

FOREST TOURISM OPPORTUNITIES STUDY FOR SQUAMISH FOREST DISTRICT & IN-SHUCK-CH / N'QUAT'QUA STATEMENT OF INTENT AREA

Project Report

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March 2000

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MAP INFORMATION

Original map data from the project authors has been presented on Provincial digital base map layers in Adobe Portable Document Format (.pdf). Some data has been **generalized (simplified)** in an attempt to maintain reasonable download times and ensure map readability.

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Simplified / Generalized Maps

Existing Tourism Use	<u>File Size</u>
Study Area Base Map	4,014KB
Tourism Operator Facilities / Base of Operations	2,340KB
Tourism Features, Routes and Activity Sites	3,390KB
Tourism Use	2,405KB
Tourism Product Capability	
ATV / 4x4 Touring	3,063KB
Destination Lodge / Resort	8,235KB
Heli-Skiing	11,628KB
Hiking	10,566KB
Lake / River Activities	2,675KB
Mountain Biking	5,379KB
Nordic Skiing / Ski Touring	13,951KB
Snowmobiling	15,560KB
Wildlife / Nature / Cultural Viewing	2,664KB

Original Report Maps

Existing Tourism Use	<u>File Size</u>
SWOT Summary	2,514KB
Top Activities / Tourism Products	2,544KB
Area Administrative Boundaries	1,928KB
Community Areas	2,513KB
Tourism Operator Facilities / Base of Operations	2,625KB
Tourism Features, Routes and Activity Sites	2,680KB

Tourism Product Capability

ATV / 4x4 Touring	6,121KB
Destination Lodge / Resort	6,421KB
Heli-Skiing	6,716KB
Hiking	6,850KB
Lake / River Activities	5,712KB
Mountain Biking	6,356KB
Nordic Skiing / Ski Touring	7,218KB
Snowmobiling	7,086KB
Wildlife / Nature / Cultural Viewing	5,752KB

1 Executive Summary

1-1 Introduction

Clover Point Cartographics has been commissioned by the Ministry of Small Business, Tourism and Culture to identify opportunities for sustainable community-based tourism development within the Squamish Forest District and the In-Shuck-ch N'Quat'qua Statement of Intent area. Working with Clover Point on the project are Geoscape Environmental Planners and Lions Gate Consulting. Communities in the study area include Lions Bay, Britannia Beach, Squamish, Whistler, Pemberton, D'Arcy, Bralorne (Gold Bridge), and the communities of the Squamish, In-Shuck-ch, N'Quat'qua, and Mt. Currie (Stl'atl'imx) First Nations.

1-2 Purpose

The information obtained will enable senior government to support the efforts of individuals, municipal governments, First Nations, tourism groups and economic development commissions to diversify local economies, maintain access to recreational resources for local residents, and minimize conflicts among resource users. The analysis is not meant to be either exclusive or exhaustive. The study's objective is to identify those products with the best development capability based on a combination of natural resource, market potential and local development capability.

1-3 Background

The Tourism Opportunities Study (TOS) concept is part of a natural progression for the Ministry of Small Business, Tourism and Culture. Prior to 1998, one of the Ministry's key emphases was conducting regional or strategic scale Tourism Resource Inventories (TRI), the primary focus of which was to support land use planning. The TRI uses a Geographic Information System (GIS) based inventory of tourism assets and predictive tourism product capability modeling. Building on the same GIS-based tools as a TRI, a TOS adds a SWOT analysis to incorporate the economic and social priorities of the community, reflects the current status of local tourism development and provides the detailed information required for sub-regional or community level planning. The work is intended to compliment previous and on-going studies, including the *Strategic Planning for Commercial Recreation* undertaken for the BC Assets and Land Corporation.

1-4 Regional Tourism Profile

A total of 333 tourism operators were identified as being based in or using the study area. Of these, 152 offered accommodations, 102 offered tours and experiences, 34 offered attractions, 35 offered rentals and miscellaneous services, and 10 offered scheduled transportation services or car rentals. Several operators offered both accommodation and tours or several types of

touring activities. Outside of Whistler (65% of tourism operators), Squamish (19% of tourism operators) and Pemberton (9% of tourism operators) there is very little tourism infrastructure.

According to Visitor InfoNetwork visitor statistics, the majority of summer visitors to Whistler and the Squamish area are from BC. The marketability of the region can be seen in the fact that the next biggest source of visitors is the North American long haul market (22% in Squamish and 25% in Whistler). Europe and Asian are also key markets, accounting for a much greater share of visitation in the study area than they do in other regions of the province. Although visitation data is not available, areas outside of the Sea to Sky corridor are believed to have a tourism market base that is much more dependent on regional markets.

The typical visitor is in the region for 1-3 days as part of a multiple-destination holiday to BC. Their main activity is sightseeing, although 24% are seeking an outdoor adventure.

1-5 Community Analysis

There is no greater range of tourism development, capacity, infrastructure and services among communities in any region of the province than in the study area. Whistler is an internationally renowned destination resort with hundreds of millions of dollars in capital investments, a very high level of marketability, sophisticated marketing and development programs and access to very high quality recreational assets, not just for downhill skiing, but for many other activities. Squamish has a much smaller tourism base, but nevertheless benefits from its location midway between Vancouver and Whistler and high marketability for such recreational pursuits as windsurfing, mountaineering, mountain biking and wildlife viewing. Rural areas in the region, including the Northeast Ranges and South Lillooet are at the other extreme with practically no tourism operator base, low visitor volumes and only very basic infrastructure.

The major strengths of the study area are its diverse natural attributes, some of which are of national and international significance, its critical mass of tourism investments and expertise, its very high marketability for international markets and close proximity to major regional markets in the Lower Mainland. Major weaknesses include the inability of rural areas, particularly First Nations communities, to participate in and benefit from tourism activity, road conditions in rural areas that range from poor to very poor and a historical lack of cooperation on tourism development between Squamish, Whistler and Pemberton.

Opportunities for tourism development in the study area are extensive. Prime opportunity areas include:

- Increased demand from regional markets in the Lower Mainland and Pacific Northwest.
- New value-added product development that takes advantage of the high-spending markets drawn to Whistler in the winter.
- The extension of visitation growth patterns into surrounding geographic areas, which would reduce land use pressures in Whistler/Squamish and generate more employment and income benefits for rural communities.

- Product packaging that will enable smaller operators to leverage their resources and capture more visitor markets.
- Partnerships with First Nations for more cultural interpretation and the creation of unique experiences.

The main challenges to tourism and economic development continue to be the lack of infrastructure, services and amenities in the rural areas, the lack of community/political support for tourism, and land and resource management concerns as use expands. Growth management and land use are real concerns especially along the Highway 99 corridor. If not managed properly things like highway development, recreational resource use conflicts and visual quality management have the potential to degrade visitor experiences and perhaps jeopardize the marketability the region has earned over the last 20 years.

The [following map graphic](#) summarizes the tourism development situations for communities in the study area.

1-6 Product Analysis

Ten products/activities are reviewed in this report. The following tables summarize the regional strengths, weaknesses, opportunities and threats associated with these products.

1-6.1 Destination Lodge /Resort

Strengths	World renowned destination for skiing, climbing and mountain biking. Proximity to population centre (the Lower Mainland) with major transportation node (Vancouver International Airport). Existing visitor volumes allow for economies of scale and provide momentum for growth. Geographic diversity provides broad suit of related opportunities. Proximity to high quality outdoor recreation features including hotsprings.
Weaknesses	Periodic road closures along the Sea to Sky Highway. Fishing regulations and uncertainties associated with stock levels. Increasing accessibility and loss of sense of remoteness. Increasing demands for a variety of activities in one location leading to user conflicts. Shortage of crown lands suitable for expansion of tourism industry / infrastructure outside of the ALR (Agricultural Land Reserve). Lack of infrastructure outside of Highway 99 corridor.
Opportunities	For fish lodges, expansion into the ecotourism and family packages with diversified activity options. Specialty lodges such as hotspring spa/resort, lodges focused on First Nations interpretation and Dude Ranches. Packaging lodge based outdoor recreation activities to business / conference markets.
Threats	Scenic management of the forest land base. Declining fish stocks. Access to crown land tenure. Land use uncertainties.

1-6.2 Helicopter Supported Activities

Strengths	Geographic diversity and related opportunities, proximity to population/ transportation centres, proximity to high quality outdoor recreation features.
Weaknesses	A few operators control large expanses of land under commercial recreation (CR)

	tenures. Access to new CR tenure. Noise and disturbance (wildlife and tourist) in remote areas. Possible negative effect on wintering wildlife. Inclement weather and visibility.
Opportunities	Expansion into diversified activity options. Increasing commercial recreation tenures to the icefields.
Threats	Scenic management of the forest land base. Rising operation costs. Liability. Public safety concerns and perceptions surrounding noise.

1-6.3 Hiking

Strengths	Scenery. High quality and well distributed recreation features. Logging roads (access). International draw of Whistler (access to clients). Opportunity for sub-alpine and ridge hikes with lakes and vistas. Trails in urban areas. Proximity to large regional market and international airport (Lower Mainland).
Weaknesses	Coastal weather patterns (wet). High number of recreational users. Lack of new trail development. Visual impacts of timber harvesting. Conflicts with other users (mountain bikes, motorized vehicles, and horses).
Opportunities	Development of regionally significant sub-alpine hikes. Linkages with other products such as lodges, hut-to-hut touring and nature/wildlife interpretation. Demographic niche development (e.g. youth, seniors, women). Packaging of hiking with spa resort products.
Threats	Lack of public sector funding to develop and maintain trails.

1-6.4 Hut to Hut Touring

Strengths	Remoteness, yet readily accessible. Quality scenic features. High quality and well distributed recreation features. Optimum topography. High numbers of recreationalists based nearby (Lower Mainland).
Weaknesses	Potential for vandalism. Difficulties related to compliance and enforcement. Potentially negative environmental impacts (construction, increased use around huts).
Opportunities	Rustic to high end hut development. Use of income from better used huts to subsidize maintenance of less popular huts and trails. Involvement of community and non-profit organizations in hut construction and maintenance.
Threats	Land use uncertainties. Increased recreation use affecting "remote" experience.

1-6.5 Lake / River Activities

Strengths	Numerous rivers and variety of large and small lakes in different settings. Quality scenery. Highly accessible. Remote (fly-in lakes). Close proximity to population (lower mainland) and tourism centres. Lakes with wild fish and stocked.
Weaknesses	Garibaldi Defense Zone closure of Cheakamus River to commercial opportunities. Significant recreational use, consequently potential for high environmental and social impacts (lack of limits of acceptable change analysis).
Opportunities	Guided canoe, rafting and kayaking. Guided steelhead fly-fishing. Support for unguided activities (whitewater kayaking, canoeing – shuttling, rentals etc).
Threats	Increased recreation use affecting "remote" experience. Perception of impacts of forest harvesting on scenic quality. Loss of access through road deactivation. Fishing closures and stock depletion, particularly wild stock.

1-6.6 Mountain Biking

Strengths	Trails for multiple skills and physical fitness levels close to urban centres. Well organized and-maintained trail systems. High quality scenery. Significant recreation features. Long season and mild weather. Close proximity to Lower Mainland regional markets. Extensive roster of events to attract enthusiasts. Strong involvement of tourism industry in event sponsorship. Destination status in Squamish, “Mecca” status in Whistler and “local secret” status in Pemberton. Minimal conflicts with other users.
Weaknesses	Little development outside of the Whistler core. Some community resistance to further development.
Opportunities	Final development of a regionally significant Sea to Sky trail. Heli-biking, and alpine riding opportunities to remote ridge trails. Promoting trail-use codes of conduct. Spillover development in Pemberton from Whistler. Packaging biking with other activities for soft adventurers.
Threats	Lack of public sector funding to develop and maintain trails. Denied access through private lands. Negative perception by some communities that this is a low value, and therefore undesirable, activity. Use pressures in Whistler.

1-6.7 Nordic Skiing

Strengths	Quality scenic features. Access and proximity to population centre. Significant wilderness ski touring in Garibaldi Provincial Park, Callaghan Valley, Whistler, and Cayoosh. Relatively long season (5-6 months).
Weaknesses	Limited locations (lack of diversity). Sea to Sky Highway closures. Conflict with motorized activities. Limited development and infrastructure to support activity outside of Whistler area. Poor winter road conditions to many backcountry trailheads. Medium to high avalanche hazards. Climatic conditions and rapidly changing humid snow conditions.
Opportunities	Improved infrastructure and access to select areas. Links to hut-to-hut development (outside Park boundaries). Guidebooks and maps. Product packaging potential with other activities such as lodges/resorts. Build appeal to marathon/triathlon competitive/events. Helicopter, snowmobile or snow-cat access touring areas.
Threats	Uncertainties with land claims and CR tenure for related, but potentially conflicting activities (heli-skiing, snowmobiling). Lack of public sector funding to develop and maintain trails. Competition/conflicts with snowmobile use areas.

1-6.8 Off-road Touring (ATV/4x4/Trail Bike)

Strengths	Plethora of logging roads. Attractive, remote communities. Well distributed destination features. Accessible high elevation ridges. Proximity to population centres.
Weaknesses	Road deactivation. Conflicts with industrial activity (use of roads). Poor signage. Vandalism and rowdy behaviour associated with this activity. Road, trail and site maintenance. Lack of designated use areas. User safety concerns.
Opportunities	ATV (and trail ride) circuit development. Interpretive tours. Off-road events. Extreme sporting potential. Develop a code of conduct for users. Establish designated areas. Multi-use with mountain bike events (4x4 access).

Threats	Denied access to private lands and parks. High potential for conflict with other users and with sensitive wildlife habitats. Environmental degradation (if off road or mud bogs). High operating costs.
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1-6.9 Snowmobiling

Strengths	Many groomed trails in the area. Access to expansive "play" areas. Presence of destination features (e.g. hot springs). Pemberton Icefield. Proximity to population centres (Lower Mainland) and interested tourism market (Whistler).
Weaknesses	Limited entry points to the Pemberton Icefield. Trail maintenance. Medium to high avalanche hazards and rapidly changing humid snow conditions. Safety concerns.
Opportunities	Improved infrastructure and access to select areas. Product packaging potential with other activities such as lodges/resorts. Helicopter assisted snowmobiling. Use of snowmobiles to provide access for ski touring/snowboarding. Snowmobiling events. Establish a code of conduct. Delineate designated areas.
Threats	High potential for conflict with other users and potential for impact on sensitive wildlife habitats. Coastal climatic conditions. Uncertainties with land claims and CR tenure for related, but potentially conflicting activities (heli-skiing, nordic skiing). Lack of public sector funding to develop and maintain opportunities

1-6.10 Wildlife / Nature / Heritage / Cultural Viewing and Interpretation

Strengths	Proximity to Lower Mainland regional market. Important estuary (Squamish River). Significant opportunities for heritage, cultural, natural and wildlife interpretation. Bald Eagle congregations. Gold Rush Trail.
Weaknesses	Operator attention to resource management issues. Unreliability of wildlife sightings. Limited cultural exposition or museums. Habituation of bears to tourists. High use pressures in some areas.
Opportunities	Interpretive and educational touring. First Nations cultural exposition. Infrastructure development (e.g. trails, bridges and viewing platforms). Packaging with other activities.
Threats	Over use and non-compatible use affecting wildlife sites and reducing wildlife observation opportunities. Some community apathy toward tourism development.

1-7 Product Opportunities and Recommendations

A [map showing the top six activity/product opportunities](#) for each of the units in the study area appears on the following page. These are the top rated opportunities only and the graphic does not imply that other opportunities do not exist. More opportunity descriptions are provided in the table below as well as in the main report and appendices.

The study area has a blend of high quality tourism attributes and existing market development that is unique in the province. Many of the features are nationally and internationally significant, while the regions proximity to a large regional population base is an underlying competitive strength. The following table provides a summary of the product/activity opportunities identified as having the most potential in each of the study area communities.

Trail- & Road-based	Whistler	Squamish/ Britannia	Pemberton	Mt. Currie	Bralorne/ Gold Bridge	N'Quat'qua	In-Shuck-ch
▪ Biking	x	x	x	x		x	x
▪ ATV/4x4/Trail Bike	x	x			x	x	x
▪ Hiking	x	x	x	x	x	x	x
▪ Snowmobiling	x	x	x			x	
Area-based							
▪ Nordic Skiing	x	x	x			x	
▪ Wildlife Viewing		x					
▪ Cultural/heritage interpretation		x		x	x	x	x
▪ Lodge/Resort	x	x	x				x
▪ Huts	x		x			x	x
▪ Heli-activities	x	x	x			x	
Water-based							
Canoeing/ kayaking (river)	x	x	x	x			
▪ Freshwater fishing	x	x		x		x	x
▪ Rafting	x	x				x	

1-8 Community Recommendations^{1[1]}

Communities that wish to expand their tourism product/activity offerings must not only look after the needs of entrepreneurs, businesses and new investment, they must also address more basic economic development issues in the study area. Opportunity development often has less to do with matching resource capability with target markets than with making sure fundamental building blocks that encourage new business activity are in place.

In the Sea-to-Sky region, the needs of communities differ markedly from one area to the next, although the study area is not that large geographically. In Whistler, for example, there is an advanced tourism infrastructure, an extensive inventory of services and large pools of tourism entrepreneurs and capital. In the outlying rural areas the opposite is true – little infrastructure, few services and entrepreneur/capital shortages. The capacity for new tourism development therefore ranges from the very broad to the very limited.

^{1[1]} In consideration of the substantial amount of tourism planning that has already transpired in the Resort Municipality of Whistler, the client resolved that a community recommendations specific to Whistler would not add additional value and therefore instructed the consultants to focus their efforts elsewhere. Although a community recommendations was not developed, the resource and opportunity analysis was conducted for the entire study area, and included the identification of opportunities which could benefit Whistler.

The following table summarizes recommendations made in the final chapter of this report describing actions which communities could take to address their tourism weaknesses and gaps.

Squamish

- Establish a tourism coordinator *page 70*
- Submit application for Gateway program *page 70*
- Establish a joint tourism-forestry task force *page 71*
- Develop a highway gateway presence *page 71*
- Facilitate product/activity packaging *page 72*
- Ensure tourism values are included in land use planning *page 73*
- Improve windsurfing facilities *page 74*
- Encourage more outdoor rental and service establishments *page 75*

Pemberton

- Prepare an education brochure on trail use *page 76*
- Prepare a community tourism strategy *page 77*
- Offer site selection services *page 78*
- Raise the level of awareness and support for tourism among residents *page 78*
- Develop plan for a snowmobile staging area *page 79*

Bralorne/Gold Bridge

- Ensure rural road improvements are undertaken locally *page 80*
- Support establishment of Bridge River Trust *page 81*
- Expand Bralorne's exposure on the Internet *page 81*
- Increase interpretation of the region's gold history *page 82*

Mt. Currie

- Develop an integrated tourism strategy *page 84*
- Sponsor a First Nations' tourism planning conference *page 84*
- Prepare a tourism training strategy *page 85*
- Identify opportunities for on-reserve development *page 86*
- Assess development potential related to Cayoosh resort *page 86*
- Increase direct involvement in facilities development and management *page 87*

In-SHUCK-ch / N'Quat'qua

- Develop a coordinated land use/infrastructure mechanism for the region *page 89*
- Develop information sharing capacity *page 90*
- Coordinate recreation development *page 91*
- Profile and market the region *page 91*
- Implement an investment attraction program *page 92*
- Establish a destination mountain bike trail *page 92*

2 Introduction

Clover Point Cartographics has been commissioned by the Ministry of Small Business, Tourism and Culture to identify opportunities for sustainable community-based tourism development within the [Squamish Forest District and the In-Shuck-ch N'Quat'qua Statement of Intent area](#). Working with Clover Point on the project are Geoscape Environmental Planners and Lions Gate Consulting. Communities in the study area include Lions Bay, Britannia Beach, Squamish, Whistler, Pemberton, D'Arcy, Bralorne (Gold Bridge), and the communities of the Squamish, In-Shuck-ch, N'Quat'qua, and Mt. Currie (Stl'atl'imx) First Nations.

2.1 Purpose

The information obtained will enable senior government to support the efforts of individuals, municipal governments, First Nations, tourism groups and economic development commissions to:

- diversify local economies,
- maintain access to recreational resources for local residents, and
- minimize conflicts among resource users.

As the tourism industry grows, demand for the “**Super Natural**” experiences that have become the signature tourism product for the province will continue to increase. This study should contribute to integrated resource and community planning targeted towards economic, social and environmental sustainability. In addition to identifying key opportunities for tourism, this report identifies important issues and constraints that threaten the potential for tourism in the study area.

The analysis is not meant to be either exclusive or exhaustive. The study's objective is to identify those products with the best development capability based on a combination of natural resource, market potential and local suitability. The ultimate value of this project is in identifying key opportunities and actions required to assist in the priority-setting of key players in tourism planning, and providing further direction to communities, business people and organizations involved in tourism development in the region.

2.2 Scope and Methodology

There were four overlying objectives for this project:

1. Conduct an inventory of tourism operators, facilities, features, areas of use and infrastructure
 - Build on existing Forest Recreation and Tourism Resource Inventory data
 - Use existing data and previous studies where available
 - Use first hand interviews and surveys of area tourism operators
 - Identify land and resource issues with a bearing on tourism development
 - Provide summary statistics on existing tourism activities
 - Follow RIC standards for Community–Scale (1:20,000) Tourism Opportunity Studies
2. Create predictive models which evaluate the potential of the natural resource base to support defined tourism activities
 - Create up to 10 models
 - Base models on digital data collected and input from industry experts
 - Use existing Ministry feature-based models where applicable
 - Modify for local conditions, and based on input from industry experts
 - Incorporate constraints where applicable and available
3. Undertake an economics-based analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT)
 - Use latest market research plus information gathered through survey and interview
 - Incorporate results of inventory and modeling
 - Describe tourism opportunities in 10 tourism product areas
 - Identify specific opportunities suitable for tenure under Commercial Recreation guidelines
4. Incorporate community involvement throughout the study
 - Use local experts (Planning Agencies, Community Groups, First Nations, tourism operators and recreational organizations)
 - Incorporate local concerns, constraints and issues
 - Prepare tourism development profiles for communities
 - Present results (report and map)

The work plan for this project involved the following key steps:

- **Review of Previous Studies** and summary of tourism opportunities.
- **Detailed Survey** of tourism operators, recreation groups, and agencies to identify information on existing operations and tourism opportunities. A total of **333** tourism operators were identified as based in or operating in the study area. The response rate through survey and telephone interview was **45%**.
- **Personal Meetings and Telephone Interviews** with **over 30** economic and tourism development representatives, community leaders and tourism operators for information on product and communities SWOTs and possible regional actions for tourism development.
- **Telephone Interviews** with tourism operators outside of the study area for information on key success factors and best practices in product development.
- **Data Compilation** to collect, update, refine and organize information from government agencies and tourism operators.
- Develop GIS-based Predictive Models of the key tourism products (shown in [Appendix A](#)).
- Preliminary Product and Community Analysis Report to identify key tourism opportunities.
- **Status Report and Maps** summarizing process and preliminary results.
- **Detailed Tourism Analysis** identifying opportunities and related information in more detail, with specific implementation recommendations submitted as Draft Report.
- **Final Report and Data** incorporating all reports, analysis, and map folios. Digital mapping format to provincial standards.

2.3 Report Structure

There are three main sections to this report, with the majority of analytical detail contained in the appendices.

- [Chapter 4](#) presents industry structure and visitor market data for the study area.
- [Chapter 5](#) has opportunities and recommendations for the development of the 10 outdoor recreation products in the study area. The basis for the discussion is the detailed resource and market assessments in [Appendix C](#). [Appendix D](#), which presents activity profiles for the 10 products, is also intended to accompany the Chapter 5 analysis. Included are case examples of development approaches in other jurisdictions.

- [Chapter 6](#) begins with a summary of the community SWOTs that appear in [Appendix B](#) and concludes with some actions communities could take in assisting the tourism development process.
- GIS methods, digital data sources and tourism product capability maps are shown in [Appendix A](#). A contact list and methods / results of the tourism operator survey have been included as [Appendix E](#). A selected bibliography appears in [Appendix F](#).

3 Background

3-1 Importance of Tourism

The tourism industry is one of the great economic success stories in British Columbia. Tourism British Columbia reports that in 1999 the industry generated over \$9.2 billion in revenue, up 4.9 percent over 1998^{1[1]}. Revenues are expected to surpass the \$9.4-billion mark this year. A record 22.3 million visitors supported 16,500 tourism related businesses in 1999. Almost 113,000 people are directly employed in this sector in the province, not including self-employed workers. Total direct and indirect employment is estimated at about 250,000 individuals. Tourism is the second-largest earner of export (foreign exchange) income in the provincial economy, after wood products.

The forecast is for the steady growth to continue, and there is excellent potential to develop the tourism industry in the study area, as well as throughout the province. Adventure tourism constitutes a major growth sector of the tourism industry -- outpacing every other sector of the Canadian economy. Market demand for the type of experiences offered in the region and throughout British Columbia continues to grow, as baby boomers age and travel more frequently. The desire among a growing urban-based population to experience a natural setting is one of several key trends stimulating this increase in demand.

A study completed in 1998 found that ecotourism in British Columbia generated \$892 million in revenue in 1997 and employed more than 13,000 people, an 11-per-cent increase from the previous year^{2[2]}. The provincial Economic Council of Ministers has included ecotourism as a key component in provincial economic revitalization and diversification. Another area with great potential is aboriginal tourism. Last year, Tourism British Columbia signed an accord with the Aboriginal Tourism Association of British Columbia to help develop and promote aboriginal tourism products and services.

Ecotourism/outdoor adventure is one of the fastest-growing sectors of the tourism industry. To support development of this sector, the Ministry of Small Business, Tourism and Culture has developed a three-part strategy^{3[3]} that:

- Conducts Tourism Opportunity Studies to help assess the potential for different areas of the province to develop an ecotourism industry;
- Designates "Gateway" communities to serve as focal points for the co-ordinated development of an exciting variety of recreational and cultural activities; and

^{1[1]} Source of information for this section: Ministry of Small Business, Tourism and Culture web-site

^{2[2]} Ibid.

^{3[3]} Ibid.

- Works with industry to develop "Best Practices" that will enhance BC's desirability as an ecotourism destination and ensure that international travellers are satisfied British Columbians are protecting their precious natural resources.

3-2 Tourism and Land Use Planning

In British Columbia community development, tourism, and recreation planning is managed by several agencies. The **Ministry of Small Business, Tourism and Culture** (MSBTC) has the responsibility to ensure that tourism values and interests are available for, considered and accommodated in provincial, regional and sub-regional land, water and resource planning initiatives and in treaty negotiations. The **Ministry of Forests** (MoF) is responsible for, among other things, administration and management of recreation on Crown Forest Lands. The **British Columbia Assets and Land Corporation** is responsible for Commercial Recreation tenures on Crown Lands. **BC Parks** is responsible for recreational and commercial tourism use in Provincial Parks.

Forest Renewal British Columbia (FRBC) is an independent Crown Corporation that was established to manage and direct investments to renew British Columbia's Forest Economy. Among their objectives is to support forest communities experiencing major job loss.

Fisheries Renewal BC is an independent Crown corporation with a legislated mandate to provide all British Columbians -- including First Nations, commercial and recreational fishers, processors, local government, environmental groups, the sports fishing tourism industry and others -- with meaningful opportunities to participate in provincially-led initiatives aimed at protecting fish and renewing the fishery. The top priorities of Fisheries Renewal BC include programs for recreational fisheries diversification and development and community-based fisheries job creation strategies.

Tourism development planning has traditionally occurred either as regional economic development studies or as site-specific feasibility studies. While each provides useful information, the first does not consider the 'where' question, while the second considers only a predetermined location. A Tourism Opportunity Study (TOS) suggests a way to address the 'where' question across a community-scale region, seeking to identify spatially areas where business-style site feasibility analysis is appropriate on resource and social grounds.

The TOS concept is part of a natural progression for the Ministry of Small Business, Tourism and Culture. Since 1992, MSBTC's Tourism Policy and Land Use Branch has been working to incorporate the tourism industry's requirements into strategic, regional scale land use planning processes. A key tool allowing MSBTC to describe the existing industry and its resource needs has been the Tourism Resource Inventory (TRI)^{4[4]}.

The TRI uses Geographic Information System (GIS) technology to describe and map the locations of businesses involved in tourism, the resource features of importance, and the

^{4[4]} A TRI was conducted in the study area in 1993 and subsequently updated in 1996.

routes and areas used by tourism operations. Original information is captured via a survey of tourism operators, supplemented by a variety of other sources, and recorded at a nominal scale of 1:250,000. One key aspect of the TRI is its reliance on data provided by external agencies. A TRI adds value to these datasets through the interpretation of their applicability to tourism products. The TRI also uses predictive modeling to describe the capability of the resource base to support specified tourism products, providing mapping of relative potential across the landscape. Tourism operators are targeted for specific information about operations, and industry leaders are consulted for input on the predictive modeling. However, the TRI is driven by and directed towards provincial management agencies and does not provide adequate detail or appropriate information for sub-regional or community level planning.

The issue of land use planning and its implications for tourism in British Columbia has been an expressed concern for years. At the annual B.C. Tourism Industry Conference held in February 2000, the industry ranked land use and marketing as the two top issues of concern for tourism in the province^{5[5]}. Building on the same GIS-based tools as a TRI, a TOS is an information tool that adds a SWOT analysis to incorporate the economic and social priorities of the community. A TOS reflects the current status of local tourism development and provides the detailed information required for sub-regional or community level planning and can be used to identify, develop and promote appropriate, sustainable tourism development opportunities.

This study was initiated by MSBTC, which in 1999 approached several other managing agencies with an interest in tourism development or management of the natural resources to participate and provide funding assistance. Prototype TOSs were completed for [Nootka Sound](#) (1998), [North Vancouver Island](#) (Port McNeill Forest District) (1998), [Prince George](#) (1998) and the [Kalum Forest District](#) (1999). These prior studies did not fully incorporate the economic and social criteria as do the current TOSs. Digital data standards were released for Tourism Opportunity Studies in March 2000. In addition to this study, TOSs are concurrently being conducted in the following Forest Districts: [Cassiar](#), [Robson Valley](#), [Horsefly/100 Mile House](#), [North Coast](#), [Campbell River / Port McNeill](#) and [Fort St. James](#). A supplemental TOS, incorporating the economic and social analysis, is also being conducted in the [Kalum Forest District](#).

This study is intended to compliment previous and on-going studies, including the *Strategic Planning for Commercial Recreation* undertaken for the BC Assets and Land Corporation. A list of related studies is included in [Appendix F](#).

^{5[5]} Council of Tourism Associations



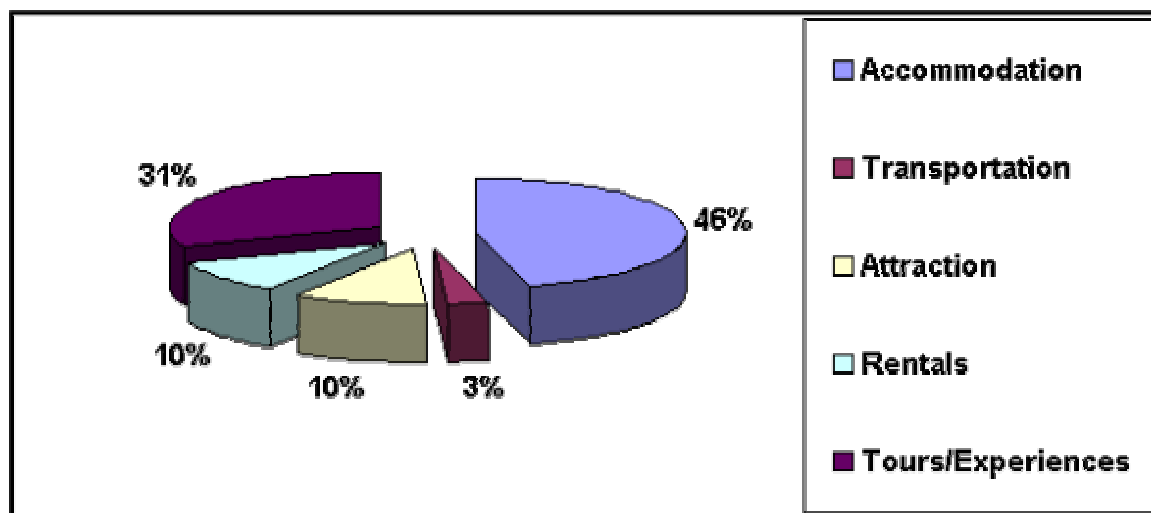
100 Lakes Area

Photo from Warren Fox

4 Regional Tourism Profile

4-1 Industry Structure

A total of 333 tourism operators were identified as being based in or using the study area. Of these, 152 offered accommodations, 102 offered tours and experiences, 34 offered attractions (including golf course and ski hills), 35 offered rentals and miscellaneous services, and 10 offered scheduled transportation services or car rentals. Several operators offered both accommodation and tours or several types of touring activities. Outside of Whistler (65% of tourism operators), Squamish (19% of tourism operators) and Pemberton (9% of tourism operators) there is very little tourism infrastructure.



4-1.1 Inventory of Accommodations, Services and Operators, 2000

Accommodation	Number of Operations	Attraction	Number of Operations	Transportation	Number of Operations
Motel	10	Museum	2	Marine	1
RV/Campground	13	Arts/Culture/Heritage	19	Air	1
Lodge/Resort	11	Recreation	1	Bus	2
Camps	1	Winery/Brewery	2	Rail	1
Cabins/Cottages	7	Nature	1	Taxi	3
Bed and Breakfast	41	Golf - public	3	Car Rental	3
Condominiums	4	Golf - semi-private	4		
Hostel	8	Ski Facility	3		
Charter boats	1	Rental	39		
Motel / Condo	32	Sales (with rentals)	25		

Property Manager	24
------------------	----

Tour / Experience	# of Primary Operations	# of Secondary Operations	TOTAL Number of Operations
Guide-outfitter	3	0	3
River rafting	8	0	8
Marine charters, salt	1	1	2
Marine charters, fresh	11	4	15
Air tours/charters	12	0	12
Geology & Minerals	0	0	0
Kayak/Canoe	6	6	12
Bus/Van/Motorcycle tours	11	3	14
Rail tours	0	0	0
Heli ski/hike	3	4	7
Hiking/Mountaineering/Nature	17	8	25
SCUBA/snorkeling	4	0	4
Caving/spelunking	0	0	0
Snowmobile	5	3	8
Cycling	8	5	13
Rock climbing	6	6	12
Horse and Trail	10	2	12
Ski touring	6	12	18
Other*	10	7	17

*Other operations	Number of Operations
ATV Tours	5
Paragliding / soaring	3
Windsurfing	1
Paintball Sports	2
Snowboard Tours	1
Snowshoe Tours	2
Dog Sledding	2
Horsedrawn Sleigh Rides	3

Note: some operators have several types of primary and secondary operations

4-2 Current Visitor Market Data

The following table presents tourism statistics selected from the 1999 Visitor InfoNetwork data from the Squamish and Whistler chambers of commerce. The data represents only those tourists who visited or contacted the local Chamber of Commerce and Tourism Information Centre for trip planning or during their visit. Data is also presented for Whistler hotel visitors.

4-2.1 Visitor Profile, Vancouver Coast & Mountains and Whistler, 1999^[1]

Visitor Origin	InfoCentre Visitors		Whistler Hotel Visitors	
	Squamish ^a	Whistler ^a	Winter	Summer

[1] The InfoCentre and Whistler Hotel visitor statistics should not be interpreted as representing the "average" visitor to the region, since each has sampling bias.

B.C.	37	25	22	41
Regional ^{2[2]}	20	15	14	14
North America ^{3[3]}	22	25	39	34
Asia	6	9	6	1
Europe	13	17	13	7
Other	2	9	5	3
Main Trip Purpose				
Sightseeing	41	52		
Visiting Friends & Relatives	9	3		
Outdoors/Wilderness Activities	24	24		
Cultural Events/Fairs/Festivals	2	1		
Sports Events/Tournaments	1	2		
Business/Professional	9	8		
Shopping	5	2		
Personal Matters/Other	9	8		

a source: BC Tourism

b source: Tourism Whistler

4-3 Room Revenues

Annual room revenues for the Squamish-Lillooet Regional District (SLRD) and Resort Municipality of Whistler between 1994 and 1998 are shown in the table below. Except for a relatively minor share associated with Lillooet, the majority of activity is attributable to communities in the Sea to Sky corridor, and most of that to Whistler. In 1998, 95% of all accommodation revenues in the SLRD accrued to Whistler properties. Between 1998 and 1994, revenues grew 77% in Whistler and a more modest 33% in the remainder of the region. By comparison, the growth in BC revenues over the same period was also 33%.

4-3.1 Annual Room Revenue, 1994-98

	Revenue				Revenue	Proper -ties	Rooms
	1994	1995	1996	1997	1998		
Squamish-Lillooet RD							
Total	66,946	82,034	92,846	103,257	118,381	87	3,860
Total – Hotels	51,857	61,839	69,496	75,136	81,324	34	2,756
76+ Rooms	41,445	47,676	55,075	60,948	65,615	16	2,206
1 -- 75 Rooms	10,412	14,163	14,422	14,189	15,709	18	550
Motels	1,278	1,444	1,309	1,559	1,495	10	159
Vacation Rentals	10,495	14,353	18,309	22,132	31,535	26	849

2[2] Short-haul markets - Alberta, Saskatchewan, Manitoba, Territories, Washington, Idaho, Montana, Oregon, Alaska.

3[3] Long-haul Canadian and US markets.

	Revenue				Revenue	Proper -ties	Rooms
	1994	1995	1996	1997	1998		
Whistler (DM)							
Total	62,570	76,806	87,532	97,579	112,562	59	3,272
Total – Hotels	49,275	58,844	66,253	71,756	77,777	24	2,397
76+ Rooms	40,183	46,447	53,959	59,664	64,260	15	2,126
1 -- 75 Rooms	9,091	12,397	12,294	12,092	13,517	9	271
Vacation Rentals	10,069	13,860	17,690	21,531	30,916	20	793
BC	898,678	999,405	1,093,486	1,157,519	1,201,789	2,262	80,026

Source: BC Stats

4-4 Park Visitorship Trends

There are several popular provincial parks in the Sea to Sky region, among them Blackcomb Glacier and Shannon Falls, which account for sizeable visitor volumes that are increasing over time. The following table shows demand trends for both day use and campground use for the 1993-1998 period. There were 765,231 day use visiting parties (3.5 persons per party) in 1998 and 42,388 campground visiting parties (3.2 persons per party). Day use and campground visitation grew 9.4% and 4.1%, respectively, during this period.

4-4.1 Visitation at Provincial Parks in the Garibaldi/Sunshine Coast District, 1993-98

	Avg. Annual %change 93- 98	1998	1997	1996	1995	1994	1993
Alice Lake - campground	3.8	13,049	11,584	11,351	11,897	12,152	10,838
day use	6.6	97,115	84,064	83,641	80,483	84,394	70,668
Birkenhead Lake - campground	3.1	6,022	5,166	5,333	5,882	6,754	5,162
day use	13.0	3,971	3,216	2,382	2,935	2,698	2,156
Blackcomb Glacier - day use	23.5	169,862	85,039	47,555	49,846	35,049	59,014
Brandywine Falls - campground	3.0	1,944	1,815	1,966	2,049	1,815	1,678
day use	2.7	52,189	44,775	46,924	52,584	63,850	45,635

Chieftain Viewpoint- day use	-0.4	56,692	59,897	64,520	62,221	57,193	57,756
Garibaldi - campground	-3.5	3,989	3,604	4,832	5,102	5,318	4,773
day use	1.2	28,415	28,948	30,641	32,268	30,571	26,756
Joffre Lakes Park - day use	10.3	13,802	9,932	3,880	7,410	9,301	8,435
Murrin - day use	4.1	56,453	47,842	47,494	45,350	43,635	46,284
Nairn Falls - campground	9.2	9,674	8,177	7,294	7,976	7,772	6,242
day use	-0.5	30,309	29,904	24,600	41,551	35,021	31,057
Porteau Cove - campground	0.7	7,710	7,442	7,629	7,794	8,189	7,453
day use	5.2	92,731	86,251	86,378	78,369	77,408	72,139
Shannon Falls -day use	7.5	163,692	151,995	136,375	131,662	123,673	114,201
Total - day use	9.4	765,231	631,863	574,390	584,679	562,793	534,101
campground use	4.1	42,388	37,788	38,405	40,700	42,000	36,146

Source: BC Parks - Garibaldi/Sunshine Coast District.

Parties defined as: Day use = # parties x 3.5 = #people. Campground = #parties x 3.2 = #people

Backcountry days = #parties x 3.0 = #people. Backcountry nights = #parties x 3.0 = #people

4-5 Forest Recreation Site Visitation Trends

The table below shows usage trends at 15 Ministry of Forests recreation sites in the Squamish FD. Visitation at these sites has grown approximately 18 percent per year, 448% in all, over the 10 year period from 1989 to 1999. With few exceptions, increased use has occurred across the full inventory of sites, with the 1995 to 1998 period showing the greatest growth.

4-5.1 High Season Visitation at Ministry of Forests Road Accessible Recreation Sites (user days)

	1998	1995	1992	1989
Cal-Cheak Confluence	15,200	4,871	6,751	4,070
Alexander Falls	2,700	1,129	360	290

Callaghan Lake	BCParks	5,108	1,432	1,882
Mosquito Lake	1,565	n/a	354	214
Owl Creek	5,615	n/a	1,426	383
Spetch Creek	2,623	n/a	798	35
Blackwater Lake	1,718	n/a	599	383
Strawberry Point	3,218	1,337	357	138
Twin One Creek	5,369	2,473	1,457	1,025
Lizzie Bay	4,498	2,494	985	658
Driftwood Bay	2,709	1,403	973	643
Lizzie Lake	1,718	1,871	1,027	275
Cat Lake	23,726	22,472	3,456	2,118
Brohm Lake	37,629	6,500	3,525	2,429
Meager Creek	(*7,978)	*(10,009)	10,751	11,407
TOTAL	116,266	n/a	34,251	25,950
Average Annual Growth 1989-98	18.1%			

Source: Squamish Forest District

* Meagher Creek Pools Closed (Min of Health Order)

The Ministry maintains several kilometers of hiking trails in the Squamish Forest District. Recreational use also occurs at a number of unofficial sites. There is no available visitation data for these trails and sites. There are three interpretative forests in the Soo TSA - Brohm Lake (400 ha.) near Squamish, Cheakamus (2 886 ha.) near Whistler and Shadow Lake (125 ha.) near Pemberton. This blending of tourism and forestry, within a working forest, is intended to provide an outdoor recreation experience together with education about forestry and wildlife management practices, and includes interpretative sites and trails, and forestry demonstrations.

4-6 Key Market Trends

Monitoring, quantifying, and understanding tourism trends and associated economic impacts is somewhat akin to “pinning Jello to the wall”. The future directions of tourism are even more nebulous. Nonetheless, it is vitally important that there is an understanding and cognizance of the global, national and regional tourism trends as well as any shifts in travel patterns, purchasing processes or demographics and psychographics as they pertain to target markets.

The most successful tourism businesses are those that respond to the challenge through the use of technology, innovative marketing programs, better training of staff and a genuine understanding of customers/guests. The differences in travel patterns in this new century will be more related to what consumers are seeking in a travel experience than in how they travel. The new tourist is experienced, more flexible, independent, quality conscious and harder to please.

Key shifts in global tourism market trends are summarized below:

- In the long term, the average standard of living in western developed countries is expected to increase, as will the amount of discretionary money available for travel.
- Rising affluence should bring with it increases in the amount of free time available. Longer weekends and increased paid holidays have helped to stimulate expansion in attraction visitation.
- There is a shift in emphasis from passive fun to active learning.
- Activity or special interest holidays are likely to increase at the expense of conventional sightseeing, visiting and other passive experiences.
- There is growing concern about the impact of modern industry, including tourism, on the physical and social environment.
- There is growing awareness of risks to personal health and safety.
- Leisure time will be used more actively, for mental development as well as physical exercise.
- The potential visitor of the future will be: older, more affluent; more demanding; more thoughtful and discriminating; and more active physically and mentally.
- Decision making windows will be smaller. Hence, one-stop-shopping for all-inclusive packages will continue to be appealing.
- Consumers will increasingly seek low impact tourism facilities, consistent with environmental values and the desire not to contribute to negative impacts.

One third of Canada's population is in the baby boom category. For this reason they heavily influence product and service offerings. This aging trend should benefit the travel industry in a substantial way. By the year 2011, the age group of 44-64 year olds will number 10.2 million, up from 6.4 million today. Another group with significant influence on tourism will be the 75+ age group.

The year 2036 marks the time when the trailing edge of the baby boom reaches age 65. Until the year 2016, the baby boom generation will move from the "young family" part of their lives to becoming "empty nesters". Mortgage and child -free, this group will number nearly 34% of family households by the year 2016. The travel industry will be fighting over this lucrative and fast-growing market. Known for their hedonistic ways — pleasure and happiness rule — and willingness to travel afar, this market will be spoiled like never before with a deluge of new products and services to make travel more convenient, affordable and exciting. The "been there, done that" syndrome will drive tour companies to design more exotic and unusual travel adventures.

It has been estimated that 25% of tour operators account for over 90% of tour operator revenues in Canada. This trend is expected to continue with a possibility of further consolidation occurring. The tour operator industry in Canada changed significantly in the 1990s. The trend toward a small number of large operators and a large number of small niche tour operators is well entrenched on a national level.

What was once the domain of the rugged adventurer is now appealing to older travellers who are provided with ecotourism experiences "in comfort". While specialty ecotourism products never produce the same volumes of tourists (and the accompanying economic benefits) as resort

tourism, there is a real trend and opportunity for combining the best of both worlds from a destination perspective. The interest in exploring and learning about a destination and its particular natural, cultural and heritage features is not just limited to pre-packaged ecotourism experiences. Once visitors are "on-site" in a destination, interest in exploration (and being guided) is also strong.

4-7 Tourism Business Indicators in BC

Quantifying the "tourism industry" is difficult because it is comprised of many activities with purchases from a variety of industries. BC Stats has been estimating tourism sector GDP (the "value added" – the difference between the cost of the material inputs necessary to create a product or service and the price at which it is sold) since 1991. Following are some highlights based on tourism GDP and employment data released in 1999:^{4[4]}

- Tourism GDP grew 1.2% in 1997 to \$4.1 billion. This was nearly 5% of the provincial total of \$86.0 billion.
- Tourism GDP growth lagged behind the provincial average of 2.3%. This was the first time since 1993 that total provincial GDP growth outpaced the tourism sector.
- Based on its contribution to GDP, tourism was the tenth largest activity in BC.
- Direct tourism employment was unchanged in 1998, with 112,940 jobs resulting from tourism activity.
- Tourism accounted for 7.8% of total employment in BC during 1998.
- The tourism sector was the fifth largest employer in the province, its ranking unchanged from the previous year.
- Half of the jobs in the tourism sector are in the two hospitality industries: accommodation (27,430) and food and beverage service (29,460) industries. Retail trade (21,680) is the third largest employer, followed by the transportation industry.
- Within the tourism sector, there is a wide range of occupations that require a variety of skills and training, and earnings reflect these differences.
- Resident travel makes up a big chunk of tourism activity and is impacted by how well the provincial economy is doing.

Other BC Stats data from 1998 similarly indicate that the provincial tourism industry has stalled during recent slow periods in provincial and overseas economies (especially Asia):^{5[5]}

- While American visits were up, there was a drop in the number of visits from overseas countries...and travel within Canada has stagnated. Most tourism indicators exhibited the slowest growth rates seen since the economic slowdown of 1991.
- Total visitor entries by overseas residents fell 9.4% to 1.3 million in 1998. Entries from Europe were up 0.1%, but there was a 16.2% drop in the number of entries by residents of Pacific Rim countries.

^{4[4]} Source: "The Tourism Sector: GDP and Employment", BC Stats Business Indicators, May 1999, www.bcstats.gov.bc.ca

^{5[5]} Source: "Tourism Industry Monitor, Annual 1998 Highlights", BC Stats, June 1999, www.bcstats.gov.bc.ca

- For the third straight year there were fewer passengers travelling on BC Ferries (-2.9%).

Otherwise, forecasts from last decade about growth in the specialty sectors of adventure and ecotourism seem to be confirmed.^{6[6]}

- Adventure tourism constitutes a major growth sector of the tourism industry -- outpacing every other sector of the Canadian economy.
- A study completed in 1998 found that ecotourism in British Columbia generated \$892 million in revenue in 1997 and employed more than 13,000 people, an 11-per-cent increase from the previous year.
- The provincial Economic Council of Ministers has included ecotourism as a key component in provincial economic revitalization and diversification.



Callaghan Lake

Photo from Warren Fox

View Map 4 – Tourism Facilities and Tourism Operator base of operations

View Map 5 – Tourism Features and Uses

^{6[6]} Source: Ministry of Small Business, Tourism, and Culture www.sbt.ca/programs/tourism.html

5 Product Opportunities and Recommendations

A detailed resource assessment of each of the ten outdoor products is presented in [Appendix C](#), while activity profiles appear in [Appendix D](#). Readers are encouraged to carefully review both appendices to gain a better understanding of the opportunities and recommendations made in this chapter. In particular:

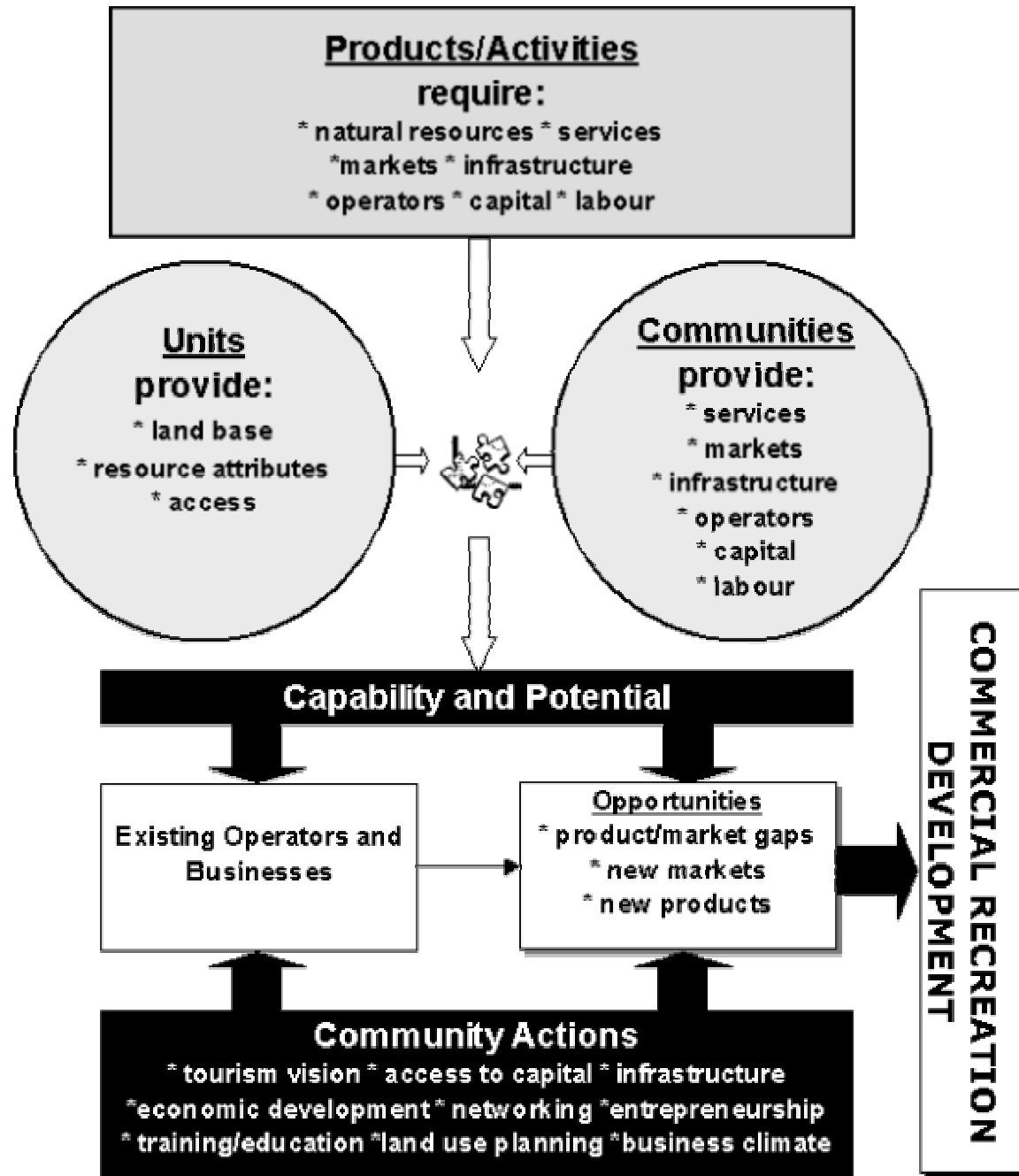
- Tables in this chapter link products and opportunities with broad geographic units and communities. The resource assessments contain many more site specific references to the opportunities.
- The business profiles contain market information, commentary on key issues and concerns, an analysis of key success factors and case examples of best practices – they are meant as a reference tool for guiding the business development process.

5.1 Ranking Methodology

A summary evaluation matrix of the product opportunities by [resource area and community](#) appears in the next section. As described in [Appendix C](#), resource, market and community criteria were used to short-list the opportunities. The resource criteria account for the quality, quantity and accessibility of the natural resources needed to support the product. The market criteria attempt to account for existing and future market potential. Community criteria capture such diverse measures as job creation, community interest and overall economic impacts.

The opportunities and recommendations are not meant to be definitive or to exclude other development options. They are based on a review of natural resource capabilities and existing product and market development of the region – which does not imply other opportunities may not exist. An entrepreneur may decide to develop a commercial recreation venture because of the availability of other key inputs such as capital or management experience, even though natural features or the existing pattern of tourism development may not appear favourable for that particular product. The influence of such factors on the development process are difficult to assess and sometimes intangible, but they should never be dismissed by communities which wish to expand their tourism potential and diversify their economic bases. Individuals interested in developing business opportunities are advised to undertake the necessary feasibility and business planning before any investment is made.

The following graphic represents the process applied to determine the tourism development recommendations.



5.2 Product/Community Match Summary

The following table provides a summary of the product opportunities identified as having the most potential in each of the study area communities. The focus of the analysis has been on opportunities that appear most viable from a business and financial perspective, as well as those that would have the greatest impacts for community economic development. Again, the lack of mention of a particular opportunity in a particular community does not mean that it does not have potential.

Trail- & Road-based	Whistler	Squamish/ Britannia	Pemberton	Mt. Currie	Bralorne / Gold Bridge	N'Quat 'qua	In-Shuck- ch
Biking	x	x	x	x		x	x
ATV/4x4/Trail Bike	x	x			x	x	x
Hiking	x	x	x	x	x	x	x
Snowmobiling	x	x	x			x	
Area-based							
Nordic Skiing	x	x	x			x	
Wildlife Viewing		x					
Cultural/heritage interpretation		x		x	x	x	x
Lodge/Resort	x	x	x				x
Huts	x		x			x	x
Heli-activities	x	x	x			x	
Water-based							
Canoeing/ kayaking (river)	x	x	x	x			
Freshwater fishing	x	x		x		x	x
Rafting	x	x				x	

5.3 Tourism Development Opportunities

The following product recommendations are presented from a community development perspective. For more information on the market and business development aspects of products, readers should refer to [Appendix D](#).

Destination Lodge / Resortresource analysis C2
business analysis D15

**Regional
Development
Considerations**

- The region includes a full range of destination lodge/resort types, including backcountry, frontcountry, river, and feature (themed) lodges. In a marked difference to most other areas of the province, the lodge sector in the study area is not primarily fishing-based.
- Visual quality of the scenic landscape is an important attribute issue among ecotourists and probably more important for backcountry lodge/resort visitors than other groups. There is an expectation of wilderness by lodge visitors, particularly among the international market.
- The length of time it takes to get approval for a lease or license of occupation from BCALC and the uncertainty associated with the process increases the risk of new investment. Communities can help manage that risk by undertaking pre-assessment work on preferred sites and opportunities.
- The trend toward a more full-service experience will favour more packaging as well as the lodge/resort style of holiday where the visitor does not have to make a series of purchase decisions once they have arrived. Spas and retreats that focused on the business and small convention market but with an outdoor component could be viable. First Nations interpretation is virtually untapped by lodges and resorts and could significantly enhance the current profile.

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
I Squamish	Specialty lodges (golf-oriented) Ski lodges	<ul style="list-style-type: none"> ▪ The lack of Crown land in the Valley would limit site options for new lodges, but as with many of the other products in this study, development could be significantly easier on private or IR land. ▪ BCALC has recently called for two expressions of interest for championship golf courses on the Cheekeye Fan. ▪ Proposed ski development on Brohm 	<ul style="list-style-type: none"> ▪ Fishing ▪ Wildlife viewing ▪ Ski Touring ▪ Cultural interpretation and events 	<ul style="list-style-type: none"> ▪ Prepare a pre-feasibility analysis for a specialty lodge, perhaps focusing on alpine hiking in Pinecone-Burke and freshwater activities. Alternatively, themed lodges with spa-type experiences could be developed. ▪ In Squamish, lodge development could be tied to golf course development on the Cheekeye Fan. ▪ The potential for development on private or IR forest land should also

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
		<p>Ridge increases the recreation profile of Squamish.</p> <ul style="list-style-type: none"> There is a preliminary plan for a spa-type resort lodge in Squamish. 		<p>be explored as there are major land owners in the area.</p> <ul style="list-style-type: none"> A joint venture highlighting the FN culture should be explored.
II Squamish	Backcountry or river lodge	<ul style="list-style-type: none"> Associated with Elaho, Clendenning and Squamish River Valleys. 	<ul style="list-style-type: none"> Fishing & paddling Wildlife viewing Trail & ATV based activities 	<ul style="list-style-type: none"> Offer site development services, identifying and marketing prime sites for development. Is in TFL 38, which receives significant usage for industrial forestry.
III Whistler	Specialty lodges Ski lodges Golf lodges Alpine lodges	<ul style="list-style-type: none"> Whistler has exercised a variety of options for lodge development conveniently packaged with other outdoor recreation products, all in close proximity to the community. Opportunity for a First Nations lodge for cultural interpretation and exposition. Opportunity to develop an alpine lodge associated with the Rainbow Range. 	<ul style="list-style-type: none"> Fishing Wildlife viewing Cultural interpretation and events 	<ul style="list-style-type: none"> Offer site development services, identifying and marketing prime sites for development. Ensure Sea to Sky Public Land Strategy process accounts for visual quality management in and around high value sites. This is more important in the Whistler area due to its attraction of higher paying, international markets. Work with area FN to develop joint venture.
IV Whistler Pemberton	Alpine lodge	<ul style="list-style-type: none"> Associated with the Pemberton Icefield. High levels of day use from Whistler may influence site decision. 	<ul style="list-style-type: none"> Snowmobiling Ski touring Heli-Activities 	<ul style="list-style-type: none"> Offer site development services, identifying and marketing prime sites for development.

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
V Pemberton Mount Currie	<ul style="list-style-type: none"> Specialty lodges (golf and equestrian-oriented) First Nations cultural lodges 	<ul style="list-style-type: none"> The presence of a multi-activity lodge draws tourists to the many opportunities in the area. Opportunity to develop a Mt. Currie heritage and cultural exposition and interpretative centre. Tie lodge into Meager Creek Hotsprings 	<ul style="list-style-type: none"> Biking Horse Riding River activities Cultural Interpretation 	<ul style="list-style-type: none"> Determine the market potential for expanding the core group of riding stables into one or two Dude Ranches. This product is not available in the region but could be marketed based on the visitor volumes through Whistler.
VI Pemberton Mount Currie D'Arcy N'Quat'qua Bralorne	<ul style="list-style-type: none"> Backcountry lodge 	<ul style="list-style-type: none"> Associated with the backcountry mountains and valleys. The lack of infrastructure, services, and labour supply is an inhibitor to development. 	<ul style="list-style-type: none"> Cultural / Historical Interpretation Lakes/Rivers Trail based activities 	<ul style="list-style-type: none"> Assess the feasibility of developing the Anderson Lake Resort, which has been idle for the past several years despite its excellent location. Work with area FN to promote FN experience lodge

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
VII Pemberton Mount Currie In-SHUCK-ch	<ul style="list-style-type: none"> Feature lodge 	<ul style="list-style-type: none"> The lack of infrastructure, services, and labour supply is an inhibitor to development. The hotsprings has potential for development and could be a core feature for a new lodge or resort. Opportunity to develop a N'Quat'qua / In-shuck-ch heritage and cultural exposition and Gold Rush Trail interpretation centre. 	<ul style="list-style-type: none"> Heritage and cultural interpretation Hiking Biking River activities 	<ul style="list-style-type: none"> Anticipated development in the more remote areas should be premised on a careful assessment of market potential. Because of the access and development costs, pricing would have to be matched appropriately, which will automatically limit a facility's appeal in certain markets. Conduct geothermal tests to identify prime locations for commercially viable hotsprings development. Consider joint venture between FN and resort development professionals.
VIII	<ul style="list-style-type: none"> River lodge 	<ul style="list-style-type: none"> Difficult access. Currently one river lodge in area. 	<ul style="list-style-type: none"> River activities Trail based activities 	<ul style="list-style-type: none"> Assess feasibility of additional lodge development

Helicopter Supported Activities.....resource analysis C6**Regional Development Considerations**

- The entire region has considerable potential for this activity.
- Scenic landscape management is a concern because of the extensive views from a helicopter.
- Helicopters tend to depreciate the perception of wilderness; therefore, increased development of this activity could lead to resource user conflicts, particularly motorized versus non-motorized.
- Helicopters can have significant impact on winter wildlife habitat. Development of helicopter supported activities would have to undertake extensive studies to ensure impact is negligible.
- Many of the best areas are under tenure by operators using helicopter support. The Land Tenure application process and associated costs for commercial operators has been cited as a detriment.
- The distance from staging areas is a consideration. Longer distances means increased operating costs.

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
I Squamish	<ul style="list-style-type: none"> ▪ Heli-ski touring ▪ Heli-mountain biking ▪ Heli-hiking ▪ Heli-snowmobiling ▪ Heli-touring 	<ul style="list-style-type: none"> ▪ The ski touring opportunities associated with Tantalus might appeal to technical enthusiasts. ▪ Heli-ski touring/hiking opportunities can be linked to the Tricouni/Sky and Habrich ridges. ▪ Brohm ridge can offer heli-snowmobiling opportunities. ▪ Heli mountain biking and hiking requires proper trails and signage. ▪ Relationship with parks administration and planning is necessary. ▪ Competition from Pemberton and Whistler areas could limit development. 	<ul style="list-style-type: none"> ▪ Ski touring ▪ Mountaineering ▪ Snowmobiling ▪ Hut to Hut ▪ Lodges 	<ul style="list-style-type: none"> ▪ Open dialogue with Snowmobile clubs and responsible government agencies. ▪ Identify rolling peaks and ridges that are difficult to hike to and are suitable for heli-hiking. ▪ Identify trails and ridges suitable for back to back heli-snowmobiling. ▪ Link heli-ski touring with hut to hut opportunities.

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
II Squamish Whistler	<ul style="list-style-type: none"> ▪ Heli-ski touring ▪ Heli-skiing ▪ Heli-mountain biking ▪ Heli-hiking ▪ Heli-snowmobiling ▪ Heli-touring 	<ul style="list-style-type: none"> ▪ Most of area can be reached w/i ½ hour from either community. 	<ul style="list-style-type: none"> ▪ Ski touring ▪ Mountaineering ▪ Snowmobiling ▪ Hut to Hut ▪ Lodges 	<ul style="list-style-type: none"> ▪ Identify terrain suited for helicopter supported activities where conflict with industrial users minimized (mainly upper valley).
III Whistler	<ul style="list-style-type: none"> ▪ Heli-ski touring ▪ Heli-skiing ▪ Heli-mountain biking ▪ Heli-hiking ▪ Heli-snowmobiling ▪ Heli-touring 	<ul style="list-style-type: none"> ▪ The subalpine/alpine areas in the Tricouni Range (including Rainbow/Ring/ Powder Mt/ Brandywine/ Mt. Brew/ Tricouni) have exceptional potential for winter and summer heli-activity opportunities. ▪ Heli mountain biking/ hiking require proper trails and signage. ▪ Recreation use planning and zoning is required to ensure an optimal experience. 	<ul style="list-style-type: none"> ▪ Ski touring ▪ Mountaineering ▪ Snowmobiling ▪ Hut to Hut ▪ Lodges 	<ul style="list-style-type: none"> ▪ Identify terrain suited for helicopter supported activities where conflict with industrial users minimized. ▪ Monitor CR tenure process for new heli activities and ensure that community criteria are consistently applied in all applications so tenures are not held outside of the community.
IV Whistler Pemberton	<ul style="list-style-type: none"> ▪ Heli-ski touring ▪ Heli-skiing ▪ Heli-hiking ▪ Heli-snowmobiling ▪ Heli-touring 	<ul style="list-style-type: none"> ▪ Heli-snowmobiling opportunities associated with ridges to the Pemberton Icefields. ▪ Heli-ski touring opportunities on the ridge above Salal/Boulder/ North Creeks and the 100 Lakes Plateau. ▪ Heli-hiking opportunities in the 100 Lakes Plateau. Multi-day requirements. 	<ul style="list-style-type: none"> ▪ Ski touring ▪ Mountaineering ▪ Snowmobiling ▪ Hut to Hut ▪ Lodges 	<ul style="list-style-type: none"> ▪ See above

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
V Pemberton	<ul style="list-style-type: none"> ▪ Heli-touring ▪ Heli-mountain biking 	<ul style="list-style-type: none"> ▪ Upper Lillooet River Valley. ▪ Heavily roaded throughout area 		<ul style="list-style-type: none"> ▪ See above
VI Pemberton	<ul style="list-style-type: none"> ▪ Heli-ski touring ▪ Heli-mountain biking ▪ Heli-hiking ▪ Heli-snowmobiling ▪ Heli-touring 	<ul style="list-style-type: none"> ▪ Heli-activity opportunities associated with existing trails in the Tenquille Lake to Owl/Fowl Lake and McGillivray locales. ▪ Tenquille Lake is a favourite local area. Consideration for local recreation is required. ▪ Multi-day and day opportunities. ▪ Large sections of optimal area fall within the Lillooet Forest District. 	<ul style="list-style-type: none"> ▪ Ski touring ▪ Mountaineering ▪ Snowmobiling ▪ Hut to Hut ▪ Lodges 	<ul style="list-style-type: none"> ▪ See above
VII Pemberton	<ul style="list-style-type: none"> ▪ Heli-ski touring ▪ Heli-mountain biking ▪ Heli-hiking ▪ Heli-touring 	<ul style="list-style-type: none"> ▪ Heli-activity opportunities associated with existing trails in Lizzie Lake/Stein Valley. ▪ Large sections of optimal area fall within the Chilliwack Forest District. 	<ul style="list-style-type: none"> ▪ Ski touring ▪ Mountaineering ▪ Snowmobiling ▪ Hut to Hut 	<ul style="list-style-type: none"> ▪ See above



Ring Lake

Photo from Warren Fox

Hiking resource analysis C10*business analysis D10, D72***Regional Development Considerations**

- There are numerous aides for self-guided hiking in the region, including trail books, books, maps and web sites. Southwestern BC is the most exhaustively researched hiking area in the province and recreational organizations offer numerous resources to assist their members with access. Thus the benefits accrued through this activity will be primarily through unguided hiking.
- The potential for commercial hiking tours spans a full range of options from multi-day trekking tours to short interpreted tours of the frontcountry.
- Limited access and weather conditions are concerns in some areas. The logging road network and air access open up a number of possibilities.
- The Ministry of Forests and BC Parks have not added significantly to their official trail inventories in the last 10 years, while visitation and use has risen dramatically. The region has experienced the highest rate of day use visits of all districts in the province, primarily because of demand from the Lower Mainland. Communities will have to be more proactive to ensure their trail products meet demand and that resource-user conflicts are well managed.

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
I Squamish Whistler Britannia Beach Lions Bay	<ul style="list-style-type: none"> ▪ Front country ▪ Mid-country ▪ Back-country 	<ul style="list-style-type: none"> ▪ The District of Squamish has compiled regional trail information to encourage hiking activity. There are also several guide books outlining hiking options to the region. ▪ While trail development and interpretation is important, the key to building a hiking product in Squamish is related to marketing and promotion that will get Highway 99 travellers off the road, into the community and onto its trails ▪ Brohm Lake Demonstration Forest provides a multi-use interpretive trail 	<ul style="list-style-type: none"> ▪ Hut-to-hut ▪ Wildlife viewing ▪ Lakes/rivers ▪ Mountain biking ▪ Historical viewing ▪ Climbing 	<ul style="list-style-type: none"> ▪ Actively market Squamish among other things as the gateway to the Tantalus Range and Garibaldi Park. ▪ Assemble pre-feasibility information on the Squamish River foot crossing and prepare a time frame for implementation. This project has the potential to be a major tourism draw for Squamish by linking up some regionally significant lake and scenic features. ▪ Tie in frontcountry hiking products to new downtown development plans. The Squamish estuary,

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
		<p>opportunity.</p> <ul style="list-style-type: none"> Numerous lakes provide front and mid-country hiking opportunities. Echo/Alec, Lovely Water and Sigurd lakes provide unique scenic mid-country opportunities close to an urban centre. Development of a foot bridge over the Squamish River will enhance the product. An extended “marsh” walk linking to the Squamish town centre would be an asset. Tantalus, Howe Sound Crest Trail, Mt Sedgewick and Roderick, Habrich/Sky Pilot/Red Mtn group provides rugged multi-day backpacking potential. 		<p>Mamquam Blind Channel and the dike system should be integrated and linked into the downtown. Trail upgrading and directional signage are required.</p> <ul style="list-style-type: none"> Promote services that will benefit, and be used by, unguided users.
II Squamish Whistler	<ul style="list-style-type: none"> Mid-country Back-country 	<ul style="list-style-type: none"> Access to mid/back-country opportunities is provided by logging roads. The Upper Elaho links to the scenic 100 Lakes Plateau (IV) and hotspots at Meager Creek (V). 	<ul style="list-style-type: none"> Lakes/rivers 	<ul style="list-style-type: none"> Work with Interfor on further product development, interpretation and packaging.

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
III Whistler	<ul style="list-style-type: none"> Front country Mid-country Back-country 	<ul style="list-style-type: none"> Whistler has compiled regional trail information to encourage hiking activity. There are also several guide books outlining hiking options to the region. Urban tours are often purchased after visitors have arrived in the region. They have to be conveniently packaged and have high visibility so visitors are aware of the options. The Rainbow-Madeley Ridge provides opportunities for single and multi-day hikes that can extend to Ring Mountain. 	<ul style="list-style-type: none"> Hut-to-hut Wildlife viewing Mountain biking Lakes/rivers 	<ul style="list-style-type: none"> Enhance marketing efforts. Promote services that will benefit, and be used by, unguided users. Support the development of packages that include hiking options.
IV Pemberton	<ul style="list-style-type: none"> Back-country 	<ul style="list-style-type: none"> Mount Meager and the 100 Lakes Plateau are scenic and have numerous lakes 	<ul style="list-style-type: none"> Hut-to-hut Wildlife viewing 	<ul style="list-style-type: none"> Promote marketing and support services. Establish and flag routes.

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
V Pemberton Mt. Currie	<ul style="list-style-type: none"> Front country Mid-country Back-country 	<ul style="list-style-type: none"> Front country opportunities include hikes to Mosquito and Ivey Lakes and Nairn Falls. Mid-country to backcountry opportunities relate to Meager Creek. Forest roads accesses alpine/subalpine features with opportunities extended to Fish Lake and the alpine recreation destination of the 100 Lakes Plateau. 	<ul style="list-style-type: none"> Mountain biking Cultural interpretation Lakes/rivers Camping 	<ul style="list-style-type: none"> Develop a circuit trail plan for linking Mosquito and Ivey Lakes to Mt. Currie and Pemberton. Consider producing a recreation use code of ethics to assist recreation groups and commercial recreation operators self-manage conflicting use (hike/horse/mtn bike). While trail development and interpretation is important, the key to building a hiking product in Pemberton and Mt. Currie is related to marketing and promotion that will get Highway 99 travellers off the road, into the community and onto its trails.
VI Pemberton Mt. Currie N'Quat'qua Bralorne	<ul style="list-style-type: none"> Front country Mid-country Back-country 	<ul style="list-style-type: none"> Multi-day opportunities are found in the Tenquille to Owl Lakes and McGillivray Pass. The opportunity is associated with ridges, existing trails and logging roads. 	<ul style="list-style-type: none"> Hut-to-hut Wildlife viewing Lakes/rivers Mountain biking Historical viewing 	<ul style="list-style-type: none"> Determine the level of infrastructure, marketing and events that can promote the product. Coordinate trail-related activities, services and facilities with overall heritage tourism strategies and plans. Identify and consider competing and complimentary trail-related activities

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
VII Pemberton Mt. Currie In-SHUCK-ch	<ul style="list-style-type: none"> Front country Mid-country Back-country 	<ul style="list-style-type: none"> Valley bottom is level and trails can follow the Harrison-Lillooet Gold Rush Trail. The trail can link Harrison to D'Arcy. Opportunities associated with hotspots. The lack of trails, infrastructures and accommodation options constrains development in the South Lillooet. Backcountry opportunities are associated with Lizzie Lake to Stein River linkage. 	<ul style="list-style-type: none"> Lodges Hut to hut Wildlife viewing Lakes/ rivers Mountain biking Historical viewing Camping 	
VIII Squamish Whistler In-SHUCK-ch	<ul style="list-style-type: none"> Back-country 	<ul style="list-style-type: none"> Most heavily used trails in the park are on the west side. WCWC trails in Boise Valley 	<ul style="list-style-type: none"> Hut to hut Wildlife viewing Lakes/ rivers Camping 	<ul style="list-style-type: none"> Support issuance of Park-Use Permits. Development of trails linking Lillooet River and Lake with Parks.

Hut to Hut Touring *resource analysis C14**business analysis D65*

Regional Development Considerations	<ul style="list-style-type: none"> ▪ Hut systems can involve a diverse range of development concepts, from high-cost, high-comfort facilities that are almost mini-lodges to very rustic alpine huts supporting outdoor activities. Associated activities, including ski touring, snowshoeing, snowmobiling, mountain biking, and backpacking. Many development scenarios are possible for the study area. ▪ There are numerous huts in the study area, many of them illegal that serve a variety of activities, primarily hiking and ski touring. ▪ A lack of exclusivity is likely to deter future commercial hut development. As huts would be constructed on an existing trail, access would be available to all trail users, and thereby opening them to problems associated with vandalism and unauthorized use by the public. Even if a private operator constructed new trails for a hut system, BCALC is likely to authorize such development through a License of Occupation, which would still allow public use of the trails and access to the hut (although the hut itself could be locked). ▪ The need for commercial tenure can be avoided if the hut system is owned or managed by a non-profit organization. A public system of huts that could accommodate a broad range of user groups would require some form of public investment and community involvement.
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Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
I and II Squamish	<ul style="list-style-type: none"> ▪ Nordic hut system associated with technical mountaineering and ski touring (Tantalus and Tricouni) 	<ul style="list-style-type: none"> ▪ Focused on technical enthusiasts. ▪ Relationship with parks administration and planning is necessary. 	<ul style="list-style-type: none"> ▪ Ski touring ▪ Mountaineering ▪ Hiking 	<ul style="list-style-type: none"> ▪ Organize an ad hoc committee of interested organizations and individuals to discuss a hut-to-hut system in the region. ▪ Prepare a concept brief that would identify a suitable planning area, and outline a short-term action plan for proceeding. ▪ Used MoF resources, including their manual on hut planning.

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
III Whistler Squamish	<ul style="list-style-type: none"> Nordic huts 	<ul style="list-style-type: none"> A hut system linking alpine areas in the Tricouni Range (linking Rainbow/Ring/ Powder Mt/ Brandywine/ Mt. Brew/ Tricouni has exceptional potential with opportunities for winter and summer-based activities such as ski touring, hiking and snowmobiling. A hut or hut system close to urban areas may require a higher grade facility with a rustic hut to hut system in the less accessible areas. Recreation use planning and zoning is required to ensure an optimal experience. 	<ul style="list-style-type: none"> Ski touring Fishing Trail-based products (both summer and winter) 	<ul style="list-style-type: none"> Explore feasibility of a European style hut system in the Tricouni, perhaps to be phased in over time, as current traffic/demand may not justify capital expenditures.
IV, V Whistler Pemberton Mount Currie	<ul style="list-style-type: none"> Nordic huts 	<ul style="list-style-type: none"> Snowmobiling opportunities on the Pemberton Icefields. Ski touring opportunities on the ridge above Salal/Boulder/ North Creeks and the 100 Lakes Plateau. Hiking/Camping opportunities in the 100 Lakes Plateau. Access via Area V. 	<ul style="list-style-type: none"> Heli-ski touring Heli-snowmobiling Ski Touring Hiking 	<ul style="list-style-type: none"> Conduct a pre-feasibility assessment of a hut system that would allow for backpacking, ski touring and heli products.

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
VI Pemberton Mount Currie N'Quat'qua D'Arcy Bralorne	<ul style="list-style-type: none"> Alpine huts 	<ul style="list-style-type: none"> Hut development opportunities associated with the Tenquille Lake to Owl/Fowl Lake trails and McGillivray. This could be a good opportunity for the community, with its high unemployment levels, to get involved in. Developing a hut system that could generate local impacts, before preferred sites are lost to commercial tenure, most probably by an outside operator, would provide the most benefit to the community. A hut-to-hut system in the Cayoosh would be of high value, but may conflict with important wildlife habitat. Large sections of optimal area fall within the Lillooet Forest District. Rustic huts would be most suitable for this area. 	<ul style="list-style-type: none"> Cultural interpretation Hiking Equestrian Biking Ski touring 	<ul style="list-style-type: none"> Form a non-profit society for hut development. The society could propose to develop the huts with FRBC assistance and raise operating funds through a user-pay system. There would be no need for BCALC tenure with this approach and direct links with local accommodation and food service operators could be arranged. A hut system should be integrated with any other trail development initiatives.

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
VII Pemberton Mount Currie In-SHUCK-ch	<ul style="list-style-type: none"> Alpine huts Lake/River huts 	<ul style="list-style-type: none"> Hut development opportunities associated with the Lizzie Lake and the area leading to the Stein Valley. Huts can be developed in association with the Harrison-Lillooet Gold Rush Trail. The large lakes (Harrison, Lillooet, and Pitt) may be suited to huts associated with paddling. Large sections of optimal area fall within the Chilliwack Forest District. As with Area VI, the community should get involved in developing a hut system before preferred sites are lost to commercial tenure, most probably by an outside operator. Rustic huts would be most suitable for this area. 	<ul style="list-style-type: none"> Hiking Biking Paddling 	<ul style="list-style-type: none"> Investigate the feasibility of having First Nations establish a hut-to-hut system using reservation properties. A concept brief could be prepared with the assistance of Community Futures.
VIII Whistler Squamish In-SHUCK-ch	<ul style="list-style-type: none"> Alpine huts 	<ul style="list-style-type: none"> Huts in parks to support trail-based activities. Would require to be compliant with park management plans 	<ul style="list-style-type: none"> Hiking Mountaineering 	<ul style="list-style-type: none"> Determine if hut development falls within mandate of management plan. Approach BC Parks and recreational groups for funding and management.

Lake / River Activities resource analysis C18*business analysis D5, D28*

Regional Development Considerations	<ul style="list-style-type: none"> Whether canoeing, kayaking, rafting or fishing, the development of the lake/river product has to be tied to some outstanding recreational feature, aesthetic appeal or valued secondary activity. The extensive evidence of industrial forestry has compromised the potential of some river sections. The region is not well known among potential guided markets as a fishing destination; neighbouring areas have more variety, bigger fish and greater quantities of fish. However, the fishing resource is well suited for development as a secondary activity that could be targeted at the casual angler who is visiting for some other primary purpose. Many of the lakes are stocked. Water levels are an important consideration for some waterways, especially those with dams (e.g. Cheakamus River). Most reliable flow rates/levels for river kayaking are associated with Fall to Spring precipitation (which is also colder months). Commercial opportunities, and tenure, will likely be limited in those areas where there is already a high degree of resident usage; future expected use and public infrastructure.
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Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
I Squamish Britannia	<ul style="list-style-type: none"> River rafting Canoeing River kayaking Freshwater fishing 	<ul style="list-style-type: none"> High potential for a full range of hard/soft, lake/river, remote/close-in adventures in this area. Lobbying for opening of the Cheakamus River for limited commercial rafting use is occurring. Legal considerations and ramifications are to be re-evaluated. Convenience of access (put-ins / pull-outs) will enhance development prospects. More vertical integration of product design and marketing is required, including raising awareness of the potential of neighbouring lakes and 	<ul style="list-style-type: none"> Steelhead fishing Nature interpretation Lodges/resorts Windsurfing 	<ul style="list-style-type: none"> Compile an opportunity factsheet for local entrepreneurs which outlines the frontcountry lake/river opportunities. Compile opportunity factsheet on tourism services related to the lake and river product (e.g. guiding, shuttling, canoe rentals). Shuttling and rental opportunities from Squamish to lower Squamish River and estuary are especially good. Determine if facilities for put-ins and take-outs allow for increase use and commercial access.

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
		rivers among local residents. <ul style="list-style-type: none"> ▪ The Squamish Estuary is world renowned for windsurfing. ▪ Access (by bridge over Squamish R.) to Tantalus will open associated opportunities. ▪ Signage needs to be upgraded on access roads. 		<ul style="list-style-type: none"> ▪ Evaluate the potential for product development in and around the Mamquam Blind Channel in support of original stream restoration. ▪ Coordinate Estuary Management planning with further product development.
II Squamish Whistler	<ul style="list-style-type: none"> ▪ River rafting ▪ Freshwater fishing 	<ul style="list-style-type: none"> ▪ Interfor may be amenable to further commercial tourism development. ▪ Evidence of clear-cut logging will limit potential of some river sections for activities other than rafting. 	<ul style="list-style-type: none"> ▪ Lodges/resorts ▪ Wildlife viewing 	<ul style="list-style-type: none"> ▪ Determine if facilities for put-ins and take-outs allow for increase use and commercial access. ▪ Work with Interfor regarding developing opportunities.
III Whistler	<ul style="list-style-type: none"> ▪ Recreation paddling (canoe or kayak) ▪ Freshwater fishing (Lakes) ▪ Rafting ▪ Jet boating 	<ul style="list-style-type: none"> ▪ High potential for a full range of hard/soft, lake/river, remote/close-in adventures in this area. ▪ Convenience of put-ins / pull-outs enhances development opportunities. ▪ Fishing resource degradation is a concern, especially in lakes that are not stocked. ▪ Jet boating links to Area V 	<ul style="list-style-type: none"> ▪ Bike touring ▪ Lodges/resorts ▪ Interpretive Tours 	<ul style="list-style-type: none"> ▪ Undertake a marketing assessment of the regional seniors/mature market for lakes and rivers activities. ▪ Compile an opportunity factsheet for local entrepreneurs which outlines the frontcountry lake/river opportunities. ▪ Compile opportunity factsheet on tourism services related to the lake and river product (e.g. guiding, shuttling, canoe rentals). ▪ Determine if facilities for put-ins and take-outs allow for increase use and commercial access.

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
V Pemberton Whistler Mt Currie	<ul style="list-style-type: none"> Canoeing Jet boating Fishing 	<ul style="list-style-type: none"> Jet boating has impact considerations with regards to freshwater fisheries and wildlife. Transportation logistics are an important factor when dealing with Whistler-based clientele. 	<ul style="list-style-type: none"> Mountain biking First Nations Interpretive tours Lodges/resorts 	<ul style="list-style-type: none"> Assess feasibility of lodge/resort development focusing on rafting and floating attributes of the Lillooet River, possibly connecting to other activities near Pemberton. Encourage more marketing of Pemberton-based products in the Whistler and Vancouver markets. In particular, an Upper Lillooet Float trip appears to have good potential because of its uniqueness. Compile an opportunity factsheet for local entrepreneurs which outlines the frontcountry lake/river opportunities and associated services.
VI Pemberton Mt. Currie N'Quat'qua D'Arcy	<ul style="list-style-type: none"> River rafting Canoeing Boating River kayaking Freshwater fishing 	<ul style="list-style-type: none"> Attracting participants and enthusiasts will require the development of more amenities to encourage stopovers. Resource degradation is a concern, especially in lakes that are not stocked. Some streams such as the Birkenhead offers whitewater runs right adjacent to Highway 99. Anderson Lake is a large lake with potential for boating linked to resort development 	<ul style="list-style-type: none"> Hiking Biking Lodges/resorts 	<ul style="list-style-type: none"> Improve gateway signage at Mt. Currie to inform highway travelers about opportunities along the D'Arcy road. Compile an opportunity factsheet for local entrepreneurs which outlines the frontcountry lake/river opportunities and associated services.

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
VII Pemberton Mt. Currie In-SHUCK-ch	<ul style="list-style-type: none"> ▪ Fishing ▪ Canoeing ▪ Jet boating 	<ul style="list-style-type: none"> ▪ Resource degradation is a concern, especially in lakes that are not stocked. ▪ Basic tourism infrastructure and services are required in order to encourage more outdoor activities. ▪ Weather conditions limit boating activities on North Harrison. 	<ul style="list-style-type: none"> ▪ First Nations Interpretive tours ▪ Camping ▪ 4x4/ATV 	<ul style="list-style-type: none"> ▪ In the short-term, accommodation gaps can be filled with more campground and RV facilities. ▪ Leverage development through Gold Rush Trail programs. ▪ Compile an opportunity factsheet for local entrepreneurs which outlines the frontcountry lake/river opportunities and associated services.
VIII Squamish In-SHUCK-ch	<ul style="list-style-type: none"> ▪ Fishing 	<ul style="list-style-type: none"> ▪ Lakes and rivers in the Pitt River Valley. ▪ Access is limited. 	<ul style="list-style-type: none"> ▪ Camping ▪ 4x4/ATV 	<ul style="list-style-type: none"> ▪ Work with local tourism operator to market and develop access.

Mountain Biking resource analysis C25**business analysis D19****Regional
Development
Considerations**

- The region has a full range of bike products and markets, from extreme off-road to soft/safe pedaling on paved frontcountry trails.
- Squamish and Whistler are considered by enthusiasts to be among the premier mountain biking destinations for extreme free-riding.
- Communities should place significant emphasis on ensuring that their targeting is accurate – i.e. that the markets are attracted to the right products and activities.
- Mountain biking has a reputation in some communities as a low value, low economic impact activity. Apart from the fact that this reputation is undeserved, it also mistakes the potential biking has for enhancing the overall visitor experience. Biking is one of the most popular outdoor activities in North America and that should be factored into a community's tourism strategy.
- High use areas adjacent to Highway 99 are seeing increased conflicts between mountain bikers and other users. Although conflicts with hikers, usually a big problem in other jurisdictions, are minimal, confrontations with other users such as horse riders are increasing.
- Operators in more remote areas will require campgrounds and other accommodation facilities to encourage increased visitation and multi-day trips.
- The tremendous potential of the Sea to Sky Cycling Route is tempered by the need to assure safety. Additional trails should be developed along the highway to keep the route entirely within a trail environment. Discussions with BC Rail regarding a trail along the tracks could lead to the route extending along Howe Sound.

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
I, II Squamish Whistler Britannia Beach	<ul style="list-style-type: none"> ▪ Mountain biking ▪ Tour biking ▪ Heli-biking 	<ul style="list-style-type: none"> ▪ Purpose-built biking trails (gnarly trails with more obstacles) will attract extreme enthusiasts. ▪ Squamish has a potential for developing long loop circuits that could support a “destination” trail unique in the Region. ▪ Potential for extended trips in TFL 38. 	<ul style="list-style-type: none"> ▪ Multi-sport adventure racing ▪ Hut to hut 	<ul style="list-style-type: none"> ▪ Develop a combination of off-road and road touring itineraries that can be mapped and advertised in Squamish to attract more Highway 99 traffic. ▪ Evaluate safety associated with mountain biking on industrial forestry roads. ▪ Compile opportunity factsheet on

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
				tourism services related to the mountain biking product (e.g. guiding, shuttling, rentals).
III Whistler	<ul style="list-style-type: none"> Mountain biking Heli-biking Ski slope biking Bike touring 	<ul style="list-style-type: none"> Downhill ski areas are realizing the potential of summer activities. Whistler experiences higher visitation in summer than winter and can present a mix between the purpose-built biking trails (gnarly trails with more obstacles) to attracts extreme enthusiasts and family-oriented trails to encourage extended stays and spending in the area. The use of ski lifts to take riders and their equipment to the alpine is an effective off-season use of facilities. Significant pressure on resource from local recreationists may inhibit future commercial use. Many of the trails have been built by local recreational users. 	<ul style="list-style-type: none"> Lake and river products Hiking Multi-sport adventure racing Camping 	<ul style="list-style-type: none"> Compile opportunity factsheet on tourism services related to the mountain biking product (e.g. guiding, shuttling, rentals). Package mountain biking, particularly associated with the ski hill, with accommodation and other activities. Link to annual events to promote multi-day guided use and helicopter supported use.
IV, V Pemberton Mt. Currie	<ul style="list-style-type: none"> Bike touring Mountain biking 	<ul style="list-style-type: none"> The local bike enthusiasts and clubs have developed trails. There are some issues regarding access through private land. For instance, the popular trails to Mosquito Lake go through private land.) First Nations (Mt. Currie) have an opportunity to develop trails and infrastructure in their ancestral lands 	<ul style="list-style-type: none"> Cultural interpretation Lake products Resort/lodge 	<ul style="list-style-type: none"> Chamber of Commerce should work with mountain bikers and trails users to mediate conflicts over trail use. Increase promotion into the Whistler market as an alternative but accessible venue with quality trails. Promote area at annual events in Squamish and Whistler. Promote development of Mosquito

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
		<p>to attract tourists.</p> <ul style="list-style-type: none"> Sea to Sky Trail requires more development before it can be marketed. Confrontation between horse riders and bikers over trail use is an issue. 		<p>Lake as an early season, low snow biking destination.</p> <ul style="list-style-type: none"> Investigate feasibility of specialty lodge/resort at Mosquito Lake. This concept would have to involve more than mountain bikes, as volumes do not appear to justify a separate facility.
VI Pemberton Mt. Currie N'Quat'qua D'Arcy Bralorne	<ul style="list-style-type: none"> Mountain biking Heli-biking Bike touring 	<ul style="list-style-type: none"> Multi-day or heli-mountain biking opportunities are found in the Tenquille to Owl Lakes and McGillivray Pass. The opportunity is associated with ridges, existing trails and logging roads. Consideration for environmental impacts and equestrian use. 	<ul style="list-style-type: none"> Lake/River products Cultural / Historical interpretation Hut to Hut 	<ul style="list-style-type: none"> Determine the level of infrastructure required. Undertake a survey of racers at the Test of Metal, Cheakamus Challenge and other annual events to determine their level of interest in this product. Responses could be used to assess the market potential for new development and market direction. Explore opportunities of extending Squamish/Whistler/Pemberton events into the region. Investigate the feasibility of a Harrison-D'Arcy MTB trail. Link new trail development with elementary and secondary school student and work-experience initiatives. Integrate with continued Environmental Youth Team (E-team) projects and training.

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
				<ul style="list-style-type: none"> Promote trails to mountain bike clubs and through their web sites. Identify key differentiators from Squamish/Whistler/Pemberton that would attract riders into the area. Assess demand for a bike rental/service shop. A service could be operated and marketed in conjunction with MoF campground operation.
VII Pemberton Mt. Currie <i>In-SHUCK-ch</i>	<ul style="list-style-type: none"> Bike touring Mountain biking 	<ul style="list-style-type: none"> Valley bottom is level and trails can follow the Harrison-Lillooet Gold Trail. The trail can link Harrison to D'Arcy. Opportunities associated with hotspots. The lack of trails, infrastructure and accommodation constrains development potential in the South Lillooet. 	<ul style="list-style-type: none"> Cultural / Historical interpretation Lodges 	<ul style="list-style-type: none"> See points above.
VII <i>In-SHUCK-ch</i>	<ul style="list-style-type: none"> Mountain biking 	<ul style="list-style-type: none"> Not permitted in park under management plan. Remote access and industrial road usage in Pitt River Valley 	<ul style="list-style-type: none"> Wildlife viewing 	<ul style="list-style-type: none"> Enter into discussion with area lodge owner regarding potential to expand activities to mountain biking.

Nordic Skiing / Ski Touring resource analysis C28*business analysis D41***Regional
Development
Considerations**

- Terrain and resource attributes can vary widely; success is closely associated with how the operator or the community provides the service.
- Good terrain is likely to be valued by snowmobilers and could therefore face competitive use pressures.
- Displacement occurring around Whistler because of mechanized usage (helicopter access and snowmobiling).
- Ski touring may be associated with a hut or lodge-based operations.
- Climatic constraints include rapidly changing alpine conditions and high snow humidity.

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
I Squamish Britannia Beach	<ul style="list-style-type: none"> ▪ Nordic skiing ▪ Ski touring 	<ul style="list-style-type: none"> ▪ On Brohm Ridge, taking advantage of existing facilities, infrastructure and access would facilitate development. Includes 24 kilometres of trails. ▪ Garibaldi and Tantalus Provincial Park master plans would have to be taken into account for park-related development. ▪ Other ridges, including the Tantalus, are rugged and technical. There has been little market or product development. 	<ul style="list-style-type: none"> ▪ Hut systems ▪ Resort/Lodge 	<ul style="list-style-type: none"> ▪ Promote product development and potential locations to operators/entrepreneurs. ▪ Assess likelihood of future conflicts with mechanized users, especially snowmobilers. ▪ Year-round activity opportunities with infrastructure of proposed Brohm Ridge ski resort.

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
II Squamish Whistler	<ul style="list-style-type: none"> ▪ Ski touring ▪ Access to Pemberton icefields 	<ul style="list-style-type: none"> ▪ Popular and traditional ski touring. ▪ Little current market or product development. ▪ Taking advantage of current road access to Tricouni would facilitate development. ▪ Road status, conditions and maintenance to Tricouni are an ongoing concern. If the currently planned road deactivation occurs, there would be potentially no road access to the mountain. ▪ Present use by snowmobilers. Potential for conflict. 	<ul style="list-style-type: none"> ▪ Hut systems ▪ Other winter activities 	<ul style="list-style-type: none"> ▪ Determine future road status before promoting or packaging services to Tricouni. ▪ Assess potential for future conflicts with mechanized users, especially snowmobilers.
III Whistler Squamish	<ul style="list-style-type: none"> ▪ Ski touring ▪ Nordic skiing 	<ul style="list-style-type: none"> ▪ Taking advantage of existing access to popular areas will facilitate development. ▪ Significant use by snowmobilers in many of the areas. ▪ BCALC has recommended motorized and non-motorized zones. ▪ Nordic Skiing – taking advantage of existing groomed trails and infrastructures will facilitate development. 	<ul style="list-style-type: none"> ▪ Ski tour access by snowmobile. 	<ul style="list-style-type: none"> ▪ Promote product development and potential locations to operators/entrepreneurs. ▪ Assess potential for future conflicts with mechanized users, especially snowmobilers. ▪ Year-round activity opportunities with infrastructure of proposed Brohm Ridge Ski Resort.
IV, V Whistler Pemberton	<ul style="list-style-type: none"> ▪ Ski touring ▪ Nordic skiing 	<ul style="list-style-type: none"> ▪ Currently there is no commercial market development but there is some recreational use associated with remote icefields. ▪ Distance from staging area may 	<ul style="list-style-type: none"> ▪ Air tours ▪ Heli-ski tour ▪ Ski tour access by snowmobile 	<ul style="list-style-type: none"> ▪ Promote product development and potential locations to operators / entrepreneurs. ▪ Consider developing nordic centre in Pemberton.

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
Mt. Currie		necessitate motorized forms of transport such as helicopter, snowmobiles or ski plane. <ul style="list-style-type: none"> Recreation groups have lobbied MoF for non-motorized designation around Henderson Hut. 		
VI Pemberton N'Quat'qua D'Arcy	<ul style="list-style-type: none"> Ski touring 	<ul style="list-style-type: none"> Ski Touring - take advantage of existing access to popular areas would facilitate development of opportunities. BCALC has recommended non-motorized zones. 	<ul style="list-style-type: none"> Air tours Heli-ski tour 	<ul style="list-style-type: none"> Heli-tenure application in the Cayoosh mountain range.
VII Pemberton In-SHUCK-ch	<ul style="list-style-type: none"> Nordic skiing Ski touring 	<ul style="list-style-type: none"> High degree of road access. Low elevation may inhibit development. Motorized use in area. 	<ul style="list-style-type: none"> Hut systems Other winter activities 	<ul style="list-style-type: none"> Consider developing access to “back side” of Garibaldi.
VIII Squamish Whistler	<ul style="list-style-type: none"> Ski touring 	<ul style="list-style-type: none"> Difficult access. Consider management plans for Parks. 	<ul style="list-style-type: none"> Hut systems Other winter activities 	<ul style="list-style-type: none"> Promote issuance of Park Use Permits

Off-Road Touring (4x4 / ATV) resource analysis C32**business analysis D62****Regional
Development
Considerations**

- ATVs are ideally suited to trails that are either too narrow or difficult for a conventional 4x4 to manage. They are also ideal for inexperienced off-road travellers because of their wide wheel base.
- There are no designated areas for ATV/4x4 activities in the study area – because future development potential will likely be linked to avoiding conflicts with other outdoor users, designated areas would be beneficial. The first community in the study area to establish such an area will enjoy “first mover” status, and gain a competitive advantage over other communities.
- Disused logging and mining roads to the alpine or sub-alpine are ideal routes for 4x4 traffic. It is for this reason that the deactivation of logging roads is a major concern for this product.
- There are safety concerns regarding access on active roads.
- Signage for unguided users is important to ensure they have a good experience.
- Land managers are concerned that increased access via 4x4 or ATV by recreational or unguided users could lead to increased vandalism.
- Use of 4x4 and ATV vehicles, in addition to a popular activity on its own, can also provide access for other activities such as hiking, mountain biking, skiing and wildlife viewing.

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
I Squamish Whistler Britannia Beach	<ul style="list-style-type: none"> ▪ 4x4 touring (guided and unguided tours) ▪ ATV tours (guided) ▪ Motocross ▪ Trail bikes 	<ul style="list-style-type: none"> ▪ Potential to develop a circuit trail dedicated to ATV and / or motocross. ▪ Potential for guided ATV use on Brohm Ridge. ▪ Care would have to be taken to carefully separate 4x4/ATV development from other ecotourism products, especially if hiking, biking and river/lake activities are developed in and around Squamish, Britannia or the Cheakamus Reserve. 	<ul style="list-style-type: none"> ▪ Fishing ▪ Camping 	<ul style="list-style-type: none"> ▪ Produce a trail map and guide specifically for off-road tours. The guide would address road safety issues. ▪ Advocate retention of high-value roads slated for decommissioning by MoF. ▪ Investigate establishing a separate zone for mechanized off-road vehicle activity. Such a site could be coordinated with a competitive event as many participants are drawn to

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
		<ul style="list-style-type: none"> The Indian River and Brohm Ridge are popular destinations. There are opportunities to draw enthusiasts into the communities. 		<p>social gatherings.</p> <ul style="list-style-type: none"> Ensure there is no conflict with other users, existing (or promising) markets or intended land use (e.g. community watersheds).
II Squamish Whistler	<ul style="list-style-type: none"> 4x4 touring (unguided) 	<ul style="list-style-type: none"> The area has industrial traffic; users must take care to follow safety protocol. Hotsprings near roads are an attracting feature. 	<ul style="list-style-type: none"> Fishing Camping 	<ul style="list-style-type: none"> Produce a trail map and guide specifically for off-road tours. The guide would address road safety issues. Coordinate any planned development with industrial forest users.
III Whistler	<ul style="list-style-type: none"> 4x4 touring (guided and unguided tours) ATV tours (guided and unguided) Trail bikes (unguided) 	<ul style="list-style-type: none"> Care would have to be taken to carefully separate 4x4/ATV development from other ecotourism products, especially if hiking, biking and river/lake activities are developed in the unit. Commercial ATV activities take place on the Brandywine, Callaghan and Cougar Mountain. The Whistler Local Resource Use Plan and the Commercial Recreation management guidelines (Feb. 2000) have identified areas not suitable for motorized use. 	<ul style="list-style-type: none"> Fishing Camping 	<ul style="list-style-type: none"> Produce a trail map and guide specifically for off-road tours. The guide would address road safety issues. Develop “loop” or circuit routes. Advocate retention of high-value roads slated for decommissioning by MoF or closure by BC Rail.
IV/V Pemberton Mt. Currie	<ul style="list-style-type: none"> 4x4 touring (guided and unguided tours) ATV touring (unguided) 	<ul style="list-style-type: none"> Ryan, Soo, Rutherford, Upper Lillooet and other FS roads are popular. Consideration for industrial traffic is required. Potential to develop a circuit trail 	<ul style="list-style-type: none"> Fishing Camping 	<ul style="list-style-type: none"> Identify trails that could have potential for ATV use, and advocate retention of high-value roads slated for deactivation by MoF. Develop “loop” or circuit routes.

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
		<p>dedicated to ATV and / or motocross.</p> <ul style="list-style-type: none"> Hotsprings are an attracting feature. 		<ul style="list-style-type: none"> Produce a trail map and guide specifically for off-road tours. The guide would address road safety issues.
VI Pemberton Mt. Currie D'Arcy Bralorne	<ul style="list-style-type: none"> 4x4 touring (guided and unguided tours) ATV touring (unguided) 	<ul style="list-style-type: none"> On trails and roads throughout. Birken (yearly events). Blowdown Creek. ATV activities on Haylmore. McGillivray Pass is significant for many activities (hiking, horse, mountain biking etc). Motorized use restrictions may be required. 	<ul style="list-style-type: none"> Fishing Camping 	<ul style="list-style-type: none"> See above points.
VII Pemberton Mt. Currie In-SHUCK-ch	<ul style="list-style-type: none"> 4x4 touring (guided and unguided tours) 	<ul style="list-style-type: none"> On roads throughout. Fire Lake, Glacier Lake and Sloquet Creek. Hotsprings are an attracting feature. 	<ul style="list-style-type: none"> Fishing Camping Lodge Heritage tours 	<ul style="list-style-type: none"> See above points. For South Lillooet, the guide should also address heritage awareness and interpretation.
VIII Squamish Whistler	<ul style="list-style-type: none"> 4x4 touring (Pitt River portion only) 	<ul style="list-style-type: none"> Access to road network via Pitt Lake – no potential for circuit routes. Remainder of area in provincial parks for motorized use is unacceptable. 	<ul style="list-style-type: none"> Fishing Camping 	<ul style="list-style-type: none"> Produce a trail map and guide specifically for off-road tours. The guide would address road safety issues. Develop “loop” or circuit routes. Coordinate any planned development with industrial forest users.



Pemberton Icefield

Photo from Warren Fox

Snowmobile *resource analysis C36**business analysis D37***Regional
Development
Considerations**

- Snowmobiling growing extremely fast, perhaps more so than any other outdoor activity, motorized or non-motorized. There is a considerable amount of snowmobile use along the Highway 99 corridor. The increased demand and use is coming from residents, regional recreationalists and tourists. According to some, the growth in demand may eventually require curtailments in some areas.
- Conflicts between snowmobilers and other users are among the most intense in the province and conflict among user groups will likely deteriorate further before they improve. Conflicts at Brohm Ridge (snowmobilers versus backcountry skiers versus downhill development), Brandywine (commercial versus resident versus unguided visiting snowmobilers), Callaghan (numerous user groups) and Pemberton Icefield (backcountry skiers versus commercial snowmobilers versus resident snowmobilers) are of prime concern.
- Illegal snowmobile guiding is common in the study area, especially around Whistler, where several firms without tenure are operating commercial guiding outfits. This situation not only has created much of tension between operators, but also is making for a risky investment climate.

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
I Squamish	<ul style="list-style-type: none"> ▪ Snowmobiling (guided/unguided) ▪ Heli-snowmobiling 	<ul style="list-style-type: none"> ▪ Brohm Ridge. Black Tusk Snowmobile Club manages the trails and hut. ▪ Garibaldi at Squamish would have a major impact on resource use and development. 	<ul style="list-style-type: none"> ▪ Heli-snowmobiling ▪ Ski touring 	<ul style="list-style-type: none"> ▪ Investigate circuit tour development that could be marketed to the regional snowmobile market.
II Squamish	<ul style="list-style-type: none"> ▪ Snowmobiling (unguided) 	<ul style="list-style-type: none"> ▪ Tricouni. A traditional ski touring area. Snowmobiling use requires consideration. 	<ul style="list-style-type: none"> ▪ Ski touring ▪ Mountaineering 	<ul style="list-style-type: none"> ▪ Work with Interfor to develop winter tourism opportunities in TFL 38. The area is well situated to develop circuit tours.
III	<ul style="list-style-type: none"> ▪ Snowmobiling (guided/unguided) ▪ Heli-snowmobiling 	<ul style="list-style-type: none"> ▪ Brandywine, Callaghan, Sproat, Cougar. ▪ Presently, commercial operators and 	<ul style="list-style-type: none"> ▪ Heli-snowmobiling ▪ Ski touring 	<ul style="list-style-type: none"> ▪ There are numerous land use pressures and exercises in the Whistler Area, which will have major

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
Whistler		<p>snowmobile clubs manage and groom the trails.</p> <ul style="list-style-type: none"> Callaghan and Brandywine provide access to the Icefields (Rutherford is the third entry). The Whistler Local Resource Use Plan and the Commercial Recreation management guidelines (Feb. 2000) have identified areas not suitable for motorized use. 		<p>implications for snowmobile activity and commercial development, much of which is being conducted illegally. The situation should be monitored to ensure that potential restrictions take into account the economic implications.</p>
IV Whistler Pemberton	<ul style="list-style-type: none"> Snowmobiling (guided/unguided) Heli-snowmobiling 	<ul style="list-style-type: none"> Opportunities associated with the Pemberton Icefields. Wildlife consideration (Mountain goat). 	<ul style="list-style-type: none"> Heli-snowmobiling Ski touring 	<ul style="list-style-type: none"> Access issues in the Whistler Area will determine commercial development for this area. The area is a potential candidate for community-owned commercial recreation tenure.
V Whistler Pemberton Mt. Currie	<ul style="list-style-type: none"> Snowmobiling (guided/unguided) 	<ul style="list-style-type: none"> Rutherford Valley provides access to the Pemberton Icefields. Pemberton Snowmobile Club manages the trails and hut. Increased road development in the Soo watershed will allow for greater access to the icefields but is limited by steep sections beyond Turbine Creek. The Meager Creek hotspring is a destination, but a significant distance from the tourist markets and communities. 	<ul style="list-style-type: none"> Heli-snowmobiling Ski touring 	<ul style="list-style-type: none"> The Pemberton Snowmobile Club has options in managing the Rutherford: <ol style="list-style-type: none"> 1) It can develop a comprehensive co-management agreement with the MoF allowing for fee collection at the base and other tools necessary for proper management, or 2) Investigate the feasibility of having the Pemberton Snowmobile Club apply for and operate a CR tenure in the Rutherford Valley. This approach has been successfully used in Revelstoke and has provided a bridge between commercial and local recreation users.

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
				<ul style="list-style-type: none"> Establish Pemberton as a snowmobile staging area for the region.
VI Pemberton Mount Currie N'Quat'qua D'Arcy Bralorne	<ul style="list-style-type: none"> Snowmobiling (guided/unguided) Heli-snowmobiling 	<ul style="list-style-type: none"> Tenquille/Owl/Fowl, Haylmore, McGillivray. Increasing snowmobiles use into areas with traditional ski touring (Cayoosh). Conflict considerations. Wildlife considerations. 	<ul style="list-style-type: none"> Heli-snowmobiling Ski touring 	<ul style="list-style-type: none"> Identify suitable snowmobile areas in the unit that are free of conflict and provide an opportunity to draw participants from Whistler and Pemberton. Increase accommodation, services and amenities targeted at snowmobilers to encourage more visitation and length-of-stay.
VII, VIII	<ul style="list-style-type: none"> Snowmobiling 	<ul style="list-style-type: none"> Low elevation Poor access 		<ul style="list-style-type: none"> Limited opportunity unless associated with destination lodge.

Wildlife / Nature / Heritage / Cultural Viewing..... resource analysis C40*business analysis D24, 51***Regional
Development
Considerations**

- Access and reliability of viewing are key components to the successful development of this product.
- Shifting populations and the transient nature of some species creates unpredictability in viewing and increases business risk.
- Declining salmon stocks are directly affecting viewing opportunities (e.g. viewing of salmon spawning) and indirectly (e.g. collapse of some stocks has altered bear viewing opportunities).
- The Limits of Acceptable Change have not been determined in the study area and this will present special challenges in very high use areas throughout the Highway 99 corridor.
- Some areas have earned the reputation as ecological “hotspots” where confrontations between loggers and environmentalists are not uncommon. This increased profile can have both positive and negative implications.
- The most popular wildlife viewing opportunities in the region are actually in the front-country (eagle viewing in Brackendale and bear viewing in Whistler). There is simply too much visitation and access to the alpine along the Highway 99 corridor to guarantee the uncrowded conditions valued by many wildlife viewing enthusiasts.
- The further visitors travel to their final destination, the more likely they are to purchase guided interpretive products, and the more likely they are to have an interest in First Nations culture. With high levels of visitation from long-haul markets, the region has the opportunity to deliver more interpretation to existing travel markets. First Nations participation in the development of such products is essential, but steps will have to be taken to encourage more joint ventures and business partnerships.

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
I Squamish Whistler Britannia	<ul style="list-style-type: none"> ▪ Bald eagles ▪ Historical (mining) theme development ▪ Scenic valley with granite cliffs and rock outcroppings 	<ul style="list-style-type: none"> ▪ The congregation of eagles is among the highest in North America. There is relatively convenient front-country access to these viewing opportunities. ▪ Commercial development will 	<ul style="list-style-type: none"> ▪ Nature Interpretation ▪ Festivals ▪ Rock climbing ▪ Hiking ▪ Scuba 	<ul style="list-style-type: none"> ▪ Compile opportunity factsheet on tourism services related to the viewing product (e.g. guiding, shuttling, rentals). ▪ Promote product development opportunities locally, encouraging a

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
Beach Lions Bay	<ul style="list-style-type: none"> ▪ Waterfowl viewing ▪ Scenic lakes ▪ Cultural viewing 	<p>continue to depend on high levels of interpretation and alternate programming (e.g. festivals).</p> <ul style="list-style-type: none"> ▪ Britannia Beach, with the mine and old town site, has the opportunity to continue development as a destination attraction with access to major regional markets. Without large capital investments, phased development would have to occur so markets can be built over time. ▪ The Railway Heritage Park could be combined with other outdoor recreation opportunities. ▪ The Royal Hudson/Harbour Ferries tour is not fully exploited locally. ▪ Interpretation at the Squamish estuary could be packaged with other activities. ▪ Rock climbing activities significantly increase the scenic values of the granite cliffs and rock outcroppings. ▪ Significant diving at Porteau Cove. ▪ The Squamish Nation has a cultural centre. 		<p>full range of durations to accommodate as many markets as possible.</p> <ul style="list-style-type: none"> ▪ Provide viewing platforms and binoculars to view rock climbers and surrounding features. ▪ Increase the profile of historic mining and habitation in Britannia Beach. ▪ Establishing productive partnerships with the Squamish Nation will increase community interpretive opportunities. Work with First Nations and their economic development agencies to share tourism planning resources. ▪ Produce signage to increase awareness to highway travellers of what the unit has to offer – proper gateway signage between Shannon Falls and Mamquam Blind Channel would help. ▪ Expand marketing of other outdoor products to eagle viewers at Brackendale. ▪ Establish bridge across Squamish R. to access opportunities in Tantalus Ranges

Area/ Community	Opportunity	Local Development Considerations	Product Linkages	Potential Community Actions
II Squamish Whistler	<ul style="list-style-type: none"> Scenic rivers and old growth in TFL 38. 	<ul style="list-style-type: none"> Improved relationships between forestry and tourism sectors have to if linkages between tourism, scenic values and old growth are to yield results. 	<ul style="list-style-type: none"> River Rafting Hiking 	<ul style="list-style-type: none"> Work with Interfor to share tourism planning resources. Conduct joint planning sessions with Forest Industry to explore opportunities for product linkages.
III Whistler Mt. Currie	<ul style="list-style-type: none"> Scenic viewing Volcanic interpretation Regional opportunity for First Nations cultural exposition. 	<ul style="list-style-type: none"> There is an opportunity to establish good product development in terms of First Nations interpretation. Interpretation of regional volcanic development can be enhanced through infrastructure development, publications and signage to points of interest. 	<ul style="list-style-type: none"> Bike touring Hiking 	<ul style="list-style-type: none"> Conduct joint planning sessions with First Nations to explore opportunities for product linkages. Compile opportunity factsheet on tourism services related to the viewing product (e.g. guiding, shuttling, rentals).
IV Whistler Pemberton	<ul style="list-style-type: none"> Expansive ice field and glaciers. Peaks including volcanic cinder cones. 	<ul style="list-style-type: none"> The remoteness of the area limits access. Conflicts would be fewer during summer season than in winter. Weather conditions increase risk of adverse viewing opportunities in some seasons. 	<ul style="list-style-type: none"> Helicopter activities Hiking Ski touring 	<ul style="list-style-type: none"> Helicopter touring can incorporate an interpretation of the icefield and volcanic features.

6 Community Recommendations

The previous chapter focused on opportunities related to product development. This chapter deals with broader tourism and community development issues that have implications for product development. The focus is on correcting weaknesses and gaps that may impede development. Without the basic building blocks of economic development, communities will find it difficult to attract and grow the investment, entrepreneurship, labour and infrastructure needed to create high value tourism.

Each section begins with a summary of the community SWOT analysis from Appendix B, followed by a product opportunity recap from Chapter 5. Then recommendations are made about steps the community could take to improve the environment for product development.^{1[1]}

6-1 Squamish

6-1.1 *SWOT Review*

Key Development

Considerations

- 🔑 Location between Vancouver and Whistler. 🔑 Access to highway visitor volumes. 🔑 Highway 99 capacity constraints/safety. 🔑 Reputation as a lumber town. 🔑 Hostile forestry-environmentalist relations. 🔑 Highway and downtown development. 🔑 Perceived lack of support for tourism. 🔑 Perceived animosity toward some recreation groups. 🔑 Lack of tourism vision. Ineffective signage. 🔑 Lack of packaging. 🔑 Need for joint tourism planning between communities. 🔑 Need for integrated land use planning between local government and province.

Opportunities

- Gateway development along Highway 99 and regional parks
 - TFL 38 tourism development
 - Key partnerships – Squamish Nation, BC Rail, Interfor
-

^{1[1]} In consideration of the substantial amount of tourism planning that has already transpired in the Resort Municipality of Whistler, the client resolved that a community recommendations specific to Whistler would not add additional value and therefore instructed the consultants to focus their efforts elsewhere. Although a community recommendations was not developed, the resource and opportunity analysis was conducted for the entire study area, and included the identification of opportunities which could benefit Whistler.

Rentals, service and shuttling for outdoor recreation



Products/ Activities:

- | | |
|---------------------------|---------------------------------|
| ⌘ River rafting | ⌘ Mountain biking |
| ⌘ Ski touring | ⌘ Hiking (front & back country) |
| ⌘ Hut-to-hut touring | ⌘ Helicopter products |
| ⌘ Snowmobiling | ⌘ Estuary interpretation |
| ⌘ Wildlife viewing | ⌘ Rock climbing |
| ⌘ Kayaking (river, ocean) | ⌘ Windsurfing |

6-1.2 Community Actions

STRATEGY: ESTABLISH A TOURISM COORDINATOR.

Rationale: Squamish has a good deal of tourism planning documentation to draw from (two tourism strategies and an economic development strategy in the last five years) but a shortage of implementation capacity. It is falling behind Whistler in terms of product/market development yet its potential is exceptional. There are a number of critical weaknesses that need addressing including the ongoing division in the community concerning tourism/ forestry/environmental themes and the need for more productive partnerships with key players. These are directly related and not tangential to tourism development. Importantly, they are issues that cannot be resolved through a short-term, project approach – they are process-oriented and require full-time attention.

Action: A proposed job description, rationale and action plan should be prepared by the Economic Development Office and Chamber of Commerce for presentation to the District of Squamish and other funding agencies.

Responsibility: Squamish Economic Development, Chamber of Commerce.

Partners: Human Resources Development Canada, District of Squamish, and Community Futures.

STRATEGY: SUBMIT APPLICATION FOR GATEWAY PROGRAM.

Rationale: There are very few communities in the province that have the resource, market and development potential to actually function as a successful tourism gateway. Squamish happens to be one of those communities and should move immediately to establish a gateway presence with an emphasis on sound land use planning. Limits to growth in Whistler, new regional park potential, new downhill ski development potential, the possibility of a Winter Olympics, among other events,

will drive future tourism activity into Squamish. At the same time, the population will continue to grow as will regional and international demand for local recreational resources. The provincial government recognizes Highway 99 as a tourism corridor and will coordinate planning around this concept. A gateway plan can help the community project potential outcomes resulting from these driving forces and identify steps for the control of future growth, for the sake of its natural resources and quality of life.

Action: Submit an application to the Ministry of Small Business, Tourism and Culture for gateway designation.

Responsibility: Squamish Economic Development, Chamber of Commerce.

Partners: Park and Backcountry Gateways Program^{2[2]}, Ministry of Small Business, Tourism and Culture.

STRATEGY: ESTABLISH A JOINT TOURISM-FORESTRY TASK FORCE

Rationale: There is a considerable amount of division between forestry and tourism interests in Squamish that does not really serve the community's best interests. A task force could promote collaboration between forestry and tourism and help the community understand the mutual benefits that are possible from cooperative development.

Action: Form a task force of motivated stakeholders that have a genuine interest in cooperative development but which not have membership in other advocacy groups. The task force could prepare its own action plan communicating and promoting the many beneficial relationships existing between forestry and tourism. Forestry sports, interpretive forests, the contribution forestry makes to recreation access and opportunities in TFL 38 are some of the topics that could be covered.

Responsibility: Forest licensees, Ministry of Forests, Squamish Economic Development, Chamber of Commerce, District of Squamish, Squamish-Lillooet Regional District.

Partners: None.

STRATEGY: DEVELOP A HIGHWAY GATEWAY PRESENCE

Rationale: The highway entrance to Squamish does not do justice to the activities, opportunities and services that are available in the community for visitors. Many highway travellers drive past Cleveland Avenue, unaware of what the downtown has to offer and depriving local business, including tourism operators, of an

^{2[2]} The goal of the Park and Backcountry Gateways program is "to develop public and commercial recreation opportunities for local communities, while promoting a strong commitment to support the protection of natural values and work within the ecological and conservation mandates of parks."

opportunity to create customers. The community has an excellent opportunity to develop a better highway presence that is able to convey a sense of interest in and anticipation for the region's recreational potential well before they pass downtown. Highway development could be integrated with the planned revitalization that will occur on Cleveland Avenue as part of Squamish's downtown redevelopment plan.

Action: Prepare a development concept and plan that coordinates signage and some visitor services around three key highway venues: Shannon Falls, the Stawamus Chief lookout and the Squamish Nation community centre. Link this planning into the downtown redevelopment improvements on Cleveland Ave. The lookout, in particular, has the potential to stop highway travellers and provide them with more information about tourism offerings. Directional signage, interpretive signage, spotting scopes (at the lookout), First Nations interpretation, promotion of chamber/visitor services, operator advertising and perhaps even an interpretive centre may be viable.

Responsibility: Chamber of commerce, Squamish Economic Development.

Partners: BC Parks, Ministry of Forests, Ministry of Transportation and Highways, Squamish Nation.

STRATEGY: FACILITATE PRODUCT/ACTIVITY PACKAGING

Rationale: Tourists do not always want just the product or experience that an individual operator offers. They are demanding a variety of experiences, as many built-in services as possible, and a choice of trip attributes such as length of stay, accommodation options and degree of risk/challenge. This is placing more pressure on operators to be flexible and adaptive to market demands at a time when many are reluctant or unable to meet the challenge and be competitive. As outdoor tourism operators tend to be small businesses, they directly sell to travellers often without marketing intermediaries or in cooperation with other operators. They therefore may be missing an excellent opportunity to broaden their appeal and increase business through the provision of more diversified and customized tourism products. The way to do this, of course, is through packaging. Packaging can be conducted with other complementary operators or even with similar operators.

Action: Suggested actions include 1) hosting a packaging workshop that would encourage operator networking and collaboration, 2) the production of a Squamish Product Guide that would list tourism services, an events calendar, accommodation directory, adventure and recreation clubs and operators, local attractions and transportation services (for distribution to all regional operators and tourism facilities), 3) brokering services that would facilitate contact between transportation companies like BC Rail, Royal Hudson, Harbour Ferries and bus tours with local operators to discuss packaging opportunities, 4) identify short-haul packages for

promotion into the Lower Mainland, and, 5) identify opportunities for partnerships with Whistler.

Another option would be to investigate the feasibility of using Canadian Tourism Commission (CTC) marketing and packaging programs locally. Several CTC programs could be implemented in the Squamish area if a consortia of local stakeholders was formed. The Regional Tourism Marketing Initiative^{3[3]} and the Adventure Program^{4[4]} are possibilities, as is the Product Club program^{5[5]}. The latter entails forming a consortium of small and medium-sized businesses that agree to work together in order to develop new tourism products or enhance existing products which will collectively address issues that are impeding the growth of tourism in a given area or industry sector. A typical Product Club is an independent entity, which could include outfitters, tour operators or tourism associations. Research (on markets, on products, on initiatives in other jurisdictions), workshops/seminars for club members, developing a product development plan, developing a sales strategy, communication tools (e.g. newsletters, meetings) are examples of supported ventures. A meeting could be held with outdoor tourism stakeholders to gauge the level of interest in forming a product club. An example in BC are the 75 Canadian members of the consortium *Trail of the Great Bear*, made up of operators in the food and beverage, transportation, accommodation and soft adventure industry, which promote touring, eco-tourism and cultural/heritage products within the Trail of the Great Bear region (Rockies area of Alberta and British Columbia). The Product Club will create year-round barrier-free touring packages through an enhanced communication strategy, research to identify market potential, and a model that can be used in other regions. A proposal call for Product Club submissions will be issued in Autumn 2000.

Responsibility: Chamber of Commerce, Squamish Economic Development.

Partners: Ministry of Small Business, Tourism and Culture, Human Resources Development Canada.

STRATEGY: ENSURE TOURISM VALUES ARE INCLUDED IN LAND USE PLANNING

Rationale: Integrated land use planning that brings together the various provincial, regional and municipal planning interests to address growth management issues will be needed in the future if Squamish is to manage growth properly while allowing for

^{3[3]} http://www.canadatourism.com/en/ctc/partner_centre/partnering/can/tablecont.html

^{4[4]} http://www.canadatourism.com/en/ctc/partner_centre/partnering/can/tablecont.html

^{5[5]} http://www.canadatourism.com/en/ctc/partner_centre/shortcutindex.cfm?info=productclubs/productindex.html, (613) 946-1000.

needed in the future if Squamish is to manage growth properly while allowing for tourism development. Land use will directly impact backcountry commercial recreation in several ways: it will affect the availability of Crown resources and tenure available to backcountry tourism operators; it will impact frontcountry and highway land used by many tourism and hospitality services; and, it will partially determine transportation infrastructure and patterns. If the 2010 Winter Olympics bid is successful, then more integrated planning will have to occur anyway, so infrastructure investments are coordinated. Squamish should therefore be proactive in developing mechanisms for bridging provincial and local planning processes.

Action: The community should monitor the following planning processes and determine an overall context for tourism planning in the region:

- BC Assets and Lands Corporation's Commercial Recreation Management Plan for the Sea to Sky corridor.
- Ministry of Forests Recreation Strategy.
- BC Parks new management plans (e.g. Tantalus).
- Land Use Coordination Office's Sea to Sky Public Land Strategy.
- Squamish-Lillooet Regional District's Official Community Plan for Whistler South.
- Squamish-Lillooet Regional District's impending Growth Management Strategy.

Responsibility: District of Squamish, Squamish-Lillooet Regional District, and Squamish Economic Development.

Partners: Land Use Coordination Office, BC Assets and Lands Corporation, Growth Strategies Office, Ministry of Forests, Ministry of Small Business Tourism and Culture, BC Parks, Ministry of Transportation and Highways.

STRATEGY: IMPROVE WINDSURFING FACILITIES

Rationale: Squamish is known as one of the premier windsurfing destinations in North America and attracts an international clientele. The community, however, has practically no infrastructure dedicated to this growing market and is missing out on the opportunity to create a more attractive and economically lucrative destination product.

Action: Prepare a three year infrastructure investment plan that will address issues such as, water access, berming, dust control on the road and vandalism. Research and review actions taken at Hood, Oregon to determine best practices and potential options for a phased development.

Responsibility: Squamish Economic Development, Chamber of Commerce.

Partners: District of Squamish.

STRATEGY: ENCOURAGE MORE OUTDOOR RENTAL AND SERVICE ESTABLISHMENTS

Rationale: Business opportunities in Squamish are not confined to commercial guiding operations. There is growing potential for services and rentals targeted at unguided users and commercial operators who may choose to lease rather than purchase their equipment needs. These intermediary opportunities are a result of rising demand by recreation consumers as well as more sophisticated clustering of tourism service businesses. Retail and commercial trends in Squamish are abnormal for a community of its size. For example, the lack of major big box retailers is due to the proximity and easy access residents have to North Vancouver shopping centres. Conversely, Squamish has an opportunity to develop as an outdoor recreation supply centre because this market appears to be under-served in the Lower Mainland. There are several cases where Squamish businesses attract significant volumes of buyers from outside the community, many from the Lower Mainland. Further development is possible to take advantage of the community's position as the "outdoor recreation capital of Canada".

Action: Retail and service opportunities and gaps to should be promoted to local businesses and entrepreneurs. This could be done by prepare a list of retail enterprises that do not currently exist in the community but for which there might be enough local demand to support a business. The opportunity list would have to be regularly maintained to ensure enquiries are provided with current information. The list could also then be actively marketed to facilitate opportunity development. Population thresholds needed to support various small tourism businesses could be prepared. Such an assessment would help local entrepreneurs identify development opportunities that could be supported by resident and travel markets, as well as make them aware of areas or markets where there may be too much development and competition.^{6[6]}

Responsibility: Squamish Economic Development.

Partners: Chamber of Commerce.

^{6[6]} An excellent synopsis of retail threshold analysis with work samples and bibliographic references is available on the University of Wisconsin's Center for Community Economic Development web site: <http://www.aae.wisc.edu/www/cced/961.pdf>



Lake Lovely Water

Photo from Warren Fox

6-2 Pemberton

6-2.1 *SWOT Review*

Development Considerations

- - 🔑 Proximity to Whistler. 🔑 Shortage of accommodation facilities.
 - 🔑 Highway 99 capacity constraints/safety. 🔑 Poor signage. 🔑 Lack of a tourism vision. 🔑 Perceived lack of support for tourism. 🔑 Conflicts between recreationalists and commercial operators over trail use.

Opportunities

- Major opportunity as a staging area for region
 - Linkages to Whistler
 - Linkages to Mt Currie
 - Frontcountry trail development

Products/Activities:

- | | |
|--------------------------|-------------------|
| 🔧 Ski touring | 🔧 Mountain biking |
| 🔧 Cross-country ski area | 🔧 Hiking |
| 🔧 Hut-to-hut touring | 🔧 4x4/ATV touring |
| 🔧 Snowmobiling | 🔧 Dude ranch |

6-2.2 *Community Actions*

STRATEGY: PREPARE AN EDUCATION BROCHURE ON TRAIL USE

Rationale: The management of Crown land that is used by residents and commercial operators for recreation purposes has become increasingly complex as demand and use rise. This is especially true in the study area and for communities like Pemberton, which have experienced new influxes of population and visitors. Conflicts among user groups are growing and this may negatively impact future tourism development, if it is not doing so now. While there is no easy way of streamlining the land management process to the immediate satisfaction of all user groups, it has become increasingly apparent in recent years that local solutions work best. Pemberton should explore some of these options to resolve trail-based conflicts in the area.

Action: Assess best practices in trail management from other jurisdictions. There are many educational brochures and locally devised codes of ethics that Pemberton trail users could use to compile their own agreement on managing conflicts. Areas or trails where there are concerns about carrying capacity or limits of acceptable change should also be identified.

Responsibility: Chamber of Commerce, stable owners, Pemberton Off-Road Cycling Association.

Partners: Ministry of Forests.

STRATEGY: PREPARE A COMMUNITY TOURISM STRATEGY

Rationale: Pemberton does not have a defined strategy for developing tourism; one should be prepared to lay the groundwork for future development. The community is on the verge of exceptional growth, owing to the overspill from Whistler, and the future will see increasing demand for its outdoor resources. At the same time, many residents are not desirous of Whistler-like growth patterns making their way through the community. The best way to head off undesirable impacts is to proactively develop a tourism and recreation vision now, and take the necessary steps for shaping growth according to the needs and values of the community, residents and businesses.

Action: A Tourism Advisory Committee in cooperation with the Chamber of Commerce and Community Futures should be the first step. Representation from all tourism stakeholder groups should be enlisted, including arts and cultural groups. Specify a clear mandate that does not conflict with other organizations, and prepare a short-term action plan for the committee by reviewing recent past planning (BCALC's CR Management Plan and MoF's Recreation Plan) and strategy exercises. From here, prioritize projects and actions. Concerns about implementation capacity should also be dealt with by assessing models for creating a long-term, self-sustaining tourism organization that will enable the region to collectively implement existing and emerging strategy ideas and opportunities.

Responsibility: Village of Pemberton, Chamber of Commerce.

Partners: Community Futures, Squamish-Lillooet Regional District, and Ministry of Small Business, Tourism and Culture.

STRATEGY: OFFER SITE SELECTION SERVICES

Rationale: When a community wants to attract businesses into the region, it has a whole range of tools at its disposal, from promotions and incentive programs to the provision of engineering services. One of the most basic tools is referred to as site location and servicing, in which the community offers to assist new businesses locate their operations. There are at least two situations where site selection services could prove useful in Pemberton: attracting more accommodation to the community, and attracting more value-added tourism services (e.g. tour operators, marketers, and interpretive facilities).

Action: Pemberton should prepare a tourism development site guide. The guide would actively identify and promote sites with favourable development prospects that were in accordance with the new Official Community Plan and which accounted for future possible boundary changes. This in turn would stimulate investment attraction. The guide could be featured in the Chamber's marketing programs, as well as assist the Village with the forecasting and planning for future infrastructure and services. The guide could be supplemented with information on the process an investor would have to follow in obtaining the requisite land and Crown tenures.

Responsibility: Village of Pemberton, Chamber of Commerce.

Partners: Squamish-Lillooet Regional District, BC Assets and Lands Corporation.

STRATEGY: RAISE THE LEVEL OF AWARENESS AND SUPPORT FOR TOURISM AMONG RESIDENTS

Rationale: The level of support and understanding of tourism development not what it should be in Pemberton if the community is to benefit from expected future growth. Given that tourism expansion is inevitable, it is incumbent on the community to maximize the potential economic benefits and direct development in such a way that it complies with local planning needs. However, this can only be done if tourism and outdoor recreation are perceived as important contributors to the economic base and quality of life. Ignoring the needs of tourism may lead to the community developing in a way that does not fit with the tourism industry aspirations. Strategically building awareness and understanding of tourism and its benefits throughout the region should be a priority along with specific project developments and initiatives.

Action: A communications plan outlining procedures for promoting positive tourism-related events inside and outside the community should be prepared. Identify

opportunities where major industry (e.g. forest companies) can collaborate with tourism operators on tourism projects. Promote these projects to communities as a way of overcoming popular misconceptions that development in tourism usually means economic loss for some other industry. An annual report card on the progress of tourism development in the region, identifying and tracking project developments and communicating these to media contacts and stakeholders could be prepared. A “tourist in your own town program” program could also be investigated. These programs are very popular and involve giving residents an opportunity to sample attractions, tours and restaurants at reduced prices. One option is to create and sell a passport with money-saving coupons from attractions, lodging and dining establishments. Tourism businesses can be asked to provide incentives such as percentage discounts, 2-for-1 offers or value-added gift items. In return, participating businesses benefit from increased traffic and visibility through the passports. Usage restrictions are usually permitted by season and by day.

Responsibility: Chamber of Commerce.

Partners: Village of Pemberton.

STRATEGY: DEVELOPMENT PLAN FOR A SNOWMOBILE STAGING AREA

Rationale: Pemberton has the ability to establish itself as a major snowmobile destination and differentiate itself from Whistler as a unique centre of outdoor recreation. There are several convergent factors that recommend this opportunity. First, market demand for snowmobiling is exploding in the region. Second, increasing conflicts between motorized and non-motorized users in the Whistler area may shift this demand into outlying areas. This pressure will only grow if snowmobile activity is restricted in any more of the prime venues in the Whistler area. Third, Pemberton is a logical access point to prime snowmobile areas, including the Icefields. Fourth, Pemberton has already established itself as a centre for snowmobile service. Fifth, the Pemberton Snowmobile Club has actively maintained Rutherford Creek as a snowmobile area for many years and has the knowledge and capacity to assist with increased development.

Action: Commission a study to determine the characteristics of the market, future demand patterns and the potential to develop a central staging area in Pemberton proper. The BC Snowmobiling Federation should be asked to contribute to the project by identifying options for land management, access control, fee collection and conflict management. The Village of Pemberton could be asked to identify preferred development sites best suited for traffic volumes and visitor services.

Responsibility: Pemberton Valley Snowmobile Club, Chamber of Commerce, Village of Pemberton, private land owners and service businesses.

Partners: Squamish-Lillooet Regional District, BC Assets and Lands Corporation, Ministry of Forests.

6-3 Bralorne/Gold Bridge

6-3.1 SWOT Review

Development Considerations

- Distance from highways and difficulty of access. Poor road conditions and safety concerns, especially in winter. Lack of accommodation options. Lack of infrastructure. BC Hydro activity and management are major influences. Most economic ties and tourism opportunities are related to the Southern Chilcotin.

Opportunities

- Roaded access to alpine activities
- Excellent access to the Southern Chilcotin
- Interpretation of the region's gold mining history
- Gold rush interpretation

Products/Activities:

- | | |
|-------------------|-------------------------------------|
| ❧ Ski touring | ❧ Mountain biking |
| ❧ Snowmobiling | ❧ Fishing |
| ❧ 4x4/ATV touring | ❧ Lake boating (kayaking, canoeing) |
| ❧ Hiking | |

6-3.2 Community Actions

STRATEGY: ENSURE RURAL ROAD IMPROVEMENTS ARE UNDERTAKEN LOCALLY

Rationale: Minimum standards for transportation facilities, networks and services are needed to stimulate tourism expansion in the Bralorne/Gold Bridge area. Unfortunately, there are numerous instances in which the road infrastructure fails to meet acceptable provincial standards and some cases where the situation is poor enough to make a legitimate claim that further economic and community development is being impaired. The poor state of roads exacts a financial cost on individuals and businesses and an economic cost on the community. Although the situation has improved in recent years with added attention from the Squamish-Lillooet Regional District and Ministry of Transportation and Highways, Bralorne, in cooperation with other Bridge River Valley communities, should continue to lobby for improvements that meet its development needs.

Action: Work with the Northern Planning Committee to coordinate road improvements and upgrades on Route 40 and the Hurley Forest Road with tourism needs, including the establishment of possible circle routes. A marketing/transportation strategy to support longer-term investment would help with lobby efforts, as would an identification of current and potential economic activities supported by the road. An estimate of economic and community developments that could be held up as the result of poor road quality would be useful. Documenting accident rates and insurance claims to determine if there are safety issues involved is also a possibility.

Responsibility: Squamish-Lillooet Regional District, Chamber of Commerce.

Partners: Bridge River Valley Economic Development Society, Ministry of Transportation and Highways.

STRATEGY: SUPPORT ESTABLISHMENT OF BRIDGE RIVER TRUST

Rationale: The scarcity of economic development resources in the Bridge River Valley is exacerbated by the fact that residents of the area gain few benefits from the significant amount of economic activity that is generated by local resource exploitation. In the Columbia Basin, for example, BC Hydro returns substantial amounts of cash back to communities in the form of grants-in-lieu-of-taxes and trust contributions. These monies are used by communities such as Revelstoke, Golden and others to support economic and tourism development. No such benefits are returned to the Bridge River area despite the prevalence of major hydro generation activity that impacts the community in many ways.

Action: Efforts to establish a Bridge River Trust as a legacy for residents and businesses of the valley should be fully supported. If successful, at least some of this money could be directed to economic and tourism development for critical infrastructure needs in Gold Bridge and Bralorne.

Responsibility: Squamish-Lillooet Regional District.

Partners: BC Hydro, District of Lillooet.

STRATEGY: EXPAND BRALORNE'S EXPOSURE ON THE INTERNET

Rationale: Bralorne's position as a small and remote rural community with limited infrastructure presents special challenges for tourism development, including accessing the necessary resources for identifying and implementing projects that are a priority in the community. By cooperating with other communities, Bralorne can leverage scarce resources to increase its tourism profile.

Action: Increase the community's exposure by putting together a profile on the Lillooet Economic Development Commission's (LEDC) award-winning homepage. A local road advisory links page should also be maintained regularly and feature

summer conditions through the Hurley and down to Lillooet. As a nearby neighbour of Gold Bridge, Bralorne should be working closely with Gold Bridge on economic development matters. Bralorne receives some free exposure from Online Highways, an Internet guide to BC and US states for highway travellers. Unfortunately, the Bralorne page contains no local information but instead points to Gold Bridge for regional guidance. Online Highways should be contacted and provided with a fuller description of what the community has to offer for road travellers.^{7[7]}

Responsibility: Bridge River Valley Economic Development Society, Chamber of Commerce.

Partners: Squamish-Lillooet Regional District.

STRATEGY: INCREASE INTERPRETATION OF THE REGION'S GOLD HISTORY

Rationale: Bralorne was once the richest gold mine in Canada's history and is one of the world's deepest; inside the mountain some parts of the mine go to over a mile below sea level. Throughout the vicinity of Bralorne, the presence of hidden air shafts and other old openings into the mine make casual hiking dangerous but nonetheless interesting and possibly a unique feature for further interpretation and development. Although the mine is not in operation, virtually everything is in place to begin production, including offices, bunk houses, assay lab, cook house, as well as the power and phone lines. Bralorne Pioneer Gold Mines still hopes to reopen the mine in the future should the price of gold rise.

Action: Assess the pre-feasibility of hiking trail development, signage and interpretation that would encourage more visitation in the region. New activity could be packaged out of Gold Bridge since there is no accommodation facilities in Bralorne.

Responsibility: Bridge River Valley Economic Development Society.

Partners: Squamish-Lillooet Regional District.

^{7[7]} <http://www.ohwy.com/>



Key Hole Falls

Photo from Warren Fox

6-4 Mt. Currie

6-4.1 *SWOT Review*

Development Considerations

- ⚙️ Negative impacts of some commercial recreation on traditional use resources (e.g. fish). ⚙️ Historical division between aboriginal and non-aboriginal communities in the valley. ⚙️ Training needs for FN workforce, especially youth. ⚙️ Lack of infrastructure. ⚙️ Need for basic services, such as transit to Whistler.

Opportunities

- FN interpretive centre
 - Partnerships with established operators in Whistler
 - Opportunities for delivering FN interpretation as an add-on to existing outdoor products
 - Partnerships with the MoF for recreation site management.
 - Opportunities related to Cayoosh Resort
-
- Products/Activities:*
- | | |
|-------------------|-------------------------|
| ▧ Snowmobiling | ▧ Trail riding |
| ▧ Mountain biking | ▧ Dude ranch |
| ▧ Hiking | ▧ Freshwater fishing |
| ▧ Jetboat tours | ▧ Camping/RV facilities |

6-4.2 Community Actions

STRATEGY: DEVELOP AN INTEGRATED TOURISM STRATEGY

Rationale: Mt. Currie is in discussions with Whistler concerning the development of a First Nations' Interpretive Centre in the resort area. This is only one of several linkages that could be made between Mt. Currie and Whistler for tourism and community economic development. As the expanding tourism base in Whistler represents a major economic opportunity for the region, and as Mt. Currie requires job and income opportunities for band members, there are many benefits to be gained by nurturing such partnerships and joint ventures.

Action: Submit an application for funding to Aboriginal Business Canada for the preparation of a tourism development strategy based on identifying linkages to current strategies and plans in Whistler and Pemberton.

Responsibility: Creekside Resources.

Partners: Aboriginal Business Canada.

STRATEGY: SPONSOR A FIRST NATIONS TOURISM PLANNING CONFERENCE

Rationale: Direct involvement of First Nations in tourism development, indirectly as owners/operators of tourism businesses or directly through the presentation or interpretation of their culture, is an important component of resource-based tourism in the study area. In Pemberton and Mt. Currie, the need for community control of tourism development and the necessity for outsiders to create effective relationships with the community are crucial. With cooperative community support and control, tourism has the potential to stimulate economic and social

development and provide a mechanism for re-establishing aboriginal approaches to land use and resource management. There is an opportunity in the study area for achieving First Nations tourism development through the creation of partnerships, networking and relationships that will bring together all available regional assets into a single development path.

Action: A conference could be held in Pemberton, Whistler or Squamish and help forge some linkages with major aboriginal tourism organizations, including the Aboriginal Tourism Association of British Columbia, and the Canadian National Aboriginal Tourism Association, and Aboriginal Tourism Team Canada (part of the Canadian Tourism Commission). A secondary purpose of the conference would be to promote joint ventures between experienced tour operators and First Nations. Undertake an investigation of uses for programs currently offered to meet assist First Nations tourism development, including the BC government's Visions for the Future, a series of career development conferences for aboriginal youth, and the Royal BC Museum's Aboriginal Cultural Stewardship Program for aboriginal youth interested in working in native culture interpretation.

Responsibility: Creekside Resources.

Partners: Other First Nations, municipalities, Squamish-Lillooet Regional District, tourism agencies.

STRATEGY: PREPARE A TOURISM TRAINING STRATEGY

Rationale: Workforce development is a major concern for Mt. Currie because there are tourism employment opportunities available in Whistler and the backcountry that band members could be taking advantage of, but are not because of inadequate training. Band members require access to a full range of hospitality and tourism skills to improve their employability, and tourism operators can benefit because they will have access to a very stable, non-mobile pool of labour. Challenges include creating a tourism skill needs profile among band members, creating training programs to address these needs that can be delivered locally, recruiting trainees among youth and communicating tourism employment opportunities and careers to band members.

Action: A training needs assessment should first be undertaken. A review of tourism training resources and needs assessments from other regions could be undertaken and a basic terms of reference prepared prior to approaching Human Resources Development Canada, Community Futures and potential industry partners in Whistler for funding the project. The purpose of the assessment would be to assemble a worker profile and make strategic recommendations for increasing tourism employment. Ways of increasing partnerships between operators and local youth through mentoring or apprenticing programs should be investigated. There are several band members qualified as outdoor guides who could be gainfully

employed and contributing to commercial recreation ventures in the region. Training opportunities through the Vancouver Coast Mountain Tourism Association, SuperHost, and the Pacific Rim Institute of Tourism (PRIT) are also possibilities.

Responsibility: Creekside Resources, Mt. Currie Band.

Partners: Tourism BC, Vancouver Coast Mountain Tourism Association, Pacific Rim Institute of Tourism, and commercial recreation operators in the region.

STRATEGY: IDENTIFY OPPORTUNITIES FOR ON-RESERVE DEVELOPMENT

Rationale: Mt. Currie has a strategic advantage in catering to local highway travel markets as Highway 99 runs through the middle of the main reserve. The recently paved road offers a scenic setting beside the Lillooet River and could be used to strategically locate and advertise tourism services. There is a rustic campground open during the summer, but there may be enough demand to warrant additional businesses, including a full service campground, RV Park and rental services.

Action: Document and review current and projected highway traffic flows to determine demand and market potential. A profile of the primary outdoor recreation pursuits in the Pemberton area and in the Cayoosh can also be prepared. Regional recreation clubs could then be contacted and a survey of members undertaken to determine the potential level of demand for certain services, such as food service, rentals and transportation. An assessment of communities in BC with similar development and traffic profiles should also be undertaken to gather ideas regarding business potential.

Responsibility: Creekside Resources, Mount Currie Band Council.

Partners: n/a.

STRATEGY: ASSESS DEVELOPMENT POTENTIAL RELATED TO CAYOOSH RESORT

Rationale: If the Cayoosh ski resort is approved and developed, it will generate new and considerable visitation to the region, attract new investment capital for construction, infrastructure and operations, expand the marketing presence of the region and create a host of related tourism and employment opportunities. While Lillooet is the planned service centre for the resort, Pemberton and Mt. Currie would stand to gain significant economic and employment benefits as well. Given Mt. Currie's strategic highway position, linkages to Cayoosh could come in the way of direct employment, but also new business development – where there are high volumes of downhill skiers, the demand for secondary activities, some of which could be delivered from Mt. Currie, will also rise.

Action: Monitor the Environmental Assessment approval process for the resort, obtain and review all planning documentation for information purposed and undertake a business opportunity assessment. The assessment could identify specific business ventures that may be feasible if the resort goes ahead. This could be marketed to band members who would be encouraged to conduct follow-up research and of course new business development. A brokering service to Aboriginal Business Canada business support programs could also be provided.

Responsibility: Creekside Resources.

Partners: Community Futures, HRDC, and Aboriginal Business Canada.

STRATEGY: INCREASE DIRECT INVOLVEMENT IN FACILITIES DEVELOPMENT AND MANAGEMENT

Rationale: Mt. Currie is already working with the Ministry of Forests on recreation site management and the expertise gained could be expanded to include new facility development both on-reserve and in their traditional territories. Trail construction would be a logical development objective because of the wide range of outdoor activities that could be accommodated, from sightseeing and wildlife viewing to mountain climbing and mountain biking. Trails provide visitors with first-hand opportunities to understand, appreciate and enjoy key scenic and natural resources, themes and values. More developed trail networks in the Mt. Currie area could be linked to the Pemberton accommodation sector. There are also opportunities to create trail systems between Pemberton/Mt. Currie and Whistler to entice visitors to explore more of the valley and its other tourism features. The extensive network of trails in Whistler and Squamish suggests that any new destination type trails to be built would require association with high quality recreational features.

Action: Assemble research on best practices of trail development. There are numerous resources available both in hard copy form (e.g. Pacific Rim Institute of Tourism) and on the Internet, including Parks Canada's best practices examples for trail development. An identification of integrated multi-use trail system for land-based and winter-based products is advisable. The MoF can be asked to sanction trail construction and maintenance. This may be a good project for the E-Team Program^{8[8]}.

Responsibility: Creekside Resources.

Partners: Ministry of Forests, E-Team Program (Ministry of Environment, Lands and Parks).

^{8[8]} <http://www.youth.gov.bc.ca/programs/eteams.asp>



Tenquille Lake

Photo from Warren Fox

6-5 In-SHUCK-ch / N'Quat'qua

6-5.1 SWOT Review

Development Considerations

- Distance from highways and difficulty of road access. Poor road conditions. Lack of accommodation. Important recreation area, but low tourism volumes (Cayoosh, Lizzie Lake). Lack of basic infrastructure. Lack of tourism services. Lack of interpretive material. Workforce training. Treaty negotiations are in the advanced stages and will have an impact on some tourism development projects. First Nations do not support the Cayoosh Resort development. Illegal guiding activities in area.

Opportunities

- Partnerships with the MoF for recreation site management.
Significant potential related to Cayoosh resort
Opportunities related to high quality alpine features
Heritage and cultural trail development (e.g. Gold Rush Trail)
Central access point for Golden Ears, Stein and Garibaldi (east side) parks
-

Products/ Activities:

- ▶
 - ▤ Snowmobiling
 - ▤ Mountain biking
 - ▤ Cycle touring
 - ▤ Cultural interpretation
 - ▤ Ski Touring
- ▤ Hiking
 - ▤ Hut-to-hut tours
 - ▤ Lake activities
 - ▤ 4x4/ATV touring
 - ▤ Lodge/resort (spas, hotsprings)

6-5.2 Community Actions

STRATEGY: DEVELOP A COORINDATED LAND USE AND INFRASTRUCTURE MECHANISM FOR THE REGION

Rationale: The almost complete lack of basic infrastructure is a major barrier to tourism and economic development in the In-SHUCK-ch / N'Quat'qua Statement of Intent Area (SOI). While D'Arcy has the benefit of some basic services, communities in the South Lillooet are at a strategic disadvantage with no access to the BC Hydro power grid, no telephone service, no gas supply and no paved road access. Not only does this make it difficult to encourage new tourism businesses and investment activity, it also poses fundamental problems for workforce preparedness – band members in the South Lillooet area have little opportunity to access education upgrading and training programs and even less capacity to take advantage of new tourism employment should it arise in the future.

The tourism development dilemma for the communities in the SOI area is therefore two-sided and somewhat perilous. If tourism is seen as having the greatest potential for future job creation, then more capital, either public or private, will have to be invested, perhaps at the expense of local control over the nature, scale and ownership of project developments. Even then, there is no certainty that the resulting jobs would be filled by the local workforce, in which case the local economic impacts may be questionable. On the other hand, perpetuating the status quo will not serve local communities well, as there is a great need for new employment and income opportunities. The challenge then is to achieve a tourism development balance by maximizing local benefits while maintaining a business climate that will attract the capital, entrepreneurs and new business activity that the area urgently needs.

Achieving the right development balance for the area goes beyond tourism into the broader realm of community economic development. Given the structure of current land use and planning in the area, making any progress will be difficult. With three forest districts, two regional districts and numerous provincial

ministries/agencies working on their own mandates in an area which has historically warranted little interest or attention, the chances of leveraging the scarce public resources that might be available for critical infrastructure improvements range from slim to none. However, if a mechanism for coordinating provincial and local actions that is sensitive to local needs can be devised and implemented, then infrastructure improvements and tourism development could be scaled up in such a way as to generate some essential economic benefits for the region.

Action: Investigate the feasibility of regional district or municipal authority for the South Lillooet. This has already been suggested through previous studies and an action plan communicating with the provincial government should be pursued.

Responsibility: Coast Mountain Development Corp., band councils.

Partners: Ministry of Forests, Ministry of Transportation and Highways, BC Assets and Land Corporation, Ministry of Aboriginal Affairs, Indian and Northern Affairs Canada, Ministry of Small Business, Tourism and Culture, Fraser Valley Regional District, and Squamish-Lillooet Regional District.

STRATEGY: DEVELOP INFORMATION SHARING CAPACITY

Rationale: In the In-SHUCK-ch / N'Quat'qua Statement of Intent Area (SOI), tourism operators and communities have very loose connections with each other or to the regional tourism industry and there is no business network through which they can make referrals or share information. Building business networks and linkages can generate significant economic development opportunities as well as cost savings for businesses. This is especially true in the SOI where access and infrastructure deficiencies raise the cost of doing business. Better workforce training linkages, the establishment of mutual infrastructure (e.g. trail systems), the development of a local supplier networks, and cooperative marketing are some of the achievements possible through network development. The sharing of strategic planning information, from outlining key business objectives to explaining the obstacles in building critical social and economic ties to the community can benefit all communities in the SOI.

Action: Work with all communities in the SOI to prepare a regional tourism database (e.g. Product Guide). Accommodation facilities, adventure operators, attractions and transportation companies could all be listed in a single, relational database, using the FTOS results as a baseline. The database could be maintained on an annual basis, and distributed to all operators, council offices and development agencies as a resource for encouraging more networking and packaging. Best practices in aboriginal ecotourism business development could also be promoted and information shared on common issues such as signage, land use, Commercial Recreation tenuring and infrastructure.

Responsibility: Coast Mountain Development Corp., band councils.

Partners: n/a.

STRATEGY: COORDINATE RECREATION DEVELOPMENT

Rationale: There are major tourism infrastructure gaps in the In-SHUCK-ch / N'Quat'qua Statement of Intent Area (SOI) that may or may not be closed through private sector investment in the years ahead. Given current conditions, it is much more likely that public investment will proceed it and hopefully lay the groundwork for more involvement and activity by private and aboriginal-owned enterprises. By cooperating and coordinating public investment in the region, communities in the SOI can create better conditions for tourism expansion.

Action: Communities should work with the Ministry of Forests to focus recreation development on facilitating developments such as hiking trail access to important recreation sites and areas. These facilities could then be deployed for commercial purposes to stimulate band-owned tourism activities. Roads that may be susceptible to deactivation should also be tracked and kept open if they provide critical access to a future development site.

Responsibility: Coast Mountain Development Corp., band councils.

Partners: Ministry of Forests.

STRATEGY: PROFILE AND MARKET THE REGION

Rationale: There are not a lot of available resources in the region for either product development or marketing. Nevertheless, some activity must be undertaken if the tourism volumes are to increase and give rise to more tourism businesses, economic activity and employment. Otherwise, the region will remain under-exploited and relatively unknown to the burgeoning outdoor recreation markets from the Lower Mainland. Tourism marketing for the In-SHUCK-ch / N'Quat'qua Statement of Intent Area should ensure that all visitors to the area are well aware of area tourism opportunities and events, and how they can be accommodated.

Action: Tourism should be chiefly promoted with collateral materials like flyers and posters which clearly articulate area tourism opportunities, special programs in the area and special events. Specific products should be featured rather than just a general description of the area. Then, an inventory of all potential locations for poster locations (i.e.: InfoCentres in region, hotel lobbies, town notice boards, local/regional restaurants, etc.) and make listing of all locations should be undertaken. Agreement from all private sector locations allowing poster and flyer placement should be obtained.

Responsibility: Coast Mountain Development Corp.

Partners: Vancouver Coast Mountain Tourism Association.

STRATEGY: IMPLEMENT AN INVESTMENT ATTRACTION PROGRAM

Rationale: Site selection services has been discussed previously as a community economic development tool for encouraging businesses and entrepreneurs to relocate in the community. For the In-SHUCK-ch / N'Quat'qua Statement of Intent Area (SOI), the absence of any incorporated municipalities and the prevalence of Crown land makes investment attraction a more challenging task. Still, this study, as well as recent BC Assets and Land Corporation and Ministry of Forests recreation studies have provided an information base that First Nations can use to encourage new activity and guide their attraction efforts for tourism development. There are many advantages to identifying and packaging site information. First, communities have a way to get involved in Crown land use and disposition rather than leaving all decisions up to provincial decision-makers. Second, communities can be proactive in identifying where the preferred sites are and plan around them. Third, it gives communities a marketing and business development tool.

Action: Develop a cooperative arrangement with the BC Assets and Land Corporation and the Ministry of Forests for a joint, inter-agency approach to the marketing of tourism tenures to band members, businesses or joint ventures. The initial focus could be on the ecotourism projects currently being undertaken by Coast Mountain Development Corp, but could also include remote fishing lodges, or alpine huts/lodges with high quality resources, no use pressures and high probability for tenure.

Responsibility: Coast Mountain Development Corp.

Partners: BC Assets and Land Corporation, Ministry of Forests.

STRATEGY: ESTABLISH A DESTINATION MOUNTAIN BIKE TRAIL

Rationale: There is an opportunity to build a unique mountain biking trail system through the South Lillooet, linking Harrison and Anderson Lakes. The concept would entail developing an approximately 80 kilometre route from Harrison Hot Springs to D'Arcy following the lakes/rivers corridor. There would be no comparable product in the rest of the study area, nor in the south coast. The system could be patterned on trail networks found in the USA that combine multi-day biking with hut facilities. In the In-SHUCK-ch / N'Quat'qua Statement of Intent Area, a series of huts, campgrounds or other accommodation (e.g. bed and breakfasts) could be staggered along the route to coincide with existing communities (i.e. D'Arcy, Mt. Currie, Skookumchuck, Douglas). Such a product would be a

destination draw for the regional market and serve as a focus for tourism marketing efforts.

Action: Conduct a survey of riders one or more of the numerous mountain bike races that take place in the Highway 99 corridor to determine the level of interest in this product. The survey could also be extended to tourism packagers who might sell such a product and other industry experts. If the results are favourable, a concept brief could then be prepared outlining the trail construction and upgrading that would be required. Once this is completed, a product could be designed around the Gold Rush Trail or First Nations' cultural themes.

Responsibility: Coast Mountain Development Corp.

Partners: Ministry of Aboriginal Affairs, Community Futures, Forest Renewal British Columbia, Ministry of Forests.

^{9[1]} In consideration of the substantial amount of tourism planning that has already transpired in the Resort Municipality of Whistler, the client resolved that a community recommendations specific to Whistler would not add additional value and therefore instructed the consultants to focus their efforts elsewhere. Although a community recommendations was not developed, the resource and opportunity analysis was conducted for the entire study area, and included the identification of opportunities which could benefit Whistler.

^{10[2]} The goal of the Park and Backcountry Gateways program is "to develop public and commercial recreation opportunities for local communities, while promoting a strong commitment to support the protection of natural values and work within the ecological and conservation mandates of parks."

^{11[3]} http://www.canadatourism.com/en/ctc/partner_centre/partnering/can/tablecont.html

^{12[4]} http://www.canadatourism.com/en/ctc/partner_centre/partnering/can/tablecont.html

^{13[5]} http://www.canadatourism.com/en/ctc/partner_centre/shortcutindex.cfm?info=productclubs/productindex.html, (613) 946-1000.

^{14[6]} An excellent synopsis of retail threshold analysis with work samples and bibliographic references is available on the University of Wisconsin's Center for Community Economic Development web site:
<http://www.aae.wisc.edu/www/cced/961.pdf>

¹⁵[7] <http://www.ohwy.com/>

¹⁶[8] <http://www.youth.gov.bc.ca/programs/eteams.asp>