

# BRITISH COLUMBIA RESORT STRATEGY AND ACTION PLAN





### **Message from Premier Gordon Campbell**

British Columbia has exceptional people, rich resources and the best location anywhere: We're Number 1 in Canada in job creation. Our economy is growing again. Industries like construction, oil and gas, and resort development are booming.

As the 2010 Olympic and Paralympic Winter Games approach, those opportunities will grow. We want to ensure that communities, businesses and families all across British Columbia are ready to benefit from the opportunities that are being created.

The following strategy complements other government strategies outlining opportunities in tourism, procurement, labour supply, and, trade and investment.

These strategies build on the steps the province has already taken to unleash the Spirit of 2010, including \$1 billion in tax relief, 140,000 regulations eliminated, \$1.3 billion of transportation investments, 25,000 post-secondary spaces by 2010, new international marketing campaigns, and, reforms to open up every sector of our economy.

I invite you to use this resource, and give us your input for additional steps we can take. Together, we'll keep working to build a future full of promise for us all.

**Gordon Campbell**

Premier of British Columbia

### **Message from Minister of State for Resort Development, Sandy Santori**

British Columbia is blessed with abundant resources beautiful scenery, diversity of product opportunities and a moderate climate that make our summer and winter resorts unparalleled in the world. Resorts and resort communities contribute significantly to the Province's economy and quality of life.

Supporting existing resorts and encouraging new resort development falls within the government's strategy of economic renewal to lay the foundation for a globally competitive economy. As host to the 2010 Olympic and Paralympic Winter Games, we have the added opportunity to maximize the economic benefits of this unique opportunity for all British Columbians.

The British Columbia Resort Strategy reflects the efforts of local governments, industry, First Nations and the Province to establish British Columbia as an all season destination without equal. The strategy lays the framework to grow our resort sector. The potential and excitement is there for significant expansion and investment.

As Minister of State for Resort Development I am committed towards achieving our vision of developing British Columbia as a world-class all season resort destination.

**Sandy Santori**

Minister of State for Resort Development

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The British Columbia Resort Strategy builds upon the goals of the third annual three-year Government Strategic Plan to create a strong and vibrant provincial economy, a supportive social fabric, safe, healthy communities and a sustainable environment. The Resort Strategy links to the Spirit of 2010 Tourism Strategy and the International Trade and Investment to 2010 Strategy. All these strategies are designed to grow tourism throughout the province, maximize opportunities created by hosting the 2010 Olympic and Paralympic Winter Games and attract national and international investment to the province.

The government made a new era commitment to “stimulate tourism with a plan to improve operators’ ability to successfully compete for visitors from around the world.” The tourism industry was also challenged to double tourism revenues within 10 years. British Columbia’s resorts and resort communities represent an important component of the Province’s tourism sector and make a significant contribution to the provincial economy. As recognized in the Throne Speech of the 37<sup>th</sup> Parliament (4<sup>th</sup> session), all-season resorts are seen as enormous economic assets that represent a major opportunity for British Columbians. Recognizing the uniqueness of resorts and that resort developments need a favourable environment in which to prosper and succeed, a new initiative, the BC Resort Task Force was announced in the 2003 Speech from the Throne, and in June 2003, the Honourable Kevin Falcon was appointed as Chair. On January 26, 2004 Minister Sandy Santori was appointed Minister of State for Resort Development and became the new Chair of the BC Resort Task Force. This

appointment highlights the provincial government’s continued focus on economic development in the resort/tourism sector and in regional economies.

The BC Resort Task Force is composed of the Chair, the Deputy Minister, a 15-member External Advisory Group and an Inter-Agency Working Group (See Appendix 1) that builds upon what has already become a vital part of the economy, British Columbia’s resort and tourism sector. The BC Resort Task Force undertook an aggressive and extensive consultation process that included fact finding tours by the Chairs, meetings with stakeholders, analysis of written submissions, independent studies, and committee meetings (see Appendix 2). A number of recommendations and priority areas (see Appendix 3) were identified and presented to the Minister in the report, *Recommendations of the B.C. Resort Task Force*.

This British Columbia Resort Strategy stems from the recommendations of the BC Resort Task Force Report and lays the foundation for future resort growth and development. It is predicated on two overarching goals:

1. Enhance resort development and partnerships in the heartlands of British Columbia.
2. Identify and eliminate barriers to resort development, creation and expansion.

The Province has already taken significant steps to create an investment-friendly climate in a sustainable and socially and culturally sensitive manner that benefits and promotes tourism including the resort sector:

- **2010 Olympic and Paralympic Winter Games:** Development of a 2010 Olympics and Paralympics Procurement Strategy to lever benefits from the Games throughout British Columbia. Government and industry are to address three key areas: successful marketing approaches, positive linkages with the convention market and identification of unique tourism products and development areas.
- **Spirit of 2010 Tourism Strategy:** A strategy for the provincial government and the tourism industry to work collectively to grow tourism opportunities created by hosting the 2010 Olympic and Paralympic Winter Games and other major events. Its four primary objectives are to:
  - increase numbers of visitors, particularly visitors with high spending ability;
  - increase tourism investment;
  - increase use of existing tourism resources; and
  - leverage Olympic opportunities.
- **International Trade and Investment to 2010 Strategy:** A strategy to promote international exports and attract inward investment over the period up to 2010. This is to be accomplished by expanding and diversifying provincial exports, increasing small business exports, ensuring international market access, and increasing and accelerating inward investment into opportunity sectors throughout British Columbia.
- **Human Resource Strategy for British Columbia:** A strategy which outlines British Columbia's current labour market, identifies future skill needs and level of skills, and highlights some of the practical government initiatives underway to build a skilled workforce. For example: the Community Assistance Program and Training for Jobs program in the Ministry of Human Resources; Strategic Investment Plan for B.C.'s public post secondary system in the Ministry of Advanced Education; and Career Preparation and Co-op Education Programs in the Ministry of Education.
- **Vancouver Convention Centre Expansion Project:** \$565 million is being invested to build and expand the Vancouver Convention and Exhibition Centre. This is expected to generate \$5.1 billion in economic activity by attracting visitors and international events in the lead up to the 2010 Olympics and beyond.
- **British Columbia Tourism and Hospitality Education and Training Consortium:** \$1.2 million special one-time funding to enhance and expand hospitality and tourism training programs at post-secondary institutions across the Province. The consortium will provide strategic direction and facilitate communication and planning among educational institutions, industry and government on requirements for tourism and hospitality education and training to prepare B.C. to host events like the 2010 Winter Games.
- **Marketing:** Launch of the "British Columbia. Be Here." national and international ad campaign that promotes British Columbia as a competitive business environment for investment; a desirable place to work with respect to personal income and quality of life; and a place to visit and enjoy a variety of

- recreational and cultural activities. The Province also provides funding to enable provincial and regional marketing organizations to promote tourism around the globe.
- Doubling Tourism BC's annual marketing budget from \$25 million to \$50 million to help promote British Columbia as the best place on earth to live, work and play.
  - Providing the Union of British Columbia Municipalities with a one-time grant of \$25 million in 2004 to create its own five-year marketing plan to enhance tourism in British Columbia communities.
  - **Transportation:** Investing \$1.3 billion over three years to improve transportation infrastructure to ensure a reliable transportation network throughout British Columbia. Examples include:
    - Over \$800 million to improve and maintain roads in the Heartlands such as sections of Highway 33 and 97 and the Trans-Canada Highway; and
    - \$600 million for upgrading the Sea-to-Sky Highway, a major tourism link to Whistler, Pemberton and the Cariboo. Upgrading will help support the tremendous growth occurring at Whistler, as well as open new opportunities for the tourism industry.
  - **Road Signage Program:** Partnership between government and the B.C. wine industry where the province is investing \$625,000 to better direct tourists to local wineries as a simple and innovative way to help build, promote, and grow the wine industry to stimulate and improve local economies.
  - **BC Rail Investment Partnership:** A \$1-billion partnership with CN Rail to revitalize the BC rail system and support new job growth, with part of the proceeds used to establish: a \$135-million Northern Development Initiative; a \$15-million First Nations Trust; and \$200-million to finance other projects included in the government's transportation plan.
  - **Infrastructure:** Investment in other much needed infrastructure throughout British Columbia such as:
    - \$2 million investment to support an expansion of the Comox Valley Airport will help grow tourism for the entire Island;
    - \$167,000 contribution to support expansion of the Kamloops Airport will enable the airport society to seek out new carriers and provide international flights between Kamloops and the U.S.;
    - \$2.4 million to improve more than 100 rest stops throughout the province in preparation for the 2010 Olympic Winter Games;
    - \$210 million jointly funded federal-provincial Border Infrastructure Program, which over the next 5 years, will improve the movement of goods and visitors to and from the Lower Mainland's four border crossings;
    - \$4 million to support terminal and runway improvement to the Prince George Airport; and
    - \$17.2 million to develop container facilities at the Port of Prince

Rupert, as part of the BC Rail Investment Partnership.

- **Events:** Hosting world class international games like the *2005 Men's World Curling Games*, *2006 Hockey World Juniors* and the *2009 World Police and Fire Games*, which increase international exposure to the province in the run-up to 2010. The former is expected to generate \$30-million in economic activity while the World Police and Fire Games event is expected to attract 12,000 athletes from 70 countries with an estimated economic spinoff of \$55 million.
- **Passenger Rail Service:** Delivering passenger rail service to the BC Heartlands at the request of the tourism industry. Over the next year, CN will introduce the *Whistler Mountaineer* service from North Vancouver to Whistler and include an excursion to Prince George to link to the *Rocky Mountaineer* tourist train service to Jasper, Alberta.
- **First Nations:** Funding to grow the First Nation tourism industry throughout the province such as Aboriginal Tourism B.C., Tourism Sliammon, Osoyoos Indian Band's Nk'Mip Desert Heritage Centre, and Upper Similkameen Indian Band tourist development at Hedley.
- **Investment:** Facilitating the development of tourism facilities throughout the province, such as Squamish and Lil'Wat First Nations Cultural Centre in Whistler, Mount Washington Resort, Canoe Mountain Resort, Kicking Horse Mountain

Resort, Red Mountain Resort and Big White Ski Resort.

Encouraging innovative resort development partnerships such as the Winter Recreation, ULC and the Osoyoos Indian Band partnership on the Mount Baldy ski expansion.

- **Internationally Competitive Tax Regime:** Significant personal and corporate tax cuts and taxation revisions such as lowering corporate income tax rates; eliminating the general corporate capital tax; and sales tax and sector specific tax exemptions to stimulate a competitive investment climate.

These initiatives contribute to the ongoing efforts of the government to promote British Columbia as a vibrant economy with world-class resort destinations.

As noted in the 2004 BC Progress Board interim report, British Columbia possesses all the inherent attributes to become a national and global leader:

- Abundant resources and a natural beauty renowned worldwide;
- Unique location between Europe and Asia;
- High quality infrastructure to transport goods, services and people;
- A diverse, multicultural society and increasingly well-educated workforce; and
- Stable institutions and the rule of law.

In promoting British Columbia's resort sector, the government believes its activities should be highly strategic and proactive and build upon its attributes. This strategy describes the objectives, priorities and actions which will provide a more favourable environment for resort development and expansion in British Columbia.

Tourism is an increasingly significant sector of the provincial economy. Within the province, tourism has established itself as a vital economic generator, both in terms of job creation and increased investment. Worldwide, tourism is a US \$4.5 trillion industry directly accounting for 67 million jobs and 3.7 per cent of GDP. In 2003, 21.9 million visitors to British Columbia generated tourism revenues of \$8.9 billion, which supported the employment of more than 114,000 persons directly and an additional 152,000 persons in tourism-related businesses.

The resort sector represents an enormous opportunity for British Columbia and contributes significantly to the provincial economy. For example, in 2002:

- Approximately \$1.9 billion was spent by resort tourists, which represents 20 per cent of the total \$9.2 billion spent by tourists in the province;
- Direct spending by resort tourists creates an equal amount of indirect spending and over \$200 million in induced economic effects;
- British Columbia resorts generated nearly \$178 million in tax revenue for governments; and
- British Columbia resorts employed an estimated 26,000 people.

British Columbia has some 700 resorts, from fishing lodges to ski mountains to eco-tourism operations. Development of new resorts and expansion of existing facilities would provide significant benefits throughout the province.

Trends suggest that resort-based tourism is well positioned to satisfy the demands and desires of a growing portion of the traveling public. This, combined with the inherent beauty and recreational potential of the provincial landscape, highlights a substantial opportunity to capitalize on a growing market.

Resort development and expansion requires the initiative and cooperation of a number of government ministries, agencies and arms-length organizations. The BC Resort Task Force was composed to reflect this diversity and take advantage of the expertise British Columbia possesses in the resort sector.



## TASKS AND GUIDING PRINCIPLES

To provide a focus and direction, Terms of Reference were established to guide the BC Resort Task Force:

1. Review acts and regulations that affect resort development and investment to improve and streamline application processes.
2. Remove barriers to existing resort proposals and new resort proposals and review application timelines and costs.
3. Conduct a competitive jurisdictional analysis.
4. Work with industry, communities and First Nations to identify economic opportunities associated with resort development.
5. Develop a British Columbia Resort Strategy and Action Plan that will lead to increased investment in resort development.

The above were accomplished through an aggressive workplan that included fact finding tours by the Chairs, advice from the external advisory group, written submissions, meetings with stakeholders, independent studies, committee meetings, and inter-agency working group meetings. The details and timelines are provided in Appendix 2.

The work of the task force was guided by the following principles:

- ***Environmentally and socially sustainable*** – ongoing efforts to streamline approvals to encourage economic growth will not be at the expense of a sustainable environment.
- ***Dynamic*** – economies are dynamic and respond to internal and external forces. Action plans and the British Columbia Resort Strategy will be updated on a regular basis.
- ***Action-oriented*** – to be successful, the British Columbia Resort Strategy must support action at the provincial and regional levels.
- ***Regionally informed, tailored and responsive*** – while many government initiatives are designed to benefit all British Columbians, the Province recognizes that each region faces unique challenges and opportunities. Accordingly, the Strategy must be tailored to meet these varied needs and reflect the characteristics of residents and investors.
- ***Internally co-ordinated*** – the British Columbia Resort Strategy will build on New Era Commitments and work with other government strategies being developed or implemented.

# TOUR, SUBMISSION AND STUDY FINDINGS

## Tour and Submission Findings

As a result of the feedback from the province-wide consultation efforts and over 400 identified issues, six key themes emerged.

### 1. Certainty and Efficiency

Stakeholders stressed that certainty is essential. Investors, developers and resort owners want a certain and stable operating environment to bolster confidence. To ensure that British Columbia is attractive for future resort investment, developers want an application process that has timelines, is transparent and efficient. A related theme was the need to make government review and tenuring processes less onerous and more efficient. Resort stakeholders desire consistency and a reduction in the provincial policy burden that hinders or limits their ability to successfully operate or expand.

### 2. Local Government

Clear guidelines on local governments' role and involvement in the resort investment and development process are essential to ensure the proper flow of benefits between resorts and local residents. Local governments want early input into proposed resort developments, and need processes to formalize their involvement on a consistent basis. Similarly, developers expressed concerns about the impact of local government involvement on their proposals.

### 3. Infrastructure and Transportation

Resort expansion and development requires a supportive climate for its continued growth and contribution to the province's economy. This includes greater public sector investment in enhanced infrastructure, particularly transportation linkages necessary for further resort development.

### 4. Marketing

Coordinated and effective marketing for target audiences is essential to resort industry success. Current marketing efforts are not seen as fully and effectively supporting all regions of the province in terms of promoting the existing resort facilities available.

### 5. Human Resources

To properly grow and thrive, the British Columbia resort industry needs a stable, skilled labour force. Training and employee development are major areas for the province and resort industry to address. Employee services, such as health facilities, day care and housing, are also at the forefront of human resource issues.

### 6. Regulatory Framework Issues

A more flexible regulatory framework was called for by resort stakeholders. Regulations need to be harmonized with the unique traits of resort communities.

## Study Findings

A number of studies were commissioned to gain an understanding of British Columbia's resort sector provincially, nationally and internationally. A summary of these findings follows.

### Analysis of Opportunities and Challenges

In 2003, Grant Thornton, LLP, completed a study entitled *Economic Analysis of British Columbia's Business Competitiveness: Destination Resort Sector Analysis*. This analysis was based largely on interview input from industry representatives in British Columbia and competing jurisdictions and a review of secondary source material. Its findings for the B.C. resort sector are summarized below:

### OPPORTUNITIES

- Creating a transparent, fair, non-discretionary and efficient approvals process
- Modifying the *Mountain Resort Associations Act* to accommodate non-mountain resort communities
- Investing in infrastructure needed to help resorts develop into all-season operations
- Continuing to develop the profile of the resort sector through marketing and leveraging the opportunity created by the 2010 Olympic Games
- Addressing key policy issues such as backcountry recreation tenures
- Developing a best practices guide
- Increasing certainty on the land base through resolving land claims and developing resort partnerships with First Nations groups

### STRENGTHS

- Beautiful scenery, diversity of product opportunities and moderate climate
- High profile of existing resort products especially Whistler
- Proximity of resorts to Vancouver International Airport (applies to resorts within four hours drive of the airport)
- Proximity of British Columbia to key U.S. markets
- Commercial Alpine Ski Policy which has provided certainty for ski industry investors, though there are concerns about other aspects of the approval process
- Significant untapped market and product development potential

### CHALLENGES

- Complexity of the applications process (EAO, LWBC processes, etc.)
- Current structure of the *Mountain Resort Associations Act*
- Certainty concerns, sometimes associated with First Nations land claims issues
- Lack of revenue-generating tools for resort communities
- Lack of an international airport in Cranbrook for Kootenay/Columbia Valley resorts
- Inadequate management of backcountry recreation activities
- Escalating insurance costs
- Difficulties faced by developers in securing financing
- Lack of awareness regarding resort investment opportunities in the province
- Challenges faced by resorts in some areas to develop a four-season product

## Land and Marine-Based Application Processes

Two studies dealing with land- and marine-based developments were conducted by Grant Thornton LLP. These studies reveal and illustrate the complex range of governmental approvals, regulations and review processes that developers of a major resort face in British Columbia before construction can commence. Although the exact steps would vary depending on the proposed scale, nature and location of the resort, a project could be subject to provincial government requirements associated with the Commercial Alpine Skiing Policy, the *Environmental Assessment Act*, the *Land Act*, and Crown land tenure application procedures. Also complicating the process are the requirements of municipal governments, regional districts, federal government and First Nations.

## Inter-Jurisdictional Comparison

City Spaces Consulting carried out an inter-jurisdictional study to review the resort development and review procedures of competing jurisdictions such as Colorado, the Bahamas, Norway, Alaska, Alberta and the state of Victoria, Australia. The study highlighted British Columbia's need for more efficient resort development processes, such as harmonization, and a transparent and clear approvals process. It also showed that many jurisdictions provide an "approval-in-principle" early in the process which provides a level of assurance to the investor. Standards are not compromised as these jurisdictions still require the same rigor in their review processes as does British Columbia. Adopting an "agreement-in-principle" approach would help raise British Columbia's competitiveness.

## Supply and Demand Analysis

The Economic Planning Group completed a supply and demand study in December 2003 to review the current status and economic impact of British Columbia resorts; how British Columbia resort communities fit into the domestic and international tourism environment; the key emerging areas of opportunity in the province's resort sector, and what the market might look like in the near future. Some facts and trends are noted in the following table.

### FACTS

- About 20 per cent of the resort properties and 44 percent of accommodation rooms are in Whistler.
- About 30 per cent of the resort establishments (171) are located in resort areas.
- About 70 per cent (395) are free-standing resort facilities.
- Nearly two-thirds (63 per cent) of accommodation rooms are located in resort areas (44 per cent in Whistler alone).
- One-third (37 per cent) of accommodation rooms are in independent, free-standing facilities.
- Resorts are located throughout the province with the largest concentration in the Thompson / Okanagan region (125), Mainland / Southwest (124) and Vancouver Island (114).
- The accommodation component of resorts in British Columbia is estimated at \$2.2 billion.
- Resort construction in the province for 2003 was valued at \$365 million, based on \$275 million for eight Interior resorts and \$90 million for Whistler.

### TRENDS

- New and evolving resort-based recreation activities and trends such as mountain biking, ocean kayaking, wellness activities, adventure travel.
- A trend towards blending residential development with resort development, resulting in symbiotic benefits that increase visitor stay times and the volume of repeat customers.
- Increasing roles for First Nations and new tourism products related to aboriginal cultural experiences.
- A diversity of target audiences that are expanding, including US alpine ski tourists, international visitors, soft adventure enthusiasts, and seekers of winter activity (especially with events and venues leading up to the 2010 Olympic Games).

## GOVERNMENT ACTIONS TO DATE

Government strategic actions include promoting innovation and economic growth by working with the private sector to remove barriers to economic activity, and marketing British Columbia's competitive advantages and opportunities as an investment location, tourism destination and trading partner. To help accomplish this, agencies and Ministries have made major shifts over the past three years to increase the province's competitive edge in the resort sector and development area. The main agencies and Ministries are: Land and Water British Columbia Inc., Environmental Assessment Office, Ministry of Sustainable Resource Management, and Ministry of Small Business and Economic Development. Some of the changes are:

### 1. Land and Water British Columbia Inc.:

**All Seasons Resort Program:** Created in December of 2003 in response to the work of the BC Resort Task Force. Key initiatives and responsibilities include:

- Work with other agencies to integrate and harmonize resort approval processes;
- Develop and implement information systems to provide relevant government data in support of the resort industry;
- Help develop an overarching tourism program framework with policies to support all seasons resorts and other commercial recreation uses;
- Deliver an alpine ski resort program;
- Develop a new Master Development Agreement (MDA) template and implement a MDA amendment process for existing MDAs; and

- Re-write the Commercial Alpine Ski Policy (CASP) and review the potential application of CASP principles for all seasons resorts.

**Improved access to Crown Land:** LWBC has reduced land tenure application processing time by 50 per cent and eliminated backlogs. As a result, 99 per cent of land tenure and water licence applications are now processed within 140 days.

### 2. Environmental Assessment Office:

#### ***Revised Environmental Assessment Act:***

New Environmental Assessment legislation was brought into force December 30, 2002 to provide greater flexibility to customize review procedures on a project-by-project basis. The increased flexibility is intended to contribute to the government's strategic priorities for an improved investment climate while preserving high environmental standards.

### 3. Ministry of Sustainable Resource Management:

**Land Information BC:** Provides an effective one-window to the province's land and resource information, products and services for business, industry, academia, governments and the public. Through its e-services it provides easy access to natural resource, land ownership and legal interest information that supports economic opportunity and development efforts, planning, First Nation opportunities, and business and citizens activities.

**Land Use Plans:** Concluding land use plans that are expedient and balanced will foster economic prosperity by bringing certainty, reducing conflicts and accommodating a range of uses on the land base. Seventy-three per cent of British Columbia has approved strategic land use plans (4 regional plans covering 21 per cent of British Columbia, and 15 Land and Resource Management Plans (LRMP) covering 52 per cent of British Columbia). Six LRMPs are underway or nearing completion covering 12 per cent of British Columbia - Central Coast, Lillooet, North Coast, Morice, Sea-to-Sky and Haida Gwaii/Queen Charlotte Islands. It is expected that 85 per cent of the province will be covered by completed land use plans. Plans such as the Eight Peaks Sustainable Resource Management Plan provide certainty for tourism operators involved in ski operations, mitigates conflicting land uses by identifying areas for snowmobilers and creates opportunities for the adventure tourism industry.

#### **4. Ministry of Small Business and Economic Development:**

**Fast Track:** An initiative to improve B.C.'s competitiveness and attract new investment and jobs by accelerating permits and approvals for approved projects. This group works closely with the On-the-Ground Program Managers.

**On-the-Ground:** This program is designed to facilitate strategic capital investment throughout the province. A team of regional project managers work with local entrepreneurs to identify and expedite new business investments. They consider project requests and forward these to the Fast-Track team for review and acceleration.

Many of these initiatives have been put in place over the last year and show government's commitment to providing an investor friendly environment that is geared towards enhancing resort development.

# BC RESORT STRATEGY

The BC Resort Task Force recognizes that British Columbia's resort industry faces numerous challenges. While these are not insurmountable, they may require mid- to long-term actions to achieve needed changes and allow the industry to reach its potential. It also recognizes and understands that considerable inter-agency and jurisdictional cooperation will be required to bring about change. The BC Resort Task Force made fourteen recommendations and identified areas of priority: accelerated policy reform; increased resort development; resort community development; and increased First Nations involvement (further details are provided in Appendix 3).

Based on these recommendations and areas of priority and in keeping with the goals and vision of the Government Strategic Plan, the objectives of the Spirit of 2010 Tourism Strategy and the International Trade and Investment to 2010 Strategy, the following five strategic objectives set out the Province's course for enhancing resort development and expansion.

The Minister of State for Resort Development will ensure implementation of government's resort strategy and will continue to oversee the development of resorts.

## VISION

**To develop British Columbia  
as a world-class all season resort destination.**

### **The 2004 Speech from the Throne states:**

*A new Spirit of 2010 Tourism Strategy will be introduced this year to ensure every region can take full advantage of the Olympic opportunity. It will build on B.C.'s spectacular all-season resorts that are already generating investment and jobs throughout the Heartlands.*

## **1. Maintain and Enhance British Columbia's Competitive Edge in Resort Development**

Review and identification of the land and marine processes identified over 25 provincial acts relating to resort development. To address this complex process and provide certainty to the

investment community a collaborative harmonization and streamlined approach is required.

### **Action:**

- Land and Water British Columbia Inc. to act as the central agency to provide a consistent delivery approach by:

- coordinating all applications for development on Crown land to streamline resort development decision making;
  - establishing a new application process for resorts that is transparent and has established timelines and specific outcomes that provide certainty to the investor by July 2005;
  - developing an All Season Resort Policy by May 2005 to support all resort type facilities;
  - working with the Ministry of Sustainable Resource Management to extend Crown Land tenure terms to increase financial and investment certainty.
- Ministry of Small Business and Economic Development to implement marketing initiatives targeted to investors and resorts consistent with the International Trade and Investment to 2010 Strategy.
  - Ministry of Community, Aboriginal and Women's Services to continue to work with resort communities to develop tools to facilitate resort community development.
  - Develop an investment plan that will see British Columbia resort opportunities, such as golf, marine, ski and all-season facilities marketed globally (International Trade and Investment to 2010 Strategy; Spirit of 2010 Tourism Strategy).
  - Ensure British Columbia has a skilled workforce to support tourism and economic growth by encouraging post-secondary institutions to be responsive to the needs of regional tourism/resort communities (A Human Resource Strategy for British Columbia).

## **Outcomes:**

- Integrated provincial review process;
- An economic climate that encourages and facilitates resort investment through a coordination and harmonization of resort applications;
- Security to obtain financing from institutions;
- Highly skilled and trained workforce to maintain the quality experience and service visitors are seeking at resorts; and
- Recruitment of new investors.

## **2. Increase Resort Development**

A main goal of the BC Resort Task Force was to identify avenues to enhance resort development and partnerships throughout British Columbia. Identifying strategic partnerships and opportunities is crucial for the resort industry to achieve its potential growth and contribution to the Province's economy. The Commercial Alpine Ski Policy has been hailed by the ski industry as a major contributor to British Columbia's success in this sector and is an excellent example of how policy can enhance resort development.

## **Action:**

- Land and Water British Columbia Inc. to identify potential resort sites.
- Support existing resorts and their expansion plans through a New Master Development Agreement.
- Direct marketing strategies to target two audiences, the investor and the visitor. Achieve this through partnerships / involvement with Tourism BC to develop regional, national and international campaigns; and by leveraging marketing opportunities associated with the Olympics.



- Support the Spirit of 2010 Tourism Strategy within the Ministry of Small Business and Economic Development in relation to market research, product opportunities, and branding.

**Outcomes:**

- An increase in resorts seeking to expand to encompass all seasons; and
- Increased and dynamic marketing programs targeted towards increasing investors and visitors to British Columbia resorts.

### 3. Support Resort Communities

Good working relationships with local government, communities and regional districts are important to the ongoing success of resorts. While resorts provide employment and bring in needed revenue to support the economy, the community, in return, provides a local source of labour, customers and services. Resort development is a very complex, multidisciplinary process that involves many areas of expertise. The resort's ongoing success, and its resultant benefits to the community, depends upon mutual respect and the knowledgeable participation of all parties.

**Action:**

- Carry out the Sequencing Project which is to look at the process of transition from a ski resort proposal to a fully functioning resort community, to be completed in the fall of 2004.
- Develop a Best Practices Guide to look at the challenges faced by resort developers, local governments and communities in trying to understand each others problems, responsibilities and timelines, to be made available in the fall of 2004.
- Work with the Union of British Columbia Municipalities for input and direction in

establishing constructive, positive linkages between communities and resort developers. A partnership Memorandum of Understanding was signed July 2004 to initiate this working relationship.

- Consider future changes in legislative framework to help resorts that are evolving into resort communities.

**Outcomes:**

- Best Practices Guide that helps resort communities and resort developers understand each others needs;
- Expedient processing of permits and licenses by local government / regional districts; and
- Early community involvement in resort development plans.

### 4. Improve Transportation Infrastructure

Resorts and resort communities depend on ground, air and water transportation systems to provide visitors with easy, safe and convenient access to the regions. Visitors desire a seamless and hassle-free service from their door to the door of the destination resort. Therefore, addressing transportation concerns is a crucial and key factor in improving the business climate.

**Action:**

- Work with the tourism sector to strategically select its transportation infrastructure investments like:
  - improvement of highways to provide increased safety for the traveling public;
  - the expansion of airport facilities like the Cranbrook and Kamloops Airports;
  - improvements to passenger facilities at major ferry terminals and upgrades to ferry vessels; and

- the rail initiative to operate third-party passenger tourist trains in British Columbia.
- Continue review and updating of highway signage with the possibility of developing a specific resort signage policy.

**Outcomes:**

- Increase in visitors through an improved transportation network;
- Greater access to resort locations; and
- Improved packaging and marketing abilities for resort owners.

## **5. Build First Nations Partnerships**

The Province is committed to stimulating economic development by encouraging First Nation entrepreneurship, enterprise and participation in the British Columbia economy. Existing working partnerships such as the Nk'Mip Cellars Project between the Osoyoos Indian Band and Vincor International or the Eagle Ranch Golf Resort Project between the Kinbasket Development Corporation (Shuswap

Band) and Stonecreek Properties, demonstrate that successful business partnerships between First Nations and destination resort operators are possible.

Court rulings indicating the need for increased consultation and accommodation for First Nations cause uncertainty for investors who are unclear on their obligations or how to proceed. First Nations often desire early involvement in projects or wish to establish partnerships to bring economic prosperity to their region.

**Action:**

- Develop a guide to assist developers and investors in developing partnerships with First Nations, available in the spring of 2005.
- Identify and work with First Nations interested in pursuing resort development.

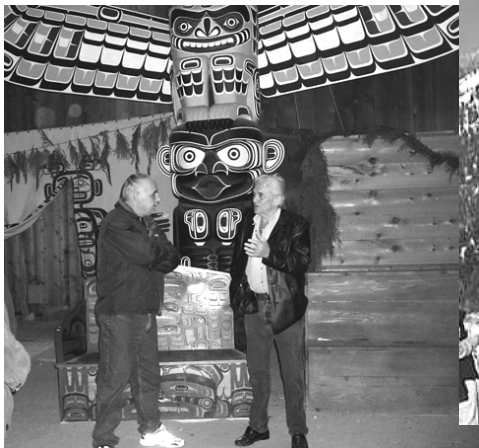
**Outcomes:**

- Increased participation of First Nations in the resort sector; and
- Increased certainty for investors and developers.

## CONCLUSION

The provincial government will continue to work with agencies and Ministries to implement the initiatives outlined in this strategy. The key steps are to:

1. Accelerate policy reform.
2. Market British Columbia as open for investment and to advocate for investment.
3. Coordinate with the new Spirit of 2010 Tourism Strategy and International Trade and Investment to 2010 Strategy.
4. Maximize resort opportunities associated with the 2010 Olympic and Paralympic Winter Games.



# ACTION PLAN

The provincial government recognizes that resorts represent an enormous economic opportunity. In 2002 the resort industry contributed about \$1.9 billion of the \$9.2 billion in total tourism spending in the province. In 2003, Premier Gordon Campbell established the BC Resort Task Force composed of fifteen members from industry, local government and First Nations.

The Task Force was originally chaired by Honourable Kevin Falcon and later by Honourable Sandy Santori, British Columbia's first Minister of State for Resort Development. In the spring of 2004, the Task Force brought forward recommendations on how the province, local governments, First Nations and industry could support the growth of resort-tourism in British Columbia.

The provincial government response to the recommendations is the British Columbia Resort Strategy. This strategy establishes government's priority objectives for supporting growth in the resort sector. The provincial government recognizes five strategic directions, which will strengthen and attract investment into the resort sector.

The five Strategic Directions are:

- 1: Maintain and Enhance British Columbia's Competitive Edge in Resort Development
- 2: Increase Resort Development
- 3: Support Resort Communities
- 4: Improve Transportation Infrastructure
- 5: Build First Nations Partnerships

These strategic directions are in keeping with the Government Strategic Plan and the objectives of *the Spirit of 2010 Tourism Strategy*, *International Trade and Investment to 2010 Strategy* and *A Human Resource Strategy for British Columbia*.

An aggressive Action Plan has been developed to implement the British Columbia Resort Strategy. It details the actions and initiatives that various Ministries and Agencies are undertaking to provide a more favourable environment for resort development and expansion in British Columbia.

This Action Plan illustrates the timeframe, per strategic direction, in which initiatives and directives are to be achieved.

## ABBREVIATIONS

CASP	Commercial Alpine Ski Policy	MoT	Ministry of Transportation
CAWS	Ministry of Community, Aboriginal and Women's Services	MOU	Memorandum of Understanding
CRP	Commercial Recreation Policy	SBED	Ministry of Small Business and Economic Development
EAO	Environmental Assessment Office	SRM	Ministry of Sustainable Resource Management
LWBC	Land and Water British Columbia Inc.	UBCM	Union of British Columbia Municipalities
MAEd	Ministry of Advanced Education		
MoF	Ministry of Forests		

## Strategic Direction #1 Maintain and Enhance British Columbia's Competitive Edge in Resort Development

DESCRIPTION	TIMEFRAME	GOVERNMENT ACTION	RESPONSIBILITY	OUTCOME
<p>Identified Barriers:</p> <ul style="list-style-type: none"> <li>- Investors, developers, and operators need a certain and stable operating environment to bolster confidence</li> <li>- Jurisdictional overlaps and responsibilities constantly shifting</li> <li>- Need to market to investors, not only visitors</li> <li>- Skilled worker shortage</li> </ul>	<p>Ongoing</p> <p>May 2005</p> <p>May 2005</p> <p>July 2005</p>	<p>➤ Inter-agency collaboration to:</p> <ul style="list-style-type: none"> <li>- coordinate applications for development on Crown lands</li> <li>- harmonize EAO and LWBC application processes to reduce duplicative information</li> <li>- harmonize local government and First Nation consultation guidelines between agencies</li> <li>- fully implement a new integrated resort application process that is transparent with established timelines and specific outcomes</li> </ul>	<p>LWBC / All</p>	<p>➤ Coordinated and harmonized approach to encourage and facilitate resort investment</p> <p>➤ Reduces regulatory burden and duplication of information</p> <p>➤ Enable input and participation in resort planning</p> <p>➤ Reduces timelines for resort applications</p>
<p>BC Resort Task Force recommended:</p> <ul style="list-style-type: none"> <li>- Integrated service model for provincial review and application processes with consistent timeframes, reduce duplicative efforts, guide proponent, and coordinate consultations</li> <li>- Revise policies to encourage all season resort development</li> <li>- Need new Commercial Recreation Tenure Application process</li> <li>- Create a simplified approach to Crown Land disposition</li> <li>- Highlight "all-season" features of BC resorts in marketing to investors and visitors</li> <li>- Deliver relevant training programs to meet projected need for more trained employees</li> </ul>	<p>December 2004</p> <p>January 2005</p> <p>May 2005</p>	<p>➤ Develop an investment plan that will see resort opportunities, be it golf, marine, ski and all-season, marketed globally:</p> <ul style="list-style-type: none"> <li>- Construct suitable web pages that describe BC Resort Development Opportunities</li> <li>- Create a database identifying existing resort investors / operators across North America, Western Europe, and Japan and determine interest for new projects</li> <li>- Create CD-ROM package containing photographs and supporting data for potential investors and do follow-up calls</li> </ul>	<p>SBED</p> <p>SBED / LWBC</p>	<p>➤ Recruitment of new investors to British Columbia resorts</p>
	May 2005	<p>➤ Revise existing CASP &amp; CRP into an All Season Resort Policy that will provide longer tenure terms; allow sale of resort sites; enable the ability to grant "Controlled Recreation Area" status; provide fixed pricing to create business certainty</p>	LWBC	<p>➤ Resorts can incorporate all-season activities earlier in the planning stages and provide greater certainty and management responsibility</p> <p>➤ Security to obtain financing from institutions</p>
	<p>2005/06- 6 sites</p> <p>2006/07-15 sites</p> <p>2007/08-15 sites</p> <p>2008/09-15 sites</p>	<p>➤ Provide opportunities for the sale of certain remote resort sites that responds to industry's request for ownership of small resort development sites, and ensure security of investment</p>	LWBC	<p>➤ Promotes economic development and job creation and manages economic growth with environmental sustainability</p> <p>➤ 51 sites to be identified over next 5 years</p>
	Ongoing	<p>➤ Support the <i>Human Resource Strategy for BC</i> by encouraging post-secondary institutions to be responsive to the needs of regional tourism / resort communities</p>	MAEd / SBED	<p>➤ Highly skilled and trained workforce to maintain the quality experience and service visitors are seeking at resorts</p>

## Strategic Direction #2 Increase Resort Development

DESCRIPTION	TIMEFRAME	GOVERNMENT ACTION	RESPONSIBILITY	OUTCOME
<b>Identified Barriers:</b> <ul style="list-style-type: none"> <li>- Current policy does not have land use conflict mechanisms for operators, who are seeking greater control of commercial recreation all-season activities and harvesting authority</li> <li>- Current marketing programs do not meet the needs of stand-alone resorts</li> </ul> <b>BC Resort Task Force recommended:</b> <ul style="list-style-type: none"> <li>- Amending the Master Development Agreement to incorporate more all-season activity capability</li> <li>- Make policy application consistent for tenuring processes on Crown Lands and recreation tenures on Park Lands</li> <li>- New simplified approach to Crown Land disposition, such as a formal policy direction allowing the sale of remote Crown Land for resort development</li> <li>- Highlight new “all season” features of BC resorts</li> <li>- Consumer marketing - direct Tourism BC to become more accountable and responsive to resorts</li> <li>- Build linkages with the Provincial Tourism Strategy to maximize and lever 2010 Winter and Paralympic Games opportunities</li> </ul>	August 2004	<ul style="list-style-type: none"> <li>➤ Support existing resorts and their expansion plans for all-season activities through: <ul style="list-style-type: none"> <li>- Approving a New Master Development Agreement (MDA) Template</li> </ul> </li> </ul>	LWBC	<ul style="list-style-type: none"> <li>➤ Increase in resorts seeking to expand to encompass all seasons activities</li> <li>➤ Streamline permitting process</li> </ul>
	June 2005	<ul style="list-style-type: none"> <li>- Converting all existing MDA's</li> </ul>	LWBC	
	June 2005	<ul style="list-style-type: none"> <li>- Exploring the transfer of harvesting authority within an MDA to reduce permitting processes</li> </ul>	LWBC / MoF	
	2005/06 - 2008/09 fiscal	<ul style="list-style-type: none"> <li>➤ Identify new potential sites for resorts</li> </ul>	LWBC / SBED	<ul style="list-style-type: none"> <li>➤ 23 sites available for resort development within 5 years</li> </ul>
	Ongoing	<ul style="list-style-type: none"> <li>➤ Marketing strategies targeting investors and visitors: <ul style="list-style-type: none"> <li>- Implement <b>Spirit of 2010 Tourism Strategy</b> in relation to market research, product opportunities and branding</li> <li>- Facilitate government / industry partnerships on marketing packages</li> <li>- Leverage marketing opportunities associated with the Olympics (i.e. “Olympic Live Sites” program-include communities in showcasing Olympic activities)</li> </ul> </li> </ul>	SBED	<ul style="list-style-type: none"> <li>➤ Increased and dynamic marketing programs targeted towards increasing investors and visitors to British Columbia resorts</li> </ul>

### Approved New Resorts - Projected Economic Impacts - By Quarter

Quarterly Reporting Period	New Signed Master Development Agreements	Industry Estimated Capital Investment	Industry Estimated Permanent Jobs	Industry Estimated Construction Jobs
<i>December 31/04</i>	2	\$284M	1400	1300
<i>March 31/05</i>	1	\$115M	150	400
<i>June 30/05</i>	1	\$100M	200	400
<i>September/05</i>	1	\$450M	800	3750
<i>December/05</i>	1	\$605M	2006	4305
<b>TOTAL</b>	<b>6</b>	<b>\$1.554 Billion</b>	<b>4,556</b>	<b>10,155</b>

- Total new major resorts and major expansions of 3 existing community ski hills under review by the province, including the above = \$3.046B
- Total on-going investment of existing major resorts, projected over the next 5 years = \$1.033B

### Strategic Direction #3 Support Resort Communities

DESCRIPTION	TIMEFRAME	GOVERNMENT ACTION	RESPONSIBILITY	OUTCOME
<p>Identified Barriers:</p> <ul style="list-style-type: none"> <li>- Guidelines needed for local government role and involvement in resort development process</li> <li>- Current legislation lacking in enabling non-alpine resort areas to develop into municipalities</li> </ul> <p>BC Resort Task Force recommended:</p> <ul style="list-style-type: none"> <li>- Develop best practices guidelines for local government and developers</li> <li>- Examine how to minimize resort development constraints</li> <li>- Increase scope of <i>Mountain Resort Associations Act</i> to include all resorts</li> <li>- Review local government legislation and policy that affects resort application and development</li> </ul>	Partnership MOU signed July 2004	➤ Work with the UBCM for input and direction in establishing constructive, positive linkages between communities and resort developers	CAWS / SBED / UBCM / SRM	➤ Early community involvement in resort development plans
	October 2004	➤ Carry out the Sequencing Project, which is to look at the process of transition from a ski resort proposal to a fully functioning resort community	CAWS / SBED / UBCM / LWBC	➤ Enable all resort types to progress to resort areas
	December 2004	➤ Develop a Best Practices Guide to look at the challenges faced by resort developers, local governments and communities in trying to understand each others problems, responsibilities and timelines	CAWS / SBED / UBCM / LWBC	➤ Best Practices Guide that helps resort communities and resort developers understand each others needs
	July 2005	➤ Municipal/Crown Land Linkage Project to streamline resort development decision making between province and local government	LWBC	➤ Expedient processing of permits and licenses by local government / regional district
	Fall 2005	➤ Consider future changes in legislative framework to help resorts evolving into resort communities	CAWS	➤ Enable all resort types to progress to resort areas

#### Strategic Direction #4 Improve Transportation Infrastructure

DESCRIPTION	TIMEFRAME	GOVERNMENT ACTION	RESPONSIBILITY	OUTCOME
<p>Identified Barriers:</p> <ul style="list-style-type: none"> <li>- Transportation requirements different for resorts</li> <li>- Limited transportation services affect tourism product packages</li> <li>- Greater public sector investment in transportation linkages needed</li> </ul> <p>BC Resort Task Force recommended:</p> <ul style="list-style-type: none"> <li>- Develop transportation strategy to increase visitor flow to resorts</li> <li>- Work with the tourism sector on infrastructure investments and partnerships</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>➤ Continue working with communities and industry in the Transportation Partnership Program to identify transportation investments that would benefit the resort sector such as: <ul style="list-style-type: none"> <li>- Improvement of highways</li> <li>- Expansion of airport facilities</li> <li>- Improvements to passenger facilities at major ferry terminals and upgrades to ferry vessels</li> <li>- Rail initiative to operate third-party passenger tourist trains</li> <li>- Continue review and updating of highway signage with the possibility of developing a specific resort signage policy</li> </ul> </li> </ul>	MoT	<ul style="list-style-type: none"> <li>➤ Increase in visitors through an improved transportation network</li> <li>➤ Greater access to resort locations</li> <li>➤ Improved packaging and marketing abilities for resort owners</li> </ul>

#### Strategic Direction #5 Build First Nations Partnerships

DESCRIPTION	TIMEFRAME	GOVERNMENT ACTION	RESPONSIBILITY	OUTCOME
<p>Identified Barriers:</p> <ul style="list-style-type: none"> <li>- Poor communication and coordination hinders many First Nation groups from early involvement in projects</li> <li>- Concerned that court rulings will hinder or stall proposed projects</li> <li>- Each project partnership taxes limited First Nation resources</li> </ul> <p>BC Resort Task Force recommended:</p> <ul style="list-style-type: none"> <li>- Establish clear lines of provincial agency responsibility for coordinating consultation activities early in the resort planning process</li> <li>- Encourage proactive recruitment of aboriginal groups as partners in resort development</li> <li>- Develop guidelines with case studies of positive working relationships between the tourism industry and First Nation communities and organizations</li> </ul>	January 2005	<ul style="list-style-type: none"> <li>➤ Harmonize local government and First Nation consultation guidelines between agencies as part of inter-agency collaboration</li> </ul>	LWBC / EAO	<ul style="list-style-type: none"> <li>➤ Enable input and participation in resort planning.</li> </ul>
	February 2005	<ul style="list-style-type: none"> <li>➤ Develop a consultative best practices guide to assist developers and investors in developing partnerships with First Nations</li> </ul>	SBED	<ul style="list-style-type: none"> <li>➤ Increased certainty for investors and developers</li> </ul>
	Ongoing	<ul style="list-style-type: none"> <li>➤ Implement <i>Spirit of 2010 Tourism Strategy</i> to support First Nations involvement in tourism industry and work with First Nations interested in pursuing resort development</li> </ul>	SBED / All	<ul style="list-style-type: none"> <li>➤ Increased participation of First Nations in the resort sector</li> </ul>



# APPENDICES

## APPENDIX 1

### BC Resort Task Force Composition

The BC Resort Task Force is composed of the Chair, the Deputy Minister, a 15-member External Advisory Group and an Inter-Agency Working Group.

#### External Advisory Group

The External Advisory Group consists of representatives from industry, First Nations and local government. It is responsible for providing advice, strategic direction, background information on resort development and insight into specific geographic, community, First Nations and industry issues. The breadth and depth of the expertise of these volunteers is outstanding and reflects what British Columbia has to offer the world in resort knowledge.

Three committees composed of Advisory Group members were formed to take on specific assignments and include – the Executive Committee; Municipal Committee and the Streamlining Committee. The **Executive Committee** reviews submission findings and information found in the commissioned studies, such as the economic impact of the resort development sector in British Columbia and the supply and demand of British Columbia's resorts within an international context.

The **Municipal Committee** focuses on the issues related to the interaction between resorts and municipalities. Resort communities often experience unique demands like the need for specific amenities to enhance the visitor experience and the need to provide a safe and secure environment during peak seasons. Resort developers/operators and the municipal and regional districts often do not recognize or understand each others needs, processes or capacity, which are important if the resort is to become a viable economic venture. This group has

initiated two studies - the Sequencing Project and the Best Practices Guide.

The **Streamlining Committee** is working on eliminating duplication and streamlining the Province's application and approval processes. Committee members include inter-agency representatives from the Environmental Assessment Office and Land and Water British Columbia Inc.

#### Inter-Agency Working Group

The Inter-Agency Working Group was created to ensure that the work of the Task Force is treated as a government priority and consists of a Deputy Minister chairing Assistant Deputy Ministers representing eleven agencies/ministries including:

- Ministry of Sustainable Resource Management
- Ministry of Transportation
- Ministry of Water, Land and Air Protection
- Ministry of Community, Aboriginal and Women's Services
- Ministry of Energy and Mines
- Land and Water British Columbia Inc.
- Environmental Assessment Office
- Tourism British Columbia
- Ministry of Small Business and Economic Development
- Ministry of Forests
- Treaty Negotiations Office

This group is responsible for supporting the Task Force by:

- Providing technical and policy expertise;
- Developing options to reduce barriers;
- Working collaboratively to reduce overlap and streamline existing processes; and
- Developing and implementing action plans for change.

## List of External Advisory Group

<b>Name</b>	<b>Position</b>	<b>Organization</b>
Darcy Alexander	Vice President	Sun Peaks Resort, Kamloops
Blair Baldwin	Owner/Operator	Pinnacle Consulting, Kelowna
Patricia (Patty) E. Cocks	Partner	Tigh-Na-Mara Resort, Parksville
Jim Godfrey	Municipal Administrator	Resort Municipality of Whistler
Chief Gibby Jacobs	Hereditary Chief	Squamish First Nation
Jim Greene	General Manager	Red Mountain Resort, Rossland
Lee Malleau	Past President	Economic Development Association of British Columbia
Craig Murray	Owner/Operator	Nimmo Bay Resort, Port McNeill
Geoff Pearce	Clerk – Administrator	City of Langford Resort Municipality of Whistler (1976-1985)
Chief Sophie Pierre	Director	St Eugene's Mission Resort
Paul Plocktis	Vice-President – Real Estate and Development	Big White Ski Resort and Silver Star Mountain Resort (Schumann Resorts Ltd.)
Carol Seable	President and CEO	Fairmont Hotsprings Resort
Lloyd Webber	Partner and Director	Ski Smithers (Hudson Bay Mountain Adventures Inc.)
Mike Wiegele	Chairman and President	Mike Wiegele All Season Resort Heliskiing, Blue River
Eddie Wood	First Vice-President	Council of Tourism Associations

## APPENDIX 2

### Process

February 2003	Premier announces BC Resort Task Force at Tourism Industry Council			
June 25, 2003	Minister Falcon presents Terms of Reference at Open Cabinet Meeting Task Force Office is established			
June - July 2003	Task Force Composed: Consisting of 15-member External Advisory Group and 11-member Inter-Agency Working Group.			
August 2003 - March 2004	Fact-Finding Tours: Minister Falcon (August – October 2003); Minister Santori (January – March 2004) <ul style="list-style-type: none"><li>over 140 interviews conducted (including 8 First Nations and 19 local governments)</li><li>over 32 resorts visited, both marine- and land-based destinations in the Okanagan, Northwest, Kootenay and Vancouver Island/Coast Regions</li></ul>			
August –December 2003	700 letters sent to resort owners (about a 20 per cent response rate) 150 Chambers of Commerce contacted Web page created 1-800 number established			
August – December 2003	Task Force Office initiates sector research: <ul style="list-style-type: none"><li>Destination Resort Sector: Analysis of Strengths, Opportunities and Challenges</li><li>Land and Marine Based Resort Development Processes Analysis</li><li>Inter-Jurisdictional Resort Development Study</li><li>Supply and Demand Analysis</li></ul>			
December 10, 2003	Minister Falcon presents the BC Resort Task Force Update at Open Cabinet			
February 2004	Minister Santori presents progress update at Tourism Industry Conference in Victoria BC Resort Task Force – Progress Report released			
Sept. 2003 - October 2004	<b>Meetings:</b> <table><tr><td><u>External Advisory Group:</u><ul style="list-style-type: none"><li>1. November 5, 2003 in Richmond</li><li>2. January 13, 2004 at Malaspina University College in Nanaimo</li><li>3. April 19-20, 2004 in Richmond</li></ul></td><td><u>Inter Agency Working Group:</u><ul style="list-style-type: none"><li>1. September 19, 2003</li><li>2. December 15, 2003</li></ul><u>Streamlining Committee:</u><ul style="list-style-type: none"><li>1. January 23, 2004</li><li>2. February 25, 2004</li><li>3. March 23, 2004</li></ul></td><td><u>Municipal Committee:</u> (Teleconferences)<ul style="list-style-type: none"><li>1. November 28, 2003</li><li>2. January 9, 2004</li><li>3. February 3, 2004</li><li>4. March 2, 2004</li><li>5. March 4, 2004</li><li>6. March 11, 2004</li><li>7. April 6, 2004</li><li>8. June 14, 2004</li><li>9. June 28, 2004</li><li>10. August 10, 2004</li><li>11. October 7, 2004</li><li>12. October 15, 2004</li></ul></td></tr></table>	<u>External Advisory Group:</u> <ul style="list-style-type: none"><li>1. November 5, 2003 in Richmond</li><li>2. January 13, 2004 at Malaspina University College in Nanaimo</li><li>3. April 19-20, 2004 in Richmond</li></ul>	<u>Inter Agency Working Group:</u> <ul style="list-style-type: none"><li>1. September 19, 2003</li><li>2. December 15, 2003</li></ul> <u>Streamlining Committee:</u> <ul style="list-style-type: none"><li>1. January 23, 2004</li><li>2. February 25, 2004</li><li>3. March 23, 2004</li></ul>	<u>Municipal Committee:</u> (Teleconferences) <ul style="list-style-type: none"><li>1. November 28, 2003</li><li>2. January 9, 2004</li><li>3. February 3, 2004</li><li>4. March 2, 2004</li><li>5. March 4, 2004</li><li>6. March 11, 2004</li><li>7. April 6, 2004</li><li>8. June 14, 2004</li><li>9. June 28, 2004</li><li>10. August 10, 2004</li><li>11. October 7, 2004</li><li>12. October 15, 2004</li></ul>
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April 2004	BC Resort Task Force presents its Recommendations Report to Minister of State for Resort Development, Honourable Sandy Santori			
May 5-20, 2004	Minister Santori conducts round of meetings with Ministerial Colleagues to review recommendations and develop Action Plan Timeframes			
July 27, 2004	<i>Recommendations of the British Columbia Resort Task Force</i> released			

## APPENDIX 3

### Recommendations of the BC Resort Task Force

These are the recommendations of the members of the BC Resort Task Force as presented to the Chair, the Honourable Sandy Santori, for consideration following the review of the submissions and tour findings. The recommendations are all encompassing and are

viewed as having an impact on government, industry and communities.

Reflecting the key themes that emerged during research and consultation with resort industry stakeholders, the BC Resort Task Force organized its recommendations into these areas:

Themes	Recommendations
<i>Certainty and Efficiency</i>	1. Achieving Greater Certainty and Efficiency
	2. Resolving Land Use Conflicts
	3. Increasing First Nations Involvement
	4. Increasing Certainty for Financing
	5. Moving Towards Sustainability
<i>Infrastructure / Transportation</i>	6. Developing a Resort Transportation Strategy
	7. Building More Transportation Infrastructure
	8. Encouraging Resort Clusters
<i>Regulatory Framework Issues</i>	9. Making Regulations More Flexible
<i>Marketing</i>	10. Working Together to Develop New Opportunities
	11. Marketing
	12. Investor Recruitment
<i>Human Resources</i>	13. Addressing Human Resource Needs
<i>Local Government</i>	14. Helping Resort Communities Develop

Specific recommendations for each of the areas are provided in the **Recommendations of the B.C. Resort Task Force** report.

In the Minister's review and discussion with the BC Resort Task Force, the following recommendations emerged as the highest priority. These priorities are reflected in this Resort Strategy document.

#### 1. Development of a one window resort office that:

- Integrates all provincial review and applications processes and guides the proponent through all stages of the application process;

- Has on-going responsibility for resort development, both new and existing operations;
- Works toward resolution of conflicting and competing interests that may affect application processes;
- Coordinates the various agencies with statutory authority in an effort to expedite project approvals in a timely manner;
- Works with local and regional governments and First Nations bringing their input into the process at the beginning of the project; and

- Works with line agencies to seek Federal, local and regional government harmonization and coordination.

## 2. Help Resort Communities Develop.

- Develop best practices guidelines for local and regional governments and resort developers. The guide should address the needs of new developments, as well as expansions, and transitions from stand-alone resorts to all-season resort areas;
- Continue the Sequencing Project's examination of how to minimize constraints on resort development by seeking efficiencies in planning, servicing and governance;
- Conduct a thorough review of local and regional government legislation and policy that affects resort application and development. Make appropriate recommendations on harmonization and coordination. Include a review of the *Mountain Resort Associations Act*, increasing its scope to include all resorts; and
- Bring municipalities/local government, resort industry and District Marketing Offices together in a forum setting for information dissemination and collaborative action.

The Municipal Committee has initiated two projects – the Sequencing Project and the Best Practices. The over-arching goal of the Sequencing Project is to ensure that the transition from ski resort proposal - to planning - to development - to a fully functioning resort community is as efficient as possible so resort development in British Columbia is not inhibited. The goal of this project is to provide practical recommendations to government to help

reduce conflicts and fill gaps in existing policy, legislation and processes related to approval for and operation of mountain resorts. The study will assess conflicts and gaps in the present planning, servicing and governance policy, legislation and process models and develop recommendations to ensure that the transition from ski resort development to a fully functioning resort community is as efficient, effective and representative as possible. While the current focus is mountain resorts, it is anticipated that results of this review may be applied to resort development in general.

The Best Practices Guide project will address the challenge faced by resort developers and local governments/ communities in trying to understand each other's problems, responsibilities and timelines. Sound developer / community relations are critical for a successful venture and the intent is to create a comprehensive and detailed, yet user-friendly, Best Practices Guide in the fields of resort planning, development and operation. It will establish a framework for emerging and established resort communities. The best practices guide will focus on providing information and tools to enhance the relationship between the resort developer(s) and the resort community.

## 3. Resolve Land Use Conflicts.

- Eliminate jurisdictional overlaps within line ministries should be eliminated and statutory authorities delegated when appropriate. Line ministry silo effects only add to the conflicting land use;
- Establish mechanisms for conflict resolution that involve all stakeholders;
- Where conflicts exist, provisions should be made to adjust land use plans accordingly;

- Continue on going work to resolve existing major land use conflicts with other sectors, or within the resort/tourism sector, should be continued;
- Review land use planning processes and existing land use plans with respect to resort development concerns; and
- Resolve specific concerns between motorized and unmotorized recreational vehicles along with snowmobile and heliski conflicts.

#### **4. Increase First Nations Involvement.**

- Establish clear lines of provincial agency responsibility for co-ordinating consultation activities to ensure that consultation occurs in the most timely and effective manner possible, both for developers and First Nations;
- Include First Nations early in the resort planning process;
- Encourage proactive recruitment of aboriginal groups as partners in resort development;
- Provide support to build capacity with First Nations and their ability to participate effectively in the process;
- Establish partnerships / protocols with local government; and
- Develop guidelines with case studies of positive working relationships between the tourism industry and First Nation communities and organizations.