

A detailed topographic map of a mountainous region, likely the Valemont area, showing contour lines, water bodies, and infrastructure. The map is the background for the entire cover.

VALEMOUNT 2020 VISION

IMPLEMENTATION STRATEGY

October 2004

Valemont

prepared by:
Brent Harley and Associates Inc.
The Resort Planning Group

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Prepared for:

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Regional District of Fraser-Fort George
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1. EXECUTIVE SUMMARY

1.1. INTRODUCTION

In the spring of 2004, the BHA planning team wrote the “Valemount 2020 Story” encapsulating the intentions of the Valemount stakeholders to develop the Valemount Vision. The story anticipates what the area will be like – providing a Conceptual Blueprint of Valemount - in the year 2020. It is founded on the salient realities of the area and built around the Principles that define the social, economic and environmental goals of the community.

As envisioned, by 2020 Valemount is a dynamic and successful place with a multifaceted, blended economy, based primarily on tourism, resort and real estate development as well as continued forestry. It is centred on a well-balanced and attractive Village core that authentically reflects its past. Further, the residents of Valemount have recognized the importance of protecting both the area’s natural setting and its access to mountain-based backcountry recreation. Likewise, they have embraced the opportunity to offer tourists access to unique and special attributes – attributes, which in some cases are found nowhere else in the world. It is a socially strong and engaged community that celebrates its history while at the same time championing cutting edge technologies and innovative approaches to new challenges.

1.2. BACKGROUND

After the Village of Valemount set its sights on the outcome described in the 2020 Story, a strategy was needed to both distil the Story to its ‘Conceptual Blueprint’, and to define a path for realizing its ambition. The Implementation Strategy, as described below, is intended to help the leaders of Valemount in 2004 achieve the envisioned Valemount in 2020.

The Valemount 2020 Vision Implementation Strategy is a key deliverable in Brent Harley and Associates’ (BHA’s) completion of the Socio-Economic and Land Use Impact Analysis Study and Report for the Valemount area. The Socio-Economic and Land Use Impact Analysis Study and Report (SELUSR) comprises an important component of the Valemount and Area Integrated Land Use Development Planning (VILUDP) process. The VILUDP is a multi-phased project – the purpose of which is to identify an effective strategy to deal with the community of Valemount’s growth related issues. It is the intent of the VILUDP to ensure that the actions of the village, as well as the regional and provincial governments are as consistent as possible with the development aspirations of the community of Valemount. Further, the VILUDP process is intended to provide recommendations to direct the VILUDP study partners (comprised of the Village of Valemount, the Regional District of Fraser Fort George, Land and Water BC, and the BC Ministry of Sustainable Resource Management) on future decisions concerning the Valemount area.

The deliverables of the SELUSR included a Socio-Economic Opportunity Study, a Community Vision, an Implementation Strategy and an updated Provincial Crown Land Plan Map. The Implementation Strategy, together with the Crown Land Plan Map, provides a set of clear and tangible directions to appropriately manage decisions regarding land use and resource development in the Valemount area. The Implementation Strategy has been built from the identified impacts of tourism growth together with the Directions and recommendations developed throughout the SELUSR and VILUDP processes. This report details the background, outlines the community consultation opportunities, identifies key directions and provides a recommended implementation strategy as well as an action plan.

1.3. IMPACTS OF A TOURISM ORIENTED ECONOMY

A key deliverable of the SELUSR was the identification and discussion of major issues experienced by rapidly growing tourism oriented communities. As Valemount moves from a resource dependent economy to a tourism driven economy, challenges will arise similar to the experiences of many of the booming mountain resort communities in British Columbia and Alberta. This report considers the probability of any potential negative impacts associated with the tourism-oriented development that may occur in Valemount, specifically considering economic, land use and community issues.

1.3.1. ECONOMIC IMPACTS

Currently, the community continues to promote and plan tourism in an effort to make their regional economy more sustainable. Fully embracing tourism, however, will have economic impacts on residents, local government and local businesses, specifically considering cost of living, lack of financial resources and a changing marketplace.

1.3.2. LAND USE IMPACTS

Valemount has many interests competing for the land in the surrounding area. Traditionally in a resource dependent economy, the land has been used for logging, mining or energy generation. In a tourism driven economy land is needed for real estate, recreation and associated scenic resources. The introduction of tourism into a resource dependent community will often impact the land use in the area by creating conflicts among land interests; the need to increase local land use regulation; increased pressure on the natural environment, and; the need to manage recreational user groups and assets.

1.3.3. COMMUNITY IMPACTS

The impact of a developing tourism dependant economy on the social character of Valemount will be heavily influenced by how the community embraces and facilitates the change. A major factor affecting community character is its growing population and corresponding change in demographics. In particular, communities that have embraced tourism through increased hospitality services and “second home” development have experienced significant changes over time in their community makeup. This is primarily due to the fact that new visitors and residents have different needs, values and perceptions of the community. Mountain communities that have embraced tourism must address these potentially significant impacts, including an evolving community character, a lack of affordable housing, varied service levels and the realization that the community itself is a business.

1.4. IMPLEMENTATION STRATEGY

Valemount can only achieve their vision if they have a concise plan for action. The Implementation Strategy identifies twenty-nine key Directions (each indicated in **bold**) that the greater Valemount community should pursue in order to effectively fulfill their collective vision.

The initial two Directions are fundamental to the Implementation Strategy, specifically that:

1. ***The VILUDP Partners formally endorse and actively encourage the implementation of the Valemount 2020 Vision Implementation Strategy.***
2. ***The VILUDP Partners formally endorse the recommended changes to update the Valemount and Area Provincial Crown Land Plan (as included in Appendix F of this report).***

The balance of this summary identifies the remaining twenty-seven Directions included within the Implementation Strategy. For clarity, these Directions are further divided into the following three primary categories:

- The Blended Economy;
- Multi-jurisdictional Land Use Planning, and;
- Community Interests.

1.5. THE BLENDED ECONOMY

The Valemount Area has embarked on this integrated land use planning process in an effort to recognize, and not compromise, the community's assets for long-term sustainability. Although the socio-economic opportunity study identified several economic generators for the community, tourism was identified as having the most potential. As a result, this document focuses on the most significant economic generators identified by the community: tourism, resort and real estate development, and forestry.

1.5.1. TOURISM

It is critical for any region pursuing tourism to ensure that the destination is consistent with the community vision, while at the same time includes the capacity to deliver the expected experience: *“What makes a tourism destination truly competitive is its ability to increase tourism expenditure, to increasingly attract visitors while providing them with satisfying, memorable experiences, and to do so in a profitable way, while enhancing the well-being of destination residents and preserving the natural capital of the destination for future generations¹.”* The associated Direction therefore recommends that:

3. ***Valemount and Area interests develop and adopt a Tourism Strategy that explicitly addresses the factors of a competitive tourism destination.***

1.5.2. RESORT AND RESIDENTIAL DEVELOPMENT

Major resort development and associated real estate is a component of tourism that is increasingly tied to destination resorts and is typically built around a significant recreation amenity. The Valemount socio-economic opportunity study identified that in addition to offering

¹ [The Competitive Destination – A Sustainable Tourism Perspective](#), Ritchie and Crouch, 2003.

several small resorts there is new potential with the recently approved Canoe Mountain Resort. Further unfulfilled potential exists and includes amenities such as the Canoe Hotsprings, the proximity to National and Provincial Parks and the countless other high quality outdoor recreation opportunities.

The Provincial Government, Village and Regional District land use strategies must respect not only the community's existing and future needs, but also the land's special physical character. Specifically associated Directions recommend that:

4. ***The corresponding jurisdictions must amend the Village and Regional District community planning documents to ensure that future resort and residential growth will reflect the community needs and the Valemount 2020 Vision Implementation Strategy.***
5. ***The Village must expand their boundaries to encompass all significant resort and residential development into its jurisdiction.***

1.5.3. COMMUNITY FOREST AND VALUE ADDED FORESTRY

Despite the reality that the traditional forest industry is in decline, the Valemount community is strongly committed to maintaining forestry as a primary element of their blended economy. Specifically, Valemount has identified traditional forestry, a community forest and increased value-added products, as forest industry opportunities they wish to pursue.

It is therefore important for the community to realistically examine the forestry potential of the area using a long-term, sustainable approach. Consideration of comparable international success stories and innovations are imperative to ensure that forestry remains an economic producer in the area. This direction recognizes the importance of the forestry economy, and the need to proactively find and identify Valemount's greatest opportunities. Specifically that:

6. ***Valemount and Area interests must complete a Forestry Strategy for the Valemount Area to identify a long-term sustainable approach to forestry.***

1.6. MULTI-JURISDICTIONAL LAND USE PLANNING

Valemount's most important amenity is land, whether preserved in its natural state, or available for new development, resource extraction and recreational access. Recognizing that there is a limited supply of lands with physical, environmental or strategic significance, a fundamental cornerstone to Valemount's future success is the adoption and implementation of the VILUDP. The Valemount and Area Land Use Development Plan Directions consider jurisdictional issues as well as competing pressure from land interests including settlement, utilities and transportation, the natural environment and recreation.

1.6.1. PROVINCIAL GOVERNMENT

Provincial government interests dominate the Valemount area, specifically as they regulate the use of Crown land, and impose associated regulatory requirements. Although the Ministry of Sustainable Resource Management (MSRM) and Land and Water BC (LWBC) have been key participants in the VILUDP process, it is also imperative that the recommendations contained within this document be fully supported by all ministries, agencies and companies of the Provincial Government. This support is essential to Valemount's long-term sustainability. No land use decisions in the Valemount area should be made by the Province without fully taking

into account the community's interests as expressed through this Implementation Strategy and the related VILUDP process. Associated Directions therefore include the following:

7. ***The Provincial Government should formally endorse and recognize the Valemount 2020 Vision Implementation Strategy as a statement of the local community's desired future.***
8. ***The VILUDP partners should work to facilitate and require ongoing consultation among all Provincial Ministries to ensure that all applications for new development or dispositions of Crown land within and adjacent to the area take into account the Valemount 2020 Vision Implementation Strategy and the final VILUDP Report.***

1.6.2. LOCAL GOVERNMENT

Local land use interests are the responsibility of the Village of Valemount and the Regional District of Fraser-Fort George. Each considers the community's goals and objectives as they concern and affect regulatory functions, community needs, the natural environment, community character and economic development as defined and regulated through the area's Official Community Plans (OCP) and regulatory bylaws. As such:

9. ***Local land use planning regulations and documents (OCP, Zoning Bylaw, etc.) must be amended and expanded to ensure that Valemount's physical, social and environmental character is reflective of the Valemount 2020 Vision Implementation Strategy.***
10. ***The Village's OCP must incorporate a strategy to ensure that Valemount has sufficient land resources to fulfill their long-term community service, open space and housing needs.***
11. ***The Village and Regional District community planning documents must be amended to ensure that future commercial and industrial growth is reflective of the Valemount 2020 Vision Implementation Strategy and community needs.***
12. ***The Village's OCP must incorporate a commercial area strategy that clearly defines and enhances the role of each commercial district, with a particular emphasis on the establishment of the Valemount Village Core as the primary focal point.***

1.6.3. UTILITIES AND TRANSPORTATION

The Yellowhead Highway (Highway 5), the Valemount Airport and the CN Rail line are all fundamental to Valemount's long-term success as each is a conduit of access for visitors and residents, as well as goods and services. All must be safe, secure, and reliable while servicing existing conditions and effectively anticipating the needs of the future. Therefore:

13. ***The Village and Regional District community planning documents and Crown Land Plan Map must be amended to ensure that future utility and transportation corridors, facilities and reservoirs are reflective of the Valemount 2020 Vision Implementation Strategy***

14. ***Future utility and transportation interests must be engaged in achieving the Valemount 2020 Vision Implementation Strategy, particularly considering use of their corridors for community interests.***

1.6.4. NATURAL ENVIRONMENT

The Conceptual Blueprint for Valemount clearly recognizes that the community's identity and long-term success is tied to the preservation and enhancement of the natural environment. The Environmental Background Report prepared by the Ministry of Sustainable Resource Management compiled all existing information on the Valemount area's environmental resources. These designations have subsequently been recognized in LWBC's draft Crown Land Plan. It is therefore important that environmental resources be protected or enhanced through provincial and municipal planning documents, such that:

15. ***The Village and Regional District should consider amending their community planning documents to ensure the management and protection of environmental values are reflective of the final Valemount and Area Integrated Land Use Development Plan.***

1.6.5. RECREATION

Valemount's future is significantly tied to its incredible potential for outdoor recreation. Although still "undiscovered" by many enthusiasts, certain challenges have already affected the quality of the experience. Fortunately there are several land use planning and jurisdictional initiatives in the region that are working towards effectively managing these incredible recreational resources.

The existing consultation and partnerships must continue to be nurtured and supported as a means to ensure a functioning and sustainable recreational corridor. The following three Directions are therefore recommended:

16. ***Given the critical importance of the tourism and recreational resources and amenities to community residents, business and visitors; the VILUDP partners and certain Provincial ministries must facilitate and require ongoing consultation regarding backcountry use. These consultations and plans are necessary to recognize carrying capacity issues; the need for infrastructure improvements (trail connections, bridges, parking lots); the enforcement of land tenure agreements, continued public recreational use and enjoyment, and; the resolution of recreation land use conflicts.***
17. ***The Village should explore opportunities with similar communities to encourage the Provincial Government to provide local communities with financial resources and the authority to better manage backcountry resources.***
18. ***The VILUDP partners must promote and facilitate the development and implementation of user group agreements among resource and commercial tenure holders and public recreation users.***

1.7. COMMUNITY INTERESTS

The structure and resolve of the Valemount community will ultimately determine the probability of the Implementation Strategy being effectively pursued. As such, community interests must consider leadership, financial interests, traditions and character, workforce and partnerships.

1.7.1. LEADERSHIP

Fundamental to the success of the Implementation Strategy will be the continued leadership, organizational structure and significant stakeholder involvement that have characterized the VILUDP process to this point. Therefore:

- 19. The Village must facilitate a public process for the formation of the Valemount Association as a non-profit organization that will spearhead the realization of the Valemount 2020 Implementation Strategy and final VILUDP Report.**
- 20. The Village must assist the Valemount Association in identifying the Association's operating procedures, membership, responsibilities, staffing and funding sources.**

1.7.2. FINANCIAL RESOURCES

In order that the Strategy is properly implemented, significant funding for additional research, infrastructure and improvement projects needs to be realized. Therefore:

- 21. The Valemount Association must establish a sustainable funding strategy realized from traditional and alternative sources to cover operating and capital needs.**
- 22. The Village must take into account the financial impacts of the new growth strategies, existing development cost charges and fees to ensure that the existing tax base does not subsidize new development.**

1.7.3. TRADITIONS AND CHARACTER

The community undoubtedly has a hardy and practical character. As such, it is vital that residents continue to play a key role in retaining the community's identity, specifically:

- 23. The Village's OCP must incorporate a strategy to ensure that they have sufficient land resources to fulfill their historic, cultural and social needs.**
- 24. The Village's OCP must incorporate development permit guidelines designed to retain and nurture their historic and cultural traditions.**
- 25. The Valemount Association should prepare and implement a booklet "Welcome to Valemount" as an information guide for new residents.**
- 26. The Village must implement nuisance bylaws to preserve the ambiance of the small town community character.**

1.7.4. WORKFORCE

The existence of a labour force that possesses the ability and motivation to drive the economic engine is fundamental to the Implementation Strategy. As Valemount continues its shift from a resource-based economy to a serviced-based economy, it must be recognized that different labour skill sets are necessary. Education and retraining opportunities within the community will be crucial to Valemount's future success. Further, it must be recognized that livability and affordability are also key elements to creating and maintaining the necessary workforce. Therefore:

27. ***The Village's OCP must incorporate and implement a social, economic and environmental monitoring program to ensure that local resident needs will be accommodated in the long term.***
28. ***The Village must ensure that the appropriate workforce training and education facilities are available.***

1.7.5. PARTNERSHIPS

Valemount's future is dependent on many diverse interests. As such, it is crucial to create a favorable environment – one that successfully encourages the sharing of information and communication links. All stakeholders must promote continued consultation as a means to ensure that an effective and efficient decision-making and implementation structure can be realized within the community, therefore:

29. ***The implementation of the Valemount 2020 Vision Implementation Strategy must recognize and consult with affected interests, and encourage partnerships wherever possible.***

1.8. CONCLUSION

For more than a decade Valemount has been planning for a sustained future, but now it is the time to take the leap into action. This Implementation Strategy is intended to help the leaders of the current Valemount of 2004 achieve their envisioned Valemount of 2020.

Within the body of the following document is a detailed account of the relevant project methodology, a more in-depth accounting of the recommended Directions, as well as explicit commentary on the specific actions and recommendations that form the basis for the Implementation Strategy.

2. INTRODUCTION

The Valemount 2020 Vision Implementation Strategy is a key deliverable in Brent Harley and Associates' (BHA's) completion of the Socio-Economic and Land Use Impact Analysis Study and Report for the Valemount area. The Socio-Economic and Land Use Impact Analysis Study and Report (SELUSR) comprises an important component of the Valemount and Area Integrated Land Use Development Planning (VILUDP) process. The VILUDP is a multi-phased project – the purpose of which is to identify an effective strategy to deal with the community of Valemount's growth related issues. It is the intent of the VILUDP to ensure that the actions of the village, as well as the regional and provincial governments are as consistent as possible with the development aspirations of the community of Valemount. Further, the VILUDP process is intended to provide recommendations to direct the VILUDP study partners (comprised of the Village of Valemount, the Regional District of Fraser Fort George, Land and Water BC, and the BC Ministry of Sustainable Resource Management) on future decisions concerning the Valemount area.

The BHA work includes a socio-economic opportunity study, a community vision, an Implementation Strategy and a new Crown Land Map. The Valemount 2020 Vision Implementation Strategy is the final phase of the project, and includes a series of recommendations to appropriately manage future decisions affecting land use and resource development in the Valemount area. The Implementation Strategy has been built from the foundation of the directions and recommendations developed through the VILUDP process.

This report specifically reviews and considers the following:

- Background/Methodology,
- Community Consultation,
- Impacts of a Tourism Economy,
- Identified Directions; and
- Specific Action Plan/Deliverables.

3. BACKGROUND/METHODOLOGY

The study methodology included three main segments: the compilation and analysis of information, consultation with the community, and the development of key planning directions in the form of an Implementation Strategy.

3.1. SOCIO-ECONOMIC OPPORTUNITY STUDY

This study considered the social, economic and development trends of the region and identified future issues and challenges that may affect Valemount's "blended economy". The consulting team incorporated information contained within numerous existing studies, reports, plans and resources. These resources led to an analysis of the impacts on Valemount's growth prospects, the impact of the Canoe Mountain Development, potential impacts of a growing tourism sector and associated demographic trends, a destination competitiveness assessment as well as a SWOT (strengths, weaknesses, opportunities and threats) analysis.

The Socio-Economic Report took a long-range view of the potential to position Valemount for the markets of greatest opportunity. The findings of this analysis included:

- **No “silver bullet”** - There is not a quick fix for the long-term social and economic sustainability of the Valemount area. The report recognizes that in addition to the continued contribution of the resource industry, tourism has the most potential to provide favourable growth for the community.
- **Strategic Vision and Leadership** - Valemount will need to embrace a strategic vision that has strong leadership from decision makers as well as substantial community buy-in before tourism will be a viable economic generator. It may involve a new organization that could lead and direct tourism marketing and infrastructure, as well as provide management and financial resources.
- **Significant Improvements** - The survival of the Valemount community through a growth in tourism revenues will not flourish without significant improvements in associated infrastructure, as well as the coordinated management and marketing of the visitor attractions. Valemount will need to clearly define not only what it wants to be, but also what it does not want to be.

3.2. OTHER COMMUNITY INTERESTS

To assist in understanding the opportunities that may exist for Valemount, the consulting team researched several similarly positioned communities that have been actively planning for a sustained future. The consultants found that comparison of communities in the nearby Rocky Mountain regions (Golden, Fernie or Canmore) were not as relevant as they were each larger, more strategically located, and offered significantly greater amenities. The communities alternatively considered included Methow Valley (Winthrop), Washington; Grand Lake, Colorado; Kremmling, Colorado; Red Lodge, Montana; and West Yellowstone, Montana. Although all U.S. examples, the communities were similar to Valemount as they were each small communities, located near the gateways to a National Park, and distant from major highways (Interstates).

3.3. THE VALEMOUNT PRINCIPLES

Early in the development of the Valemount 2020 Vision work program, the consultant team recognized that the community had previously engaged in numerous public visioning and mission development sessions. Rather than duplicating this work, consultants chose to draw on the earlier directions and incorporate them into key principles intended to guide Valemount in the future. The development of the Valemount Principles relied extensively on the results of earlier public participation meetings, stakeholder and Council interviews, feasibility reports, community surveys and the aforementioned socio-economic opportunity study. The Valemount Principles provide focused directions for the community and cover topic areas including: economic development, the natural environment, land use, recreation, partnerships, governance, leadership, fiscal needs and learning. The Principles (attached as Appendix “A”) were reviewed, refined and adopted by Mayor and Council at their March 11th, 2004 meeting.

3.4. VALEMOUNT IN THE YEAR 2020 – A VISION COMES OF AGE

The Valemount Principles provided a framework for developing the Vision Story known as *Valemount in the Year 2020 – A Vision Comes of Age*. Valemount in the Year 2020 provided an innovative approach to help the community plan for the future. The Story was developed as a practical vehicle to assist Valemount residents in understanding the potential of their community.

The story was based on the community's established principles, and as such, is founded on their collective goals, desires and expectations. The document was prepared as an exercise to inspire the community to progressively think, dream and ultimately initiate the action necessary to make Valemount a thriving and sustainable village. The proposed initiatives included in the Story were based on key assets and opportunities in Valemount, while recognizing the historical, geographical, economic and social realities of the area. A copy of the Story is provided in Appendix "B".

As a tool in the planning process, the Valemount Story was intended to spur interest in the community and facilitate input on the preferred vision. As the Story was strongly supported by the community, the next phase in the process was to draw out the directions that could then lead to an effective Implementation Strategy. A document was then prepared that translated the story into a vision or 'Conceptual Blueprint' that allowed for identification of key 'directions'.

3.5. VALEMOUNT IN THE YEAR 2020 - A CONCEPTUAL BLUEPRINT

The Conceptual Blueprint identifies a vision framework for Valemount. The Conceptual Blueprint remains somewhat high-level, but further develops tangible directions for an implementation strategy. The following eight paragraphs define and describe Valemount's Conceptual Blueprint:

Valemount is British Columbia's quintessential mountain town. The community recognizes the importance of ensuring a healthy self-sustaining local economy that protects and enhances the natural surroundings and its community character. Over the past century the village has developed at fluctuating but sustaining rates. Although not always intended, the community has never been overly reliant on a single economic generator. Valemount chooses to continue this tradition with a diverse future.

Valemount will have a blended economy that supports and respects the traditional resource-oriented economy. For decades forestry operations have been a fundamental contributor to the livelihood of the community. However, the overall economic and employment contributions of the forest industry in the area has decreased over the past several decades. The local sawmill has experienced both shift reductions and temporary closures. More recently tourism, resort and real estate development have been identified to have the most potential for favourable economic investment in the community. The residents understand the benefits of tourism driven growth, but yet do not want to compromise their heritage and skill base by alienating the traditional resource based industries. The blended economy will be consistent with their desires to continue as an authentic mountain community where people live, work and play.

Valemount will develop its tourism potential offering limitless outdoor recreation opportunities that do not compromise the natural environment. Valemount is at the confluence of the Fraser and Columbia Rivers surrounded by three mountain ranges (Rocky, Cariboo, Monashee Mountains), creating a unique ecosystem with seven biogeoclimatical zones. The community will monitor the carrying capacity and competing interests for the land, to minimize the negative impacts of recreational activities. Proactive management of the recreational front and backcountry resources is fundamental to the success of the tourism product and the community. More is not necessarily better.

Planned and modest growth will ensure that the Valemount community retains a distinctive small town character protecting historic and cultural values. Towns throughout the North American west have been impacted as baby boomers flee the urban centers and

reconnect with the outdoors. Most rediscover the small towns with ample services, resort development and access located near mountains, lakes and National Parks. In Canada, mountain towns such as Canmore, Fernie, Nelson and Golden have found property values skyrocket, forcing out the local residents that created the special places. Rapid growth has made planning reactive, often unable to utilize the appropriate tools to ensure controlled and appropriate growth. Valemount will plan for the long-term needs of residents, employees, and the business community. The vision of the community will be upheld and strengthened with the influx of new residents, property owners and investors. Change will occur in Valemount regardless, but the community will ensure that it is on their terms, whereby the small town character can be preserved together with historic and cultural values.

Valemount will remain “real”, building on community assets and attractions that are consistent with and do not compromise community values. Valemount is committed to continuing their place as a quintessential mountain town and pursuing economic investment to ensure that their efforts are both appropriate and authentic. Imported concepts such as contrived architectural design, suburban sprawl or franchise storefronts are not part of Valemount’s future. New projects will consider initiatives and developments that reflect the character and aspirations of the residents and businesses; they will not be overly restrictive, just in tune with community values, no matter how diverse. The village core will continue to be the social and economic centre of the community, as a centralized community will be more sustainable and continue the traditional land use patterns. The direction may not always complement the ideals and values of the visitors or the newcomers, but will ensure the protection of special places, existing businesses and the recognized local character.

Valemount is committed to promoting the involvement and partnership of a diversity of public, private and not-for-profit stakeholders. The Valemount area although physically vast, has a small population and limited resources. Collaborating and sharing resources provides for more efficient and effective decisions to benefit not only Valemount residents but also adjacent communities, business and local groups and services. Relationship building will prove long lasting and beneficial to the entire community as directions will reflect and be more consistent with the local community values.

Life long learning and engagement is fundamental to moving Valemount to a sustained future that benefits the local community. Education facilities and opportunities contribute to the sustained success of Valemount. In a blended economy, educational opportunity ensures an informed and equipped work force offering the necessary training, incentives and resources for residents and the local business community. Learning facilities can also draw students to the community providing additional economic benefits and spin-offs.

The sustained success for Valemount must have strong leadership to accomplish the implementation strategy. Community leadership must not only be effective but also transparent, proactive and committed to spearheading the necessary course of action. Mayor and Council will establish clear policy through bylaws and regulations to ensure the implementation of the Conceptual Blueprint, Implementation Strategy and Crown Land Plan. Tough decisions rather than compromises will be necessary for success; the community’s sustained future is not a popularity contest. Municipal and provincial elected officials are ultimately accountable, however, it will be up to the community and business to participate and direct the initiatives, tools and funding options.

3.6. COMMUNITY CONSULTATION

3.6.1. PRE VILUDP

The VILUDP partners and other agencies have undertaken numerous visioning sessions, studies, reports and strategies prior to commissioning Brent Harley and Associates Inc. to complete the Implementation Strategy and Crown Land Plan. Appendix "C" lists the reference information that was incorporated into this report.

3.6.2. COUNCIL WORKSHOP

On April 6th the community visioning process was initiated with a Council workshop, public meeting and an associated mail-out. The Visioning Story underwent minor modifications as a result of the Council workshop and the subsequent public meeting. The Village Council was extremely positive about the Visioning Story, as they believed that it would provide an interesting tool in the development of a defined direction for a sustainable future. The Council wanted to ensure that the community had an opportunity to comment on the vision, so a community mail-out was identified as an additional means to collect input.

3.6.3. PUBLIC MEETING

The public meeting provided considerable information to the thirty to forty people in attendance. The contributions of the socio-economic study and the Valemount Principles were summarized and several displays provided more detailed information on the overall project, and other related community initiatives.

The consultant team, using a visual image presentation then presented the 'Valemount Story'. The Story was well received by those in attendance and the question and answer period following the presentation brought forward the following comments:

- The Slocan mill is now owned and operated by Canfor;
- The College of New Caledonia has an increasing role in Valemount and should be a fundamental component of the Valemount future;
- The impact of independent power plants should be considered as they relate to the current draw-down levels of Kinbasket Lake;
- Valemount has a long history of wood carvers;
- The implementation strategy must monitor to ensure that negative impacts of growth can be minimized;
- There is a fear of moving ahead badly;
- Need to ensure there will be residential opportunities for the local community;
- Hillside development needs to be regulated to minimize negative impacts; and
- Hunting and trapping are local economic generators.

3.6.4. QUESTIONNAIRE

A questionnaire was mailed out to all local addresses the week of April 19th, 2004 in an effort to gather additional community input on the Valemount Story. The documentation included a detailed cover letter, the Valemount Principles, Valemount In The Year 2020 – A Vision Comes of Age, and a questionnaire. The intent of the questionnaire was to confirm the appropriateness of the key principles, and to receive additional feedback on the Valemount Story.

A limited number of questionnaires were returned by the May 7, 2004 deadline. The responses did not comprise a significant sample, but nonetheless were of interest. A summary of comments is attached as Appendix "D".

3.6.5. STAKEHOLDERS

The questionnaire was also directly mailed to major stakeholders in the area, informing them of the process and requesting comments. No responses were received. A list of recipients is attached as Appendix "E".

4. IMPACTS OF A TOURISM ORIENTED ECONOMY

A key deliverable of the SELUSR was the identification and discussion of major issues experienced by rapidly growing tourism oriented communities. As Valemount moves from a resource dependent economy to a tourism driven economy, challenges will arise similar to the experiences of many of the booming mountain resort communities in British Columbia and Alberta. The impacts that have been identified in this section have been developed from the consulting team's experience working in comparable tourism towns, presentations from the Valemount Workshop (held at the beginning of the planning process) and findings contained within the Socio-Economic Opportunity Study.

This section of the report considers the probability of any potential negative impacts associated with the tourism oriented development that may occur in Valemount, specifically considering economic, community and land use issues.

4.1. ECONOMIC IMPACTS

Currently, the community continues to promote and plan for tourism in an effort to make their regional economy more sustainable. Fully embracing tourism however, will have economic impacts on residents, local government and local businesses. These impacts may specifically include cost of living, lack of financial resources and a changing marketplace.

4.1.1. INCREASED COST OF LIVING FOR LOCAL RESIDENTS

As Valemount becomes a desirable tourism destination, the cost of basic goods and services for residents will escalate due to several factors:

- Commercial lease rates, property values and assessments will rise as Valemount becomes more desirable– the increased costs will be passed on through the pricing of the goods and services.
- Businesses that cater primarily to local needs may no longer be able to afford local lease rates or property taxes - as businesses close, residents will incur additional expenses as they may need to travel for basic needs.
- The market size and/or land supply may limit competition – allowing established merchants to charge higher prices or rates.
- Businesses may cater to new customers' (guests and second homeowners) desire for more expensive, higher quality and unique goods and services as they can be more lucrative to supply.
- Local residents employed in the hospitality sector often have low paying or seasonal jobs, limiting their income potential.

- Despite low wages, employers still are often forced to pay employees more in order that they can afford to live in the community – the increased cost of wages is added to the goods or services.
- Recreational opportunities for locals become less affordable as recreational facilities and programs are enhanced for the guest, causing the introduction or increase in user fees (to pay for management and operations costs).

4.1.2. LACK OF FINANCIAL RESOURCES FOR LOCAL GOVERNMENT

The tourism dependent economy brings new types of users (visitors and second homeowners) that need associated community facilities, infrastructure and services. These new users are a fiscal concern for local government as there is currently not a corresponding funding source to pay for the new demand. The existing property tax structure as well as senior government grants and transfer payments typically do not consider nor provide the ability to collect fees for the impact or desires of the second homeowner or visitor.

The municipal revenue system assumes that such demand can be offset by the increase in the number of assessments for property tax. Property taxes however are often unable to capture revenue from the visitor who may impact municipal infrastructure and facilities. These limited taxation opportunities further challenge local government in their efforts to maintain the quality of life in their communities simply due to the fact that property tax and user fees typically have not kept pace with infrastructure and facility needs. Unlike similar towns in the U.S., local government in British Columbia is not able to collect sales tax that would have the ability to create such nexus.

4.1.3. CHANGING MARKETPLACE FOR LOCAL BUSINESS

The new economic engine of tourism will bring new customers and investment into the community. As Valemount succeeds as a destination, it will attract larger and globally competitive companies that have greater financial resources. However, real estate, lease rates and supply volumes may rise out of reach for the small-scale local business. The new investment will also develop new and well-designed commercial centres (such as the base of Canoe Mountain) that draw customers away from existing commercial areas (i.e. downtown core). Further, the community may lack the ability to attract an appropriately skilled labour pool required for the resort and tourism industry, resulting in challenges for businesses to provide quality service.

4.2. LAND USE IMPACTS

Valemount has many interests competing for the land in the surrounding area. Traditionally in a resource dependent economy, the land has been used for logging, mining or energy generation. In a tourism driven economy land is needed for real estate, recreation and associated scenic resources. The introduction of tourism into a resource dependent community will often impact the land use in the area by creating conflicts among land interests; the need to increase local land use regulation; increased pressure on the natural environment, and; the need to manage recreational user groups and assets.

4.2.1. CONFLICTING LAND INTERESTS

The development and success of Valemount's tourism dependent economy is reliant on the appropriate management of surrounding land resources. Tourism is increasingly a viable opportunity in the area primarily due to the incredible natural environment and countless outdoor recreation opportunities. The tourism product, however, will be challenged if the visitors'

expectations conflict with the reality, particularly if traditional resource industries compromise the visual quality with activities such as clear cut logging, open pit mining and transmission lines. Although Valemount's setting may not be as competitively pristine as Banff and Lake Louise, the area is able to offer commercial backcountry recreation that is not allowed the National Parks. It is therefore important to Valemount's success to successfully temper resource activities by recognizing the aesthetic and environmental values of the backcountry. This is a challenge throughout British Columbia where the tourism industry has little legislative authority over traditional resource industries such as forestry, mining, energy, and hunting.

Tourism can also be affected by First Nations land claims and corresponding economic development initiatives. The resolution of land claims and use issues is currently an uncertain and timely process for all involved.

4.2.2. NEED TO ENHANCE LOCAL LAND USE REGULATION

The local land use controls in most mountain communities in B.C. have not been sufficient to deal with the increased pressure to develop within, and immediately outside, town boundaries. Developers and investors can potentially compromise the function and physical character of a community if they are not familiar with local development constraints or design preferences. Many communities have found that building materials, architectural design, site planning and the scale of new development increasingly changes the character of their community. Specifically these may include:

- Land use and built form catering to the desires of visitors and second homeowners rather than permanent residents (i.e. large homes, suburban subdivisions).
- New development not considering land use and design that integrates the community and new resort or recreational amenities (i.e. gated communities, exclusive resorts).
- Architecture and design reflecting the developer, new resident or visitor desires rather than complimenting a Valemount and Robson Valley character.
- Limiting growth within a certain jurisdiction typically increases property values, resulting in leapfrogging or sprawling development into rural areas.
- Development pressures may become intense and if the appropriate regulations are not in place, poor, short term planning decisions may be made that compromise the long-term future land use in the area.
- Real estate may become more valuable than tourist accommodation, resulting in properties left vacant and not providing the bed base for the commercial activity. Regulation that requires fractional use may be required.
- Challenges in developing or expanding locations for "back of house" type services including wastewater treatment plants, landfills, etc. as not to negatively affect the tourism and real estate economy.
- Development not accommodating local development constraints such as steep slopes, snow loads or view corridors.
- Parasitic development located immediately outside of the town borders that benefit from the town's planning and economic development efforts, while not contributing to the ongoing costs to sustain the attraction.
- Parasitic development immediately outside of the town borders that actively compromises the quality of the attraction as it is not subject to the same rules and regulations that the town has actively embraced.

4.2.3. INCREASED PRESSURE ON THE NATURAL ENVIRONMENT

The character and integrity of the natural environment is essential to Valemount's success as it is both the primary attraction and the stage for recreational activities. It is important that new land uses protect and enhance local ecosystems, the area's natural beauty, as well as its abundant recreation opportunities. Local ecosystems and their associated habitat values provide the foundation for the unique experience that is so special to residents and visitors alike. The expected increase in population and new development can challenge the integrity of these ecosystems and potentially create conflicting situations, such as:

- Disruption or destruction of important wildlife habitat and corridors through inappropriately managed development and recreation pressures.
- Inappropriate developments that permanently scar the natural landscape whether it be on steep mountainous terrain or adjacent to water bodies.
- Development adjacent to wildlife habitats creating dangerous conflicts both for the wildlife and the residents/visitors.
- Visitors and residents with conflicting expectations for environmental stewardship practices.
- Local government not having the resources to identify, regulate or monitor the impacts of new development.
- Provincial and Federal Government agencies acting in a fashion that is inconsistent with the local and regional environmental goals and objectives.
- Senior government agencies responsible for regulating certain development or extraction activities not having sufficient on-site resources to ensure compliance.
- New development or resource industries compromising important view corridors, whether from the valley floor or key mountain vistas.
- New development compromising visual quality of the environment, such as important tree stands, watercourse setbacks, mountaintops and ridgelines.

4.2.4. NEED TO BETTER MANAGE OUTDOOR RECREATION EXPERIENCES

The Valemount area provides countless outdoor recreational experiences, both in passive and organized levels. It is important that the community consider the comfortable carrying capacity for certain recreation amenities as being the acceptable maximum number of users that can be accommodated before the desired experience is unacceptably diminished. As Valemount embraces the tourism destination economy, a variety of backcountry recreation issues must be addressed. These include:

- The provincial government tenure of commercial recreational users is difficult to regulate.
- The carrying capacity acceptable by senior government or business for private commercial recreation or resort development may be inconsistent with the community's expectations.
- Recreational users may have conflicting expectations for their experience (mechanized vs. non-mechanized).
- The increase in unmanaged recreational users may degrade environmental values and compromise the experience.
- It is difficult to collect service fees for backcountry recreation amenities that would allow for the better management of the resource.

4.3. COMMUNITY IMPACTS

The impact of a developing tourism dependant economy on the social character of Valemount will be heavily influenced by how the community embraces and facilitates the change. A major factor affecting community character is its growing population and corresponding change in demographics. In particular, communities that have embraced tourism through increased hospitality services and “second home” development have experienced significant changes over time in their community makeup. This is primarily due to the fact that new visitors and residents have different needs, values and perceptions of the community. Mountain communities that have embraced tourism must address these potentially significant impacts, including an evolving community character, a lack of affordable housing, varied service levels and the realization that the community itself is a business.

4.3.1. CHANGING OF COMMUNITY CHARACTER

The influx of new workers, second homeowners, retirees, investors, business interests and visitors that come with a tourism dependent economy will impact the town’s social character. New arrivals drawn to the area for lifestyle reasons will bring with them their own perceptions and values gradually influencing local decision-making. In particular, new residents may have a different demographic character (and therefore social needs); may not be familiar with of the community’s traditions and history, and; may have different expectations on important social, economic and environmental issues. Most prevalent are new residents that have the “now that I am here, close the door behind me” syndrome, where they accept change that enhances their personal situation (development that allows the construction of their home) but may not easily accept subsequent change that would enhance the long term well being of the greater community (i.e. new development to accommodate employee housing).

4.3.2. LACK OF AFFORDABLE HOUSING

New population growth and land development will introduce visitors and new residents to the community that have increasingly significant financial resources. This elevated buying-power enables this group to purchase second homes and investment properties. It is primarily for this reason that tourism dependent communities find that the most prevalent social impact of destination tourism is the lack of affordable housing. The new residents, guests and second homeowners increase the demand for housing, accommodation and land, thereby challenging the ability for the community to provide for the development and long term affordability of employee and resident housing. Furthermore, developers will not build affordable housing as long as they are able to achieve greater returns in catering to the more lucrative second homeowner market. In turn, existing local residents typically earn insufficient income to keep pace with the consequent rising housing costs. Costs for residential properties can also increase if land use regulations limit the supply of land (so as to preserve the ambiance) and if residential stock is permitted to be rented out for tourist accommodation.

4.3.3. VARIED SERVICE REQUIREMENTS FOR LOCAL GOVERNMENT

Previously in this section it was recognized that tourism dependent economies introduce new users of community facilities and services. The new demand not only challenges the local service agencies' financial resources, but also establishes new service requirements as caused by the fact that:

- The maturity of the destination and the demographics of the residents, property owners and guests have different service needs (for example a newly developed destination will have a greater demand on certain social services as a large component of front line hospitality employees may be young and transient. An established tourism economy may have challenges with family services such as childcare, resident housing, recreational programming and expanding infrastructure. An aging resort may need to accommodate the needs of a retiring workforce, health services, growth management and a deteriorating infrastructure).
- Seasonal fluctuations of visitation and residency vary substantially with periods of peak demand.
- Guests and second homeowners' often have a desire for a higher level of service and quality facilities.

4.3.4. THE COMMUNITY IS A BUSINESS

A tourism economy introduces new challenges as most aspects of the community will need to be directly involved in creating and preserving the "special place" so as to ensure that the experience that is promoted actually exists on an on-going basis. As a result most levels of government, business and the community must effectively plan and work towards the desired vision. The tourist business is highly competitive, and therefore a destination's position cannot be threatened by poor communication and conflicting priorities regardless if it is in the public or private sector.

This section provided an overview of likely issues that the Valemount community will need to address as it embraces a more tourism dependent economy. The following section briefly discusses the economic, community and land use issues affecting the Valemount area, and identifies the recommended Directions that the VILUDP partners should pursue. When considering these issues, it is important to realize that Valemount will not grow as rapidly, nor be affected as drastically as communities such as Canmore, Fernie and Revelstoke. This is due to Valemount's competitive disadvantage given its location and lack of developed attractions. Therefore any approaches to mitigate the negative impacts of tourism growth, should be carefully planned and coordinated so as to ensure that the Valemount area will move effectively and appropriately towards a more sustainable future without over-regulating or over-expending.

5. DIRECTIONS

This report takes the work completed through the SELUSR planning process from a strategic planning exercise to an Implementation Strategy. The Implementation Strategy provides a recommended course of action to guide future decision-making and actions within the Valemount area.

The initial work plan for the SELUSR phase of the VILUDP anticipated the deliverables to include:

- Recommended zoning changes for those lands in the study area that are identified to accommodate growth in the future, and specifically, identify key lots/parcels of land within the study area that are likely to be of interest or strategically significant.
- Recommendations to the VILUDP Partners on changes to the Village's and Regional Districts' Official Community Plans, Bylaws and development controls and to the provincial government regarding Crown land management in the study area.
- Recommendations for modifying and updating the existing Provincial Crown Land Plan Map for the study area.

As referenced above, the original work program developed by the VILUDP Partners expected the deliverables of this report to be heavily reliant on amendments to planning documents; specifically official community plans, zoning bylaws and the Crown Land Plan. The consulting team, through the course of the planning process, felt that additional structure was required to ensure that the vision held by the community would be embraced and realized.

As a result, this report draws on the possible impacts of the new economic course of action then identifies 29 key Directions (that correspond with the community's Conceptual Blueprint) to be supported by all VILUDP partners. Each Direction is identified and explained within this section. Subsequent sections further develop the Directions into detailed action items.

First and foremost the following two key Directions are fundamental to validating this planning process, specifically that:

1. ***The VILUDP Partners formally endorse and actively encourage the implementation of the Valemount 2020 Vision Implementation Strategy.***
2. ***The VILUDP Partners formally endorse the recommended changes to update the Valemount and Area Provincial Crown Land Plan (as included in Appendix F of this report).***

The remaining Directions go beyond the planning frameworks and focus further on the fundamental elements of fulfilling the Valemount Conceptual Blueprint. The Directions have been discussed in three themes, these are as follows:

- The Blended Economy;
- Multi-jurisdictional Land Use Planning; and
- Community Interests.

Although the Directions have been divided into these three components, there are many overlaps within these Directions that are not explicitly detailed, but should be implied.

5.1. BLENDED ECONOMY

The Valemount Area has embarked on this integrated land use planning process in an effort to recognize, and not compromise, the community's assets for long-term sustainability. Although the socio-economic opportunity study identified several economic generators for the community, tourism was identified as having the most potential. As a result, this document focuses on the most significant economic generators identified by the community: tourism, resort and real estate development, and forestry. The study development process has acknowledged many other smaller economic generators and although not specifically addressed within this report, should not be discouraged. Further, there should not be structural barriers in exploring other

such opportunities provided they are consistent with the community's vision and Implementation Strategy.

5.1.1. TOURISM

Tourism can take many forms, from stand-alone whimsical attractions to highly controlled eco-tourism. It is therefore critical for a region pursuing tourism to ensure that the destination meets the vision of the community, and that it includes some structured diversity in order to promote resilience. Ritchie and Crouch's book The Competitive Destination – A Sustainable Tourism Perspective contends that, "what makes a tourism destination truly competitive is its ability to increase tourism expenditure, to increasingly attract visitors while providing them with satisfying, memorable experiences, and to do so in a profitable way, while enhancing the well-being of destination residents and preserving the natural capital of the destination for future generations."

It is therefore important for Valemount to prepare its own tourism strategy. This Strategy should draw on the work completed by the Valemount Economic Development Commission as well as through this planning process. In addition to identifying Valemount's potential attractors, the overall competitiveness of the destination must be considered, and should include: economic, governance, technological and environmental factors.

Specific factors that need to be compiled and resolved through a defined tourism strategy include:

- Establishing a destination strategy and structure while recognizing and addressing competitive pressures;
- Ensuring adequate labour, supplies and infrastructure to meet the needs of the tourism marketplace;
- Providing stable and empowered political governance to control the resources providing for both individual and collective well-being;
- Providing the appropriate management and marketing of the destination;
- Ensuring a unique visitor experience through socio-cultural strengths;
- Using necessary promotion, distribution, and technological access to markets;
- Maintaining the integrity of Valemount's key attractor, the natural environment.

This Direction considers the need to further define the community's approach to tourism, specifically that:

- 3. Valemount and Area interests develop and adopt a Tourism Strategy that explicitly addresses the factors of a competitive destination.**

5.1.2. RESORT AND RESIDENTIAL DEVELOPMENT

Major resort development and associated real estate is a component of tourism that is increasingly tied to destination resorts and is typically built around a significant recreation amenity. The Valemount socio-economic opportunity study identified that in addition to offering several small resorts there is new potential with the recently approved Canoe Mountain Resort. Further unfulfilled potential exists and includes amenities such as the Canoe Hotsprings, the proximity to National and Provincial Parks and the countless other high quality outdoor recreation opportunities.

Valemount can expect resort and real estate development, whether they plan for the uses or not. The Regional District's OCP currently permits subdivisions at densities of one unit per 4-15

ha parcels, subject to certain servicing and land use requirements. Regardless of any economic development strategy, growth will happen in Valemount.

Most resort areas in North America no longer rely exclusively on revenues realized from nightly accommodation, but also rely on revenue from the sale of real estate to offset the cost of developing and servicing the resort amenity. Resort development and real estate are typically synonymous and should be planned in concert.

Currently Valemount's resort and real estate market has not developed into a significant economic generator. Visitors to the area are either outdoor enthusiasts that use Valemount as a portal for their journey, or are part of the "drive-by" market as the halfway point between Vancouver and Edmonton. The Canoe Mountain Resort Development formally introduces new customer groupings to the area – the second homeowner, and the "attraction visitor". The resort will develop new subdivisions and multifamily projects in addition to a hotel, golf course and gondola amenity. It is anticipated that the Canoe Mountain residential development will attract weekend residents as a cottage market for Edmonton and Northern Alberta. It is also anticipated that some properties will be sold to investors from around the world via the Internet and foreign brokers. Canada is an increasingly desirable and affordable real estate purchase by overseas markets.

The second homeowner market segment is extremely competitive in Western Canada, as there are thousands of approved and serviced lots throughout the region that offer significantly reduced travel distances from major markets. Furthermore, communities such as Fernie, Golden, Canmore and Invermere have well established recreation attractions such as lift accessed skiing, golf and trail networks, destination shopping, restaurants and services. It is our opinion that this market will likely not form a significant growth factor in Valemount for at least a decade as it is at a competitive disadvantage due to time/distance to major markets, and a comparative lack of attractions, services, information and transportation.

Nonetheless, Valemount has an opportunity to plan for, and perhaps even find, a niche in the second homeowner or amenity migrant market. The future land use approach needs to be competitive and sustainable, while at the same time be consistent with the identified community values and needs. It is likely that the new residential development may find markets that have not been fully developed within the region. For example customers and purchasers looking for a truly rural mountain experience (void of trophy homes and coiffed landscaping) amongst the wilderness (immediate access to the backcountry) as well as an authentic small town aesthetic.

The Village's and the Regional District's land use strategy must respect not only the community's existing and future needs but also its special physical character. The Crown Land Plan, the Village's and the Region's Official Community Plans, Subdivision & Servicing Bylaws and Zoning Bylaws need to be examined and where necessary amended to ensure that future resort and residential real estate is appropriate for Valemount's vision.

Whether it is through the adoption of the principles of Smart Growth, the preservation of the natural environment, or the creation of recreation corridors, Valemount's land resources are vital to its sustained future. An important aspect of future growth in the Valemount area is that fact that the majority of the land supply for resort and real estate development falls outside the Village's municipal boundaries. Although the Regional District is supportive of the Village's economic development and land use directions, it is certainly preferable to have any major resort and residential subdivision development within the municipal boundaries. It is recommended that in addition to preparing new land use controls, the Village's boundaries should be expanded to include the Canoe Mountain Resort and any other future real estate and

resort developments. This restructuring will allow further control over the associated uses and infrastructure, as well as ensuring that the developments do not burden or directly compete with the Village's and existing resort development.

These Directions are intended to prepare the community of Valemount to appropriately plan and anticipate new resort and real estate development such that:

4. ***The corresponding jurisdictions must amend the Village and Regional District Community planning documents to ensure that future resort and residential growth will reflect the community needs and the Valemount 2020 Vision Implementation Strategy.***
5. ***The Village must expand their boundaries to encompass all significant resort and residential development into its jurisdiction.***

5.1.3. FORESTRY

Valemount has indicated that their future will not be entirely dependent on tourism and resort development; rather it will include traditional resource industries. This direction is ambitious but by no means impossible as it relates to the forest industry. The Robson Valley Land and Resource Management Plan indicates that within the next 20 years there will be at least one mill closure in the Timber Supply Area (TSA). Currently almost 30% of the logs processed at the Valemount mill come from outside the TSA. The Valemount mill, now operated by Canfor, has recently experienced both layoffs and temporary closures. It is believed that the Valemount area can mitigate the potential employment impacts with timber imports, and higher utilization of waste and problem forest types. The Canfor mill, although focusing on specific product for foreign markets, lacks new equipment that over time will likely be costly to upgrade. Canfor also just recently resigned 100,000 cubic meters of their allowable cut – perhaps an indication of their decreasing commitment to the Valemount area.

However, the Valemount community is strongly committed to keeping forestry alive. There are several opportunities to continue the forestry economy – particularly with the continuance of traditional yet responsible forestry, a Community Forest initiative and additional value-added industries. Community forests are, “commercial forest operations that are locally managed to reflect local goals”, and “can be managed by a local government, community group, First Nation or community held corporation for the benefit of the entire community” (Source: BC Ministry of Forests website). Valemount could consider a community forest to support the local economy, provide timber for the local mill, diversify the economy by providing small wood fiber volumes to new and niche markets, maintain and enhance local recreational opportunities and preserve the natural environment consistent with the blended economy vision.

In summary, it is important for the community to realistically examine the forestry potential of the area with a long term, sustainable approach. Consideration of international success stories and innovations are imperative to ensure forestry remains an economic producer in the area. This Direction recognizes the importance of the forestry economy, and the need to be proactive to find Valemount's greatest opportunity:

6. ***Valemount and Area interests must complete a Forestry Strategy for the Valemount Area to identify a long-term sustainable approach to forestry.***

5.2. MULTI-JURISDICTIONAL LAND USE PLANNING

As previously mentioned, Valemount's most important amenity is land, whether it be preserved in its natural state, or available for new development, resource extraction or recreational access. It is also important to realize that the supply is not unlimited, particularly those lands with physical or strategic significance.

The Directions consider several key interests that affect land use, notably the provincial government, local government, utilities and transportation, recreation and environmental values.

5.2.1. PROVINCIAL INTERESTS

Provincial government interests dominate the Valemount area, specifically as they regulate the use of Crown land, and impose regulatory requirements. The VILUDP process itself has been a key direction that has been embraced by the Ministry of Sustainable Resource Management and Land and Water B.C. Inc. It is imperative that the recommendations contained within this document be fully supported not only by provincial partners in the VILUDP process but also by the entire Provincial Government. This buy-in by all levels of the Provincial Government is essential to Valemount's long-term sustainability. The Implementation Strategy should not only be embraced and utilized by local provincial offices, but also must include high-level elected officials and deputy ministers. No decision should be made without considering the community's directions, as expressed through this document and the VILUDP process (similar to how local government uses an OCP). The following Directions recognize the need for a comprehensive buy-in of not only the planning directions, but also the Implementation Strategy:

7. ***The Provincial Government should formally endorse and recognize the Valemount 2020 Vision Implementation Strategy as a statement of the local community's desired future.***
8. ***The VILUDP partners should work to facilitate and require ongoing consultation among all Provincial Ministries to ensure that all applications for new development or dispositions of Crown land within and adjacent to the area take into account the Valemount 2020 Vision Implementation Strategy and final VILUDP Report.***

5.2.2. LOCAL GOVERNMENT

Local land use interests are the responsibility of the Village of Valemount and the Regional District of Fraser-Fort George. Each considers the community's goals and objectives as they concern and affect regulatory functions, community needs, the natural environment, community character and economic development.

Municipal governments oversee land use through their Official Community Plan (OCP) and Zoning Bylaw, typically reflecting the community's needs and aspirations. These land use plans ensure the orderly expansion of the community in terms of suitable phasing and land uses as well as the delivery of municipal services. Local governments must provide adequate lands for necessary community services, open space, housing and preservation of the natural environment. Local government may also bank lands for future community needs, whether it is achieved through the acquisition of private or Crown land purchases.

Land use affects the character of the community by influencing the form and character of development, subdivision and circulation patterns. The OCP, Zoning Bylaw and subdivision

regulations affect how a community will grow and redevelop. The aesthetics and natural areas of a community can also be preserved and enhanced through the development permit requirements and design guidelines contained within the OCP.

Local government must also ensure that the economic livelihood of a community is being considered in all land use decisions. This can be primarily expressed through the OCP and Zoning Bylaw to ensure that there is ample land for necessary development, and that it is strategically located such that it does not conflict with other identified objectives of the community. The introduction of a tourism-oriented economy will put increased pressure on local government to regulate, review and approve new development projects base on the anticipated resort and residential land use.

Fundamentally the implementation of the VILUDP must be consistent with local land use regulations and be premised on an understanding of what services and facilities the community will require over the long term. The following Directions explicitly recognize the importance of planning documents being consistent with the community's vision:

9. ***Local land use planning regulations and documents (OCP, Zoning Bylaw, etc.) must be amended and expanded to ensure that Valemount's physical, social and environmental character is reflective of the Valemount 2020 Vision Implementation Strategy***
10. ***The Village's OCP must incorporate a strategy to ensure that Valemount has sufficient land resources to fulfill their long-term community service, open space and housing needs.***
11. ***The Village and Regional District community planning documents must be amended to ensure that future commercial and industrial growth is reflective of the Valemount 2020 Vision Implementation Strategy and community needs.***
12. ***The Village's OCP must incorporate a commercial area strategy that clearly defines and enhances the role of each commercial district, with a particular emphasis on the establishment of the Valemount Village Core as the primary focal point.***

5.2.3. UTILITIES AND TRANSPORTATION

Utility and transportation corridors currently utilize a significant amount of land in the Valemount area. Looking at a map of Valemount it is clear that such corridors have both facilitated and limited land use opportunities. Not only do the long term land needs of these utilities need to be understood, but also explored to determine where there may be opportunities to interconnect the community, particularly its recreation users. A key direction therefore is to investigate the opportunity to utilize certain utility corridors, facilities or reservoirs, and to secure such use in perpetuity. Furthermore, relationships must be developed to determine if the utilities could provide a long-term funding source for facility and economic development.

Provincial Highways, the Valemount airport and rail travel are all fundamental to Valemount's long-term success – they provide the lifeblood for visitors and goods entering the community. Highway safety and maintenance will be paramount, while also ensuring that the land use along the highway frontage through the Valemount area is attractive and functional. Partnerships with the Provincial Government to promote Valemount as the northern terminus of Highway (Interstate) 5 in North America could further contribute to Valemount's vision for the future. The

Valemount 2020 Vision also anticipates that land use plans will set aside suitable lands to accommodate future airport expansion (or realignment), and the potential to entice a stopover by a boutique passenger rail service.

The Valemount Airport currently is an unmanaged facility that provides a 1220 x 23 metre paved runway. There is no instrument assistance for take-offs or landings and it therefore cannot accommodate aircraft in poor weather or in the dark (VFR-only). The Village has indicated that they would like to extend the runway a further 610 metres and provide runway lighting, GPS, and instrument navigation. The airport has expansion opportunities particularly on the surrounding Crown land. Recognition of the future needs for airport expansion and ancillary uses should be considered in the Crown Land Plan. The Regional District's OCP should also revisit the land use designations surrounding the facility to ensure that development in this area will be compatible with the proposed expansion plans.

The following Directions identify the importance of including and engaging utilities and transportation services in Valemount's future:

13. ***The Village and Regional District community planning documents and Crown Land Plan Map must be amended to ensure that future utility and transportation corridors, facilities, and reservoirs are reflective of the Valemount 2020 Vision Implementation Strategy***
14. ***Future utility and transportation interests must be engaged in achieving the Valemount 2020 Vision Implementation Strategy, particularly considering use of their corridors for community interests.***

5.2.4. NATURAL ENVIRONMENT

The Conceptual Blueprint for Valemount clearly recognizes that the community's identity and long term success is tied to the preservation and enhancement of the natural environment. The Ministry of Sustainable Resources Management has compiled the Valemount and Area Environmental Background Report. This report provides an overview of the significant environmental values in the Valemount area and establishes and rationalizes conservation and management strategies. In particular the Village of Valemount and surrounding area has high environmental values particularly:

- Within the Rocky Mountain Trench convergence of 3 river valleys (Camp-Albreda, Canoe and McLennan-Fraser Rivers), the Columbia and Fraser River Basins and three mountain ranges (Rocky Mountain, Cariboo Mountains and Monashees) creating a unique ecosystem.
- Adjacent to National and Provincial Parks: Mount Terry Fox, Swift Current, Wells Grey, Jackman Flats, Foster Arm, Jasper and Mount Robson. (the later two being part of the UNESCO's Rocky Mountain World Heritage Sites).
- Seven biogeoclimatic zones, unique vegetation related to climate, nutrient cycling and soil properties.
- Major north south flyway for migratory birds.
- Ideal habitat areas for species including the mountain caribou, fisher, black bear, grizzly bear, goats, moose.
- High value salmon rearing streams.
- Unique areas of unusual species
- Remnants of significant old growth forest.
- Geothermal resources at and below Kinbasket Lake.

The significant environmental values offer species that are both adaptable to human activity and landscape changes as well as species that survive only within rare and fragile habitats. The study compiled available information concerning environmental resources working towards protecting their habitat and accommodating lifecycle needs. It is evident a key finding in the Environmental Background Report is the existence and importance of wildlife movement corridors. As a result, future land use planning in the Valemount area must consider and preserve the identified corridors to ensure a healthy ecosystem and to minimize conflicts between human activity and wildlife. As evident in the similar mountain communities of Jasper, Banff and Canmore proactive planning measures should ensure the movement of wildlife in the preferred corridors with minimal obstacles or threats.

It is our opinion, that it is important that the three levels of government implement the recommendations of the MSRM Environmental Background Report – specifically that :

The Village of Valemount

- Review and consider formally endorsing the concept of attempting to maintain the ecological integrity of the environmentally sensitive lands and wildlife corridors identified in the MSRM Environmental Background Report.
- That the Village consider identifying and formally designating environmentally sensitive and important lands within the municipal boundaries and ensure that the Village's planning and development controls recognize and protect such lands and waterbodies
- That the Village consider ensuring that new developments adjacent to riparian areas have suitable setbacks and that the Village consider implementing special development control bylaws on new developments on, or adjacent to, lands and water bodies identified as environmentally important or significant.

Regional District

- That the Regional District Board review and consider formally endorsing the concept of attempting to maintain the ecological integrity of the environmentally sensitive lands and wildlife corridors identified in the MSRM Environmental Background Report.
- That the Regional District consider identifying and designating Environmentally Sensitive Areas in its Official Community Plan for the planning area.
- That where possible, the Regional District ensure that privately owned lands with riparian values within the study area have appropriate development setbacks.

Ministry of Sustainable Resource Management

- Use its authority over Crown Lands to implement the landscape pattern and function identified in the Environmental Background Report.
- Facilitate the formal protection of areas identified as Wildlife Habitat Management Areas, Wildlife Habitat Emphasis Areas, and Recreation Conservation Management Areas within a Sustainable Resource Management Plan.
- Identify and designate the riparian buffer zones identified in the MSRM Environmental Background Report
- Through Landscape Unit Objectives and/or a SRMP manage land use and resource development activities within and adjacent to environmentally important lands, habitat areas and riparian buffers to ensure protection of their ecological functions.
- Use the placement of proposed Old Growth Management Areas and other protected and conservation lands, to gain secondary benefits such as connectivity or visual landscape management benefits.

Land & Water BC

- Incorporate the recommended environmental land use designations contained within the MSRM Environmental Background Report into the updated provincial Crown Land Plan Map.
- Consider the direction of the MSRM Environmental Background Report in future decisions regarding Crown land sales and granting of tenures.

The Provincial Government also provides field enforcement and permitting for new development, through the Ministry of Water, Land and Air Protection. As previously mentioned, it is vital that the Provincial Government endorse this Implementation Strategy to ensure the appropriate development and/or protection of sensitive Crown land and private property.

Environmental resources can also be further protected or enhanced through municipal planning documents. The Direction therefore emphasizes the need to explicitly recognize and regulate the protection of environmental features in the Official Community Plan.

- 15. *The Village and Regional District should consider amending their community planning documents to ensure the management and protection of environmental values are reflective of the final Valemount and Area Integrated Land Use Development Plan.***

5.2.5. RECREATION

Valemount's future is significantly tied to its incredible potential for outdoor recreation. Although still "undiscovered" by many enthusiasts certain challenges have already affected the quality of the experience. A concurrent planning process known as the Valemount to Blue River Sustainable Resource Management Plan strives to give greater certainty to existing and new tenures in a manner that recognizes that a wide range of economic activities can coexist within the natural environment while supporting local wildlife populations. In addition, the recently executed agreement between heli-skiing interests and other backcountry users has proactively worked towards resolving previous user conflicts. But to become a desirable North American recreation destination, additional coordination and management of the resources will certainly be needed.

The Provincial Government, the local business community and recreational stakeholders are all key players in this process. Continued coordination and consultation is needed to fund infrastructure enhancements, enforce agreements and to collectively manage the resource. In addition, the Provincial Government needs to be pressured to provide the community with additional funding to manage and provide greater control over backcountry recreation resources.

There have been recent discussions with the Provincial Government whereby First Nations will be granted revenue from the commercial recreation tenures. Moreover, the Resort Community Collaboration and the BC Resort Task Force are both exploring new opportunities to provide local communities with funding to enhance their recreation infrastructure.

These Directions focus on the need for consultation, partnership development, and capacity building in a manner that will provide for a functioning and sustainable recreational corridor:

- 16. *Given the critical importance of the tourism and recreational resources and amenities to community residents, business and visitors; the VILUDP partners and certain Provincial ministries must facilitate and require ongoing consultation***

regarding backcountry use. These consultation and plans are necessary to recognize carrying capacity issues; the need for infrastructure improvements (trail connections, bridges, parking lots); the enforcement of land tenure agreements, continued public recreational use and enjoyment and the resolution of recreation land use conflicts.

- 17. The Village should explore opportunities with similar communities to encourage the Provincial Government to provide local communities with financial resources and the authority to better manage backcountry resources.***
- 18. The VILUDP partners must promote and facilitate the development and implementation of user group agreements among resource and commercial tenure holders and public recreation users.***

5.3. COMMUNITY INTERESTS

5.3.1. LEADERSHIP

This planning process alone will not provide the Valemount area with a sustainable future. A town that embraces tourism must realize that they are in business with the entire community. The public sector, business, and non-profit groups must work together to be successful and sustainable. Fundamental to the community interest is the establishment of leadership and organizational structures that support and implement the study Directions. Valemount has benefited from funding partnerships that have invested significantly in the planning process, but now it is time to act.

To date, the Village of Valemount has been spearheading the VILUDP process on behalf of the local community. The recommendations contained within this document however require greater community and stakeholder involvement. Currently, Valemount has an Economic Development Committee and associated staff directing Valemount's future needs.

It is our opinion and recommendation that a non-governmental organization must be formed to drive the implementation of the Valemount vision. The community must be able to provide an organization that can oversee or assign a wide range of responsibilities that fulfill the community vision including:

- Central reservation agency and information
- Membership billing
- Marketing
- Management and maintenance of recreation facilities
- Coordination and operation of transportation
- Cooperative purchasing and insurance
- Resolution of member conflicts

To provide for accountability and effectiveness, it is preferable to have the positions elected or appointed from their respective interests. To be a functional group it is anticipated that the organization would then elect an operating board, with several sub committees.

- 19. The Village must facilitate a public process for the formation of the Valemount Association as a non-profit organization that will spearhead the Valemount Vision 2020 Implementation Strategy and the final VILUDP Report.***

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- 20. *The Village must assist the Valemount Association in identifying the Association's operating procedures, membership, responsibilities, staffing and funding sources.***

5.3.2. FINANCIAL RESOURCES

In order that the Directions can be implemented, significant funding sources need to be realized for additional research, infrastructure and improvement projects. The funding sources must be far reaching and consider all potential opportunities. The traditional government funding sources are limited; therefore alternative-funding sources may consider:

- Non-government agencies such as think tanks, trusts and utilities
- Public private partnerships with local businesses and major stakeholders
- Private stakeholders
- Improvement Districts
- User Fees
- Private sponsorship
- Senior government new taxation

In addition the Village of Valemount must further explore the financial impacts of the new growth strategies to ensure that the existing tax base does not subsidize new development. It is therefore recommended that once the economic strategies (tourism and forestry) and the Valemount Association are established, sustainable funding sources be explored beyond local government's current revenues. For example the snowmobile interests are utilizing user fees and business contributions to maintain the trail network. Further, the Provincial Resort Task Force is exploring the opportunity for local government's to collect a hotel tax (passed by local vote) when a significant proportion of their economy is driven by tourism. Other communities have been successful through hiring a professional grant writer to acquire funding from government, NGO's and private interests. Further, there are many examples where BC Hydro and other utilities annually provide funding for community projects.

These Directions recognize the importance of the Valemount Association exploring and establishing funding sources:

- 21. *The Valemount Association must establish a sustainable funding strategy realized from traditional and alternative sources to cover operating and capital needs.***
- 22. *The Village must take into account the financial impacts of the new growth strategies, existing development cost charges and fees to ensure that the existing tax base does not subsidize new development.***

5.3.3. TRADITIONS AND CHARACTER

In preparing the vision for Valemount's future it was evident that the community has a hardy and practical character. It is vital that the residents continue to play the key role in retaining the community's character. Valemount does not want to become a typical suburban town surrounded by incredible natural landscapes. They do not want to be overtaken by new residents, they want to preserve, enhance and appreciate their unique identity. As previously mentioned land use and leadership are key factors that influence the character of a town.

In addition to managing the land use Valemount should educate new residents about what is important about living in Valemount through a welcome book. This could provide background on the Valemount community including history, culture, values and available services, and be

distributed through a community initiative such as “Welcome Wagon”, schools or real estate agents.

Furthermore it is vital that a community care about all resident’s needs. It is important to identify and nurture social service and housing requirements, and also minimize potential nuisances that are inconsistent with the small town ambience. Valemount’s past must also be acknowledged by strong recognition of the museum, history, local personalities, landmarks, and economic traditions.

The Directions recognize Valemount’s character, traditions and customs through planning, design, information and regulation:

- 23. *The Village’s OCP must incorporate a strategy to ensure that they have sufficient land resources to fulfill their historic, cultural and social needs.***
- 24. *The Village’s OCP must incorporate development permit guidelines designed to retain and nurture their historic and cultural traditions.***
- 25. *The Valemount Association should prepare and implement a booklet “Welcome to Valemount” as an information guide for new residents.***
- 26. *The Village must implement nuisance bylaws to preserve the ambience of the small town community character.***

5.3.4. WORKFORCE

It is critical that the physical infrastructure of Valemount will provide the foundation for an economically sustainable future. As mentioned under Leadership, a key component is the diversity of interest and commitment of the people that will be in charge of fulfilling the Directions. Fundamental to the leadership, however is the existence of a labour force that possess the ability and motivation to drive that economic engine. Valemount is shifting from a resource-based to a serviced-based economy where different skill sets are necessary. The Vision 2020 Directions anticipate that most of the new economic generators will be in the form of small businesses, whether it be through recreation, accommodation, services, construction or retail. Education and retraining opportunities within the community will be crucial to Valemount’s success. It is for this reason that the Valemount Association includes representation from local learning institutions and that suitable land is available to accommodate these facilities.

The workforce must also be happy living in Valemount. It is therefore important that the community provide for their basic needs. Many developing destinations find that property values are inflated by second home purchasers, leaving a shortage of affordable accommodation and community services for local residents. It will be imperative that Valemount monitor housing and service needs of local residents, to ensure that the long range plans can continue to accommodate employee and employer needs.

These Directions ensure that the Official Community Plan is a dynamic document that requires the Village to monitor key social, economic and environmental indicators:

- 27. *The Village’s OCP must incorporate and implement a social, economic and environmental monitoring program to ensure that local resident needs will be accommodated in the long term.***

- 28. *The Village must ensure that the appropriate workforce training and education facilities are available.***

5.3.5. PARTNERSHIPS

Valemount's future is dependent on many different interests. Most of the previous Directions specifically recognize the importance of improving relationships and partnerships among local government, senior government, First Nations, stakeholders and the community. It is only with such equitable partnerships, that the vision be effectively implemented. It is important to recognize and acknowledge any and all vested interests within the community. This must be a key component in the development of the operating procedures for the Valemount Association.

The final Direction recognizes that Valemount has limited resources, and therefore it is crucial that there is sharing and communication among stakeholders, community and government in order to ensure an effective and efficient decision-making and implementation structure.

- 29. *The implementation of the Valemount 2020 Vision Implementation Strategy must recognize and consult with affected interests, and encourage partnerships wherever possible.***

6. SPECIFIC ACTION ITEMS

This section identifies the specific action items for the Valemount area to achieve their vision and move towards their preferred future. These specific actions expand on the Directions identified in the previous section and provides a specific plan for moving forward. The action items consolidate all components of the Directions and then further divide the twenty-nine Directions into six focus areas for implementation, specifically:

- Implementation Strategy and Crown Land Plan Adoption
- Economic Development
- Amend Planning Documents
- Governance Structures
- Consultation; and
- Financial Resources

6.1. IMPLEMENTATION STRATEGY AND CROWN LAND PLAN MAP ADOPTION

- 1. *The VILUDP Partners formally endorse and actively encourage the implementation of the Valemount 2020 Implementation Strategy.***
- 7. *The Provincial Government should formally endorse and recognize the Valemount 2020 Vision Implementation Strategy as a statement of the local community's desired future.***

As has been recognized by various previous studies and reports completed for the Village of Valemount, the Village's economic future is almost entirely dependent on how the Crown lands and resources surrounding the community are managed. It is imperative therefore, that the VILUDP partners and other agencies of the provincial government recognize and facilitate the community's desire for influence over Crown land and resource management and their goal of a developing a blended economy.

2. That the VILUDP Partners formally endorse the recommended changes to the Valemount and Area Provincial Crown Land Plan Map (as included as Appendix F of this report).

In the north Central Interior portion of the Omenica - Peace Region, the former Ministry of Crown Lands, (now effectively Land and Water British Columbia Inc.) developed several Crown Land Plans in settlement areas surrounding the many communities. The purpose of these plans was to help manage and allocate Crown lands for a variety of land uses pursuant to the Land Act and provide other resource management agencies solid guidance to carry out their respective mandates. The Crown Land Plans facilitate economic development by identifying and providing provincial Crown lands for economic development and municipal/settlement expansion while also protecting lands required for recreational and environmental purposes. These plans went through an extensive planning process involving the public, local government and provincial agencies. All of the approved Crown Land Plans were subsequently endorsed and included in the respective Land and Resource Management Plans (LRMP's) for the region.

The initial Robson Valley Crown Land Plan was approved by Cabinet Ministers originally in 1985. This Plan covered portions of the Robson Valley including the Valemount valley bottom between Canoe Mountain and Tete Jeune.

The founding partners of the VILUDP recognized that as a result of several factors – including increasing tourism-related economic growth, the Canoe Mountain resort proposals and probable Village growth – the Valemount portion of the Robson Valley Crown Land Plan Map needed to be revisited and updated. As a result, a recommended updated provincial Crown Land Plan Map for the area became a key product of the VILUDP process.

Appendix F of this report contains the recommended updated Crown Land Plan Map for the bottom of the Valemount valley. This Map incorporates input from the Regional District of Fraser Fort George and Land and Water BC, as well as information gathered through this study and from the MSRM environmental background report.

The Crown Land Plan Map is intended to provide broad strategic direction with regards to land use over the next ten to twenty years. The Crown land management and disposition (tenure/sales) activities within the various land use designations remain the same as before. There are a few new designated uses that will have management objectives and strategies completed by Provincial agencies to address more detailed planning, land use proposals and ongoing resource management and extraction activities.

To date, the revised plan has been reviewed by the Village of Valemount, the Regional District of Fraser Fort George, the Ministry of Sustainable Resource Management, the Ministry of Agriculture and the Ministry of Forests. All parties support the changes in principle subject to some further discussions to address ongoing resource management and extraction activities. The revised Crown Land Plan Map still requires review and comment by First Nations interests as well as the public. Once completed, the Regional District of Fraser Fort George anticipates updating their Official Community Plan to be consistent with the provincial Crown Land Plan Map.

While the proposed Crown Land Plan Map identifies recommended land uses it is our considered opinion that the three levels of government must consider several important elements in the management of land use on the valley floor:

Focusing New Development – The proposed Crown Land Plan Map includes lands for potential development that are not directly adjacent to Village boundaries, resort development nodes and potential settlement areas. We believe it is imperative that the three levels of government acknowledge the importance of concentrated and planned development. It is our opinion that most new residential or commercial development should be strictly controlled (in fact discouraged) in undeveloped rural areas. Limited rural residential development on Crown Land may be considered subject to proximity to services, population centres and related policies of the Robson Valley Canoe OCP. Sprawling development will not only challenge the provision of local services, but may compromise the success of the existing communities and proposed nodal development of resort cores.

Limiting Highway Commercial Development – The proposed Crown Land Plan Map currently allows the potential for additional highway commercial uses along the Yellowhead Highway frontage. Although it is understood that local zoning already permits the expanded highway commercial uses we feel it is imperative that the Village, Regional District and provincial government work together to ensure that any new development along the highway is developed and phased in a manner that will not compromise the existing commercial areas. The highway commercial uses, if permitted, should have strict design requirements to provide a more appropriate gateway to Valemount.

Preservation Of Important Environment And Recreation Areas – The proposed Crown Land Plan Map has identified important environmental and recreational areas, however the Crown Land Plan Map itself cannot alone protect these areas – it will require the ongoing efforts of all three levels of government. Further consideration of linking new resort development and recreation amenities need to be developed to ensure that new development does not preclude further opportunities. Notably, the snowmobile and cross-country skiing/biking connections from Canoe Mountain to the village. It is also understood that as part of the VILUDP and other planning processes, important recreation assets will be identified and recommended for retention. We believe the provincial government should consider adding this information to the Crown Land Plan Map, together with the development of off road trails and corridors.

Consider and Establish Important View Corridors – The Crown Land Plan Map does not identify important view corridors. However, as additional resource activities and new development occurs in the valley it will be increasingly important to identify and preserve key views in a manner that does not compromise the tourism and scenic values of the valley. An additional study will be required to provide this outstanding information. The challenge, however, will be in developing the appropriate mechanisms to ensure the views can be appropriately established and preserved.

Land Adjacent To Village Boundaries Considered For Community Purposes – Local governments rarely have the financial resources to accommodate new demands for services and facilities. Although the Village currently has banked considerable lands, it is important to recognize that in the future the community may need additional Crown lands to be sustainable. In particular lands for infrastructure, emergency services, parks and recreation facilities, affordable housing and transportation (airport) will be necessary.

Accommodate Future Utility and Transportation Needs – A tourism economy will have increased needs for utility and transportation corridors and facilities. In particular communications and aeronautical (airports and heliports) facilities need to be considered in the long-term allocation of lands.

Finally, we believe that it is imperative that the final VILUDP report and Crown Land Plan Map and recommendations be provincially recognized and legally established. To achieve this status, the final VILUDP plan will need to be designated as a Sustainable Resource Management Plan of the Ministry of Sustainable Resource Management.

6.2. ECONOMIC DEVELOPMENT

3. ***Valemount and Area interests develop and adopt a Tourism Strategy that explicitly addresses the factors of a competitive destination.***
28. ***The Village must ensure that the appropriate workforce training and educational facilities are available.***

The VILUDP process is intended to determine a course of action to direct land use decisions to ensure that Valemount would have a sustainable future. Through the course of the preparation of the Directions it was recognized that land use decisions are only one aspect of the implementation strategy. The Valemount community had also undertaken considerable work in defining their future. During the past decade economic development strategies were prepared in both 1994 and 2000 and led to the creation of the Economic Development Commission and the hiring of an Economic Development Officer. The 1994 strategy provided goals, issues, strategy objectives and action items that primarily focused on the development of key attractions, tourism related infrastructure as well as community pride and hospitality. The 2000 strategy provided a specific direction for tourism identifying a situation analysis, market trends and segments, local tourism issues, winter tourism opportunities and a SWOT analysis. Further the strategy's key initiatives focused on:

- Becoming a Gateway Community Pilot Project
- Development of an Interpretive Centre
- Facilitating development of the Canoe Mountain Gondola, Hotsprings Resort and Ski Hill, and Trail Network
- Develop stronger shoulder season
- Develop multi-activity packaging and partnerships and
- Develop a new marketing plan.

In addition to identifying Valemount's potential attractors and infrastructure improvements, it is also important to identify the overall competitiveness of the destination considering economic, governance, technological and environmental factors. The recommended action is to further expand the tourism strategy to clearly identify specific factors to ensure a sustained and competitive destination. The following actions provide the appropriate direction where the information already exists, and recommends further investigations and development of the tourism strategy.

1. Adopt a Destination Strategy

The following statement has relied on the information contained from the socio-economic opportunity study and the Conceptual Blueprint, whereby competition and assets were considered and analysed.

Destination Strategy:

British Columbia's quintessential mountain town where its assets and tourism attractions are consistent with and do not compromise the community's values, limitless outdoor recreation opportunities and the natural environment.

2. Investigate the adequate labour, supplies and infrastructure requirement to fulfill the market need.

The socio-economic opportunity study provided necessary demographic information and identified the economic impact of the Canoe Mountain Resort. It indicated that Valemount's current labour force should be sufficient in the mid term to accommodate new labour requirements. There is no understanding of whether the current population has the skill or desire to provide the needed services. In addition further consideration is needed for Valemount to feasibly attain the necessary supplies for the tourism business.

Finally, drawing on the tourism strategy and the land use plan, Valemount must identify the necessary infrastructure needed to pursue the vision. For example trail connections; parking lots, and cellular phone service are all likely infrastructure improvements.

3. A stable and empowered political governance to control the resources.

See action items under "Governance Structures"

4. Appropriate management and marketing of the destination.

See action items under "Governance Structures"

5. Identify Valemount's socio-cultural strengths to be promoted and preserved.

The socio-economic opportunity study and the Valemount visioning story identified several important and unique social and cultural amenities and traditions. These need to be formally identified and recognized in a tourism strategy.

6. Promotions, distribution, and technology to access markets.

See action items under "Governance Structures"

7. Maintaining the integrity of Valemount's key attractor, the natural environment.

See "Crown Land Plan" and "Amend Planning Documents"

6. *That Valemount and Area interests must complete a Forestry Strategy for the Valemount Area to identify a long-term sustainable approach to forestry.*

The 1994 and 2000 Economic Development Strategies both strongly reference the role of forestry for Valemount's economy. There is a strong commitment in the community to forestry, despite the decline of the sector both locally and provincially. The 1994 strategy identified value-added wood manufacturing, and silviculture initiatives as action items, while the 2000 strategy went into greater detail focusing on opportunities from log sort yards and a Community Forest.

At this time there seems to be many possible opportunities to continue forestry in the community, however there is uncertainty on what could be the best fit for Valemount. It is therefore recommended that similar to the tourism initiatives, Valemount undertake a forestry

strategy to determine where the greatest potential may exist. The following identifies certain factors that should be considered in the strategy:

Adopt a Forestry Strategy that considers:

- inventory of existing processing and sorting facilities
- character of forestry product/stands/ allowable cuts
- existing and potential markets
- transportation links to markets and from suppliers
- character and skill of local labour force
- factors for economic sustainability
- factors for environmental sustainability
- government legislation and policy
- historical or interpretative assets
- local needs
- opportunity for community involvement in the resource and initiatives
- conflict or complement other community initiatives
- protection and enhancement of the resource
- cost or retrofit of facilities or infrastructure
- competition for the resource
- organizational and governance structure to manage the resource

6.3. AMEND PLANNING DOCUMENTS

The corresponding jurisdictions must amend the Village and Regional District Community planning regulations and documents must be amended and expanded to ensure that:

4. Future resort and residential growth is reflective of the community's needs and the recommended actions contained within the Valemount 2020 Vision Implementation Strategy.
5. Valemount's physical, social and environmental character is reflective of the community's needs and Valemount 2020 Vision Implementation Strategy.
11. Future commercial and industrial growth is reflective of the community's needs and the Valemount 2020 Vision Implementation Strategy.
13. Future utility and transportation corridors are reflective of the Valemount 2020 Implementation Strategy.
15. The management and protection of environmental values reflective of the final Valemount and Area Integrated Land Use Development Plan.
10. A strategy for sufficient land resources to fulfill Valemount's long-term community service, open space and housing needs.
12. A commercial area strategy that clearly defines and enhances the role of each commercial district with particular emphasis on the establishment of the Valemount Village Core as a primary focal point.
23. A strategy to ensure that Valemount has sufficient land resources to fulfill their historic, cultural and social needs.
27. Implement a monitoring program to ensure local resident needs will be accommodated in the long-term.
24. Development permit guidelines and downtown design guidelines to retain and nurture Valemount's historic and cultural traditions.

A key deliverable in the Implementation Strategy is for the identification of key lands within the study area that have strategic significance for Valemount to achieve their vision. Further, the terms of reference required a comprehensive listing of amendments to the Village of Valemount's and the Regional District of Fraser-Fort George's planning documents. Specifically, the amendments need to ensure that the community planning documents are consistent with the vision and Conceptual Blueprint.

6.3.1. STRATEGIC AND SIGNIFICANT LANDS

The land use analysis of the Valemount area identified several strategic lands that will be important to the sustained success of the community. The amendments recommended in the planning documents further acknowledge these lands and recommend changes to the appropriate land use policy. The following provides an overview of the strategic parcels, and their importance to the long-term sustainability of the Valemount Area.

Yellowhead Highway Frontage – The greatest potential for capturing tourism visits is to increase the number, and the length of stay by highway travelers. As a result, the lands fronting the Yellowhead Highway particularly adjacent to Valemount's commercial core are some of the most strategic. At this time the Village has constructed an attractive entry features to encourage travelers to turn off the highway and explore their community. Alternatively, much of the development along the highway is unappealing service centres that tend only encourage travelers to stop if they offer competitive fuel prices. Future highway frontage uses from the Provincial Park entrance though to Canoe should be minimized and if necessary implement appropriate design controls on any development.

It is therefore crucial for the community to recognize that the highway frontage is their front door, and a tremendous opportunity to showcase what Valemount has to offer. Not only should new development be consistent with the community's vision but also provide an opportunity to promote what Valemount has to offer to the traveling public.

Fifth Ave Commercial Core – The Fifth Avenue commercial core is extremely important to the long-term sustainability of Valemount. Although the distance from the highway (accommodation uses) to village shops is considerable, the corridor has tremendous potential. There are no fatal flaws with the layout or design as the street is wide, has ample parking and offers small, human scale development. The community park is also an asset to this area. Much care will be needed to plan the long-term character of the area in concert with the redevelopment plans for the former high school site (see next subsection).

High School Site –The former high school site is the most important parcel in the future success of the Fifth Ave commercial area. These lands currently fall between the highway commercial and accommodation uses and the Fifth Ave shops. The development site has potential to increase the vibrancy of the town centre through introducing non-commercial uses or seasonal uses that enhance the area and serve both civic and visitor interests. Design and land use guidelines should be developed in concert with the landowner, to ensure that the redevelopment will meet the interests of business, tourism and the community.

Swift Creek and Recreation Corridors – Swift Creek provides an important environmental feature to the Valemount community. It is important that this corridor be preserved and that public access through trails or undeveloped parks be provided and maintained. The Swift Creek recreation corridor could also serve as the primary starting point and destination for trails that wind throughout the valley.

Canfor Mill Site – The mill site has a long economic history within the community. It will be socially and economically important to preserve the industrial use of this site regardless of the decline in forestry industry. The site represents Valemount's economic history and will continue to be important to the blended economic vision.

Airport – The tourist and real estate driven market will demand improved transportation connections, particularly air travel. Further recreation interests will experience an increased demand for air services, notably helicopters. The community therefore must recognize the importance of the airport lands and ensure that the uses can expand and improve while not being compromised by encroaching development.

6.3.2. VILLAGE OF VALEMOUNT'S OFFICIAL COMMUNITY PLAN

Adopted in 1996 and although 8 years old, Valemount's OCP is true to many of the directions of the Implementation Strategy Directions. Regardless there are several policies that need to be addressed or included. The following provides a detailed overview of the required amendments.

Section 1 – Background

Amend the introduction to clearly reflect Valemount's Conceptual Blueprint and the information collected through the VILUDP process.

Section 2 – Context

Amend to include the considerable amount of new information that considers physical character and demographics of Valemount.

Section 3 – Guiding Principles

- 3.2 This policy appropriately encourages infill on existing lots with residential development to proceed in a southward direction. The direction to extend highway commercial uses further is not consistent with the vision to provide a tourism destination and vibrant commercial core. The highway commercial development to date appears sufficient as a service to the traveling public. As the Village has already committed to providing additional highway commercial uses, the recommended commercial study should consider the appropriate uses that could be accommodated along the highway frontage, while not compromising the Village's long term goals. Recent signage, and improvements to the Valemount commercial district have provided a more attractive gateway to entice drive-by visitors to venture into the community.
- 3.3 This policy appropriately encourages a vibrant town centre, however during the life of the OCP the commercial area continues to struggle. There is a defined distinction between the accommodation uses and retail with restaurants in both areas. The institutional uses and particularly the high school further intensify this divide and the needed flow between the two areas.

The OCP policy needs to recognize and direct the future development plans for the school site, as it is fundamental to the vibrancy of the commercial core. The direction, however is not as simplistic as designating the site for commercial uses. Valemount is a small village, as it grows in the years to come it will have difficulty sustaining such a long commercial street, particularly given that Fifth Ave is not the only commercial area in Valemount. The OCP should provide for Fifth Ave to be designated as a "Special Planning Area". The detailed policy direction is outlined in a later action item.

The vitality of the town centre commercial must consider:

- The redevelopment potential of the school site;
- Creating vibrancy in the town centre, through introducing non-commercial uses or seasonal uses that enhance the area and serve both as civic and visitor interests. To be successful the town centre needs a mix of social areas, events, pedestrian links and ambiance.

- Physical and policy downtown enhancement strategies that do not over regulate the potential for dynamic businesses and concepts, and further improves the functioning and aesthetics of the downtown areas (such as parking relaxations/consolidations, common parking lots, curb extensions, wider sidewalks and plazas, landscaping, etc)
- Public sector investment, whether it is through economic development (bringing people to the community), promoting and producing events, festivals and attractions or developing certain improvements (parking, signage, public art) for a better functioning place that will extend visitors stay.

It is recommended that this policy consider the opportunity to enhance the town centre with the future development of the school site. The existing town centre is approximately ½ kilometer in length, with a ½ km separation between the tourist accommodation uses. Effectively this would translate to a commercial pedestrian oriented district 1 km in length. Therefore the future planning for the area must introduce civic uses that create vitality in the area, for both the local community and visitors. The future land use of the school site is fundamental to the vibrancy of the town centre whereby the CBD could provide a mix of retail, entertainment, office, community uses and housing.

- 3.4 Once the tourism and forestry strategies are completed this section must be updated.
- 3.5 Update on current and anticipated recreational needs.
- 3.7 This section needs to be updated to reflect a greater commitment to the physical character of the community reflecting the destination tourist as well as residents and the traveling public. As mentioned above the Fifth Avenue commercial corridor needs to be part of a comprehensive study. The direction of the policy statement for the Main Street Special Planning Area needs to be further examined (see 6.1). In addition the OCP should continue to include development permit guidelines, while defining the character of downtown buildings through Design Guidelines. The architectural direction must respond to the surrounding fabric of buildings and spaces considering local traditions, while also contributing to the spatial definition of streets, parks, etc. It is important that these guidelines not be overly prescriptive, but consistent with the culture of the region, and focus on building types rather than building styles that reflect the source of historical and community character. The building character must not only be the architectural design but the built form and landscaping. Relationships to public streets, semi-public and service spaces must be considered. The term “alpine” although general can result in many interpretations, the design guidelines should alternatively consider building design and materials that are practical, functional and aesthetically appropriate.

Section 4 – Land Use Designations

See Section 5 below

Section 5 – Residential Development

4.1 Update information

- Include references to the recent or pending demand for resort oriented real estate (second homeowners).
- Consider whether the residential densities are appropriate given the possibility for a stronger residential market and desire not to sprawl.
- Consider increased single-family residential densities without reliance on manufactured homes. Need to further define what is “special needs housing”.

5.3 Rural Residential

It is important that the Village provide a diversity of housing product within the municipal boundaries. In such a rural community there will be demand for rural residential development opportunities, which may increase with the development of the destination resort market. Currently there are only two areas for this type of residential use. Further lands should be considered in any future boundary expansion initiatives. The general policy statement however is acceptable.

5.4 Low Density Residential

The policy may also recognize that residential uses are for full time or part time residential uses and therefore do not comprise tourist accommodation for nightly rentals. Consideration should also be given for situations where tourist accommodation can be permitted through owner/operated Bed and Breakfasts.

5.5 Mixed Residential

Further clarification in the description of the use.

5.8 Affordable, Rental and Special Needs Housing

Future consideration of non-cost initiatives that may increase the number of affordable units in the community, such as detached accessory residential units (within garages), caretaker suites, reduced municipal fees, etc.

Section 6 – Commercial Development

In review of the commercial uses, it is evident that given the physical size and population of Valemount, the amount of land available for commercial uses is considerable and expansive. The OCP has designated the following lands for commercial development:

Commercial Area	Approx. Area	Vacant Land Serviced/ Unserviced (Restructure Study)	Focus (OCP Designation)	Permitted Uses (Zoning Bylaw)
Central Business District	7 ha (17.3 acres)	9,000 m ² /17,000 m ²	Principal retail focus extending with a wide range of activities including retail stores, offices, upper floor dwelling units and other establishments with high foot traffic.	Retail, personal service, office, financial, entertainment and similar commercial uses
Highway Commercial	7.5 ha (18.5 acres)	4000 m ² /16,000 m ^{2*}	Including motels, restaurants, gas stations and other services	Highway commercial uses and motel uses and associated restaurant uses along 9 th Avenue
Tourism Commercial	7.1 ha (17.5 acres)	*Combined with Highway Commercial	Including motels, restaurants, gas stations and other services	Highway commercial uses
Main Street	11.9 ha (29.3 acres)	6,000 m ² /7,000m ²		Service commercial uses, tourist accommodation uses, limited range of retail, but not large-scale retail uses such as department store or super market. Specialty retail uses include smaller outlets selling clothing, food and other items not normally found in more general retail stores, such as craft shops, boutiques, bakeries, delicatessens, restaurants, souvenir shops and country general stores.
Service Commercial	7.75 ha (19.15 acres)	4,000 m ² /16,000 m ²	Automotive repair shops, welding shops, and commercial fuel facilities, well separated from residential areas	No definition
TOTAL	41.25 ha (101.75 ac)	23,000 m²/56,000 m²		

The commercial lands also duplicate their function, particularly the CBD, highway commercial and Main Street areas as the community and the visitor does not have a clear commercial focal point. The commercial areas need to be considered in greater detail, establishing a role for each area.

- 6.1 This section needs to be amended to further establish the specific character and overall community role of each of the five commercial areas (5th Avenue, Main Street, Tourist Accommodation, Highway Commercial and Service Commercial). It is recommended that the Tourist Accommodation commercial area at the gateway to Valemount be considered separately from the Highway Commercial uses along the Yellowhead Highway. In particular the Highway Commercial area needs to be automobile and truck oriented, while the accommodation areas can introduce a pedestrian scale that is enhanced the further east one travels into the town centre.

The uses need to have less overlap, to clearly highlight the character of the area. For example the Main Street and the 5th Avenue commercial areas have similar uses. It is recognized that historically Main Street was the village core, but with the realignment of the Highway, 5th Ave has evolved. It is not recommended that the commercial uses be discontinued along Main Street, but rather that pedestrian friendly retail uses with value to both residents and visitors be focused along 5th Avenue, while local use, service and parking intense uses be encouraged along Main Street. It is likely that there will be an increasing need for “back of house” type retail and services uses for the tourism destination and resort residential economy (decorating, furniture, recreational sales and service) that would be more appropriate along Main Street due to site planning needs.

As a result it is recommended that the Village undertake a more detailed commercial area study to focus the existing areas, to ensure that they are more competitive and meet the community’s needs and vision. Issues such as design guidelines and a comprehensive parking strategy should also be considered. This commercial study will be vital in determining the future development of the school site along 5th Avenue.

6.2

- .2 There is too much commercial land currently available and intensification and consolidation of the uses is needed.
- .3 Links among commercial areas is important only with the Highway Commercial, Tourist Accommodation and 5th Avenue.

6.3 Central Business District

- .2 This should recognize the destination tourism component of the CBD.
- .3 The commercial area study must consider how to encourage more intensity in the CBD, recognize existing limiting factors.
- .4 The alpine theme needs to be replaced by the Valemount design guidelines.
- .5 The Valemount loop seems forced, whereby there may be little points of interest for visitors to discover. It appears that the loop is more predicated on the need to push visitors through all of the commercial areas, rather than determining what they may find of interest. Consideration of various loops including a “Village Bypass” that encourages visitors coming from the south to take the old highway to 5th Avenue, to the highway. Certain sites of ecologically or historical importance could be identified with signage. The gateway to Valemount therefore would not be service stations but a rural community.
- .7 Rear parking may not be necessary at this time as it is important that any visitors venturing to 5th Avenue are able to find convenient parking near the shops. A surface parking lot in the short term may have 5th Avenue frontage, provided that additional lands (i.e. school site) have been secured for future “back of house”, off-street parking.

6.4 Highway/Tourist Commercial

- .1 Additional highway and tourism commercial uses that detract from the Village centre are not encouraged along the Yellowhead Highway as they limit the opportunities for visitors to visit the CBD. Alternative uses along the highway corridor should attempt to reflect the community’s vision. The proposed information centre that introduces the local ecology,

tourism recreation operators, and recreation uses such as golf courses/driving ranges should be encouraged.

- .3 The alpine theme should be replaced by design guidelines.
- .5 The highway frontage on the west side of the Yellowhead Highway should be brought into the Village boundaries to ensure development controls.

6.5 Service Commercial

Additional consideration needs to be given to the Service Commercial uses through the commercial area study. Typically service commercial and light industrial space is in demand with a tourism, resort/real estate economy and value-added forestry economy. It is important that the land designated is appropriate for the community's needs and character.

Section 7 – Main Street Special Planning Area

7.1 The role and focus of the Main Street area will be reviewed through the commercial area study. Because Main Street is a single sided commercial area and removed from the central entry to the Village, it is less likely to have a pedestrian focus. This reality should be recognized in determining the appropriate uses. The existing uses that cater to the local community should be recognized, particularly automobile oriented uses. The area has a mishmash of community-oriented uses that should be embraced including the museum and library, the Legion Hall, restaurant and pub and small local oriented retail shops. This could be a funky locally oriented commercial district, that in the long term may evolve to connect to an equally successful 5th Avenue CBD.

7.3

- .2 In the commercial area study it is probably that tourist oriented retail and accommodation uses should not be encouraged in this area, and reconsideration be given to larger department store uses (although it is important to keep at least one supermarket on 5th Avenue). Tourist oriented retail should not be permitted.
- .5 Do not support tourist accommodation uses in this area.

Section 8 – Industrial Development

8.1 The direction to prepare a Forestry Strategy should be identified, as long-term industrial uses will be dependent on the resource industry. The strategy may consider the opportunity to introduce interpretive uses into traditional industrial designations. The log sort use should be reconsidered at this time.

Section 9 – Parks and Recreation

9.1 The direction for parks and recreation should continue to be implemented. Consideration for “pedestrian or bike friendly” routes connecting all existing schools and parks should be considered. The parks planning must also ensure that the facilities are responding to the needs of the community, particularly seniors and youth. For example trends in youth recreation including mountain biking trails and parks or skateboarding/rollerblading opportunities. Recognition of passive recreation in the CBD should also be reviewed in accordance with the commercial area study. With a growing seniors' population and the desire to

entertain weary travelers with a pleasant and programmed community square could provide both a community amenity and a visitor experience.

9.3

- .1 The land use designations should distinguish between community recreation facilities and parks and open space to get a better spatial sense of the amenities provided.
- .3 Amend to the Local Government Act.
- .11 This policy needs to reflect the current status of the Canoe Mountain Resort development. As the Implementation Strategy recommends that the village boundaries are expanded to include the resort lands further consideration needs to be given to providing recreational amenities to the local community. Although typically negotiated at the time the tenure is granted by the Provincial government, Canoe Mountain Development should guarantee through the approval process that local residents could enjoy reduced rates to participate in the proposed recreation facilities (most resort communities have this amenity for local residents). This should include the gondola access/skiing, golf and cross country skiing. Further the recreation planning must consider mechanized and non-mechanized off road trail links to the resort core that are consistent with environmental management areas.

Section 10 – Public and Institutional Development

- 10.1 The proposed commercial area study will further consider the appropriate public and institutional uses in the CBD, the pending relocation of the high school provides for an opportunity to relocate Village offices to provide additional activity to the area.
- 10.2
 - .1 Need to determine what public institutions have been budgeted in the Village's financial plan.
 - .2 In recognition that the population will grow with the new resort, tourist and forestry related activities, school enrolment should be monitored to ensure that long term needs can be fulfilled.
- 10.3
 - .3 This policy may be amended should the commercial area study determine that certain institutional or community uses are appropriate for Fifth Avenue. Typically it is not the use but the urban form/setbacks (large suburban style front yard setbacks of the RCMP office) that makes the use inappropriate.
 - .4 The Village of Valemount has acquired lands on Yellowhead Highway for an Interpretive Centre "Were the Basins Meet". The project funding initiative indicates a welcome centre that would provide information and showcase the natural, historic and social-economic character of Valemount to drive-by visitors, destination guests and the local community. Although the centre would be more appropriate on the Village side of the highway (ideally it would be preferred if this land could be swapped for the land immediately at the entrance to Fifth Avenue) if the centre could be developed as a quality building with both interior and

exterior attractions, it could be a key asset for the community and the destination. Trail connections, playgrounds, refreshments and exhibits within and around the centre would be intrinsic to its success. Long-term plans should consider a pedestrian connection over or below the highway that draws or introduces visitors to the Fifth Avenue CBD.

- .8 To achieve Valemount's vision it is imperative that there are suitable learning facilities for small business, students and the workforce.

Section 11 – Urban Reserve

- 11.1 The urban reserve areas must develop criteria for new development that reflects the needs of the community as well as the unique character of the natural environment. The urban reserve above Main Street likely will be visible to many areas in the community; therefore there should consideration of tree preservation areas/buffers, view corridors from Fifth Avenue and road or servicing standards (that minimize disruption). The potential for expansion of urban reserve designations (and therefore Municipal boundaries) should be considered for lands immediately north of Swift Creek. If the boundary extension is considered to include the Canfor mill, consideration needs to be given to the expansion land's incorporation into the Cedarside settlement area. It is understood that additional residential supply will be provided through the integrated Canoe Mountain development.

Section 12 – Development Permit Areas

- 12.1 Update for the provision of the Local Government Act. In addition it is anticipated that once the commercial area study is completed the development permit requirements will be further amended. The alpine theme needs to be fully developed with the introduction of design guidelines.
- 12.2 Development Permit Area No. 1 – Highway Entry and Central Business District
 - .1 Update for the provisions of the Local Government Act.
 - .3 Development Permit Area 1 considers the business and commercial core of Valemount. As previously mentioned the proposed commercial area study will further define the development permit requirements for this area. Regardless recommended changes to the existing guidelines have been identified.
 - .4 Development Permits
 - .1 This needs to be fundamentally strengthened with the design guidelines.
 - .2 Reject franchise architecture whether they be private business or government. Large expanse of glass may be acceptable, as could the creative use of steel and concrete if it reflects the traditional use in Valemount.
 - .3 Alternatively the design guidelines should prepare an acceptable colour palette.
 - .4 Garbage areas should be fully enclosed and wildlife proofed.
 - .5 Landscaping should have a four season appeal (mix of deciduous and coniferous) and either be drought resistant or have irrigation.
 - .6 Direct the preparation of design guidelines. It should be important that the design guidelines should not be overly prescriptive but

provide opportunity for local businesses. The guidelines will be reflective of the scale and building materials traditional to the area, and provide a balance between the need for economic development and a functional and attractive commercial core.

- .7 The linear character of buildings on a macro level creates an attractive streetscape, however opportunities should be explored to animate key corners of the street and the development of functional plazas or open spaces. The linear design often limits opportunities for public/private spaces or patios to project into the pedestrian corridor. Infill development of existing lots should be considered.
- .8 In the long-term parking should not be visible from the Fifth Avenue frontage yet with an effective directional signage program visitors could be directed to parking areas. Alternatively in the short term it may be important to ensure that the parking is readily available to encourage the capture of drive-by tourists.

Section 13 – Environmentally Sensitive Areas

- 13.1 This section should be updated to reflect the information gathered through MSRM's Environmental Background Report. In addition the regulations should be amended to reflect the best practices of the Federal and Provincial Streamside Protection Regulations and in addition consideration of protecting and enhancing wildlife corridors...

The natural environment is fundamentally important to Valemount's social and economic health. The Village should explore all opportunities to preserve and if necessary acquire lands of environmental sensitivity and also provide educational experiences about the community's unique ecosystem.

13.2

- .1 This must include all environmental areas that impact the Valemount area ecosystem.
- .2 The Swift Creek watershed should be protected. Further investigations should be undertaken to determine if new trail development or recreation tenures should proceed within or adjacent to this watershed.

13.3

- .1 The additional areas of environmental sensitivity (Crown Land Map/Environmental Background Report) should be identified. The streamside protection guidelines and protection of wildlife corridors should also be identified.
- .2 Update for the Ministry of Water Land and Air Protection
- .3 Expanded to reflect new information and direction of the MSRM Environmental Background Report and Crown Land Plan.
- .4 Update Ministry name.

Section 14 – Hazardous Areas

- 14.1 Update applicable Ministry throughout section.

Section 15 – Infrastructure

Should be updated

15.4 Transportation

.4 This section needs to be significantly expanded to incorporate all modes of transportation in the community. In particular further policy directions dealing with trail networks, airport and heliport facilities, passenger and freight rail service, snowmobile trails and facilities and highway transport are required. Future transportation links are fundamental to the goal of a blended economy.

15.9 These objectives also need to be expanded to consider the various transportation modes in the community.

Additional Subsections

Utilities

Utility corridors dominate the Valemount area. The Village and the Regional District should investigate the opportunities and constraints of these corridors for the community.

Section 16 – Implementation

16.1 The OCP indicates that its role is not to provide the tools for implementing the policy. This statement is fundamentally correct; however the policy should identify the tools to be used, as well as a clear plan to complete the identified tasks. It is recommended that the action items identified within the policy be added to the OCP, clearly recognizing the responsibility, funding and timeline to get the initiative completed.

16.2 A later action item discusses certain changes needed to the Zoning Bylaw.

16.3 The Subdivision Servicing Bylaw needs to be reviewed to ensure that the requirements and standards are consistent with the directions of the VILUDP process and community needs.

16.4 These policies, although appropriate, could be strengthened. The criteria should give recognition of the community's desire to embrace a blended economy.

16.5 The rezoning criteria should similarly be updated and strengthened.

Development Cost Recovery

16.6 The Village is currently going through a process of increasing Development Cost Charges to ensure that growth is not a burden on the existing tax base. The results of these discussions should be recognized in this policy.

Additional Studies

16.7 This needs to be updated.

.1 Comprehensive Development Plan

A CDP is effectively a business plan for a municipality that considers not only long-range planning issues but also economic development and budgetary considerations. Typically the CDP goes beyond the statutory requirements of the OCP. It is recommended that the Village prepare a CDP likely during the Village's next fiscal cycle, and should consider the VILUDP documents, the proposed tourism strategy, the proposed forestry strategy, the 5 yr financial plan and boundary expansion.

.2 Boundary Restructuring

The existing community plan identified certain areas for boundary restructuring including the highway/tourist accommodation commercial area on the west side of the Yellowhead Highway, the Cedarside Industrial area, the Swift Creek watershed, Canoe Mountain Resort, and the Interpretive Centre. Although referenced studies have indicated that boundary expansion may be necessary for incremental urban expansion of the Village, it is not for the purposes of supply that the boundaries should be expanded. Alternatively boundary expansion is needed to ensure greater control over the future of the Valemount community considering land use, design, amenities and phasing. It is fundamental that the Village regulates new development immediately adjacent or potentially competing with the Valemount community and resort residential nodes. It is understood that the Canoe Mountain Master Plan recognizes this direction.

.3 Downtown Revitalization

The Downtown Revitalization Strategy remains a key requirement to ensure a vibrant town centre. As mentioned this should become part of the commercial area study that further defines the role of each of the commercial areas as well as development permit and design guidelines.

.5 Civic Facilities Strategy

A Civic Facilities Strategy should be expanded following the completion of the commercial area study, as civic functions will be important to the vitality of the town centre.

.6 Greenway Study

A Greenway Study is further required to tie the Village, surrounding settlements and resort development to recreation amenities and preservation areas. Consistent with the Conceptual Blueprint there should be an established greenway and trail network that provides value to the natural environment, local residents and destination visitors.

New Additions

1. Consideration of a View Corridor Study to identify key viewsapes in the community.
Expand wording
2. The OCP needs to incorporate a monitoring function, to ensure that as Valemount moves closer to their vision they have adequately monitored and planned for future needs. The monitoring should focus on the following considerations:
 - Housing for residents, employees, seniors and special needs;
 - Commercial space;
 - Industrial space;
 - Civic functions;
 - Education and skill training needs;

- Public Safety needs;
- Recreation amenities
- Historic, cultural and social needs;
- Transportation (air, rail, highway, trails);
- Parks; and
- Recreation Infrastructure

6.3.3. REGIONAL DISTRICT OF FRASER-FORT GEORGE OFFICIAL COMMUNITY PLAN

In 1986 the RDFFG adopted the current OCP that considers the Valemount area. The Regional District is currently drafting an update of this plan. The following highlights the recommended changes to the current Robson-Canoe Official Settlement Plan.

1.0 General Provisions

Update entire document to reflect the Local Government Act and other referenced Provincial legislation, planning documents and ministries.

2.0 Planning Framework

2.1.3 The general policies should consider the need to recognize the initiatives for a blended economy whether it is for destination tourism or value added forestry. Consideration should also be given to the incredible and important recreational and environmental assets in the community.

2.1.4 And 2.1.5 should consider the directions contained within the proposed Forestry Strategy.

New policy

Recognize the importance of recreation, environment and the economic and social vitality of the Village.

2.1.8 Consideration is needed with regard to minimizing highway commercial uses, and focusing commercial uses in Valemount's town centre. Resort commercial should not only serve the destination traveler but local residents' needs. Highway commercial uses should be discouraged as to focus this traffic to Valemount and minimize the negative visual impact of such uses.

2.1.9 Buffers are needed to screen industrial uses from highways, major thoroughfares and rural residential uses.

2.1.10 Further consideration of the network of all transportation modes including the automobile, truck, motorized recreation, rail, airplane, and helicopter in terms of the needs of the Valemount area, particularly considering tourism and recreation.

2.2 Relationship to Other Planning Areas

These policies must be expanded to consider the Vision 2020 Implementation Strategy particularly the Conceptual Blueprint for Valemount's blended economy. Economic development through resort development, recreation, environmental qualities, tourism and the resource industry needs to be identified

3.0 Land Use Designation Maps

Generally these maps are consistent with the Valemount 2020 Vision, with the exception of the opportunity to expand the Highway Commercial uses along the Yellowhead Highway immediately west of the Village boundary.

The OCP should further recognize the importance of the existing Valemount Airport designating lands for ancillary uses in and around the facility. The OCP policies and land use maps must be expanded to ensure that the long term goals for the Valemount Airport are incorporated into the community planning documents. In particular land uses immediately adjacent to the airport should accommodate and complement the terminal operations (runway expansion/realignment, helipad or related uses). Further any new residential developments affected by flight paths and airport operations should be informed about the long term plans for the airport facility particularly noise and safety issues.

4.0 Land Use Designations

Although the region is intended to accommodate rural development, the significant environmental value of the lands should not be overlooked. Although lands may not have identifiable environmental values, the undeveloped open space reflects the desired character of the Canoe valley. It is understood that landowners should not be down zoned but alternatively planning policy should be flexible to consider cluster zoning (cluster homes in closer proximity then provide a larger area of common open space) that more effectively retains the integrity of the ecosystem.

Further residential development should be focused adjacent to the municipal boundaries or settlement areas, in order to discourage patchwork development that may be costly to service or compromise the rural character of the area.

The residential densities for RU land should be revisited to ensure that the minimum 4ha-6ha subdivisions are consistent with direction of the Implementation Strategy.

4.5A Resort Commercial Designation

The previous subsection of this report recommends that new resort residential and accommodation development be incorporated into the Village boundaries to ensure that the proposed land use and development is consistent with the Village's vision. Development permit and design guidelines will be required.

It is also understood that until the development is preceding such boundary restructuring may not be needed. As a result it is vital that the Resort Commercial Designation be significantly expanded to clearly define what is appropriate for resort commercial development. In addition to further defining the appropriate land use and necessary servicing, the policy should consider the form and character of the development and impacts on the region and village. Recreation amenities need to be further defined.

1.8 Further Definition of Uses

The rezoning evaluation procedures needs to be further enhanced, recognizing the desire to encourage destination recreation and tourism.

5.0 Special Area Designations

The Tete Jaune, Mount Robson, and Canoe Mountain area designations for the protection of the natural environment should be updated to reflect the information gathered through MSRM's environmental report. In addition the regulations should be amended to reflect the best practices of the Federal and Provincial Streamside Protection Regulations.

The natural environment is fundamentally important to Valemount's social and economic health. The Region should explore all opportunities (clustering, land trusts...) to preserve and if necessary acquire lands of environmental sensitivity, within important view corridors, wildlife habitats, recreation trailheads and educational experiences on the community's unique ecosystem.

All settlement areas designated as development permit areas must ensure that industrial development is adequately buffered from the highway, environmental features, view corridors and residential development.

As mentioned previously the resort development permit guidelines should be enhanced, but yet recognize that major resort development will need to be developed in accordance with village requirements (boundary expansion).

6.0 Local Development and Servicing Policies

6.8 Residential Areas Outside of Settlement Areas

The Implementation Strategy does not support random expansion of residential uses; this direction should be further strengthened through this policy and the Crown Land Plan.

6.9 Miscellaneous Designations Outside Settlement Areas

It is the direction not to expand Highway Commercial on the west side of Valemount's municipal boundary with the Yellowhead Highway until the area is brought into the Village's boundaries. Future development should also consider the appropriate of residential uses adjacent to more noxious users such as the airport and the landfill. The issue of fire management should also be incorporated into the plan following further study.

6.10 Transportation and Utilities

Sand and gravel extraction must be suitably buffered from adjacent uses, and reclaimed once activities have ceased.

6.11 Special Environmental Considerations

This section should be updated to reflect the directions of the MSRM environmental report.

The importance of retaining the natural environment for tourism and recreation should be identified.

6.3.4. THE VILLAGE'S ZONING BYLAW

In addition to the many planning policies and directions contained within the Village's Official Community Plan, it is important that the implementing zoning bylaw be consistent.

Effectively the zoning bylaw is a well-written regulation that provides with appropriate requirements to ensure that development and redevelopment is appropriate. Rather than doing a section-by-section amendment, these recommendations take a more strategic approach. The recommendations focus on new tools or approaches that the zoning bylaw may consider. The recommendations are as follows:

- Amended, where applicable, to reflect the direction of the regulations.
- The Local Government Act allows local governments to Zone for amenities and affordable housing by establishing different density regulations for a zone. Such zoning must include applicable conditions that consider the conservation or provision of the amenities, or affordable and special needs housing, if the owners of the property covered by the designation consent to the designation. Fundamentally this is providing bonus density for certain amenities or housing. Although at this time it is unlikely that such a provision would be necessary (particularly given the amount of developable land) nonetheless it may become appropriate as Valemount achieves its vision. Notable uses would be to provide affordable or special needs housing or to provide for community or resort amenities in the town centre.
- If the Village pursues the recommendation to expand their boundaries to include Canoe Mountain Resort a site-specific Comprehensive Development zoning should be developed. The CD zoning allows some certainty to the developer and local government of what will be developed (in terms of timing, land use and density) but yet provides some flexibility in the exact location and specific phasing.
- Consideration of higher density single family and duplex strata development, that provides an alternative to manufactured homes, but yet is more efficient than the traditional single-family freehold lots.
- Multifamily zoning regulations that provide efficient use of land without compromising existing neighbourhoods.
- Commercial zoning should be revised following the commercial area study. As mentioned there is too much overlap of permitted uses among the commercial areas, thus the areas are not able to establish a market character subject to the pending study. Commercial zones (C1) may permit small-scale accommodation uses (lodges, pensions).
- Drive-through restaurants should not be permitted on the highway unless certain conditions are met concerning access, signage, and aesthetics.
- Secondary suites should be permitted to be separate from the principle building if part of a garage and meet other requirements stated in the bylaw.
- Cluster subdivisions (see explanation in Regional District OCP amendments) should be accommodated for Rural Resource single-family development.
- Bed and Breakfasts should be permitted in residential and commercial zones subject to certain conditions.

- Maximum setbacks are required for the C1 Zone.
- Parking Reserve Fund should be updated to reflect current costs.
- Consideration for tourism recreation needs such as campgrounds, recreational vehicle storage

26. The Village must implement nuisance bylaws to preserve the ambiance of the small town community character.

In considering other similar communities that have embraced tourism, there seemed to be a balance between free enterprise, where anything could be permitted, and the extensive regulation provided in “designer” resorts. Although it is recommended that Valemount’s blended economy be true to the western spirit and hardiness of the community, it is nonetheless important to ensure that nuisances do not overrun the community character. It is recommended that the Village consider the following regulations:

- Noise bylaws to limit activities during quiet hours (for example in West Yellowstone snowmobile noise proved to be a controversial issue that could not be resolved after the fact);
- Lighting bylaws to ensure that the night sky is preserved, even in developed areas;
- Tree preservation bylaws to ensure that significant trees are not cut;
- Environmental protection bylaws, to ensure that the environmental protection provisions can be effectively enforced.

In addition the Community Charter, effective in January 2004, provides for additional powers to local government that may now require and prohibit certain businesses that may be unsuitable for the community and other nuisances.

6.4. GOVERNANCE STRUCTURES

5. That in the future the Village must expand their boundaries to encompass all significant resort and residential development into their jurisdiction.

In January 2003, the Village of Valemount undertook a Boundary Restructuring Study to consider the impact of the Canoe Mountain development. The BHA Socio-Economic Study also considered the potential for population growth in Valemount as a result of the current resort proposals. The Boundary Restructuring Study indicated that commercial and industrial (with Cedarside) land supply was sufficient. The two reports however offer substantially different projections for residential supply. It is our opinion, as described in the BHA socio-economic study that Valemount will experience a relatively modest permanent residential growth rate as the addition of Canoe Mountain caters to both residents and second homeowners. It should be recognized that the BHA socio-economic report’s projections did not consider how population growth would be affected by other possible economic development initiatives as there were not the resources available. The BHA socio-economic analysis report also clearly notes that the supply of housing outside the municipal boundaries would be more likely to accommodate second homeowners or destination visitors. The study indicates that the additional workforce for 2010 and 2020 would be 92 and 132 new residents respectively. The seasonal population however would be 288 and 746, in 2010 and 2020, respectively.

The recommended action indicates that small parcels adjacent to municipal boundaries would be most appropriate for residential boundary expansion to accommodate the local workforce’s

need. In addition the boundary should be expanded to include new resort residential developments, and the highway commercial lands to ensure greater development review controls.

18. The VILUDP partners must promote and facilitate the development and implementation of user group agreements among resource and commercial tenure holders and public recreation users.

Valemount is a small community, but at the same time there are extensive interests, particularly relating to the use of the backcountry. Recently an agreement between certain community and recreation interests was executed with the major backcountry tenure holders. Although additional public consultation may still be required, the agreement was significant in providing direction for the use of the resources. The Provincial Government was directly involved in facilitating this process.

It is imperative that such interests sit down and work through the differences. Conflict is not productive for the social, economic or environmental health of the area. The adoption of the Valemount 2020 Vision Implementation Strategy will further focus the vision for the area, to provide greater certainty for the direction the community wants to proceed.

The Ministry of Sustainable Resources Management, Land and Water BC, the Regional District and the Village all need to be key players in any such facilitation sessions and agreements.

19. The Village of Valemount must facilitate a public process for the formation of the Valemount Association as a non-profit organization that will spearhead the Valemount 2020 Implementation Strategy and final VILUDP Report.

20. The Village must assist Valemount Association in identifying the Association's operating procedures, membership, responsibilities, staffing and funding sources.

The planning process has identified that fulfilling the community's vision will take coordination and participation of many interests. The reality is that such an organization needs to cross many jurisdictions, and governance structures. The Village formed the Valemount and Area Economic Development Commission through the 1994 economic development strategy. The membership was comprised of 16 members including the following interests:

- Village of Valemount (2 elected officials and administrator)
- Regional District Director Area H
- Robson Valley Community Futures Committee
- Education Sector (Schools/CREDA)
- Arts/Culture/Heritage organizations
- Chamber of Commerce president or director
- Tete Jaune
- Tourism Sector
- Health Services
- Seniors
- Youth
- Labour
- Forestry Sector
- Service Club
- Albreda

- Regional Coordinator (PRGRDC)
- Regional Economic Development Officer
- Ministry of Small Business, Tourism and Culture

The Commission had four subcommittees: Business Development/Diversification; Beautification/Revitalization; Education/Technologies and; Tourism. The communities promoted and cleaned up the Village, created a learning centre, and provided training needs for service personnel. In the late 1990's, the forestry industry took a further decline, at which time the community organized a strategic planning conference and identified 28 key initiatives of the responsible agencies the responsibilities of the Village, Regional District, Land & Water BC, Ministry of Forests, the Economic Development Commission, the Chamber of Commerce, Community Futures and the private sector.

In September 2000, a report was prepared by the University of Northern British Columbia called "Tourism as a Community Based Economic Development Strategy: The Village of Valemount Experience". The report's recommendations focused on the need to have greater coordination and realization of the economic development opportunities in the area, particularly with Provincial ministries and agencies.

In March 2004, the Village of Valemount submitted an Expression of Interest under the Softwood Industry Community Economic Development Adjustment Initiative, as a Community Capacity Building Initiative. The purpose of the application was the mobilization and coordination of stakeholder groups to form a Community Development Corporation/Association. The Corporation would focus on advancing community and economic development by creating partnerships with world-renowned tourism operators (e.g. Mike Wiegele Helicopter Skiing, Sunrise International - Canoe Mountain Resort, Canadian Mountain Holidays) and local community associations (the Valemount Area Chamber of Commerce, Yellowhead Outdoor Recreation Association, Timberline Snow Goers, Snowmobile Club and the Valemount Area Trail Society). The CDC is intended to identify and build agreement on the development options regarding winter tourism. The intent is to prepare a plan and hire a coordinator. Funding partners include Canadian Mountain Holidays, Mike Wiegele Helicopter Skiing, local businesses, and guide associations, LWBC, Canoe Resort, Village of Valemount and the SICEAI.

For Valemount to achieve their four-season and blended economy vision, it is imperative that local community members and businesses drive economic development and operations initiatives contributing not only to the overseeing operations decision making but also its fiscal operations. It is recommended that the current Economic Development Commission and proposed Community Development Corporation be consolidated then expanded to encompass a greater mandate to implement the Valemount 2020 Vision and the VILUDP Report.

An organization would be formed (known in this report as the Valemount Association) to provide a more structured, politically empowered, socio-culturally diverse and financially sustainable organization than currently anticipated by the CDC. Although the Association would have significant involvement from local and senior government (Village, Regional District, LWBC, MSRM, MSBED) it would also request membership from First Nations, neighbouring communities, local business (hospitality and resource), Chamber of Commerce, major stakeholders (Canfor, CMH, Canoe Mountain), community and recreation associations, socio-cultural (i.e. library/museum) interests and community service (schools/learning centre) groups. It would be the intent to build partnerships that in turn would allow members to have a vested interest and minimize conflict. The Association would not be limited to recreation tourism and major resort operators but would include related interests. Given the complexity of the

members it is likely that working subcommittees will need to be part of its governance structure. The Provincial Mountain Resort Associations Act could also provide the required framework and legislative powers for such an organization (particularly for levying membership fees to finance a portion of the operations).

The new organization would be responsible for continuing the directions and implementation strategy as identified in this document. In particular, the Valemount Association would be responsible for:

- Developing a clear marketing message for Valemount;
- Spearhead the implementation of the VILUDP with many levels of government, business and community;
- Identify actual markets and effective promotional approaches;
- Secure operations funding from government, business and other agencies;
- Entertain and develop events for the community;
- Promote new development in the community that is consistent with the VILUDP directions; and
- Oppose new development in the community that is inconsistent with the VILUDP directions.

Village staff would initially facilitate the organization until the Association's operating procedures, membership, responsibilities, staffing and funding sources are defined. It is recommended that the proposed CDC and the Economic Development Commission be considered in the determination of the appropriate governance structure. Integration and inclusion of other groups and organizations is fundamental to Valemount's success.

25. The Valemount Association should prepare and implement a booklet *Welcome to Valemount* book as an information guide for new residents.

It is important for the future of Valemount that the community not be compromised by new growth and the introduction of a stronger second homeowner component. Community surveys consistently identified the small town character and traditions as why Valemount is a great place to live. Many communities concerned with changing values have developed pamphlets for new residents and property owners that discuss what is important to the community. For example, Gallatin County in Montana and Gunnison County in Colorado, have both published a 'Code of the West' that outlines the realities and preferences of living in the communities. Whistler has also published a similar document for new residents known as the 'Survival Guide'.

6.5. CONSULTATION

- 8. The VILUDP Partners should work to facilitate and require ongoing consultation among all Provincial Ministries to ensure that all applications for new development or dispositions of Crown land within or adjacent to the area take into account the Valemount 2020 Vision Implementation Strategy and the final VILUDP Report.**
- 14. Utility and transportation interests must be engaged in achieving Valemount 2020 Vision Implementation Strategy particularly considering use of their corridors for community interests.**
- 16. Given the critical importance of the tourism and recreational resources and amenities to community residents, business and visitors; the VILUDP partners**

and certain Provincial ministries must facilitate and require ongoing consultation regarding backcountry use. These consultations and plans are necessary to recognize, comfortable carrying capacity, infrastructure improvements (trail connections, bridges, parking lots) and enforcement issues of land tenure agreements, continued public recreational use and enjoyment and the resolution of recreation land use conflicts.

- 29. The implementation of the Valemount 2020 Vision Implementation Strategy must recognize and consult with affected interests, and encourage partnerships wherever possible.**

The September 2000 report by University of North British Columbia “Tourism as a Community Based Economic Strategy: The Village of Valemount Experience” considered how changes in provincial policies, or practices, can help communities, the regions and the province succeed with the community-based tourism development strategies. The report made several key recommendations that are consistent with this report’s directions:

In northern BC, the province and its industry partners, require the presence of a regional tourism development liaison officer tied to the Ministry of Small Business Tourism and Culture (now the Ministry of Small Business and Economic Development) and the Northern Development Commission. Tourism stakeholders deserve provincial leadership and commitment to tourism investment and the safeguarding of tourism assets. Provincial interests have regional representation for every conservation and industry support function except tourism;

Specific types of commercial investment require a suitable Crown Land site for it to occur. This dilemma applies to the manufacturing, technology, and tourism investments. Legislation should be amended to ensure a Ministry of Tourism acquires the capability to promote and advocate land-based tourism development interests as part of a formal plan process involved in product development. A consequence would be a “Tourism Practices Code” to set standards that are important for sustainable tourism. The land and resource requirements for tourism development need recognition in an Act that is on par with the Provincial recognition of forestry, mining, environmental protection and parks. Consideration should also be given to product development, market development and human resource development need to be on equal footing with each other and then integrated into a provincial tourism policy.

The provincial government has more recently directed resources to “stimulate tourism with a plan to improve operators' ability to successfully compete for visitors from around the world.” As a measure of this commitment, Premier Gordon Campbell has further challenged our province to, “...double tourism revenues within ten years.”

As a means of ensuring that these commitments become realized, the Province has further created the Ministry of State for Resort Development for that is charged with:

1. Enhancing resort development and partnerships in the Heartlands of British Columbia, and
2. Identifying and eliminating barriers to resort development, creation and expansion.

In addition, the Resort Task Force initiated the process to further understand the current constraints on mountain resort development in BC and to develop, through input from stakeholders throughout the province, a BC Resorts Best Practices Guide. The guide is intended to assist both emerging and established resort communities in the effective planning, design and productive management structures necessary to ensure balanced growth, ongoing success and economic vibrancy of resort-based tourism. Unfortunately the provincial

government has not yet provided a single portfolio for the tourism interests. However the in progress reports and the Best Practices Guide may provide the impetus for this direction.

In the past 2 years the provincial government has also moved towards the support and funding for the VILUDP process. This report has identified and recommended changes in land use for the updated provincial Crown Land Plan Map. This implementation strategy, however recognizes that there may be a disconnect between adopting a plan and applying it to future land use and development decisions. It is recommended that the updated Crown Land Plan Map and the Valemount 2020 Vision Implementation Strategy directions must be formally endorsed and incorporated into provincial government decision-making.

In the coastal Sea to Sky region the LRMP process is currently considering recreation and tourism interests on par with other more traditional land uses such as forestry and mining. The draft directions have further considered “community interface zones” that recognize the interests of the adjacent municipalities and local economic development. In the case of Valemount it is recommended that the proposed updated provincial Crown Land Plan Map and Valemount 2020 Vision Implementation Strategy be formalized thorough formal adoption as a Sustainable Resource Management Plan under the auspices of MSRM – as is currently being proposed for the Valemount Winter Recreation Management Plan.

6.6. FINANCIAL RESOURCES

- 17. The Village should explore opportunities with similar communities to encourage the Provincial Government to provide local communities with financial resources and the authority to better manage backcountry resources.**
- 21. The Valemount Association must establish a sustainable funding strategy realized from traditional and alternative sources to cover operating and capital needs.**
- 22. The Village must take into account the financial impacts of new growth strategies including existing development cost charges and fees to ensure the existing tax base does not subsidize new development.**

The Valemount community has limited financial resources to initiate and complete the directions contained within this report. Like most BC municipalities Village revenues are primarily from property taxes. A national-wide initiative has been growing in Canada for senior government to provide local communities additional financial tools for infrastructure, social and economic development projects. A Liberal Government commitment is to provide local government’s a percentage of the gas tax. The provincial government is also considering the ability for tourism-oriented communities to utilize an accommodation tax. Valemount must work with the Union of BC Municipalities and other local government collaboration groups to explore and promote new options for funding of municipal initiatives.

The Valemount Association will also need to determine a sustainable funding strategy for the long term. It is recommended that like the organizational structure the funding should come from many sources to ensure continued partnerships and interest.

7. SUMMARY/DELIVERABLES

For more than a decade Valemount has been planning for a sustained future, but now it is time to take the leap for action. The Valemount 2020 Vision Implementation Strategy provides a detailed action plan for the greater Valemount community to consider and review. To further ensure that the action items can be realized, it is also crucial to clearly identify the roles of all the partners and community interests. The following identifies the key recommendations of the Implementation Strategy, summarizing the preferred timeframe, responsibility and funding source.

RECOMMENDED DELIVERABLES	RESPONSIBILITY	PROBABLE FUNDING SOURCE
SHORT TERM (1-2 year timeframe to completion)		
Endorse and actively encourage the Implementation Strategy	Village, Regional District, Ministry of Sustainable Resource Management, and Land and Water B.C. Inc	VILUDP Partners Operations budgets
Develop and Adopt a Tourism Strategy	Village of Valemount Economic Development Commission	Village Capital Project (with funding assistance from VILUDP Partners and local stakeholders)
Adopt a Forestry Strategy	Village of Valemount Economic Development Commission	Village Capital Project (with funding assistance from VILUDP and local stakeholders)
Amend the Regional District OCP	Regional District of Fraser- Fort George	RDFFG Operations budget
Form the Valemount Association	VILUDP Partners	VILUDP Partners Capital Project (with funding assistance from VILUDP and local stakeholders)
MID TERM (3-5 year timeframe to completion)		
Endorse and actively encourage the Implementation Strategy	Village, Regional District, Ministry of Sustainable Resource Management, and Land and Water B.C. Inc	VILUDP Partners Operations budgets
Complete the Commercial Area Study	Village of Valemount	Village Capital Project (may get funding from Provincial planning grants)
Prepare Village Design Guidelines	Village of Valemount	Village Capital Project (may get funding from Provincial planning grants)
Undertake Boundary Expansion of Highway Commercial lands and Canoe Mountain Resort This is the actual expansion not a study	Village of Valemount	Village Operations Budget
Prepare a Comprehensive Development Plan	Village of Valemount	Village Operations Budget
Prepare a Civic Facilities Strategy	Village of Valemount	Village Operations Budget
Prepare a Greenways Study	Village of Valemount	Village Capital Project (may get funding from Provincial planning grants)
Prepare a View Corridor Study	Village of Valemount	Village Capital Project (may get funding from Provincial planning grants)
Prepare Appropriate Nuisance Bylaws	Village of Valemount	Village Operations Budget
Prepare the Welcome to Valemount Book	Village of Valemount	Village Capital Project (may get funding from Provincial or NGO planning grants)
LONG TERM (5-10 year timeframe to completion)		
Plan and Develop the Interpretative Centre	Village of Valemount	Valemount Association

8. APPENDICES

Appendix “A” – The Valemount Principles

Appendix “B” – Valemount in the Year 2020

Appendix “C” – Report References

Appendix “D” – Pubic Consultation Responses

Appendix “E” – Valemount and Area Stakeholders

Appendix “F” – Crown Land Map

APPENDIX A
The Valemount Principles

Appendix "A" The Valemount Principles

1. *A healthy self-sustaining local economy* that protects and enhances the natural surroundings and community character.
2. *A blended economy* that supports and respects the traditional resource-oriented economy.
3. *Recognition and understanding of current industrial and business undertakings, and support and encouragement for well balanced expansion."*
4. *An emergent and identifiable tourism product that offers an unparalleled natural environment, limitless outdoor recreation opportunities and a distinctive small town character protecting historic and cultural values.*
5. *An inclusive recreation-oriented community* that provides balanced support of outdoor activities and resolution of backcountry user group conflicts.
6. A community that promotes the *involvement and partnership of a diversity of public, private and not-for-profit stakeholders* to execute a myriad of initiatives and enterprises.
7. *Community leadership* that is transparent, proactive and committed to spearheading the necessary course of action.
8. Realization that *new financial tools and effective governance structures* are necessary.
9. *Training, incentives and resources* will be needed to prepare the workforce and the local business community.
10. *The Village Core will continue to be the social and economic centre* of the community.
11. The use of *public lands surrounding the community is critical to the Village's future must complement not compromise* the community needs.
12. *Partnerships with adjacent communities, senior government and business* are vital to community's sustained health.

APPENDIX B

Valemount in the Year 2020

Appendix “B” Valemount In The Year 2020 – A Vision Comes of Age

“Dad hewed ties and cut logs so we moved many times in order to be close to his work. We moved from one log house to another, always cracks in the floors and walls. We were forever chinking them with moss, which would dry and fall out. When the roof leaked there was a juggling of beds, as the rain always seemed to come at 4:00 a.m. Why didn’t it rain throughout the day instead? And these were the good old days everyone talks so much about...” Alice (Clausen) Mortenson

Time has been good to Valemount. Recently honoured at the 2020 International Alpine Culture Symposium as “Mountain Community of the Year”, Valemount was cited by the IACS judges for its “progressive vision and steely-eyed commitment to long term planning.” The community’s foresight, they further went on to say, “played a vital role in the development of the now world-famous Yellowhead Recreational Corridor – certainly one of the most enchanting alpine destinations today.” And so Valemount is finally honoured on the world stage. It’s fitting though. Consider how far it’s come.

Back at the turn of the 21st century – barely 20 years ago -- Valemount was struggling just to stay alive. It seemed at that time like the modern world was about to pass it by. Most of the good timber was gone, rail work was scarce, and farming didn’t make much economic sense. It was increasingly hard for young adults to find work in the region. Families were hard-pressed to make financial ends meet. And seniors feared for the future of their community.

Fortunately, Valemount was not without its own champions. And its own very special attributes to promote. It wasn’t easy. And it wasn’t always fun. But the people of Valemount refused to give in to the pressures of the day. Buoyed by a community-driven vision -- and a clear road-map for the future -- they slowly rebuilt their town to reflect the economic and social realities of the 21st century.

The result is impressive. Inspired by the hardiness of the region’s pioneering folk – and stimulated by the unique alpine landscape they live in – the people of Valemount have managed to accomplish what many observers thought was impossible. In less than twenty years, they’ve transformed a modest backwater village into a self-sustaining mountain community whose economy is surprisingly diversified. Educators, guides, historians, restaurateurs, hoteliers, artisans, builders, students, visitors – they all play a part in the modern success story that is Valemount.

Of course, the launch of the Yellowhead Recreational Corridor Task Force (YRCTF) in 2008 didn’t hurt. Comprised of representatives from the major communities between Kamloops and Jasper – and capitalising on a 2010 Olympic sport-legacy grant -- the YRCTF was established to develop a common strategy for regional tourism initiatives here and abroad. And its timing couldn’t have been better.

Why? Because its members quickly recognized just how well a regional brand-marketing program could work when harnessed to a strong vision. “Apart, we were just a bunch of small towns trying to survive,” says one of its earliest members. “But together, we realized we had a lot of assets. Some still needed nurturing. And some were figments of our imagination. And we certainly didn’t always agree on how this new regional “brand” would be developed. Still, when we came out with our first big marketing campaign in 2009 – you know, the one about us being the adventure-sport crossroads of the universe -- we felt pretty darn confident...”

Indeed. The campaign was such a success that the American Olympic host network was persuaded to do a whole series on the “Extreme Wonders of the Yellowhead Trail” during its 2010 coverage. For nearly three weeks, viewers around the world were taken on a wild adventure-sports tour of the region. From kayaking to heli-skiing, climbing to fly-fishing – armchair explorers followed the travails of a team of former Olympians intent on discovering every form of outdoor sport available in the corridor. “Our phones never stopped ringing after that,” says the former YRCTF member.

But let’s start at the beginning...

It all started with the approval of the Canoe Mountain project back in 2004. And it was a big deal for the community. But even then, there were serious long-term issues to be considered. While the proposed gondola-and-housing-development promised to bring a new wave of residents to the region, it also threatened to overwhelm the local community with its size and needs – especially if there was no way for Valemount to control its growth and development. But the solution proved to be surprisingly simple.

For everyone – politicians, residents and business people -- quickly realized just how crucial a role a healthy and thriving village core would play in determining the future of Valemount. No matter how much money and effort was being spent on the Canoe Mountain project, the focus of the community had to remain on the village. If Valemount were to survive, the viability of the core would have to take precedence over everything else!

But what did that mean exactly? First of all, it meant that council had to assert its own position from the very beginning. From the moment the Canoe Mountain Project was approved, council began drafting visual guidelines for what would soon become the re-vitalized Valemount Village. The “Anything Goes” era was over. Henceforth, Valemount buildings would be built according to a well-defined code. Natural – and local – building materials were encouraged. Simple lines. Functional architecture. Nothing big. Nothing overwhelming. And that too worked.

Slowly, but surely, a new Valemount began to emerge. Not pretentious. Not phoney. Just real. As one of the IACS judges put it: “There is nothing fake about the Valemount look. The traditional style of its architecture and its subtle sense of scale only enhances the visual splendour of its environment. One feels in balance while walking its street.”

But it went further than that even. For the council of the day had the foresight to institute clear regulations effectively controlling the development sequencing of both “neighbourhoods”. In other words, building on Canoe Mountain didn’t proceed until work in the Village Core was well on its way...

Council also managed to extend the village boundaries to include Canoe Mountain and the adjoining benchlands. And that was brilliant. Today, the wilderness skiing and hiking experience accessed by the Canoe Mountain gondola is considered on a par with leading international adventure resorts like La Grave, France and Silverton Colorado. SKI Magazine calls Valemount “the diamond in BC’s backcountry crown.”

As for the pedestrian-only village at the base of the mountain – connected to “downtown” Valemount by a hydrogen/solar train line – it is considered a showpiece of 21st century mountain living.

Located further south on the benchlands -- and one train stop past Canoe Mountain Village -- is the Simpcw Spirit Healing Centre And Hot Springs Resort. Blending traditional teachings with

the latest advances in mind and body fitness, the Spirit Healing Centre attracts health enthusiasts from all over the world. A snug little neighbourhood of single-family dwellings, condominiums, owner-operated pensions and shops – all with a beautiful view on Kinbasket Lake – is artfully woven into the surrounding forest.

All in all, it's been a very successful experiment in new mountain living. But it would all be for naught had the council of the day not had the foresight to change the municipal boundaries...

Still – even with its successes on the Canoe Mountain benchlands, Valemount had some big challenges to overcome.

The next big leap forward for Valemount came with the sweeping legislative reforms that visited the province's commercial backcountry operators' tenure agreements in the years leading up to the 2010 Games. After a sustained lobbying campaign (led, in part, by the YRCTF), the government of the day finally recognized the need for more involved local participation in the regional adventure tourism business.

In the Fall of 2008, a new act was passed in the B.C. legislature that completely changed the way commercial operators would do business in future. It was the beginning of a new era -- and a new partnership between backcountry operators and frontcountry communities. In effect the formula was simple: the provincial government received half the normal tenure fees; with the other half going to the local municipalities. But with a caveat: a regional association had to be formed (and funded from those fees) with the expressed goal of promoting, marketing and selling the different services of its members. (And that's how the YRCTF became the Yellowhead Tourism Association...)

The trade-off for the commercial operators was elegant in its simplicity. In exchange for agreeing to work directly with the communities who bordered their tenures, each participating operator was provided with a much larger window of opportunity for developing their tenure holdings– up to fifty years in some cases.

And it worked. A process that had begun back in 2004 with the signing of a landmark agreement on recreational land use between once-rival user-groups had blossomed into a working relationship where everybody was winning. Increasingly, the community of Valemount found itself partners with the adventure-sport entrepreneurs operating in the region. Suddenly marketing dollars could be stretched further. Promotional projects could be bigger in scope. Valemount – and the whole Yellowhead Recreational Corridor – were both starting to get a lot of attention.

The launch of Valemount's "Classic Rails" Festival in 2014 marked the next big step in the evolution of the community. After all, what better way to celebrate the centennial of the completion of a historic line than by inviting the world's railway buffs to a weeklong celebration of steam-driven rail travel? But who would have thought there were so many rail buffs in the world? People came from all over to ride and gawk and talk about the amazing assembly of vintage locomotives and cars assembled that summer in Valemount. They even had a working rail crew laying down line in the old way – with vintage equipment and old school tools. Television crews from London to Tokyo made the pilgrimage to record the goings on in what one CNN reporter called "this little-known jewel of the Canadian west..."

Meanwhile, Cranberry Lake Heritage Village was slowly growing up. Conceived as a living memorial to the pioneers who dared to venture into this wild country at the turn of the last century, the Heritage Village was launched modestly in 2009. Featuring a working farm, a small

commercial sawmill, and a horse-logging operation just outside of town, the village really came into its own during the town's first "Classic Rails" festival. For it was to Cranberry Lake that the festival organizers decided to build their classic rail line. Suddenly the village started attracting a lot of media attention. Whether it was the elegant settler-style wood furniture being built and sold at Cranberry Lake (from wood logged and milled locally), or the wild mountain jam preserves that were featured recently on Good Morning America – or even the old steam locomotive that made the fifteen minute trip back and forth to town – the Village got a lot of screen time that year.

Of course, none of this could have happened without the revitalisation of the Canfor Mill. Considered one of the most environment-friendly mills in North America today, it has become a beacon for hope for forestry professionals at home and abroad. But that wasn't always the case. Faced with declining resources and an uncertain future back in 2004, the owners of the mill decided to embark on a radical remake of the business. Basing their designs on leading-edge Scandinavian mills, they devised a revolutionary new program in which much of the lumber they milled was transformed on-site into a variety of consumer products.

Employing local woodworkers and artisans, they even started a furniture making business – Canfor Mountain Products -- that has garnered design awards from Beijing to Milan. As a writer for Architectural Digest wrote: "CMP has incorporated new techniques and new woodworking methods – and a clean fresh approach to comfort and design -- to create some of the most exciting furniture we've seen this decade. It's clean. It's authentic. And it won't kill your pocket book!"

It was Canfor Mountain Products, in fact, who donated the land – and supplied some of the seed capital – for the Heritage Village. "It just made a heck of a lot of sense to us," says a representative. "The story of Valemount and the Yellowhead Corridor is our story too. Besides, we wanted to show the world what we were trying to accomplish up here. The Heritage Village, really, is an extension of our whole operating philosophy at CMP. After all -- we live and work in one of the most beautiful valleys on this planet. Everything we do here should reflect that fact..."

Today, Cranberry Lake Heritage Village hosts tens of thousands of visitors each year. Designated by the United Nations as a World Educational Site, the credo of the Village is simple: "Whether with tools or habits, the ways of the Village must remain authentic – and respectful of the past!" Recently, an education program for young teens was established on-site. During the summer months, inner-city kids from around North America are invited to spend three weeks working at the Village. There they learn traditional crafts like blacksmithing, carpentry, gardening, husbandry – and even hunting. Plans are already in the works to expand the Village to include an old-style dude ranch. There is even talk of re-opening some of the classic trails in Mt Robson Provincial Park to horse-and-rider groups....

A much-lauded aspect of Cranberry Lake Village is the role of "elders" in its day-to-day operation. Whether it's working with inner-city kids, or teaching "dudes" how to ride a horse, the seniors involved at the Village are responsible for much of its success. "It's what makes Valemount such a vibrant community," gushes Golden Age Magazine. "Everybody has a real role in this town."

And that too was planned. As far back as 2004, Valemount council started to set aside significant swaths of community-owned land – call it a land-bank if you will -- that could be tapped in the future for building such "social amenities" as seniors and resident housing, new community recreation facilities, schools, libraries or even youth centres. Everyone had seen what had happened to mountain towns like Banff and Whistler. Everyone understood the evils of

speculation. But it still wasn't easy. It took serious leadership to plan this program out -- and it took a lot of foresight to put the measures in place to make the land available to its citizens at a rate relative to the town's growth.

All good measures – but Valemount needed something more if it was to devise a true sustainable economy for itself. The final piece of the puzzle fell into place in 2015 when CMH, Mike Wiegele Helicopter Skiing and the Yellowhead Tourism Association announced that it had entered into a partnership with the fast-expanding College of New Caledonia to establish a school of hotel and restaurant management in Valemount.

The arrangement was straightforward: the municipality would donate the land for the school (part of would come from the land-bank); CMH, MWHS and the YTA would undertake to raise funds for the initial construction costs; and CNC would cover materials, equipment, and teaching staff.

It turned out to be a good deal for all concerned. Under the terms of the agreement, students at the college served apprenticeships in the local MWHS and CMH lodges (in whatever field they majored in). Both companies were thus able to recruit new employees right on sight. And many students chose to remain in the region and work locally after graduation.

Today – barely five years into the program – the school is doing surprisingly well. Its internationally-recognized programs prepare young professionals for all aspects of the mountain tourism business – from cooking to marketing, from backcountry guiding to running their own hotel. Their classrooms range from remote CMH lodges high in the mountains, to four-star restaurants in downtown Valemount. And they're very good at what they do. "Arguably the best mountain cuisine school in the business," says Gourmet Magazine. "Their chefs are without equals."

None of this would have been possible, obviously, without the intervention of the Yellowhead Tourism Association. Now in its 12th year of operation, the YTA is widely lauded by tourism professionals around the world for having been able to nurture smaller owner-operated concerns while still providing support for its bigger partners. Today, the backcountry adventure tourism business around Valemount is healthier – and more varied -- than it has ever been. Whether it's heli-boarding or ski-touring, paragliding or mountain biking, hiking, sailing, kayaking or even wilderness camping, the array of services available to the discerning buyer is almost bewildering in its scope. And if soft adventures is your thing, don't worry -- that too can be arranged. Outside Magazine calls Valemount "the new funhog capital of the universe"...

A lot too has been written recently about the groundbreaking Tete Jaune Snowmobile Park initiative. And rightly so. A project that took nearly ten years to complete, the Tete Jaune Snowmobile Park has no equivalent anywhere in the world! A high-mountain network of trails and huts – replete with special terrain parks and features for trick riding – the park links Valemount in the south to McBride in the north. And it attracts thousands of backcountry snowmobile enthusiasts each winter. Given the dramatic improvements in snowmobile technology in recent years – the first solar-powered model was unveiled last season– the conflict between motorized and non-motorized backcountry users has greatly subsided. Nonetheless, park managers in Tete Jaune pride themselves on being able to provide visitors with access to hundreds of miles of hassle-free trails. "If you go on just one snowmobile trip in your life," states Snow Scooter Magazine, "this is the place to go..."

Which is why the Yellowhead Recreational Corridor is one of the fastest growing tourist destinations in Western North America. Stretching from Mount Robson National Park in the north to the Clearwater River (and Wells Gray Park) in the south, the Corridor has certainly become – as its earliest promoters promised – the adventure sports crossroads of the universe! And it's being aggressively promoted by travel agents from Hong Kong to Zurich. A newly built hut-to-hut system even links the two legendary parks – and crosses three mountain ranges while doing so. “You haven't really hiked if you haven't yet hiked the Robson/Wells Gray Traverse,” opines Backpacker Magazine. ‘It's the real deal!’

Fortunately for travellers, it's never been easier to get here. Given the success of the controversial Vancouver-Whistler bullet train at the 2010 Olympic Games (installed a the last minute to avert a transportation fiasco), both the federal and provincial governments scrambled to re-habilitate rail travel in BC between 2011-2015. The result: one of the most comprehensive passenger services to be instituted in modern times. And Valemount is smack in the middle of this new transportation web. From Vancouver, it's a pleasant three-and-a-half hour trip; from Edmonton, little more than four hours.

Airline service to the region is excellent as well. With the advent of the new 80-passenger Boeing Silencer in 2018, there was no need to move the airport from its present location. Smooth, quiet – and environmentally sound – the Silencer has revolutionized regional flying. Today, West Jet (through its “nostalgia” brand, Air Canada) flies daily service to Vancouver, Edmonton, Kamloops, Prince George, Calgary and Kelowna.

Whether you arrive by train or by plane, the corridor's jewel, of course, is newly-dredged Kinbasket Lake. With the re-negotiation of the Columbia Treaty in 2012, levels in this vast artificial reservoir were finally stabilized and a major lake-bottom cleanup project was begun. Today the lake is a popular summer playground for visitors and residents alike. In fact, summer cottages are proliferating on both shores. And while motorized watercrafts are still prohibited on Kinbasket – the better to enjoy sailing and paddling and windsurfing – a steam-powered paddle wheeler plies the waters daily during the summer month. Conde Nast Traveller magazine was eloquent in its praise for the region: “Sipping on a glass of BC wine on the top deck while watching the sun slide behind the snowy peaks of the Cariboo Mountains; feeling a lazy northern breeze tickling my skin while listening to the steady churn of the boat's paddlewheels as it sings of a long-gone era. What better way to enjoy a summer's day in Valemount?”

Funny isn't it – how the struggles of the late 1990s seem so far away now...

APPENDIX C

Report References

Appendix “C” – Report References

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25. *Community Survey 2003*
26. *Robson Valley LRMP*

APPENDIX D
Public Consultation Responses

Appendix “D” – Public Consultation Responses

A questionnaire was mailed out to all local addresses the week of April 19th in an effort to gather additional community input on the Valemount story and vision. The intent of the questionnaire was to confirm the key principles that drive the vision and receive additional feedback on the Valemount story and direction.

A limited number of questionnaires were returned by the May 7, 2004 deadline. The responses did not comprise a significant sample, but nonetheless of interest. Key directions found in the survey are summarized below:

Principles - Ensure that the direction would not compromise what currently exists. There was concern with additional taxation and regulating beyond the Municipal boundaries. .

General Comments – There was strong support for the vision, with notable recognition of the educational facilities and a snowmobile park. There was a single response that there may be a fear of change to achieve the vision.

Fears – The comments reflected a common concern with the vision occurring too fast, and the community either being left out or having to be reactive to the changes. There was also a concern with the ability to implement meaningful and expedient change. The need for locals housing, retaining the community character, community cohesiveness, financial burden on local government, income gaps and interference with private property rights were further identified fears.

Community Assets - The assets identified focused on the local geography and environment, natural resources, outdoor recreation and a great community.

Responsibility for the Direction - The responsible parties for implementing the vision included the Mayor and Council, Member of Parliament, Valemount residents and a non-elected community body.

Opportunities and Directions - There were several areas identified that consider additional opportunities or directions that the community may want to pursue including education, small business development, multiculturalism, independent and alternative power generation projects, value added wood products, farming, mining, lumber, and encouraging other industries and investors/developers to the area.

Events and History to be Celebrated - Specific events identified include celebrating music, family style (Valemountain Days), railway, highway, logging, saw milling, farming, horseback guiding, Japanese internment camps, First Nations and pioneers.

Key Partners - The key partners identified include federal, provincial and municipal government, business, non-profits, residents, stakeholders and surrounding communities.

Financial Sources - The community considered financial sources including a potential tourism tax, government grants and private developers.

The majority of the responses supported the direction, as many of the comments will be recognized both in the conceptual blueprint and the implementation strategy.

APPENDIX E

Valemount and Area Stakeholders

**Appendix “E”
Valemount and Area Stakeholders**

1. Peter Greenway - Mike Wiegele Heliskiing
2. Mike Wiegele - Mike Wiegele Heliskiing
3. Brigitta McDonald - Robson Helimagic
4. YORA
5. Terracana Lodge
6. Walter Bruns - Canadian Mountain Holidays
7. Dave Butler - Canadian Mountain Holidays
8. Gerry Lavasseur - Canoe Mountain Resort, Sunrise International
9. Terry and Jason Cinnamon - Cariboo Snowcat Skiing and Tours Ltd.

APPENDIX F
Crown Land Map

