

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

Deleted: SBED's Fast Track (FT) and On The Ground (OTG) programs will support the initiative by acting as primary contacts for investors, once a match between an investor and a particular site is identified

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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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:

- 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
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- LWBC revenue retention information to be placed here (I have placed this in footnotes)
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- 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.

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.