

BC Parks Lodge Strategy New Sites- September 2004

Region	Park	Lodge Rating (1-3) 1=Best	Management Plan	Funding	Activities (based out of facility)	Access	Comments
Cariboo	Bull Canyon	?	Purpose Statement & Zoning Plan 2003	15000	Fishing, hiking		New applications for rafting. Good stop location if taking ferry via Chilcoltin route. Potential for First Nations cultural center history. Great salmon fishing and hiking area. Campground small, little impact, already impacted site. Purpose statement done
	Hakai	1	Mgmt. Plan being written by First Nations	5000	Spring/Summer/Fall - fishing, kayaking, wildlife viewing	Float plane	Floating lodge potential. First Nations have cabin in park, see Chris Hamilton for details. Full First Nations consultation required. First Nations wants involvement with economic opportunities. Existing guide outfitter for hunting will have concerns.
	Odogart Falls Abe Lake	?	?	?	Summer - hiking Winter - skiing	Fly-in	Fly in opportunity, 50 km from Bella Coola airport. Backcountry. Yet to determine what goal 2 area will encompass. Murray will discuss funding requirements with region.
	Schoolhouse Lake	?	No Plan	?	Fishing		Small lake with 3 angle guides. One guide has proposal for 4 bed roofed accommodation. Require full public consultation process. One First Nations in area.
	Tweedsmuir (South) Heckman Pass	1 or 2	Mgmt. Plan	15000	Spring/Summer/Fall - fishing, hiking, wildlife viewing Winter - snowmobiling	Road	Management Plan may need review & clarification. Area is vehicle accessible and foot print already present.
Kootenay	Top of The World	2	Master Plan	20000	Hiking, interpretation	Hike-in	Consultation required with Ktunaxa First Nations. Site assessment required. Management plan review required. Currently in treaty negotiations, 10,000 yr. old history of use. First Nations rangers, interpretation and roofed accommodation.
	Valhalla	1 or 2	Master Plan 1989	30000	Hiking, skiing	Hike-in, fly-in	Master plan supports lodge opportunity. Fly-in lodge opportunity on two lakes. Local concerns park doesn't generate revenue. Management plan review required to be undertaken. Consultation required, along with site assessments & viewings. Develop local focus
Lower Mainland	Garibaldi	2	Mgmt. Plan 1990	5000	Winter - ski touring route		Must undertake consultation with First Nations, local NGO's Hut opportunity on Garibaldi traverse.
	Mt. Seymour	?	Yes, very old.	?			Plan is old and silent on lodge development opportunity. Eddy Wood will view as opportunity for accommodation.
	Skagit	2	Mgmt. Plan 1997	2500	Fishing, hiking	Road	Skagit Commission consultation and funding source. Skagit Commission sits only once per year - timing. Opportunity for fishing lodge.
Okanagan	Fintry	1	Mgmt. Plan 1999 for provincial park, not protected area	10000	April-Oct - camping, hiking, boating		Historic site with Manor House and farming buildings. Friends of Fintry concerned with historic buildings. Require boating facilities, ramp, docks, fuel and store, overnight mooring but no marina. Consultation required with Friends of Fintry & First Nations
	Myra-Bellevue	1	Mgmt. Dir. Statement	10000	May-Oct - hiking, biking, interpretation	Road	Day use 50,000 visitors drawn to trestles and Kettle Valley Railway for biking and hiking opportunities. Lodge potential close to trestles. Consultation with high community interest and society. Consultation with First Nations, interests are mainly monetary
Omineca	Hamber	?	Mgmt. Plan 1987	?	Summer - fishing, water activities, hiking	Air, 1/2 day hike	Upgrade potential from existing operator (Fortress Lake). Interested proponent.
	Kakwa	3	Draft Mgmt. Plan	?	3 season - hiking and snow activities	Air, 1-2 day hike, Forest Service Road, 100 km from Highway	Draft management Plan speaks to limit current buildings & footprint. Quarry site is impacted site and possible lodge opportunity. Snowmobile opportunities if developed will extend season.
	Mount Robson Provincial Park	1	Master Plan 1992	25000	3 season - hiking, skiing, snowshoeing	Air, 1-2 day hike	Master plan is silent, 14 yrs old and requires updating. Ec lodge proposal from Alpine Club of Canada for Berg Lake Trail is a pending proposal. Park is world heritage site with great community support.
	Nation Lake	?	?	?			Now designated Old forest service rec. sites. 3 operating sites. Good canoeing opportunities.
	Nechako Canyon PA	?	Purpose Statement and Zoning Plan 2003	?			There is some interest.
	Omineca	2	Purpose Statement and Zoning Plan 2003	?			Purpose statement promotes road access development. Require improved road and access for lodge opportunities.
Peace	Maxhamish Lake	1	No approved plan.	6500	Spring/Summer/Fall - fishing, wildlife viewing, boating	Fly-in	Application received to develop cabin/lodge. Cater to angling guests and compliment existing Northern Rockies Lodge in Muncho Lake Provincial Park. Issues are: First Nations consultation, private lease holders, wildlife & fisheries values conflicts, park
	Monkman	1 to 2	Mgmt. Plan 1994	Unknown	Summer - hiking	Hiking (various times), rough access road	Management Plan identifies rustic backcountry facilities, small shelters, viewed as hut-to-hut system not cabins/lodges. Issues that may arise: First Nations, wildlife & fisheries values conflict esp. grizzly, industrial road access and visitor safety, pa

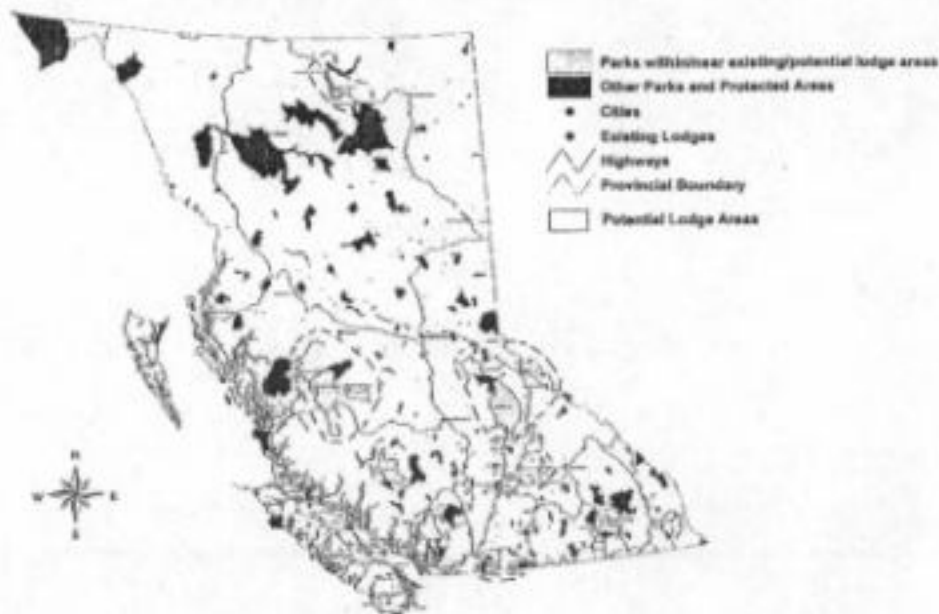
Region	Park	Lodge Rating (1-3) 1=Best	Management Plan	Funding	Activities (based out of facility)	Access	Comments
Skeena	Atlin Provincial Park and Recreation Area	3	MDS 2000	35000	Summer/Fall - Boating (motorized & non-motorized), guided hunting, angling, hiking, outfitting wildlife viewing, cultural tourism. Winter - backcountry skiing & X-country skiing	Boat, Fly-in	Require management plan as MDS doesn't allow lodge opportunities. Potential of ecolodge in or near the park. Heil-ski operator may have interest in opportunity. Require consultation, management plan, business scope.
	Foch-Giltoeyes	1 to 2	Draft MDS	35000	Spring/Summer/Fall - angling, crabbing, hunting, boating, kayaking, hot springs, nature appreciation	Boat	Draft MDS speaks to fishing lodge as an opportunity. Acquired through LRMP announcement. Area close to Kitimat. Also lakes and hunting in areas, associated with rod days. Consultation approx. \$15,000; recreation opportunity study \$20,000. Management plan
	Gitnadoix River	3	Mgmt. Plan	30000	Summer/Fall - angling, hunting, nature appreciation	Boat, float plane	Management plan is silent on lodge opportunities. Management plan review and upgrading required, do together with Foch-Giltoeyes. Highway staging location and access via boat not currently allowed. Focus activity is fishing. Consultation required.
	Seven Sisters	1	Mgmt. Plan 2003	20000	Summer/Fall - hiking, biking, backcountry skiing, angling, hunting, mountaineering Winter - snowmobiling	Road (Highway 16)	Management Plan just completed allows hut to hut or other proposals. 4 trails which aren't maintained to lead no where specific. 15 tourism proposals in area. Consultation required & recreation impact assessment.
	Spatsizi Wilderness Plateau (river corridor)	2	Mgmt. Plan 2003	15000	Summer/Fall - guided hunting, angling, outfitting wildlife viewing, ecotourism, horseback riding, hiking, float trips Winter - backcountry skiing	Fly-in, hike-in, horse	Management plan speaks to hut-to-hut opportunities or other proposals. Location includes Stikine River corridor. Require economic analysis, hire consultant. Collingwoods are already in park and operating, may be interested in upgrading their facilities.
	Spatsizi Wilderness Plateau (Coldfish Lake)	2	Mgmt. Plan 2003	40000	Summer/Fall - guided hunting, angling, outfitting wildlife viewing, ecotourism, horseback riding, hiking, float trips Winter - backcountry skiing	Fly-in, hike-in, horse	Best site for lodge facility, historic cabin on site. Require impact assessment, social, plus recreation study. Management plan speaks to hut-to-hut opportunities or other proposals. Collingwoods are already in park and operating, may be interested in upg
Thompson	Pukeashun	?	Mgmt. Plan	?			Germany money for development outside the park.
	Stein Valley Niaka'pamux	?	Mgmt. Plan 2000	?			Management Plan talks about roofed accommodation opportunities. First Nations have a real vested interest in park. First Nations consultation required.
	Wells Gray Provincial Park Hobson Lake	1	Master Plan 1986	5000	3 season - hiking, skiing, snowshoeing	Air, 1-2 day hike	Master plan supports lodge opportunity. Backcountry lodge - fishing and canoeing opportunities. Public interest in lodge size and scope. Proponent with fly in tent lodge failed 15 yrs ago. Consultation required especially with operator & First Nations. Ar
	Well Gray Provincial Park Stevens Lake	1	Master Plan 1986	?			Horse access to fishing opportunities. Past proponent was unsuccessful.
	Wells Gray Provincial Park Spruce Lake	?	Master Plan 1986	?			Interest with Cariboo region "Big Creek" area. Area will come on line but perhaps only after management Planning Process. Area has real potential to support lodge opportunity. Require Rec. Plan which includes fixed roof accommodation opportunities. Area
Vancouver Island	Broughton Archipelago Marine	1	Purpose Statement and Zoning Plan 2003	20000			Management direction statement requires work. Must consult with First Nations, Fed. Fish, etc. Float lodge opportunity. Must define carrying capacity. LWBC have granted permit to operator for a Crown land inholding.
	Cape Scott	?	Mgmt. Plan 2004	?			Chris Kissinger to review with Regional Staff.
	Sooke Potholes	1	Purpose Statement and Zoning Plan 2003	15000			TLC have been successful with property acquisition. Existing failed lodge site exists.
	Cowichan River	2	Mgmt. Plan	25000	Cycling, hiking, fishing, swimming, camping.		Must undertake consultation. Existing lodges outside park on private land. Old impacted logging camp sites are candidate locations. Strong regional district interest with Trans Canada trail. Strong First Nations interest with Cowichan Band. Regional distr
	Strathcona Provincial Park	1	Mgmt. Plan 1993/03	15000			Management plans outlines hut to hut opportunity. Must consult with advisory group.

VISION

- Key element of the Heartland Economic Strategy and the Province's goal to double tourism
 - A network of interconnected lodge areas in selected parks and adjacent to parks contributing to the Province's overall resort strategy
 - Based on a new business partnership/relationship with the private sector
 - Part of new model enabling increased provision of recreation services in the park system
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Increasing Tourism - Lodge Potential

LODGE STRATEGY BACKGROUND



Increasing Tourism - New Lodge Opportunities

- Identify desirable locations
- Develop economic feasibility
- Principle based process
 - Preserve park identity
 - Seamless integration with park setting
 - Available infrastructure
- Partnerships with business to promote BC
- Linked to broader Provincial Resorts Strategy – CSE led

STRATEGY – INITIAL STEPS

- Review tourism/resort studies/plans with CSE and SRM and identify how a BC Parks Lodge Strategy could link with the provincial resort strategy
- Identify lodge opportunities adjacent to parks with LWBC and in-park opportunities with regional staff
- Develop a draft park lodge strategy which includes a marketing component

STRATEGY – INITIAL STEPS cont'd

- Refine the provincial park lodge strategy by applying it to potential areas, i.e. Robson Valley, Cowichan River
- Provide BC Parks input to the provincial resort strategy to CSE
- Develop and implement a multi-year plan for the implementation of the BC Parks Lodge Strategy

GUIDING PRINCIPLES

- Preserve park identity
- Enhance the province's reputation for high quality and high value outdoor recreation experiences
- Opportunity provided for public input
- Generate revenue that can be dedicated to further park recreation goals
- Seamless integration with park setting

GUIDING PRINCIPLES cont'd

- Contributes to a provincial resort strategy led by Competition, Science and Enterprise
- Certainty for lodge proponents and stakeholders
- Recreation and conservation balance
- Responsive and accountable decisions
- Attracts visitors from all backgrounds and age groups

LODGE SELECTION CRITERIA

- Good potential for success – proponent has excellent business record
 - High tech/green/LEED
 - Minimal footprint – small scale
 - Ties to existing infrastructure (access, sewer, power) or new infrastructure is provided by proponent
 - Summer/winter season
 - High quality experience compatible with other user experiences in park
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LODGE PLANNING CRITERIA

- Compatible with provincial tourism and resorts strategies
 - Are subject to an impact assessment appropriate to the scale of development
 - Available infrastructure
 - Associated with major natural attraction
 - Compatible with park management plan
 - Focus on locations along existing road accessible areas or as additions to existing backcountry park development
 - Are subject to provincial development, appearance and maintenance standards
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BARRIERS TO SUCCESS

- Lack of existing infrastructure:
 - International access (airport) and community services enroute to resort
 - Good quality, year round road access
 - Hydro, water, sewage
- Community/regional/provincial support for tourism/park development
- Lack of staff accommodation
- Lack of provincial tourism industry support (marketing, financing, training)

LODGE PERMIT/LEASE CRITERIA

- Tenure is sufficient to allow long term financing
- Have been subject to a business case analysis to assure the venture's economic viability
- Ability to expand initial service in future years
- 100% administrative cost recovery by government
- Market pricing for resource rent

PARKS 2010



MANAGING OUR SYSTEM FOR THE FUTURE

TWO LODGE MODELS

- High Use Site (Mt. Robson Viewpoint)
 - Middle class target
 - Good road access and major natural attraction
 - High quality support facilities (entrance fee, food, gift shop)
- High End, Low Use Site (Tweedsmuir)
 - Remote access
 - High quality food, accommodation and experiences

STRATEGIC SHIFTS

From

- Confusing designations
- Parks for conservation
- Locked up opportunities cause frustration
- Communities and First Nations feel alienated
- Government unable to fund adequately
- Public Distrust

To

- Simple designations
- Park areas for people and park areas conservation
- Streamlined, transparent process for management flexibility
- Communities and First Nations in partnership
- Wide range of funding sources improve park management
- Public Support

A NEW VISION FOR PARKS AND PROTECTED AREAS

- A new way of managing and talking about the protected areas system . . .
- Providing clarity . . .
- Providing certainty . . .
- Making it clear which park areas are for people and which park areas are for conservation.


LINKAGE TO ECONOMIC TOURISM OBJECTIVES

- PARKS AND PROTECTED AREAS:
 - Are integrated within the Heartland Economic Strategy and Provincial Resorts Strategy
 - ✱ ■ Contribute to doubling of tourism revenues
 - Are an integral product in a 10 year Sustainable Tourism Marketing Strategy connected to the Vancouver/Whistler Olympics

PRESENTATION STRUCTURE

- Context
- Guiding Principles
- Key Actions
- Action Plan





HISTORY-Understanding the Asset

- 1911 to 1980's: Tourism and Recreation focus

- 1990's: Land Use Planning, Protected Areas Strategy, Conservation greater focus

- The Future: Managing park areas for people and park areas for conservation so the system supports all British Columbians and our competitive edge in the world marketplace.

GUIDING PRINCIPLES FOR CHANGE

- Conserve the asset and retain public ownership
- Clarity of purpose and certainty for all interests
- Balance park areas for people with park areas for conservation
- Increase use, access and revenue
- Responsive and accountable decisions
- Accommodate First Nations interests/opportunities
- Attract visitors from all backgrounds and age groups



FOCUS ON PEOPLE/RECREATION

- Linked to provincial tourism goals
- Major attractor for British Columbians and visitors
- Increased opportunities for services and businesses
- Provides recreation/tourism opportunities for First Nations



WHILE CONSERVING THE ASSET

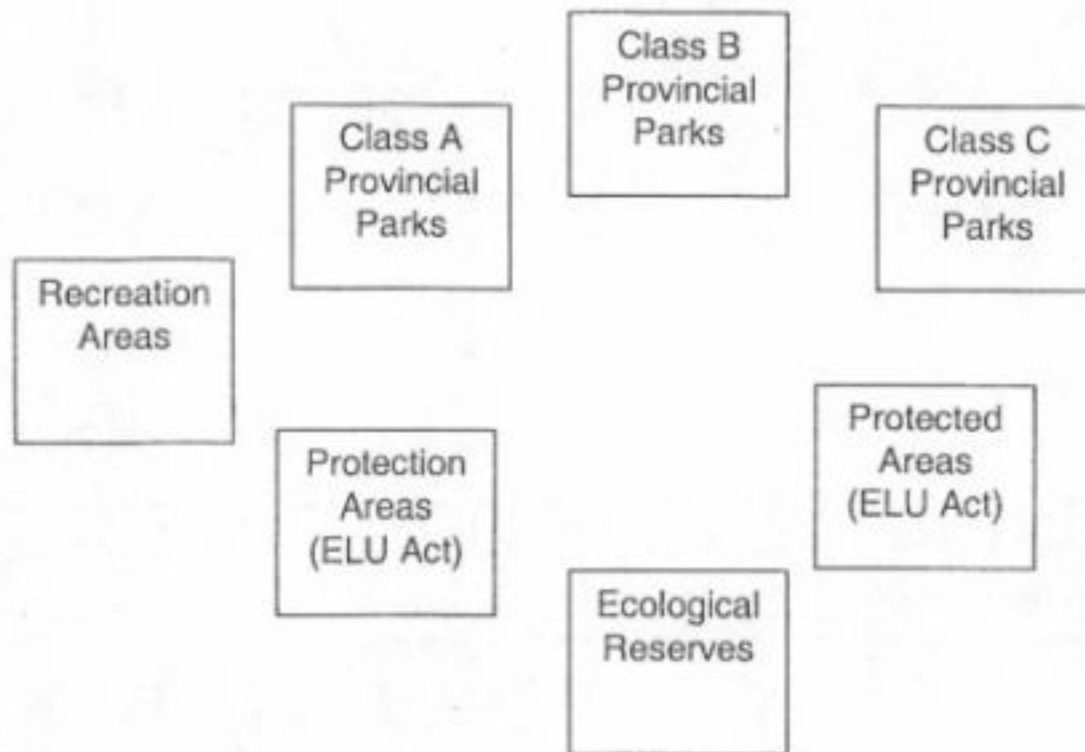
- ❑ Foundation for sustainable recreation/economic opportunities
- ❑ Protects critical habitats/species at risk
- ❑ Aids industry certification ?
- ❑ Maintains our competitive edge in global markets ?
- ❑ Preserves opportunities for First Nations to practice traditional activities
- ❑ Demonstrates BC's environmental record



KEY ACTION 1 – *New Model*

- STREAMLINED AND SIMPLIFIED DESIGNATIONS
 - New Transitional Category of Lands
 - Parks
 - Ecological Reserves

Current Model



New Model

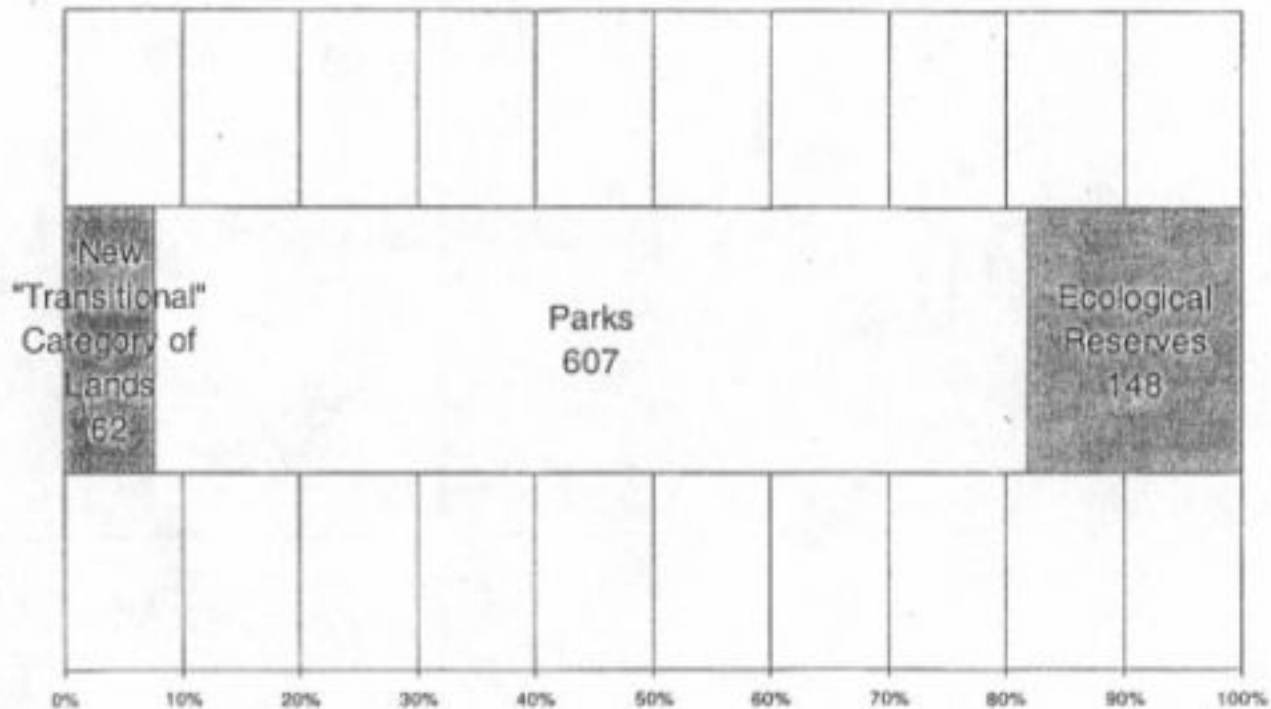
New
"Transitional"
Category of
Lands

Parks

Ecological
Reserves

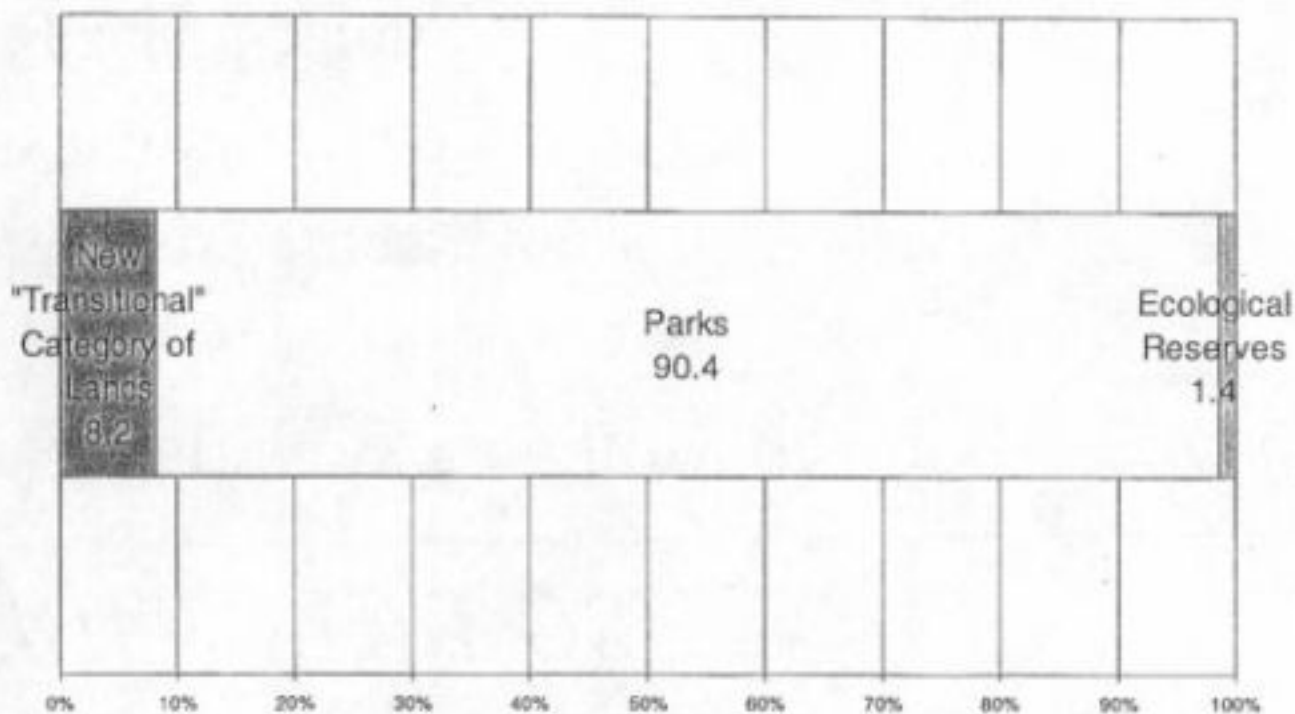
New Model – Number of Areas


Number of Areas by Designation



New Model – Percent of Total Area

Percent of Total Area Protected



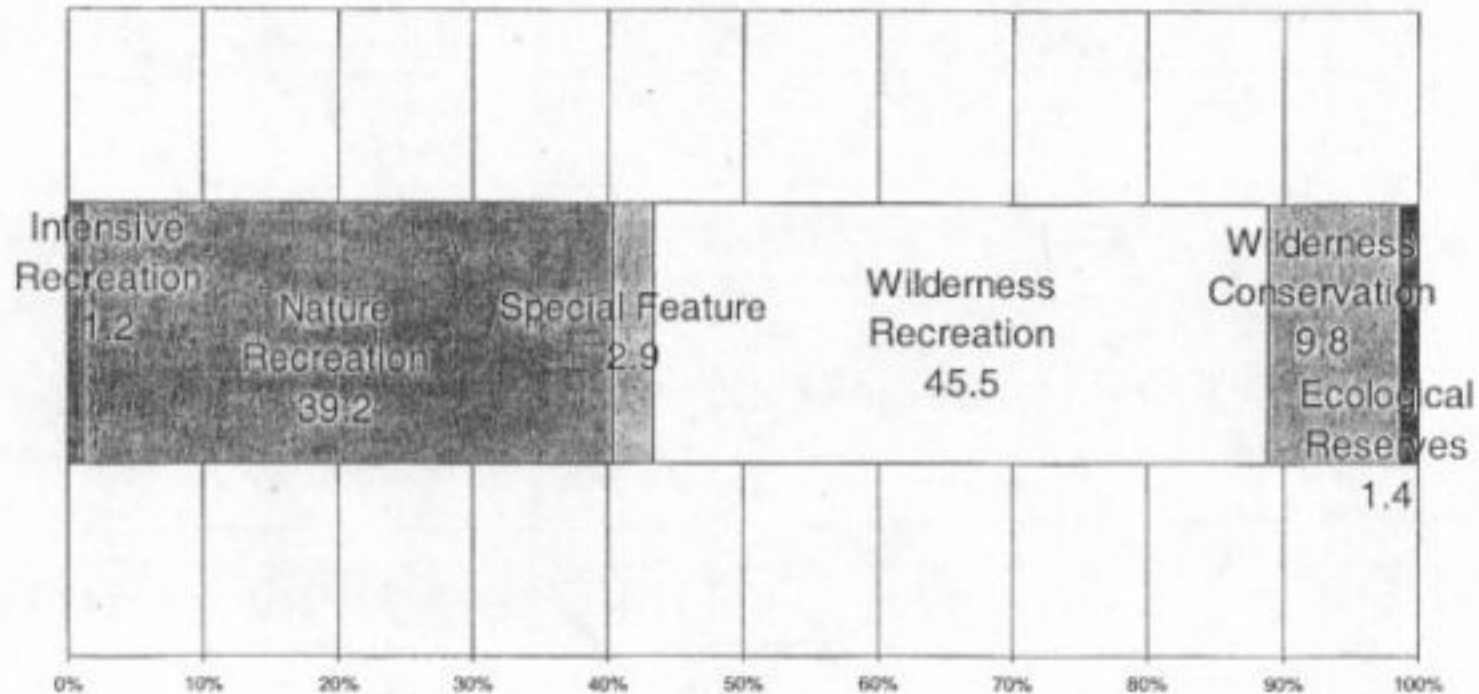


KEY ACTION 2 – *NEW FOCUS TO CLARIFY PURPOSE*

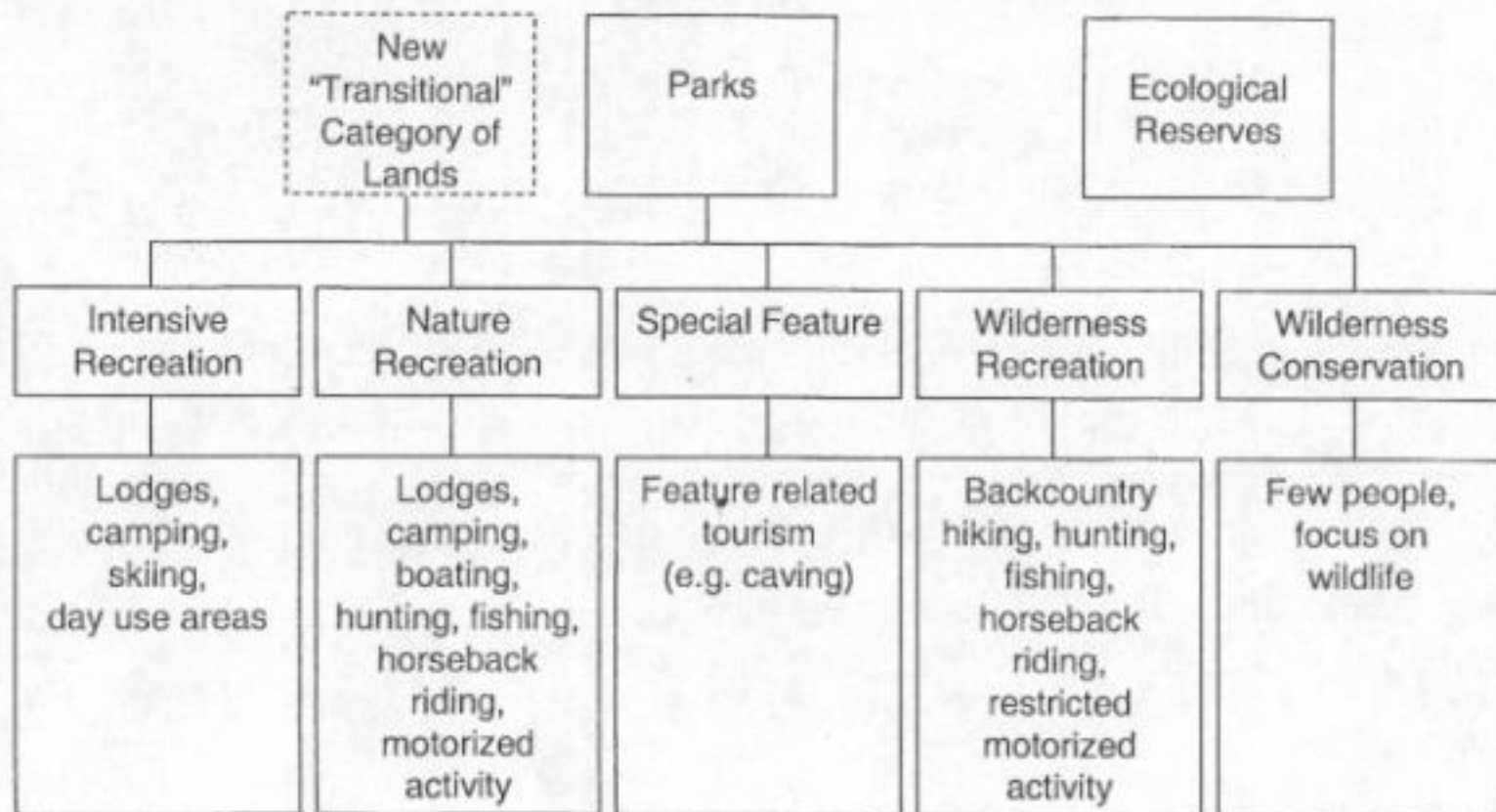
- Parks and New Category of Lands –zoned by purpose
 - Intensive Recreation
 - Nature Recreation
 - Special Feature
 - Wilderness Recreation
 - Wilderness Conservation

New Focus – Percent of Total Area

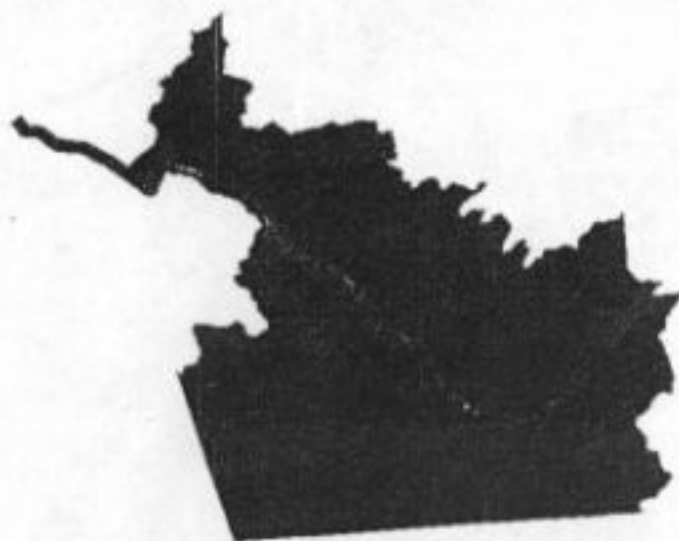
Percentage of Area in Each Zone



New Focus - Zones

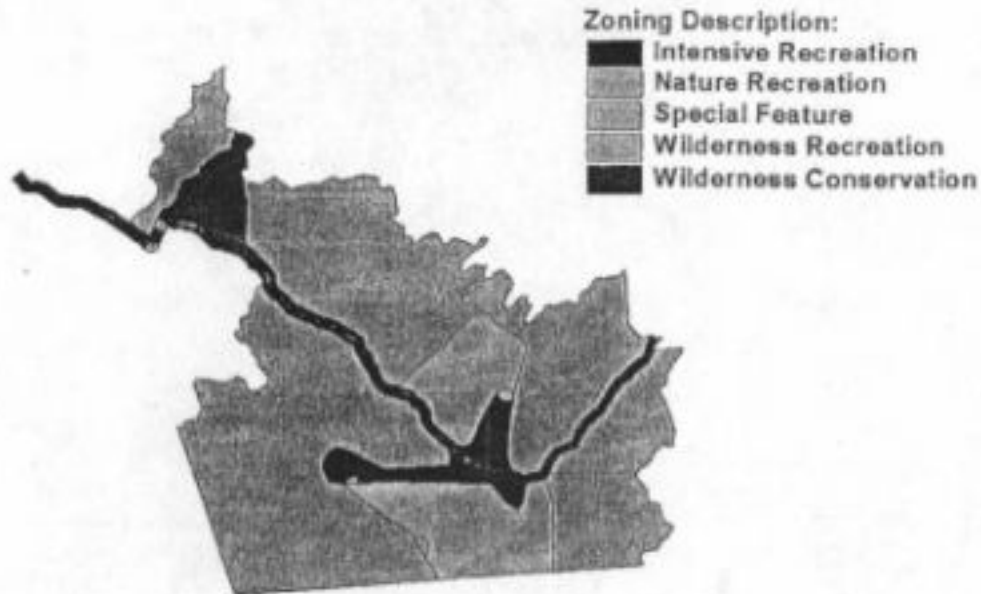


Manning Park – current perception



Draft #5 - July 10, 2003

Manning Park – with new focus




Draft #5 - July 10, 2003

KEY ACTION 3 – *Access To Resources*

- Maintain New Era direction for no commercial logging or mining . . . (or other industrial activity)
- Directional drilling allowed for sub-surface oil and gas
- New transitional designation to allow access and development while land use planning is implemented

KEY ACTION 4 – *Boundary Adjustment*


- For proposed adjustments to existing parks
- Streamlined and timely
- Transparent
- Clear guidelines and expectations



KEY ACTION 5 – *Increasing Tourism*

□ PARK RECREATION STRATEGY

- New entrepreneurial park services model
- New relationship with communities, businesses and First Nations
- New lodge opportunities in and adjacent to parks



Boundary Adjustment - Principles

- Integrity of recreational, ecological and cultural values
- Overarching public interest:
 - Exceptional provincial environmental, economic, and social benefit merits boundary adjustment



END STATE -2010

- Certainty of purpose – park areas for people and park areas for conservation
- Simplified framework for system
- Quickly resolved resource management decisions
- More services and opportunities
- Increased park use and revenue
- Successful entrepreneurial businesses
- Key lodges identified with public support – development initiated

ACTION PLAN

<i>Action</i>	<i>When</i>
New Framework -New Model and Focus -Access to Resources	Fall 2003
Boundary Adjustment Process	Fall 2003
Legislation -Incremental Changes -New Act	Fall 2003 2007
Park Recreation Strategy Recreational Services Model Lodge Opportunities	2004 Implementing 2004

Proposals for new or upgraded lodge developments

Status/ Tracking

November 3, 2004

Protected Area	Regional contact	Proponent	Description	Activities	Identified in management plan?	Issues	Application/ Decision Status
Broughton Archipelago (Vancouver Island)			<ul style="list-style-type: none"> - Floating lodge - No existing facility 	Fishing, hiking?	<ul style="list-style-type: none"> - No mgmt plan - Purpose statement and zoning plan 2003. - May need to prioritize mgmt plan 	<ul style="list-style-type: none"> - LWBC have granted permit to proponent for upland area (commitments made?) - Significant FN issues - Other commercial interests - Carrying capacity issues - Need for competitive process 	
Cultus Lake (Lower Mainland)		Endless Horizons Group	Health and fitness facility				Meeting with Minister Nov. 16
Elk Lakes Provincial Park (Kootenay)		Alpine Club of Canada	<ul style="list-style-type: none"> - ACC seeks renewal of permit to operate 10 bed former ranger cabin (expires June 2005). - ACC wants to add 20 beds, a well, holding tank. 	Hiking, skiing, climbing. Access – Drive in or short hike.	<ul style="list-style-type: none"> - Mgmt. plan 1999 - Does not support lodge opportunity 	<ul style="list-style-type: none"> - Other commercial interests (Fish and Game club) - Local Snowmobile Club questions ACC access opportunity. - Region recommends proposal call before next summer. 	
Garibaldi (Lower mainland)		Intrawest	<ul style="list-style-type: none"> - Hut to hut skiing on Garibaldi traverse. 	Winter – Ski touring route	Mgmt. plan 1990 Contemplates/identifies lodge opportunity. Requires update.	<ul style="list-style-type: none"> - Requires consultation with FN, local NGO's. - Intrawest wants meeting in November. 	
Hamber Provincial Park (Omineca)	Robin Draper	Paul Leeson	<ul style="list-style-type: none"> - Walled tent facility (new location, change from existing?) 	Summer - fishing, water recreation, hiking Access – Air; ½ day hike.	Mgmt plan 1987	<ul style="list-style-type: none"> - Competitive process may be required if change to existing operation. 	Verbal proposal only.
Maxhamish Lake Provincial Park and Protected Area (Peace)	Mike		<ul style="list-style-type: none"> - Application to build cabin or lodge, catering to angling guests. 	Spring/Summer/Fall fishing/wildlife viewing/boating Access – fly in	No approved plan	<ul style="list-style-type: none"> - First Nations interest in opportunity? - Consultation required with first nations, others - Site assessment required - Competitive process likely required. - Potential wildlife and fisheries 	

Protected Area	Regional contact	Proponent	Description	Activities	Identified in management plan?	Issues	Application/ Decision Status
						values conflicts - Private leaseholders - Funding required for consultation, fly-in, proposal assessment.	
Mount Assiniboine Provincial Park (Kootenay)				Summer - hiking Winter - skiing Fly in; hike in	Mgmt. plan 1989 - - Does not contemplate lodge - Region may review plan		
Mount Robson Provincial Park - Berg Lake Trail (Omineca)	Robin Draper	Alpine Club of Canada	- Ecolodge proposal - 2-4 rooms; sleeping up to 30 in hostel style accommodation - separate accommodation for BC Park ranger and custodian	All year - hiking, skiing, snowshoeing Access - air or 1-2 day hike	Master Plan 1992 - - is silent, and needs updating	- World heritage site with significant public interest and support. - Lodge not contemplated in MP - Alpine Club of Canada attractive partner - Potential for good model for future lodge developments.	- Initial overview of proposal sent to Minister - Regional staff developing recommended response.
South Chilcotin Spruce lake EdDorado (Cariboo)			Spruce lake? [upgrade camp in EdDorado ?]			- carrying capacity	
Valhalla Provincial Park (Kootenay)			?	Hiking, skiing Hike in; fly in	Master plan 1989 - - Supports lodge opportunity - Mgmt plan now underway		
Carl Osmer's proposal unclear - not a park?...							

FACILITY DEFINITIONS³

Resort: A number of permanent structures that collectively offer kitchen/dining, bathrooms and bedrooms/cabins for clients offering the full range of amenities. Facility may include attractions such as pool, tennis courts, designed to provide a self-contained experience. No size limit.



Resort Lodge: Small scale single building facility, not necessarily to current ecolodge concepts, generally a permanent structure accommodating kitchen/dining, bathrooms and bedrooms for clients offering the full range of normal amenities. Maximum accommodation size 100. Note: generator building, waste disposal and staff accommodation may be in additional structures.



Ecolodge: Ecolodge is a relatively new term used to describe a type of facility that incorporates the values of conservation and cultural stewardship into the operation, management. Special attention is paid to environmental sustainability in the design and construction, including the choice of construction materials and the use of new technologies for the management of energy, water and waste systems. Most ecolodges are very simple, low impact buildings however others are more complex and make use of new technologies for the energy and waste systems. Ecolodges are generally located in natural areas. Accommodation ranges up to about 80.



Cabin/hut/yurt: Cabins and huts are generally small structures, may have cooking facilities, water and septic. These terms are often used to describe facilities that may be called a hut by one person and a cabin by another. There would appear to be no criteria for when the term is used. The Alpine Club of Canada uses both terms to describe their range of backcountry facilities. Cabins/huts are generally located in the backcountry. Yurts are round, semi-permanent, self-supporting, canvas-covered structures, mounted on a wooden deck. This range of accommodation can sleep from 4-30.



Shelter: Small building primarily for emergency use, no facilities or services. Historically these structures were built by outdoor groups and guide outfitters. May be open style such as the Adirondack shelter. Accommodation/sleeping for a small number of people, 4-10 is common.



³ Facility definitions were compiled based on internet research.

Document has not been reviewed/approved by Senior Executive/Minister

ZONING OPTIONS

(Combining Wilderness Tourism Association and BC Parks current system)

WILDERNESS TOURISM ASSOCIATION	FRONTCOUNTRY Large volumes of tourists in a naturally scenic area which may have human altered environment		MIDCOUNTRY High quality natural environment not always wilderness		BACKCOUNTRY High quality wilderness experience, Pristine environment	
	BC PARKS Current zoning system (Special Feature Zone n/a) 1.2%	GATEWAY ¹ Outside park	PARK PERIMETER ¹ Outside park	INTENSIVE RECREATION In park 1.2%	NATURAL ENVIRONMENT In park 19%	WILDERNESS RECREATION In park 49.2%
Existing Accommodation Facilities ²	Resort Communities i.e. Whistler, Clearwater, Valemount	Resorts/Resort Lodge i.e. Silver Star Resort, Chilko Lake Resort	Resort Lodges i.e. Manning Park Lodge	Ec lodges/cabins/huts/ yurts i.e. West Coast Resorts/Cathedral Lake Lodge	Emergency shelters, simple backcountry huts	No Facilities
Objective	Unlimited	Unlimited	To provide for a variety of readily accessible outdoor recreation	To protect scenic values and provide for backcountry outdoor recreation		
Use level	Unlimited	Unlimited	High	Low		
Examples of zoning	n/a	n/a	Mount Robson visitor center and campground area	Berg Lake Trail corridor, Mount Robson PP/core area, Cathedral PP		
Size of zone	n/a	n/a	Usually less than 2,000ha	Small to large		
Means of access	Highway	Highway	All weather road	Trail/water/air may use rough 4x4 road access		
Impacts on natural environment	High	High	Human presence noted through high facility development and land impact	Human presence low/facility blends in with area		
Recreation Opportunities/ Facilities	Unlimited	Unlimited	A wide range of recreation opportunities. May be intensively developed for user convenience	Primarily non-motorized use. Snowmobiling, heli- hiking/skiing, trails, shelters, accommodation buildings, docks may be allowed	Backpacking, nature appreciation, fishing. Minimal development for convenience/safety.	Backpacking, canoeing, etc. No facility development

¹ Not a component of BC Parks zoning.

² Facility definitions on the reverse.

ADVICE TO MINISTER

CONFIDENTIAL
ISSUES NOTE

Ministry of Water, Land and Air Protection
Date: November xx, 2004
Minister Responsible: Bill Barisoff

Park Lodge Applications

KEY FACTS REGARDING THE ISSUE:

In November 2003, Government introduced Bill 84 which amended the *Park Act* to clarify that a park-use permit can be issued for resort or tourism development if the development is consistent with the recreation values of the park involved.

This is part of the Government's larger Resort Strategy. The Resort Strategy identifies actions government can facilitate to encourage all-season resort development.

The strategy will ensure that any new lodges follow a clear set of criteria and complement parks, just as existing park lodges do. In addition to addressing new lodge development, the strategy will provide guidance for the upgrade of existing park lodges so that they can better meet the needs of park visitors and ensure park values are protected.

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The Park Lodge Strategy will not be implemented until summer, 2005, following announcements this fall of SBED's Resort Strategy.

Until that time, WLAP will consider applications for lodge-type developments under current permit rules and park policy.

The Ministry now has eight written/verbal expressions of interest:

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- Garibaldi – The company that owns Whistler/Blackcomb, Intrawest, is proposing to build a series of huts along Spearhead Traverse, between Whistler and Blackcomb mountains.
- Mount Robson – The Alpine Club of Canada would like to construct a 30 person hostel-style eco-lodge on the Berg Lake Trail.
- Maxhamish Lake – An angling guide would like to develop a cabin on Maxhamish Lake.
- Broughton Archipelago – This development would include a floating lodge facility that would support kayak use within the park.
- Elk Lakes – A one year permit was issued to the Alpine Club to operate a former ranger cabin as a hostel style facility. The permit expires in June 2005. A local fish and game club has also expressed interest in operating this facility. An RFP will be likely be issued once the permit expires.
- Mount Assiniboine Park – The operator of Alberta's Sunshine Ski Area is interested in a lodge development in the park on the border of the ski area.
- Spruce Lake – A guide outfitting company is proposing to build a small lodge in the Eldorado area of the park.
- Hamber – An angling guide camp, which currently operates using tents, would like to use a fixed roof operation in the same area.

When an application is received, the Environmental Stewardship Division will prepare a decision note, which may come to the Minister. Evaluation of the proposal will include a review of the current park management plan, the type and size of the development, identification of any known conservation or public concerns, current park use and whether any similar services are provided in the proposal's vicinity.

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Any new development will be subject to impact assessments and stakeholder and public consultation. The proposals the Ministry has received up to this point are in the very preliminary stages. The Ministry will review each proposal and see if it fits into the scope of the park's management plan.

Several parks already have lodges, including Manning, Mount Assiniboine and Bonaparte.

ADVICE AND RECOMMENDED RESPONSE:

- The proposals we have received up to this point are in the very preliminary stages.
- Until a Parks Lodge Strategy is in place, we will consider any proposal to see if it fits into the scope of the park's management plan, and will make a decision under the current rules.
- Expanding the number of lodges helps to build the economy by providing more jobs and attracting more visitors to our parks and surrounding communities.
- Lodges and parks can coexist in a mutually beneficial relationship.
- We will maintain the ecological and conservation role and integrity of our parks.
- Any lodge proposal would have to complement the park's recreational values and be situated so that it respects the park's wilderness and conservation objectives.
- British Columbians have indicated they want more recreational services and opportunities and a greater range of accommodation when they visit provincial parks.
- If the Ministry considers a proposal, the process would include an opportunity for stakeholders, First Nations, local government and public input. It will also be subject to an environmental assessment.
- Lodges and resorts already exist in some B.C. parks, including Manning, Mount Assiniboine and Bonaparte.

STRATEGIC LINKAGES:

•
Communications Contact: Max Cleeveley 387-9973
Program Area Contact: John Block/Dave Ranson 387-4339/387-5036
File Created: 10/18/2004 4:49 PM
File Updated: 11/2/2004 4:51:00 PM
File Location:

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Program Area	ADM	Comm. Director Max Cleeveley
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BC Resort Development Strategy: 2004-05 Marketing Plan

I. OBJECTIVE

To market investment in British Columbia's world-class, all-season resort opportunities, in line with the BC Resort Task Force's BC Resort Strategy (BCRS) and the BC Parks Lodge Strategy (BCPLS). Marketing will initially identify potential investors and following successful developments promote new resorts. This objective is in line with the Province's recently-released *Spirit of 2010 Tourism Strategy*, which calls for increased tourism investment: "Efforts to expand BC's tourism market will require new and enhanced products and infrastructure. The private sector is expected to take the lead on product development."

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The following outlines the **Tactical Marketing Launch Plan** that will be executed as part of the BCRS and the BC PLS.

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II. REQUIRED FIRST STEPS

The Ministry of Small Business and Economic Development (SBED) will, in cooperation with Land and Water BC (LWBC) and the Ministry of Water, Land and Air Protection (WLAP), implement an investment and marketing program that will promote BC as a leading world-class resort destination. SBED's investment and trade team will identify interested potential investors across North America, Western Europe, and Japan. More specifically, SBED will:

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1. **Recruit investors** regionally, provincially, nationally, and internationally;
2. Link potential investors with opportunities identified on Crown land to LWBC, in provincial parks to BC Parks, and on private lands to the land owner;

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3. Once potential investors are matched to opportunities, help establish a single point of contact for investors with LWBC, BC Parks or the landowner.
4. Where the linkage has been established, act as an investor advocate in working with these organizations or the landowner

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Upon final completion of a new resort, it will be integrated into a comprehensive BC Tourism Marketing Plan (see Section VII).

Deleted: SBED's investment and trade team will identify increased potential investors across North America, Western Europe, and Japan

III. REQUIRED MARKETING STEPS

It is likely that a variety of Resort Development Opportunities (RDOs) will emerge from the BCRS/BCPLS initiatives. These will appeal to different investors for very different reasons. It is therefore important that individual RDOs be promoted in a highly tailored manner, rather than "one size fits all". Broad advertising initiatives and/or other forms of wide distribution of resort development opportunities are generally not suitable vehicles.

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Following are the necessary steps for clear and professional marketing of the RDOs. They constitute a highly targeted model with good controls and strong prospect vetting, which is critical to match project developers with suitable opportunities:

1. Construct suitable web pages that will describe BC Resort Development Opportunities (RDOs). As a faster, simpler, and less expensive alternative to constructing a stand-alone website to house the RDOs, it is recommended that these exist on the Government's existing www.investbc.com website, as a button on the site's main menu page. The RDO pages should comprise a simple description page, site photos, and a location map.
2. Undertake extensive data mining to identify existing resort investors/operators across North America, Western Europe, and Japan.

3. Determine operators'/investors' appetite for new projects. Contact candidates to arrange corporate calls, using a third-party out-bound call service. This call service will use a pre-scripted checklist, ranking candidates' level of interest, type and size of proposed resort, geographic preferences such as proximity to major airports, etc. Based on their responses, *prospects* will be rated as having A, B, or C-level potential, using predefined criteria. (Note: Unsolicited investor interest will also be integrated into the prospect recruitment process.)

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4. Plan in-person domestic and international corporate calls by geographic market, based on *prospects'* rated scores.

5. Conduct in-person corporate calls to identify concrete investor proponents, [definition: must have a) available funds, b) a corporate decision maker identified, c) a clearly identified timeline and d) geographic interest]. These corporate calls will result in a detailed checklist of site requirements for the specific proponent.

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6. Using existing BC Film Commission photographers and software, prepare, in cooperation with LWBC and BC Parks, a custom CD-ROM package of suitable sites, and send to proponents, with matching checklists. These CD-ROMs will contain site photographs with supporting data, including: proximity to transportation, availability/size of nearby services, proximity to competition, metrological data, demographics, etc.

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7. Confirm interest from each proponent via telephone follow-up.

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8. Follow up with personal calls to interested *leads*, encouraging them to make in-person visits to their specified site(s).

9. Once confirmed interest has been established for an identified resort/lodge development opportunity, the proponent will be directed to

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the appropriate landowner. Where the resort opportunity is on Provincial Crown land, a principal contact will be established with the responsible agency (LWBC or BC Parks) who will assume full responsibility to work with the proponent to ensure timely and effective delivery of the resort/lodge development opportunity.

Close collaboration between applicable provincial ministries and agencies (LWBC, WLAP, SRM, BC Parks, etc.) to develop each resort project offering will determine the quality of the offering and the ultimate success of the BC Resort Strategy and the BC Parks Lodge Strategy.

IV. REQUIRED MARKETING TOOLS

- Acquisition of resort industry databases
- Outbound calling service to vet databases
- Contractors or FTEs to conduct corporate calls (1 or 2 depending on quantity)
- Contract photographers for CD-ROM development (1 or 2 depending on work load)
- Researcher(s) to build support data for each CD-ROM (1 or 2 depending on availability of existing data)
- Basic creative work for CD-ROM (likely outsourced)
- Inter-ministerial collaboration to assist at all stages as necessary

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Deleted: The FT specialist will serve as the lead's single point of contact for the resort development project "from cradle to grave". The specialist will act as investor advocate from initial expression of interest through to final approvals of project construction. Permit issues, regulatory approvals, business immigration issues, etc. will be funneled through the FT specialist. This strategy offers key benefits. For leads, the single-point approach offers a clear access point, speedier turn-around time for queries, and consistent corporate treatment. For government, this approach allows for enhanced inter-agency coordination, common response timeframes and priorities, and ease of monitoring. ¶
Note:

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ESTIMATED MARKETING COSTS =

Task	Cost		Description
	04/05	05/06	
Project assistant	\$20K	\$30K	One person for six months
Research, Data collection, Contact with candidate proponents	\$50K	\$55K	Website development, investor/operator identification, contact candidates, development of site requirements for specific leads etc.
Development of site information packages to provide to leads	\$20K	\$42K	Development of site information packages to provide to leads
Total Costs	\$90K	\$127K	

(\$177,000 is a minimum, assuming low estimates throughout and available people to make corporate calls. Additional cost for corporate calls if no staff available - 2 people for 2 months, approx. \$7,500 per month, total added cost: \$30,000)

VI. MARKETING TIMELINE (after the BC Resort Strategy and BC Parks Lodge Strategy and related funding requirements have been approved)

- Formalize relationships w/ SBED, LWBC, BC Parks, etc. 2 weeks
- Identify lead contacts from each agency; develop implementation framework for BCRS/BCPLS initiatives within 2 weeks
- Complete tasks #1 to 5 within 12 weeks
- Complete tasks #6 to 9 within 12 weeks

Identify and land first project - total time, from start to finish: 28 weeks

VII. FOLLOW-UP: BC TOURISM MARKETING PLAN

Upon completion of the first new BC resorts in 2008 (est.), SBED will work closely with Tourism_BC to roll out a comprehensive, four-season consumer marketing initiative for BC's resorts. This plan will market BC as *the* world-class

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Deleted: Estimated costs of the marketing component of the Resort Development Strategy include:¶ ¶ <#>Construction of web pages on www.investbc.com : \$10,000¶ <#>Database acquisition: \$20,000¶ <#>Data mining: \$6,000 (one temp data person for 30 days)¶ <#>Script development: \$3,500 (translation only - French, German, Japanese - script will be prepared in-house)¶ <#>Outbound calling services: \$3-5,000 depending on volume located in databases¶ <#>Corporate calls: 5 trips initially - 3 to USA (3 x 2 weeks), 1 to Japan (2 weeks), 1 to Europe (1 x 3 weeks) \$40,000 + 2 staff - it is anticipated that travel will run concurrently in the USA and Europe/Japan¶ <#>Photography: using BC Film Commission scouts, 2-4 days per location at \$300 per day + expenses, avg. est. \$1,500 per location; assuming 20 projects: \$30,000¶ <#>Basic creative for CDs: \$2,000 - one-time-cost for template development¶ <#>Researcher for package development: \$30,000 (6 months @ \$5,000 per)¶ <#>Project supervisor: \$30,000 (1 person for 6 months)¶ ¶ ... [1]
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destination of choice for resort visitors. It will be critical for all tourism marketing campaigns to reflect BC's resort positioning. In line with the proposed Tourism Charter, as advocated in the Province's 2010 Tourism Strategy, a collaborative marketing approach between Tourism_BC and local marketing groups (i.e. Tourism Whistler, Tourism Sun Peaks, etc.) will be essential.

Close collaboration with industry associations and marketing agencies will assist in the development of a high-quality information campaign with multiple promotional tools (i.e. CD-ROMs, Internet, ad placements, media releases). This campaign will help BC's resort investor/operators to fill rooms by raising their profile, both domestically and internationally. The intended message for the investor/operator is: "Your investment has not been forgotten by BC. We will help you in ensuring your ultimate success."

Treasury Board Submission

"Confidential – Cabinet Document"
Ministry Document Number: _____

Minister:

Honourable George Abbott, Minister of Sustainable Resource Development
Honourable Bill Barisoff, Minister of Water, Land and Air Protection
Honourable John Les, Minister of Small Business and Economic Development

Date: *(Date the submission when the Ministers sign)*

Title: Implementation of the BC Resort Strategy and the BC Parks Lodge Strategy

Issue:

Land and Water BC (LWBC), and the Ministries of Small Business and Economic Development (SBED) and Water, Land and Air Protection (WLAP) require funding to implement the Resort and Lodge Strategies. LWBC and BC Parks require the retention of resulting revenue to offset the cost of related ongoing program management.

Recommendation:

- 1) Approve the funding required by LWBC, WLAP and SBED to support the delivery of the BC Parks Lodge Strategy and key recommendations of the BC Resort Task Force, including the improved administration of lodge and resort applications, identification of new resort and lodge opportunities and the marketing of their development.
- 2) Approve the 04/05 funding requirements as allocations from contingency and the 05/06 and subsequent year requirements through the regular budget process.

Background:

The BC Resort Industry

- Currently, BC's 700+ resorts and lodges employ 26,000 people, and the sector contributes \$178 million to federal, provincial and municipal government revenues each year. The all-season resort industry will see \$1.2 billion in new investment and expansion of existing resorts over the next two to five years.

BC Resort Task Force

- The February, 2003 Speech from the Throne included the announcement of the creation of the BC Resort Task Force. It was mandated to identify and remove barriers to both newly proposed and existing resort expansion to meet government's New Era commitment "to stimulate tourism with a plan to improve operators' ability to successfully compete for visitors from around the world".
- A fifteen member Task Force was drawn from industry, local government and First Nations. It was supported by a working group of senior management from 11 different provincial agencies.
- Ministers Falcon (the initial Task Force chair) and Santori consulted with resort owners, local governments, First Nations and local business development organizations, developers, investors and interest groups around the province.
- A report **Recommendations of the BC Resort Task Force** was presented to Minister Santori and was released to the public on July 27, 2004.
- Following the review of recommendations from the BC Resort Task Force with line ministries, the BC Resort Strategy was developed.

- Government expects to release the strategy as a major announcement in the fall.
- The vision of the strategy is to lay the foundation "to develop British Columbia as a world-class all-season resort destination".
- To achieve the objectives, goals and vision of the strategy, five strategic directions along with actions and outcomes were identified to set out the Province's course for enhancing resort development and expansion. They are:
 - Maintain and enhance BC's competitive edge in resort development
 - Increase resort development
 - Support resort communities
 - Address transportation infrastructure investment needs
 - Assist the development of First Nations partnerships
- LWBC will be responsible for most of the significant initiatives necessary for the BC Resort strategic directions to be implemented. As a Crown Corporation, LWBC's operational vision is to "act as an advocate for economic development and revenue generation by aggressively pursuing and encouraging investment and optimal use of Crown land and water resources". Currently the Commercial Alpine Ski Policy (CASP) and the Commercial Recreation Policy guide LWBC's activities in Crown land development related to resort development.
- LWBC has created a sector specific working unit, called "All Seasons Resorts" to deliver on the objective outlined in the document BC Heartlands Economic Strategy to build a network of all-season resorts in the province and to support the work of the BC Resort Task Force.
- The key tasks to be addressed by LWBC are outlined in Appendix A, Corporate Milestones. They include the identification of three new resort development opportunities by September, 2005 and six additional sites per year from June 2006 to June 2009.
- The number of new major resort proposals and expansions currently under review by LWBC is unprecedented and represents an estimated \$3 Billion in potential new capital investment.
- To advance Task Force recommendations, LWBC needs to aggressively identify new resort development opportunities, respond more quickly to investor identified proposals and improve overall service delivery by integrating and harmonizing resort development approval processes of both provincial and local governments.

BC Parks Lodge Strategy

- In November, 2003 the *Park Act* was amended to add a section which states that a park use permit can be issued for resort or tourism development if the Minister considers it consistent with the recreation values of the park involved.
- Prior to this amendment a very limited number of such developments or upgrades occurred in the park system over the last 20+ years. Presently there are approximately 165 roofed accommodation facilities in the park system ranging from small resorts to emergency shelters. The majority were either developed prior to the establishment of the park in which they are located, or are owned by the Province.
- The Minister stated in the Legislature at the time the Act was amended that a BC Parks Lodge Strategy would be developed. The Minister said that "to attract new visitors we must continue to offer a range of options that keep pace with our changing local and international demands and demographics".
- The Strategy supports the Spirit of 2010 Tourism Strategy which includes the primary outcomes to increase visitors and tourism investment; and, the WLAP Service Plan which includes an objective to optimize the economic contribution of parks.
- The Strategy was developed in consultation with a 14 member stakeholder advisory group with representatives from tourism, park, naturalist, wildlife interest groups, lodge owners, First Nations and local government. During the strategy development WLAP staff participated on the

BC Resort Task Force Inter-agency Working Group and held discussions with Resort Task Force and LWBC staff to ensure integration of work.

- The Strategy includes a vision statement and associated principles; guidelines for the consideration of future lodge development opportunities; a process for the identification and selection of sites to be marketed; marketing requirements; a provision to respond to unsolicited proposals; and, a timeline and budget.
- The key tasks to be addressed and deliverables to be accomplished by WLAP under the Park Lodge Strategy are outlined Appendix A, Corporate Milestones. They include the identification of 10 new park lodge sites and the issuance of proposal calls for these opportunities before the end of fiscal 05/06.
- The strategy has been presented to and supported by the Deputy Minister's Committee on Environment and Resource Development and the Cabinet Committee on Environment and Resource Development.
- The Minister of WLAP stated publicly at the time of the Park Act amendment that the BC Parks Lodge Strategy would be released in the summer of 2004.



Resort and Lodge Marketing Plan

- To market investment in B.C.'s world-class, all-season resort and lodge opportunities a coordinated marketing plan needs to be developed. SBED will lead the development and implementation of the investment and marketing program in cooperation with LWBC and BC Parks. It is very important that the full array of investment opportunities that emerge from the BC Parks and LWBC initiatives are promoted in a complimentary fashion - not in competition with one another.
- The key tasks to be addressed by SBED through the marketing plan are outlined in Appendix A, Corporate Milestones.

Performance Measures

- Performance measures related to achieving resort and lodge development and upgrade approvals will be developed and incorporated into each agency's 05/06 Service Plan.

Fiscal Management Considerations:

Revenue Projections and Business Case

- Government revenues will be increased significantly should investment in the province increase as a result of the removal of barriers, streamlining of application processes and marketing of lodge/resort opportunities. Making resort development decisions more timely and transparent will increase B.C.'s competitiveness and attractiveness as a global resort destination.
- Resort and lodge development has considerable revenue generation potential. LWBC's provincial revenue and capital investment projections for all resort related activity, over the next three fiscal years is estimated at: \$6.375M in land sales, \$8.592M in Crown land tenure rents and royalties, and potential build out investment of \$295.1M for resort development and expansion. Operational revenue for all resorts of \$42.4M per year is estimated after build out of new major resorts and resort expansions. BC Park's projections are for build out investment of \$25M in new park lodge development and an additional \$10M in existing lodge upgrades over the next three to five years and annual additional permit revenues of approximately \$130,000.
- Table 1 (following) provides a summary of revenue, expenditures, jobs creation and capital investment projections resulting from resort and lodge development and upgrades that will be processed if the funding requested herein is approved.

More later

• Table 1 indicates that over fiscal years 04/05 to 09/10 the funding requested herein is anticipated to produce:

- 4,279 construction jobs;
- 1,560 permanent jobs;
- \$ 356 million in new capital investment;
- Net government revenues of \$38.56 million;
- Net loss to LWBC of \$ 0.51 million; and
- Net profit to BC Parks of \$ 0.60 million.

These results will impacted significantly if the requested funding is not approved.

Table 1 Business Case Summary: Jobs, Capital Investment, Revenues and Expenditures (\$ 000)

	04/05 & 05/06	06/07 & 07/08	To 08/09 & 09/10	Total
LWBC RESORTS				
Construction Jobs ¹	62	1,519	2,698	4,279
Perm. Jobs	6	529	1,024	1,560
Capital Investment	\$ 3,100	\$ 111,000	\$ 205,000	\$ 319,100
LWBC Revenues (all land sales) ²	\$ 330	\$ 1,240	\$ 380	\$ 1,950
LWBC Expenditures	\$ 820	\$ 820	\$ 820	\$ 2,460
Net LWBC Revenues	\$ (490)	\$ 420	\$ (440)	\$ (510)
Gov. Revenues ³	\$ 1,592	\$ 15,995	\$ 22,016	\$ 39,565
Gov. Expenditures	\$ 1,540	\$ 1,140	\$ 1,140	\$ 3,820
Net Gov. Revenues	\$ 52	\$ 14,816	\$ 20,876	\$ 35,745
BC PARK LODGES				
Construction jobs	0	250	500	750
Permanent jobs	0	25	50	75
Capital Investment	\$ 0	\$ 12,500	\$ 25,000	\$ 37,500
BC Parks Revenues (all permit revenues)	\$ 0	\$ 61	\$ 230	\$ 291
BC Parks Expenditures	\$ 100	\$ 0	\$ 0	\$ 0
Net BC Parks Revenues	\$ (100)	\$ 61	\$ 230	\$ 291
Gov. Revenue	\$ 0	\$ 1,136	\$ 2,276	\$ 3,412
Gov. Expenditures	\$ 600	\$ 0	\$ 0	\$ 600
Net Gov. Revenues	\$ (600)	\$ 1,136	\$ 2,276	\$ 2,812

¹ Job impacts were estimated using LWBC's Economic Impacts Model for Land Programs, developed by Gary Holman, Consulting Economist, based on BC Stats Input-Out Model.

² 'LWBC Revenues' represents the corporation's implicit share (20%) of annual gross revenues that it is entitled to retain based on its proposed new business model. Under that model, if LWBC meets its 2004/05 revenue target of \$125 million, it may retain \$25 million for operational expenditures and retained earnings.

³ 'Government Revenues' comprise corporate income tax, sales tax, and government's implicit share (80%) of LWBC gross revenues based on its proposed new business model.

Funding Requirements and Revenue Retention

- In order to implement the Resort Strategy and BC Parks Lodge Strategy both one-time and ongoing lift to base funding is required by LWBC, WLAP and SBED as identified below. This is because the tasks that need to be carried out either were not, in the case of WLAP and SBED, previously being done at all; or, in the case of LWBC have either not been done before, or are required due to the unprecedented number of new proposals that need to be dealt with in a timely manner to be consistent with the Resort Task Force recommendations. Table 2 provides a summary of the funding required by each agency according to fiscal years. A more detailed outline of these requirements is provided in Appendix B.

Table 2 Summary of Funding Requirements by Agency (\$000)

	04/05	05/06	06/07	07/08	Total
LWBC					
New One time	\$100	\$100			\$200
Ongoing base lift	\$570	\$570	\$570	\$570	\$2,280
LWBC budget allocation	\$410	\$410	\$410	\$410	\$1,640
Sub-total	\$1,080	\$1,080	\$980	\$980	
WLAP					
New One time	\$215	\$385			\$600
Ongoing base lift ¹			tbd	tbd	tbd
SBED					
New One time	\$90	\$127			\$217
Total	\$1,385	\$1,592	\$980	\$980	\$4,938

- LWBC revenue retention information to be placed here (I have placed this in footnotes)
- LWBC budget information (revenues and expenditures with and without new resorts) to be placed here (Vernon Jones will provide this Monday before noon). Please note that Morlene Tomlinson (our EFO) needs to approve this information and Table 1 (Vernon Jones will be discussing this with her on Monday).**
- DMCERD has asked that a revenue retention strategy be developed to manage revenue obtained from lodges within park boundaries. This concern was also raised by Ministers during the CCERD presentation. WLAP presently has a revenue recovery arrangement approved by Treasury Board in place. The recovery of these funds by WLAP will be dealt with under this arrangement through the regular budget process.

¹ Whether an ongoing lift to base will be required depends on the level of continuing interest in park lodge development resulting from unsolicited applications and applications for the upgrading of existing facilities. If this interest continues through 05/06 and beyond, an ongoing base lift will need to be made as part of the normal Ministry budget process if these applications are to be accommodated.

• Table 1 indicates that over fiscal years 04/05 to 09/10 the funding requested herein is anticipated to produce:

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Options:

Option #1:

- 1) Approve the funding required by LWBC, WLAP and SBED to support the delivery of the BC Parks Lodge Strategy and key recommendations of the BC Resort Task Force, including the improved administration of lodge and resort applications, identification of new resort and lodge opportunities and the marketing of their development.
- 2) Approve the 04/05 funding requirements as allocations from contingency and the 05/06 and subsequent year requirements through the regular budget process.

Advantages

- Delivery of key recommendations presented by the BC Resort Task Force to government and supported by Cabinet.
- Delivery of key initiatives of the BC Parks Lodge Strategy
- Will result in increased investment and economic development.
- Increased direct revenues to government.

Disadvantages

- Commitment required for both one time and incremental lift to base funding.

Option#2: Do not approve the revenue required by LWBC, WLAP and SBED and direct these agencies to implement the strategies as resources allow within their existing budgets.

Advantages

- No new funding will be allocated to agencies involved.

Disadvantages

- Key recommendations of the BC Resort Task Force will not be fulfilled. This will send a negative message to task force participants and the investment community.
- The Park Lodge Strategy will not be implemented as planned. WLAP will only be able to respond to unsolicited proposals in a very limited capacity as existing staff resources and budget allow.
- No pro-active marketing of lodge and resort opportunities will occur.
- Loss of significant economic investment, new revenue opportunities and new tourism and recreation opportunities.

Significant Implications:

Legislation required (none):

- The *Land Act* and the *Park Act* support these initiatives.

Consultations:

- As noted above, consultations were carried out through the Resort Task Force on Resorts and through the stakeholder advisory group on the Park Lodge Strategy. Further consultations will be necessary as the strategies are implemented.

Recommended Decision:

Approve Option #1

Signature:

Honourable George Abbott
Minister of Sustainable Resource Management

Honourable Bill Barisoff
Minister of Water, Land and Air Protection

Honourable Sandy Santori
Minister of State for Resort Development

Key Contact:

Appendices to Submission:
Appendix A- Corporate Milestones

Approved / Not Approved

Chair, Treasury Board

Date: _____

(AUTHOR/Typist)

bcc: Minister's Office
Deputy Minister's Office
Director, Finance and Administration Branch

Appendix C- Detailed Funding Requirements by Agency

LWBC Costs to Implement the All Seasons Resort (ASR)

Description	Cost		Deliverables
	New Funding Required	Funding by LWBC	
Management and Administration of new All Seasons Resort Program	Nil	\$150k	<ul style="list-style-type: none"> Provincial delivery of alpine ski program One-point contact for resort industry Strategic support and coordination
Support Minister of State for Resort Development Office	\$90k	\$10k	<ul style="list-style-type: none"> Develop and maintain resort databases Provide statistical data Resort Task Force related initiatives
Enhance resort development by identifying new resort sites ¹	\$230k	Nil	<ul style="list-style-type: none"> Identify 5 new resort development opportunities per year over a 5-year period starting fiscal 05/06 Market and allocate new resort opportunities within six months of site identification (first 3 sites to be made available by September 2005)
Provide greater investment security by selling existing resort sites ²	\$100k	Nil	<ul style="list-style-type: none"> Provide sale opportunities for 45 existing resort sites over a 3-year period
Facilitate new major resort developments ³	\$75k	\$90k	<ul style="list-style-type: none"> Approve by the designated timelines, new resort proposals for Saddle Mountain, Jumbo, Garibaldi and Cayoosh Ensure timely decisions for other new resort development proposals as and when required
Facilitate major resort expansions ⁷	\$75k	\$90k	<ul style="list-style-type: none"> Approve by the designated timelines resort expansions for Mount MacKenzie, Whitewater, and Mount Baldy, Sun Peaks, Kicking Horse, Big White and Silver Star Ensure timely approval of other resort expansions as and when required
Create more responsive Crown land tourism and resort development policies	Nil	\$40k	<ul style="list-style-type: none"> Develop new ASR policy that will support and encourage resort development on Crown land by May 2005 Update existing Commercial Alpine Ski Policy to reflect all-season products and services by May 2005 Update existing Commercial Recreation Policy that will meet industry needs by May 2005 Review and update provincial Ski Area Guidelines by September, 2005
New Master Development Agreement (MDA) Template	Nil	\$5k	<ul style="list-style-type: none"> Revise and modernize existing alpine ski resort development agreement to reflect all-seasons activities and to provide resort owners greater certainty and management responsibility
Improve administration and service delivery at alpine resorts by amending existing MDAs	Nil	\$20k	<ul style="list-style-type: none"> Convert 10 existing MDAs to new template by June 2005 First 3 to be converted by December 2004
Improve resort development approval processes	\$200k*	Nil	<ul style="list-style-type: none"> Develop an integrated and harmonized provincial/local government resort approval process that will reduce decision timelines and duplication by July 2005
Streamline land development approvals by transferring timber administration to LWBC	Nil	\$5k	<ul style="list-style-type: none"> Develop MOU between LWBC and MOF by January 2005 Introduce legislative amendments by May 2005
Totals	\$770k	\$410k	

- Represents one-time funding request of \$100,000 for fiscal years 04/05 and 05/06

¹ This is a directive which has not been budgeted for that has been given to the Minister of State for Resort Development and is not.

² LWBC's current capacity to deliver is based on the sale of 10 remote resort sites. Additional funding is needed to enhance this opportunity

³ Approving new resort developments and major expansions is a core deliverable of LWBC. Additional funding would improve service delivery by six months and provide needed capacity to process an unprecedented number of new resort proposals and major expansions not previously anticipated

WLAP Costs to Implement the BC Parks Lodge Strategy

Task	Cost		Description
	04/05	05/06	
Project Coordination	\$40K	\$60K	Ensure policies, procedures, documents are completed, lead site selection process, oversee procurement process and applications, coordinate with LWBC and SBED
Site Selection 10 sites to be selected for lodge development opportunities	\$150K	\$200K	Sites located in parks throughout the province, will require stakeholder, First Nations consultation, site assessment, etc.
Design Guidelines	\$25K		Development of park lodge facility design and development guidelines and principles. Will require consultant assistance and stakeholder and industry input.
Financial Analysis		\$50K	Financial/Economic analysis of demand and opportunity for new lodge development in various park locations. Consulting assistance to assessment of business cases provided with lodge applications/proposals.
Procurement Process		\$75K	Cost of additional staff resources, advertising, consulting assistance for process to select proponents for the 10 identified sites.
Total Costs	\$215K	\$385K	Depending on the level of unsolicited lodge development and upgrade applications received after the park lodge strategy is released, additional funds may be needed beyond 05/06

3 SBED Costs to Implement a BC Resort and Lodge Marketing Plan

Task	Cost		Description
	04/05	05/06	
Project Supervision	\$20K	30K	One person for six months
Research, Data collection, Contact with candidate proponents	\$50K	\$55K	Website development, investor/operator identification, contact candidates, development of site requirements for specific leads etc.
Development of site information packages to provide to leads	\$20K	\$42K	Development of site information packages to provide to leads
Total Costs	\$90K	\$127K	

BC Parks Lodge Strategy

**ROOFED ACCOMMODATION
IN THE BC PROVINCIAL PARKS AND PROTECTED AREAS SYSTEM**

Ministry of Water, Land and Air Protection
Environmental Stewardship Division
Parks and Protected Areas Branch

September 2004

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- Leverage Olympic opportunities - "we believe the 2010 Winter Olympic and Paralympic Games provide a unique opportunity to build momentum and showcase British Columbia as a premier tourism destination."

Finally, the 2004/05 to 2006/07 Ministry of Water, Land and Air Protection (WLAP) Service Plan outlines an objective of optimizing the economic contribution of park, fish and wildlife recreation. A measure of the economic contribution of parks is provided through the number of park visitors. A target has been established in the Service Plan of increasing the number of recorded visits to BC parks by 20% by 2010.

It is within this context that the following BC Parks Lodge Strategy has been developed.

INTRODUCTION

In November, 2003 the *Park Act* was amended by adding the following section:

9.1 Nothing in section 8 (2) or 9 (2) prevents the issuance of a park use permit for an activity related to resort or tourism development if, in the minister's opinion, the activity and the development are consistent with or complimentary to the recreational values of the park involved.

The Minister of Water, Land and Air Protection stated in November 2003 during the reading of the Bill in the Legislature that:

"Our goal is to attract more people to our parks, because the more people experience nature, the more they respect and appreciate it. To attract these new visitors, we must continue to offer a range of options that keep pace with our changing local and international demands and demographics."

Prior to the addition of section 9.1, the *Park Act* did not preclude resort or tourism development; however, there was a lack of clarity regarding what was permissible. The amendment clarifies that these activities are allowed provided they are consistent with, and complementary to, the recreational values of a park.

The government's long term vision is for BC's parks to become an international destination offering world-class tourism and recreation opportunities, while maintaining their important role of environmental protection. New lodge development proposals will be subjected to an evaluation process that includes an impact assessment and some level of public consultation. The government has also stated that any new lodge development will respect parks' conservation and wilderness objectives and the zoning which has been established through public input.

In response to this direction from government, the BC Parks Lodge Strategy has been prepared. The objectives of this strategy are to:

- Provide a vision, principles, policies and procedures which will allow timely, clear and transparent new lodge development, lodge enhancement and lodge management decisions.
- Ensure that these decisions consider views of local communities, First Nations, stakeholders and the private sector and consider approved land use and park management plans.
- Provide clarity about the types and scale of fixed roof accommodation that may be considered in the BC parks system.
- Describe BC Parks' interest in the provision of these opportunities in regard to where in, and adjacent to, the parks system and under what circumstances they might be considered.
- Ensure that these interests are clearly communicated to the business community and the general public in the province.

The document is divided into the following main sections:

- Vision, guiding principles statements;
- A discussion of parks management planning as it pertains to lodge development;
- Guidelines for the consideration of future lodge development;
- Lodge design and development standards overview;
- Plans for the analysis of financial benefits of park lodges to the province;
- Potential lodge opportunities to be identified and marketed;
- Response to unsolicited proposals; and,
- A timetable and budget.

VISION AND GUIDING PRINCIPLES FOR THE PROVISION OF LODGES IN PARKS

Vision

By 2010 the BC parks system is recognized internationally for its variety of ecologically sensitive lodge facilities. These lodges, which include both upgraded and new facilities, are located in a range of park settings and allow visitors to explore and enjoy the natural environment. They also provide socio-economic benefits to local communities and First Nations and their operators contribute to the stewardship and maintenance of park assets.

The achievement of this vision will: help to contribute to the target 20% increase in park visitation by 2010, particularly visitors that have expectations for their experience, resulting in more people who understand and appreciate natural values; respond to the need to offer a range of recreation opportunity options which keep pace with changing local and international demands and demographics; increase tourism development; help to increase use of existing tourism resources; and, benefit from the 2010 Olympic Games to help build momentum and showcase BC as a premier tourist destination.

Guiding Principles

Protection of Park Natural and Cultural Assets

- The Province's obligation to protect the ecological integrity of the parks of British Columbia will guide the development and management of lodge accommodation opportunities.
- Park land designated for lodge opportunities will remain publicly owned.

Sustainable Development and Management

- Lodge developments will contribute to the provincial commitment to provide sustainable tourism and resource development and a sustainable management approach for the parks system.

Impact Assessment

- The BC Parks Impact Assessment Process will be used as a tool to assist decision makers to make the best decisions.

Land Use and Park Management Plans

- The development of new or upgraded lodge facilities will be assessed with respect to their compatibility with land use plans and park management plans, particularly with respect to the type and extent of associated uses that would occur in the park.
- New lodge development proposals within parks will be considered in conjunction with locations on adjacent land that have the potential to be equivalent or better sites.

First Nations Interests

- Consultation with First Nations will be undertaken where any new lodges or lodge upgrades, associated facilities or uses are proposed. Both the proponent and government are responsible for ensuring that any First Nations interests that may exist are appropriately addressed. Where infringement of aboriginal interests is unavoidable and not justifiable, an accommodation of those interests may be required. WLAP Consultation Accommodation guidelines (url ?) should be used.

Public Consultation

- Lodge development decisions within parks will be informed by, and responsive to, the public interest. This will include the use of structured and ongoing mechanisms to ensure public consultation.

Revenue and Economic Benefit

- Opportunities will be identified for revenue generated by lodge developments to be directed to purposes which contribute to management of the parks system.
- Lodge developments should provide economic benefit to First Nations, the local economy and local residents.

Lodge Design and Development

- BC Parks Lodge Design and Development guidelines will be used to encourage Lodge Developments which provide a close interaction between visitors and the surrounding natural environment; and, which use the natural assets of a park in a manner that will maintain those assets and associated values for the future.

Lodge-Based Activities

- Lodge-based activities should encourage environmentally responsible park use allowing enjoyment, study and appreciation of nature and accompanying cultural values.

PARK MANAGEMENT PLANNING

Park Management Planning Process

BC Parks prepares three types of documents to guide how a park will be managed. They are called park management plans, management direction statements and purpose statements.

Management plans set out objectives and strategies for conservation, development, interpretation and operation of a park. They guide how the area will be managed over the next ten to twenty years and include a zoning plan. These plans are prepared with a high degree of public input.

Management direction statements provide immediate direction for the numerous new parks established over the past several years. They are simple documents that describe park values; management issues and concerns; and provide strategic management direction to deal with immediate priority objectives and strategies and set out a zoning plan.

Purpose statements are developed to expedite the process to secure approved management direction for all remaining parks. They are brief documents that identify the purpose of a park, provide a high level overview of park values and their significance, document key known management issues and related interim management direction and set out a zoning plan.

As of September, 2004, there were 679 parks, not including ecological reserves. Of these, 139 have management plans, 123 have management direction statements, and 240 have purpose statements, for a total of 502 parks with approved management direction documents. This leaves 177 without such written direction. The majority of these documents can be accessed through the BC Parks internet site.

Park Zoning

Zoning is an integral tool used to assist in the planning and management of a park. In general terms, zoning divides a park into logical spatial units to apply uniform and consistent management objectives based on natural, cultural and recreational values, and existing and projected desired patterns of access and recreation use. The zones indicate the intended and allowable land uses, the degree of human use and the appropriate level of management and development. There are five zones identified within this zoning spectrum. These zones and their overall objectives are as follows:

- **Intensive Recreation:** To provide a variety of readily accessible, facility oriented outdoor recreation opportunities.
- **Nature Recreation:** To protect scenic values and to provide for backcountry recreation opportunities in a largely undisturbed natural environment.
- **Special Feature:** To protect and present significant natural or cultural values, features or processes because of their special character, fragility and heritage values.

- **Wilderness Recreation:** To protect remote, undisturbed natural landscapes and to provide backcountry recreation opportunities dependent on a pristine environment where air access may be permitted to designated sites.
- **Wilderness Conservation:** To protect a remote, undisturbed natural landscape and to provide unassisted backcountry recreation opportunities dependent on a pristine environment where no motorized activities will be allowed.

The general guideline for the provision of roofed accommodation within these zones has been as follows:

- Intensive Recreation: allowable.
- Nature Recreation: may be permitted.
- Special Feature: interpretive facilities only.
- Wilderness Recreation: cabins/yurts/primitive shelters may be permitted.
- Wilderness Conservation: not allowable.

Zoning plans are prepared as part of all three types of management planning documents.

GUIDELINES FOR THE CONSIDERATION OF FUTURE LODGE DEVELOPMENT OPPORTUNITIES BY TYPE AND ZONE

With the addition of section 9.1 to the *Park Act*, general guidelines and background information were needed to assist decision making about the type of roofed accommodation that may be considered in parks and the zones in which that development could be located. In response the following has been prepared:

- a categorization of lodge, or fixed roof accommodation types has been developed (Figure 1);
- an inventory of existing roofed accommodation facilities located in, and adjacent to, parks has been completed (see page 11); and,
- a matrix which combines the front/mid/backcountry tourism zonation system concept developed by the Wilderness Tourism Association, with park zones and the previously mentioned lodge type categorization (Figure 2).

These documents can be referenced by potential proponents when considering the submission of an application to upgrade an existing lodge or develop a new lodge in a park. They will also be used by BC Parks as guiding/background documents when considering such applications. As well, they can be referenced by BC Parks and stakeholders when park planning documents are being updated or new documents are being prepared in the future.

Roofed Accommodation Types

There are a variety of fixed roof accommodation 'types' associated with parks. They range from a gateway community, to a resort development composed of a number of permanent structures offering a broad range of amenities and attractions, to small structures primarily meant for emergency use with no facilities or services. Definitions have been prepared by BC Parks for six accommodation types (Figure 1).

Figure 1. Roofed accommodation definitions²

Gateway Community/Gateway Resorts:

Communities/Resorts near parks, through which tourists travel to reach their park destinations. These communities, range from those which are primarily tourist resorts, such as Silver Star (Silver Star Park) and Mount Washington (Strathcona Park), which have a range of accommodation from private use to rental property, condominiums and hotels; to resort communities such as Whistler (Garibaldi Park); and small communities such as Clearwater (Wells Gray Park) with a varied economic base of which tourism is an important component.



Resort:

A number of permanent structures that collectively offer kitchen/dining, bathrooms and bedrooms/cabins for clients offering the full range of amenities. Facilities may include attractions such as pool, tennis courts, golf course. Designed to provide a self contained experience. No size limit.



Lodge:

Generally a single building facility may include sleeping cabins, preferably but not necessarily developed to current ecolodge standards, generally a permanent structure accommodating kitchen/dining, bathrooms and bedrooms for clients offering the full range of normal amenities. Accommodation usually ranges up to 80 beds. Note: generator building, waste disposal and staff accommodation may be in additional structures.



Ecolodge:

A relatively new term used to describe a type of facility that incorporates the values of conservation and cultural stewardship into the operation, management. Special attention is paid to environmental sustainability in the design and construction, including the choice of construction materials and the use of new technologies for the management of energy, water and waste systems. Most ecolodges are very simple, low impact buildings. However others are more complex and make use of new technologies for the energy and waste systems. Ecolodges are generally located in natural areas. Accommodation usually ranges up to about 30 beds.



Cabin/hut/yurt:

Generally small structures that may have cooking facilities, water and septic. As with ecolodges, attention should be paid to sustainable choices in the design, development and management of these structures. Cabins/huts are generally located in the backcountry. Yurts are round, semi-permanent, self-supporting, canvas-covered structures, mounted on a wooden deck. This range of accommodation can sleep from 4-30 and can be made up of one or more structures (eg. hut to hut operations).



Shelter:

A small building primarily for emergency use, with no facilities or services. Historically these structures were built by outdoor groups and guide outfitters. May be open style such as an Adirondack shelter. Accommodation/sleeping for a small number of people, 4-10 is common.



² Facility definitions were compiled based on internet research.

Regional and Provincial Inventory of Existing Roofed Accommodation

Maps of each of the nine Environmental Stewardship Division Regions showing existing zoning of all large parks and the location of roofed accommodation facilities in parks, on park in-holdings (i.e., private property within the park boundary) and on land adjacent to parks have been prepared. A provincial summary map of this information is also available. Following is a table of the number of facilities that have been identified and located on these maps.

Table 1. Roofed accommodation by facility type

Facility Type	In Parks	Inholdings	Adjacent	All
Resort	5	0	34	38
Lodge	50	18	91	154
Ecolodge	1	0	0	1
Cabin/Hut/Yurt	92	5	18	96
Shelter	17	0	0	17
Total	165	23	143	331

Appendix 1 is a key map size copy of the provincial map and Appendix 2 is a key map copy of one of the regional maps.

Guidelines for Appropriate Park Lodge Types by Tourism Zonation Categories and Park Planning Zones

As stated previously, a matrix has been prepared which relates the Wilderness Tourism Association's front/mid/backcountry Zonation System concept to park zones and the lodge development types (Table 2). The resulting Roofed Accommodation Zoning Matrix segments the land base according to the degree of naturalness, type of tourism outdoor experience possible, environmental sensitivity, method of transport, intensity of use and scale of facilities. The purpose of this matrix is to provide general guidance on the type of roofed accommodation that might be considered in a park by zone. It also provides some high level information on means of access, impacts, and recreation opportunities associated with each option.

Using the general guidelines provided in this matrix the following resort/lodge types could be considered for development:

- lodges in Frontcountry Tourism Zones/Intensive Recreation Zones;
- ecolodges/cabins/huts/yurts in Midcountry Tourism Zones/Nature Recreation Zones; and,
- shelters in Backcountry Tourism Zones/Wilderness Recreation Zones.

Resort communities and resorts would normally be located outside parks and Wilderness Conservation Zones would normally have no roofed accommodation facilities.

Table 2. Roofed Accommodation Zoning Matrix
(Combining Wilderness Tourism Association's and BC Parks' current systems)

Wilderness Tourism Association	Frontcountry Large volumes of tourists in a naturally scenic area which may have human altered environment		Midcountry High quality natural environment not always wilderness	Backcountry High quality wilderness experience, Pristine environment	
BC Parks Current Zoning System (Special Feature Zone n/a, 1.2%)	Outside Park*	Intensive Recreation (In park) 1.2%	Nature Recreation (In park) 19%	Wilderness Recreation (In park) 69.2%	Wilderness Conservation (In park) 9.4%
Resort/ Lodge Types (all development types could be considered in each zone up to the type shown)	Gateway Resort Communities <i>i.e. Whistler</i>	Lodges <i>i.e. Manning Park Lodge</i>	Small Lodges <i>i.e. West Coast Resorts (Tweedsmuir)</i>	Cabins <i>i.e. Wells Gray Chalets</i>	No Facilities
Objective	To provide a wide range of tourist services subject to municipal/ regional zoning	To provide for a variety of readily accessible outdoor recreation	To protect scenic values and provide for backcountry outdoor recreation	To provide a remote, undisturbed natural landscape and to provide backcountry recreation in a pristine environment	To protect a remote, undisturbed landscape and to provide unassisted backcountry recreation opportunities
Use level	High subject to zoning	High	Medium	Low	Very Low
Examples of zoning	n/a	Mount Robson Park visitor centre and campground area	Core area, Cathedral Park	Quanchus Mountains, Tweedsmuir Park	Garibaldi Park Nature Conservancy Area
Size of zone	n/a	Usually less than 2000ha	Small to large	Large	Large
Means of access	Highway	All weather road	Trail/water/air; may use rough 4x4 road access	Aircraft and Non-mechanized and non-motorized land access	Non-mechanized and non-motorized
Impacts on natural environment	High	Human presence noted through high facility development and land impact	Human presence moderate/facility blends in with area	Human presence low/facility presence blends with area	Human presence low
Recreation Opportunities/ Facilities	A wide range of activities subject to municipal/ regional zoning	A wide range of recreation opportunities; may be intensively developed for user convenience	Primarily non-motorized use; can include a wide range of non-road associated recreational uses including snowmobiling, aircraft access, hell-hiking/skiing, trails, accommodation buildings, docks	Backpacking, nature appreciation, fishing, hunting; minimal development can be provided for convenience/ safety	Backpacking, nature appreciation, canoeing, etc.

* Not a component of BC Parks zoning.

LODGE DESIGN/DEVELOPMENT GUIDELINES

Facility Design Principles

A set of general lodge facility design "principles" has been prepared in the form of questions that will be asked of each lodge development proposal received (Appendix 3). The question format has been used in keeping with the approach followed in the BC Parks Park Design Guidelines and Data manual. They promote design that requires the least visible development, and will help to ensure that natural park landscapes are maintained now and in the future.

Infrastructure Guidelines

Guidelines for sustainable design, energy management, and sewer and water infrastructure have been developed. These guidelines will be used to evaluate lodge development proposals that are received by BC Parks.

When these design principles and infrastructure standards are finalized they will be incorporated directly into the Park Design Guidelines and Data Manual.

ANALYSIS OF FINANCIAL BENEFITS TO THE PROVINCE

A high level analysis of the economic value of existing lodges in and adjacent to parks will be carried out. As well, an economic/financial analysis will be carried out to identify the demand and opportunities for new lodges. The detail of the analysis will be dependent upon the quality of available information.

POTENTIAL LODGE OPPORTUNITIES TO BE IDENTIFIED AND MARKETED BY THE PROVINCE

Potential Opportunities Identified In Existing Park Management Plans

Even though the *Park Act* previously allowed for lodge developments and zoning guidelines allowed for fixed roof accommodation in at least three of the five zones, there was no priority or strategy to seek opportunities for their development. Nonetheless, as background to the identification of sites which may be suitable for roofed accommodation in the parks system, all existing park management documents were reviewed. As a result of this review, 11 parks plans were identified which included recommendations about roofed accommodation. These recommendations did not, for the most part, involve any detailed analysis of the benefits and impacts of these proposals. However, the fact that specific recommendations or observations were made about roofed accommodation in these parks provides an early indication that further evaluation should be considered.

Other Potential Park Opportunities for New/Upgraded Lodge Development

In addition to the potential lodge locations provided in park management plans, other parks have been identified by BC Parks as having potential sites for lodge development or the opportunity to upgrade existing lodges. A number of sources were used including: potential lodge development opportunities identified during park management planning processes but not incorporated into subsequent management plans; tourism opportunity studies; and, staff knowledge about parks and their potential to support roofed/lodge accommodation. No site assessments, impact assessments, discussions with existing operators, market studies or business case analyses of these locations have been carried out to date. Appendix 4 provides a tabular description of these parks and potential opportunities; Appendix 5 provides a key map of the province showing the location of these parks.

Evaluation of Identified Sites

Once a complete list of candidate park lodge sites has been developed by BC Parks, they will be evaluated utilizing criteria such as:

- Management Plan and zoning issues/needs/guidance;
- Analysis of environmental and social issues, concerns and values associated with each site (e.g. existing park use, rare or endangered species/habitats, midden sites);
- First Nations interests and concerns that are identified as a result of consultations conducted by BC Parks;
- Potential for impacts associated with the development on areas close to the proposed site (e.g. areas of visitor use, other facilities, unique landscape features);
- Infrastructure and access issues;
- Compliance with Acts, regulations, BC Parks policies, etc.; and
- Stakeholders/agencies/local government interests and concerns.

Market Analysis of Opportunities

A market analysis may be carried out on the best candidate sites identified through the evaluation outlined above. This analysis will look at the demand for lodge based accommodation opportunities in the general geographic area being considered, other similar businesses that could be impacted and whether the impact would be positive or negative.

Final Site Selection

Once the site analyses have been carried out, a list of sites which have been identified as suitable for lodge development will be established. It will primarily focus on opportunities to develop lodges that fit within the lodge or ecolodge category (Table 2). Approximately two potential lodge development sites will be identified, each occurring within a park, in each of five general regions of the province. This will provide a list of 10 potential locations for lodge development.

The key map of the province in Appendix 2 outlines the regions to be used. They are symbolized by the Olympic Rings. This will be part of the marketing/communication strategy to be developed which will be connected to marketing associated with the 2010 Olympics.

Management Plan Direction and Zoning for New Lodge Opportunities

Where management plans exist for parks with proposed lodge development sites, the opportunity being considered may not be specifically dealt with in the plan for the park. However, the lodge opportunity should support recreational activities that are compatible with the general management direction provided in the plan.

The type of lodge accommodation being considered for each site should also fit within the direction provided in the Roofed Accommodation Zoning Matrix in Figure 2; or, would meet the following zoning amendments for the site:

- Intensive Recreation: as this zone allows the highest level of facility development, no zoning amendment would be required;
- Nature Recreation: zoning amendment could be considered to the Intensive Recreation Zone;
- Special Feature: any proposed zoning amendment would have to be evaluated on a case by case basis; in general no amendment to this zoning would be considered;
- Wilderness Recreation: zoning amendment could be considered to the Nature Recreation Zone;
- Wilderness Conservation: zoning amendment could be considered to Wilderness Recreation Zone.

This option to consider amendment of a park zone is, in part, recognition that at the time most plans were prepared fixed roof accommodation was not an opportunity that was contemplated. Any such zoning amendment would need to be supported through the process of site evaluation outlined above, and would normally cover only the footprint of the lodge and its associated facilities.

Procurement Process

Once the final list of potential lodge development sites has been prepared, a two-step procurement process will be implemented. The first step will be a call for Expressions of Interest. This step will advertise the lodge development opportunities and will invite parties to submit an expression of interest to develop a lodge in one or more of the identified locations. It will ask for a description of the proposed lodge, including the type and general design; responses to any issues that have been identified by BC Parks related to the site; servicing and economic feasibility; preliminary market study; and financial ability.

If acceptable Expressions of Interest are received for an identified site a Proposal Call process will follow. This process will be limited to those who have submitted acceptable Expressions of Interest. At this stage detailed information on the proposal will need to be provided including technical assessment of the site; detailed project description and design; detailed financial plans and capacity; and an impact assessment. A separate

policies and procedures document provides detailed information on these steps in the procurement process.

It is expected there will be some potential lodge development sites that are identified for which an acceptable development proposal is not selected through the proposal call process. In these situations, when unsolicited interest in park lodge development is received by BC Parks, they can be directed, subsequent to the proposal call process, to these sites for consideration.

Marketing/Communication of Opportunities

It is proposed that a three-stage marketing strategy be developed for the offering of the lodge development opportunities on selected sites, in and possibly adjacent to, parks and the marketing of these lodges once developed. The theme of the marketing strategy will be to connect the 2010 Winter Olympics with touring and visiting BC and experiencing the incredible natural diversity of the province's park system.

The first stage would be to announce that policy and procedures have been developed by BC Parks to consider lodge applications. This announcement will also identify that a limited number of specific candidate sites will be identified by BC Parks within the following six months.

The second stage of the marketing strategy will involve the development of an advertising campaign to outline the background and purpose for the development of the new lodge opportunities at sites selected by BC Parks; and to provide information on the sites selected. It will describe how they are to be linked together, when developed, to form an important component of an advertising campaign about nature-based tourism opportunities in British Columbia. The objective of this stage will be to generate interest in parties submitting proposals for these opportunities.

The third stage will be an advertising campaign intended to attract visitors to the new lodge developments, including out of province/country visitors that have high expectations for their experience. It will include a component related to existing lodge facilities in, and adjacent to, parks which meet the design and operational standards; and, will identify opportunities for resident tourists, including those who are attracted to more modest cost accommodation.

The campaign's focus on attracting visitors will be linked to the 2010 Olympics and will have a theme related to experiencing the natural wonders of British Columbia. This campaign could be developed for the period leading up to the Olympics, during the games and years after. During the Olympic year an advertising campaign could be developed around visiting these lodges and thereby receiving some games related benefits.

RESPONSE TO UNSOLICITED PROPOSALS

Unsolicited proposals not associated with the BC Parks Lodge Strategy will be considered by BC Parks. A separate policy and procedures document has been prepared which outlines how these applications, as well as the call for Expressions of Interest and Proposal Call processes, will be administered. Once the Policy and Procedures document is finalized, approved and made publicly available, BC Parks will be able to accept these applications.

TIMETABLE AND BUDGET

Site Selection

As of May, 2004 the site selection for potential lodge development opportunities has been initiated. It is expected that it will take until the early summer of 2005 to complete this work including initial site identification, site assessments, public and First Nations consultation and management plan review. The estimated incremental cost of carrying this out in additional staff time and in consultant and other funding is \$350,000.

Design/Development Standards

Initial work has been carried out by BC Parks, as outlined in Appendix 3, on the preparation of lodge facility design/development principles and guidelines. It is estimated that an additional \$25,000 will be required to contract outside design expertise to complete the standards. This work could be completed by October 1, 2004.

Financial Analysis

It is estimated that it will cost \$50,000 to carry out the financial analysis outlined above. It will take approximately two months to complete this work once the full funding is available.

Procurement Process

The procurement process will be carried out in-house. The incremental cost will be to cover required additional staffing resources and the cost of advertising the opportunities. It is estimated this will cost \$75,000. The procurement process would occur between the fall and early winter of 2005.

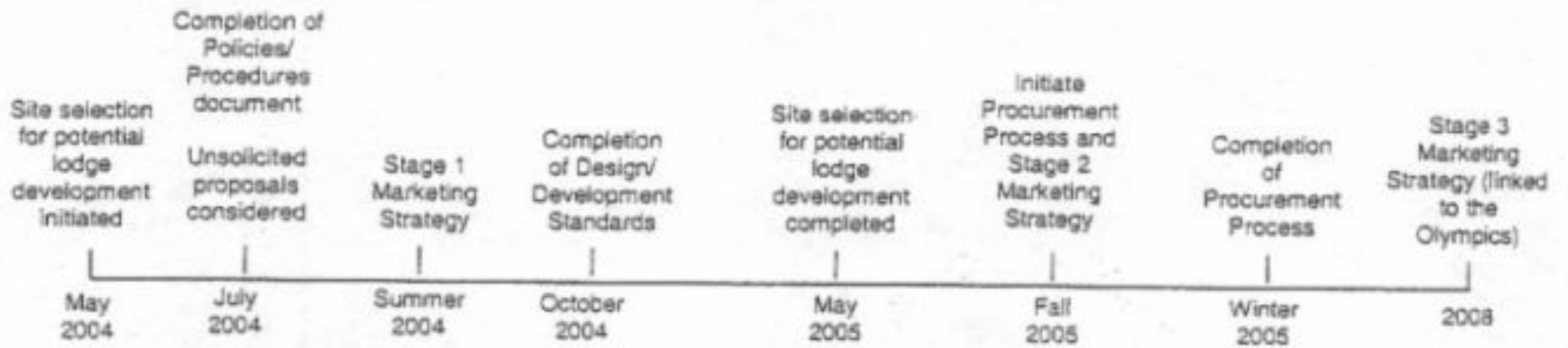
Marketing/Communication of Opportunities

As of May 2004, no work has been carried out on the marketing strategy outlined above and therefore no estimate of the cost can be made at this time. The first stage of the strategy would be carried out when the lodge policies and procedures are complete, which is estimated to be mid to late summer 2004. The second stage would occur in the fall/early winter of 2005 associated with the procurement process. The final stage associated with attracting visitors would likely start one to two years prior to the Winter Olympic Games.

Response to Unsolicited Proposals

The Policies and Procedures document is scheduled to be completed by the end of June. Once it receives approval BC Parks will be able to accept unsolicited proposals.

Figure 2. Timeline



BC Parks Lodge Strategy

**ROOFED ACCOMMODATION
IN THE BC PROVINCIAL PARKS AND PROTECTED AREAS SYSTEM**

POLICIES AND PROCEDURES

Ministry of Water, Land and Air Protection
Environmental Stewardship Division
Parks and Protected Areas Branch

September 2004 (version two)

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1. POLICY APPLICATION

This policy applies to the expansion of existing and the development of new Lodges within Provincial Parks and protected areas.

2. DEFINITIONS

Expression of Interest means a written statement of interest in response to a Request for Expressions of Interest, which statement will include, without limitation, identification of the proposed Permit Area; a description of the nature and scale of proposed Lodge Development; general information on the management structure and financial capability of the person submitting the statement to carry out the Lodge Development; and, such other information as described in section 5.4.4.

Formal Proposal means a conceptual development plan for the Lodge Development that includes: a technical assessment of the proposed Permit Area; the business case for the Lodge Development; an assessment of environmental and land use issues created by the Lodge Development and proposed mitigating measures in respect of those issues; evidence of the proponent's financial capability; a summary of the ownership and management structure of the proponent for the proposed Lodge Development; and such other information as described in section 5.5.4.

Interim Lodge Park Use Permit means a Park Use Permit issued to a successful proponent upon formal approval of a proposal for a period of up to one year under which the permittee will be required to prepare a Long Term Development and Management Plan.

Lodge means fixed roof accommodation and includes a resort, Lodge, ecolodge, cabin, hut, Yurt, and any other shelter defined in the BC Parks Lodge Strategy document.

Lodge Area means the footprint of the lodge and associated structures.

Lodge Development means development of a Lodge and its associated structures within Provincial Park boundaries.

Long Term Lodge Development and Management Plan means a description of the planned Lodge development and its associated ongoing management.

Lodge Park Use Permit means a permit issued under the *Park Act* for Lodge Development within a Provincial Park.

Permit Area means the area of a Provincial Park in which activities of the permittee are taking place and includes the Lodge Area and all other areas of a Provincial Park in which services are being provided by the permittee to Provincial Park visitors.

Provincial Park means either a park as that term is defined in the *Park Act* or a protected area established under the *Environment and Land Use Act*.

3.FORM OF ALLOCATION

A Lodge Park Use Permit will allocate rights to the successful proponent for a Lodge Development in a Provincial Park.

4.PROPONENT ELIGIBILITY

Expressions of interest may be submitted by:

- Canadian citizens or permanent residents (landed immigrants) 19 years of age or older;
- a registered non-profit society;
- a corporation registered in British Columbia or incorporated under the laws of Canada;
- a First Nation/Indian Band; or,
- a municipality or regional district.

5.LODGE SITE IDENTIFICATION AND ALLOCATION PROCESS

There are two approaches to the process which will be used to identify a potential Lodge Development opportunity. The first will be for proposals made to BC Parks by third parties. It is described in section 5.1. The second will be for proposals identified by BC Parks. This approach is described in section 5.2.

Appendix One is a flow chart of the process to be followed for the identification and allocation of Lodge Development opportunities.

Appendix Two provides a summary of the screening criteria used to evaluate Expressions of Interest, and Formal Proposals for Lodge Developments.

The process to be followed for proposals received for the upgrading of an existing Lodge would be the same as the process outlined in Appendix One except that there would be no Request for Expressions of Interest or Request for Proposals. That is, BC Parks would deal with these applications as they would with unsolicited applications where there are no other interested proponents.

All allocation processes will be tailored to the scale and scope of the proposed Lodge Development, it being the intention of BC Parks that a simplified approach will be utilized for small projects such as the development of a cabin or shelter.

5.1 Unsolicited Lodge Development Proposals

A Lodge Development proponent may submit a proposal for a Lodge Development in a Provincial Park. This proposal should:

- include a description of the proposed Lodge Development, including the type and size of the Lodge;
- include a description of the proposed Permit Area and Lodge Area under consideration, including location and services to be provided to guests; and

recreational activities in which guests would be expected to engage in the Provincial Park that is the subject of the proposal.

5.2 Lodge Development Opportunities Identified by BC Parks

As outlined in the BC Parks Lodge Strategy, BC Parks will also identify Lodge Development opportunities through direction provided in park management plans or planning processes, tourism opportunity studies, and staff knowledge.

5.3 Site Evaluation

5.3.1 Preliminary Screening of the Proposed Site

BC Parks will, as described in section 5.2.2, complete a preliminary screening of Lodge Development proposals/opportunities based on information provided by proponents, immediately available data and professional expertise (see Appendix Four). A decision on whether a proposal or BC Parks identified opportunity may proceed to the next stage of the process will be based on its compatibility with the management plan zoning and direction for the Provincial Park which is the subject of the proposal/opportunity (particularly as it relates to the type and level of recreational uses proposed), and the anticipated significance of potential positive and negative impacts of the proposed Lodge Development on the Provincial Park which is the subject of the proposal/identified opportunity.

Discussions may be held by BC Parks with other ministries or government corporations (including Land and Water British Columbia Inc.) about the potential for Lodge Development sites outside and adjacent to the Provincial Park for which a proposal has been received.

5.3.2 Preliminary Screen Report and Decision

A Preliminary Screen Report on Lodge Development proposals/opportunity, as described in Appendix 4, will be completed by BC Parks and consists of four main parts:

- Description of environmental and social issues, concerns and values that have been identified associated with the lodge proposal;
- First Nations interests and concerns that have been identified as a result of consultations conducted by BC Parks;
- Potential community stakeholder interests and concerns;
- A completed Preliminary Screen checklist which addresses compliance issues and potential impacts;
- A decision statement which provides a record of the preliminary screening decision.

BC Parks may make one of the following decisions on the outcome of pre-screening the Lodge Development Proposal/opportunity:

- The proposal/opportunity is approved to proceed to the Request for Expressions of Interest stage;

- o Wilderness Conservation: zoning amendment could be considered to Wilderness Recreation Zone; and, there is likely to be a low risk to protection of natural, recreational and cultural values.

The possibility that BC Parks may consider a zoning amendment as outlined above is in part a recognition that at the time most management plans were prepared, Lodge Development was not an opportunity that was contemplated for most Provincial Parks. Any such zoning amendments would need to be supported through the evaluation process outlined in this policy, and would normally only cover the Lodge Area.

5.4.2 Proposal Does Not Fit Park Plan or Zoning

Where it has been determined by BC Parks that a Lodge Development proposal received from a proponent is contrary to the general zoning and management direction provided in a park management plan (i.e. it is inconsistent with direction on the types of recreational activities allowed), the proponent will be informed that BC Parks cannot consider the proposal at that time. The proponent will also be advised of the steps that would be required for their proposal to be re-considered.

The steps outlined by BC Parks for a proponent's proposal to be re-considered could require the proponent to carry out a public consultation process, satisfactory to BC Parks, to identify whether there is public support for the proposal. If this process is carried out by the proponent and it demonstrates there is such public support, BC Parks may then allow the proposal to proceed to the Expression of Interest stage but with a clear statement of any issues to be resolved and additional assessments required.

BC Parks may then elect to consider a park management plan amendment in parallel with the Expression of Interest process or consider a consequential update to the plan subsequent to the final decision on the proposal.

If the proponent is allowed to proceed to the Expression of Interest and Proposal Call stages and this results in a different proponent being awarded a Lodge Park Use Permit for the Lodge Development opportunity, then BC Parks will require the successful proponent to reimburse the original proponent for the costs incurred by it in carrying out the public review process for the park management plan amendment.

5.4.3 No Plan in Place

If a Lodge Development proposal is received from a proponent or has been identified by BC Parks for a Provincial Park which does not have a management plan in place, appropriate park management direction for the Provincial Park will need to be developed by BC Parks before the proposal/opportunity can be considered.

The detail of the management direction needed will be determined by BC Parks based on the nature of the application; the potential impacts (both positive and negative) it could have; consultations required with First Nations and others; potential concerns and interests from stakeholders, adjacent communities and other businesses; and, other relevant considerations. At a minimum the park management direction prepared by BC Parks will be at the level of a Purpose Statement and will include the development of park zoning

direction for the Lodge Area under consideration and any adjacent area considered necessary.

In these cases, the Assistant Deputy Minister (ADM), Environmental Stewardship Division, will determine if the proposal received warrants the development of this park management direction. This decision will be at least partially based on the preliminary screen that is carried out on the proposal as outlined in section 5.3.1. If the decision is that it should be developed, once that has occurred, the ADM, the Deputy Minister or the Minister may approve the park management direction developed.

If the ADM determines that a park management direction document will not be prepared in response to a proposal received from a third party, or the result of the development of this park management direction is that the proposal will not be considered, the proponent will be informed that BC Parks cannot consider the proposal at that time. The proponent will also be advised of the steps that would be required for the proposal to be re-considered.

As for the situation outlined in section 5.3.2 above, the steps outlined could require the proponent to carry out a consultation process, satisfactory to BC Parks, to identify the level of public support for the application. If this process is carried out by the proponent and it demonstrates there is public support, BC Parks could then decide to develop the necessary park management direction, or consider an appropriate amendment to the park management direction document that had been prepared.

If a proponent led public process results in the development of a park management direction document, or the amendment of a park management direction document that had been prepared by BC Parks, and a subsequent public procurement process leads to a different proponent being awarded a Lodge Park Use Permit for the Lodge opportunity, then BC Parks will require the successful proponent to reimburse the original proponent for the costs incurred by it in carrying out the public process.

5.5 Request for Expressions of Interest Stage

BC Parks will periodically issue Requests for Expression of Interest for proposals received from third parties and opportunities it has identified which have been approved to proceed to this stage. The frequency with which these requests are issued will be dependent on the number of proposals/opportunities that have been approved to proceed to this stage. However, for proposals received from third parties, a decision on whether or not to approve the proposal to proceed to the issuance of an Expression of Interest will occur within three months after the proposal is submitted to BC Parks. Requests for Expressions of Interest may be issued for one Lodge Development opportunity or, if warranted, several opportunities at the same time.

5.5.1 Request for Expressions of Interest Process Following Approval of a Lodge Development Proposal

If a proposal for a Lodge Development is permitted to proceed to the Request for Expressions of Interest stage, BC Parks will place advertisements in accordance with requirements set by BC Parks under section 5.4.3 and which:

- a) describe the proposed Permit Area and Lodge Area,
- b) invite the general public to provide written comment on the proposed Lodge Development, and
- c) invite persons interested in submitting a Lodge Development proposal to forward an Expression of Interest to BC Parks within 30 days and sets out the requirements for an Expression of Interest.

Evaluation of the public comments and of the Expressions of Interest received will form the basis of the decision of whether to proceed to the Proposal Call process for this Lodge Development proposal (see section 5.5).

5.5.2 Components of an Expression of Interest

The standard components of an expression of interest include without limitation:

- Details outlined in section 5.2 for the Lodge application;
- Steps to be taken to mitigate any environmental or social issues or concerns identified;
- Response to any specific issues raised in the Application Preliminary Screen Report and Decision Report (see section 5.4);
- Servicing plan, including sewer, water and power servicing;
- Economic feasibility study (may not be required for small Lodge proposals);
- Potential First Nations, local community and park benefits;
- Preliminary market study (may not be required for small Lodge proposals);
- Management structure (may not be required for small Lodge proposals);
- Financial ability.

Information sources which may be used by a person in completing an Expression of Interest include but are not limited to people including BC Parks staff and other experts, interviews, traditional knowledge, public consultation, existing information sources (e.g. maps, airphotos, reports), or original fieldwork (e.g. surveys, research, monitoring projects).

5.5.3 Expression of Interest Detailed Screen Decision and Report

Upon completion of the expression of interest stage, BC Parks will undertake the following general assessments:

- A review of the written responses received from the public on the lodge proposal;
- Determine that First Nations consultation has occurred to ensure aboriginal interests are addressed;

- Identification of the issues, concerns and values identified in the Expression of Interest stage;
- Identification of the potential effects of the issues and concerns raised;
- Identification of opportunities for mitigation of these effects;
- Identification of any cumulative effects that may occur due to the changes to the landscape or interactions with other recreational activities in the park.

5.6 Formal Proposal

5.6.1 Requesting a Formal Proposal

Where a Request for Expression of interest process has been completed in which only one Expression of Interest has been received and BC Parks has reached a decision to proceed to the next stage, only that proponent will be asked to submit a formal proposal (see section 5.6.3).

5.6.2 Issuing a Proposal Call

A proposal call will be made where, following a Request for Expressions of Interest process, BC Parks has selected certain proponents to make a Formal Proposal for a Lodge Development.

5.6.3 Components of a Proposal Call

A proposal call document will contain the following information:

- a description of the Lodge Area and the Permit Area;
- suitable location maps at appropriate scales;
- allowable access information;
- summary of pricing and other policies applicable to the Lodge Development;
- request for information on management structure and financial capability of proponent;
- where it is determined to be necessary at the Request for Expressions of Interest stage, a request for a Level Two, Detailed Screen as outlined in the BC Parks Impact Assessment Process;
- request for a conceptual Lodge Development plan;
- the components required in the expression of interest process;
- evaluation criteria.

5.6.4 Components of a Formal Proposal

A Formal Proposal submitted by a proponent through the process outlined in section 5.6, will be required to contain, the following information:

- technical assessment of the proposed Permit Area, including a detailed contour/topographic map;
- proposed Lodge Development description (including infrastructure requirements) and proposed design (BC Parks Park Lodge design guidelines to be used as a reference document **add a URL**);

- servicing plan, including sewer, water and power servicing;
- economic feasibility, including detailed performance, cash flow projections, Lodge Development cost estimates and a market assessment (may not be required for small Lodge development proposals);
- potential services in kind and other benefits that would be offered by the proponent that contribute to management of the park in which the Lodge is to be located;
- if it has been determined to be necessary at the Request for Expressions of Interest stage, a Level Two, Detailed Screen as outlined in the BC Parks Impact Assessment Process;
- land use issues and proposed resolution of conflicts, if any;
- summary of ownership and management structure of the proponent;
- evidence of financial capability of the proponent.

BC Parks will, as appropriate, seek input from First Nations, local government, stakeholders and interested members of the public on formal proposals received. Review may be in the form of referrals to selected agencies and organizations, public open house(s), and/or public meeting(s).

The successful proposal will be that which is judged the best under the evaluation criteria in the proposal call. BC Parks is not obliged to select or approve any formal proposal.

Upon approval of a formal proposal, when it occurs, a news release will be issued stating the details of the proposal which has been approved.

5.7 Interim Park Use Permit

Upon approval of a Formal Proposal, the successful proponent will (subject to compliance with section 20 of the *Park Act*) sign an Interim Park Use Permit under which the proponent will be required to prepare a Long Term Lodge Development and Management Plan based on the approved Formal Proposal and obtain its approval from BC Parks.

BC Parks will issue the Interim Park Use Permit for a term of one year, to permit completion and approval of the Lodge Development and Management Plan. At this stage, if it has been determined by BC Parks to be necessary due to the scale of the proposal, a Full Impact Assessment Report as outlined in the BC Parks Assessment Process (<http://wlapwww.gov.bc.ca/bcparks/conservation/impact/impact.htm>) must be prepared by the proponent (BC Parks will provide the terms of reference for the report).

If the proposed Lodge Development is small in nature (e.g. small lodge, cabin), BC Parks may forego the Interim Park Use Permit step and immediately negotiate the details of the Lodge Park Use Permit for the Lodge Development with the successful proponent.

5.8 Lodge Development and Management Plan

The Lodge Development and Management Plan will provide a guide for the long-term development and management of the Lodge Development. The content of the Plan will vary in accordance with the following:

- type and size of Lodge Development proposed;

- status of operation (i.e. new, or expansion of existing operation).

The detail and content of the plan, which will be determined by BC Parks in consultation with the proponent, will depend on the size and potential impact of the proposal. It may be required to contain information on the following topics:

Site Evaluation

- physical site analysis;
- impact assessment and resource conflict evaluation mitigation;

Development

- phasing plan for development and construction;
- architectural design concept; location, size, and use of proposed building(s);
- access plans;
- recreation activity potential and plans;
- non-recreation and social services amenity plans;
- overall area capacity ("comfortable carrying capacity") and design capacity of the facility;
- development sequence;
- civil engineering report; water and power distribution system plan; sewage treatment and drainage plans;
- accommodation plan (if applicable), including employee housing;

Compliance

- confirmation of compliance with the *Park Act*, park management plans and zoning under them;
- an outline what aboriginal interests were identified, how consultation took place, and how all aboriginal interests have been addressed.

The Lodge Development and Management Plan will form an integral part of the Lodge Park Use Permit.

5.9 Lodge Park Use Permit Agreement

The purpose of the Lodge Park Use Permit Agreement is to:

- enumerate the actions to be completed by the proponent prior to completing and managing the Lodge Development;
- list other conditions which must be met by the proponent under the Park Use Permit;
- identify the Permit Area which is the subject of the Lodge Park Use Permit;
- establish a mechanism for amending the Lodge Development and Management Plan;
- describe the right of and methods to be used by BC Parks' staff in monitoring performance;
- specify remedies available to BC Parks if the proponent breaches the terms and conditions of the permit;
- specify the rights of the proponent.

The format of the Lodge Park Use Permit may vary with each Lodge Development proposal, but will address specifically:

- definitions;
- statement of objectives;
- conditions for issuance of the Lodge Park Use Permit;
- covenants of the proponent;
- fees;
- performance and security bonding requirements;
- transfers and encumbrances;
- events of default and remedies for default;
- ownership of improvements;
- phasing provisions;
- others as required.

The Lodge Park Use Permit may be modified for the upgrading of existing Lodges where approved by BC Parks.

5.10 Permit Area

The Permit Area identifies an area of the Provincial Park in which development will be controlled under the Lodge Park Use Permit.

The Permit Area will include the Lodge Area adjacent areas used to provide Lodge based services.

The proponent will assume occupier's liability responsibilities for the Permit Area.

5.11 Debriefing

BC Parks will, as appropriate, include in the Request for Expressions of Interest and the Requests for Proposals the possibility for a debriefing session which may be requested by a proponent who is unsuccessful in those procurement processes.

6. PERMIT ADMINISTRATION

6.1 Pricing

6.1.1 Administrative Fees

Application fees and other administrative fees are set out in section 53 of the Park and Recreation Area Regulation.

Application fees for Lodge Developments are based on actual costs at \$50/hour of staff time or \$3,300 whichever is greater.

6.1.2 Annual Rent

Permit Fee

The annual Lodge Park Use Permit fee for a Lodge is \$500 per year and a percentage of gross revenue as identified in the Lodge Park Use Permit. These fees are in addition to the administrative fees described in section 6.1.1.

Financial Statements and Audit

Financial statements must be filed with BC Parks within 120 days of the end of the proponent's fiscal year.

Upon reasonable notice, BC Parks may require an independent audit of the revenue of the Lodge Development.

6.2 Term and Permit Replacement

The standard term for a Lodge Park Use Permit will range from 20 to 40 years depending upon the size and nature of the Lodge Development.

In most cases, lodge permit holders will be allowed to apply for a permit replacement for a period of time following the middle of the permit term. Replacement of permits will be at BC Parks' discretion. BC Parks may decline to replace a permit for any reason, including without limitation if the existing permit is not in good standing, if Lodge Development has not been completed in accordance with the Lodge Development and Management Plan, or where to decline to replace the permit is deemed to be in the public interest.

6.3 Insurance

A permit holder will be required to purchase, and be responsible for maintaining, a minimum of \$2 million of comprehensive general liability insurance during the term of the permit. The permit holder must provide proof of insurance (through a Province of British Columbia certificate of insurance) before the permit will be issued.

6.4 Security

A security deposit will be required to be posted by the permit holder where any improvements on, or changes to, the Permit Area are proposed. The security deposit may be used for any type of clean-up or reclamation of an area, for overdue permit fees, and/or to ensure compliance with other requirements of the permit.

Under the Lodge Park Use Permit, BC Parks will require the successful proponent to provide a performance bond to guarantee the completion of each phase of development. The amount of the bond will be established at the discretion of BC Parks.

6.5 Assignment and Sub-permitting

Assignment is the transfer of the permit holder's rights to a third party including by way of mortgage. Sub-permitting means permitting a third party to exercise rights granted to the permit holder.

Assignment or sub-permitting will require the prior written consent of BC Parks. The assignee or sub-permit holder must meet eligibility requirements. BC Parks may refuse the assignment or sub-permitting of a permit by any permit holder that is not using its permit diligently, or if the details of the assignment or sub-permit are not acceptable to BC Parks

Interim Park Use Permits can not be sub-permitted or assigned.

6.6 Monitoring and Enforcement

Permit terms and conditions, including requirements contained in the Lodge Development and Management Plan, form the basis for monitoring and enforcing the Permit. Enforcement provisions from the *Park Act* and regulations under it may also apply.

BC Parks may cancel or adjust a permit (including the permit area and/or the management plan) any time during the term of a permit, without compensation, where the terms and conditions of the permit are not being met.