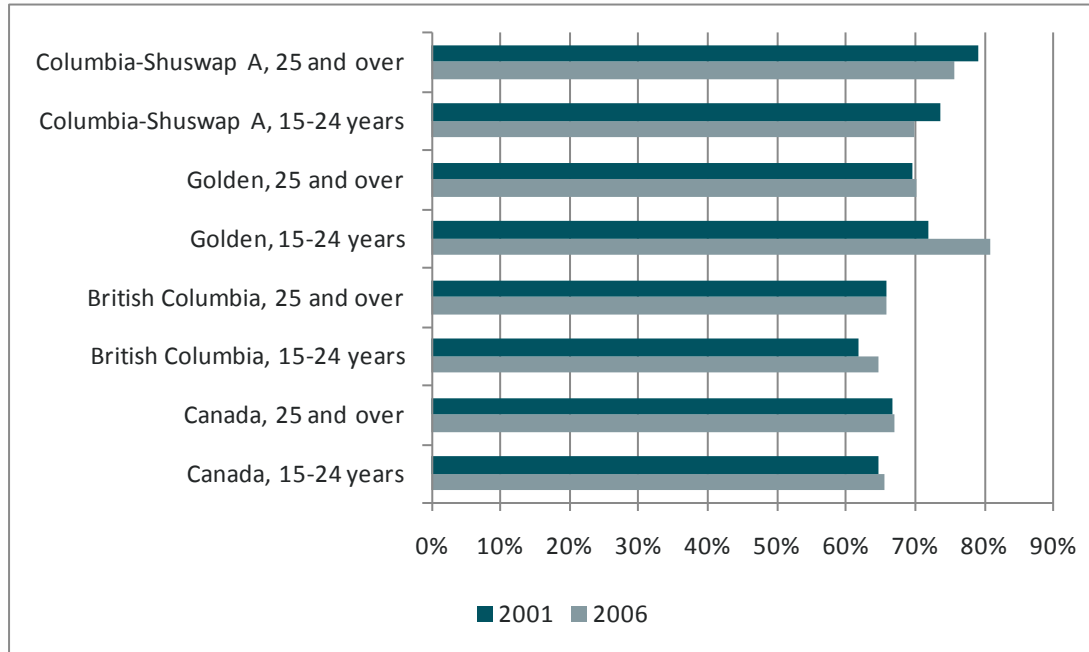
Source: Statistics Canada Census of Population Community Profiles 1996, 2001 and 2006 adapted by Millier Dickinson Blais

2.5 Labour Force Profile

Statistics Canada collects labour force data for the Canadian population aged 15 and over, in the 15-24 year old (young adult) population, and the working age population, or those aged 25 or older. Between 2001 and 2006 the labour force participation rates of people aged 15-24 in the Town of Golden grew by 9% (Figure 6) while participation rates for those aged over 25 remained unchanged. In comparison, Area A labour force participation rates amongst 15-24 year olds decreased by 4% and those aged over 25 decreased by 3%. In the broader provincial context, participation rates for those aged 15-24 increased by 3% while participation rates for those aged 25 and over remained constant. This indicates that between 2001 and 2006 the community was able to create sufficient jobs to provide employment for the resident population.



FIGURE 6: LABOUR FORCE PARTICIPATION RATES, BY AGE GROUP, 2001-2006

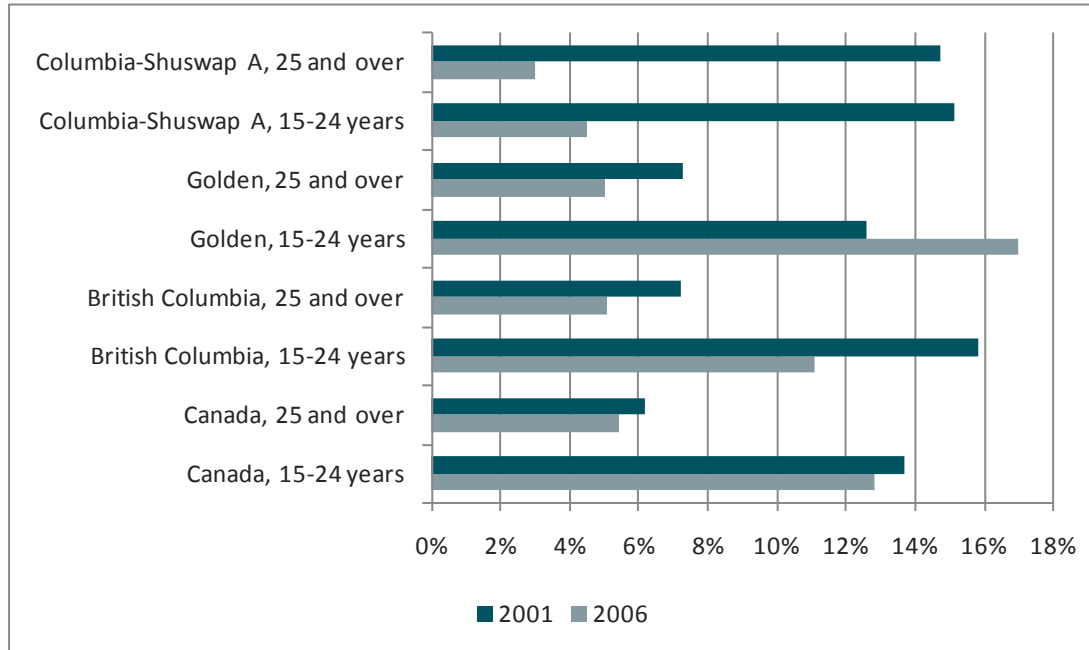


Source: Statistics Canada Census of Population Community Profiles 1996, 2001 and 2006 adapted by Millier Dickinson Blais

In 2006, Golden had an unemployment rate of 5%, Area A had an unemployment rate of 3% and British Columbia had an unemployment rate of 5% (Figure 7). These levels have decreased considerably since 2001 when unemployment in Golden, Area A and British Columbia were 7%, 15% and 7% respectively. These changes are a reflection of the strong economic period that was present from 2001-2006 in Canada. However, unemployment declined by a much greater rate in Golden, Area A and British Columbia than in all of Canada.



FIGURE 7: UNEMPLOYMENT RATES, BY AGE GROUP, 2001-2006



Source: Statistics Canada Census of Population Community Profiles 1996, 2001 and 2006 adapted by Millier Dickinson Blais

In order to get a more complete picture of the labour force capabilities or capacity, it is necessary to examine the labour force by occupation, that is, by the core activities associated with an individual's employment. The table that follows illustrates the concentration of the labour force by occupation for 2001 and 2006 for the Town of Golden and Area A.

As Figure 8 indicates, occupations with the highest labour force concentrations for Golden and Area A in 2006 included:

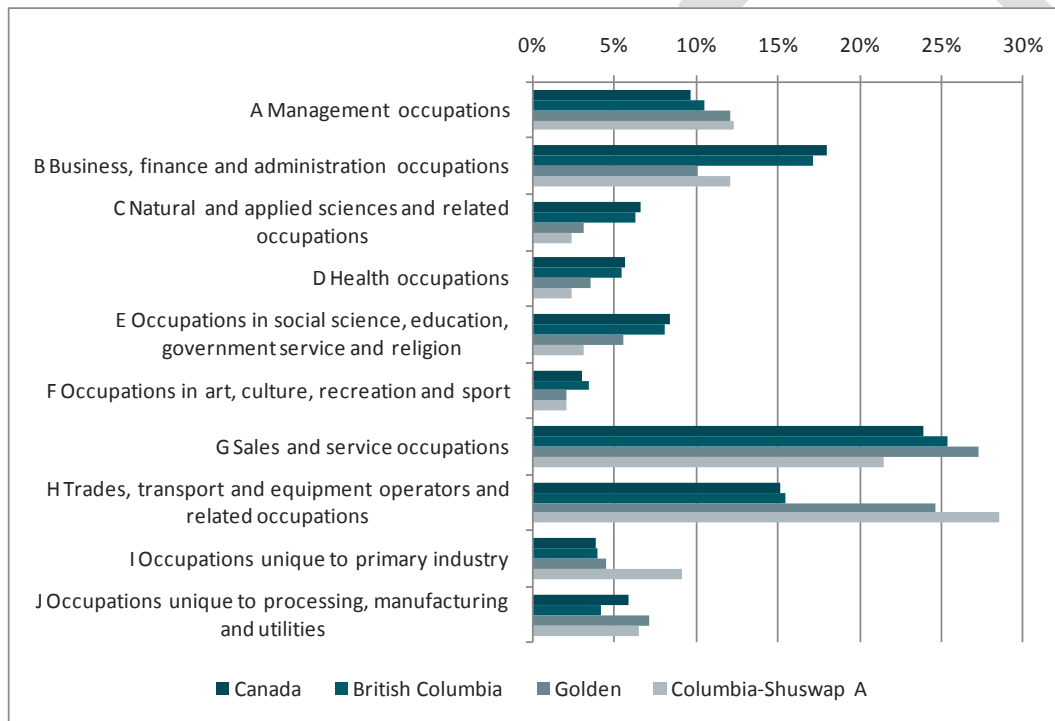
- Sales and service occupations (27% of all jobs in Golden and 21% in Area A)
- Trades, transport and equipment operators and related occupations (25% of all jobs in Golden and 29% in Area A)
- Management occupations (12% of all jobs in Golden and 12% in Area A)
- Business, finance and administration occupations (10% of all jobs in Golden and 12% in Area A)

While these four labour force occupation categories were also the leading occupations for the province; trades, transport and equipment operators comprise a much higher percentage of workers in Golden and Area A than in the in province.



The province has a much higher concentration in business, finance and administration occupations than is found in Golden and Area A. In general, it can be said that sales and service occupations along with trades, transport and equipment operators are heavily concentrated in Golden and Area A. Overall, the province has a more occupationally diverse workforce. Occupations unique to processing, manufacturing and utilities are also a larger segment of the workforce in Golden and Area A than in the province as a whole. This lack of occupational diversity might hinder Golden and Area A in attracting industries that have different occupational needs. The concentration of employment in a few employers is discussed raised again in section 2.6.

FIGURE 8: EMPLOYMENT BY OCCUPATION (NOC SYSTEM), 2006



Source: Statistics Canada Census of Population Community Profiles 1996, 2001 and 2006 adapted by Millier Dickinson Blais



When looking at growth in occupations over the period of 2001 to 2006 (Figure 9), both Golden and Area A exhibited significant growth in:

- Management occupations (23% and 62% respectively)
- Trades, transport and equipment operators (20% and 24% respectively)

However, there are also marked differences between Golden and Area A in occupations from 2001 to 2006:

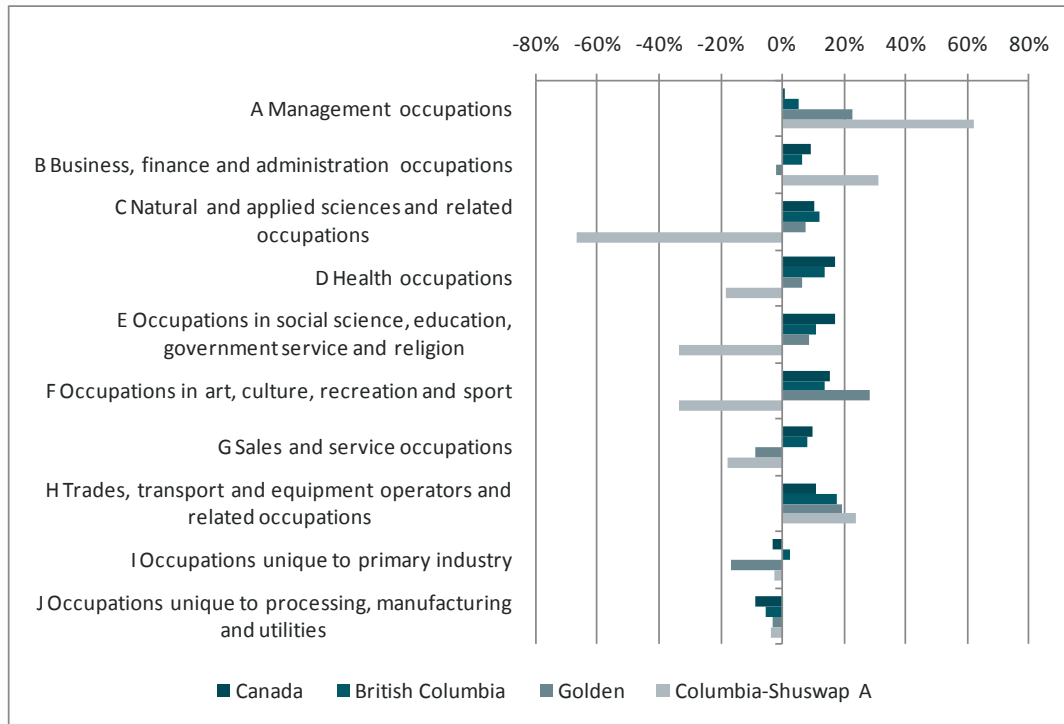
- Business finance and admin declined in Golden (-2%) but increased considerably in Area A (31%)
- Occupations in art, culture, recreation and sport increased in Golden (29%) but declined in Area A (-33%)
- Golden experienced increases in natural and applied science, health, social science, education, government service and religion occupations while Area A experienced decreases in each of these areas.

Management occupations in Golden and Area A are directly related to the tourism industry with managers in retail trade, food and accommodation services comprising the largest share of management occupations in Golden and Area A.

It needs to be noted that these statistics are drawn from Statistics Canada census of population long form census. As only 20% of the population receives the census long form, very few residents will have completed this form. As such it is difficult to determine the accuracy of these statistics for smaller communities. Finally, accuracy rests with the number of people that completed the long form census. At the time of writing this report, the census completion rates for Golden and Area A are unknown.



FIGURE 9: CHANGE IN EMPLOYMENT BY OCCUPATION (NOC SYSTEM), 2001-2006



Source: Statistics Canada Census of Population Community Profiles 1996, 2001 and 2006 adapted by Millier Dickinson Blais

According to Statistics Canada, the economy of Golden and Area A is quite self-contained with 99% of working residents being employed locally (Figures 10 and 11). Only 30 workers in Golden commute from Sicamous comprising 1% of Golden’s workers (Figure 10). Similarly only 25 residents of Golden commute to Calgary for work comprising only 1% of resident workers (Figure 11). For investment attraction, it is important to know that employers looking to locate in Golden will not have access to workers from any other municipality. Knowing that potential business investors only have access to workers residing in Golden increases the importance of the skill and education levels of local residents.

Several community members believe that residents are commuting to work in the oil and gas industry of northern British Columbia and Alberta. Given the economic changes that have taken place since 2006, it may be that there are more commuting workers now (2011) than 5 years ago (2006). Therefore, there may be more commuting workers than is



evident in the Statistics Canada data. Commuting workers are of interest to potential investors as commuting workers might be seeking local employment providing business investors with workers prepared to leave their current employer.

FIGURE 10: COMMUTING PATTERNS FOR GOLDEN WORKERS, 2006

Place of Residence for Workers in Golden	Total Commuters	Percent of Total
Golden	1590	60%
Columbia-Shuswap A	1040	39%
Sicamous	30	1%

Source: Statistics Canada Census of Population Community Profiles 1996, 2001 and 2006 adapted by Millier Dickinson Blais

FIGURE 11: COMMUTING PATTERNS FOR GOLDEN RESIDENTS, 2006

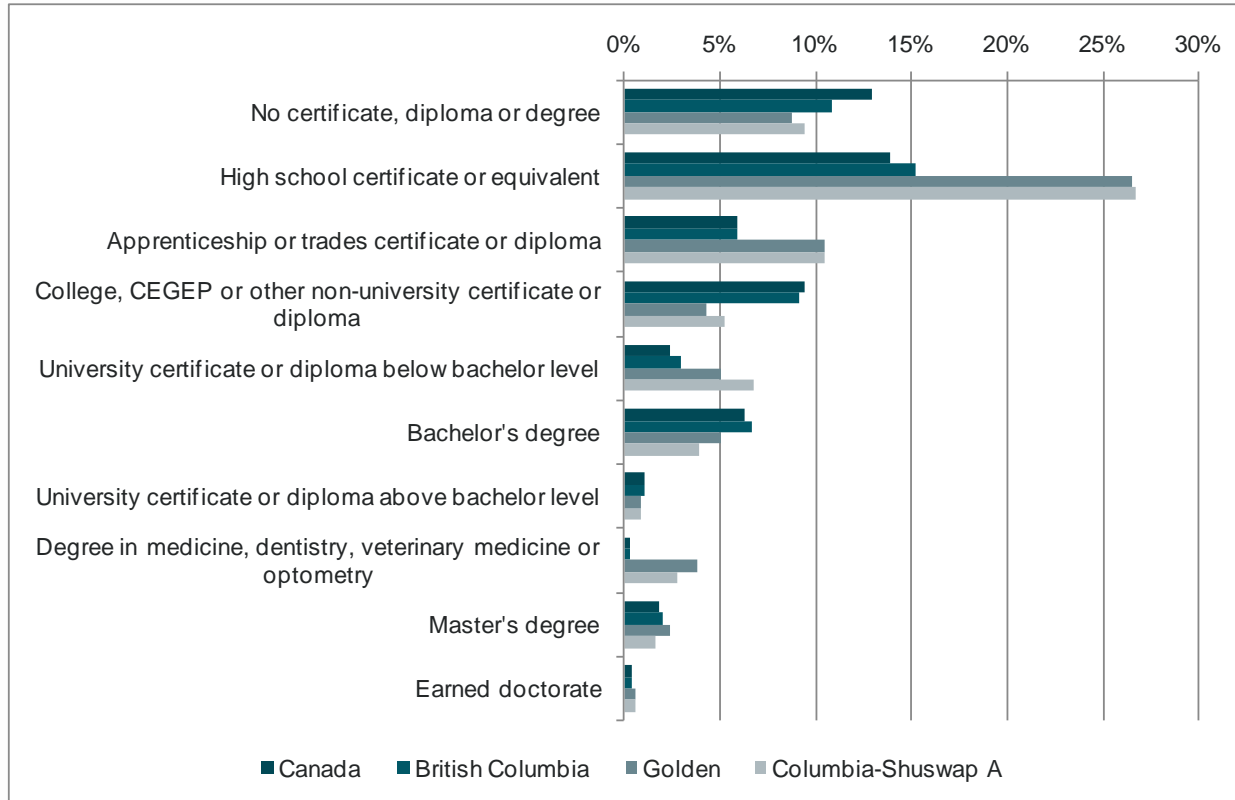
Place of Work for Golden Residents	Total Commuters	Percent of Total
Golden	1590	98%
Columbia-Shuswap A	25	1%
Calgary	25	1%

Source: Statistics Canada Census of Population Community Profiles 1996, 2001 and 2006 adapted by Millier Dickinson Blais

The labour force in Golden and Area A performs relatively well in educational attainment when compared to the broader provincial and national levels (Figure 12). The region exhibits a lower percentage of workers that have no certificate, diploma or degree compared to the Provincial average. In addition, the area has a clear strength in workers with apprenticeship or trades certificates. Finally, the area exhibits a high percentage of those with a university certificate, diploma or degree above the bachelor (Master's and Doctorate) level including medical related degrees. However, compared to the provincial average, the region has a much higher percentage of workers that have only attained a high school certificate (double the provincial average). Education levels of the local labour force can be a deciding factor for companies choosing to invest in a community. The number of workers holding a trade certificate or diploma as well as the number of workers with university education above the bachelor level are a strength for the region while the number of workers having only completed high school is a weakness.



FIGURE 12: LEVEL OF EDUCATION, 2006



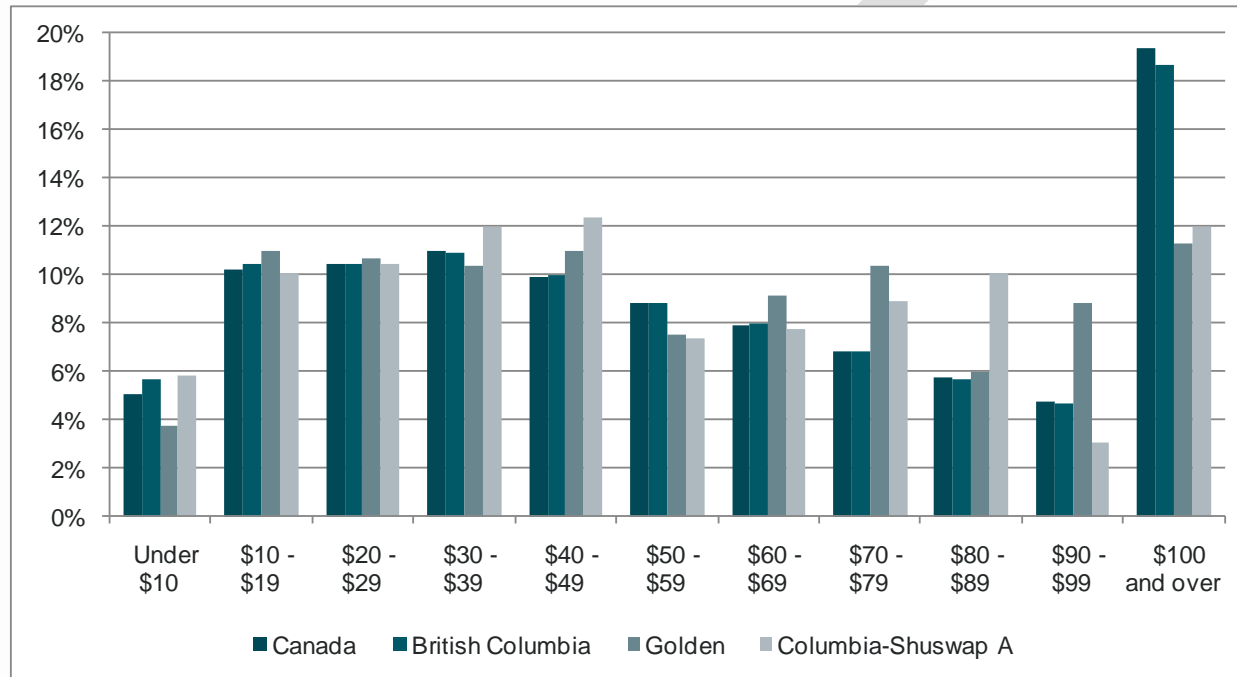
Source: Statistics Canada Census of Population Community Profiles 1996, 2001 and 2006 adapted by Millier Dickinson Blais

Overall, incomes in Golden and Area A appear to be lower than provincial averages (Figure 13). There are a higher percentage of households in middle income categories (between \$40,000/year and \$89,000/year) and significantly lower percentage of households in the highest income category of private households earning over \$100,000/year. With the exception of households earning between \$20,000 and \$29,000, households earning less than \$69,000/year as a percentage of all households declined between 2000 and 2005. Conversely, households earning more than \$70,000 as a percentage of all households increased. This can be viewed positively as higher earning households have increased



spending power to boost the local economy and might also have increased flexibility to access capital to start their own business.

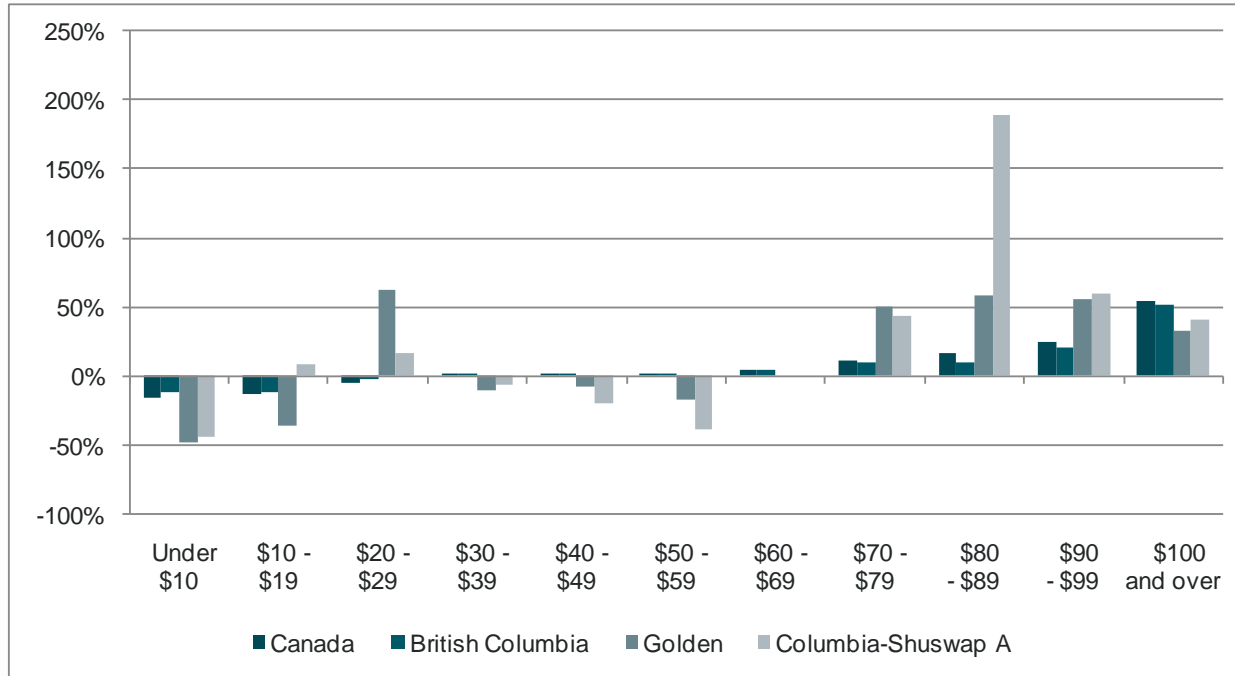
FIGURE 13: PRIVATE HOUSEHOLD INCOME, 2005 INCOME



Source: Statistics Canada Census of Population Community Profiles 1996, 2001 and 2006 adapted by Millier Dickinson Blais



FIGURE 14: PERCENTAGE CHANGE IN PRIVATE HOUSEHOLD INCOME, 2000-2005



Source: Statistics Canada Census of Population Community Profiles 1996, 2001 and 2006 adapted by Millier Dickinson Blais

2.5.1 Creative or Knowledge Based Occupations

The knowledge economy emerged in the late 1900's, shifting business focus from the production of goods by manufacturing to the production of ideas and information. Technology accelerated this shift to a knowledge economy, and the best companies were those who utilized knowledge and technology to develop new quality products and services at the best prices. As the variety of products and choice increased and consumers chose products that suited their individuality; they began looking for more from their products, and selecting those that provided a meaningful experience or personal enrichment.



As a result of the addition of meaningful experiences and cultural context in goods and services, the creative economy has emerged as an important element of consideration for businesses and policy-makers. There is considerable literature discussing the significant societal and economic impacts that the creative economy has been having on both local and international economies. This literature suggests that economic developers should realize the importance of this aspect of the workforce and focus effort on attracting and retaining this type of workforce.

The knowledge and creative economies are not distinct, separate elements; rather, they are both theories based in knowledge, ideas, and information, and in this regard they overlap. The creative economy is merely an added refinement in an economy where knowledge and ideas have become overwhelming. Workers in this economy research, design, and provide the experience and context to a product or service, making it a meaningful experience for the consumer. According to the United Nations Conference on Trade and Development, the creative economy is a set of knowledge-based economic activities with linkages to the overall economy. Analysis in this area has been an attempt to grasp and measure “the complex interactions between economic, cultural, technological and social aspects guiding the dynamics of the world economy and the way people live in the twenty-first century”⁷.

As a result, it is important that economic developers and local policy-makers consider the body of work emphasizing the impact of the creative occupations and people on the economy. A variety of tools have been developed in this area, and communities can use them to assess their creative economy (or lack thereof) and develop strategies for attracting creative workers as part of their overall economic development framework.

As the various classes of workers that comprise an economy are defined on the basis of occupation, consideration must be given to the availability of occupation data from Statistics Canada; in particular the National Occupation Classification codes (NOCs). In an attempt to standardize the collection and analysis of cultural statistics in Canada, Statistics Canada has developed the *Canadian Framework for Cultural Statistics*. This framework considers creative occupations to be those in the following categories⁸:

- Management Occupations
- Business Finance and Administration Occupations
- Natural and Applied Sciences and Related Occupations
- Health Occupations
- Occupations in Social Science, Education, Government Service & Religion
- Occupations in Art, Culture, Recreation and Sport

⁷ United Nations Conference on Trade and Development, Creative Economy Report 2008: The challenge of assessing the creative economy towards informed policy-making, 2008

⁸ Statistics Canada, 2005, Canadian Framework for Culture Statistics



What is apparent from the creative occupational categories is their ability to cut across industry sector lines in a way that can impact both traditional and emerging industries and the degree to which these occupations translate to a well-paid and highly skilled workforce. This is particularly true if one considers that the skills needed for creative occupations are more heavily weighted towards analytical and social intelligence skills, both of which play a significant role in a knowledge driven economy.

In Golden and Area A creative occupations comprise 36.5% and 34.4% of all occupations respectively. This is slightly greater than the provincial average of 34.3%. For Golden and Area A the largest portion of creative occupations are found in management and business, finance and administration occupations. At the provincial level natural and applied science and occupations in social science, education, government service and religion make up larger portions of the creative economy than they do in Golden and Area A. Additionally, while all creative occupations are experiencing growth at the provincial level, this is not the case in Golden and Area A (Figure 15). Golden experienced growth in all but business, finance and administration occupations and occupations in social science, education, government service and religion. The growth experience in management occupations far outpaced the growth experienced at the provincial level. This was also the case for growth in management occupations in Area A. However, all other creative occupations in Area A experienced a decline.

Within these categories the largest gains in Golden and Area A were made in:

- Managers in retail trade, food and accommodation services
- Professional occupations in natural and applied sciences
- Technical and related occupations in health
- Professional occupations in art, culture, recreation and sport

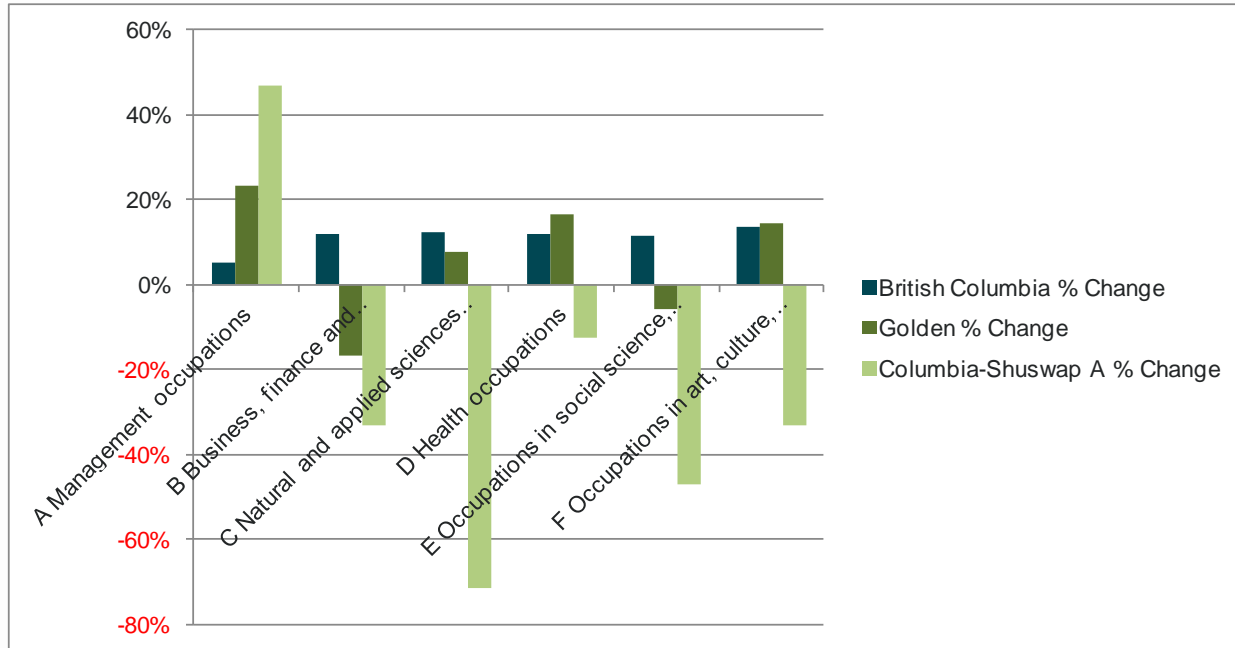
The largest losses were in:

- Finance and insurance administration
- Technical occupations related to natural and applied science
- Nurse supervisors and registered nurses
- Teachers and professors

From this information it would appear that Golden and Area A are losing some creative occupations in areas outside of their control – education and health.



FIGURE 15: CHANGE IN CREATIVE OCCUPATIONS, 2001-2006



Source: Statistics Canada Census of Population Community Profiles 1996, 2001 and 2006 adapted by Millier Dickinson Blais

2.6 Industry Concentrations

The Town of Golden and surrounding area has evolved over the past half century; while its main industries of forestry and related manufacturing as well as transportation remain, Golden and Area A's natural beauty and physical attributes have also made it a tourism destination. As a result, the services section has grown substantially, providing goods and services to visitors and the local community.



FIGURE 16: GOLDEN LABOUR FORCE BY INDUSTRY, CENSUS DATA, 2001 & 2006

Industry (NAIC)	2001	2006
Total Labour Force	2200	2255
Industry (not applicable)	35	10
All Industries	2160	2240
Forestry/Logging/Agriculture/Fishing/Hunting	130	70
Mining & Oil & Gas Extraction	10	0
Utilities	10	0
Construction	150	295
Manufacturing	260	260
Wood Product Manufacturing	205	250
Wholesale Trade	20	25
Retail Trade	290	230
Transportation/Warehousing	235	200
Information/Cultural Industries	20	15
Finance & Insurance	30	60
Real Estate & Rental	15	20
Professional/Tech Service	60	50
Management of Companies	10	0
Admin. Support/Waste Mngt	15	45
Educational Services	120	85
Health Care/Social Assistance	130	155
Arts, Entertainment, Recreation	85	70
Accommodation, Food Services	435	450
Public Administration	75	105

Source: Statistics Canada Census of Population Community Profiles 2001 and 2006 adapted by Millier Dickinson Blais

Forestry and wood products manufacturing have been major employers in Golden for some time. However, this industry's importance has declined in Golden and British Columbia as a whole in the past two decades because of issues such as lower commodity prices for forest products, the softwood lumber dispute with the United States, the mountain pine beetle epidemic as well as increased international competition in the manufacturing and finished goods sector. The global recession of 2008 also had a negative impact on this industry sector. The impact of the recession is shown in the number of people employed by Louisiana Pacific, the region's largest forestry and wood products manufacturing company. In 2011 Louisiana Pacific recorded a workforce total combined workforce of 330 employees (full time and contract workers);



a decline from the total combined workforce of 650 recorded in 2004 (Figure 16). This data collected by Golden Area Initiatives highlights the decline in forestry related employment in recent years.

Originally a trading post created to serve Canada Pacific Railway workmen in 1883; the Town of Golden continues to be the home of a CP centralized Special Operations Division and car repair shop. In 2004, CP employed 200 people in Golden, with 35-40 trains running through the Town daily. By 2009, it is estimated CP employed only 80 full time and contract staff (Figure 16). Activity at CP in 2011 appears to be again on the rise with 2001 employment estimated to be 98 staff. Again, while these numbers are not completely accurate it is still worthwhile to consider the trend in this industry. Employment is well below the recent past and while it has recently shown an increase, remains well below levels of only a few years ago. This data is insufficient to project future performance of either the forestry and wood product sector or the transportation sector. However, given recent instability, the region will want to consider diversification opportunities.

FIGURE 16: EMPLOYMENT LEVELS BY MAJOR EMPLOYER, TOWN OF GOLDEN

Golden's Largest Employers size of workforce (full time and contracted employees)

	2004	2007	2008	2009	2010	2011
Canada Pacific Railways	200	250	250	80	80	98
Louisiana Pacific	650	650	650	650	600	330
Kicking Horse Mountain Resort	230	340	340	340	252	298
Golden Golf and Country Club	60	60	60	60	60	60

Source: Golden Area Initiatives Community Profiles, 2004 - 2011

While the traditional sectors have declined, tourism and the service industry have grown substantially in the past decade. With a unique geographical location, backcountry lodges, heli-skiing, hiking, backpacking, hunting and fishing are all major attractions for visitors and sources of local employment. Kicking Horse Mountain Resort, an 11 year old resort and village 12km outside of Golden, is now one of the premier ski-resort destinations in the province, and employs 110 core year round staff, and up to 500 during the peak winter season⁹. The resort village is also home to a number of townhomes, condominiums, and executive family style homes. A new master plan for the facility was approved by the province in early 2010; with a 40 year timeline and more than a tenfold increase in the number of bed units, as well as the addition of a golf course and other amenities, the new plan will bring substantial investment to the region.

⁹ Confirmed by interview February 6, 2012



The arrival of these developments has spurred local small business development. Major areas of growth include retail trade (especially higher-end retailers), construction, finance and insurance, and health care and social assistance. It is expected that tourism will continue to be a driver of small business start-ups and expansions in the community.

2.6.1 Business Patterns

In June 2011 there were a total of 659 businesses in Golden and Area A (Figure 17). The largest share of these businesses (a total of 625) is found in the Town of Golden. Almost half of all businesses (43.9%) are indeterminate in nature¹⁰ meaning there are a large number of self-employed or home based industries in the region.

FIGURE 17: TOTAL BUSINESSES IN GOLDEN AND AREA A BY INDUSTRY, JUNE 2011

Golden and Columbia-Shuswap A	Total	Indeterminate	Subtotal
Total	659	289	370
11 Agriculture, forestry, fishing and hunting	46	22	24
21 Mining and oil and gas extraction	4	2	2
22 Utilities	1	1	0
23 Construction	106	53	53
31-33 Manufacturing	16	6	10
41 Wholesale trade	17	4	13
44-45 Retail trade	67	18	49
48-49 Transportation and warehousing	44	17	27
51 Information and cultural industries	6	2	4
52 Finance and insurance	19	11	8
53 Real estate and rental and leasing	66	54	12
54 Professional, scientific and technical services	45	22	23
55 Management of companies and enterprises	16	12	4
56 Administrative and support, waste management and remediation services	21	9	12
61 Educational services	7	4	3
62 Health care and social assistance	24	5	19
71 Arts, entertainment and recreation	17	3	14
72 Accommodation and food services	92	34	58
81 Other services (except public administration)	43	10	33
91 Public administration	2	0	2

Source: Statistics Canada Census of Population Community Profiles 1996, 2001 and 2006 adapted by Millier Dickinson Blais

¹⁰ Statistics Canada defines 'indeterminate' businesses as those without salaried employees



The most number of businesses are found in:

- Construction – 106 businesses
- Accommodation and food services – 92 businesses
- Retail trade – 67 businesses
- Real estate and rental and leasing¹¹ – 66 businesses

Small businesses are incredibly important to the provincial economy in British Columbia. In 2010, businesses with fewer than five employees comprised about 82 per cent of all small businesses in British Columbia¹². In addition, Business Indicators showed that 57% of all private sector jobs in British Columbia are in small businesses. Overall, approximately 30% of British Columbia's Gross Domestic Product was generated by small business in 2010¹³. As pointed out in the previous chart, 43.9% of all businesses in Golden and Area A are self-employed. Combined with businesses with 1-4 employees; businesses with fewer than 5 employees account for 72.7% of all businesses in Golden. This is an indication of the importance of small business to the Golden Area economy.

When considering only businesses with employees, most businesses are small businesses with those with 1-4 employees comprising 51.4% of all businesses.

Most businesses with employees are found in:

- Accommodation and food services – 58 businesses
- Construction – 53 businesses
- Retail trade – 49 businesses

The large number of businesses in accommodation and food services represents the importance of tourism in the local economy. The largest businesses, as measured by those with more than 50 employees are found in almost all industry sectors including:

- Agriculture, forestry fishing and hunting – 1 business
- Manufacturing – 1 business
- Retail trade – 1 business

¹¹ Real estate and rental and leasing includes lessors of real estate, offices of real estate agents and brokers, and rental and leasing services (automotive equipment, consumer goods, commercial and industrial machinery and equipment rental)

¹² <http://www.resourcecentre.gov.bc.ca/pdf/SmallBusProfileEngWeb.pdf>

¹³ Ibid



- Transportation and warehousing – 1 business
- Finance and insurance – 1 business
- Health care and social assistance – 1 business
- Art, entertainment, culture and recreation – 2 businesses
- Accommodation and food services – 4 businesses
- Public administration – 1 business

FIGURE 18: BUSINESSES IN GOLDEN AND AREA A BY BUSINESS SIZE, JUNE 2011

Golden and Columbia-Shuswap A	Subtotal	1-4	5-9	10-19	20-49	50-99	100-199	200-499	500 +
Total	370	190	85	57	25	7	4	2	0
11 Agriculture, forestry, fishing and hunting	24	13	5	3	2	1	0	0	0
21 Mining and oil and gas extraction	2	1	0	1	0	0	0	0	0
22 Utilities	0	0	0	0	0	0	0	0	0
23 Construction	53	29	15	7	2	0	0	0	0
31-33 Manufacturing	10	8	0	1	0	0	0	1	0
41 Wholesale trade	13	8	4	0	1	0	0	0	0
44-45 Retail trade	49	16	22	8	2	0	1	0	0
48-49 Transportation and warehousing	27	14	2	7	3	0	1	0	0
51 Information and cultural industries	4	1	3	0	0	0	0	0	0
52 Finance and insurance	8	3	1	2	1	0	1	0	0
53 Real estate and rental and leasing	12	8	3	1	0	0	0	0	0
54 Professional, scientific and technical services	23	15	3	4	1	0	0	0	0
55 Management of companies and enterprises	4	2	1	1	0	0	0	0	0
56 Administrative and support, waste management and remediation services	12	9	2	1	0	0	0	0	0
61 Educational services	3	3	0	0	0	0	0	0	0
62 Health care and social assistance	19	11	2	3	2	0	1	0	0
71 Arts, entertainment and recreation	14	6	3	2	1	1	0	1	0
72 Accommodation and food services	58	17	13	16	8	4	0	0	0
81 Other services (except public administration)	33	25	6	0	2	0	0	0	0
91 Public administration	2	1	0	0	0	1	0	0	0

Source: Statistics Canada Business Patterns Data June 2011 adapted by Millier Dickinson Blais

Three pillars to the economy stand out here, forestry and wood products manufacturing, transportation and tourism. These three pillars have 9 companies employing over 800 people (Figure 18). With a total labour force of 2,660 the 9 largest businesses in these three sectors account for 30% of the employed labour force. These businesses drive the economy and attract residents and visitors to the region. Other large businesses in the area including those in public



administration, health and retail are not drivers of the economy but rather respond to the needs of the existing population. The three pillars and the 9 largest companies in these pillars are crucial to the long term sustainability of the economy.

2.6.2 Creative Industries

Having established an understanding of the creative economy in Golden premised on the occupational labour force, it is also important to understand what creative industries exist within the community. Creative cultural industries are those in which cultural expression and aesthetic value drive the output, in terms of products or services, which in turn generate wealth.

Statistics Canada's *Canadian Framework for Culture Statistics* defines a set of creative cultural industries as well as creative cultural occupations. The Framework further identifies that the creation of goods and services that are 'cultural' involves a series of inter-connected processes – what they refer to as 'the creative chain' (Figure 19). The creative chain considers all the industries involved in the creation, production, manufacturing, distribution and support of creative cultural output as cultural industries.

FIGURE 19: THE CREATIVE CHAIN



Source: Statistics Canada. 2004. *Canadian Framework for Culture Statistics*.

Using this definition, Statistics Canada Canadian Business Patterns Data¹⁴ have been used to identify the number of establishments in creative cultural industries in Golden. In relying on this framework, creative industries have been organized into categories using the North American Industry Classification System (NAICS) for the culture sector as defined by the Statistics Canada Canadian Framework of Culture Statistics. Figure 20 provides a definition for the creative industries investigated in this analysis. It is important to note here that Canadian Business Patterns Data may not

¹⁴ Canadian Business Patterns Data is collected from the Canada Revenue Agency (CRA). Businesses are included if they meet one of the following criteria: they have an employee workforce for which they submit payroll remittances to the CRA; they have a minimum of \$30,000 in annual sales revenue; or, they are incorporated under a federal or provincial act and have filed a federal or corporate income tax form within the past three years.



capture groups such as individual artists accurately due to the data collection methodology. In any of these instances, efforts have been made to supplement the data through qualitative and secondary research.

FIGURE 20: CREATIVE INDUSTRIES

Advertising	Antiques	Architecture
Art Dealers	Book Stores	Culture Support Services
Design	Independent Artists, Writers and Performers	Internet Publishing
Libraries and Archives	Motion Pictures and Video Industries	Museums and Heritage Sites
Music Stores	Performing Arts	Photography
Pottery and Ceramics	Printing	Publishing Industries
Radio and Television	Software Publishers	Sound Recording

Source: Derived from Statistics Canada, Canadian Framework for Culture Statistics by Millier Dickinson Blais Inc.

The data reveals 23 creative businesses in Golden and Area A representing 3.68% of all businesses in Golden and 2.94% of all businesses in Area A. However, this is well below the provincial benchmark, where creative businesses represent 5.95% of all businesses. In addition; the majority of all businesses in all three areas have fewer than 50 employees, with the largest category of employees being 1-4. In Golden, 28% of all creative industry businesses have 1-4 employees; similar to the Province of British Columbia where 27% of all creative businesses have 1-4 employees. As we saw in the previous section, small businesses play a significant role in both the local and provincial economy. Creative industries are no exception; the majority of these businesses are small enterprises.

Comparatively, Figure 21 shows the composition of creative businesses in the province, Area A and Golden. It can be seen that there is a high percentage of culture support services in both Golden and the province. Culture Support Services include establishments such as fine arts schools, agents and managers of artists, athletes, entertainers and other public figures and various community organizations that impact cultural production. Culture Support Services are considered integral to supporting the foundation of the cultural economy.

Looking closer at the number of creative businesses in Golden, it can be seen that there are a number of creative businesses that may not have been captured. The Museums and Heritage Sites category includes businesses like nature parks, heritage and historic sites among others, which are likely present in Golden, but not captured. For those businesses that have been captured, the data reflects a number of businesses related to communications (publishing, printing, advertising, radio and television). In addition, there appears to be no businesses engaged in software or internet publishing or graphic design, which are knowledge-based industries that can attract a mobile creative workforce.

While we are aware of the data limitations of Census data, overall, the data captured by Statistics Canada suggests that Golden doesn't fall too far behind the province of British Columbia in the concentration of creative businesses as a total of



all businesses. In addition, there are businesses in all areas of the creative value chain that are contributing to the creative cultural economy in Golden. The data also suggests that Golden is faring better than Area A in regards to number of creative businesses. While creative businesses only represent a small share of all businesses in Golden and Area A; there exhibits potential for growth along the creative cultural value chain. However, these businesses are knowledge-intensive and dependent on talent attraction and retention for future growth.

FIGURE 21: PERCENT OF TOTAL CREATIVE BUSINESSES¹⁵ BRITISH COLUMBIA, COLUMBIA-SHUSWAP AND GOLDEN, 2011

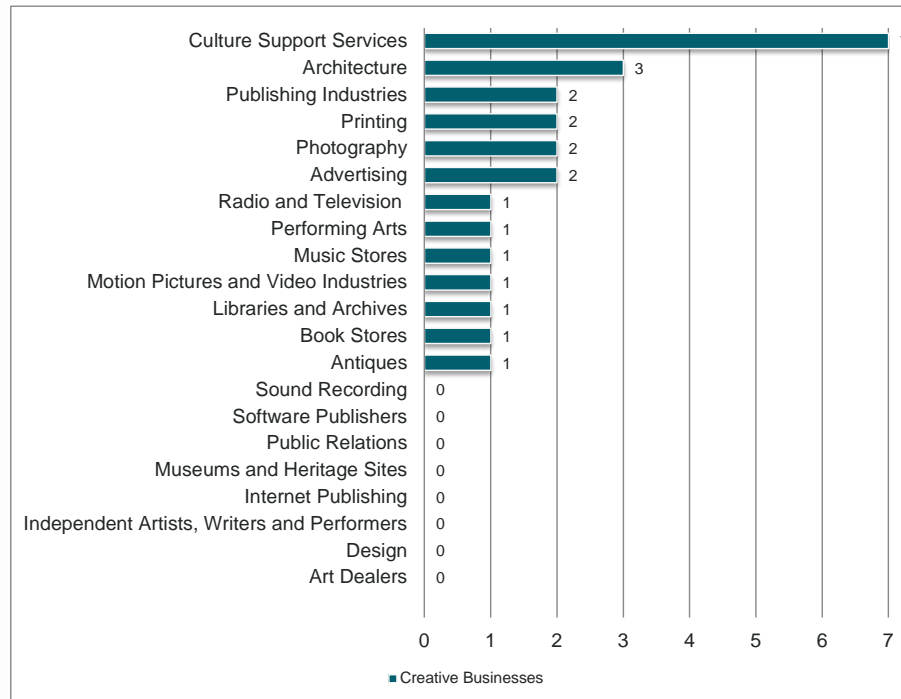
Creative Cultural Businesses by Industry	Golden	Columbia-Shawsup	British Columbia
Advertising	8.7%	0.0%	6.0%
Antiques	4.3%	0.0%	2.5%
Architecture	13.0%	0.0%	5.9%
Art Dealers	0.0%	0.0%	1.2%
Book Stores	4.3%	100.0%	6.6%
Culture Support Services	30.4%	0.0%	21.2%
Design	0.0%	0.0%	11.7%
Independent Artists, Writers and Performers	0.0%	0.0%	8.7%
Internet Publishing	0.0%	0.0%	1.2%
Libraries and Archives	4.3%	0.0%	0.5%
Motion Pictures and Video Industries	4.3%	0.0%	12.4%
Museums and Heritage Sites	0.0%	0.0%	1.2%
Music Stores	4.3%	0.0%	2.0%
Performing Arts	4.3%	0.0%	3.0%
Photography	8.7%	0.0%	3.3%
Public Relations	0.0%	0.0%	1.2%
Printing	8.7%	0.0%	3.7%
Publishing Industries	8.7%	0.0%	3.8%
Radio and Television	4.3%	0.0%	0.9%
Software Publishers	0.0%	0.0%	2.1%
Sound Recording	0.0%	0.0%	0.9%

Source: Derived from Statistics Canada, Canadian Framework for Culture Statistics by Millier Dickinson Blais Inc.

¹⁵ There are 3 businesses recorded as architectural services in Golden and Area A



FIGURE 22: TOTAL CREATIVE BUSINESSES GOLDEN, 2011



Source: Statistics Canada Business Patterns Data, June 2011 adapted by Millier Dickinson Blais

2.7 Summary of Economic Base

In reviewing the economic base of Golden and Area A there are several factors that need to be considered in the Community Economic Development Strategy.

- Golden is strategically located at the junction of the Kicking Horse and Columbia Rivers as well as Highways 1 and 95 providing access to points east and west as well as south.
- Golden and Area A are faced with stagnant and declining populations. Of more concern is the decline in the number of children under 14 years of age, youth (those aged 15-24) and young families (those aged 35-44). A continued decline in these age cohorts compounds the risk of long term population decline and may affect future labour force diversity.



- The population of those aged 55-64 is growing quickly; however, there is virtually no growth in those aged over 65 indicating that people are moving elsewhere as they reach retirement age. This might be due to a number of factors including access to services for the elderly.
- Golden and Area exhibit lower populations of immigrants than the national and provincial averages. Immigration is now known to be the largest contributor to the work force in Canada and immigrants often have higher levels of education and diversity of skills than their Canadian born counterparts.
- The region has a comparatively high percentage of people with trades related education and working in trades related occupations. Concern has been raised of the mobility of these workers into new industries requiring different skill sets.
- Compared to the province, Golden and Area A have a high percentage of workers in 'creative' occupations with growth shown in managers in retail trade, food and accommodation services, professional occupations in natural and applied sciences, technical occupations in health and professional occupations in art, culture, recreation and sport.
- Golden and Area A are close enough to other centres to gain from them but just far enough to be a 'stand alone' community. This is exhibited by the fact that there is essentially no commuter labour force. Almost all of those employed in Golden/Area A live in Golden/Area A.
- Golden and Area A have a comparatively high degree of workers holding a university degree or certificate above the bachelors level. There are highly educated people living and working in Golden/Area A. This is not common in rural areas.
- While small businesses (businesses with fewer than 4 employees) comprise the largest share of businesses there a few (9) large businesses which employ over 800 (of a total of 2,660 employed) people in Golden/Area A. The loss of any of these employers would have a large negative impact on Golden/Area A. There are 3 key pillars to the economy evident in the business patterns data: forestry and wood manufacturing, transportation and tourism
- The most number of businesses (for those businesses with employees) are found in:
 - **Accommodation and food services – 58 businesses**
 - **Construction – 53 businesses**
 - **Retail trade – 49 businesses**
- While there are relatively few creative cultural businesses in Golden and Area A these businesses are found in all parts of the cultural value chain suggesting opportunities for growth in this area. Most creative businesses are found in:
 - **Cultural support services**
 - **Architecture**
 - **Publishing, printing, photography and advertising**



3 Literature Review

This review of historical planning documents, compiled from the Archives of Golden Area Initiatives (GAI), includes document spanning a period of 30 years addressing a variety of issues from topic specific research to community-wide planning work.

The relevant documents have been grouped into 3 categories: Economic Development and Strategic Planning Initiatives; Tourism and Culture Initiatives; and Infrastructure and Social Concerns. From the documents a number of themes emerged providing insight into both opportunities for Golden and Area A as well as challenges in achieving a future vision. The documents also presented vision statements that are important to keep in mind in the creation of the Economic Development Strategy.

Some of the documents reviewed are summarized herein.

3.1 Economic Development and Strategic Planning Initiatives

Survey of Economic Development Opportunities and Initiatives (1993)

In 1993 a review of economic opportunities throughout the East Kootenays was conducted based on interviews with stakeholders. The survey explained that the area's strengths lied in its proximity to Alberta, National Parks and a unique geomorphology that would cater towards tourism and recreational opportunities.

The survey positioned the area to be developed as a "Parks Centre", who's key opportunities would lie in tourism surrounding skiing and snowmobiling activities, as well as, the accommodation industry that would attach itself to promoted tourism in the area. The airport was also identified as an opportunity to position Golden as a regional transportation hub between the two Provinces (AB and BC). Other opportunities included manufacturing plants and associations within the forestry industry such as wood pelletization plants and cedar manufacturing.

Golden Economic Action Plan (1995)

The economic action plan provided a community vision and recommended strategies with detailed actions for prioritized projects. Some key recommendations in the plan included supporting existing and new business developments through financing and infrastructure development; identify growth sectors such as Tourism and small/medium enterprises and supporting/facilitating training and educational upgrading in order to keep up with current trends; support economic development staff with funding in order to continue to attract new and support existing businesses; and develop value-added ventures in the forestry sector in order to protect jobs, while diversify the economy.



The action plan also listed Golden's strengths to be access to natural resources, position as a transportation hub for goods and services, and volunteer agencies and other community resources. Weaknesses noted were the lack of economic diversity; lack of partnerships between companies; and the visual appearance of the area. Opportunities noted were the increasing patterns of higher visitation and immigration to Golden; changes in National Park policies that allowed for businesses to start up around the parks; and provincial support for highway construction. Threats detected included the decline in the forest base, uncertainty and volatility in the tourism market, lack of control over immigration, lack of land use framework for Area A and the Columbia-Shuswap Regional District; and lack of control over Crown land.

Golden - A Framework for Co-operation (1999)

The framework's main objective was to introduce a streamline within existing organizations to focus on funding and supporting programs and projects within the business community. The framework suggested creating programs and projects that would help market and advertise businesses, foster a business network, entrepreneurial development programs, tourism development programs, investment facilitation programs and community infrastructure programs.

Community Impact Analysis (2001)

The community impact analysis report was developed to prepare the community for future development. The report consisting of planning, monitoring and key indicators focused on community issues, provided recommendations on how Golden should proceed with these issues. Some of the key recommendations for these issues include:

- **Employment** - maximize opportunities for locals, anticipate labor force needs and provide training opportunities, provide employment services to new and existing employers to meet business needs
- **Expansion of businesses and the establishment of new businesses** - retain the maximum amount of expected benefits within the community
- **Income difference and social cohesion** - minimize impacts of differences between visitors and residents & sustain and enhance interdependent social fabric of the community
- **Affordable housing**- supply for seasonal workers, including construction workers; integrate housing to avoid 'ghettoization'; adequate supply for affordable rental and purchase options for lower income people, maintain adequate supply of housing appropriate to seniors, people with physical disabilities and people with low incomes.
- **Government services** - improve built infrastructure, assist with the maintenance of the rural nature of Area A and the freedom of choice values of residents while the population and number of dwellings grows.
- **Unify Governance** - ensure a smooth transition to increased population, housing and commercial development.
- **Emergency Services** - ensure high quality health care for residents and visitors, ensure local health system has access to HR and other resources required to meet changing demands, health care costs should stay within the means of the community, other emergency and enforcement services must keep pace with changing demands,



upgrade crisis services to handle the immediate needs of food, shelter and clothing that are expected to expand.

- **Environmental Stewardship** - minimize impact on wildlife habitat in front and backcountry areas; minimize conflict between backcountry users to maintain high quality of recreational experiences; minimize solid waste and deal with waste that is created; ensure that infrastructure meets or exceeds environmental standards.

Community Future Development Corporation of the S.E. Region of B.C - Regional CED Strategic Action Plan (2003)

The document was created to provide direction for CFDC-SE in the development of programming for the region. Five priorities were outlined in the plan. These five include:

1. Development of regional planning and regional growth management planning;
2. Initiation of regional and community issues and priorities research and analysis on a partnered basis;
3. Identification and support of economic opportunities that derive benefits to the region;
4. Coordination and facilitation of CED-based activities and services within the region;
5. Implementation of communications tools to share information and successes.

These five priorities were developed from the six issues that the plan outlined were halting economic growth in the South East Region of British Columbia. These six issues (community services, community sustainability, diversification, infrastructure, growth, and the environment) were in response to the needs that was assessed the Region needed to significantly prosper those needs were economic development, governance leadership, collaboration, community well-being, access to funding and planning tools.

The six issues are further discussed here:

- **Community Services** - lack of adequate community services, retention of services, uncertainty re: future, level of service nowhere for retirees and property owners, provincial downloading.
- **Community Sustainability** - Maintain viability and identity, too vulnerable with tourism; maintain strong downtown cores, government policy changes, hot to attract residents and businesses.
- **Diversification** - Shift to a diversified economy alongside the natural resources and tourism, need to attract new light industry, broaden tax base, inability to diversify.
- **Infrastructure/Transportation** - Lack of spending on highways that are busiest, need transportation between communities.



- **Growth** - Development happening beyond people's awareness, no one planning for it, how to grow, impacts of development, lack of planning, zoning and building controls, high cost of living - difficult to keep people here, rising property values.
- **Environment/Land** - Part of growth question, land use conflict rising, province removing its involvement in the natural landscape, increased motorized recreation impacts.

Golden & Area Community Strategic Directions (2003)

A community strategic directions document was prepared for Golden and Area in 2003, which prepared a vision for the area. The vision stated that:

- **Golden will embrace inevitable changes and will strive to maintain balance between economic growth, environmental stewardship and community values, We will meet the challenges of growth with determination, responsibility and optimism and will become a model community as we learn to live and grow in harmony with our natural surroundings.**

Along with this vision the report listed goals and strategies in which Golden and Area would strive to achieve. These goals and strategies included better planning, affordable housing options, improvement of infrastructure, strengthening of health and social services, the enhancement of arts, culture and recreation, the revitalization of downtown, land stewardship and the diversification of the economy.

An Economic Development Assessment in the Columbia Basin (2007)

An economic development assessment in the Columbia Basin was completed to provide recommendations on what Columbia Basin Trust (an organization that supports efforts by the people of the Basin to create a legacy of social, economic and environmental well-being and to achieve greater self-sufficiency for present and future generations) should follow. A list of recommendations from the report has been provided:

1. Expand the leadership role the Trust is taking on issues affecting Basin residents
2. Continue to support the communities in identifying and addressing their needs
3. Reintroduce a Loans Program through the CFDC's
4. Introduce a Power and Energy Loan Fund to encourage energy cost-savings projects.
5. Create an internship program supporting both the CBT and Intermediaries
6. Expand the Information Portal under construction so that it is a repository for policies and research by local governments, intermediaries, and regional alliances and associations.
7. Help develop a process for municipalities and Regional Districts to keep information such as developable land currently and readily available.



8. Expand support for collaborative research initiatives on issues such as agriculture, affordable housing and developable Crown land.
9. Expand support for comprehensive community planning and the updating of the tools (land use bylaws, etc.) that facilitate the implementation of these plans.
10. Expand emphasis on communications infrastructure.
11. Expand the scope of the Basin Business Advocates (BBA) program to include non-profits, social enterprises and other alternative organizational structures, keeping the same program objectives.
12. Develop a program similar to the BBA to help organizations with technology and communications needs.

These recommendations are intended to be an aid for CBT in their effort to assist the Columbia Basin with economic development and sustainability.

East Kootenay Rockies Regional Economic Development Strategy - Phase 1 (2010)

The East Kootenay Rockies Regional Economic Development Strategy was developed in order to prepare the region with objectives and strategies to secure and capitalize on economic opportunities for the future and present. The strategy laid out a vision (as seen below) which intends to increase regional economic development capacity, enhance regional human resources, improve regional economic infrastructure and increase business development capacity.

- **The East Kootenay Rockies region features competitive, innovative and entrepreneurial producers of high-value goods and services across many industry sectors, including both traditional resource-based industries and emerging sectors of the economy. A thriving and sustainable regional economy leads to enhanced community wealth and quality of life for all residents.**

The report suggested that a high priority for the region is the establishment of a communications plan between local governments and regional organizations to create a strong working relationship between the organizations (including first nations) that can advocate for economic development within the region, establish investment information and establish Business Retention and Expansion (BR+E) programs.

Other medium to lower priority strategies included:

- Creating and maintaining a central library of information regarding the regional economy;
- Support entrepreneurialism programs in regional colleges and high schools;
- Undertake study of industrial land supply;
- Explore viability of regional broadband solutions;
- Establish succession assistance program;



- Coordinate regional initiatives as needed over time;
- Support expansion of post-secondary education;
- Support further development of the Cranbrook airport and related transportation services;
- Coordinate regional advocacy on key infrastructure issues;
- Establish 'economic gardening' program to provide advanced technical assistance to targeted firms;
- Establish and maintain linkages to neighbouring regions;
- Institute immigrant attraction program;
- Institute program to catalogue skilled but underemployed residents;
- Support gradual community rebalancing of local tax burden; and,
- Establish leadership development project.

3.2 Infrastructure

Situational and Competitive Analysis of Telecommunications Infrastructure in the Golden Area (2002)

The situational and competitive analysis of telecommunications infrastructure in the Golden area report found that current infrastructure was adequate and that the area needs to find a way to leverage the use of the infrastructure. The report also offered recommendations to the area to provide a fibre network in the future that provides connectivity to the majority of homes and businesses in town and to upgrade their wireless cellular service.

Golden and Area: An Assessment of Existing and Emerging Industries (2003)

This report looked into identifying opportunities for investment in the following sectors: tourism/hospitality, retail, real-estate, value-added forestry, mining, telecommunications, and film. The report began by identifying areas that were understood as barriers to business success in Golden. These areas include the lack of available retail space, skilled labour force and appropriate training, difficulty in accessing supplies, support for marketing, affordable housing and difficulty in maintaining market share.

The opportunities that were identified in the report saw the tourism and hospitality sector as its largest asset. They sought the capitalization of the proximity of National Parks that would provide the town with gateway status and authenticity as a mountain community in order to enhance tourism in the area.

Opportunities in the industrial sector looked at enhancing the manufacturing plants that concentrate on natural resource products. Public investment opportunities noted the improvement of public infrastructure such as walkways, signage, waterways and boardwalks as an enhancement to the desirability to come to the Town. The film industry sector saw opportunities in the film companies set up and the hospitality services readily available. The telecommunications sector



saw opportunities in marketing for telecommunication industries to come set up shop in Golden through the promotion of its infrastructure to adequately service those industries.

The report recommended that Golden improve their commercial areas, enforce 'unsightly premises bylaw', provide better architectural design standards, provide a flexible tax structure for business (felt like success was being punished), allow more development along the river front, better plan the Downtown core, provide affordable housing programs, and provide more pedestrian access to green spaces.

Kinbasket Reservoir Commercial and Recreational Opportunities Study (2009)

This study was conducted in order to identify opportunities associated with the Kinbasket Reservoir.

Opportunities that were suggested by the study include:

- Water-based outdoor recreation opportunities (boating, Kayaking/canoeing, sport fishing, summer boat tours;
- Shoreline and adjacent backcountry opportunities (Hiking, back packing and nature interpretation, heritage tourism interpretation and expeditions, horseback trail riding, mountain biking, ATV's/motorized trail bikes, Back-country skiing and snowmobiling);
- Built infrastructure and Facilities (access roads to bush harbor, esplanade bay and other areas; boat launch and docking facilities at bush harbor, upgraded recreation site and boat launch at esplanade bay, other enhanced recreation sites, campgrounds and boat launches, hiking and interpretive trails, possible roofed accommodation facilities where permitted, possible small-scale rural recreational real estate opportunities, and possible weir development).

3.3 Tourism and Culture Initiatives

Destination: Golden & District (1996)

Destination Golden & District is a road map that was created to establish Golden and district as an outdoor tourism destination within the Rockies over 5 years. The project involved long-term marketing goals that would develop and market Golden & district as a destination for the leisure traveler, in particular the outdoor adventure and touring travelers. Goals included lengthening the tourism season to reduce seasonal fluctuations and impacts while extending visitor overnight stays and organizing marketing efforts, activities and structures to focus on developing partnerships and cooperation amongst tourism related organizations in the area.



A survey of Economic Impacts of National Parks on Adjacent Communities (2001)

Three insights were developed from this survey:

- Increased business and long-term benefits by attracting new skilled and professional residents
- Inter-community cooperation within the region
- Establish greater harmony over land use by special interest recreation groups in the area

Kicking Horse Country Cultural Scan and Community Consultation (2006)

The cultural scan consultation laid out several recommendations for Golden and its cultural opportunities. Key recommendations included:

- **Building the cultural identity of Golden:** increased opportunity for community participation, and using arts and culture as a vehicle for developing sense of place and communication about Golden's culture;
- **Fostering cultural opportunities for the whole community:** youth programming, supporting grassroots arts, professional development opportunities for artists, targeting niche markets within the community, linking programming with local business and tourism marketing;
- **Improving infrastructure and resources for arts and culture in the community:** development of a cultural facility, establishing an outdoor/downtown performance venue, addressing perceived imbalance between local and touring artists, incorporating public input into Kicking Horse Culture Strategic Planning, establishing partnerships between community groups, increasing opportunities for board development training in the community.

3.4 Key Themes

The literature review process has introduced eight common themes that span the three categories identified in the review. These themes will provide insight into the creation of the Community Economic Development Strategy. The eight themes include:

Theme 1 – Tourism & Culture

The literature review has provided prime examples of several documents suggesting that the key opportunity within Golden and area is the proximity to National Parks and the natural resources that surround the Town that allow for the capitalization of outdoor tourist attractions. Tourism/hospitality has been consistently noted as a key sector in the Town's economy alongside the forestry and mining sector. Cultural resources have also been discussed as having a vital role in providing the Town with an identity and a target place that can attract visitors and businesses to participate in the development of the Town.



Theme 2 – Forestry & Manufacturing

Forestry and manufacturing has been identified as the Town's largest source of employment and its importance to Golden's economic development. Several reports suggested that the Town continue to support the sector by marketing the sector and seeking ventures that will assist in the development of the sector. Reports also suggested that the Town look into innovative ideas that will provide an edge in the natural resource dominated economy. Economic diversification was also mentioned to ensure that the Town does not only rely on the forestry and mining sector.

Theme 3 – Transportation

Several reports and studies suggested that one of the Town's largest assets is its proximity to several transportation routes. This location has suggested that the Town can leverage itself as a transportation hub for goods and services due. Reports suggest that the Town continue to provide updated infrastructure to its airports, rails and highways in order to continue offering its best image as a transportation hub.

Theme 4 – Business, Education, Employment & Investment Support

The literature review highlighted the continuing recommendations of reports for the Town to seek support for their small/medium businesses and investment opportunities for diversification of employment available in Town. Several reports suggested that the Town continue to evaluate the needs of the businesses and support them through programs and projects such as BR+E programs, marketing programs and investment programs. The studies also suggested that the Town look into creating business collaborations in order to foster networks of communication between the businesses allowing for greater economic opportunities. Training opportunities were also mirrored in several studies.

Theme 5 – Local Capacity

The need to create local capacity was also evident in the literature review. The Town received recommendations to streamline partnerships and coordination between local stakeholders, in order to provide more development opportunities. There are several organizations providing these development services such as training, health care, tourism, but none are able to effectively distribute these services. Partnering of these local stakeholders will allow for a greater capacity to understand and deliver on these opportunities.

Theme 7 – Housing Affordability

Affordable housing for workers has been prevalent throughout the literature review. Reports were echoing the same recommendation that the Town look into assisting locals and workers with options for affordable living.



Theme 8 – Regional Collaboration

Perhaps one of the strongest themes the literature review provided was the lack of collaboration between the Town and Area A. Several studies recommended that the Town and Region work together to provide the best results in achieving these economic opportunities. Regional collaboration is required for appropriate use of planning and economic tools that can facilitate and design the way the Town will handle future growth and development.

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4 Community Engagement Summary

Community engagement for this project had 3 components and over 250 direct participants; the futures game which served as a kick off to the project, one on one interviews and an online survey. This community engagement was supplemented by the review and incorporation of past strategies and reports, each of which included its own community engagement processes. From these engagement exercises emerged elements of a vision for community economic development, assets the community has to build from and challenges to be faced in achieving a future vision. The following is a summary of the community responses.

4.1 Vision Elements from Community Engagement

Interview participants were asked what their vision was for the future of Golden and Area A. Golden and Area A:

- Should be a place where people come to invest, recreate, raise families and seek out or create employment opportunities;
- Should provide an atmosphere in which entrepreneurs and small-businesses can succeed, which will in turn create stable workforce for the community;
- Will be a place that can capture tourist dollars capitalizing on its proximity to national parks and its natural and iconic features;
- Is a community that provides a range of activities and includes a robust downtown.

In creating a vision for the Community Economic Development Plan the vision elements expressed by community members in the stakeholder engagement process for this plan will be combined with the vision for the Town of Golden and the Columbia Basin Trust where:

- Golden and Area A's unique character is preserved and enhanced;
- There is a greater degree of regional collaboration;
- Social, economic and environmental sustainability and well-being is fostered;
- Natural resources are protected;
- The economy is diverse, resilient and energized.



4.2 Community Assets and Advantages

Assets include physical spaces and building as well as services, people, organisations and networks that can be harnessed for Golden and Area A to achieve its full potential. Assets held by the community might also be present in other communities. The community engagement process revealed that Golden and Area A are known to have an abundance of natural features such as water bodies, forests and parks. Other assets that were identified included its proximity to larger markets citing that the community has quick access to the CP Rail transportation network as well as the Trans-Canada Highway. Its sport facilities and services are also frequently perceived as assets.

There were also unique assets that provided Golden and Area A with some competitive advantages. Competitive advantages are those assets held by the community that are unique to the community and not likely to be found in other, similar communities. The community identified their primary advantage as a community surrounded by natural features that foster activities and facilities that require the use of these features. The community also identifies itself as a community of philanthropists who provide vibrancy to the area that is not found so easily in larger areas. Its proximity to the Trans-Canada Highway also offers businesses a great location to set up, especially when their work involves clients in both Alberta and British Columbia.

The Columbia Basin Trust (CBT) is also a strategic asset for the community as the organization works to develop regional collaboration and economic, social and environmental well-being. The CBT has core funding for community initiatives and is able to support engagement and research as well as community initiatives. The CBT is also able to forward a single voice for the broader region for the province to consider in policy making and budget planning.

4.3 Economic Opportunities and Community Needs

Economic opportunities are an essential component to understanding the direction in which the community wants to work towards. When the community was asked what economic opportunities should be available within Golden and Area A, employment generation was raised as the most important issue. Many respondents listed that Golden and Area A should look into providing a better atmosphere towards home-based and small businesses. They suggested that the region look into assisting businesses with business retention and ambassador programs, a few respondents requested a development centre that would cater to these business needs. They also saw a large opportunity in capturing several markets that could utilize the resources that surround the community. The community sees the natural resources in the region as potential economic generators through tourist activities, cultural activities and innovations in the wood industry.

In moving forward, the community identified needs that would be required to continue developing the economic performance of the area. The needs identified reflect the opportunities that were suggested, with the community voicing

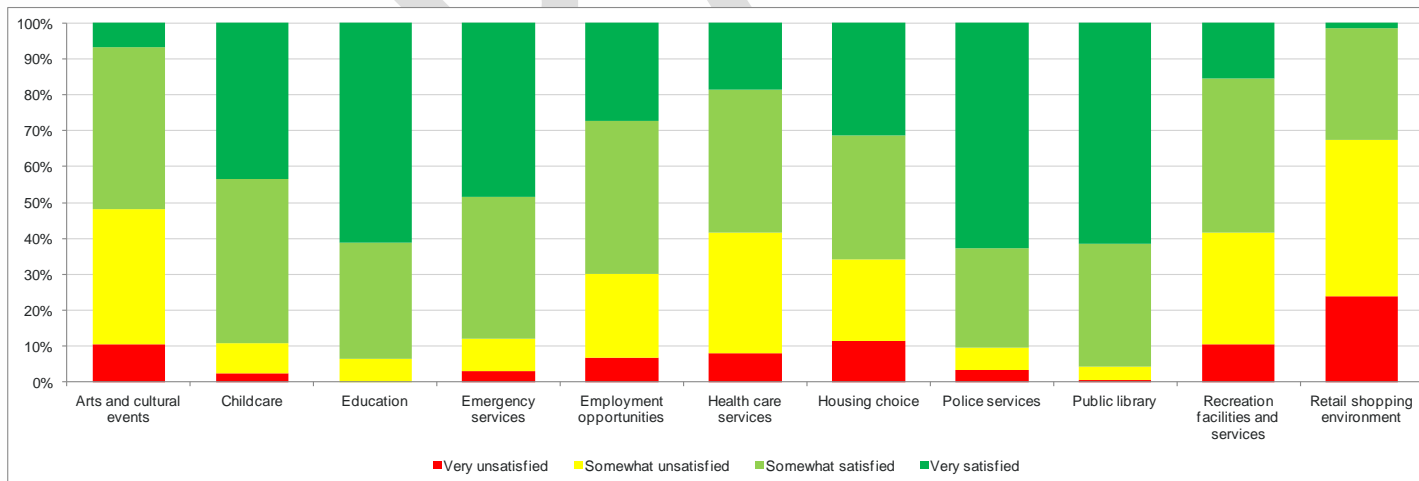


the need to increase tourism infrastructure (accommodations, facilities, activities, programs, marketing, revitalized downtown). The community also saw a need for larger business participation in decision making to allow for informed business investments and collaborations between businesses to occur. Another need that was identified looked into the issue of human resource development and regional planning. The area requires appropriate planning to support and anticipate growth of human capital. These include understanding issues such as affordable and accessible housing and the attraction of people to the Town to invest, recreate, raise families and seek out or create employment opportunities.

4.4 Quality of Products and Services

The graph below illustrates the satisfaction levels the community has towards the quality of products and services available in Golden. Residents are satisfied with the education, emergency, police, childcare and library services but express some dissatisfaction with respect to retail, health care services, housing, recreational facilities, arts and cultural events, and employment opportunities. With respect to recreation specifically, several participants have expressed the desire for an indoor swimming pool. Subsequent to the engagement that took place for this Community Economic Development Plan the Giving Tree Childcare Society, College of the Rockies and the Early Childhood Development Coalition conducted a feasibility study for infant, toddler and/or group childcare facility in Golden. The study revealed that there is an immediate need for further infant/toddler car spaces and a need for affordable childcare that is offered in the evenings, weekends and government holidays.

FIGURE 23: SATISFACTION LEVELS FOR QUALITY OF PRODUCTS AND SERVICES

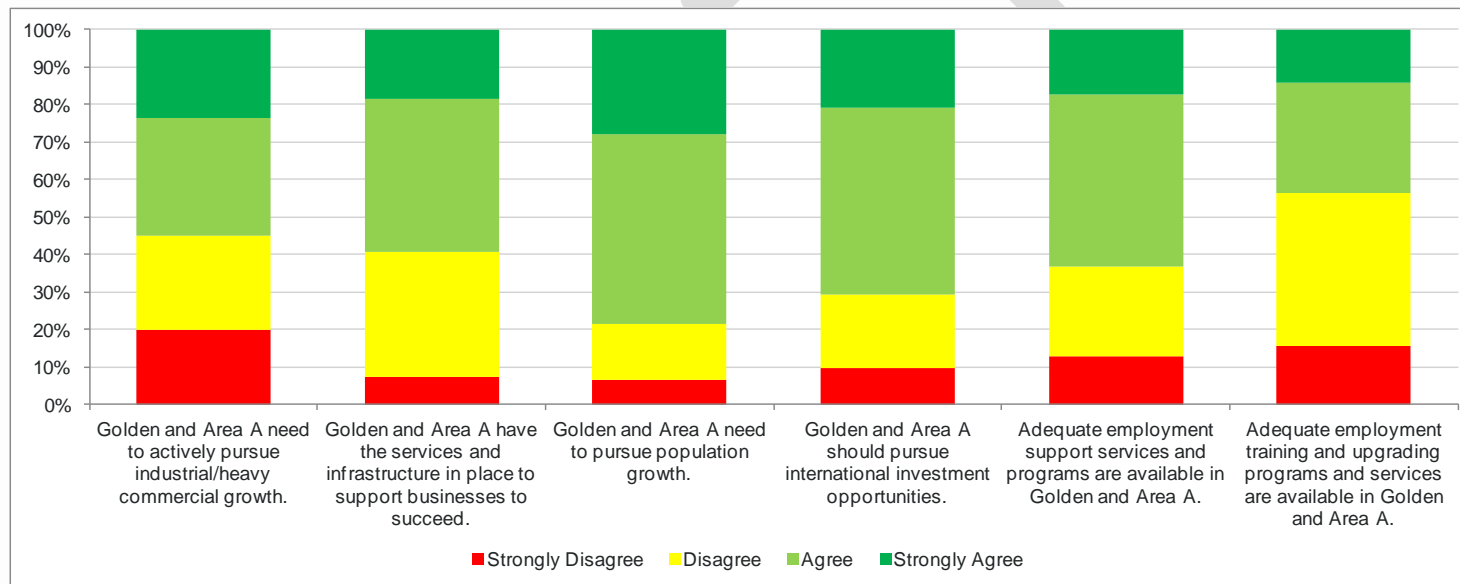




4.5 Agreement on Future Direction

The community survey asked respondents a series of statements and asked if they agreed or disagreed. Survey participants agree that Golden and Area A should pursue international investment opportunities and population growth. There is less agreement around whether there are adequate employment training and upgrading programs or the services and infrastructure for businesses to succeed, and whether or not the community should actively pursue industrial/heavy commercial growth.

FIGURE 24: AGREEMENT LEVELS FOR FUTURE DIRECTIONS



Best Practices

Community members suggested best practices to investigate include:

- Strathmore and Okotoks Alberta for sustainability
- Canmore for the incorporation of the natural step process in working with local area business
- Nelson for commercial services
- Sydney, BC for urban form and appearance of the community



- Revelstoke for urban form and commercial services
- Moab, Utah for creating diverse array of tourism offerings
- Whitefish, Montana for developing an all season tourism industry

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5 Strengths, Weaknesses, Opportunities, and Threats Analysis

The SWOT analysis presented here is intended to provide a foundation for the economic development strategy for Golden and Area A. The SWOT summarizes and categorizes the lessons learned from the base analysis, document review, research and community engagement. The SWOT approach highlights:

- Unique factors in Golden that provide it with a competitive advantage;
- Areas of competitive disadvantage;
- Opportunities for future competitive advantage; and
- Situations of future potential disadvantage.

The outcome of the SWOT is to develop actions and recommendations that reinforce or capitalize on strengths and opportunities and address internal weaknesses and external threats. The SWOT compiled for Golden is summarized in Figure 25.

FIGURE 25: SUMMARY OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none">•Tourism industry•Forestry wood products industry•Transportation industry•Trades and construction workers•Highly educated residents	<ul style="list-style-type: none">•Economic Diversity•Healthcare Services•Declining youth population•Lack of Regional Collaboration•Lack of locally available goods and services•Percentage of residents with only high school education	<ul style="list-style-type: none">•Business Support•Training Opportunities•Tourism•Natural Resources as an Economic Generator•Innovation in Wood Technology•Knowledge, creative and cultural industries	<ul style="list-style-type: none">•Global economic volatility•Mismatch between current labour force and future industry needs•Lack of control of natural resources•Declining forestry sector



5.1 Strengths

Golden's major strengths and potential competitive advantages lie in its industrial base.

Tourism Industry

The literature review, economic base analysis and community engagement process all suggested that the Town's largest asset is its Tourism/hospitality sector. The base analysis revealed that 58 businesses cater to this sector. Stakeholder interviews indicated the sector remained relatively robust through the recession of 2008/09 continuing to generate employment for the regions residents.

Forestry, Wood Products and Transportation Sectors

A similar picture can be written about the Forestry, Wood Products and Transportation sectors in Golden. The economic base analysis underlines the importance of the forestry, wood products and transportation sectors in the community. While information gathered for the Golden Area Initiatives Community Profiles to suggest employment in these industries declined during the recession of 2008/09 they continue to provide a solid employment base and have, thus far, avoided the closures experienced in other communities.

Labour Force

The region has developed a labour force well suited to the economic drivers of the region. There is a high percentage of the population, relative to the provincial average, of trades workers ideally suited to the core strengths of the forestry, wood products and transportation sectors. This labour force has also placed the region in a strong position to service the construction work associated with highway improvements.

5.2 Weaknesses

Golden's weakest attributes are its lack of economic diversity, regional collaboration and health care services.

Economic Diversity

The community has expressed that employment is their largest concern. The economic base analysis highlights that fact that the forestry, wood products, transportation and tourism (including accommodation and retail) industries dominate the region's economy. The literature review also echoes the over reliance on one or two industries where a collapse of any of these major industries could have a significant impact on the community's well-being. While the region continues to see increases in occupations outside of the big three industries, it has not yet reached levels that balance 'the big three'.



Healthcare Services

Healthcare services have also been identified as a weakness within the Town. The community engagement showed that approximately 40% of the residents were unsatisfied with the healthcare services available to them. The literature review and economic base analysis both recommend Golden and Area A place a priority on health service industries. The economic base analysis notes that employment in health industries has slightly increased between 1996 and 2006 but still trails provincial levels. The base analysis also notes that there is an outmigration of those over the age of 65. This outmigration may be due to a variety of factors including access to affordable housing, climate and access to health services. The outmigration of seniors leads to the continued stagnation of the regional population with negative spin offs such as lack of growth and diversity of commercial services.

Access to Goods and Services

Stakeholder engagement conducted for this study revealed that some residents feel that development focused on the tourism industry has been at the expense of amenities and services required by local residents. Residents are seeking an environment where they can purchase their daily needs, be entertained and experience cultural events. Specifically, residents raised the request for an indoor pool and outdoor concert space. Each of these are examples would enhance residents' quality of life and strengthen the region's ability to attract new residents and businesses.

Regional Collaboration

Perhaps one of the strongest themes the literature review provided was the lack of collaboration between the Town and Area A. Several studies recommended that the Town and Region work together to provide the best results in achieving these economic opportunities. These studies are what led to the creation of the Golden Area Initiatives which is meant to serve as a bridge and mechanism for the Town and Area A to collaborate in economic development initiatives. While the GAI has made great strides to increase regional collaboration for economic development, the community engagement conducted for this report indicates there is still work to be done in this area.

5.3 Opportunities

Golden and Area A have several opportunities to improve the economic situation through improved business and training programs, its natural resources, and innovations toward Wood Technology.

Business and Training Opportunities

The literature review and community engagement have outlined business and education support as an opportunity to attract and develop more businesses in Golden and Area A. The literature review highlighted the continuing recommendations of reports for the Town to seek support for their small/medium businesses and investment opportunities



for diversification of employment available in Town. Several reports suggested that the Town continue to evaluate the needs of the businesses and support them through programs and projects such as BR+E programs, marketing programs and investment programs. The studies also suggested that the Town look into creating business collaborations in order to foster networks of communication between the businesses allowing for greater economic opportunities. Training opportunities were also mirrored in several studies.

Many respondents listed that Golden should look into providing a better atmosphere towards home-based and small businesses. They suggested that the Town look into assisting businesses with business retention and ambassador programs, a few respondents requested a development centre that would cater to these business needs.

Natural Amenities and Proximity to National Parks

The literature review and community engagement also suggested the region market the natural resources that surround the community. The community sees the natural resources that border the Town as an economic generator through tourist activities and cultural activities.

The literature review reported recommendations to continue marketing, diversifying, and promoting the tourism industry in the Town. The community engagement brought forth the importance and potential of the National Parks have provided tourism oriented businesses in Town. The area has six National Parks close by with Banff, Glacier, Jasper, Kootenay, Mount Revelstoke and Yoho all within two hours' travel. The surrounding National Parks, and proximity to the Alberta border have resulted in Golden achieving gateway status with the presence of the British Columbia Gateway Visitor Centre in Golden drawing tourists off the highway to come and use the Town's services. These national parks offer unmatched backcountry skiing and snowboarding, rock climbing and ice climbing, mountain and road biking, and hiking and mountaineering. Outside of the Parks there is the Kinbasket Reservoir and several local rivers with white water adventure options as well as world class golf courses. These activities make Golden and Area A an ideal location for tourists seeking outdoor adventures.

Initiatives in the British Columbia Forest Sector

British Columbia is the world's largest exporter of softwood lumber and has more than 60 million hectares of forested land. It produces more lumber certified to environmental standards than any other region in the world. The industry is fully integrated with extensive transportation systems and carries global brand recognition. The Province's Wood First Initiative aims to build on that reputation by promoting the use of B.C. wood products. To support implementation of the Wood First Initiative, the Government passed the Wood First Act, established a Wood Enterprise Coalition and committed to building

The recent expansion of the Kicking Horse Mountain Resort is a great example of how natural resources have brought economic growth to Golden. The Province of British Columbia approved a new Master Development Agreement for Kicking Horse Mountain Resort which will support economic development in Golden and provide the foundation for Kicking Horse Mountain Resort to become one of the premier resorts in the Canadian Rockies¹. The 40-year plan includes expanded accommodation and commercial development, 20,000 bed units, an 18-hole signature golf course, a multi-use trail system with 11 proposed lifts and 1,695 hectares (4,188 acres) of skiable terrain. Golden will benefit from all the opportunities that will come out of this expansion – from new tourism operators to contractors.



a Wood Innovation and Design Centre to be located in Prince George¹⁶. The Centre will position B.C. as a world leader in wood construction, design and education. Golden and Area A are located within the Golden Timber Supply Area (TSA) which, according to the British Columbia Forest Service, contains approximately 351,000 hectares of working forest., 42 per cent of which is considered available for harvesting¹⁷. This provides Golden with a strong supply of serviceable land for the continuation of forestry operations.

With an ample supply of forest, the Columbia Basin Trust, the presence of Louisiana Pacific and a campus of College of the Rockies, Golden have opportunities to develop research and innovative practices in wood harvesting, processing and creation of new, sustainable wood products. Golden Area Initiatives will need to work with industry and service providers to realize opportunities in this area and connect with research being conducted Wood Innovation and Design Centre.

Knowledge, Creative & Cultural Industries

Research conducted by Richard Florida and others indicates that knowledge, creative and cultural industries are a significant force in economic development, employment growth and wealth creation. Golden and Area A have, in comparison to other small communities, a relatively high percentage of the population with education beyond the bachelor degree level. Golden and Area A also have a higher percentage of their population in creative occupations than the provincial average. Finally, businesses can be found throughout the cultural value chain. These points place the region in a strong position to attraction knowledge, creative and cultural industries in the effort to attract residents and small businesses.

5.4 Threats

The economic base analysis highlights the need for these business support and training opportunities as it shows the Town's low economic diversity that is attributing to low levels of education and employment opportunities

Education Levels and Labour Mobility

While the economic base analysis demonstrates a low level of unemployment for Golden, it is its educational attainment that could limit future employment opportunities available in Golden. While Golden has a high number of workers with trades training and skills there is a risk that future employment opportunities will lie in a new and different set of occupations and industries. To avoid this risk, Golden needs to provide a diverse array of training opportunities and

¹⁶ <http://www.jti.gov.bc.ca/woodfirst/>

¹⁷ <http://www.for.gov.bc.ca/hts/tsa/tsa07/tsr3/pdp.pdf>



promote its education of youth towards post-secondary in order to attract companies that are more knowledge and creative based.

Lack of Control over Local Assets

Much of the land within the boundaries of Area A is not, in fact, under the jurisdiction of local municipalities. Crown land comprises the majority of the land in the area. As such, the province rather than the local area municipality determines the terms of use and rights to access of the area's natural amenities. This places an additional challenge for the area to attract industries dependent on these resources or amenities.

Global Economic Volatility

Tourism has become one of the largest employment sectors in the region and offers significant opportunity for diversification and expansion. However, tourism activities are discretionary and dependent on individuals' confidence in the economy and disposable income. The recession of 2008 led to declining tourism numbers across Canada with noticeable declines in visitation from US visitors. The United States recession and rise in the value of the Canadian Dollar has had an impact on visitation to Golden. What is clear is that visitation numbers are out of the control of the businesses in Golden with the local industry dependent on the fortunes of others. With continued uncertainty in the global economy evidenced by the European debt crisis, the future of tourism in Golden may be threatened.

Declining Forest Industry

Forestry has long been the mainstay of many communities throughout British Columbia including the Town of Golden. Several factors have been at play leading to the decline of the industry in recent years. The Mountain Pine Beetle now threatens the health of the stock of trees available for harvest. The rising value of the Canadian Dollar has resulted in BC forest products being less price competitive than other suppliers and the recession in the US has dramatically reduced housing starts and the demand for wood. Given the high level of employment in the forestry and wood products manufacturing sector, the continued decline of this industry poses a considerable threat to the area.



6 Framing the Strategy

The CED Strategy is set in the context of an established community with a defined vision and direction. In order to be successful, the Strategy needs to align with this existing vision. There are two visions considered as representative of the community:

Vision for the Town of Golden Council

“Golden provides the opportunity for all to live in a healthy, vibrant community¹⁸”. The guiding principles identified in the Town of Golden’s Official Community Plan adopted in 2008 are:

- Preserving and enhancing Golden’s unique character – it is a vibrant community rich in culture and heritage
- Regional collaboration
- Social sustainability
- Economic sustainability
- Environmental sustainability

Vision of Columbia Basin Trust

“Columbia Basin Trust will work towards a long-term vision for the future of the Columbia Basin¹⁹”, where:

- Columbia Basin is a place where social, environmental and economic well-being is fostered
- Collaborative relationships and partnerships are established across the Basin. Communities work together in a spirit of mutual support and respect for each other’s differences. Residents identify with a Basin culture and feel a sense of belonging to a Basin community. Residents are involved in community decision-making.
- A healthy environment is the basis for social and economic activities. Residents are committed to long-term and enduring stewardship of the Basin’s natural resources.
- The economy of the Basin is diverse, resilient and energized. Communities are responsive to both the needs of the present and the future. Community enhancement initiatives are widely supported and residents share responsibility for their implementation. Practical and innovative investments in the Basin serve to increase the range of options for present and future generations.

¹⁸ Town of Golden Official Community Plan, 2008

¹⁹ Columbia Basin Trust Strategic Priorities 2011-2015



Community based priorities in achieving the vision include:

- Encourage long-term stewardship of the Basin's natural assets and help build the ability to take action to meet environmental challenges.
- Actively foster and support local and regional economic resiliency and economic well-being.
- Help communities to respond to social issues and to make social considerations part of strengthening community well-being.
- Work with communities and youth to enhance youth opportunities and engagement.
- Support Basin residents to increase their awareness and understanding of water issues, and to take steps to address issues.
- Support local communities and regions in identifying and meeting their priorities.

Golden Area Initiatives (GAI) Mission Statement

The mission of the organization is²⁰:

"Golden Area Initiatives (GAI) supports the efforts and vision of the people of Kicking Horse Country by leading and facilitating community priorities for community economic development. In this role GAI strives to be proactive and strategic in promoting change and long-term sustainability; increase community involvement, capacity and empowerment; and achieve economic growth while maintaining environmental and social balance in its initiatives."

Context for the Strategy

The vision for the community is one of sustainability and regional collaboration. This sustainable system includes economic, environmental, social and cultural components. It considers planning, collaboration and stewardship.

The creation of this sustainable regional system calls into question the kind of **LEADERSHIP EFFORT** required to harness area's unique assets in order to achieve economic, social, environmental and cultural growth and sustainability. This is coupled with the idea of **HAVING THE RIGHT PEOPLE AT THE TABLE** to get things done. The types of actions or tasks that emerge from an economic development strategy often require a range of stakeholders to ensure effective implementation. These stakeholders in turn must have the knowledge, networks and position within the broader community to bring other individuals and organizations to the table to accomplish the task at hand, or to have their

²⁰ Extracted from www.kickinghorsecountry.com



message heard. With regional leadership, strong partnerships projects and initiatives can then be **APPROPRIATELY RESOURCED** to achieve a desired goal.

Competing as low-cost producer of land and labour is a race to the bottom in economic development and not effective in building a sustainable local or regional economy. Regions around the world have recognized the need to **HARNESS THEIR COMMUNITY'S ASSETS** (people, places, businesses and natural environment) to **BUILD A VALUE CHAIN** of diverse activities from their core strengths.

The strategy presented here follows this direction in designing a future that is within our ability to shape and change. While the process resulted in many options being presented, an effective strategy needs to be realistic and focus on those action and initiatives that are the most important and have the most likelihood of achieving a desired, positive outcome. Three questions were used as filters in determining the contents of the strategy:

- Are we filling a gap?
- Are we seizing on our competitive advantages?
- Are we dealing with an identified issue or opportunity?

DRAFT



6.1 Theme One: Retain and Attract Small and Medium Business

The economic base assessments conducted for this strategy revealed that almost $\frac{3}{4}$ of businesses in the area (72.7%) have fewer than 5 employees. While there is also evidence to suggest that there are a few large employers in Golden employing a significant percentage of the labour force, a major theme emerging from the community engagement process was that small business are viewed as the 'backbone' of the area's economy. Given the impact small businesses have on the provincial economy and the community's emphasis on small business; the area should support existing and encourage the development of new small and medium businesses to diversify the local economic and employment bases.

The Golden Area, through natural amenities and recreational opportunities, attracts highly educated, creative class people. Data captured by Statistics Canada suggests that Golden doesn't fall too far behind the province of British Columbia in the concentration of creative businesses as a total of all businesses. This signals that there are businesses in all areas of the creative value chain that are contributing to the creative cultural economy in Golden. While creative businesses only represent a small share of all businesses in Golden and Area A there is potential for growth. These businesses are knowledge-intensive and may be dependent on talent attraction and retention and industry targeted local training opportunities for future and sustained growth.

Tourism is a rapidly growing industry in British Columbia. In fact, over the last decade, growth in the tourism industry has outpaced overall economic growth in BC²¹ despite a global recession. Tourism trend watchers are citing growth in the baby boomer population, growth in competing destinations and travellers and resident of emerging economies becoming travellers as trends that will shift the way in which visitors want to experience communities and tourism in general⁴.

Priority One: Address the unique needs and opportunities of local small and medium business owners.

The Golden Area has unique needs and competitive advantages that impact small business development. As the Town of Golden is the only urban centre in the area, there is an opportunity to further develop the retail and commercial offerings of the community. The community should look to traditional strengths as well as gaps in local goods/service delivery in identifying new business opportunities.

Priority Two: Attract and develop knowledge- based small businesses

The Broadband infrastructure that has been developed in the downtown core (fibre) and that is currently being delivered in rural areas (wireless) provides as significant competitive advantage for the community in supporting and attracting

²¹ Province of BC – Ministry of Job, Tourism and Innovation – BC Tourism Strategy 2012 – 2016



knowledge-based and creative industry businesses. “Broadband offers every community the opportunity to move from the periphery to the center in economic terms...It enables small companies to be global exporters – including the export of skills and knowledge which were never before transportable across time zones or national borders²².”

Priority Three: Develop and diversify the region’s tourism products

Kicking Horse Country has become known as an extreme sports Mecca. The community has a competitive advantage in continuing to develop tourism products, services and infrastructure given our proximity to National Parks, geographic/natural assets, location on Hwy 1 and proximity to the Alberta boarder and Calgary. Community consultations indicated overall support for the idea of continuing to develop the tourism industry, but it was noted that there is an opportunity and desire to expand the tourism service and product offerings of the community to include more ‘soft’ adventure, sport, cultural, heritage and nature interpretation products and services.

Priority Four: Ensure the existence and efficacy of needed support infrastructure for the tourism Industry

All industries require infrastructure, whether it be physical, economic, regulatory, safety or social in order to function. The tourism industry of course is no exception. In Kicking Horse Country, where a great deal of the existing tourism activities and promotions rely on our natural amenities in a complex geographic context, this is especially true.

Hunter Valley Region

Before the Region diversified its tourism operations the Hunter Valley Region was a destination that had reached a cross-road in terms of its tourism development several times. Visitor numbers were steadied, the region began to receive a relatively low market share of tourists compared to neighbouring regions, and new products were far from being available.

A plan was put in place that proposed ‘a new approach’ focused more on the needs of consumers. It was based on in-depth research and extensive consultation. It recommended that the Region tap into new and growing markets by examining potential linkages with neighbouring regions, prioritizing infrastructure and development opportunities, and providing new products that would open up new views of tourism in the region.

The result of the plan was the creation of two tourism organizations involving vineyards and wine tours that have brought new diversity of products to the Region’s tourism scene.

-Hunter Valley Region

²² <https://www.intelligentcommunity.org>



6.2 Theme Two: Retain, Train and Attract People

As global, regional and local economies continue to evolve, the question arises regarding the mobility of our workforce in terms of their ability to apply their developed skills (formal or informal) in emerging industries; and the diversity of businesses that would find the available workforce profile attractive enabling the community to attract new industries or attract investment to diversify or grow existing industries. At the same time, both the economic base assessment and literature review revealed the issue of a declining population of youth in the area. While the adaptability of the current workforce is a concern, so is the need to supply a workforce for future industries. Retaining and educating the younger population is essential to future economic growth in the area.

All age groups contribute to the social, cultural and economic fabric of a community. Retaining all age cohorts contributes to developing a more complete community that supports community economic development goals. A complete community offers residents places to live, work, shop and play at all stages of life²³. In achieving a complete community, carefully examining the availability of diverse types of housing and social services is critical.

Priority One: Build connections between education, training and local employment opportunities.

While the three major industries in Golden and Area A (Transportation, Forestry and Tourism) are relatively stable in the global context, a great deal of concern was captured in surveys, interviews and reviews of historical planning documents as to the potential impact on local employment if any of these major industry should experience decline. Community consultation also identified concerns regarding the availability of employment opportunities in the community generally, while other labour force information and local employment data indicated that there were current or expected labour shortages in particular industries. Understanding the dynamics and characteristics of the community's workforce profile and current and potential employer workforce needs is valuable asset in supporting existing industry and encouraging future economic stability and growth.

In line with developing a diverse and robust workforce, connecting youth to employment and community initiatives is a priority for the community. The economic base analysis for Golden indicated that, like many rural BC communities, youth are leaving the community at the age when they would typically enter either the workforce and/or post-secondary education. One competitive advantage the community has is that the lifestyle offerings of Golden seem to be enticing

Fusion Youth Activity & Technology Centre

"The Future of How Young People Define Their Future"

Located in Ingersoll, Oxford County, Ontario, the Fusion Youth Centre operates from an approach that nurtures deep personal interests and releases the entrepreneurial spirit by providing access to activities, equipment, facilities and professional support that engage young people where they are interested. Aspiring entrepreneurs between the ages of 12 and 29 can develop the skills they need to define their future at Fusion through a variety of services and programs. All of the profits from Fusion's ventures go back to the centre and support youth jobs, educational bursaries and the programming budget.

-Fusion Youth Activity & Technology Centre

²³ www.placestogrow.ca



some Golden-raised Youth to return to the community and also attracting youth raised outside of the community who have migrated here seasonally and permanently.

Priority Two: Identify actions that will allow seniors to ‘age in place’

The economic base assessment conducted for this report revealed that while the Golden Area exhibits the same pattern as the province in the rapid growth of those aged 55-64, it shows no demographic growth in those over the age of 65. This information leads us to believe that seniors are choosing not to retire in Golden. The community consultation conducted for this report and others (including the Old Town Works Yard Housing Feasibility Study and the Kicking Horse Country Housing Needs Assessment) and the historical literature review revealed a strong and demonstrated desire to explore and address both appropriate housing and health services in order to enable seniors to stay in the community.

United Way Ottawa Affordable Supportive Housing for Seniors: Developing a Framework and Action Plan for Ottawa

The framework describes the key components of an affordable and effective supportive housing program for seniors. These include appropriate housing, home support services, professional (health) services, the elements of a “senior-friendly” community, the importance of technology and design, and strategies that will help sustain the program, protect the rights and address the needs of francophone seniors, and recognize the increasing diversity and cultural richness of Ottawa’s growing senior population.

-United Way Ottawa



6.3 Theme Three: Regional Coordination for Information Gathering and Service Delivery

Regional Coordination is a governance framework that allows for efficient service delivery but also seeks to engage the residents, community organizations and agencies in a community more profoundly around knowledge mobilization, and policy development & implementation. Regional coordination works to promote social, cultural, economic and environmental integration. A strong, coordinated region will be well-positioned in the future to move plans and policies forward, and create or uphold an enabling environment for community economic development activity.

Priority One: Generate and communicate accurate and useful regional information and research for all community economic development stakeholders

The region is home to numerous local and regional community agencies providing a wide range of services to the region's residents. Many of these are conducting their own community consultation to determine the type and level of services required by the region and delivering services based on the results of this research. Residents have expressed sentiments of being over surveyed, and having the same questions asked all the time; not understanding the value or purpose of the research being conducted; and, have noted the vast range of methodologies utilized in the collection process, raising questions about the statistical validity of the information gathered.

Priority Two: Research and fully understand the impacts (positive or negative) of the current land-use framework in the rural area on current and future residents and businesses, and make recommendations for future actions, policies and programs.

Golden functions as the central urban area for Area A. Electoral District A of the Columbia Shuswap Regional District currently has no official planning process guiding its future direction. Planning has a role to play in more traditional expressions of the built environment by directing employment and population growth.



7 Performance Measures

There is an extensive literature on the measurement of economic development outcomes, but little consensus on optimal approaches. In developing performance measures for economic development it is important to understand how economic development activities contribute to the overall goals and objectives of the community. Equally important is the establishment of the baseline from which to measure future changes. The Logic Model Framework is one example of a potential performance measure tool that could be adapted to the Golden Area Economic Development Strategy.

7.1 Logic Model Framework

The Logic Model concept was first developed in the United States in the 1970s, and builds on the idea that all programs or projects are intended to produce specific results. However, each may produce a range of results of different kinds, and measures of those results will be meaningful for different purposes. The logic model is often depicted as follows:



In this model, the ultimate results the community looks to achieve are defined as outcomes, which can be understood as bottom line conditions deemed to be important by the government and/or community. They tend to be high level statements that capture the comprehensive needs that must be met to achieve success, and require a concerted effort by the whole community. To identify progress towards these high level goals, outputs or indicators (for which data is available) are defined that help quantify the achievement of a desired result. These outputs can be “hard data”, such as rates of business start-up or business survival rates; or they can be “soft” indicators requiring data collection, such as people’s attitudes and perceptions and are usually related to key characteristics of a “successful” community.

These outcomes and outputs define the expectations and growth plans for the community as a whole and are not usually the responsibility of any one individual or group, often requiring a range of community stakeholders to achieve them. The activities of the economic development office operate within this overall plan for growth. Economic development activities can range widely from community to community, but for each of these activities it is important to set out performance



measures that identify how well an agency's programs are working. Typically, these are quantifiable measures of the success or matters of timeliness, cost effectiveness and compliance with standards.

Ideally, these economic development performance measures have a strong connection to the output measures and outcomes that the community have defined. Demonstrating the link between a community economic development department's performance measures and the broader community outputs and outcomes measures is often challenging, but is necessary to provide evidence that economic development activity is delivering on the goals of the community.

In short, outcomes and outputs have to do with the ends the community are trying to achieve; performance measures have to do with the means by which the economic development offices are seeking to achieve them.

The following example shows the use of the logic model in supporting activities for small business.

- Activities – how many initiatives or programs have been initiated, developed and delivered?
 - Example metric: number of small business planning seminars delivered.
- Performance – what was the immediate impact or participation level of those activities?
 - Example metric: number of participants in small business planning seminars; participant evaluations of seminar quality.
- Outputs – how has the small business sector been impacted by this performance?
 - Example metric: local change in small business start-up rate, or improvement in small business survival rates.
- Outcomes – how do the outputs contribute to the ultimate outcome?
 - Example metric: job growth arising from the SME sector.