



# Stave West



## MASTER PLAN MISSION INTERPRETIVE FOREST

JUNE, 2015



# Mekw' wa't a'xwest ikwelo'

## Everyone Shares Here

Mekw' wa't a'xwest ikwelo' means “everyone shares here” and acknowledges that Stave West has been an important gathering space for thousands of years. Use of the traditional language will be a part of the site naming and branding exercise and reflects the positive First Nations partnerships developed in the planning process.



Leg'a: mel First Nation



Matsqui First Nation



## ***Acknowledgements***

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\*Denotes previous employer or employer at time of involvement with the Stave West project.

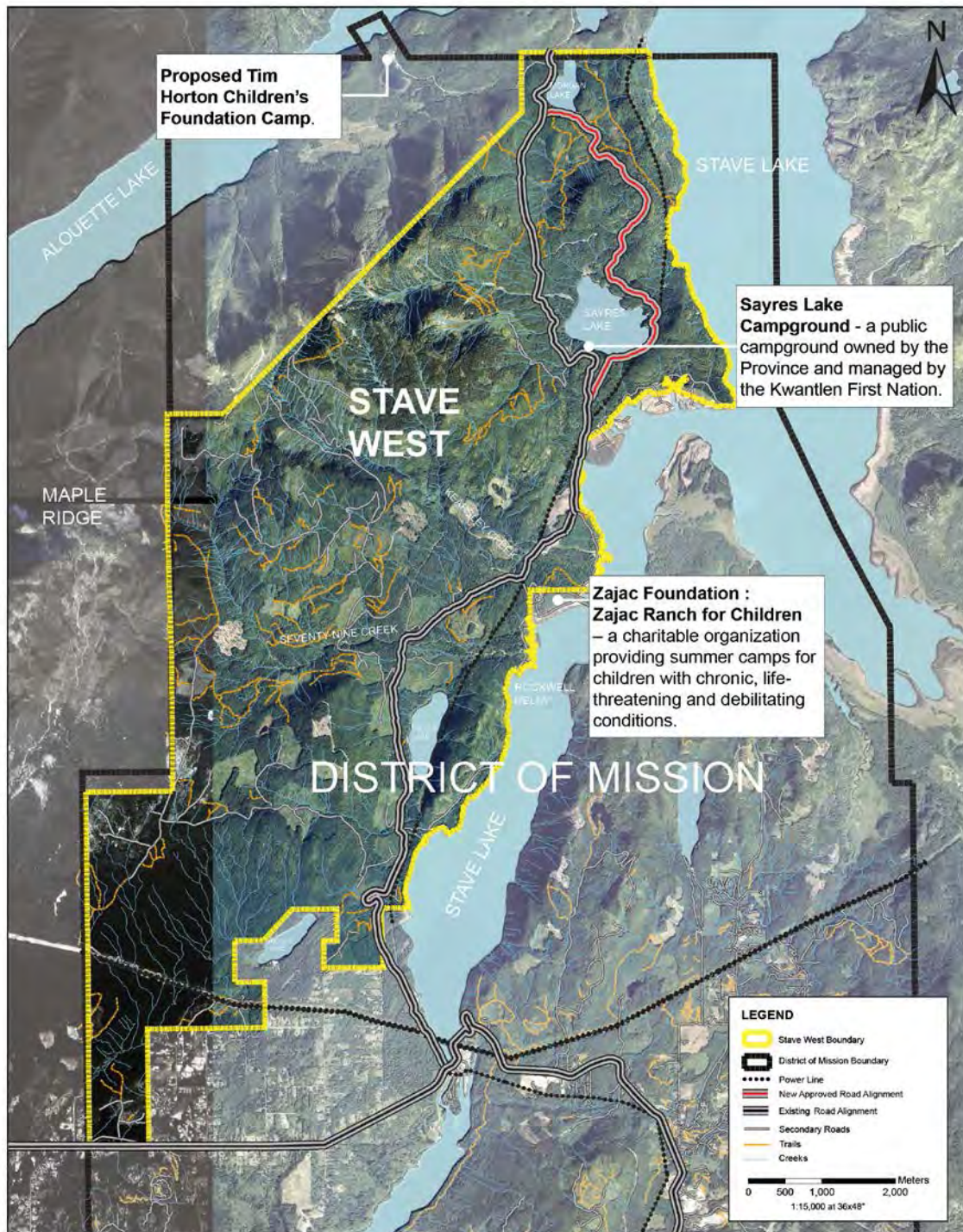
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## Executive Summary

Developing a Master Plan for the Mission Interpretive Forest (MIF), an establishment of Crown land on the Tree Farm License Tenure held by the District of Mission and now referred to as “Stave West”, has been an evolution.

Municipal and provincial levels of government, local First Nations, user and educational groups, the public and advocates have collaborated in order to provide input and guidance throughout this process. The Aboriginal Tourism Association of BC has acknowledged Stave West as a “provincial demonstration project” in recognition of effective partnership development between a municipal government and local First Nations.

The result is a vision that will transform this 50 square kilometer area into one of the lower mainland’s most popular recreation and learning destinations, and with the unique opportunity to do so within the context of a sustainable forest operation.

## Background

The Stave River watershed and the area referred to as Stave West have a rich history and legacy. This breathtaking expanse of mountainous forested land borders the large Stave Reservoir and includes five smaller lakes, groves of second growth rainforest, beautiful waterfalls and streams, diverse wildlife, a network of well-maintained forest access roads, managed forest sites and trails, and popular recreation areas, extending over 5,000 hectares.

Stave West is acknowledged traditional territory of the Kwantlen, Leq’amel, and Matsqui First Nations. The development of the Stave Falls Dam and Powerhouse in the early 1900’s greatly altered the lower reaches of the Stave River and resulted in flooding of lands and the formation of Stave Lake Reservoir. In the 1950s, the local government established Tree Farm License No. 26 (TFL#26). Since that time, the District of Mission has developed a working forest and a semi-wilderness playground in Mission’s back yard. This community-run forest operation has generated local employment and provided over \$17 million in revenue to the community, while demonstrating sustainable forestry practices and environmental stewardship. In 2011 the area received official Interpretive Forest designation and became the Mission Interpretive Forest.

Centrally located in the Fraser Valley, Stave West is close to a large and growing population. As the first unregulated public access to Crown Land east of Metro Vancouver, it is a highly-used recreation area. The Florence Lake Forest Service Road (FLFSR), which provides central access to the site, is the highest-traffic forest service road in British Columbia, with over 200,000 vehicle trips recorded annually.

### ***Long-term vision***

*Through collaboration and a respect for the history, legacy and continued use by local First Nations, Stave West will grow in value as an important community asset.*

*New tourism, recreation, economic development and education partnerships will complement the activities of a sustainable working forest, and draw many new visitors to this destination.*



## ***Existing Users***

Industrial operations use: TFL#26 forestry, BC Timber Sales, BC Hydro power operations and some mineral claim holders. As a primary goal, Stave West will remain a sustainably-managed working forest.

Local First Nations use: archaeological research, collection and documentation of historical artifacts, gathering of traditional medicines, cultural events, and recreation.

Existing recreation users: formalized user groups, families, and individuals including a large contingency of motorized users.

Unfortunately, the growing popularity of Stave West, together with unregulated access, has resulted in public misuse issues including illegal shooting, garbage dumping, fires, vandalism, conflict between users, and the erosion of archaeological and foreshore sites. These problems with misuse and safety concerns have damaged the reputation of Stave West. While there are many doing their part to sustain this area by being responsible and environmentally-aware, performing trail maintenance, and organizing and participating in annual clean-ups, these admirable efforts alone are not sufficient to achieve the transformation set out in this Master Plan.

There are early signs of what is possible, including the upgrades to the Sayre's Lake campsite. This Master Plan provides many recommendations to build on these positive changes and secure further opportunities for the future.

## ***Planning Background and Strategic Alliances***

Prior to the Master Plan, a number of feasibility and planning initiatives were undertaken including the 2009 *TFL#26 Recreation Opportunities Feasibility Analysis*, and 2010 Tim Horton Children's Foundation Camp & the District of Mission's *Stave Lake Interpretive Forest Employment Impact Study*. As well, the 2011 *Interpretive Forest Designation* was secured. From 2010 to 2014 significant road improvements, and design work for a full road and infrastructure upgrade to service the area were undertaken.

A number of initial tourism planning initiatives have been undertaken, and potential partners have been identified to boost marketing and promotion of the area, once improvements are made.

## ***Tourism Initiatives***

Strategic alignment with existing tourism partners will enhance promotional and development opportunities for Stave West. These include Destination BC (using the Super, Natural British Columbia brand and aligning with the Gaining the Edge strategy), Aboriginal Tourism Association of BC, Experience the Fraser (cultural and heritage corridor), the Drive Scenic 7 marketing partnership, Tourism Mission (Stave West is now a component of Mission's Tourism Plan), and regional marketing partners Tourism Maple Ridge – Pitt Meadows and Tourism Abbotsford.

Existing operations at or adjacent to Stave West include: the 40-site Sayres Lake Campground, Zajac Ranch, BC Hydro Visitors Centre at Stave Falls, BC Hydro Boat Launch, immediately south of Stave West, and the Stave Falls lodge and campsite.

The Proposed Tim Horton Children's Foundation Camp (THCFC) holds a 'license of occupation' for a 60 hectare proposed camp for 9 - 12 year olds from economically disadvantaged homes. Following completion of due diligence by the Foundation, successful completion of the Master Plan, and completion of core infrastructure, the Foundation plans to invest \$15 – 20 million in the construction of the facility to serve up to 3,000 children and youth annually with 5 - 10 full time staff and up to 50 seasonal employees.

These all contribute to a solid foundation for this Master Plan.

### **Master Plan Purpose**

The Stave West Master Plan provides a strategic framework for the next ten years of development and management. Based on balanced social, environmental and economic principles, it builds on Stave West's potential for creating many new tourism and recreation opportunities, while supporting the generation of jobs and economic development for the District of Mission and local First Nations. The Master Plan is intended as a road map for recreation, cultural tourism, education, skills training and economic and environmental stewardship—within the framework of a sustainable working forest.

Stave West has the potential to become a model of planning and partnership that will be precedent-setting in British Columbia, particularly with respect to collaborative and sustainable land-use planning and development.

### **Guiding Principles**

The following principles have guided the planning process and now also form the foundation for the long-term development and ongoing management of Stave West.

- **Communications and Engagement**
- **Cultural and Heritage Protection**
- **Economic Investment and Job Creation**
- **Education, Training, and Research Programs**
- **Environmental Stewardship**
- **First Nations Relations**
- **Governance and Oversight**
- **Public Safety and Security**
- **Recreation and Tourism**
- **Sustainable Forest Operations**

## **Summary of Strategies and Recommendations**

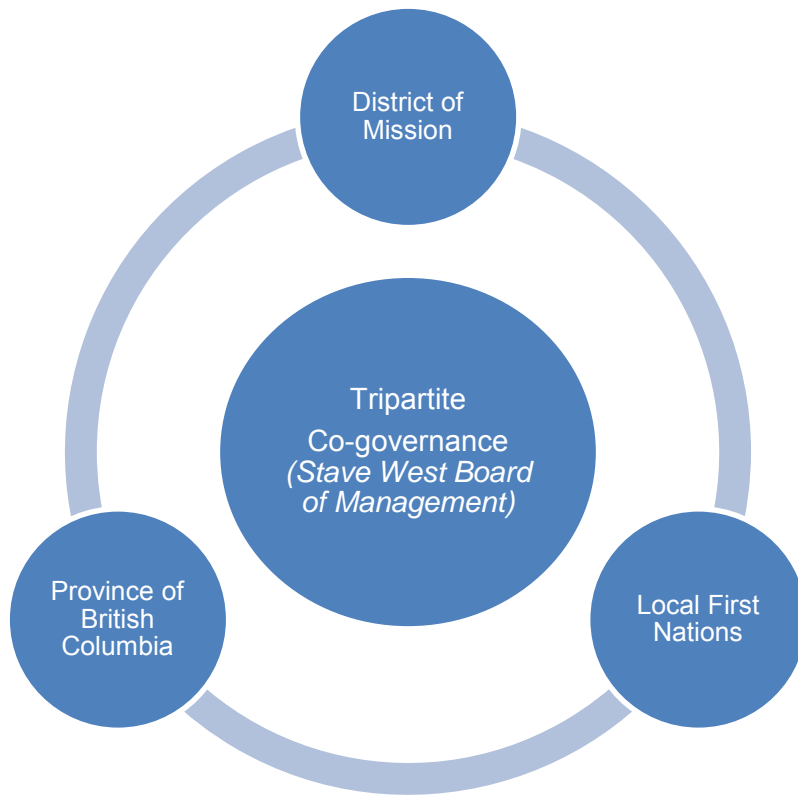
Strategies and recommendations in the Master Plan are presented in each chapter. A short summary of each is included below.

### **Governance Model**

A tripartite co-governance model is envisioned for Stave West, comprising of equal representation from the provincial government, First Nations, and the District of Mission. It is an ambitious goal that will, ideally, establish a new direction for collaborative, responsible, and respectful decision-making in Stave West. The model will need to evolve over time, requiring commitment, patience, understanding, and an openness to seek consensus and cooperation. A Board of Management is proposed to oversee the general operation and management of Stave West. Key organizational committees will provide ongoing support.

An interim structure is recommended to oversee the short-term implementation of the Master Plan, prepare the final governance structure, identify initial funding sources and develop terms of reference for the ongoing governance of Stave West. It will take the form of an implementation team and include the same three parties as the Board. In the short term, the team will function as the referring body for current and proposed activities at Stave West on behalf of Front Counter BC, the single-window service for clients of provincial natural resources ministries and agencies, as well as overseeing immediate safety and security issues related to Stave West.





### **Public Safety and Responsible Use**

The Mission Interpretive Forest designation brings with it some legal parameters to manage use in Stave West. Improving the reputation of the area and the experience for visitors through improved public safety is a key goal of the Master Plan. To meet this challenge, the Board of Management will collaborate with enforcement agencies, government agencies and conservation officers in managing use for long-term change and improvement. Continued collaboration with user groups, especially motorized users groups, will be required for the successful implementation of the Master Plan.

Enhanced safety and security will require appropriate volunteer programs. The creation of memorable Gateway features will be key to the development and improved safety of the area, monitoring visits, and clearly signaling that one has arrived at a unique place and is entering an area of special significance.

### **Environmental Stewardship and Cultural Protection**

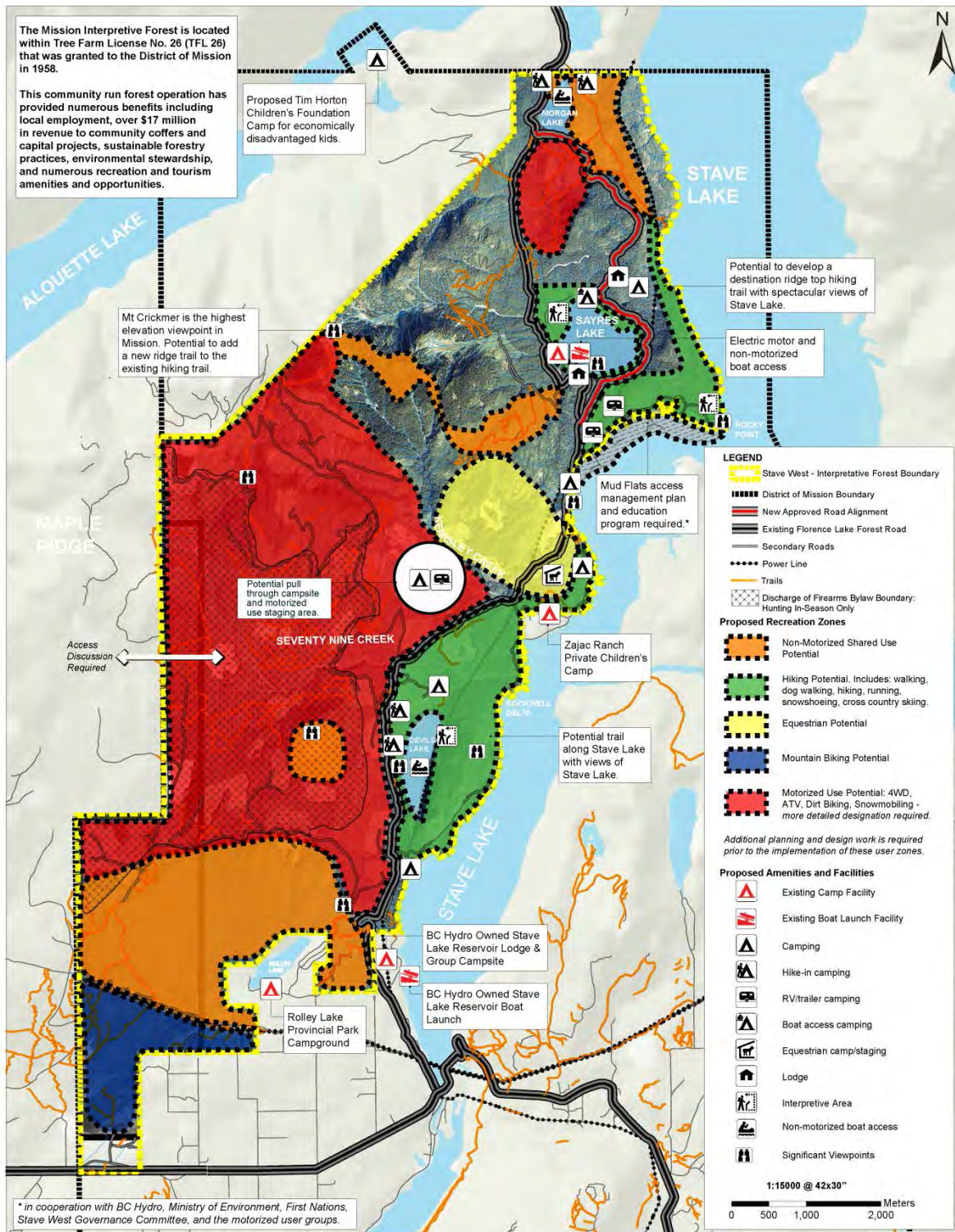
Stave West is unique and significant in cultural, heritage, and environmental resources and features. This brings a responsibility to ensure its protection for current and future generations. All recommendations will be implemented with environmental stewardship and cultural protection principles in mind.

During the Master Plan development process, it was agreed that a phased, collaborative, approach will be required in order to best address and manage the one area in particular known as the mudflats, an area below the high water mark with significant archaeological significance, and high volume of recreational use, with compromise and education as key components.

### **Recreation Development**

Stave West has been a favorite playground for thousands of recreational enthusiasts for decades. The map that follows includes descriptions of recreation zones and envisioned overlap of user groups. This is a high-level classification, and further detailed work is required before the formal designation of trails, construction of amenities or posting of significant signage be undertaken.

This work will include ongoing consultation with user groups through a trails master plan, with particular attention to the need to distinguish further between motorized user groups in the motorized user “zone”. The environmental impacts of trails within the zones will require further study.



The Master Plan includes general descriptions of the potential facilities and amenities shown on the recreation and tourism zoning map, including a series of camping and day use facilities, a potential pull-through campsite and motorized use staging and training area south of Kearsley Creek, and a number of areas designated for non-motorized use including a possible equestrian camp/staging areas, freshwater scuba diving and training, fly fishing destinations, mountain biking facilities, hiking “grind”, 20 – 40km multi day backpacking loop trail, boating opportunities and forest based aerial park features (through an adventure tourism company). Detailed planning and design, including environmental and archaeological assessments, will be required as each of these recreation facilities and amenities are developed.

### **Infrastructure Requirements**

The Ministry of FLNRO, the Ministry of Transportation and Infrastructure, the District of Mission, and the federal government have all contributed funds for planning, road improvements, utility improvement cost estimates, and telecommunications upgrades on the FLFSR. Approximately 11.5 kilometers of road construction/improvements is now required to ensure that access to the proposed Tim Horton Children’s Foundation Camp meets the standard of the newly-improved road to the Zajac Children’s Camp. Additional power and telecommunications infrastructure is also required.





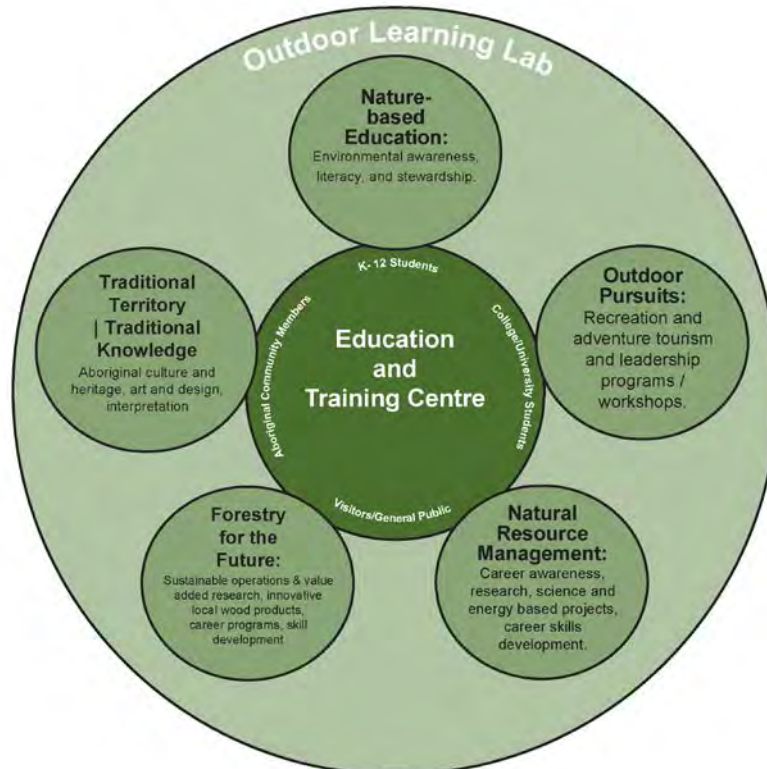
## Education and Training Opportunities

Stave West is a highly appealing outdoor learning destination, and the master plan process has provided evidence that the interest of potential education program deliverers has been high.

The site is an ideal location to combine education on innovative forest education programs with learning related to nature-based education, First Nations traditional knowledge, outdoor recreation, and natural resource sector education.

The proposed Stave West Education and Training Centre (working title) will serve as a provincial model for collaborative forest careers skills development and environmental education. This jointly-managed “centre without walls” would focus on K-12, university, and community-based programming that addresses BC’s need to ensure long-term awareness and understanding of our renewable natural resource base. New classroom and learning spaces would not be required because existing facilities in or near the site can be adapted for these programs.

By using the area as an innovative “outdoor learning lab”, the proposed Centre will address an array of environmental education needs while providing research and training programs relating to the sustainability of BC’s forests and outdoor recreation land base. Key considerations to program delivery include safety for learners, business plan development, revenue generation, health and wellness benefits, school district and university support, regional support and curriculum partners.



## **Investment, Commercial, and Job Opportunities**

Stave West is in an excellent position to take advantage of current trends. Recent research on the demand for outdoor-based tourism in BC indicates the province has an active population and a growing demand for outdoor recreation. Residents and visitors are spending their hard-earned dollars in the pursuit of outdoor recreation through both the purchase of gear and vehicles, and on related travel and accommodation. This, coupled with a growing demand for easy-access destinations in which to enjoy outdoor leisure pursuits is leading to business, investment and job opportunities for communities. Clear marketing and planning can lead to increases in jobs, and spin off effects to existing local businesses, benefiting from increased visitation to the community. Campgrounds and trail network development, with connections to a range of adjacent attractions, the hosting of new outdoor events (adventure races etc.), outdoor aerial parks, as well as potential trail permits, are a few examples of recreation-based economic drivers.

The interpretive forest designation opens the door for investment and partnership opportunities at Stave West that may not be possible in a public space solely dedicated to parks use. Now recognized in Mission's Tourism Plan, Stave West's central location in the Fraser Valley and close proximity to a large and growing population positions Mission as a potential top outdoor recreation destination. Providing a range of appealing lodging and camping options at Stave West that will extend visit lengths are expected to result in greater spending in surrounding areas, including the District of Mission.

Preliminary demand for new commercial enterprises in Stave West appears to exist. Potential opportunities include co-investment, management of camping and lodging operations with local First Nations, capitalization on year round or extended seasonal camping opportunities, and expansion of off-season commercial accommodation, events and programming options through a potential partnership with Zajac Ranch. An eco-lodge, additional camping facilities and RV parks, and specialized overnight facilities such as a tree house resort or tethered floating cabins may also be possible. Although feasible through the high level review that has been completed, further investigation is required to define target markets, projected demand, price points, and the most economically feasible product mix for this "working forest/active recreation" region. This would be accomplished through a Market-Driven Commercial Development Strategy, which would result in the business case and Request for Proposal guidelines for site investment.

In the short term, the development of two outdoor recreation sectors, mountain bike and off-road motorized vehicle use and events, is seen as a primary economic driver for Stave West. These groups are already well-organized and present the best opportunity for early success.

## **Marketing, Branding, and Communication Strategies**

As the area transforms, and the need to change the perception of the area in positive ways becomes a priority the brand development, marketing, and overall communications strategies become important components of the Master Plan. There are currently a number of partially defined identities and a multitude of perceptions about this area. A comprehensive brand identity will complement and support the implementation of all recommendations in the Master Plan.

The Master Plan team included representatives from the Kwantlen First Nation who collaborated in the development of a name that will influence the brand, and that incorporates the traditional First Nation Halq'emeylem language and dialect. Because the Stave West area holds a special place and significance for local First Nations as well as for other users and local residents, it was determined that the name should evoke the idea that this is an area important to us all, and one that we share and experience.

The encompassing statement below reflects this shared view on Stave West. This is the first step in our path towards developing a comprehensive place-brand integrating traditional and contemporary use.

## **Mekw' wa't a'xwest ikwelo' Everyone Shares Here**

The objectives for the Stave West brand are based on guiding principles developed from the Master Plan public consultation.





**Implementation**

Each recommendation has been assessed as a short (1-3 years), medium (3-7 years) or long-term (7+ years) priority. The implementation table includes order-of-magnitude costs where estimates are possible. Implementation of each initiative is still subject to approval through annual budget processes at various levels of government and timelines will likely shift based on the ability to pay and the shifting needs of the community. The capital and operating investment recommended in the Master Plan will therefore require a range of different strategies. Core support, as well as alternative funding strategies will be required, and include corporate sponsorships, user/community group partnerships, commercial revenue generating initiatives and the consideration of user fees

***Example Recommendation Table***

	Recommendation	Est. Capital Budget	Est. Operating Budget	Lead	Key Stakeholders
	Short-Term Priority Actions (1-3 years)				
	Medium-Term Priority Actions (3-7 years)				
	Long-Term Priority Actions (7-10 years)				
	Ongoing Policy/Protocol				

## 1. Introduction



## Live, Work, Play

“Live, Work, Play” is the underlying motto followed daily by the community of Mission, and this Master Plan provides a range of new opportunities for residents and visitors alike. The Plan provides a path forward for transforming this area into a family-friendly destination for outdoor recreation, tourism, learning, and discovery.

Developing the Master Plan for the Mission Interpretive Forest (MIF), which is provincial crown forestry tenure held by the District of Mission and now referred to as “Stave West”, has been an evolution. Municipal and provincial levels of government, local First Nations, user and educational groups, and other advocates have collaborated in order to provide input and guidance throughout this process.

The Aboriginal Tourism Association of BC has recognized Stave West as a “provincial demonstration project” in recognition of effective partnership development between a municipal government and local First Nations.

The provincially-supported North Fraser Regional Economic Investment Pilot project, with the input of community, business, and First Nations partners, has also identified the development of this Master Plan as a top regional priority.

The recommendations in this plan will bring this vision to life. They will help transform this 50 square kilometer site into one of the lower mainland’s most popular recreation and learning destinations, and with the unique opportunity to do so within the context of a sustainable working forest operation.

### ***Foresight has created this opportunity***

***“In the 1950s a forward-thinking local government made the choice to establish the Tree Farm License. Due to their foresight, the District and its partners now have a valuable resource to be developed: a semi-wilderness forested playground in Mission’s back yard.”***

**From TFL Recreational Opportunities Feasibility Analysis, Lees & Associates**



## Background

The Stave River watershed and the area referred to as Stave West have an incredibly rich history and legacy. Close to one hundred registered archaeological sites exist in the region, and the archeological record confirms the Stave watershed as a place of consistent habitation from approximately 12,000 years ago to the time lands were inundated (or flooded) from hydro-electric development in the area in the early twentieth century.

<b>Since time immemorial:</b>	Home to local First Nations groups and an important area for fishing, hunting, gathering, trading, and traditional cultural use
<b>Late 1800s-mid 1900s:</b>	Early logging on Crown grant areas
<b>Early 1920s:</b>	Creation of Stave Reservoir; submerging of Stave River lands for hydro-electric development in the region
<b>1958:</b>	Tree Farm License #26 (TFL#26) granted to the District of Mission
<b>1960s:</b>	Start of sustainable forestry practices within TFL#26
<b>1990s:</b>	TFL#26 becomes known as the Mission Municipal Forest
<b>2011:</b>	Area receives official Interpretive Forest designation and becomes the Mission Interpretive Forest (MIF)
<b>2014:</b>	Master Plan commences with the MIF area referred to as <i>Stave West</i>
<b>2015:</b>	Master Plan completed. Identifying a <i>Halq'emelem</i> language name for the area honours and respects the rich First Nations legacy, and the importance of this area to other regional users



## Recent History

In the 1950s, the local government established Tree Farm License No. 26 (TFL#26). Since that time, the District of Mission has developed that resource as a working forest and a semi-wilderness playground in Mission's back yard.

Six years ago, the preliminary feasibility study for the western part of TFL#26 recognized that, developed carefully, the MIF could become "a major destination recreation area creating local employment, fostering community involvement, protecting the environment and attracting visitors to enjoy a safe semi-wilderness area close to the Lower Mainland."

Today this large area is still mostly unregulated for recreation use, and this has led to land-use conflicts and a weakened reputation.

## Opportunities

The Stave West Master Plan was developed with extensive consultation and collaboration with the citizens of Mission, local First Nations, provincial Ministries and Crown Corporations, education and business partners, and user groups and associations from across the region and British Columbia.

Based on balanced social, environmental and economic principles, the Plan builds on this area's potential for world-class tourism and recreation while also supporting the generation of jobs and economic development for the District of Mission and local First Nations. This development is guided by the overarching principles of respect for the land, environmental stewardship, and honouring culture and heritage.

Ideally, the Stave West Master Plan is intended to be a road map for recreation, cultural tourism, education, forestry, and economic and environmental stewardship. With this guiding framework in place, we can develop and expand collaborative partnerships that will respect the various interests at play in this region.

Stave West has the potential to become a model of planning and partnership that will be precedent-setting in British Columbia, particularly with respect to collaborative and sustainable land-use planning and development. Below is an

encompassing statement that reflects this shared view on Stave West. This is the first step in our path towards developing a comprehensive place-brand integrating traditional and contemporary use.

***Mekw' wa't a'xwest ikwelo'*** means "everyone shares here" and acknowledges that Stave West has been an important gathering space for thousands of years. Use of the traditional language will be a part of the site naming and branding exercise and reflects the positive First Nations partnerships developed in the planning process.

**Mekw' wa't a'xwest ikwelo'**  
**Everyone Shares Here**

## Context

This breathtaking expanse of mountainous forested land borders the large Stave Reservoir and includes five smaller lakes, groves of second growth rainforest, beautiful waterfalls and streams, diverse wildlife, a network of well-maintained forest access roads, managed forest sites and trails, and popular recreation areas.



The area is the acknowledged traditional territory of the Kwantlen, Leq'amel, and Matsqui First Nations and extends over 10,500 hectares of land. It has been managed by the District of Mission through sustainable forestry practices for almost 60 years. This community-run forest operation has generated local employment and provided over \$17 million in revenue to the community as well as to capital projects. It has also demonstrated sustainable forestry practices and environmental stewardship while opening the area to recreational pursuits.

The Province's designation of this area as the Mission Interpretive Forest (MIF) now allows for managed outdoor recreation, tourism & education opportunities and infrastructure development, while continuing forest management activities.

Centrally located in the Fraser Valley, Stave West is close to a large and growing population. As the first unregulated public access to Crown Land east of Metro Vancouver, it is already a highly-used recreation area. The Florence Lake Forest Service Road (FLFSR), which provides central access to the site, is the highest-traffic forest service road in British Columbia, with over 200,000 vehicle trips recorded annually.

*The Mission Interpretive Forest is large, approximately the size of 26 Stanley Parks, and it's right next door to more than 2.5 million British Columbians in the lower mainland.*

Only a half-hour from the US border, this area has the potential not only to attract visitors from around the region and Province, but to be a first stop for visitors from the United States as they discover the outdoor attractions of British Columbia.

## Challenges

Unfortunately, the growing popularity of Stave West, together with unregulated access, has resulted in public misuse issues including illegal shooting, garbage dumping, fires, vandalism, conflict between users, and the erosion of archaeological and foreshore sites. These will need to be addressed with a range of approaches as outlined in this plan.



## New Opportunities

These problems with misuse and safety concerns (see Section 4) have damaged the reputation of the area. With Stave West now provincially designated as the MIF, however, there is great potential for the development of new outdoor recreation, tourism and infrastructure in tandem with continuing forest management activities. This Plan's proposed development and enhanced management of the MIF will provide training and employment opportunities as well as direct economic benefit to the District and surrounding municipalities. It will also enhance the reputation of the District and the region by reducing unsafe and illegal activity in this beautiful location.

While there are many individuals, clubs, societies, and organizations that are doing their part to sustain this area by being responsible and environmentally-aware users, performing trail maintenance, and organizing and participating in annual clean-ups, these admirable efforts alone are not sufficient to achieve the transformation set out in this Master Plan.

There are early signs of what is possible. The Sayres Lake campground development, increased enforcement and a seasonally monitored gate have already yielded positive change. This Plan provides recommendations to build on these positive changes and secure further opportunities for the future.



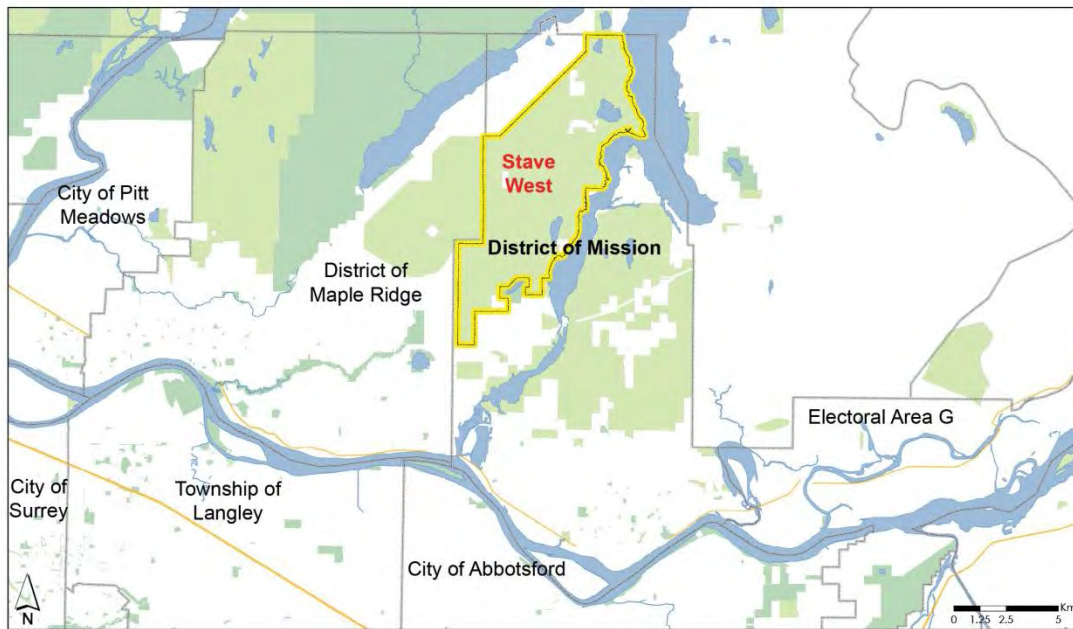


Figure 1: Site Location – close to 2.5 million people

## Strategic Alignment - Tourism

The strategic alignment with existing tourism initiatives will enhance promotional and development opportunities for Stave West. As implementation progresses, the Stave West Board of Management will liaise with BC destination-marketing organizations at the provincial, regional, and local levels. This section outlines the key initiatives that will enhance development and marketing for the area.

### Provincial Initiatives

#### *Super, Natural British Columbia and Gaining the Edge*

The Province of British Columbia's Gaining the Edge tourism strategy focuses on products and markets that will enable BC to connect with and inspire an even greater number of visitors in order to increase economic growth, new business opportunities, and job creation. As a part of developing world-class visitor experiences, the strategy includes tourism product development such as the development of sustainable recreation trails and aboriginal tourism cultural experiences created in partnership with the Aboriginal Tourism Association of British Columbia (ATBC).

***"Super, Natural British Columbia®: for over thirty five years this has been B.C.'s iconic tourism brand, both relevant and motivating, influencing perceptions and inspiring millions of people to visit B.C."***

The current new Destination British Columbia (DBC) video The Wild Within complements the long-standing Super, Natural BC tag line.

DBC is an industry-led Crown corporation that collaborates with tourism stakeholders to increase demand for all tourism products across the province. Destination BC undertakes its own marketing at domestic, national and international levels. It also establishes tourism development initiatives with regional marketing organizations and individual communities, including the District of Mission. Mission's Tourism Plan was funded through Destination BC's Community Tourism Foundation and Community Tourism Opportunities program.

The implementation of the Stave West Master Plan will, ideally, coincide with work to promote Stave West under Destination BC's guidance and support.

### ***Aboriginal Tourism Initiatives***

#### ***The Aboriginal Tourism Association of British Columbia***

ATBC is a non-profit, stakeholder-based organization that is committed to growing and promoting a sustainable, culturally rich Aboriginal tourism industry. It is now recognized internationally for progressive work, and it has provided insight into and support of the Stave West transformation efforts over the past three years. ATBC has recognized Stave West as a provincial demonstration project that has modeled how respectful collaboration between local First Nations and government can enable joint outdoor tourism and recreation opportunities.

*The Stave West project has been recognized as a provincial demonstration project for its effective business relationship development between a municipal government and local First Nations communities.*

ATBC offers a range of training, information resources, networking opportunities, and co-operative marketing programs. Because it also provides resources for BC First Nations entrepreneurs who are operating or launching a tourism business, it will be a helpful ally as Aboriginal cultural tourism activities are developed in Stave West.

### ***Regional Initiatives***

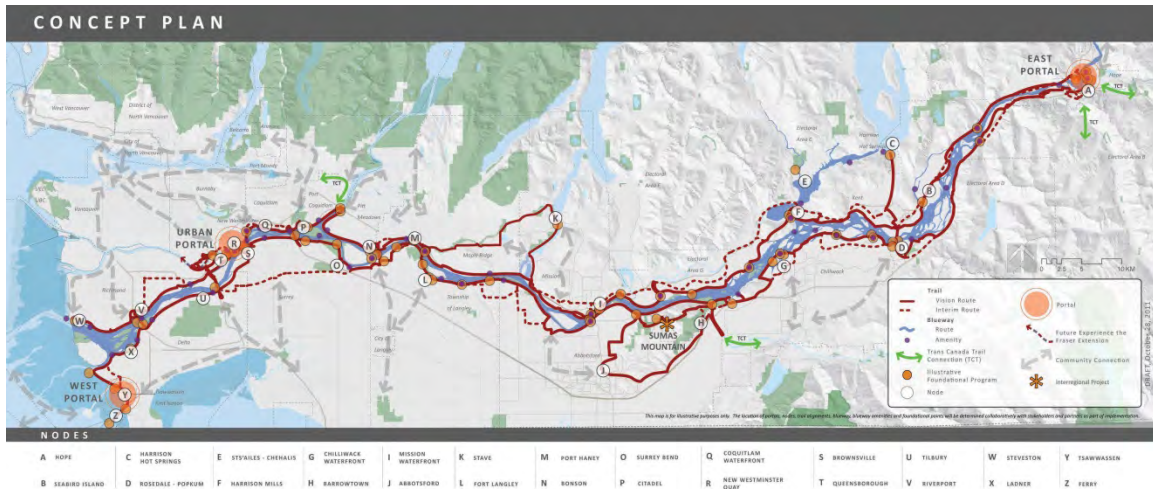
#### ***Experience the Fraser***

Experience the Fraser (ETF) is a unique long-term vision to connect communities, parks, natural features, historic and cultural sites and experiences along the Lower Fraser River. The project is a partnership between the Province, Fraser Valley Regional District, and Metro Vancouver to showcase the Fraser River as a world-class recreational, cultural, and heritage destination.

*Experience the Fraser is an invitation to experience and explore the dynamic Lower Fraser River corridor from Hope to the Salish Sea... to celebrate the spirit and stories of its varied landscapes, diverse communities and rich natural and cultural heritage.*

The ETF route connects as many Fraser River communities as possible and will, upon completion, include 550 kilometres of trail, 43 percent of which already exists. The route integrates the TransCanada Trail as it proceeds through the corridor. The ETF route therefore connects the project to the rest of Canada, as well as intersecting with a number of regional and international trails.

*The initiation of the ETF project included two demonstration projects that formed the first segments of the interregional trail network. One of these was a partnership between the Fraser Valley Regional District and the District of Mission for a section of trail and construction of Spirit Square at Jack Poole Harbourside Park.*

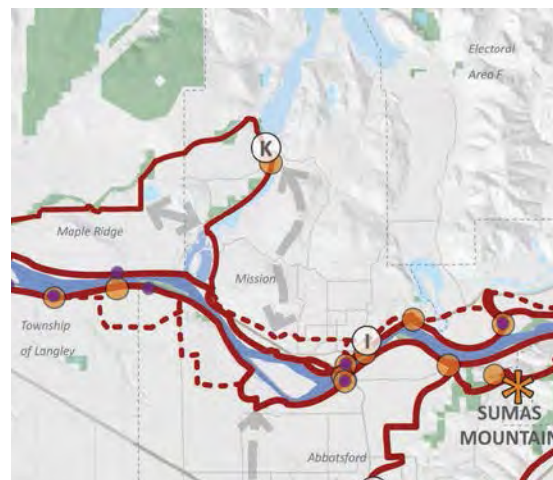


Experience the Fraser now recognizes the Mission Interpretive Forest area as one of 26 nodes along the corridor—linking with BC Hydro developed trails and recreation sites to the immediate south. In the ETF long-term plan, Stave is identified as “a forested setting... a recreational paradise that is complimented by a rich industrial past.” Connecting these two initiatives provides enhanced access and tourism opportunities for both ETF and Stave West.

Mission has an opportunity to draw upon its heritage into this development and demonstrate best practices in sustainable forestry, ecotourism and Aboriginal traditional land use. Stave West can become a draw along this corridor because of the sensitive way in which it educates and serves the needs of visitors.

Tactic #12 of the ETF plan is to develop tourism opportunities in the municipal forest, aligning perfectly with this Master Plan for Stave West. Such opportunities include:

- Expanding commercial recreation and tourism products
- Enhancing outdoor recreation and tourism experiences in the area, while integrating local First Nations, cultural, and educational tourism activities
- Connecting ETF to Stave West with a trail system that would include a section through Rolley Lake Provincial Park and TFL #26.
- Showcasing stories relating to representative themes
- Coordinating branding and promotional efforts with the Mission Tourism Plan and Tourism Committee of the Chamber of Commerce.
- Targeting families with children and adult travelers aged 35+, who make up the largest and most lucrative visitor segments.



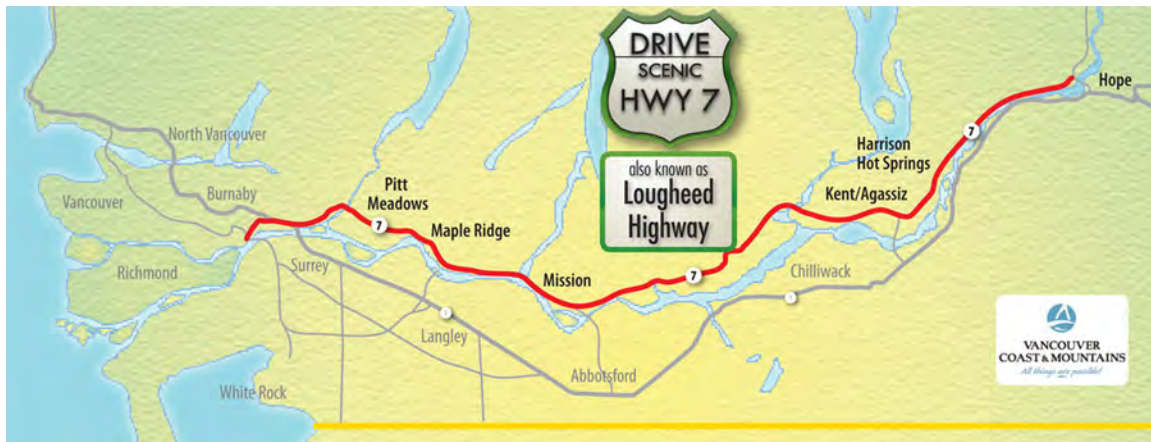
**Figure 2 Experience the Fraser Connections to Stave West**



The document specifies that “while residents may appreciate free hiking or biking trails or picnic areas, the tourism requirements should include opportunities for Mission and its businesses to earn revenue”.

### **Drive Scenic 7**

Stave West will benefit by participating in Drive Scenic 7, a collaborative marketing network facilitated by the Fraser Valley Regional District. Scenic 7 promotes the “off the beaten path” link between Hope and Vancouver, via the Lougheed Highway. The Scenic 7 Highway initiative highlights a wide range of visitor attractions – historical, natural, and cultural, including unique First Nations attractions. It also promotes a number of local attractions within the District of Mission, from the Stave Falls Power House to fishing in the Fraser River.



Since Stave West is within very easy access to the Scenic 7 route, its participation in Scenic 7 marketing has the potential to attract additional visitors.

### **Community Initiatives**

#### ***Tourism Mission and the Mission Tourism Plan***

Stave West will benefit from recent efforts in Mission to encourage more visitors to the community. In 2010, the District revised the Mission Tourism Plan (MTP).

The MTP realistically positions Mission as an appealing day trip for Metro Vancouver and Fraser Valley residents, and a get-away destination for residents of the area—providing tourism products are developed to appeal to particular target groups.

In the longer term, the MTP identifies Mission as an overnight destination itself or part of a larger Fraser Valley tour. Its official vision is:

*“To promote and develop Mission as the BC Fraser Valley’s best choice for tourism experiences, making the most of our unique natural and outdoor adventure (Fraser River access), cultural (country experiences close to the city), and historical assets.”*

The MTP indicates that “without more market ready tourism product, market development and promotional efforts can only achieve limited growth in the short term”. Without a critical mass of tourism experiences, Mission is targeting clustered destination development. Stave West, once further developed, will offer an ideal opportunity to expand tourism experiences and products in Mission.

The MTP highlights nature-based outdoor activities, including those that will become available through the development of Stave West (referenced in the MTP as the Mission Municipal Forest) as an opportunity for Mission Tourism, whereby Mission has an opportunity to distinguish itself with new and unique outdoor activities, facilities, and services. The MTP identifies the Stave West project as a significant initiative that complements the Plan's destination development strategies, thus opening up opportunities for collaborative branding and cross-promotion.

The MTP also cites the importance of including experiences at Stave West that will "generate revenue, because tourism is a business that is meant to generate economic benefit, and also because these types of experiences can be packaged with other tourism products such as accommodation." The Plan indicates a variety of outdoor activities that could generate necessary revenue. These include camping areas (including RV camping), interpretive hikes or tours, an interpretive centre, food and beverage retail, a zip line, and other possibilities.

### ***Tourism Maple Ridge-Pitt Meadows and Tourism Abbotsford***

Just as the Drive Scenic 7 promotional initiative will have the most value to Mission once we have established a solid range of tourism and recreational products, Stave West's development of amenities and outdoor-based events will open up the door to partnerships with other neighboring destination marketing organizations. With these collaborations in place, the number of targeted users will increase and we will be able to promote a wider range of recreational attractions in the area – and convince visitors to stay longer. Tourism Maple Ridge-Pitt Meadows and Tourism Abbotsford are two primary examples of potential regional marketing partners.

## **Strategic Alignment – Existing and Planned Operations**

### ***Existing Operations***

#### ***Sayres Lake***

In 2013, the provincial government created a 40-site campground at Stave West's Sayres Lake. The supervised campground, managed by the Kwantlen First Nation's Seyem' Qwanten Business Group, is open from May 1 to Thanksgiving each year. In 2014/15, the campground remained open during the winter and spring seasons, attracting significant interest in Sayres Lake becoming a year-round camping destination. Since opening, it has hosted many outdoor enthusiasts and been a destination for family activities such as camping, boating, fishing, hiking, and swimming. Plans for the future include a possible expansion of camping sites, additional services, increased rental equipment at Sayres Lake (kayaks etc.), and options for day and overnight First Nations cultural programming for visitors to the area.

*Campground visitors have already noted a significant shift in behavior at the campground and on the lake, with families and other users reporting they feel increasingly safe within the immediate area.*

### ***Zajac Ranch for Children***

In the heart of Stave West, this facility has operated since 2004. Zajac Ranch for Children is a western-themed facility on a 16.5 hectare property on the shore of Stave Lake.

In the summer months, the ranch holds camps for children and young adults with chronic, life-threatening and/or debilitating conditions, helping campers explore the outdoors while also developing greater social and environmental awareness. In addition to facilitating summer camps, the ranch also hosts campers throughout the year and serves as a site for weddings, retreats, conferences, and school group. These positive, community-oriented activities have been a boost to the Stave West area.

Approximately 500 children take part in the summer camp programs at Zajac Ranch, and between 2,500 and 3,000 individuals take part as camp guests or in other educational programs. See also Sections 7 and 8 for reference to potential partnerships and off-season education programming and potential commercial partnership opportunities with Zajac Ranch.

Zajac Ranch and the Mel Jr. & Marty Zajac Foundation have been directly involved in developing this Master Plan since the project's inception.



### ***BC Hydro Visitor Centre at Stave Falls***

Near the Stave West gateway, and located in a nationally-recognized heritage building (the original, early twentieth-century powerhouse for the Stave Falls Dam), this interpretive facility tells the story of power generation in BC. Programming includes guided and self-guided tours as well as field trips and resources for teachers. The visitor centre provides an additional historical and educational feature for those visiting the area.

### ***BC Hydro Boat Launch***

This popular facility, immediately south of the MIF boundary, includes a double-wide concrete ramp to low-water and floating docs. It is extremely popular and congestion is an issue on busy days. There may be an opportunity to enhance this adjacent recreation amenity in collaboration with BC Hydro.

### ***BC Hydro Stave Falls Lodge and Campground***

In the same vicinity, the lodge and campsite include basic facilities for up to two separate registered non-profit youth groups at a time. The lodge is a heated building with hot and cold running water, two dormitory-style sleeping areas, and a small supervisor's bedroom, accommodating up to 50 people.

### ***Proposed Operations***

#### ***Tim Horton Children's Foundation Camp (THCFC)***

The Tim Horton Children's Foundation (THCF) by a resolution from the District of Mission and through formal consultation with local First Nations and a contractual agreement with the provincial government, holds a 'license of occupation' for a 60 hectare site for a proposed children's camp. This camp, if developed, would be located a short distance west of the northern end of Stave West. The site, which fronts onto Alouette Lake and encompasses Pine Lake, would operate traditional summer camp programs and year-round group programs. Catering to children ages 9-12 from economically disadvantaged homes, this camp would operate as other THCF camps across Canada by providing experiences that will help young people build life skills that will help them discover their potential and build confidence for their futures.

Following completion of the due diligence by the Tim Horton Children's Foundation, it will consider whether to move forward with the project. The successful completion of the Stave West Master Plan and the building of the core infrastructure in Stave West would be important considerations for the viability of the project among other factors that THCF will consider. Should the camp proceed, THCF would envision serving up to 3,000 children and youth annually with 5-10 full time staff and up to 50 seasonal employees. Capital costs of such a camp would exceed \$15 million. In order for the camp to proceed, a formal resolution by the THCF Board of Directors will be required.





## Existing Users

### ***Industrial Operations***

Industrial operations at Stave West include those actively involved in TFL#26 forestry operations, BC Timber Sales, BC Hydro power operations, and some mineral claim holders. Along with the existing and planned recreation, education, training, and interpretive uses, Stave West remains, and will remain, a sustainably-managed working forest. Recreational activities will need to be developed with current and proposed harvesting and silviculture practices in mind.

### ***First Nations***

Local First Nations are currently engaged in a variety of activities within Stave West, including archaeological research and the collection and documentation of historical artifacts. In addition, the area remains an important region for the gathering of traditional medicines, for cultural events, and for general recreation use.

### ***Recreation Enthusiasts***

Existing recreation users are wide-ranging and include:

- Formalized user groups.
- Families.
- Individuals.
- Those engaged in illegal and unsafe use.

While the area is often known for those who misuse the site, many visitors treat the area more respectfully, even becoming involved in trail maintenance and site clean-up initiatives. Existing recreational users include a large contingency of motorized users such as ATV riders, 4WD vehicle drivers, snowmobilers and dirt bikers. Non-motorized users include boaters, hikers, mountain bikers and a small number of equestrians. Stave West's numerous lakes can be enjoyed by users of both motorized and non-motorized boats, and many recreation users currently also enjoy camping or nature appreciation in unserviced areas.



## **Master Plan Purpose**

The Stave West Master Plan provides a strategic framework for the next ten years of Stave West development. It builds upon the solid work completed in the preliminary planning stages and is guided by key research findings, which are cited throughout.

The plan presents a clear vision and an innovative and respectful model of co-governance involving local First Nations, the provincial government, and the District of Mission. It illustrates economic potential, provides preliminary branding direction, and highlights recreation, tourism, and education opportunities. The document concludes with an implementation plan, which presents recommendations for the next ten years. The specific action items are categorized as short-, medium-, or long-term.

## ***Planning Background***

Prior to the early development of the Master Plan in 2013, a number of feasibility and planning initiatives were undertaken. Key background studies, project milestones, and completed planning steps are outlined below.

### ***1. Initial Feasibility Studies and Connections***

**2009:** The TFL#26 Recreation Opportunities Feasibility Analysis was completed, including a public open house, an employment impact study, and a First Nations gathering with stakeholders and representatives from a small number of user groups. Initial findings confirmed that the development of new recreational amenities and experiences would be well-received and that increased numbers of visitors would choose Stave West as a destination.

**2009/10:** The Mission Tourism Plan was completed (and revised shortly after) with the support of the Tourism BC Community Tourism Foundations Program. Outdoor recreation was identified as a key driver of potential visitor traffic. Opportunities in the municipal forest are highlighted.

**2010:** Mission's Stave West Interpretive Forest: Employment Impact Study is completed. This study provided projections for investment, construction, and ongoing employment related to the proposed Tim Horton's Foundation Children's Camp and other developments in the Stave West area.

**2011:** The Stave West area was recognized as a recreation node in the ambitious Experience the Fraser: Lower Fraser River Corridor Project Concept Plan (Metro Vancouver, Fraser Valley Regional District).

**2012-2013:** The Master Plan for the Mission Interpretive Forest was identified by the community, business, and local First Nations as a priority. Moreover, the provincial government supported its development through the Ministry of Jobs, Tourism and Skills Training's Regional Economic Investment Pilots. The five priority projects for the North Fraser, one of which is Stave West, were selected based on the following criteria: alignment with the BC Jobs Plan sectors; a 12-18 month timeframe; potential for regional impacts; and project readiness. Intended outcomes included: a strong foundation for regional investment and job creation; regional cooperation on economic development; and enhanced understanding of how the provincial government can best assist with regional economic development.

## **2. Interpretive Forest Designation**

**2011:** Following the initial feasibility work described above, the Ministry of Forests, Lands and Natural Resource Operations (FLNRO) granted Stave West official Interpretive Forest status (REC106116). The official Management Intent document states:

*With the importance of TFL 26 to the District of Mission, forest management within the Mission Interpretive Forest site remains the highest priority. Forest management includes managing the 11 Forest and Range Practices Act (FRPA) values: timber including forest health, soils, water, forage and associated plant communities, cultural heritage resources, recreation resources, biodiversity resources features, fish, visual quality and wildlife. The intent is to maintain forest management so as not constrain or affect the annual allowable cut, timber harvesting objectives or visual management objectives. The Mission Interpretive Forest will be a model demonstrating how to integrate a working community forest that enhances safe multi-user recreational infrastructure and educational opportunities.*

The objectives of REC106116 are to:

- *Maintain the quality of the experience of forest recreation activities of the site.*
- *Maintain or enhance where practicable the forest interpretive qualities (learning about the biological, archeological, and cultural complexity and importance of the area) of this site.*

The following opportunity is also presented:

*This provincial designation enables appropriate non-profit and commercial ventures to be developed on the site, provided they meet the requirements noted above. Under the FRPA's Forest Recreation Regulation, these ventures must be developed following the FRPA Legislative Framework and in consultation with FLNRO's designated District Recreation Officer.*

An overview of current legislative framework governing recreation on crown land outside of parks and protected areas is provided in Appendix A.

## **3. Core Infrastructure**

**2010-2012:** Phase 1 of the plan to improve the 20 kilometer stretch of road and establish the necessary utilities to support the development of Stave West's recreation facilities was completed:

- Designed the first 8.5 kilometers of road and bridges required to improve the access to Zajac Ranch Children's Camp.
- Completed preliminary road and bridge designs for the remaining 11.5 kilometers of road required to support the proposed Tim Horton's Children's Foundation Camp at Pine Lake.
- Upgraded the first 8.5 kilometers on the FLFSR to a 2 wheel drive all-season gravel road for safe use by school buses, motor coaches, and general passenger vehicles.
- Replaced Telus phone line with fibre optic cable to the Zajac Ranch Children's Camp.

**2012-2014:** In Phase 2, the focus was to sufficiently prepare the road and bridge designs so they are ready for construction when funding becomes available.

In order to determine cost estimates, we consulted with BC Hydro, Telus, and the private sector utility companies regarding the utilities required to support the recreation facilities development.

When funds become available, the planning and design process for the utilities construction will continue.

#### ***4. Recognition Received for First Nations Relationship Development***

**2014:** The Aboriginal Tourism Association of BC (ATBC) was invited to provide guidance and support to the District of Mission in its stated intent to build meaningful and long-lasting working relationships with local First Nations communities. Numerous discussions were held in order to develop guiding principles for active First Nations involvement in Stave West. In an act of good faith collaboration between municipal government and local First Nations communities, ATBC officially recognized Stave West as a provincial demonstration project for the purpose of developing joint outdoor recreation and tourism ventures.



#### ***5. Mission Interpretive Forest: Phase 2 Planning Completed***

**2012-2013:** Based on all of the above efforts, the District of Mission convened a “second phase” steering committee to move the project forward. The Mission Interpretive Forest Phase 2 Work Plan guided this work and discussions continued with user groups, local First Nations who expressed interest, park planners, RCMP, educators, and others. These various consultations resulted in the development of the Master Plan’s terms of reference that identified key “building blocks of success”. This phase also included a comprehensive online user group questionnaire and an initial set of discussions to determine best approaches for meaningful collaboration with local First Nations communities

The preliminary work outlined above has created a solid foundation for the recommendations within this Master Plan. Furthermore, these activities have developed a strong, positive sense of project ownership and engagement among stakeholders and user groups.



## Master Plan Process

This project has modeled strong collaboration among the provincial government, municipal government, and local First Nations. To begin the process, the District of Mission, with shared funding from the provincial government and in-kind support from the Kwantlen First Nation and Seyem' Qwantlen Business Group, established a Master Planning Team for Stave West.

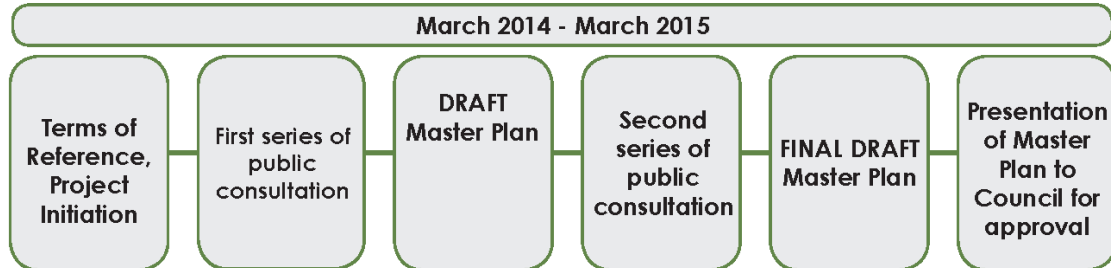


Figure 3: Master Plan Process

The Planning Team created the following project Work Groups; each has contributed to this plan:



## Engagement

The Master Plan included a comprehensive community and user-group engagement effort that broadened consultation beyond the Planning Team.

### First Nations

The Stave watershed and surrounding lands have been the home of local First Nations people and their vibrant culture for thousands of years. Today, the Stave West area has rich significance for local First Nations communities, including the Kwantlen, Leq'amel and Matsqui First Nations who have a distinct historical and cultural status in the region. The Master Plan Team is committed to respectful discussion, active local First Nation participation, and collaboration in the process of responsibly expanding and enhancing Stave West's tourism and recreation areas.

Building solid and lasting relationships with local First Nations is key to the successful development of the Stave West area. To this end, there are great opportunities for:

- Sharing local stories and traditional knowledge with visitors through low footprint, high-impact cultural and historical interpretation
- Protecting now-threatened areas of significance for conservation

*The planning team acknowledged that multiple overlapping territorial boundaries are at play in this area. Ongoing communication has been established with local First Nations to ensure the door is open for continued collaboration and future opportunities.*



- Seeking ways to work collaboratively on future initiatives in the region
- Creating sustainable job, training, and business opportunities for local First Nations communities.

This information will complement the working forest itself as it instills in visitors an appreciation for the rich history of the region, traditional land-use, and the importance of the forest and these lands to local First Nations in the past, the present, and into the future.

### ***Provincial Government Ministries and Crown Corporations***

Several Ministries and crown corporations have been involved in the planning process.

Funding for the Master Plan was provided by:

- Ministry of Forests, Lands and Natural Resource Operations
- Ministry of Jobs, Tourism, and Skills Training

Funding for final core infrastructure design supporting the Master Plan was provided by:

- Ministry of Transportation and Infrastructure

Other Ministries consulted during the planning process include:

- Ministry of Aboriginal Affairs and Reconciliation
- Ministry of Advanced Education
- Ministry of Education

Crown Corporation BC Hydro has provided support in-kind through direct participation in the Master Plan process.

### **District of Mission**

District employees have provided input into the plan at multiple points, both through direct consultation on specific components and also as participants in the public engagement components.



**Figure 4 Mission residents provide input at Stave West Open Houses**

## ***Public Engagement***



**Figure 5: User groups have contributed to planning discussions**

### ***2012 User Group Questionnaire***

Between March and June, 2012, members of several recreation user groups were invited to complete a questionnaire to provide feedback regarding Stave West (then referred to as TFL#26). 729 questionnaires were returned.

Respondents overwhelmingly supported the introduction of designated multi-use motorized vehicle access (52%). Other desired improvements included: Stage areas/parking (10%), Trail Improvements (9%), Vehicle campgrounds (8%) and Toilet/Shower Facilities (5%).

Speed, drunken recklessness, users who exhibit a sense of entitlement, and firearm use were cited as the most common reasons for conflict.

Respondents would like to see the area remain open to all users. Many requested that it remain a “free” facility, while other respondents suggested charging a fee for use and/or for parking.

A summary of the 2012 user questionnaire results is included in Appendix B.

## ***Public Questionnaires***

### ***Questionnaire #1***

Between June and July, 2014, 1191 people responded to a preliminary online public questionnaire. Although this was not a statistically valid or scientific survey, the questionnaire nevertheless provided valuable information regarding user preferences, and helped to identify and confirm some key issues.

The top response for first choice improvements/services was designated multi-use motorized vehicle areas (29.8%), followed by trail improvements (11.1%), vehicle campgrounds (9.7%) and increased safety and security (8.9%).

Respondents from the District of Mission cited safety and security as their top priority for improvement.

The user group/activity type with whom respondents have the most conflicts are target shooters.

Respondents had several suggestions regarding how future conflicts could be reduced, including: banning firearms/enforcing illegal firearm use (12%), regulating shooting (8.5%), designating user areas for conflicting activities (8.5%) and education/better signage (8%). Almost 50% of respondents referred to the need for enforcement and increased safety and security.

A full summary of questionnaire results is included in Appendix C.

### **Questionnaire #2**

Between November and December, 2014, during the review of the draft Master Plan, a second questionnaire was available online and in-person at Master Plan open house events. This questionnaire allowed the public to reflect and respond to each section of the initial draft, thus providing the Planning Team with additional insight as it finalized the Plan and identified priorities.

The majority (93%) of respondents who spend time in Stave West recreate outdoors with friends or family, reinforcing the recommendation that we focus on family-focused recreation and tourism opportunities.

Many respondents had mixed views on the Plan's vision, cautioning that while reducing the "hooliganism" and unsafe or illegal behavior was a positive step, they did not want to see development hamper access to areas such as the flats or the unregulated trails. This presents certain challenges due to environmental and archeological concerns, however there is a great opportunity to engage with user groups to develop dedicated use areas that provide for the established need.

#### ***From Mission Residents:***

*"I look forward to bringing my family to Stave West, I'm pleased that we can have a say in what happens."*

*"I don't know enough about this area but you have piqued my interest to go and check it out. The plans look impressive."*

Those who do not visit Stave West cited the use of firearms and conflicts with illegal and unsafe activity (reckless motorized vehicle use, drinking) as the top deterrents.

Respondents who currently visit Stave West as well as those who do not identified improving waste management as a high priority.

### ***Presentations to Stakeholders and User Groups***

Throughout the planning process, the Planning Team presented updates and engaged in outreach with user groups. The Ministry of FLNRO facilitated many of these presentations through regular meetings with user groups and through the Chilliwack Recreation Advisory Group.

### ***Open House Events***

The public was also engaged through two series of open house events, providing a total of six in-person opportunities to interact with the planning team, review display boards, and participate in Q&A sessions.

The first series, hosted early in the process (June 2014), identified key issues and provided users and potential users with the opportunity to participate in a mapping exercise. Attendees also had access to the public questionnaire.

In order to review the draft recommendations and solicit further input, a second series of open house events was hosted in November, 2014.

Both sets of open house events used multiple locations in order to enable residents from across Mission to participate. Over 300 individuals participated in these events, and the Master Plan has integrated much of their valuable feedback.

Feedback from the events and the public questionnaires was integral to completing the Master Plan. These public engagement efforts also raised general awareness of the Stave West area and its potential for transformation as outlined in this plan.

### ***Ministerial Visit***

As the Planning Team reviewed feedback to inform this document it also engaged the Provincial Government directly at the Ministerial level to showcase the potential of Stave West.



November 12, 2014, Hon. Shirley Bond, Minister of Jobs, Tourism and Skills Training, Minister Responsible for Labour, accompanied by Maple Ridge – Mission MLA Marc Dalton and Abbotsford-Mission MLA Simon Gibson and members of the Planning Team.



## 2. Guiding Principles & Key Considerations





## **Guiding Principles**

The following principles have guided this planning process and form the foundation for the long-term development and ongoing management of Stave West.

These have become the key “pillars” of the Master Plan, and they will continue to guide the development of this multi-purpose area.

### **First Nations Relationships**

Establish and honour an inclusive and meaningful working relationship between local First Nations, the provincial government, and the District of Mission to enhance current and future developments and exploration at Stave West. This includes seeking opportunities for active participation of local First Nations in land use and related land management activities.

### **Communications and Engagement**

Build an identity and communications strategy, which is essential to place-making. This should inform, connect and engage the area’s stakeholders and user groups, and also enable a common vision for Stave West, including contributions from First Nations partners. An effective identity and communications strategy should include: increasing awareness of current issues; quickly and effectively communicating information; curating stakeholder-driven narratives, histories and interpretation; and promoting user-group initiated events, education, and other opportunities.

### **Cultural and Heritage Protection**

Protect, honour, and celebrate the rich cultural and heritage features of the Stave West area and educate its users about this important legacy. This includes the important traditional and contemporary First Nations presence and use, such as archaeological features and present-day cultural activities, as well as non-Aboriginal uses such as historical logging and heritage hydro facilities. It is important that we invest in cultural and educational programs that will help to share traditional knowledge of this area (and its continued significance to First Nations) and protect its valuable heritage.

### **Economic Investment and Job Creation**

Generate investment and positive economic impact for the District, participating local First Nations, and the provincial government. The establishment of new commercial ventures, with associated job creation that will boost the region’s economy, is a primary objective for the Stave West area. This should lead towards financial stability and sustainability of the site.

### **Education, Training, and Research Programs**

Identify and develop new opportunities to bring visitors to Stave West for education, skills-training, and interpretive experiences. Development and promotion of a jointly managed centre of research, education, skills-training, and discovery opportunities, all within the context of a sustainably-managed working forest and recreational area.

### **Environmental Stewardship**

Demonstrate respectful long-term stewardship of the natural and cultural resources within the entire area. Create effective recreational zoning and responsible land-use guidelines that balance the protection of both the working forest and recreational areas –for the benefit of future generations.

### **Governance and Oversight**

Provide effective oversight for Stave West through a management model based on a solid and respectful partnership between the District of Mission, local First Nations, and the provincial government to ensure the long-term sustainability of development and operations.

### **Public Safety and Security**

Ensure visitors are entering a welcoming and safe environment. Methods of accomplishing this goal include the construction of a controlled access gateway and welcome centre facility, increased monitoring of the region, and the use of enforcement and education to reduce illegal and unsafe activity.

### **Recreation and Tourism**

Transform this area into a destination for family-friendly recreation and tourism. New recreation amenities and experiences will enhance the quality of life and enjoyment of the natural environment for visitors and Mission residents alike.

### **Working Forest Operations**

Support the ongoing enhancement and diversification of Mission's Tree Farm License operations in the Stave West area, establishing it as an example of innovative forest operation practices within a multi-use area. This will demonstrate how sustainable forestry can coexist in harmony with other uses such as recreation, tourism, education, and research through careful planning and management of the forest land base.

## **Key Considerations**

The following key considerations for site development came from the consultation process, and expand upon the guiding principles for the governance of Stave West:

- Recognize the significance and value of active local First Nation engagement in Stave West planning initiatives and the implementation of land use and management activities.
- Recognize the value of the sustainable working forest model that includes forestry, education, and skills training.
- Recognize the potential for positive transformation to enhance the reputation of the District of Mission and the Fraser Valley region.
- Recognize the importance of training, research, and interpretive programs that integrate traditional knowledge with science-based research in order to contribute to a better understanding of the ecosystem.
- Recognize the existing user base and engage user groups as key stakeholders.
- Include ongoing community engagement and consultation.

### 3. Governance Model



## Relationships with Local First Nations

### ***Precedent Setting***

The proposed tripartite governance model for the Stave West area has evolved over time because of the importance of consulting with and accommodating First Nations interests as land-use changes and development are contemplated. The precedent-setting model goes beyond meeting minimum requirements in terms of consultation, and is intended to provide a workable model for meaningful collaboration and partnerships between local government, First Nations, and the Province of British Columbia.

#### ***Three Voices at the Table:***

*The governance model will involve local First Nations, the District of Mission and the Provincial Government—the key stakeholders of this area.*

### ***Acknowledgement of Traditional Territory***

For thousands of years, well before Stave Lake's creation in the early 1900's as a result of hydro-electric development in the area, local First Nations inhabited and used the Stave River watershed for trapping, fishing, hunting, gathering, trading, cultural, and ceremonial activities. The Stave Lake Electric and Power Company's development of the Stave Falls Dam and Powerhouse in the early 1900's greatly altered the lower reaches of the Stave River and resulted in the flooding of lands and the formation of Stave Lake Reservoir. This led to a marked change in how the land was used by First Nations and others.

Since a 1910 Act of Parliament granted the Stave Lake Power Company water rights, the provincial government has managed the lands of Stave West on behalf of BC residents, taking into account the interests of the public. The provincial government manages crown lands using its Strategic Policy on Crown Land Allocation Principles of 2011, which includes these considerations:

- Management of Crown land values for the benefit of the public.
- Identification and support of economic, environmental and social needs and opportunities.
- Recognition of the interests of First Nations' communities.
- Timely, well-considered and transparent decisions.
- Continuation of public accountability during the allocation of the Crown land.

The mechanics for developing and managing crown land are consistent across BC, with some notable exceptions where new governance models have been introduced. Some of the models considered as part of the Master Plan include:

- Haisla Conservancy;
- Hul'qumi'num Treaty Group- Cooperative Park Management Model;
- Gwaii Haanas Management Board;
- The Kitlope Management Committee; and
- Models from the Province of Ontario.

Most of the models noted and reviewed entail a two-way partnership between the provincial government and the respective First Nations. The model envisioned for Stave West would be comprised of three parties: the provincial government, First Nations, and the District of Mission.

## **From Governance to Implementation**

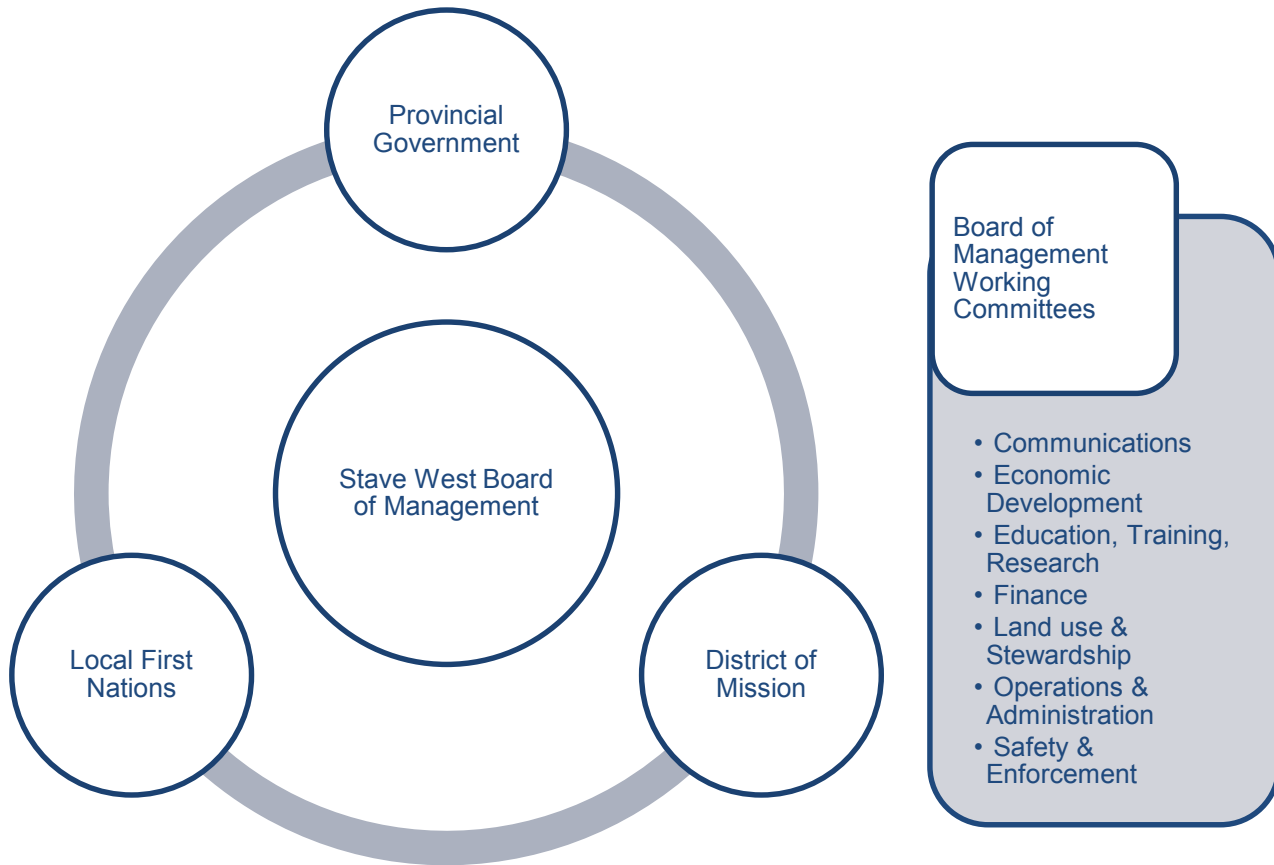
The co-governance model proposed in this Master Plan is an ambitious goal that will, ideally, establish a new direction for collaborative, responsible, and respectful decision-making in Stave West. The model will need to evolve over time, which will require commitment, patience, understanding, and an openness to seek consensus and cooperation. The concept of co-management will vary from case to case, and each governance example reviewed for the purposes of this Master Plan employs a model that fits their respective issues and concerns. Some have sought co-management for large tracts of parkland while others have agreed to a co-management model specific to features in a respective park, such as the petroglyph features in Petroglyph Park in Ontario.

The co-governance model proposed for Stave West is intended to guide the development and management of the entire area. It will respect the various mandates in place while also promoting collaboration on land- and resource-related issues in a way that aligns with the guiding principles of this Master Plan. To this end, it is proposed that a Board of Management be established to oversee the general operation and management of Stave West. This Board should consist of equal representation from the provincial government, the District of Mission, and local First Nations. Key organizational committees will provide ongoing support and guidance to the Board.

It is recommended that an interim structure be established to oversee the short-term implementation of this Master Plan, prepare the final governance structure, and develop terms of reference for the ongoing and future governance of Stave West. This interim structure will take the form of an implementation team and include the same three parties as the Board: local First Nations, the provincial government, and the District of Mission. In the short term, this team will also function as the referring body for current and proposed activities at Stave West on behalf of Front Counter BC, which is a single-window service for clients of provincial natural resources ministries and agencies. This team will also oversee immediate safety and security issues related to Stave West. Over time, as the governance model and partnership becomes formalized, these roles will likely shift.

The initial interim governance team, and then the finalized Stave West Board of Management, will be responsible for addressing all Stave West guiding principles and achieving, as far as possible, the goals and objectives established for the area.





## Recommendations – Governance

	Recommendation	Est. Capital Budget	Est. Operating Budget	Lead	Key Stakeholders
Short-Term Priority Actions (1-3 years)					
1.1	Form implementation team with representatives from the District of Mission, local First Nations, and the Provincial Government.		\$6,000/month	District of Mission	Kwantlen First Nation, Local First Nations, Province of BC
1.2	Continue to pursue partnered funding opportunities for core infrastructure and other developments.			Implementation Team	Local First Nations, Provincial Government, District of Mission
1.3	Formalize Board of Management Structure, Policy, Terms of Reference, and Procedures.			Implementation Team	Local First Nations, Province of BC, District of Mission
1.4	Establish ongoing community engagement and consultation with user groups and stakeholders.			Implementation Team	User Groups, Local First Nations, Province of BC
Medium-Term Priority Actions (3-7 years)					
1.5	Appoint members to Board of Management and transition functions.			Implementation Team / Board of Management	Local First Nations, Province of BC, District of Mission
Ongoing Policy/Protocol					
1.6	Review and report on governance structure, procedures, and policies to support the Board of Management and serve as a model for other similar efforts.			Board of Management	Local First Nations, Province of BC, District of Mission

#### 4. Public Safety and Responsible Use





As previously noted, the Florence Lake Forest Service Road (FLFSR) going into Stave West is the busiest forest service road in BC, and the resulting volume of traffic, both legal and illegal, has raised significant public safety concerns. For the most part, recreational use in this area has been unregulated. While many users respect the land and enjoy their experiences without problems, a key problem is the destructive, unsafe and illegal use by some. There is therefore a range of “unsavory” activities occurring, as detailed in the original 2010 Lees & Associates study.

This has also resulted in many of Mission’s outdoor recreation users stating that while they are now too concerned about this situation to use the area, if it were managed effectively they would likely visit.

Improving the reputation of the area and the experience for visitors through improved public safety is a key goal of this Master Plan. To meet this challenge, the Board of Management will collaborate further with user groups and enforcement agencies in managing use for long-term change and improvement.



The Mission Interpretive Forest (MIF) designation brings with it some applicable legal parameters to manage use in Stave West. The following section outlines the current regulatory framework, data related to enforcement, and RCMP recommendations for creating a safe and more family-friendly environment. These items are followed by additional details regarding managed access to the area, environmental stewardship, and cultural protection. Finally, there is also a section on effective collaboration with off-road motorized vehicle groups.

## Current Status

For the six-month period from mid-April to mid-October, 2014, Mission RCMP established dedicated patrols with extra resources, in addition to regular strength patrols, in the MIF area. During that period, Mission RCMP responded to 149 calls for service; these are detailed in “2014 Incidents”, below. Overtime costs for additional policing during this period were \$50,434. Of this amount, \$3,212 was provided by the Ministry of Forests, Lands, and Natural Resource Operations (FLNRO).

The MIF area consists of Provincial Crown land. The recent provincially-authorized British Columbia Land Use Policy Permission document sets out public access rights for the recreational use of Crown land (this applies to dry and aquatic Crown land). The Permission contains exemptions under Section 6.2.1 which confirm that the right of public access to Crown Land does not apply to Crown land within a Municipality. This exemption applies to the MIF area, which is within the boundaries of the District Municipality of Mission.

*Public safety issues have been a significant concern in this area. The Master Plan outlines a set of steps that will transform Stave West into a more family-friendly destination.*

The BC Community Charter stipulates that municipalities have authority within their own boundaries and authority to regulate public places within those boundaries. It also clarifies that a

municipal bylaw is not inconsistent with other provincial legislation if a person who complies with the bylaw does not contravene the other enactment.

The provincial Land Act states that a person commits an offence if they occupy or use Crown land without lawful authority.

The provincial Heritage Conservation Act states that a person commits an offence if they damage, destroy or disturb an archaeological or heritage site without a permit.

Based on these legislative guidelines from the BC Land Use Policy Permission, the Community Charter, the Land Act, and the Heritage Conservation Act, the District of Mission has legal authority to regulate the use of the area encompassed by the Mission Interpretive Forest and consider persons using or occupying that area without lawful authority as committing an offence.

### ***RCMP Challenges***

Police experience regular difficulties in servicing this area, particularly during periods of good weather. Challenges include:

Large numbers of people (several hundred to over a thousand at a time) who utilize this area for conflicting and often dangerous recreational activities.

Sudden and significant influxes of non-residents. Approximately 90% of the people who utilize Stave West for recreational activities are not residents of Mission. This influx of people is a significant burden upon the Municipal and Provincial RCMP resources of Mission Detachment. Additional challenges include:

- Lack of cellular communications.
- A remote location (relative to urban core of the municipality).
- A lack of regulations on approved use of the area.
- A long standing culture of “anything goes” in the area.
- Unregulated target shooting in an accessible provincial area immediately north of the MIF boundary.

### **2014 Incidents**

Unregulated activity in this area resulted in several injuries which required attendance of police, fire and paramedic personnel, including Air Ambulance services.

During the six month period noted above, Mission RCMP responded to 149 calls for service. These included 32 bylaw complaints (primarily related to the firearms discharge bylaw), 12 incidents of impaired operation of motor vehicles, 8 motor vehicle collisions and 8 assaults. Police issued 72 violation tickets and 57 written warnings.

With inconsistent and generally poor cellular coverage in the area, incidents which would normally be reported to the police are likely going unreported.



### ***Motorized vehicle use: Opportunities and challenges***



As noted above, Stave West is currently a desirable destination for a range of motorized vehicle users. Throughout the Master Plan process, organized user groups were involved in discussing the area's future, and it is clear that continued collaboration with these organizations will be required in order to achieve the following goals:

- Reduce damage to archaeologically and environmentally sensitive areas in Stave West.
- Reduce conflicts between motorized vehicle users and other recreation user groups.
- Develop additional off-road terrain and trail networks in designated and monitored areas.
- Identify and develop off-road motorized vehicle events and amenities (pull-through campsites, etc.) that will generate revenue and create jobs.

### ***4WDBC Perspective***

Part of the consultation process was the solicitation of concerns and opinions from groups such as the Four Wheel Drive Association of BC (4WDBC). This group has provided the following specific comments:

- *Any off-road vehicle restrictions taking place in Stave West area, including the 'mud flats', should include the active involvement of user groups.*
- *Members have been observing, recording and reporting people engaged in dangerous and illegal activity and are concerned about a perceived lack of enforcement.*
- *The popularity of the 'mud flats' for motorized should use be considered as both a positive and a negative, as it attracts significant numbers of visitors to the area.*
- *While regulation is necessary to mitigate potential damage to historical areas, a complete closure would not be supported by 4WDBC.*
- *4WDBC has been hosting annual cleanups of this trail system for decades. For the last 13 years, the District of Mission has supported these efforts. Over this time its volunteers have removed hundreds of tons of garbage. They are now setting aside volunteers dollars to begin building a motorized recreation area in partnership with the District of Mission.*
- *4WDBC's extensive volunteer network is ready to support a measured approach to examining the Master Plan goals.*



**Figure 6: The Mud Flats**

## Opportunity



This perspective is reasonably consistent across motorized vehicle users, and this Master Plan recommends that the Board of Management continue to work with these groups in order to achieve the goals noted above and address these concerns.

A committee of active users and associations would be well positioned to engage with law enforcement agencies as required.

The next section outlines current perspectives and activity levels of the RCMP.

***Collaboration:*** Off-road motorized vehicle organizations will be involved in the implementation of this plan—to help reduce user conflict issues and to increase economic benefits from this activity.

### ***RCMP Perspective***

Mission RCMP have been engaged in the planning process from the initial stages, and are actively involved in enforcement within Stave West. The RCMP's perspective is informed by their experience in Stave West and the goal of reducing the risk of serious injury or death due to unsafe and illegal use:

*Approved appropriate land use in the MIF area needs to be prescribed by the District of Mission in areas over which the municipality has authority. In areas of Provincial authority, the District of Mission must be the primary driver to effect changes as the province and municipality have a shared responsibility for the area. It is necessary that the relevant stakeholders (RCMP, Conservation Officers, etc.) develop a coordinated and cooperative approach to enforcement in*

*the area. With the high numbers of out-of-jurisdiction recreational users and the anticipated growth in user numbers there should be dedicated full-time personnel, in addition to the current police and partner agency resources. These dedicated personnel would provide consistent and effective enforcement in the area during the peak usage season (April to October).*

*The “mud flats” near Rocky Point is the primary area of concern for unsafe recreational activity. The unregulated off-road vehicle and overnight camping contribute to the numerous incidents of impaired driving, dangerous driving, and assaults.*

*Controlled access by way of a staffed gateway or other method would support the enforcement of the applicable laws and the regulation of safe recreational activity. To ensure public safety in Stave West, it is also important that other provincial agencies are empowered to be effective partners and that their relevant regulations are integrated into the safety measures established for this area.*

*With these considerations in mind, the following measures are recommended:*

- *Overnight camping be prohibited outside of designated provincial recreational sites by way of municipal bylaw or provincial regulation.*
- *Off-road vehicle use be prohibited or strictly regulated by way of municipal bylaw.*
- *Off-road vehicle use be prohibited in the “mud flats” area by way of a prohibition Regulation under the Land Act.*
- *Discharge of firearms be prohibited throughout the entire Stave West area by way of the Wildlife Act Regulations.*

### ***Ministry of FLNRO Perspective***

*This information from the FLNRO Ministry will be important for the Stave West Board of management to consider:*

*Introduction of access fees and management for Stave West may require approval from FLNRO. The Forest and Range Practices Act and its regulations govern the activities of forest licensees within the Province.*

*Provincial vs Municipal Authority: Pursuant to section 14(2) of the Interpretation Act, the Crown provincial is immune from laws that would affect its use or development of land, including the construction, maintenance, and use of improvements. In Squamish (District) v. Great Pacific Pumice Inc., the BC Court of Appeal held that the right to be free of any restrictions in using land belongs to the Crown only and does not attach to the land. That is to say, the land has to be used by the Crown in order to claim the immunity; it is not available to lessees or other occupiers of Crown land.*

*Multiple provincial Acts are applicable when it comes to managing use of the area. These Acts include: the Forest and Range Practices Act regulating access to crown land; the Motor Vehicle (All Terrain) Act and the impending Off-Road Vehicle Act dealing with use of motor vehicles and ATVs; the Wildlife Act and the Water Act; the soon to be in force Water Sustainability Act, which deals with permitted uses along the Stave Reservoir; and the Heritage Conservation Act, which addresses the protection of heritage or archaeological sites.*

## **Firearms Bylaw**

As an initial step towards improving public safety and reducing damage related to the use of firearms in Stave West, the District recently amended the Discharge of Firearms Regulation Bylaw.

It now outlines specific boundaries for the discharge of firearms for hunting in-season, and prohibits target shooting within District boundaries except at the Mission Rod and Gun Club, which is a permitted shooting range.

Increased communication and enforcement related to firearms within the District is required to ensure Stave West achieves the vision set out within this Master Plan. To this end, Council has requested the RCMP provide additional insight into firearms-related issues, both within Stave West and across the District.

## **Forest Fire Prevention and Suppression**

The threat of forest fires poses a significant risk for public safety, existing facilities, and the forest resources in the Stave West area. This area is the most crowded with people during the forest fire season (April to October). During the drier summer months, there is a higher frequency of human-caused fires as a result of abandoned campfires and vandalism.

Addressing these issues falls to the District of Mission as it has occupational responsibilities under the Wildfire Act and Wildfire Regulation. The District of Mission's Forestry Department works closely with Mission Fire Rescue Services and FLNRO's Coastal Fire Centre on Fire Preparedness Planning, training, patrolling, and suppressing fires on TFL#26.

### ***District of Mission Fire/Rescue Perspective***

These technical considerations also need to be taken into account by the Stave West Board of Management:

#### ***Water Supply***

*In the event of a fire, tenders would be required to supply water to remote areas away from a water source. Although there is a Fire Pump located at Zajac Ranch, the condition of this pump is unreliable. Secondly, gaining access to draft (drawing water) at the Boat Launch can be difficult during high use times such as hot summer days.*

*The difficulty of securing a decent water supply could hinder the ability to control any type of fire. Additionally, response time could be a concern compounded since the roadway is heavily used by ATVs and 4WD vehicles. Should a structure fire occur during a tender response to Stave Lake West, the surrounding area would be vulnerable and the assistance of Maple Ridge would be required.*

*The presence of Fire Wardens and Patrols in the Stave Lake area to educate area users and to provide control would help alleviate the risk of fire. The provision of large cisterns in key locations would allow Tenders to quickly refill and reduce the risk of a small fire growing out of control. As well, the installation of a dry pipe draft from the lake at both the boat launch and Zajac Ranch would assist greatly in reducing turnaround times for the Tenders.*

### ***Safety of Responders***

*There are a number of safety concerns for first responders, ranging from road conditions to gun violence. The current lack of consistent alcohol or drug enforcement in the area, combined with unmonitored roadway access, compounds the risk factors for responders. An entrance gate would allow for better control of the entry point and provide vital information on the number of users should an evacuation of the area be required. Having a monitored check-point will also allow control over weapons brought in and a reduction of alcohol and garbage left behind. This will not only improve safety of responders, but create a better environment for law-abiding users.*

*Communication continues to be problematic in this area and better mapping and reference points, along with signage, would assist in the protection of responders. Long term communication strategies, in conjunction with a base station in the area, would improve response times and therefore increase public safety.*

### ***Mission Search and Rescue Perspective***

During the open house session in November 2014, a member of the Mission Search and Rescue expressed similar concerns as the Mission Fire and Rescue Service regarding the uncontrolled and unregulated state of the Stave West area. They were concerned about the difficult access to some areas and safety risk to their members as result of the illegal activities. They also expressed the potential need for additional resources as more visitors spend time in Stave West.

### **Managed Access - A Welcoming Gateway**

The entrance to Stave West should clearly signal that one has arrived at a unique place and is entering an area of special significance. Creating gateway features that delivers a strong visual and emotional impact, imparting a sense that one is entering a special area, will be a key part of the development and improved safety of the area. Such gateway features would demonstrate that:

- Visitors are being welcomed into a land that has rich cultural and historic significance to local First Nations.
- The area is an important recreation area for the community.
- The area is respected for its environmental and cultural values.
- The area, including the working forest, is actively managed and monitored to provide a safe and family-friendly environment.
- The area offers a rich set of learning opportunities, with interpretive messages about the working forest, the First Nations presence, and the natural environment of the area.

The Gateway, even in its earliest phases, should signal one's entry into a unique area that is respected; in other words, it sets expectations for user behaviour in the area. It will also enhance public safety by providing a means of monitoring visits. Security has been identified as one of the single most critical elements to making Stave West a family-friendly area. The existing entry point just north of the Florence Road / Dewdney intersection can certainly serve as an entry point when staffed, but it has the appearance of a guard post and therefore is far from welcoming.





**Figure 7: Unattractive gatehouse to be replaced by more welcoming gateway features**

The Gateway should be welcoming to visitors while also providing important guest services. Given that the development of Stave West will occur over a number of years, the development of the entrance features will likely also occur in phases as the need for visitor services evolves.

***The Gateway should:***

- Be located sufficiently far north along the FLFSR to reduce or eliminate any potential for traffic stacking that would cause traffic flow issues on Dewdney Road.
- Include parking and turnaround spaces.
- Be located in a spot where Stave Reservoir is visible, allowing visitors to enjoy these initial views of the area and to take photos.

***Initial Phase***

***Requirements for initial development***

- A small, secure gatehouse building that is attractive and can be staffed on a regular basis. Adjacent parking should be available.
- Sufficient space for staff to greet visitors from their cars and provide site information and welcome materials. In future, depending on the development and use of the area, staff may also receive admission fees from visitors.
- Sufficiently large facility to accommodate staff. This should include a small office, washroom, and perhaps a first aid post, and be serviced with water, power, internet connectivity year-round.
- An information kiosk with a visitor map close to the gatehouse.
- Local First Nations cultural and interpretive forest elements in its design.
- Year-round landscaping and maintenance.

The gatehouse, like all development pieces associated with Stave West, should be developed based on a unifying theme that identifies Stave West as an area that is both unique and important.

### **Future Gateway and Visitor Centre**

Once visitor numbers increase and service requirements expand, consideration will need to be given to the creation of a larger Gateway visitor services area that can take on a broader programming role. Some of the amenities and services that may be needed will include, but be limited to:

- A high-impact Aboriginal-themed welcoming structure or sculpture, that may include a high wooden arch with timber chosen from TFL#26 (could be developed in phase 1, if funding identified).
- Public washrooms
- Information Desk and Small Interpretive Centre (focused on the five Stave West interpretation themes)
- Small café / food services
- Store (gift shop and/or outfitter)
- Sani-dump facilities, water tank fill up
- Parking
- Base for volunteers

### **Enhancing Safety through Volunteer Programs**

A key component of enhancing safety and security in Stave West will be the use of appropriate volunteer programs. It is useful to consider some examples. With limited staffing to manage all forest sites for recreational use, Washington State's Department of Natural Resources has employed a Forest Watch Volunteer Program. Forest Watch Volunteers, who are identified by special decals on their vehicles, help to protect Department-managed land while encouraging appropriate public recreation use. These volunteers provide information to visitors, monitor trails, sites and facilities, and document and report any safety concerns or suspicious activities. Because they receive the appropriate training, Forest Watch Volunteers fill the void created by limited staffing.

Forest Watch  
volunteer programs  
and Aboriginal  
Guardian programs  
will assist with public  
safety and Stave  
West land and water  
stewardship

Several Canadian provinces have also developed agreements with like-minded organizations that provide volunteers interested in preserving and improving an important recreational infrastructure. PEI's Island Trails facilitates a Trail Officer program. The Ministry of Tourism appoints Trail Officers and authorizes them to write tickets under the province's Trails Act. However, their main function is to undertake public relations and education in order to achieve voluntary public compliance with trail rules and etiquette. In addition, Island Trails recruits Trail Watch Volunteers who walk or cycle a designated trail section and report back weekly on issues related to flora and fauna, illegal activities, and natural and willful damage along the trails.

Other examples exist in New Brunswick, Quebec and Alberta. This kind of volunteer-driven model could benefit Stave West, where enforcement and safety are paramount, but only limited on-site management and enforcement by paid staff is possible.

### ***Aboriginal Guardian Programs***

With the positive working relationship developed with the participating local First Nations, there is an opportunity to develop an Aboriginal-focused program as well. The planning team has taken inspiration from the Haida Watchment effort supporting the protection of Gwaii Haanas park.

The Haida Watchmen's website states: "The Haida people recognize that natural and cultural elements cannot be separated. They recognize that the protection of the Gwaii Haanas is essential to sustaining Haida culture, and so initiated the Watchmen Program to protect culturally significant sites in the South Moresby region, now known as Gwaii Haanas, 'Island of wonder'". This model can be adapted to Stave West, and local First Nation "guardians" can be present to welcome guests, do trail maintenance, provide cultural teachings, and monitor activities in the area.

## Recommendations - Public Safety and Responsible Use

	Recommendation	Est. Capital Budget	Est. Operating Budget	Lead	Key Stakeholders
Short-Term Priority Actions (1-3 years)					
2.1	Establish temporary staffed gateway.	\$20,000 - \$40,000	\$40,000 - \$50,000	Implementation Team	District of Mission, BC Hydro,
2.2	Create and implement an access-management strategy.			Implementation Team	District of Mission, Local First Nations, Province of BC, BC Hydro, Users and User Groups
2.3	Increased enforcement by RCMP focused on peak periods.		\$50,000 - \$100,000	Implementation Team, District of Mission	RCMP, MLFNRO, MOTI, Local First Nations
2.4	Coordinate increased patrols through Provincial Fire Wardens for Stave West.		\$10,000	Implementation Team	District of Mission, MLFNRO
2.5	Engage the Province to pursue widened buffer for roadways and trails relating to firearms use within Stave West.			District of Mission	User groups, MFLNRO, RCMP
2.6	Engage Province in supporting enforcement within Stave West.			Implementation Team	Province of BC, District of Mission, Local First Nations
2.7	Establish a volunteer forest watch program.		\$10,000	Implementation Team – Board of Management	District of Mission, Local First Nations, Province of BC, Users and User Groups

2.8	Develop an Emergency Response Plan.		\$2000	Board Management of	District of Mission, Local First Nations, Province of BC
Medium-Term Priority Actions (3-7 years)					
2.9	Design and build permanent gateway structure and welcome centre.	\$300,000 - \$500,000	\$95,000	Board Management of	District of Mission, Local First Nations, Province of BC
2.10	Formalize revenue stream for the purpose of public-use education, gateway operations, and ongoing safety and security.			Board Management of	District of Mission, Local First Nations, Province of BC
Ongoing Policy/Protocol					
2.11	Ongoing monitoring and management of safety and security and welcome centre operations.			Board Management of	District of Mission, Local First Nations, Province of BC



## 5. Environmental Stewardship & Cultural Protection



## Environment & Culture

As this Master Plan demonstrates, Stave West has significant cultural, heritage, and environmental resources and features. It has sustained a strong, diverse ecosystem and its rich and valuable resources, including timber and water for hydro-electricity, have enhanced local and regional economic growth and development. Standing in contrast to the ever-increasing urban growth and sprawl of Metro Vancouver, Stave West is a close and accessible opportunity to experience the beautiful and sacred West Coast forest as a retreat from city living and the urban pace. It is an area to treasure and respect in the region. This brings a responsibility to ensure the care of not only the working forest but the recreation-zoned ecosystems—for current and future generations.

### *Environmental Assets and Challenges*

A number of lakes, rivers, and creeks drain into the Stave Lake Reservoir from the forested slopes of the area. The vegetation generally consists of healthy second-growth forest in various stages of regeneration, with some particularly attractive old-growth stands. The sub-alpine ecosystem of the upper elevations of the Mt. Crickmer area is an appealing destination for hikers and winter users.

Osprey, Canada goose, mallard, green-winged teal, common loon, and other waterfowl are among the avian wildlife thriving in the Stave watershed. Cutthroat trout, kokanee, northern pike minnow, dollyvarden, rainbow trout, and peamouth chub are some of the fish species found in the Stave Reservoir. Other species include, but are not limited to, black-tailed deer, beaver, cougar, bobcat, river otter, coyote, common garter snake, and Pacific treefrog.

Unfortunately, some of the land and creeks at Stave West are currently prone to misuse, which has resulted in environmental degradation. Dumping of garbage and vehicle activity in sensitive creek beds, riparian areas, and other sites have all contributed to this degradation. Previous reports, including the 2009 TFL#26 Recreational Opportunities Feasibility Analysis, note that there are numerous environmental benefits to monitoring access to the area, enhancing recreational opportunities, and engaging in environmental rehabilitation projects.

*The forest operations and recreation/education users of this land have an obligation to protect the environment and ensure its sustainability for generations to come.*

In future, all recommendations within this Master Plan will be undertaken with environmental stewardship principles in mind. The careful siting of amenities, the introduction of interpretive signage, and educational programming related to the environment will all be considerations as the Plan is implemented. In collaboration with area stakeholders, we will be enhancing environmental safety by monitoring access to the area and reducing illegal and damaging recreational use. In addition, the proposed Education and Training Centre as described in Section 7 will provide learning and research opportunities that can support the long-term sustainability of Stave West.

### *Water Use Plan*

The location of Stave West means that the ongoing working relationship with BC Hydro will continue to be critical in terms of long-term stewardship practices.

BC Hydro has undertaken a number of studies over the years, including the 2003 Stave River Water Use Plan, which was developed through a consultative planning process that included government agencies, First Nations, local citizens, and other interest groups. The review of this plan has been set as a priority over the next 15 years.

This review will provide up-to-date information regarding operational and water flow constraints as well as recreation and habitat enhancements. It will also include multi-year environmental monitoring studies of

the area. The Stave West Board of Management should seek involvement in this review, as well as in other relevant studies undertaken by BC Hydro and other stakeholders.

### ***Seasonal Fire and Flooding***

Two key aspects of environmental stewardship are the reduction of forest fire risks and mitigation of flood damage to roads and infrastructure. The Public Safety and Responsible Use section of this Plan addresses these issues. That section outlines fire risk management and proposes road and infrastructure upgrades that will address the unstable area that has washed out frequently in the past.

### **Archaeological Sites Including the Flats**

The Stave West area has a rich and diverse archeological history, from 12,000 years ago up to the early twentieth century, when the reservoir was flooded for hydro-electric use. One formerly inhabited area is now widely known as the mud flats. The “mud flats” is the large open area along the western shore of Stave Lake, south of Rocky Point and north of Kearsley Creek. Because it is located below the high-water mark, it is only accessible during draw-down periods in the Stave Lake Reservoir. Most current users are unaware that this is an active archaeological site with evidence of significant historic activity.

The Ministry of the Environment has yet to undertake a comprehensive environmental assessment to determine the level of environmental sensitivity and value. However, it is clear that this area has a long history of use by visitors and locals.

### **Current Issues**

Off-road vehicle groups and individuals have camped and mud-bogged in Stave West for many years, but unfortunately the area has developed a reputation for unregulated motorized use and unauthorized camping and day use (see related recommendations in Public Safety and Responsible Use section).

Recent use and access to the mud flats has resulted in environmental damage to riparian habitat, the destruction of First Nations archaeological sites and artifacts, and illegal garbage dumping and vehicular oil and fuel spills. BC Hydro has completed some assessments in this area as part of the Stave Lake Reservoir Watershed Management Plan. A proliferation of unsafe and illegal activity has also taken root in the area.

### ***A Phased Approach***

Discussion concerning the mudflats has often been heated. During the Master Plan development process, it was agreed that we require a phased approach to address and manage existing conflicts and issues, with compromise and education as key components.

To support this the Planning Team has proposed an motorized vehicles working committee that will:

- Identify ways to curtail environmental degradation of the most sensitive sites and educate users on the archaeological and cultural significance of this area
- Develop opportunities for the different types of motorized vehicle groups and ensure input into the long-term management of these activities
- Explore new opportunities for enhanced and new off-road vehicle trail networks in designated zones – and potential new amenities to serve riders
- Identify opportunities to generate economic benefits through motorized vehicle events.

The Board of Management’s ongoing work towards meeting these cultural protection and environmental stewardship goals will require compatibility with the sustainable forest goals and practices of the District of Mission’s Forestry Department.

## Recommendations – Environmental Stewardship & Cultural Protection

	Recommendation	Est. Capital Budget	Est. Operating Budget	Lead	Key Stakeholders
Short-Term Priority Actions (1-3 years)					
3.1	Establish work-group to address access and use of environmentally and archeologically sensitive areas.			Implementation Team	District of Mission, Local First Nations, Province of BC, User Groups
3.2	Develop environmental stewardship and cultural protection strategy.		\$30,000	Implementation Team	District of Mission, Local First Nations, Province of BC, User Groups
3.3	Implement waste management and recreation & tourism infrastructure maintenance program.		\$10,000 - \$20,000	District of Mission / Implementation Team	District of Mission, Local First Nations, Province of BC
Medium-Term Priority Actions (3-7 years)					
3.4	Implement recommendations from the environmental stewardship and cultural protection strategy developed through implementation team.			Board of Management	District of Mission, Local First Nations, Province of BC
Long-Term Priority Actions (7-10 years)					
3.5	Review impact of managed use on sensitive areas.			Board of Management	District of Mission, Local First Nations, Province of BC
Ongoing Policy/Protocol					
3.6	Ongoing monitoring and management of sensitive areas and use.			Board of Management	District of Mission, Local First Nations, Province of BC



## 6. Recreation & Development



## Recent History

For decades, Stave West has been a favourite playground for thousands of recreational enthusiasts. Because this activity takes place within a Tree Farm License, all recreation in Stave West takes place within the context of a working forest.

As described in this Master Plan's introduction, existing recreation users are wide-ranging, including formalized user groups as well as families and individuals. While some of these misuse the site, many visitors treat the area more respectfully, getting involved in regular trail maintenance and site clean-up initiatives. Motorized users, such as ATVers and off-road vehicle riders, and non-motorized users, such as hikers and mountain bikers, all share the use of this beautiful space. Stave West is also a popular area for various kinds of boating, camping, and general nature appreciation.

This section introduces the land-use zoning considerations and the range of new recreational activities/amenities that this Master Plan supports.

## Inventory and Analysis

The Master Plan's recreation inventory and assessment component is key to the successful integration of recreational use within Stave West. This was undertaken through:

- Desktop study and analysis, including background reports and GIS-based spatial analysis
- Ongoing consultation with District of Mission Forestry staff, and site visits
- Three open house mapping activities (June 2014)
- Information on current Stave West recreational users via a user group questionnaire (2012) and public questionnaire (2014)
- Three Recreation Mapping Sessions held by the Resource Management Work Group between May and August 2014
  - Session 1: hosted by Kwantlen First Nation, focused on cultural heritage sites and environmentally sensitive areas throughout the project area
  - Session 2: reviewed recreation mapping results from the open house sessions and considered successful precedents that might influence the project
  - Session 3: reviewed constraints on development maps, archaeologically-sensitive areas, and recreation zoning boundaries

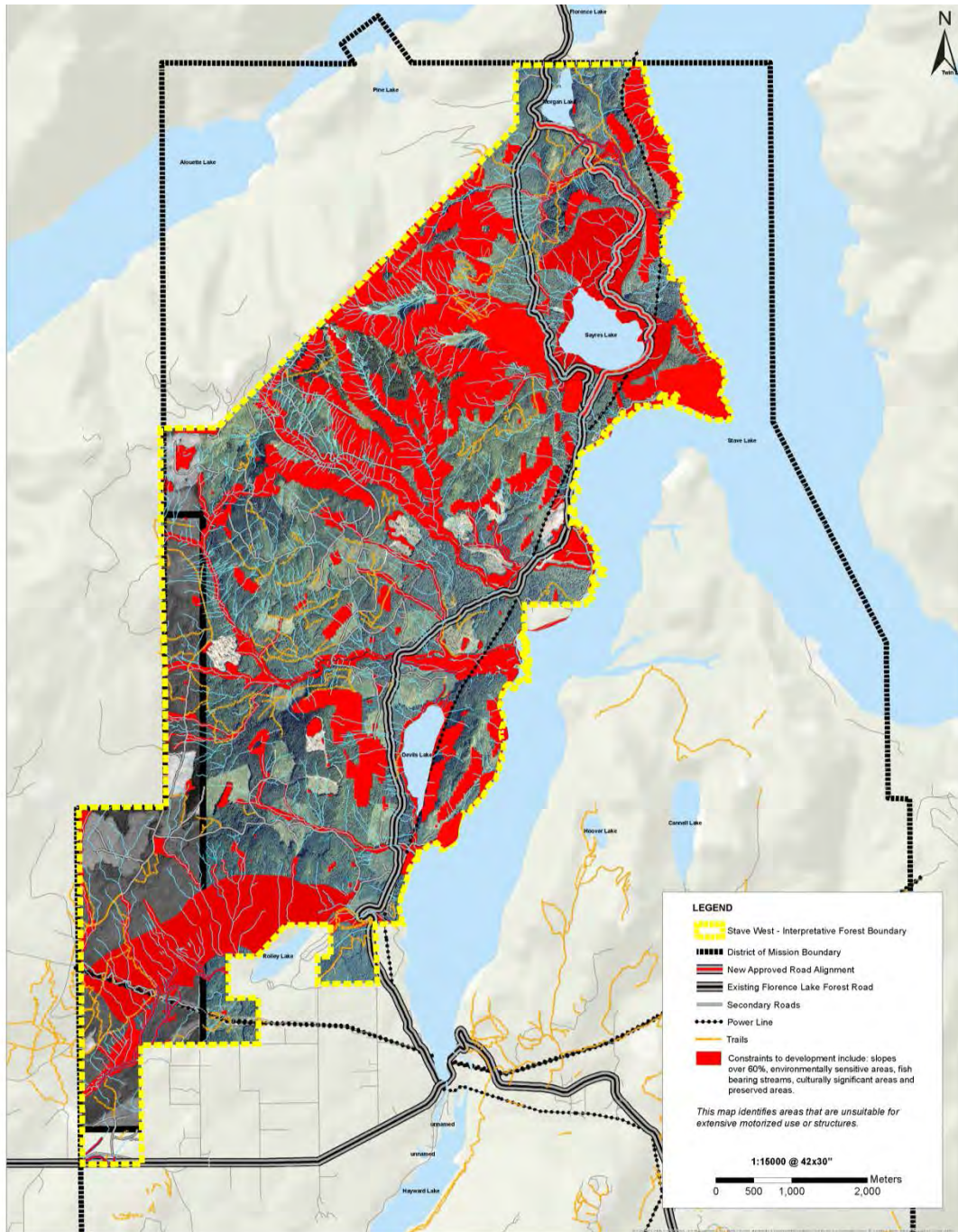
This process identified existing recreational features, potential areas for recreation and tourism development, zoned areas for single- or multi-use recreation, and areas that might be classified as restricted development (resource operational areas, environmentally sensitive areas, and culturally significant areas). While this particular section of the Master Plan outlines important considerations and possible directions based upon the information gathered, please note that the proposed recreation zones are presented at a high-level, and more detailed planning will follow prior to any significant amenity developments on the site.

Details on the analysis undertaken, including maps, can be found in Appendix G.



## Constraints on Development

A summary map was developed to highlight constraints on development at Stave West. This map includes areas with over 60% slope, environmentally sensitive areas, fish-bearing streams, culturally significant areas, and preserved areas. This map identifies areas that are unsuitable for extensive motorized use or structures.



## Proposed Recreation & Tourism Zones

The above inventory and analysis process informed the development of the proposed recreation zones outlined in this Plan. The proposed recreation zones map provides an overarching direction and high-level classification for future recreation at Stave West. These zones, and their related activities, will require refinement prior to formalization, construction, and official designation.

**Visual Objectives** Although visual resource management should be considered when finding a balance between scenic landscapes and forestry activity, Stave West is an interpretive forest and forestry activity will not be completely hidden from visitors to the site. While the working forest theme of Stave West is important, forestry cut-block locations should continue to consider aesthetic views in accordance with the visual landscape inventory and objectives and any new recreational amenities developed. A few non-motorized Stave West sites (e.g. Morgan Lake) will be managed in a way that creates a more protected environment, with noise controls and protected forested buffers as management priorities.

Finally, the zoning provides dedicated use areas to reduce conflict between users and incompatible uses with the aim of enhanced public safety and an overall improved user experience within Stave West.

## Trail Networks

Trails provide opportunities for many different recreational experiences and can accommodate a range of mobility levels. They enable users to connect to the land by increasing their understanding and appreciation of the landscape while also being physically active. Trails have proven to be an economic stimulus for many communities, attracting thousands of nature-lovers and, in the process, bringing additional visitors to and through the neighbouring urban areas (in this case, the District of Mission). We can capitalize on the potential economic benefits of Stave West's trail networks by promoting public education about responsible recreation activity and environmental stewardship, as well as generating revenue through responsible trail management.

At present, trail users primarily use Stave West's forest service roads and the few limited improved trails, as well as "informal" trails such as creek beds. Use of informal trails, many of which are poorly constructed or ill-placed, can result in significant environmental impacts due to erosion, compaction, and trampling of the understory. Building better-designed and sited trails with a light footprint to ensure minimal disturbance to the natural environment resolves these problems while allowing ongoing public use. Additionally, an organized and well-managed trail system with a mix of multi- and single-use trails will mitigate conflicts over trails while also reducing environmentally damaging and illegal activities.

**Stave West Will Provide Health Benefits:** A healthy, active lifestyle is associated with a longer, disease free life, decreased stress levels and chance of depression.

Natural forest recreation areas and trails bring people into contact with nature – which is associated with a range of physical and mental health benefits.

Chronic diseases related to inactivity in adults costs the Canadian health care system \$5.1 billion dollars a year (Katzmarzyk, 2004).

If planned and built correctly, a trail will:

- Keep trail users on a designated path;
- Introduce visitors to the forest and the ecosystem, encouraging a sense of stewardship and community, while highlighting key landscape features and views;
- Increase awareness of natural environment and forestry issues through user experience and interpretive programming, and
- Provide for the most effective and efficient use of resources in the maintenance and management of infrastructure and natural resources, while optimizing cost/benefits.

Trails at Stave West can offer a range of experiences, from short visits (casual recreation or high-intensity workouts), to full-day trips and overnight exploration on “destination trails”. There is also an opportunity to formalize the connection and “Stave node” identified through the Experience the Fraser (ETF) Project. In addition to recreation activities, the trails can also provide opportunities for increased community stewardship through trail planning, construction, and maintenance (much of this already occurs at Stave West). There are educational programs to be made available for youth, school groups, and adults.

The proposed recreation and tourism zones have been broken down into five different trail-user based zone types:

- Non-motorized Shared Use Potential
- Hiking Potential (includes walking, dog walking, hiking, running, snowshoeing, cross-country skiing)
- Equestrian Potential
- Mountain Biking Potential
- Motorized Use Potential (4WD, ATV, Dirt Biking, Snowmobiling)

The figures that follow include descriptions of each of these zone types and the envisioned overlap of user groups. Since at this stage we are working with high-level classifications, obvious further detailed work is required before the formal designation, construction, or significant signage. This work will include ongoing consultation with user groups through a trails master plan, with particular attention to the need to distinguish further between motorized user groups in the motorized user “zone”.

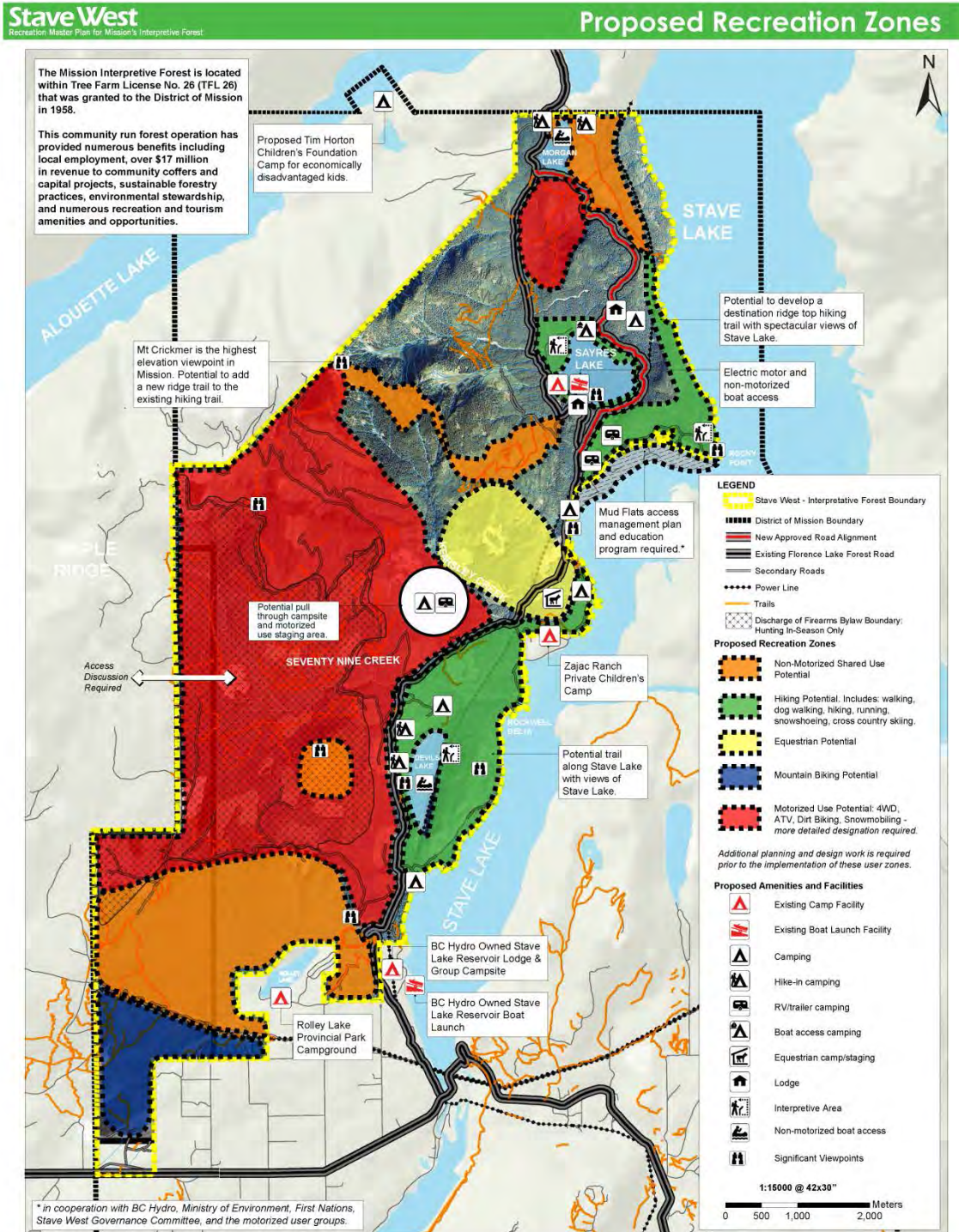
The environmental impacts of trails within the zones will require further scrutiny. Because this area is a working forest, it is important that users remain aware that trails may not always be available for use.

### ***Linking to Existing Networks***

Stave West can increase visitor use by linking its existing and proposed trail networks with adjacent areas. This should be a key element of the Stave West trails master plan. This plan should identify potential connections to trails that are part of the District of Mission to the east (Red and Bear Mountain trail system), the BCIT woodlot to the west, the Rolley Lake Provincial Park trails to the southwest, and the BC Hydro recreation site of Hayward Lake and the ETF trails network to the south.







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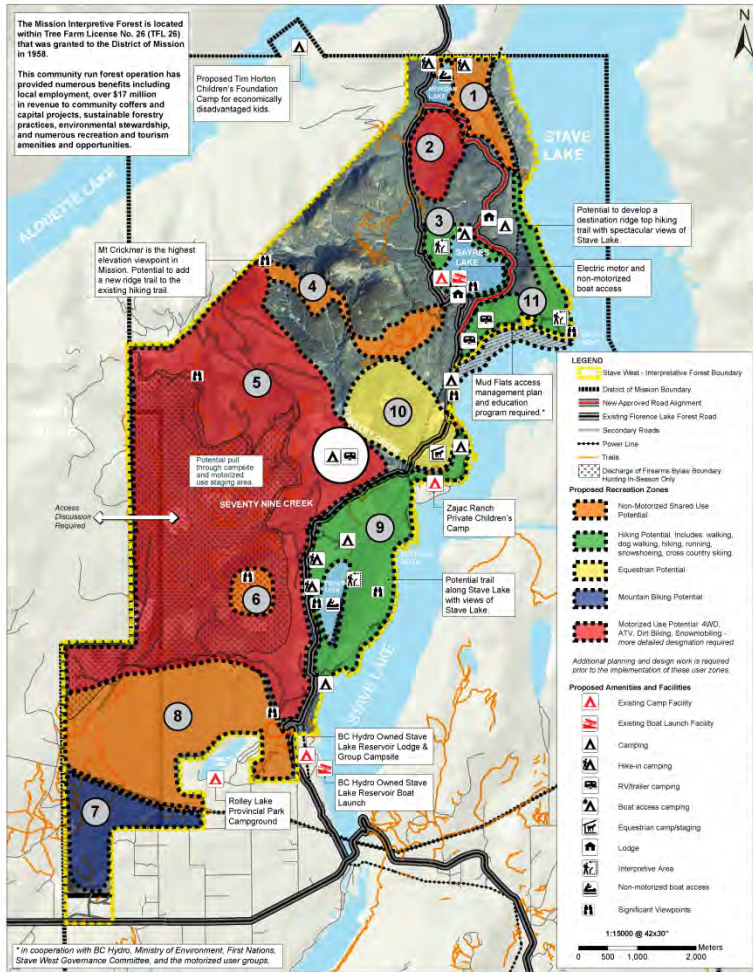
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# Slave West Recreation Master Plan for Mission's Interpretive Forest

## Description of Proposed Recreation Zones



INTENDED USERS	EXISTING USER IDENTIFIED AREAS	EXISTING USES IDENTIFIED IN THESE ZONES	RESTRICTIONS WITHIN ZONE	KEY PHYSICAL FEATURES
<ul style="list-style-type: none"> <li>District of Mission, TFL 26 Staff, contractors, BCTS program, Ministry of Forests, Lands and Natural Resource Operations</li> </ul>	<ul style="list-style-type: none"> <li>Entire MIF/TFL boundary</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable forest management including harvesting, reforestation, logging road construction. Management activities as specified under the current TFL 26 Forest Stewardship Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Restrictions as specified under the Forest and Range Practices Act, Established Old Growth Management Areas, riparian zones, cultural heritage sites, visual landscape alterations.</li> </ul>	<ul style="list-style-type: none"> <li>Working forest.</li> </ul>
<ul style="list-style-type: none"> <li>Motorized Use Potential: 4WD, ATV, dirt bikers, snowmobilers.</li> <li>Further designation and sharing of trails within motorized user groups required in future planning.</li> <li>Non-motorized users are permitted on some or all trails in this zone, but trails are designed for motorized use.</li> </ul>	<ul style="list-style-type: none"> <li>The majority of existing motorized users identified zone 5.</li> <li>They also identified the mud flats area (under review) and a trail west of Sayres Lake and the FLSR which is not included as it is prone to landslides.</li> </ul>	<ul style="list-style-type: none"> <li>Zone 2: existing trails. Limited report of use at open houses.</li> <li>Zone 5: high volume of use by motorized users, as well as some hikers and mountain biking in the north portion of the zone. Hunting is also permitted in part of this zone.</li> </ul>	<ul style="list-style-type: none"> <li>Contains some sensitive areas and steep slopes. New trails should not be constructed through those features, and existing trails/secondary roads should be maintained in consideration of sustainable trail standards in order to ensure minimal damage.</li> <li>Motorized users are not permitted in creeks and other waterbodies and should cross only at appropriately constructed crossing locations.</li> </ul>	<ul style="list-style-type: none"> <li>Highest concentration of existing forest service roads and trails.</li> <li>Variety of terrain and access to several key view points.</li> </ul>
<ul style="list-style-type: none"> <li>Non-Motorized Shared Use Potential.</li> <li>Open to all non-motorized users. Right of way given to hikers. Unnecessary technical trail features are not to be included.</li> </ul>	<ul style="list-style-type: none"> <li>see below under hiking, mountain bike and equestrian potential.</li> </ul>	<ul style="list-style-type: none"> <li>No significant use reported in zones 1, 4 or 6.</li> <li>Existing dog walking identified in the eastern portion of zone 8.</li> </ul>		<ul style="list-style-type: none"> <li>Significant view points.</li> <li>High density of creeks and sensitive areas - only appropriate for "light footprint" recreation use.</li> </ul>
<ul style="list-style-type: none"> <li>Hiking Potential. Includes: Walking, Dog Walking, Hiking, Running, Snowshoeing, Cross Country Skiing.</li> <li>Use by other users is not permitted.</li> <li>Many of these areas have significant constraints to development.</li> </ul>	<ul style="list-style-type: none"> <li>Hikers etc identified areas throughout Slave West as areas of current or desired use. Many overlap with this category, or non-motorized shared use trails, with some other use through zone 5.</li> </ul>	<ul style="list-style-type: none"> <li>Existing hiking identified in Zones 3 and 9.</li> <li>No significant use reported in zone 11.</li> <li>Other user groups did not report using these areas.</li> </ul>		<ul style="list-style-type: none"> <li>Significant views over Slave Lake.</li> <li>Views over Sayres Lake.</li> <li>Sensitive areas, only appropriate for "light footprint" recreation use.</li> </ul>
<ul style="list-style-type: none"> <li>Mountain Biking Potential.</li> <li>Trail design is primarily mountain biking use. Other users, such as hikers and trail runners, may use the trails where compatible, however, they should expect and give way to mountain bikers.</li> </ul>	<ul style="list-style-type: none"> <li>The majority of mountain bikers have identified Zone 7. Some have identified desired use in zones 5 and 8.</li> </ul>	<ul style="list-style-type: none"> <li>Zone 7 is identified as a current mountain biking area.</li> <li>This area had the lowest reported use by all user groups in the 2012 user questionnaire.</li> </ul>	<ul style="list-style-type: none"> <li>Trails should continue to be built and maintained based off sustainable trail construction standards.</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate terrain for mountain biking.</li> </ul>
<ul style="list-style-type: none"> <li>Equestrian Potential.</li> <li>This zone presents an opportunity for a designated equestrian area including a staging area.</li> <li>Hiking/running etc. is permitted.</li> </ul>	<ul style="list-style-type: none"> <li>Limited information is available on equestrian use in Slave West.</li> </ul>	<ul style="list-style-type: none"> <li>No users at the open house events identified existing using Zone 10.</li> <li>In the 2012 user questionnaire, equestrians identified most of their activity in zone 10 and areas north-west of zone 10.</li> </ul>		

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## **Proposed Recreation Facilities and Amenities**

Below are general descriptions of the facilities and amenities shown on the proposed recreation zoning map. Possible commercial amenities will be explored more fully in Section 8: Investment, Commercial, and Job Opportunities.

### ***Camping and Day Use Facilities***

With Rolley Lake, Golden Ears, and BC Hydro campsites in the area operating at or near capacity, there is great potential for similar facilities in Stave West to attract visitors. Information gathered by the Mission Chamber of Commerce in 2008 supports this statement: at that time, 80% of visitors arriving at the Mission Visitor Centre seeking camping opportunities were forced to find accommodation elsewhere because Mission camping areas were full. They were, and still are, typically directed to the Chilliwack area and Harrison Hot Springs. The Master Plan process identified the following sites as having high potential for camping development, although these are by no means the only options:

#### ***Rockwell Delta***

This area, located south of Devil's Lake, is a good candidate for the development of camping and day use facilities along the shores of Stave Lake. There is currently an access road, but road improvements would be required to access the south end. There is also potential for campground development and day use facilities at the north end, but access would require road improvements and a bridge replacement.

#### ***Devil's Lake***

Devil's Lake currently has a day use area on the west side that is accessed by a hiking trail that branches off of the Florence Lake Forest Service Road (FLFSR). This day use area could be expanded to include hike-in camping along the west side of Devil's Lake. There is the potential to build a loop interpretation trail around Devil's Lake (with a link to an adjacent hill summit with spectacular views) and to develop a road-accessible campground and day use facilities at the north end of the lake. To accomplish this, a short access road off an existing logging spur road located at the north end would be required.

#### ***Kearsley Creek and Kearsley Delta***

A campground could potentially be developed along the south side of Kearsley Creek and on the Kearsley Delta. The construction of a short access road off of the FLFSR would be required to access the first campground and day use facilities, and further road construction and a bridge would be required to access the Kearsley Delta area.

#### ***Sayres Lake***

There is excellent potential for expanding the existing campground, developing new campground sites from the proposed access road on the east side of the lake, and establishing non-motorized boat-access camping along the north shore. There is also potential for establishing a lodge on the north east side of the lake with road access from the proposed new road. Sayres Lake could also be an ideal site for developing several interesting trails, including a loop trail around the lake, a new trail to Mr Crickmer, and an interpretive hiking trail accessing historical logging camps.

#### ***Morgan Lake***

Since there is no direct road access to Morgan Lake, there is excellent potential for developing non-motorized boat-access or hike-in camping or eco-lodge along the shore of the lake, a loop

trail around the lake, a viewpoint trail to the ridge overlooking Stave Lake, and an interpretive hiking trail accessing historical logging camps.

### ***Rocky Point***

Due to the location along Stave Lake and the easy existing road access, this area has the potential for serviced RV/trailer camping, tent camping, a boat launch, and an access trail along Sayres Creek that would join Stave Lake to Sayres Lake.

## ***Motorized Vehicle Facilities***

### ***Potential Pull-Through Campsite and Motorized Use Staging and Training Area***

This site is located south of Kearsley Creek and west of the FLFSR on an old rehabilitated landfill site that was used by the former Stave Lake Correction Camp. The Four Wheel Drive Association of BC (4WDABC) and the All-Terrain Vehicle Association (ATV) have proposed this recreation project and have applied for various outdoor recreation grants. Although they were not successful in receiving funding under the National Trail Funding program in 2014/15, they have secured funding commitments from Sites and Trails BC (\$7,000), Rugged Ridge Trails (\$4,000), and 4WDABC (\$5,000). Furthermore, the District of Mission Forestry Department has offered in-kind equipment contributions (\$20,000 for forestry road and clearing work). The Forestry Department has proposed some logging road and timber development in this area and would work with the 4WDABC and ATV in the planning, assessments, and potential development of the recreation facilities.

### ***Specialized Non-Motorized Use Areas***

As highlighted in the preceding maps, Stave West will have a number of areas designated for non-motorized use. In addition to those identified for “hiking potential” (including a number of non-motorized activities), this Plan recommends several more specialized, non-motorized facilities and areas for further consideration:

#### ***Equestrian camp/staging***

Although no specific sites have been identified, there is potential to develop equestrian camping and staging areas in an area north of Kearsley Creek and potentially Rockwell Delta.

#### ***Freshwater scuba diving and training***

The Langley Scuba Diving Shop and Club has identified Sayres Lake as a potential freshwater location for scuba diving and training.

#### ***Fly fishing destinations***

Fly Fish BC is interested in identifying and developing destination lakes in the Stave West area for fly fishing tourism. The easy access, non-motorized boat restrictions, and the productive fish habitat will support fly fishing tourism opportunities.

#### ***Mountain biking facilities***

The local mountain biking community sees significant potential for a 20 - 40 kilometre cross country trail with varied terrain and an average grade of 9% or less. Safe parking is essential to the success of a mountain bike recreation area. Change rooms and outhouses are desirable as use develops. (see more information about mountain bike potential in Section 8)



### ***Hiking Grind***

A two-hour round-trip hiking trail that ends at a lookout, at a 30% grade. Close proximity to the main road would increase its success. One potential location for this trail is west of Devil's Lake with the trailhead and access from the FLFSR and the trail ending at a viewpoint in the Rockwell Road area.

### ***A 20 – 40 kilometre multi-day backpacking loop trail***

This kind of recreation trail would, ideally, include views over the lakes, and potential hut-to-hut accommodation. Opportunities exist in the northernmost regions of Stave West.

### ***Boating***

With a number of attractive lakes, boating has great potential at Stave West. A number of boat access camping locations are identified in the proposed recreation zones. In addition, boat launches (designated as either motorized or non-motorized use) should be developed in consultation with the Board of Management and affected stakeholders such as BC Hydro.

### ***Forest-based aerial park features***

There are several possibilities for well-positioned and commercially viable aerial parks, including ziplines, ropes courses, etc. These should be undertaken with adventure tourism companies that have proven success in these ventures. They are popular with leadership retreat and camp clients.

Detailed planning and design, including environmental and archaeological assessments, will be required as each of these recreation facilities and amenities are developed.

Appendix H highlights some order of magnitude cost estimates for similar facilities.

## **Signage**

Signage and information design play a key role in educating visitors about the amenity use in Stave West, treatment of the environment, acceptable behavior, and the available education and information about the area. Effective communication via signage and design will reduce the chance of conflict.

While the Marketing, Branding, and Communications section of this Plan outlines design elements such as tone and style, the practical, more immediate components of a signage strategy are provided below.

### ***Interpretive and Educational Signage***

Stave West interpretive and educational signage should provide information regarding the area's natural and cultural history, including material about local First Nations and the working forest. In an effort to reduce "signage pollution", or over-signing, we suggest the integration of education signage with way-finding signage at trailheads or sensitively incorporated at key view-points, day use, and camping facilities.

The five theme-concepts below can guide the interpretive signage program. Positive collaboration on these ideas with Stave West partners will ensure that the many stories supporting these themes can be "brought to life" through effective exhibits and signage:

- ***Our Aboriginal Heritage***
- ***The Forest as Provider***

- **Fresh Air/Water Playground**
- **Keepers of the Land (stewardship)**
- **Energy for Tomorrow (hydro power)**

### **Trail Signage**

Proper signage, in tandem with the provision of a variety of trail experiences and difficulty levels, will result in users being more likely to choose the most appropriate trail for their activity and skill level, thus lowering the risk of injury and enhancing user enjoyment. Trail signage can also be a positive community and tourism amenity. Highlighting trail options will assist in marketing and will make Stave West more welcoming to new visitors.

Signage is a crucial aspect of all trail systems because it provides a base level of information that reassures new users, explicitly lists rules and etiquette, underpins risk management, add to the enjoyment of the walk or ride, and enhances the understanding of the natural environment and ecology. A comprehensive, coordinated signage program is required in order to ensure consistent messaging, aesthetic fit, legibility, maintenance, and affordability. It can also help to foster public pride in the cleanliness, maintenance and safety of the trails by using approachable language without being overly regulatory in nature.

*“Signage and information design play a key role in educating visitors about the amenity use in Stave West, treatment of the environment, acceptable behavior, and the available education and information about the area.”*

### **Trailhead Signage**

Trailhead signs are to be integrated at all major access points to managed trails in order to orient users, communicate and teach trail etiquette, and provide cautionary information about safety concerns and hazards. This will ensure that trail users understand and assume risks associated with their activities along the trails. The signs should warn of major dangers (e.g. active forest use, steep drop offs etc.), indicate maintenance and forestry activity, and specify that users are responsible for their own safety and use the trails at their own risk.

At a minimum, all such signage:

- Must use simple, direct and clear language
- Should reflect appropriate language(s)
- Should consist of wording, symbols or a combination and
- Should be the only sign on a post, where possible

In order to optimize visibility, text for all trailhead and wayfinding signage should have high visual contrast with the background and include solid characters and easy-to-read fonts.

### **Wayfinding Signage**

Wayfinding signs should be used along trails in conjunction with trailhead maps to orient trail users and assist in route planning. Due to the relatively close proximity to the comprehensive maps that will be included at each trailhead, and the aesthetic appeal of limited infrastructure in natural areas, wayfinding signage along trails should be limited. At trail intersections, the only signs should be those identifying the trail's level of difficulty, direction to the closest “exit”, numbered markers to assist with map reading (i.e. 'You Are Here'), and directions for emergency services.

### **Classification Signage**

A formalized trail-difficulty classification system, which should be part of “next steps ” should employ simple, easily recognizable symbols as shown below.



**Figure 8: Whistler Trail Difficulty Standards**

### **Regulatory and Safety Signage**

Regulatory and safety signage should be posted throughout Stave West and maintained or replaced as needed.

### **Facilities and Amenities Signage**

Stave West facilities and amenities should be signed consistently and marked on overarching site maps. These maps should be provided online and at informational kiosks at Stave West’s key trailheads, amenities, and staging areas.





## **Gateway**

Part of the vision for Stave West includes a prominent “gateway” into the area, which was described in greater detail in earlier sections. This gateway should include signage consistent with the overarching signage program, welcoming users to Stave West, and providing key information.



## Core Infrastructure

The FLFSR is the main access road into Stave West and was a focal point for road improvements in 2010 – 2012. It continues to be a priority as we work toward creating family-friendly recreation opportunities at Stave West. The Ministry of FLNRO, the Ministry of Transportation and Infrastructure, the District of Mission, and the federal government have all contributed funds for planning, road improvements, utility improvement cost estimates, and telecommunications upgrades on the FLFSR. For the benefit of the Zajac Ranch Children's Camp, which is along the FLFSR, Telus installed a fibre-optics cable for phone and high speed internet.



Figure 9: Access road has been upgraded part way

## Road Improvements

In 2011-2012, construction of the first 8.5 kilometres of the FLFSR was completed. These improvements transformed the road to the Zajac Children's Camp into a two-lane, two-wheel drive all-season gravel road.

Approximately 11.5 kilometres of the FLFSR still require road construction: 6 kilometres of new construction and 5.5 kilometres of improvements to the existing road. These improvements would ensure that access to the proposed Tim Horton Children's Foundation Camp meets the standard of the newly-improved road to the Zajac Children's Camp. Road designs and cost estimates from 2011 estimated the need for approximately \$5 million in funds to complete these 11.5 kilometres of construction. Since 2011, however, BC's natural resources sector has improved and, as a result, road construction costs have risen. To reflect current road work costs, an adjustment of 30% has been added, bringing the projected costs for completion to \$6.5 million.



### **Road Maintenance**

The FLFSR maintenance is regulated by the Forest Practices Act and the Forest Practice and Planning Regulation (FPPR). Maintenance activity on a forest service road would include brushing, ditching, culvert repair, culvert cleanout, subgrade repair, road inspections, grading, snow plowing and signage repairs. Section 79(3) of the FPPR mandates that the Ministry of FLNRO is responsible for the road maintenance unless there is a designated maintainer under section 79(4). In this case, the District of Mission Tree Farm Licensee is the designated maintainer. The designated maintainer is required under the FPPR section 79(6) (c) to maintain the forest service road to “ensure the road can be used safely by industrial users”. However, the regulation does not account for the case of the FLFSR, which is a road heavily used by the general public, the requirements for an average 2 wheel drive passenger vehicle access requirements for the recreational area or rural residences. Under the Engineering Program Funding Policy, the Ministry of FLNRO allows the District Manager to apply for funding to support road maintenance to access recreation areas or rural residences.

The FLFSR has had traffic counters in place for two years, with counts of 216,000 (near the start of the road) and 92,000 (past the Zajac Children’s Camp) annually. These traffic counts are the highest in the Chilliwack Natural Resources District. It is estimated that industrial traffic only accounts for approximately 10-15% of the traffic volume.

The adequate maintenance of the FLFSR once all the upgrades have been completed will require a commitment to an annual maintenance fund.

### **Power and Telecommunications**

In order to accommodate the built infrastructure directions outlined in this Master Plan, additional power and telecommunications infrastructure is required. The Master Plan’s general cost estimates for the construction of the distribution power line and the telecommunications fibre optics was achieved through cooperation with BC Hydro, Telus, and private sector transmission and distribution line construction companies. Detailed cost estimates will be developed when funds become available to complete the planning and designs for the utilities. For the moment, the general, high-level cost estimate for power and telecommunications to support the Stave West recreation development and the proposed Tim Horton Children’s Foundation Camp is \$3,525,000.

Further details in Appendix I.

## Recommendations – Recreation & Development

	Recommendation	Est. Capital Budget	Est. Operating Budget	Lead	Key Stakeholders
Short-Term Priority Actions (1-3 years)					
4.1	Develop a trails master plan integrated with Experience the Fraser and other regional initiatives.		\$30,000	Implementation Team	District of Mission, Local First Nations, Province of BC, User Groups
4.2	Pursue trail-specific funding and volunteer opportunities within the context of the trails master plan and planned use areas.			Implementation Team	District of Mission, Local First Nations, Province of BC, User Groups, Associations
4.3	Install informational and wayfinding signage for existing areas, trails, and services.			Implementation Team	District of Mission, Local First Nations, Province of BC, User Groups
4.4	Develop loop-trail around Sayres Lake.			Implementation Team	District of Mission, Local First Nations, Province of BC
4.5	Formalize trail to Mt. Crickmer			Implementation Team	District of Mission, Local First Nations, Province of BC
4.6	Complete market feasibility study for activity-based facilities as identified within this section			Implementation Team – Economic Development, DOM	District of Mission, Local First Nations, Province of BC
4.7	Secure matching federal funding to complete core infrastructure (road, power, telecommunications).	\$5 million		Implementation Team	District of Mission, Local First Nations, Province of BC, Government of Canada
4.8	Completion of core infrastructure build-out based on \$5 million provincial funding and \$5 million federal funding.	\$10 million		Implementation Team – Board of Management	District of Mission, Local First Nations, Province of BC
Medium-Term Priority Actions (3-7 years)					
4.9	Transition FLFSR responsibility & maintenance to Ministry of Transportation and Infrastructure.			Board of Management	District of Mission, Local First Nations, Province of BC
Long-Term Priority Actions (7-10 years)					

4.10	Permanent facilities to support activities complete.			Board of Management	District of Mission, Local First Nations, Province of BC
Ongoing Policy/Protocol					
4.11	Review and refresh master plans to support ongoing development.			Board of Management	District of Mission, Local First Nations, Province of BC

## 7. Education and Training





## Outdoor Learning Destination

Stave West is a highly appealing outdoor learning destination, and the master plan process has provided evidence that the interest of potential education program deliverers and contributors has been high.

The site is an ideal location to combine education on innovative forest education programs with learning opportunities related to nature-based education, First Nations traditional knowledge, outdoor recreation, and natural resource sector education.

Key findings:

- There is real potential to attract significant numbers of students and adult learners to the area—both in the short and long term—and this will immediately contribute to the key goal of shifting the Stave West user base to a more desirable type of visitor.
- There are existing facilities in the area that could be used effectively as outdoor learning bases, requiring a minimal capital investment to get started.
- There are other successful models for this type of forest/nature-based educational hub and delivery approach, such as the Cheakamus Centre and North Vancouver School District 44. Stave West can be a leader to develop this regionally, but can use existing models to make the risk manageable.



Education and Training Centre Workshop Participants at Zajac Ranch

## Education and Training Centre Without Walls

Through a collaboratively developed Education and Training Centre, Stave West can serve as a provincial demonstration project for innovative forest, nature and recreation-based education. This Centre would be jointly managed by potential partners including the District of Mission, Mission Public Schools, and the University of the Fraser Valley. It would offer a wide variety of programs addressing BC's need to ensure long-term awareness and understanding of our renewable natural resource base. New classroom and learning spaces would not be required in the short term because the existing facilities could be adapted to serve these new opportunities.

By using the area as an innovative “outdoor learning laboratory”, the proposed Centre can address an array of environmental education needs while providing a base for research and skills-training programs relating to the sustainability of BC's forests and outdoor recreation land base.



### ***The Consultation Process***

A thorough consultation process resulted in the primary recommendation to establish a jointly-developed Education and Training Centre in Stave West.

### ***Benefits***

The consultation process identified the feasibility of undertaking this project and some key benefits for students and the community:

*Interest is high for a new education and training centre that can use existing facilities in the area and the Stave West forests as an outdoor learning lab.*

- The programs of the proposed Education and Training Centre will help visitors understand and respect Aboriginal land-use perspectives, and local First Nations stories will be shared through high impact interpretation.
- The Centre represents a unique opportunity to integrate, rather than separate, forest education and outdoor education.
- This initiative has the opportunity to be a long-term education goal for Mission Public Schools, and can address the growing problem of “nature deficit disorder” with children. Through the proposed Centre, the Stave West area has the opportunity to become the District’s “school without walls”, with every student from K-12 benefiting from learning experiences in this natural environment.
- The Centre can provide natural-resource industry skills-training programs, aligned with the BC Jobs Plan and the Aboriginal youth labour market.
- Stave West offers limitless opportunities to explore the positive effect of nature and learning. Outdoor-based learning has the potential to create a new generation of children who are protectors and advocates of this key District of Mission asset. The initiative also dovetails with the Ministry of Education’s increased promotion of project-based learning.
- The Education & Training Centre will benefit the citizens of Mission by using the “Healthy Forests: Healthy Communities” approach to community forest education – a part of ensuring the long-term sustainability and support for TFL#26.
- The Stave West area represents an exciting range of university-level field excursion and research opportunities across multiple disciplines (biogeography etc.). It is also a chance for the University of the Fraser Valley (UFV) to develop and lead a research agenda in the area and to provide leadership and professional development opportunities for other Centre partners.
- There are a number of education advocates in the Mission area who are now eager to take the lead in a variety of Centre programming at both the K-12 level and post-secondary levels.
- There is widespread recognition that a collaborative approach, especially with current fiscal restraints, will make this site-based Centre a much more viable proposition.
- The positive collaboration developed during the Master Plan process paved the way for the willingness of potential delivery partners/contributors to work together to develop and manage this Centre.

*The proposed Education & Training Centre can address an array of environmental education needs, while providing research and training programs relating to the sustainability of BC’s forests and the outdoor recreation land base.*

### ***Unique Advantages***

The proposed Stave West Training and Education Centre (working title) has three unique advantages over other existing BC outdoor education based programs:

#### ***Strong Collaboration***

The creation of a Stave West Training and Education Centre will be the product of collaboration involving local First Nations, Mission School District #75, the University of the Fraser Valley, Zajac Ranch, BC Hydro, and the District of Mission (Forestry and Parks, Recreation and Culture). This will immediately create a wider range of potential programs, as well as greater financial and creative efficiencies.

#### ***Wide Scope of Programming***

The active working forest setting provides a great opportunity for innovative forest-based education to complement the other learning nature-based education opportunities available in the area. With sustainability the common thread, this will help generate a wide range of connected outdoor learning objectives, from pre-school through to university graduate-level research.

#### ***Available Facilities***

There are four existing facilities adjacent to the Stave West area that can be used and/or adapted as a base for outdoor programs, thus minimizing capital expenditures for classroom and instructional space.



### ***Key Considerations***

The key points below were identified during the Master Plan planning discussions. These should guide the strategic development process for the proposed Centre.

### ***Safety***

Many of the proposed activities can be implemented immediately with minimal safety concerns, using existing facilities as a base. However, the development of the full Stave West area for outdoor recreation and nature-based learning will require the implementation of the safety and security recommendations in this Master Plan.

### ***Timeline and Funding***

This proposed Centre is an ambitious plan that can have a positive impact on the next generation of local K-12 students, UFV students, and community members. The lead organizations should, while acknowledging existing fiscal realities, endeavor to explore potential staffing and resource allocations for the Centre over a minimum 5-year time period.

### ***Revenue Generation***

While there are direct costs associated with K-12 programming and UFV credit-based programming, there is an opportunity for the Centre to generate revenue and access grant funding for many potential programs to be offered. A number of the K-12 and university-level programs (especially those jointly developed and with First Nations content) may also attract development funding from other sources, such as relevant foundations or the Ministry of Education.

### ***Health and Wellness***

The long-term health and wellness benefits of nature-based education programs should be stressed in the strategic planning process, for all ages of children and the community as a whole.

### ***School District and University Support***

Experience throughout BC has shown that a core level of support for environmental programming is key to long-term success. The significant benefits of nature-based education need to be identified and included in the overall mission and or official education plan of the school district. Similarly, to gain traction at the university level, the many learning opportunities inherent to a unique site such as Stave West can best be realized when acknowledged and integrated into the institution's long-term education and research goals.

### ***Regional Support***

During the planning process, supporters of the Centre should liaise with the North Fraser Education Task Force to identify program development opportunities and connections.

### ***Forest Industry: Labour Market and Education Needs***

Forest careers education should be one key focus of the Education & Training Centre. The recent British Columbia Forest Sector Labour Market and Training Needs Analysis identifies the current challenges of the sector (LMI Insight, 2013).

The overriding challenge facing the forest industry is replacing an aging workforce. The need to replace retiring workers, and others who depart voluntarily, will be pressing over the next decade. This priority is even more challenging given the difficulty of attracting and recruiting youth to an industry that has been in decline for a number of years. Public perceptions of the industry are such that youth are not considering forestry for career opportunities. The work is perceived as seasonal and uncertain, and often in remote locations. The shift towards a "contract" workforce (versus an employed workforce) in forestry and logging over past several years has contributed to this perception.

This report also identified “priority occupations” as those career fields currently experiencing skills shortages or expected to experience them in the near future. Many are occupations practiced in the Mission TFL#26 and are noted in the table below. Skills shortages can have a number of causes: an aging workforce, a lack of training and education programming, or competition for new talent among similar industries.

### ***Ideally Positioned***

The proposed Education and Training Centre is ideally positioned to develop innovative training programs designed to address these skill shortage areas. The Centre should use interested delivery partners and the outstanding “learning laboratory” of the TFL working forest to provide career awareness programs and skills development training for the forestry sector .

### ***Research Hub for Innovative Forest Operations Practice***

Building on existing activity, there is significant potential to develop research projects and opportunities within the TFL#26 area. These should focus on sustainable forest operations practise, and be undertaken through the proposed Centre with UFV, UBC and/or BCIT, industry, and the Ministry of FLNRO as potential partners. This research hub will benefit from using the working forest to showcase and experiment with harvesting and silviculture practises, industry skills training, value-added opportunities, and innovative practices in forest operations.

### ***BC K-12 Forest Education Collaboration***

As part of the Master Planning process, the education and training work group participated in a planning workshop of the recently formed K-12 BC Forest Education Collaborative (FEC) and, as a result, Mission Public Schools is now a member of this organization. Through the FEC, the proposed Education and Training Centre will benefit from the experiences of BC school districts and outdoor camps who are leaders in forest education practices (e.g. Evans Lake Forest Education Society).

### **Available Facilities Reduce Costs**

Because of the regional facilities that are already available for use or adaption, the proposed Education and Training Centre can be commenced almost immediately to serve new groups of learners, once a joint delivery model is identified. The potential facilities are described below:

#### **1. Zajac Ranch for Children**

This facility, a well-equipped children’s camp in the heart of the Stave West area, has the clearest potential for attracting new visitors to the region for educational experiences. It operates primarily in the summer months to serve its key mandate, but relies on rental revenue from school groups and others in the Fall-Winter-Spring seasons. It is a family-owned, non-profit operation located on forested property immediately adjacent to the Mission Interpretive Forest (MIF) and along the shore of the Stave Reservoir. With classroom and seminar space, a gym, swimming pool, dining hall, and dormitories, in addition to outdoor amenities, it presents an excellent opportunity to offer jointly delivered off-season programs, through an partnership arrangement with the proposed Education & Training Centre.

#### **2. BC Hydro: Stave Falls Visitor Centre**

School groups frequently use this popular Fraser Valley visitor attraction throughout the academic year. The Visitor Centre provides a wide range of exhibits and information on the history of hydro-



electric production in the area. Coupled with the BC Hydro school-based curriculum, this facility could be incorporated into renewable resource educational programming that will be developed by the proposed Education & Training Centre.

3. BC Hydro: Stave Lake Reservoir Group Lodge and Campsite

This attractively situated camp, which BC Hydro rents out as a community service, is a short distance from the Stave Dam. It has rustic dormitories and a dining hall and is popular with groups such as the Scouts. The site could be a good base for new children's summer programs that the proposed Education & Centre partners could develop.

4. Mission Public Schools (Stave Falls Elementary School)

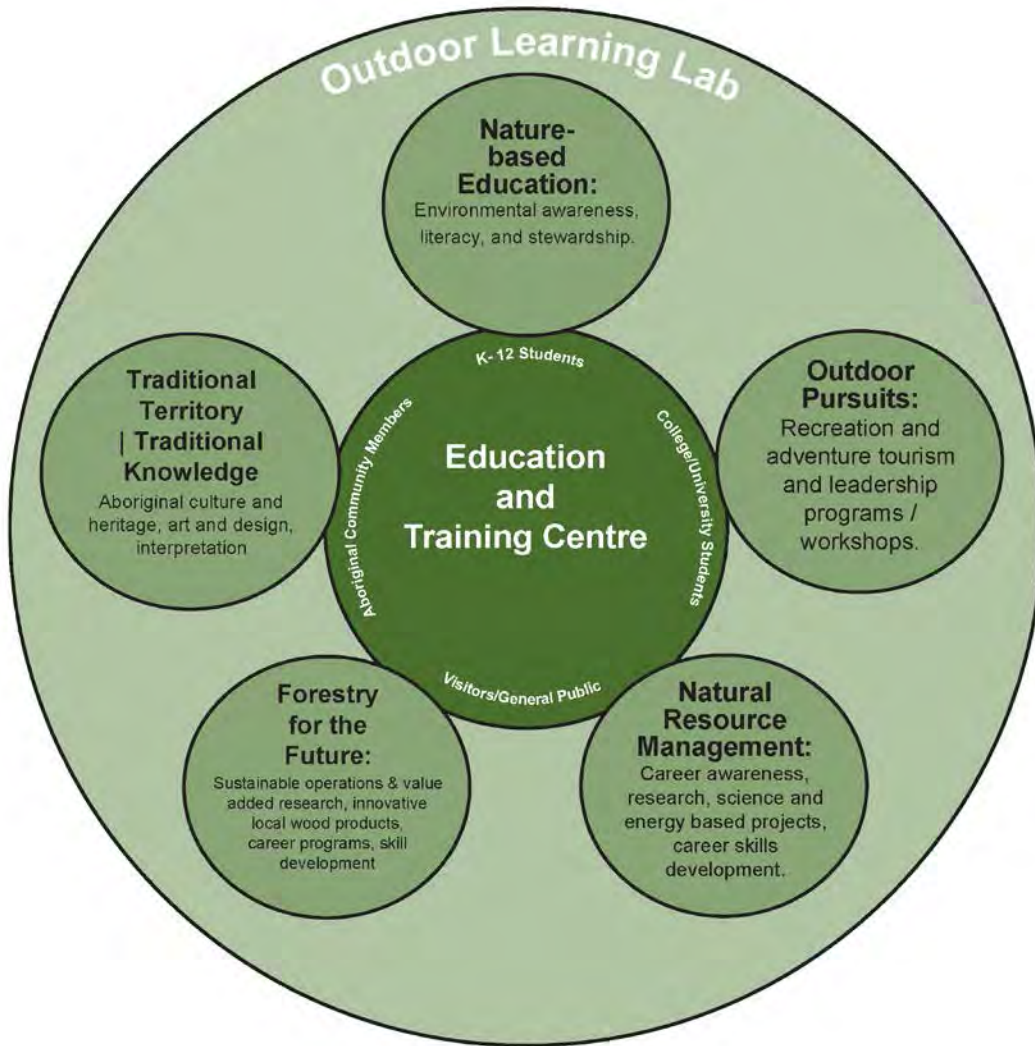
As the proposed Education and Training Centre becomes established and activity increases, this now-vacant facility could be re-purposed as a regional outdoor-learning destination school. This would add another significant layer of educational activity to Stave West. Built around a total curriculum focusing on the Centre's main forest and nature education themes, it would appeal to parents throughout the region who want to see their children engage more in a stimulating outdoor environment. This school, which is located a short distance from the site gateway, would provide an ideal home base for regular student experiences and projects taking place in the Stave West forests. Such a destination school could stimulate some program development partnerships with other Centre partners, such as local First Nations and the UFV.

***Learner Groups and Potential Programs***

A significant advantage of the proposed Education and Training Centre will be the development of a wide range of linked programming that can serve a complete range of learners:

1. *Elementary and Secondary Students:* Nature-based education, forest education, and outdoor recreation leadership; job and careers skills development.
2. *College and University Students:* Resource management and leadership; careers skills development, outdoor recreation, leadership and sustainable forestry.
3. *Aboriginal Students and Community Members:* Cultural awareness; education and skills development training, land and heritage stewardship.
4. *Residents, Visitors and Stave West User Groups:* Site-based programs and workshops (parks and recreation/continuing education departments.)

The broad education themes that are an excellent fit for the Stave West Education and Training Centre are noted below. As part of the business planning process, further work will be required to determine which specific programs and learning experiences should take priority for initial development and delivery.



See Appendix J for:

1. An outline of the consultation process that led to the “education and training centre without walls” recommendation.
2. A detailed list of the many education and training program ideas generated to date.
3. A list of organizations contacted during the consultation process and organizations that have expressed interest in potentially partnering with the Education & Training Centre as associate delivery providers or providers of learning resources.

## Recommendations – Education & Training

	Recommendation	Est. Capital Budget	Est. Operating Budget	Lead	Key Stakeholders
Short-Term Priority Actions (1-3 years)					
5.1	Develop the terms of reference for a Stave West/Mission Interpretive Forest Education & Training Centre (working title only) including a 1-5 year strategic plan.		\$25,000	Implementation Team	District of Mission, Local First Nations, Province of BC, Post-Secondary Institutes, Mission Public School District, Zajac Ranch
5.2	Facilitate, in the immediate to short-term, on site pilot education programs and experiences—that demonstrate the value of the Stave West site as a learning laboratory (at Zajac and other site locations).			Implementation Team	District of Mission, Local First Nations, Province of BC, Post-Secondary Institutes, Mission Public School District, Zajac Ranch
Medium-Term Priority Actions (3-7 years)					
5.3	Establish a permanent presence at Stave West for jobs skills training and the learning activities identified in the Education & Training Centre Strategic Plan.			Board of Management	District of Mission, Local First Nations, Province of BC, Post-Secondary Institutes, Mission Public School District, Zajac Ranch
Ongoing Policy/Protocol					
5.4	Ongoing review and management to support education, research, and skills-training.			Board of Management	District of Mission, Local First Nations, Province of BC, Post-Secondary Institutes, Mission Public School District, Zajac Ranch

## 8. Investment, Commercial, & Job Opportunities





## **Growing Demand**

There is a growing demand from residents and visitors for easy-access destinations to enjoy outdoor leisure pursuits. This public interest leads to business, investment and job opportunities in Stave West, provided investment is appropriately scaled to use and demand.

The initial Tree Forest License # 26 Recreational Opportunities and Feasibility Analysis (2009: Lees & Associates, District of Mission) found that well-planned recreation activities in the area would complement existing logging operations and could have multiple economic benefits. It concluded that enhancing recreation options would benefit the local economy in general because Mission would attract increased visitors from across the lower mainland and points beyond. Since this study, a further analysis of regional outdoor recreation trends and activity provides further evidence to support the case for viable business and job generation.

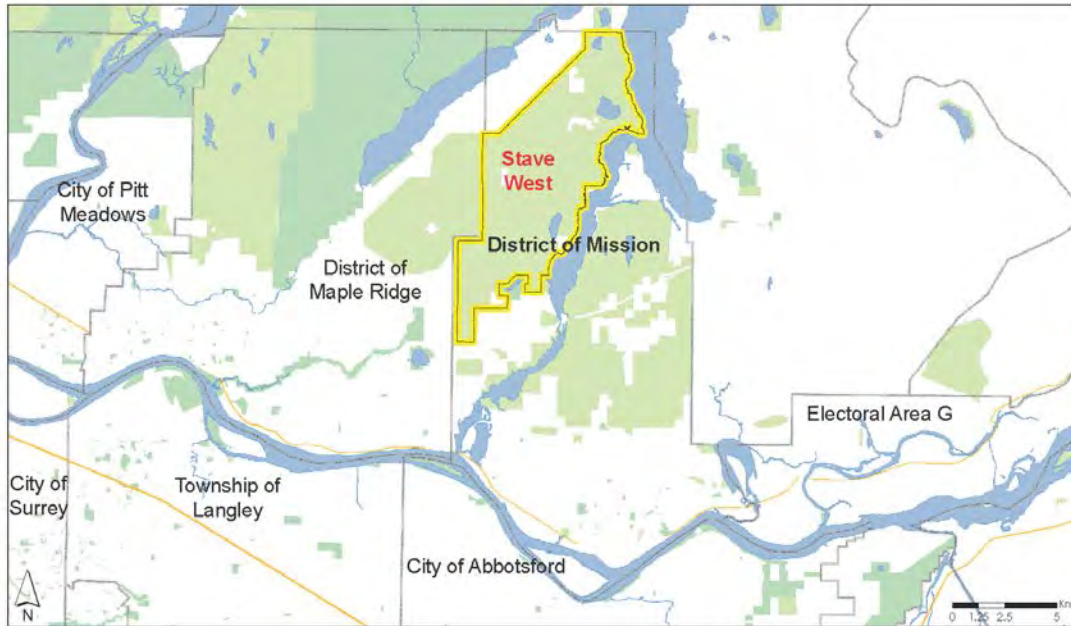
Stave West presents a range of investment and job opportunities for new business ventures that will increase recreation users in the area. In addition, leveraging existing facilities can help attract a wide range of learners to a variety of education and training opportunities, thereby creating jobs and economic spin-offs. This increased economic activity will help to ensure the sustainability of the area.

From a municipal perspective, effective recreational options for residents contribute to community well-being and can lead to cost reductions in other areas such as health care, social services, and law enforcement. Investing in recreation creates jobs, creates a more desirable community for residents, and fosters tourism.

This section of the Master Plan identifies the trends working in Stave West's favour and demonstrates the range of viable commercial recreation and education activities that are suited to the region. It also suggests the steps necessary to initiate commercial activity.

## Competitive Location

Due to Mission's central location in the Fraser Valley and the close proximity to a large and growing population of approximately 2.5 million people in the lower mainland, the District of Mission has the potential to become one of BC's top outdoor recreational destinations.



## Trends

### *An Increasingly Active Population*

Recent research on the demand for outdoor-based tourism in BC indicates this province has an active population and a growing demand for outdoor recreation. The most recent BC Outdoor Recreation Study (NRG Research Group, 2013) confirms a high level of outdoor activity, as the following highlights indicate:

- Over 9 out of ten (91%) BC residents participated in at least one outdoor recreation activity during the past twelve months.
- Of twenty outdoor activities included in the survey, "Hiking/Day Trip(s)" was the most popular, with 53% of respondents living in the Vancouver, Coast and Mountains Tourism region participating in this activity.
- Overall, more than three-quarters (77%) of British Columbia residents who have participated in at least one of the outdoor recreational activities included in the survey have done so on "publicly managed land" (defined as BC Parks, BC Recreation Sites and Trails, and other Crown land). This is relevant to Stave West because the area is public land with designated interpretive forest status and will be co-managed with local First Nations, provincial, and municipal partners as a public site.

### *Recreation as an Economic Driver*

The links between traditional tourism and outdoor recreation are getting stronger. Over the past ten years, Canada and the United States have undertaken studies to better understand how outdoor recreation activities can drive economic development and tourism. On a local level,

communities are now recognizing the tourism opportunities associated with organized outdoor recreational areas. Designated areas, such as Stave West, that accommodate activities such as hiking, mountain biking, and motorized off-road activities provide opportunities for commercial recreation businesses that contribute to the local economy.

### ***Key Findings from Other Communities***

As part of the Master Plan process, we reviewed studies of other communities' experiences in recreation tourism in order to learn more about the associated economic benefits. The following list reflects the key findings of this review:

1. **Economic impact:** In each study reviewed, the community experienced positive economic impacts as a result of outdoor recreation. Economic benefits were particularly strong in communities where organized trail development and promotion had occurred.
2. **Jobs:** The creation of local jobs associated with organized outdoor recreation areas is also positive. These jobs include local retail businesses, visitor services, accommodation, guiding, and maintenance and management jobs. According to Service Canada's Occupation Profile for Outdoor Sport and Recreational Guides, these jobs will increase over the next few years.
3. **Importance of organization:** Clearly-identified recreation development and marketing plans are critical in effecting meaningful economic impact in communities.
4. **Formal trail development:** Trails development with connections to a range of attractions and activities contributes to success. These trail networks, which are most often developed and managed with partner user groups, also have many ancillary uses.
5. **Trail permits:** The use of trail permits in some jurisdictions provides metrics on usage and encourages multiple trips and local spending, as permit users are typically located within close proximity to where they recreate.
6. **Market reach:** It is clear that the majority of users are traveling within 100 kilometers of their outdoor recreation destination, which is an important observation when considering our proximity to the lower mainland market.
7. **Trends:** All studies predict an increase in outdoor recreation activities as they become more organized and accessible.

### **Aboriginal Business and Job Opportunities**

With the positive relationships developed during the planning process now in place, there are unique opportunities to consider joint business ventures and co-management partnerships with local First Nations.

As noted earlier in the plan, local First Nations traditionally have had a strong and significant presence in the Stave West region. This important connection brings with it the opportunity for local First Nations to actively participate once again in the area's economy.

Perhaps the most significant opportunity is that of aboriginal tourism, which is defined as travel motivated or enriched by participation in aboriginal culture, history, and/or lifestyle. In 2006, \$20,000,000 was spent on aboriginal tourism in BC, and in 2011 that number increased to \$42,000,000. Top visitor markets include Canada, USA, Germany, South Korea, United Kingdom, and France.

### ***Employment through Visitor Services***

In Stave West, the economic opportunities for local First Nations people include the operation and management of campsites and/or RV facilities, the visitor center, cultural interpretation kiosks, fixed-roof accommodation, food services and the development and delivery of culturally-themed guided experiences and tours.

### ***Employment through Infrastructure Development***

There are opportunities for local First Nations involvement in the development of infrastructure in the Stave West area. This includes construction and other contracting activities related to roads, campsites, trails and amenity development, telecom, fiber optics, and hydro.

### ***Employment Opportunities at the Gateway***

There are additional First Nations employment opportunities in the operation and program development of the Gateway Visitor Centre. This Gateway Centre will provide much-needed security to the area, and the site can also serve as a base for cultural and land stewardship training to ensure safe and respectful use of the Stave West area. This will be a place for visitors to learn about this traditional territory through local First Nations programming and tours. Plans for the Gateway's physical features will also provide opportunities for First Nations artists and designers.

### ***Capacity-Building***

Through this project, local First Nations participants also have the opportunity to gain experience in project management, marketing, and administrative duties, all of which support the economic activities in the area. There are many possibilities for the development of Stave West as an important place for First Nations and regional economic development.

### ***Commercial Lodging and Camping***

A key goal of this Master Plan is to encourage longer visits in Stave West by providing a range of appealing lodging and camping options that visitors will use as hubs to enjoy recreation activities in the region. These extended stays will result in greater spending in Stave West and the surrounding areas, including the District of Mission.

### ***Evident Demand***

In a recent non-hotel accommodations study completed by Maple Ridge (2010), it was clear that a high demand for camping in the lower mainland could be met by increased camping facilities in the North Fraser region. It was also noted that these would provide the best opportunities for attracting investment, given the relatively low capital outlay. This study provides Stave West with a useful indicator of regional potential, however it will need to be determined if several projects planned or proposed in the 2010-2014 period have now filled some of this demand. Also, the study did not specifically address the eco-tourism opportunities that hold potential to be filled by lodging and campground facilities at Stave West.

Throughout the Metro Vancouver region, camping demand is growing while campsite space is dwindling, affected by high real estate prices and shifts in land use. Provincial parks in the area are regularly fully-booked for the summer season within the first few days of the reservation system opening. The extensive existing and potential competitive products inventory will need to be updated to ensure the most viable mix and market positioning of the proposed accommodation facilities, recreation amenities and programs.



### ***Multiple Locations***

As outlined in the Camping and Day Use section of the Plan, lodging and campground site options include (but are not limited to) the Stave West sites noted below. Most of these sites benefit from water access, attractive forest and lake views, and access to trail networks.

- Rockwell Delta
- Devil's Lake
- Kearsley Creek and Kearsley Delta
- Sayres Lake
- Morgan Lake
- Rocky Point

### ***Managing Noise***

Some of these sites can be developed to serve the motorized vehicle users of Stave West, while others would purposefully be developed, zoned, and monitored as quiet overnight and day-use areas. Stave West is a large enough area that the mitigation of overlapping noise issues can be factored into final site selection decisions.

### ***Initial Assessment***

As part of the development of this Master Plan, a high-level assessment of the initial campground and fixed-roof accommodation concepts and locations was undertaken. Highlights from this evaluation are noted here:

- Using a competitive product and market analysis, the implementation team and Board of Management must determine what will make Stave West's overnight lodging options unique in the Fraser Valley region.
- There are growing opportunities for First Nations co-investment/management of camping and lodging operations.
- Neighbouring campsites, such as Rolley Lake and Golden Ears, are closed in the winter. Stave West facilities may position themselves competitively by offering year-round camping. As a demonstration, Sayres Lake Campground opened for winter months of 2014-2015.

- There is the potential to expand off-season (Fall, Winter, Spring) commercial accommodation, events, and programming options through a partnership with Zajac Ranch.



Initial research indicates that all of the accommodation types below can be economically viable, but a more detailed market assessment is now required:

***Eco-lodge (or similar fixed-roof) operations***

One accommodation possibility is a well-situated lodge and/or chalet-type facility located in lakefront or lake view areas with protected scenic outlooks. Such buildings may be accessed through direct road connections or through paved trails (smaller vehicles only).

***Additional camping facilities and RV parks***

Sayres Lake can potentially be expanded and/or upgraded to a full service facility. Other potential campground and RV sites lend themselves to a range of service, from basic walk-in sites to fully-serviced tent pad sites (that can accommodate Parks Canada oTENTik constructions etc.) or pull-through RV sites with full services.



**Inspiration: Parks Canada's oTENTik campsite facilities.**

### ***Specialized overnight facilities***

Unique lodging, such as a tree house resort or tethered floating cabins that will appeal to visitors wanting a nature or ecotourism getaway.

Before investment decisions are made, however, further investigation is required to define target markets, projected demand, price points, and the most economically feasible product mix for this unique “working forest/active recreation” region.

### **Next Steps**

The Stave West Master Plan Board of Management should initiate a *Market-driven Commercial Development Strategy* that would build on the findings above. It would encompass and direct the development of Stave West’s accommodations and events, as well as its nature, education, and adventure facilities. This Strategy, which would ideally be guided by a specialist in tourism/outdoor recreation-investment and real estate, would identify market-driven revenue opportunities that will help achieve key financial goals for Stave West. A primary goal is to ensure the long-term sustainability of the area and decrease the reliance on public sector funding.

This Strategy will guide the Board of Management as it considers private, public, or joint commercial ventures for the region. It will produce a business case and guidelines for investment in the area.

It will also:

- Identify which commercial ventures, out of the entire recreation opportunities spectrum, that would have the most promise.
- Include a commercial visioning session with stakeholders.
- Undertake a competitive and comparative market and product analysis (region-, facility-, and activity-focused).
- Identify, based on market demand, of appropriate types and scale for campground and lodging facilities.
- Confirm the validity of other potential revenue sources, such as outdoor recreation facilities, recreation events (mountain biking races, cross country runs, motorized vehicle challenge courses, etc.), partnerships, packages with other complementary operators, and retail.
- Evaluate other communities’ successful implementation of similar investment ideas and/or commercial projects.
- Review the benefits and limitations of commercial recreation development on Crown land lease areas.
- Identify a range of commercial recreation development ownership and management types and the associated lease revenues. This information will help refine the optimum ‘product mix’ and associated revenue structure for Stave West.
- Identify optimum investment opportunities, with supporting case-studies.

### **Forest and Nature Education and Training: Economic Impact**

As outlined in some detail in Section 7, the Stave West area can attract many new visitors through its wide range of forest- and nature-based learning experiences. In addition to enhancing the reputation of the area as a result of offering educational opportunities, these programs can provide a number of economic benefits, some of which are highlighted below:



- Rental revenue for existing facilities on site, such as Zajac Ranch and Stave Lodge. This will result in increased economic benefits for Mission suppliers and staff (food and beverage expenses, payroll costs, maintenance requirements, etc.)
- Grant opportunities to support site-based forest and environmental research projects
- Additional accommodation revenue for overnight stays from learners
- Instructional positions within Mission Public Schools, the University of the Fraser Valley (UFV), and delivery associates
- Teaching opportunities for workshop leaders
- Tuition and activity fees from participants
- Vehicle rental fees for student transportation
- Ancillary spending in community by out-of-town learners

### **Spotlight on Two Sectors**

The preliminary economic assessment findings above touch on a range of business and job growth opportunities and trends. This section focuses on the supporting economic perspectives and rationale for short-term development in two specific outdoor recreation sectors: the mountain bike and off-road motorized vehicles user groups. These groups are already well-organized and present the best opportunity for early success.

#### ***Mountain Biking***



**Stave West slopes and terrain offer mountain bike race opportunities.**

#### ***Trends and Demographics***

Perhaps the most important factor in the evolution of mountain biking has been its shift from a localized recreational activity to an organized tourism product. Mountain biking is now one of several outdoor adventure activities in British Columbia recognized for its tourism potential, and



preliminary research indicates that the vast majority of mountain bike enthusiasts consistently travel to go mountain biking.

The Western Canada Mountain Bike Tourism Association (MBTA) represents over 100 mountain bike tourism stakeholders province-wide. In 2010, the MBTA and Destination BC began collaboration on a multi-year tourism strategy. This set in motion the goal “for every BC mountain bike community, resort and tourism operator to come together to have BC recognized as the most diverse mountain biking destination in the world.” Stave West can benefit from participating in this collaborative effort.

Mountain bike destinations and events are increasingly popular in southwestern BC and long-term growth is anticipated. The appropriate development of riding terrain and trails, rider amenities, and multi-day activities have real potential for Stave West, especially if aligned with existing trail networks in adjacent areas.

Recent research shows that mountain bikers who travel to a specific destination are willing to spend and travel as much as participants in other sports traditionally considered more elite, such as skiing or golfing. A recent study from the Canada Tourism Commission displaying average spending and length of stay for all tourists shows mountain bikers coming in at or above average as compared to other summer visitors. The typical profile of mountain bike visitor is as follows:

- Gender: Predominantly male (approx. 75%) but there is growing interest among women
- Wide age range: 25 - 45 years old (approx. 65-70%); 19 - 29 years old is the second largest category (approx. 27%)
- Relatively affluent: The majority (55%) had household income levels greater than \$80,000. In comparison, only 31% of all BC outdoor recreationalists had household income levels greater than \$80,000. Mountain biking visitors were generally in line with all tourists to Canada going on guided tours, since 59% of this larger group had incomes greater than \$100,000.
- Average stay at each location: 3 to 5 days (longer if the visitor is from far away; shorter if the visitor is from close by)
- Average spend per day: \$60 - \$100 (inclusive of accommodations, food, recreation, but exclusive of travel costs to get to a destination)

### ***Building the Mountain Bike Tourism Economy: Learning from Other Communities***

The right kind of location and sufficiently interesting and challenging trails can increase rider volume and therefore provide economic spin-off benefits for nearby communities. Squamish, also a resource town in transition, is an example of what is possible: Jeff Cooke, president of the Squamish Off-Road Cycling Association, hypothesized that recent fast growth in this sector is driven by:

- the quality of trails
- the growing reputation of Squamish as a riding destination
- the PR generated by signature trails like Half and Full Nelson
- the PR generated by videos posted on social media by world class riders and videographers living and riding in Squamish
- Access and highway improvements
- A strong local bike culture steeped in trail building, advocacy, and volunteerism

- The growth of mountain biking in general in the region (i.e. increase in the average cost of bikes, the popularity and growth of race series in the corridor, etc.)
- A bike shop, including bike rentals, in the vicinity
- Availability of convenient transportation to trailheads
- A selection of restaurants and accommodation on site and in nearby communities all help to round out the mountain biking experience

Mission has several of these building blocks already in place, and therefore the Squamish model serves as a useful checklist for Stave West development.

### ***Events Based Potential***

One area of economic activity that has potential in the short-term is the support and development of destination mountain bike events. An illustration of what is initially possible is found in these two examples:

***Salmon Arm, BC – The Salty Dog Enduro***

- Length: 1 day event
- Attraction/Popularity: 750 competitors (520 adults x \$90, 230 kids x \$21-\$50 price range). This event sells out in hours.
- Added community benefit: The City of Salmon Arm puts on a street festival at the same time with a parade, pie-eating contest, bike swap, and live music.
- Economic Impact: Accommodations in Salmon Arm and the surrounding area sell out for the Friday and Saturday

***Oakridge/Bend, Oregon – High Cascades 100 Endurance Mountain Bike Race,***

- Length: Three-day Mountain Bike Oregon Event (MBO), and one-day USA Cycling Marathon Mountain Bike National Championships
- Attraction/Popularity: These two events drew more than 1700 people from 28 states, Canada, Austria, Australia and New Zealand. 65% of the visitors were from outside Oregon
- Economic Impact: MBO brought in \$1.2 million in direct sales to Oakridge; High Cascades brought in \$400,000 to Bend; USA cycling marathon brought in \$200,000

Events similar to the two above have the most potential for success in Stave West. Local user groups indicate that an event such as Salmon Arm's is something that could be replicated in Stave West with a year's preparation time, an event development budget, support to upgrade the trail systems on Red and Bear Mountains, and an area for staging, event activities, and camping.

## Off-road Motorized Vehicles – Trends and Opportunities



As noted earlier in the Governance section, the Stave West area is currently a strong draw for a range of motorized vehicle users. During the Master Plan process, organized motorized user groups were involved in discussing the future of the area. Implementation of this Master Plan will require continued work with these organizations to achieve the key goals of 1) reducing damage to archaeologically-sensitive areas in Stave West, 2) reducing existing and potential user-group conflicts, and 3) identifying additional off-road terrain, amenities and revenue-generating options.

Little research has been undertaken with BC motorized vehicle user groups, but recent studies in other provinces provide a good indication of the economic impact of organized ridership and the staging of themed off-road events.

A New Brunswick study of destination ATV riders showed that 77% of those surveyed planned to maintain or increase their level of ATV activity in the next five years (Province of New Brunswick, 2012). The same percentage indicated that they would increase their level of ATV activity if they had greater access to club or ATV federation trails (purpose built and organized trail networks). Riders' reasons for increased ATV activity included retirement, recreation in the outdoors, social activity, more time with friends and family, visiting specific destinations, and opportunities for hunting and fishing. Emerging trends within the ATV user group include an increase in popularity among women and families.

This same New Brunswick study indicated that average same-day ATV tourism trip spending ranged from \$51.88 to \$91.75 per day in direct expenditures, and nearly half of these amounts were spent on fuel and vehicle operations.

The following table lists average per-person spending during same-day, out-of-town ATV trips in New Brunswick by NBATVF trail permit holders:

Participants who had taken out-of-town ATV tourism trips in the province within the past 12 months (either day trips or multi-day overnight excursions) were asked about their anticipated level of such ATV tourism activity over the next five years. Overall, 27% of participants anticipated an increase in their level of ATV tourism over the next five years.



To maximize Stave West's potential as a destination for ATV tourism, Stave West stakeholders can take these steps:

- Develop additional trail networks for off-road vehicle use
- Work with off-road vehicle groups to reduce off-road motorized vehicle use that creates environmental damage or conflicts with other Stave West users
- Create ATV-focused amenities such as pull-through campsites
- Work collaboratively with the Stave West Board of Management to develop new ATV-themed events that will generate economic activity in the area

## Generating Jobs

The employment impact study completed as part of the first phase of Stave West planning (LEES & Associates, 2010) conservatively estimated that, within ten years, the number of Stave West users would be 100,000. This level of managed recreation and camp activity will create jobs for residents and thus support the local economy. The same study provided the projections in the table below:

<b>PROPOSED DIRECT, INDIRECT AND INDUCED EMPLOYMENT 2010-2020</b>	<b>PYEs * FROM CAPITAL CONSTRUCTION (10 YEAR TIME PERIOD)</b>	<b>PYEs * FROM ONGOING OPERATIONS (1 YEAR TIME PERIOD)</b>
The Tim Horton Children's Foundation camp	148	25
The Zajac Ranch for Children	42	20
Florence Lake Forest Service Road upgrades and construction	25	2
Recreation Development	22	20
Other Potential Uses	1	3
<b>TOTAL</b>	<b>238</b>	<b>70</b>
<i>* PYEs are Person Years of Employment (considered 2000 hrs./ year)</i>		

These estimates were prepared before the significant potential for the Stave West Education & Training Centre were identified. This activity will generate additional PYEs yet to be assessed.

## Guides and More

In addition to a range of potential outdoor guide positions, a variety of other jobs are also proposed in the Master Plan recommendations:

- Trail design and maintenance roles
- Visitor services positions (Gateway, concessions etc.)
- Security and "site guardian" roles

- Aboriginal cultural experience leaders
- Lodging and campground operations and management jobs
- Outdoor event managers, coordinators and staff
- Numerous volunteer opportunities

Jobs in this sector are often seasonal, but those who take snow sector positions in the winter months have longer periods of employment throughout the year.

## **The Outdoor Recreation Economy**

Stave West has the potential for some timely investment opportunities. At the core of the outdoor recreation economy is the outdoor consumer, whose diverse interests fuel a robust and changing industry. Today's outdoor lovers aren't confined to traditional demographics or activity segments. They seek meaningful outdoor experiences in their backyards. They are represented in all genders, ages, shapes, sizes, ethnicities, and income levels. They live throughout the world, and they view outdoor recreation as an essential part of their daily lives. They fill their garages with bicycles, dirt bikes, backpacks, boats, skis, tents, hunting, and fishing gear. This growing population of nature lovers is redefining the outdoor industry, an evolution that is evident in the growth of related sales and jobs over the past decade.

In short, outdoor recreation is a growing and diverse economic sector that is a vital cornerstone of successful communities. It cannot, and should not, be ignored. Most importantly, outdoor recreation is no longer a "nice to have"; it is now a "must have" as leaders across the country recognize the undeniable economic, social, and health benefits of outdoor recreation.

The outdoor recreation economy is growing in Canada as residents and visitors spend their hard-earned dollars in the pursuit of outdoor recreation. This spending occurs in two forms: the purchase of gear and vehicles, and dollars spent on travel and accommodation.

Gear purchases include anything for outdoor recreation, such as outdoor apparel and footwear, bicycles, skis, fishing waders, tents, rifles, or backpacks. Vehicle and equipment purchases include vehicles and accessories used only for outdoor recreation, such as boats, motorcycles, RVs, snowmobiles, and all-terrain vehicles.

The outdoor recreation economy grows long after consumers purchase outdoor gear and vehicles. When people use their outdoor gear and vehicles, they spend money on day and overnight trips, and on travel-related expenses such as airfares, rental cars, lodging, campgrounds, restaurants, groceries, gasoline and souvenirs. They pay for fishing guides and outfitters, entrance fees, licenses, and much more. Their spending supports innumerable small business owners, and they prefer to visit public recreation areas that are cared for by land managers, NGOs, and volunteers (Southwick Associates, 2012).

Analysis of comparable activities demonstrates that the outdoor recreation economy grew approximately 5 percent annually between 2005 and 2011 – during an economic recession when many industries contracted.

## The Economic Case For Investing In Recreation



Source: [http://www.mbtta.ca/assets/pdfs/mbtguide08\\_web.pdf](http://www.mbtta.ca/assets/pdfs/mbtguide08_web.pdf)

### Interpretive Forest Designation

The recent interpretive forest status designation for the MIF opens the door for appropriate investment and partnership opportunities that may not be possible in a public space solely dedicated to parks use. This provides a competitive advantage. A comparable example is Ziptrek Adventures, operating with an agreement with Whistler's Cheakamus Community Forest.



**Stave West presents opportunities for the development of aerial park attractions - Source: Tourism Whistler**

### ***Investment Opportunities and Phasing***

For Stave West, it is necessary to implement a phased approach to attracting investment. The kinds of business ventures highlighted below, which are recommended in the Master Plan, represent investment opportunities:

1. Service-oriented investments (including Gateway facilities and art, guided experiences, education offerings, etc.)
2. Outdoor events: planning, promotion, and delivery
3. Trail network(s) infrastructure
4. Aboriginal cultural tourism products and experiences
5. Additional campgrounds and RV parks.
6. Training and Education Centre programming
7. Fixed-roof accommodation (resort, Eco-lodge, etc.)
8. Other forest or waterfront tourism facilities/attractions (aerial parks, boat launch facilities, canoe/kayak rentals, etc.)
9. Other compatible amenities (trout fish hatchery, etc.)

As noted earlier, the Market-Driven Commercial Development Strategy will create a clear framework and prospectus for appropriate investments.

A combination of public and private investments should be pursued in order to bring the Stave West Master Plan to life. Sole or joint ventures may be arranged, depending on the nature of the development and the interest of these funding contributors:

- Municipal, provincial, and federal governments
- Aboriginal community partners
- Private sector investors



## Recommendations – Investment, Commercial, & Job Opportunities

	Recommendation	Est. Capital Budget	Est. Operating Budget	Lead	Key Stakeholders
Short-Term Priority Actions (1-3 years)					
6.1	Complete a market-driven commercial development strategy		\$20,000	Implementation Team, Economic Development (DOM)	Local First Nations, District of Mission, Province of BC
6.2	Initiate mountain bike trail development and maintenance program with FVMBA and other groups and organizations			Implementation Team	Local First Nations, District of Mission, Province of BC, User Groups
6.3	Initiate motorized off-road trail and facility development program with user groups and organizations.			Implementation Team	Local First Nations, District of Mission, Province of BC, User Groups
6.4	Initiate event-programming to drive use and investment		\$10,000	Implementation Team, User Groups	Local First Nations, District of Mission, Province of BC, FVMBA, 4WDABC, Cycling Canada, Cycling BC
6.5	Initiate campground development including motorized-camping with pull-through and staging area.			Implementation Team	Local First Nations, District of Mission, Province of BC
6.6	Finalize EOI and RFP process for engaging commercial operators and investors.			Implementation Team	Local First Nations, District of Mission, Province of BC
6.7	Invite EOI's for area-sited destination outdoor events, non-camping accommodation, and forest-based outdoor recreation/tourism operations.			Implementation Team	Local First Nations, District of Mission, Province of BC
Medium-Term Priority Actions (3-7 years)					

6.8	Encourage retail and rental services surrounding and within Stave West.			Board of Management	Local First Nations, District of Mission, Province of BC
Long-Term Priority Actions (7-10 years)					
6.9	Completion of phased-development based on usage zones.			Board of Management	Local First Nations, District of Mission, Province of BC
Ongoing Policy/Protocol					
6.10	Ongoing review and streamlining of RFP / EOI policy and process			Board of Management	Local First Nations, District of Mission, Province of BC

## 9. Marketing, Branding, and Communication Strategies



## Developing a Brand

As the area transforms, and the need to change the perception of the area in positive ways becomes a priority, the brand development, marketing, and overall communications strategies become important components of the Master Plan.

This section is organized around three pillars:

- Brand Identity
- Marketing
- Communications and Public Relations

### ***The Need for Branding, Marketing, and Communications***

Stave West, the Mission Interpretive Forest (MIF), Tree Farm License 26 (TFL#26), and now the Halq'emeylem name for the area: these four terms describe the overlapping areas near and around the Stave Reservoir. There are currently a number of partially defined identities and a multitude of perceptions about this destination that have grown organically over time. The area has been known both locally and regionally as a place where anything goes. As noted in earlier sections of this plan, the history of dangerous activity and the degradation of environmentally and archaeologically sensitive areas present significant challenges to the development of a comprehensive brand identity. This will be important as the Board of Management works shift the perception of the area in a positive direction.

*A comprehensive brand identity will complement the Master Plan's recommendations for access management, infrastructure, development, education and enforcement.*

This section provides a strategy for developing a comprehensive brand identity that will complement and support the Master Plan's recommendations for access management, infrastructure, development, education and enforcement. All of these factors will help position Stave West as a safe, welcoming destination that offers a variety of experiences to its visitors as well as economic benefits to the community.





### ***Reflecting First Nations Partnership***

The Master Plan team included representatives from the Kwantlen First Nation who collaborated in the development of a name and brand that will incorporate the traditional First Nation Halq'emeylem language and dialect.

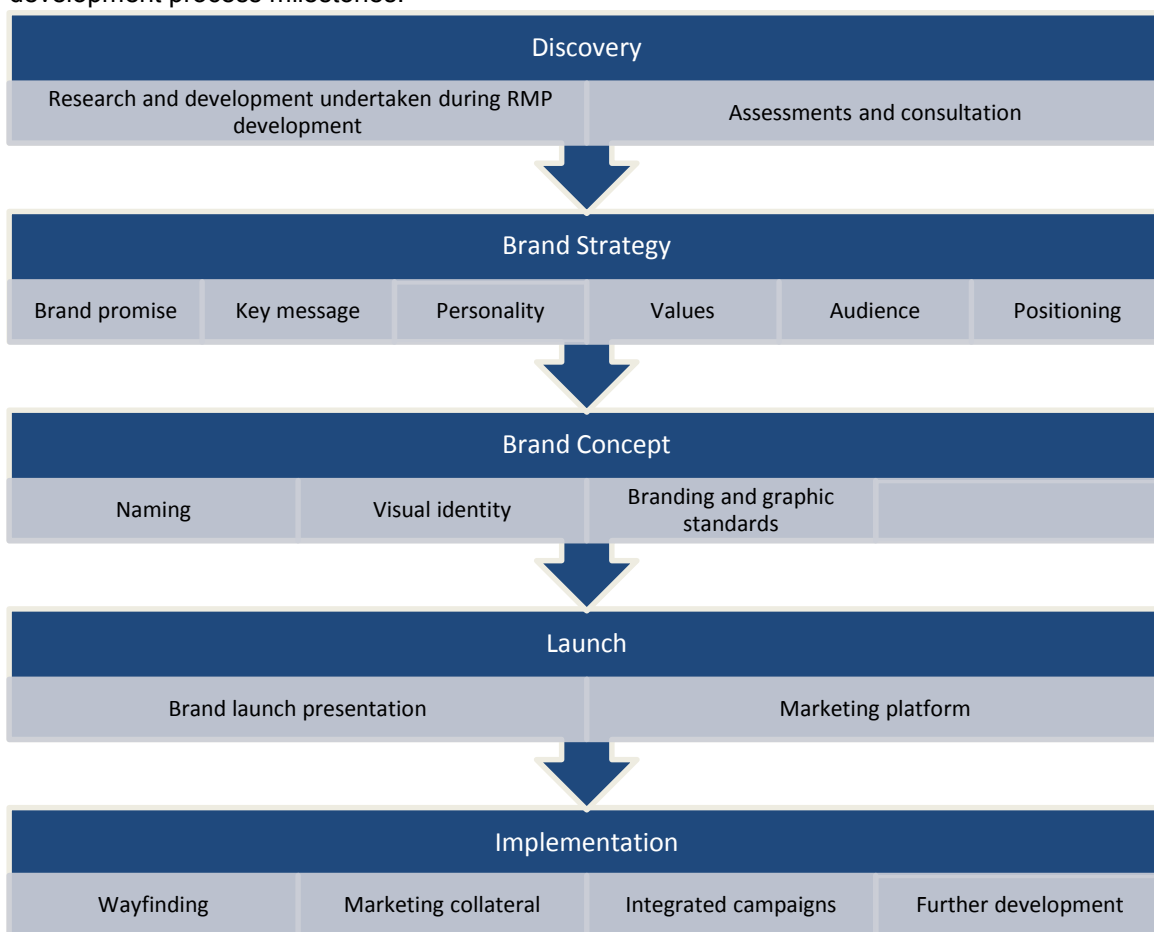
Because the Stave West area holds a special place and significance for local First Nations as well as for other users and local residents, it was determined that the name should evoke the idea that this is an area important to us all, and one that we share and experience.

Below is an encompassing statement that reflects this shared view on Stave West. This is the first step in our path towards developing a comprehensive place-brand integrating traditional and contemporary use.

## **Mek'w wa't a'xwest ik'welo'** **Everyone Shares Here**

### ***The Brand Development Process***

The objectives for developing a Stave West brand are based on core values and principles rooted in the Master Plan public consultation outcomes. The following chart outlines the brand development process milestones:



## **Brand Identity**

This section provides the fundamental elements of the brand identity. These elements have been developed through the consultation process, and a final brand identity and platform is to be developed and implemented alongside other short-term recommendations.

Beyond a visual identifier, the brand identity establishes a complete system for presenting Stave West to target visitors.

## ***Brand Standards***

This section will outline the “look and feel” of the brand strategy with recommendations for the visible brand elements that identify and differentiate the brand in the audience’s mind.

The brand identity visually shows the brand’s personality and supports the key message. The brand strategy paints a visual picture—building the audience’s perception and brand experience. The following items will be presented in a Stave West branding and graphics standards document:

- Logo
- Tagline
- Colour and graphics
- Photography style
- Writing style and incorporation of Halq’emeylem language and dialect
- Design and visual elements

This document will contain graphic design standards for logo and slogan usage, templates for website development and the production of printed sales and marketing materials, and guidelines for the proper use of marketing, advertising, and promotional messages. This will ensure a strong branding effort that creates top-of-mind awareness and reinforces the brand experience.

## ***Core Values and Principles***

The vision statement, included upfront in the Master Plan, describes what the future will look like as we fulfill our mission. The vision focuses on the potential inherent in Stave West and what it is intended to be:

A family-friendly tourism, recreation, and discovery destination within the context of a sustainable working forest on the traditional lands of the Kwantlen, Leq’á:mel, and Matsqui First Nations.

We have developed this vision for Stave West based on the feedback received through the review of the draft Master Plan, the second public questionnaire, and ongoing consultation and development work undertaken by the communications working group.

## ***Products and Services***

Stave West will provide broad and highly accessible activity options in a safe outdoor setting. These activities include:

- Non-motorized front and back-country adventure
- Motorized recreational vehicle use
- Environmental and cultural interpretation
- Group-specific camps and activities
- Boating and fishing

### **Brand Promise**

The brand promise is a guiding mantra that helps us keep on track with the brand development and deliverables. It is expressed as follows:

*To be the Fraser Valley's leading destination for family-friendly outdoor tourism and recreation while continuing to thrive as a sustainable working forest and provide premiere education and interpretation opportunities focused on both ecology and culture.*

### **Key Messages**

The following key messages articulate the essence of Stave West and the positive future development of the area.

- Stave West is a destination for recreation enthusiasts, learners and families to enjoy the outdoors.
- Stave West is a great place to discover boating, hiking, riding and fishing.
- Stave West is close and easy to get to.
- Stave West is a fun and safe place to go to enjoy the outdoors.
- Stave West has a rich history of settlement and use by First Nations for thousands of years.
- Stave West is being developed in a sustainable manner



## Target Audiences

The target audiences presented below represent existing user groups active in the area. Engaging these audiences in understanding and supporting the renewed identity for Stave West is key to successfully transforming the area and its public perception.

GROUP	DESCRIPTION	NEEDS/CONCERNS
<b>FAMILY CAMPERS</b>  Adults, 18 and over, with one or more children.	<ul style="list-style-type: none"> <li>Front-country focused.</li> <li>Access areas via a base-camp or car-camping.</li> <li>Participate in hiking, boating, biking, and some motorized vehicle use (4-wheelers, dirt-bikes etc).</li> </ul> <p><i>Engaging Family Campers provides a considerable opportunity for economic benefit to the District of Mission and the region.</i></p>	<ul style="list-style-type: none"> <li>Gun use</li> <li>Unsafe motor vehicle use</li> </ul>
<b>ENGINE DRIVEN</b>  Adults, primarily male, 18 and over.	<ul style="list-style-type: none"> <li>Participate in motorized activities i.e. 4x4s, ATVs, snowmobiles, motorcycles.</li> <li>Often actively engaged in organized motor-vehicle groups and associations</li> <li>Use Stave West with friends and as a group.</li> <li>Mud Flats areas below high-water line are popular as are specific trails and roads.</li> </ul>	<ul style="list-style-type: none"> <li>Wish to retain access and ability to use motorized vehicles within Stave West.</li> <li>Distancing themselves from irresponsible motorized vehicle users.</li> </ul>
<b>BOATING BUDDIES</b>  Adults, generally friends and families.	<ul style="list-style-type: none"> <li>Frequent Stave West primarily for access to water for motorized and non-motorized boating.</li> <li>Use boat launches and access the area by motor vehicle.</li> <li>Generally visit Stave West in groups or as a family.</li> </ul>	<ul style="list-style-type: none"> <li>Desire safe and secure access, parking, and staging areas.</li> </ul>
<b>WEEKEND SIGHT-SEERS</b>  Adults, over 30.	<ul style="list-style-type: none"> <li>Primarily interested in scenic driving and short day-trips within Stave.</li> <li>Frequent Florence Lake Service Road and gated side roads, as a way to relax and take-in nature.</li> </ul>	<ul style="list-style-type: none"> <li>Ease of access</li> <li>Safety and security</li> <li>Desire picnic day-use areas, trail improvements, staging areas and parking.</li> </ul>
<b>WEEKEND ADVENTURERS</b>  Young adults, male and female.	<ul style="list-style-type: none"> <li>Interested in hiking, biking, and other mainly self-propelled outdoor pursuits including horseback riding, in an area close-to-home or easy to access.</li> </ul>	<ul style="list-style-type: none"> <li>Gun use</li> <li>Unsafe traffic on the Florence Lake Service Road along with the ATV and 4x4 conflict.</li> <li>Desire designated non-motorized areas, and increased safety and security.</li> </ul>
<b>REBELS</b>  Mostly young men.	<ul style="list-style-type: none"> <li>Participates in unlawful activity in Stave West and are the primary source of conflict for all other groups.</li> <li>Abandoning stolen vehicles.</li> <li>Starting unsafe and illegal fires.</li> <li>Dumping.</li> <li>Consuming excessive alcohol.</li> <li>Illegal use of firearms.</li> </ul>	<p>This group needs access to appropriate target-shooting areas / facilities that don't create conflict with other Stave West users. For the safety and concern of other user groups, increase enforcement of bylaws towards dumping, use of alcohol and firearms.</p>



## Strength, Weakness, Opportunity, Threat (SWOT) Analysis of Stave West

<p><b><i>Strength</i></b></p> <p>Size of area Variety of terrain Existing trail network and facilities Proximity to services</p>	<p><b><i>Opportunities</i></b></p> <p>Eco-tourism Conferences and retreats Education, training and field research Continued tree farm license operations Partnerships with tourism associations Attracting retailers and operators to the area</p>
<p><b><i>Weakness</i></b></p> <p>Existing reputation as “wild west” Ease of using guns without being checked Ease of dumping without being checked Ecological and archaeological sensitive areas are being degraded Required funding from Province and Federal Government Lack of cellular service</p>	<p><b><i>Threat</i></b></p> <p>Risks due to illegal activities Unconfirmed Provincial support for gun use regulation Natural disasters User-conflicts between non-motorized and motorized users Continued unsafe or irresponsible use of sensitive areas.</p>

## Marketing and Communications

Beyond the wayfinding and signage program outlined earlier in this Plan, a website and comprehensive PR and online engagement strategy will be key to attracting visitors and shifting the public perception of Stave West. The Board of Management should determine how best to activate these tools and useful principles:

### ***Website***

The website for the area should promote and support the brand, as well as provide visitors with all the information they need to successfully plan a trip to Stave West—all in an easy to read, easy access, visually appealing format. In short, it needs to be good enough to prompt users to make the decision to visit. It should include, at a minimum:

Public relations contact page – list several contacts and include their photo. The press is generally under deadline, and if they cannot reach one person instantly, they need access to another. It may be your only chance to weigh in on an article they are writing, or to get free publicity for an upcoming event.

Story ideas page – don’t wait on the press; write up your own story ideas as “prompts” for the press to pick up on. Ensure they know how to navigate the website to download photos that accompany each story idea.

Photo gallery page – a picture is worth a thousand words, and providing great photography is extremely important.

Press kit page – this page should contain background materials that can be inserted into any story or article. e.g.:

1. Interesting facts about Stave West
2. History and statistics

3. The Working Forest
4. Culture & Heritage
5. The ecosystem, including climate and weather

News release page – include a running log of all news releases in PDF format so they can be downloaded. Ensure the date of the release is clear.

### ***Social Media Program***

Stave West will utilize social media to build the community's knowledge and in order to enhance communication and engagement. The following social media platforms are among those that can generate awareness and interest in visiting the site:

- Trip Advisor
- Twitter
- Facebook
- Google +
- Instagram
- Flickr
- Pinterest
- YouTube

### ***Media Relations***

Public relations activities are usually more effective than advertising during the early stages of brand development. Public relations provides valuable third-party endorsement. Readers consider published articles about a destination far more credible than advertising about the same place, and editorial features are also read three times more often than ads.

### ***Public Communications***

In addition to the initiatives above, consistent public communications are key to reinforcing the brand identity and supporting the effective management and use of Stave West.

Examples include:

- Updated daily online and at the Gateway facilities
- Emergency Information
- Weather
- Services
- Maps
- Forest Information
- Natural history: news, sightings etc.

### ***Stakeholder Narratives and Histories***

- Archive: who, what, when, where and why
- Displays and/or online public information
- First Nations
- Provincial government
- District of Mission
- BC Hydro
- Other Stakeholders

### ***User Group Events / Education / Opportunities***

- Initiated by the user groups
- Special Events (Races, Festivals etc.)
- Economic Opportunities
- Camping
- Club/Special Group Promotions
- Educational Initiatives

## Recommendations - Marketing & Communications

	Recommendation	Est. Capital Budget	Est. Operating Budget	Lead	Key Stakeholders
Short-Term Priority Actions (1-3 years)					
7.1	Establish ongoing communications and engagement strategy for public-use education and promotions.			Implementation Team	Local First Nations, District of Mission, Province of BC
7.2	Complete initial brand development including brand-manual and guidelines.	\$15,000 - \$30,000		Implementation Team	Local First Nations, District of Mission, Province of BC, ATBC
7.3	Finalize marketing strategy including seasonal, annual, and activity-based campaigns, and execute marketing & communication campaigns.	\$10,000 - \$20,000	\$80,000	Implementation Team	Local First Nations, District of Mission, Province of BC
7.4	Generate programming to align with 50 <sup>th</sup> anniversary of TFL#26 and highlight enhanced relationships with local First Nations			Implementation Team	Local First Nations, District of Mission, Province of BC
Medium-Term Priority Actions (3-7 years)					
7.5	Promotions and marketing integrated with regional and Provincial strategies.			Board of Management	Local First Nations, District of Mission, Province of BC
Ongoing Policy/Protocol					
7.6	Maintain brand integrity and relationships with local communities, brand ambassadors, and key stakeholders.			Board of Management	Local First Nations, District of Mission, Province of BC

## 10. Funding Strategies





The transformation of the Stave West area is an ambitious plan, and will provide significant benefits to area residents for generations to come. A priority for the Board of Management will be identifying funding for capital improvements, and for ongoing operations and maintenance.

In the short term, this task will be assumed by the District of Mission, the Stave West Implementation team and the Kwantlen First Nation. The long-term goal is to work towards self-sustainability for all recreation and education activities to be offered at Stave West.

The capital and operating investment recommended in this Master Plan (see Section 11) presents a challenge for municipal financing and will therefore require a range of different strategies and funding sources. The funding strategies below will be key factors in the Plan's implementation.

*The Stave West Board of Management will have the potential to access a range of funding sources for capital costs relating to recreation and site development, along with longer term operating and maintenance costs*

The implementation team will require dedicated time to build partnerships, develop resources, and learn any new skills that may be needed to manage this unique working forest and outdoor recreation/education destination. Many of the funding avenues described here will require ongoing attention to identify opportunities and establish and maintain productive partnerships.

### ***Ongoing Investment Goals***

New facility or amenities development (trails networks, signage, RV parks etc.) should always include consideration of ongoing operating costs together with those of the initial capital outlay. When developing the design of the facility or amenity, it should be recognized that adding energy efficiencies, multifunctional features, and expansion or retrofit options can repay the original cost several times over the life of the facility.

### ***Core Funding***

Conventionally, the funds to create, sustain, and renew civic assets are drawn from the local property tax base, either within annual budgets or, for larger expenditures, through capital plans. User fees supplement this core funding. While user fees are rarely enough to offset capital costs, they can cover a significant proportion of operating expenses.

In the case of this project, which is on Crown Land, the process includes additional management and funding partners such as the federal and provincial governments and First Nations.

Some external funding can be obtained through such sources as senior government infrastructure renewal and economic stimulus programs, although such provision is intermittent and can rarely be anticipated. Plans should be developed in advance so that they are on hand when grant opportunities arise.

### ***Alternative Funding Strategies***

A range of potential alternative funding strategies involving various types of partnerships and sponsorships is summarized below. Additionally, the most recent federal budget's emphasis on infrastructure may translate into future funding opportunities for recreation facilities.

*Infrastructure Support Funds:* Due to funds becoming available and senior government support, some important investments and commitments have already been made in road and recreation infrastructure.

In the 2010/11 fiscal year, the provincial and federal governments provided \$1,020,000 to help upgrade the first 8.4 kilometres of the FLFSR up to the Zajac Ranch. In 2012, the provincial government completed the resurfacing of this section of road with a contribution of approximately \$400,000. The District of Mission agreed to commit \$150,000 towards future road upgrade work. In order to bring the entire 20 kilometer access up to the accepted standards, there remains approximately 11.5 kilometers requiring upgrades and new construction.

On April 18, 2013 Minister of Finance Mike de Jong and MLA Marc Dalton announced that the provincial government would “put up to \$5 million into future funding to improve the old logging road that would serve the planned Tim Horton’s Children’s Camp on Pine Lake”. On July 5, 2013, the Chilliwack Forest District provided an updated cost and construction schedule. District staff determined that for optimum efficiency and to reduce overall construction costs, all roads and associated bridges/structures should be constructed over a three year period.

In 2012/13, FLNRO’s Recreation Sites and Trails BC constructed a 40-site campground at Sayres Lake and hosted an opening ceremony with Kwantlen First Nation. In the first season of operation the campground continued to grow in popularity, with local campers and families coming from the lower mainland.

### ***Corporate Sponsorship***

There is an excellent opportunity for local companies to offer both funds and in-kind services as sponsors and partners in developing Stave West. The Mission Interpretive Forest represents an attractive investment and business opportunity for corporations, businesses and regional enterprises.

### ***User / Community Group***

Groups who have an interest in specific activities or causes are often prepared to materially support their realization. User groups may wish to contribute to the further development and maintenance of trails, continue current initiatives for clean-up days and support nature interpretation activities. One advantage of working through partnerships is that non-profit agencies and community groups are often able to access funding for which municipalities are ineligible, or unlikely to receive. These include lottery funds, foundation grants, and some private sector donations.

### ***Commercial Recreation & Tourism Revenue Generation***

As noted in section 9, the Market-driven Commercial Development Strategy for Stave West will guide the Board of Management as it considers private, public, or joint commercial ventures for the region. It will produce a business case and guidelines for investment in the area. The Master Plan implementation team should seek out partners to develop and program Stave West through a public Requests for Proposal process.

### ***“Friends of” Society Contribution***

“Friends of” societies are often excellent ways for non-profit park-like amenities like Stave West to secure support from community leaders, and a source of additional funds to support operations, activities. The designation of charity status allows for tax-deductible donations, providing a further incentive for donations.

### ***User Fees***

As with all other recreational opportunities, a balance needs to be struck between those activities and programs offered free to the community and those that are subject to user fees. There are costs associated with the provision of recreational services and these should be fully or partially attributed either to individual users or to the appropriate clubs and organizations.

Another fee structure that is often adopted by municipalities is related to residency, which assumes that local residents contribute by way of taxes to local amenities and services. Stave West is largely used by non-residents who are not local taxpayers. A non-residency fee structure should be considered when determining what, if any, specific user fees are associated with Stave West recreational programs and amenities.



Recommendations - Funding Strategies

	Recommendation	Est. Capital Budget	Est. Operating Budget	Lead	Key Stakeholders
Short-Term Priority Actions (1-3 years)					
8.1	Secure funding and establish revenue streams to support development and promotion.			Implementation Team	Local First Nations, District of Mission, Province of BC
Medium-Term Priority Actions (3-7 years)					
8.2	Formalize revenue streams to support ongoing sustainable management and development.			Board of Management	Local First Nations, District of Mission, Province of BC
Ongoing Policy/Protocol					
8.3	Monitor funding opportunities and potential revenue streams.			Board of Management	Local First Nations, District of Mission, Province of BC

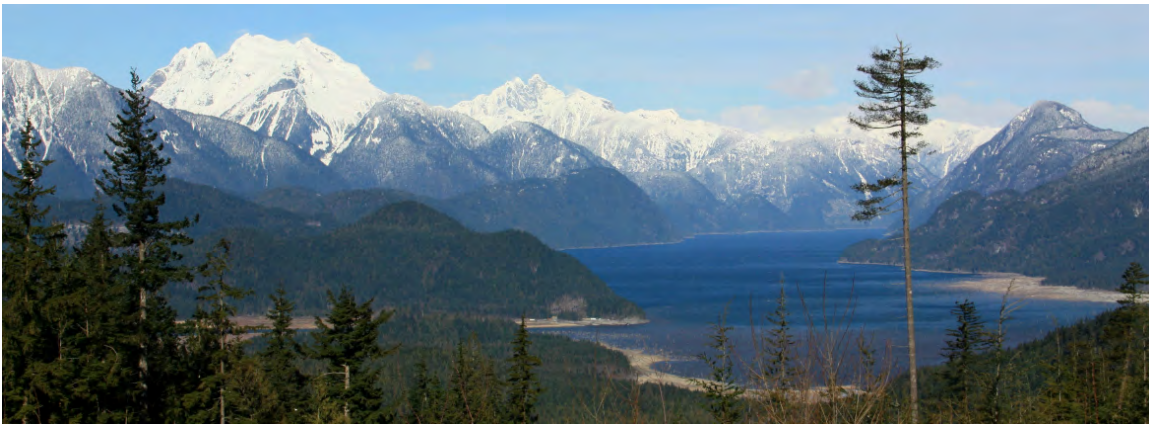


## 11. Implementation

Initially the Stave West Implementation team, and then the Board of Management, will be responsible for prioritizing and acting upon these phased recommendations that will make the Mission Interpretive Forest a highly desirable recreation and learning destination.

Each recommendation in this report has been assessed as a short (1-3 years), medium (3-7 years) or long-term (7+years) priority. While short-term projects will rely chiefly on existing infrastructure while focusing on enhancing user experience, longer-term projects may include major construction or changes, taking into consideration needs, locations, schedules, and financial strategies. This implementation table includes order-of-magnitude costs where estimates are possible.

Implementation of each initiative is still subject to approval through annual budget processes at various levels of government and the timelines will likely shift based on the ability to pay and the shifting needs of the community and partners.



LEGEND	
	Short-Term Priority Actions (1-3 years)
	Medium-Term Priority Actions (3-7 years)
	Long-Term Priority Actions (7-10 years)
	Ongoing Policy/Protocol

Suggest this also goes in the exec summary, but without phasing/leads etc. just recommendations, colour coded as below.

	Recommendation	Est. Capital Budget	Est. Operating Budget	Lead	Key Stakeholders
Short-Term Priority Actions (1-3 years)					
1.1	Form implementation team with representatives from the District of Mission, local First Nations, and the Provincial Government.		\$6,000/month	District of Mission	Kwantlen First Nation, Local First Nations, Province of BC
1.2	Continue to pursue partnered funding opportunities for core infrastructure and other developments.			Implementation Team	Local First Nations, Provincial Government, District of Mission

1.3	Formalize Board of Management Structure, Policy, Terms of Reference, and Procedures.			Implementation Team	Local First Nations, Province of BC, District of Mission
1.4	Establish ongoing community engagement and consultation with user groups and stakeholders.			Implementation Team	User Groups, Local First Nations, Province of BC
2.1	Establish temporary staffed gateway.	\$20,000 - \$40,000	\$40,000 - \$50,000	Implementation Team	District of Mission, BC Hydro,
2.2	Create and implement an access-management strategy.			Implementation Team	District of Mission, Local First Nations, Province of BC, BC Hydro, Users and User Groups
2.3	Increased enforcement by RCMP focused on peak periods.		\$50,000 - \$100,000	Implementation Team, District of Mission	RCMP, MLFNRO, MOTI, Local First Nations
2.4	Coordinate increased patrols through Provincial Fire Wardens for Stave West.		\$10,000	Implementation Team	District of Mission, MLFNRO
2.5	Engage the Province to pursue widened buffer for roadways and trails relating to firearms use within Stave West.			District of Mission	User groups, MFLNRO, RCMP
2.6	Engage Province in supporting enforcement within Stave West.			Implementation Team	Province of BC, District of Mission, Local First Nations
2.7	Establish a volunteer forest watch program.  Establish an Aboriginal Guardian program		\$10,000	Implementation Team – Board of Management	District of Mission, Local First Nations, Province of BC, Users and User Groups

2.8	Develop an Emergency Response Plan.		\$2000	Board Management of	District of Mission, Local First Nations, Province of BC
3.1	Establish work-group to address access and use of environmentally and archeologically sensitive areas.			Implementation Team	District of Mission, Local First Nations, Province of BC, User Groups
3.2	Develop environmental stewardship and cultural protection strategy.		\$30,000	Implementation Team	District of Mission, Local First Nations, Province of BC, User Groups
3.3	Implement waste management and recreation & tourism infrastructure maintenance program.		\$10,000 - \$20,000	District of Mission / Implementation Team	District of Mission, Local First Nations, Province of BC
4.1	Develop a trails master plan integrated with Experience the Fraser and other regional initiatives.		\$30,000	Implementation Team	District of Mission, Local First Nations, Province of BC, User Groups
4.2	Pursue trail-specific funding and volunteer opportunities within the context of the trails master plan and planned use areas.			Implementation Team	District of Mission, Local First Nations, Province of BC, User Groups, Associations
4.3	Install informational and wayfinding signage for existing areas, trails, and services.			Implementation Team	District of Mission, Local First Nations, Province of BC, User Groups
4.4	Develop loop-trail around Sayres Lake.			Implementation Team	District of Mission, Local First Nations, Province of BC



4.5	Formalize trail to Mt. Crickmer			Implementation Team	District of Mission, Local First Nations, Province of BC
4.6	Complete market feasibility study for activity-based facilities as identified within this section			Implementation Team – Economic Development, DOM	District of Mission, Local First Nations, Province of BC
4.7	Secure matching federal funding to complete core infrastructure (road, power, telecommunications).	\$5 million		Implementation Team	District of Mission, Local First Nations, Province of BC, Government of Canada
4.8	Completion of core infrastructure build-out based on \$5 million provincial funding and \$5 million federal funding.	\$10 million		Implementation Team – Board of Management	District of Mission, Local First Nations, Province of BC
5.1	Develop the terms of reference for a Stave West/Mission Interpretive Forest Education & Training Centre (working title only) including a 1-5 year strategic plan.		\$25,000	Implementation Team	District of Mission, Local First Nations, Province of BC, Post-Secondary Institutes, Mission Public School District, Zajac Ranch
5.2	Facilitate, in the immediate to short-term, on site pilot education programs and experiences—that demonstrate the value of the Stave West site as a learning laboratory (at Zajac and other site locations).			Implementation Team	District of Mission, Local First Nations, Province of BC, Post-Secondary Institutes, Mission Public School District, Zajac Ranch

6.1	Complete a market-driven commercial development strategy		\$20,000	Implementation Team, Economic Development (DOM)	Local First Nations, District of Mission, Province of BC
6.2	Initiate mountain bike trail development and maintenance program with FVMBA and other groups and organizations			Implementation Team	Local First Nations, District of Mission, Province of BC, User Groups
6.3	Initiate motorized off-road trail and facility development program with user groups and organizations.			Implementation Team	Local First Nations, District of Mission, Province of BC, User Groups
6.4	Initiate event-programming to drive use and investment		\$10,000	Implementation Team, User Groups	Local First Nations, District of Mission, Province of BC, FVMBA, 4WDABC, Cycling Canada, Cycling BC
6.5	Initiate campground development including motorized-camping with pull-through and staging area.			Implementation Team	Local First Nations, District of Mission, Province of BC
6.6	Finalize EOI and RFP process for engaging commercial operators and investors.			Implementation Team	Local First Nations, District of Mission, Province of BC
6.7	Invite EOI's for area-sited destination outdoor events, non-camping accommodation, and forest-based outdoor recreation/tourism operations.			Implementation Team	Local First Nations, District of Mission, Province of BC

7.1	Establish ongoing communications and engagement strategy for public-use education and promotions.			Implementation Team	Local First Nations, District of Mission, Province of BC
7.2	Complete initial brand development including brand-manual and guidelines.	\$15,000 - \$30,000		Implementation Team	Local First Nations, District of Mission, Province of BC, ATBC
7.3	Finalize marketing strategy including seasonal, annual, and activity-based campaigns, and execute marketing & communication campaigns.	\$10,000 - \$20,000	\$80,000	Implementation Team	Local First Nations, District of Mission, Province of BC
7.4	Generate programming to align with 60 <sup>th</sup> anniversary of TFL#26 and highlight enhanced relationships with local First Nations			Implementation Team	Local First Nations, District of Mission, Province of BC
8.1	Secure funding and establish revenue streams to support development and promotion.			Implementation Team	Local First Nations, District of Mission, Province of BC
<b>Medium-Term Priority Actions (3-7 years)</b>					
1.5	Appoint members to Board of Management and transition functions.			Implementation Team / Board of Management	Local First Nations, Province of BC, District of Mission
2.8	Design and build permanent gateway structure and welcome centre.	\$300,000 - \$500,000	\$95,000	Board Management of	District of Mission, Local First Nations, Province of BC
2.9	Formalize revenue stream for the purpose of public-use education, gateway operations, and ongoing safety and security.			Board Management of	District of Mission, Local First Nations, Province of BC

3.4	Implement recommendations from the environmental stewardship and cultural protection strategy developed through implementation team.			Board of Management	District of Mission, Local First Nations, Province of BC
4.9	Transition FLFSR responsibility & maintenance to Ministry of Transportation and Infrastructure.			Board of Management	District of Mission, Local First Nations, Province of BC
5.3	Establish a permanent presence at Stave West for jobs skills training and the learning activities identified in the Education & Training Centre Strategic Plan.			Board of Management	District of Mission, Local First Nations, Province of BC, Post-Secondary Institutes, Mission Public School District, Zajac Ranch
6.8	Encourage retail and rental services surrounding and within Stave West.			Board of Management	Local First Nations, District of Mission, Province of BC
7.5	Promotions and marketing integrated with regional and Provincial strategies.			Board of Management	Local First Nations, District of Mission, Province of BC
8.2	Formalize revenue streams to support ongoing sustainable management and development.			Board of Management	Local First Nations, District of Mission, Province of BC
<b>Long-Term Priority Actions (7-10 years)</b>					
3.5	Review impact of managed use on sensitive areas.			Board of Management	District of Mission, Local First Nations, Province of BC



4.10	Permanent facilities to support activities complete.			Board of Management	District of Mission, Local First Nations, Province of BC
6.9	Completion of phased-development based on usage zones.			Board of Management	Local First Nations, District of Mission, Province of BC
<b>Ongoing Policy/Protocol</b>					
1.6	Review and report on governance structure, procedures, and policies to support the Board of Management and serve as a model for other similar efforts.			Board of Management	Local First Nations, Province of BC, District of Mission
3.6	Ongoing monitoring and management of sensitive areas and use.			Board of Management	District of Mission, Local First Nations, Province of BC
4.11	Review and refresh master plans to support ongoing development.			Board of Management	District of Mission, Local First Nations, Province of BC
5.4	Ongoing review and management to support education, research, and skills-training.			Board of Management	District of Mission, Local First Nations, Province of BC, Post-Secondary Institutes, Mission Public School District, Zajac Ranch
6.10	Ongoing review and streamlining of RFP / EOI policy and process			Board of Management	Local First Nations, District of Mission, Province of BC

7.6	Maintain brand integrity and relationships with local communities, brand ambassadors, and key stakeholders.			Board of Management	Local First Nations, District of Mission, Province of BC
8.3	Monitor funding opportunities and potential revenue streams.			Board of Management	Local First Nations, District of Mission, Province of BC

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## **Appendix A – Current Legislative Framework**

### **Legislative Framework**

Recreation on Crown land, outside BC Parks and protected areas, is managed by the Recreation Sites and Trails BC (RSTBC) branch of the BC Ministry of Forests Lands and Natural Resource Operations. The legislative framework under which RSTBC manages public recreation is FRPA, Division 3 - Recreation. Section 56(1) of FRPA allows the Minister to establish an interpretive forest, a recreation site or a recreation trail and section 56(3) of FRPA allows the Minister to establish objectives for interpretive forests, recreation sites and recreation trails established under Sec 56(1). Legal establishment of a trail under Section 56 allows that trail to be managed by the RSTBC program. Authorization to construct or maintain a trail on Crown Land is granted by the Minister under Section 57 of FRPA. Section 58 of FRPA allows the Minister to restrict uses on Crown Land where it is necessary to protect a recreation or range resource or to manage public recreation on Crown Land.

The Forest Recreation Regulation (FRR) under FRPA is the regulatory mechanism that allows designated officials – District Recreation Officers – to set enforceable standards for management of public recreation on Crown Land. Much of the FRR applies to management of the public while using interpretive forests, recreation sites and recreation trails. Unless authorized by a recreation officer a person must not use an interpretive forest, a recreation site or a recreation trail for a business or industrial activity.

The RSTBC relies heavily on volunteer partners to manage recreation sites and trails. Partnership agreements are legal documents signed between the District Recreation Office and the partner.

## **Appendix B - User Questionnaire, 2012**

779 surveys were begun, and 729 were completed, between March 1<sup>st</sup> and June 5<sup>th</sup>, 2012. The survey featured 17 questions, ranging from demographic information, to information on respondents' current and desired use of the site. The following section summarizes the survey results.

### **1. What types of recreational activities do you do in the Mission Interpretive Forest (West Stave Lake/Florence Lake Forest Service Road)? Check all that apply.**

Users were asked to check from a list of 16 activity types.

Top responses, with over 30% were: 4-Wheel Driving (72%), Camping (56%), ATVing (41%), Scenic Driving/Sight Seeing (37%), Hiking (36%) and Dirt Biking (35%).

Other responses earning over 20% were: Fishing (28%), Motorized boating (24%), Wildlife viewing/photography (23%), Picnicking (23%) and Swimming (22%).

Respondents were also offered the opportunity to provide "other" responses. There were 59 responses; top "write in" answers were: rock crawling (23), target shooting (5), geocaching (5), and dog walking (4). A complete list is found in appendix A.

### **2. Name one other area in the Lower Mainland in which you also primarily recreate.**

Highest response rates were for Harrison (Harrison, Harrison Lake, Harrison East, Harrison West) (26%), Chilliwack (15%), Eagle Lake (8%), and Vedder Mountain (5%).

### **3. I usually come to the Mission Interpretive Forest...**

With family and friends (92%), on my own (25%). 3% were first time visitors or tourists. Of those who responded "other" top responses included with the 4x4, ATV or jeep club.

### **4. How did you hear about the Mission Interpretive Forest? Check all that apply.**

The majority of users heard about the MIF through recreation user groups (47%), by word of mouth (36%), by growing up in the area (33%), through a friend (31%) or through the internet (28%).

### **5. What City do you live in?**

Respondents are primarily from Chilliwack (19%), Mission (18%), Maple Ridge (12%), Surrey (12%), Abbotsford (7%) and Langley (7%).



**6. On average, how many times a year do you visit the Mission Interpretive Forest?**

Similar percentages of 29%, 27% and 28% visit the MIF 1-5 times a year, 6-10 times a year, and more than 20 times a year. 17% visit between 11 and 20 times a year.

## 7. What is your gender?

75% of respondents were male, 10% were female and 15% reported completing the survey as a family.

## 8. What is your age?

The majority of respondents were 25-40 (45%) or 41-60 years old (39%).

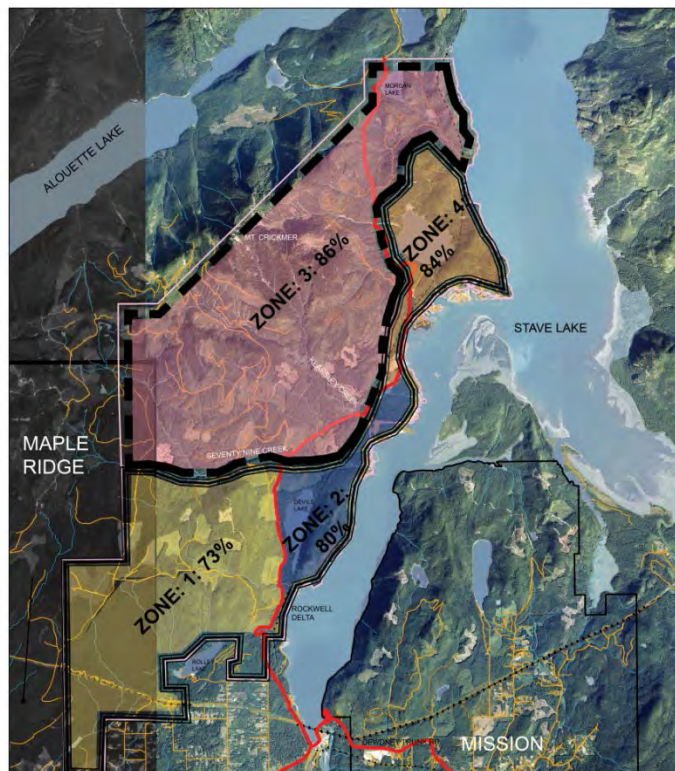
## 9. Which destinations do you visit in the Mission Interpretive Forest? Check all that apply.

The most popular destination reported is the “mud flat” area – below the high water mark (64%). The other most popular areas are: the Florence Lake Forest Service Road (59%), Sayres Lake (51%), and Gated side roads (48%). The BC Hydro Boat Launch, Morgan Lake, Florence Lake and Devils Lake also all had between 30-40% response rate.

Of those who responded that they use the MIF for ATVing, the most popular locations were: “mud flat” area – below the high water mark (76%), Sayres Lake (59%), Florence Lake Forest Service Road (55%) and gated side roads (53%).

## 10. Using the above map, please check all the areas that you use.

All four zones see high numbers of users by these survey responders – Zone 1 (73%), Zone 2 (80%), Zone 3 (86%) and Zone 4 (84%).



**11. When visiting the Mission Interpretive Forest do you use any trails?**

95% of respondents use trails in the MIF.

**12. What facilities and/or improvements would you like to see? Please check your first choice.**

Survey respondents overwhelmingly support the introduction of designated multi-use motorized vehicle access (52%). Other improvements include: Stage areas/parking (10%), Trail Improvements (9%), Vehicle campgrounds (8%) and Toilet/Shower Facilities (5%).

**13. Please check any other facilities or improvements that you would like to see.**

Other popular desired improvements include: Stage areas/parking (49%), Designated multi-use motorized vehicle areas (48%), Vehicle campgrounds (46%), Trail improvements (43%), Toilet/shower facilities (33%), Picnic/Day use areas (24%) and Interpretive Signs (21%).

**14. I have had conflicts with....**

Few respondents always have conflicts with other users, while 27% of respondents sometimes or frequently have conflicts with General Traffic on the FLFSR and 18% sometimes or frequently have conflict with ATVs. A small number of responses cited people doing damage to the environment. Respondents report having had fewest conflicts with snowmobilers. "Other" write-in answers cited conflicts with rowdy partiers, drunk drivers, firearm users, and other illicit activities (vandals, thieves, people depositing drug paraphernalia). One user suggested that if alcohol consumption was monitored, or if the park had to be shared with more of a diversity of recreation users, conflicts would decline.

**15. Please describe the nature and location of the conflict.**

Speed, drunken recklessness, users of various types who exhibit a sense of entitlement (ranging from hikers to ATV/4x4 users, to drivers speeding), and firearm use were cited as the most common reasons for conflict. Excessive speed of all types of vehicles, including cars on the FLFSR and ATVs and dirt bikes on trails were frequently cited. Several responses cited equestrians – their use of soft trails, and the waste created and left on the trails.

**16. Are there any other issues or concerns that have been missed? If so please describe.**

207 users answered this question. Issues or concerns commonly cited include:

Respondents would like to see the area remain open to all users. Many request that it remain a "free" facility, while other respondents suggest charging a fee for use, or for parking. A number of respondents said they would be happy to pay an annual user fee to assist in monitoring, maintenance and the discouragement of illegal and irresponsible activities. A number of respondents would like to see garbage receptacles, signage and maintenance of the road.

Concerns over illegal activities ranging from abandoned stolen vehicles, dumping, excessive alcohol consumption and firearm use.

Environmental concerns listed included mud bogging, the use of dirt bikes during the rainy season, to littering.

Lack of cell phone coverage during emergencies.

Concern that this space should accommodate a range of users – possibly by providing designated areas for different user groups. With this, concern that off-road vehicle use should not be lost.

Concern about the Whonnock people and the incorporation of their feedback on the future plans for the site.

**17. If you wish to receive updates from the District of Mission on the TFL 26 – Mission Interpretive Forest Recreation Master Plan, please provide us with contact information (Optional)**

Approximately half of the respondents provided contact information. 59% of these respondents are interested in volunteering – many to assist in trail building, clean up and maintenance, as well as vehicle use and local information. Contact information and detailed responses are included in Appendix A.

## **FEMALE RESPONDENTS**

The majority of users were male. There were 80 female respondents, representing 10% of all respondents. The following represents a summary of their feedback, where, as a group, the responses deviated from the overall survey responses.

Hiking (57%), Camping (53%), 4-Wheel Driving (52%), scenic driving/sight seeing (42%), ATVing (41%), Wildlife viewing/photography (38%), Picnicking (37%), Swimming (33%) were listed as most frequent recreational activities at the MIF.

95% of female respondents come to the MIF with family or friends.

50% of respondents know about the MIF from having grown up in the area. 39% heard about it through a friend, and 36% knew about it from word of mouth.

The majority of users were from Mission.

33% visit the site 6-10 times a year, 29% visit 1-5 times a year, and 23% visit more than 20 times a year.

50% of respondents were 25-40, and 34% were 41 to 60.

The most popular destinations are: Mud Flat area (57%), BC Hydro Boat Launch (48%), Sayres Lake (47%) and Florence Lake Forest Service Road (45%).

Zone 2 was the most popular at 85%. Zones 1, 3 and 4 received between 64% and 70%.

99% of female respondents use the trails.

17% wish to see trail improvements. Other responses between 11% and 14% are: Vehicle campground, toilet/shower facilities, designated non-motorized areas, and designated multi-use motorized vehicle areas.

Respondents reported having most of their conflicts with ATVs (25% frequently or sometimes) and general traffic (16% frequently or sometimes).

## FAMILY RESPONDENTS

An additional 15% completed the survey as a family (112 respondents). The following represents a summary of their feedback, where, as a group, the responses deviated from the overall survey responses.

Top responses were: 4-Wheel driving (74%), Camping (72%), Scenic Driving/sightseeing (52%), ATVing (52%), Hiking (48%) and Picnicking (44%). Fishing, swimming and swimming received 38-39%. Wildlife viewing, motorized boating, scenic driving/sightseeing, and dirt biking all received over 32%.

Respondents are aware of the site through: recreation user groups (47%), by having grown up in the area (43%) and through word of mouth (39%).

Respondents were from 26 different towns/cities. 23% were from Mission, 16% from Surrey, 15% from Maple Ridge. Other top responses were Langley (7%), Port Coquitlam (6%), Abbotsford (6%) and Burnaby (5%).

At 32%, the majority of respondents visit the MIF more than 20 times a year. 29% visit 6-10 times a year.

The most visited areas include: the “mud flat” area (66%), Sayres Lake (65%), Florence Lake Forest Service Road (63%).

94% of respondents report making use of the trails.

55% of respondents would like to see improvements to designated multi-use motorized vehicle areas. The next most frequently selected facility was vehicle campgrounds, at 13%.



Secondary responses were for: vehicle campgrounds (54%), designated multi-use motorized vehicle areas (51%), staging areas/parking (49%), trail improvements (38%) and picnic/day use areas (36%).

21% report having sometimes or frequently had issues with general traffic on the FLFSR and 14% report having sometimes or frequently had issues with ATVs.

## RESPONDENTS FROM THE DISTRICT OF MISSION

There were 142 respondents from Mission.

59% of Mission respondents visit the MIF to camp. 57% visit to hike or to 4-wheel drive and 45% visit for scenic driving/sight seeing. 40-45% responded that they use the site for swimming, picnicking or ATVing. A lower percentage of respondents from Mission use the site for 4-Wheel Driving, compared to overall responses (72%), while a significantly higher rate of Mission respondents report using the MIF for hiking (only 36% in overall survey).

38% of respondents from Mission use the site more than 20 times a year, while 31% use the site 6-10 times a year. While overall response of 28% use the site more than 20 times a year.

The most frequently used destinations are: "Mud flat" area (61%), BC Hydro Boat Launch (60%), Sayres Lake (55%) and Gated side roads (52%). All destinations listed are visited by 28% of respondents, or higher. The Mud Flat area, Sayres Lake area and gated side roads response rate is consistent with overall responses. Overall responses were significantly lower for the Boat Launch Area (less than 40%).

32% would like to see improvements to the designated multi-use motorized vehicle areas. At the highest response, 32% is significantly lower than the 52% represented across all survey responses. Secondary responses were similar to the overall survey results.

34% report having sometimes or frequently had conflicts with General Traffic on the FLFSR. 23% respond having sometimes or frequently had conflicts with ATVs. This is slightly higher than the overall results of the survey, where 27% of respondents report sometimes or frequently having had conflicts with General Traffic on the FLFSR, and 18% have sometimes or frequently had conflicts with ATVs.

## NOTABLE RESPONSES BY AGE GROUPS

	16-24	25-40	41-60	Over 60	Comment
<b>Percentage of responses per category</b>	15%	45%	39%	3%	
<b>What type of activities do you do?</b>	4-Wheel Driving (93%) Camping (58%) ATVing (40%) Dirt Biking (39%)	4-Wheel Driving (84%) Camping (65%)	4 wheel driving (53%) Camping (48%) ATVing (41%)	Dirt biking (42%) Wildlife viewing/ photography (37%)	4-Wheel Driving decreases significantly with age. Over 40% in each age group report ATVing or dirt biking at the MIF.
<b>Which destinations do you visit in the MIF?</b>	"Mud Flat" Area (82%) Florence Lake Forest Service Road (56%) Sayres Lake (50%)	"Mud Flat" Area (69%) Florence Lake Forest Service Road (58%) Sayres Lake (55%)	Florence Lake Forest Service Road (61%) "Mud Flat" Area (53%) Gated side roads (51%)	Florence Lake Forest Service Road (60%) Gated side roads (47%) Sayres Lake, BC Hydro Boat Launch (41% each)	The Mud Flat Area is used significantly more by younger visitors. This may correlate to 4-Wheel Drive use in the area.
<b>How often do you visit the MIF?</b>	More than 20 times a year (46%)	More than 20 times a year (31%) 6-10 times a year (28%)	1-5 times a year (37%) 6-10 times a year (29%)	1-5 times a year (47%) 6-10 times a year (26%)	Respondents from younger age groups tend to visit the MIF more often.
<b>Which zones do you use?</b>	Zone 4 (92%) Zone 3 (89%) Zone 2 (82%) Zone 1 (73%)	Zone 4 (87%) Zone 3 (84%) Zone 2 (82%) Zone 1 (70%)	Zone 3 (88%) Zone 4 (80%) Zone 2 (78%) Zone 1 (75%)	Zone 2 and 3 (82%) Zone 1 (77%) Zone 4 (71%)	Zone 4 is most visited by younger respondents (under 40). This may correlate with sites for 4-Wheel driving.
<b>Do you use any trails?</b>	97% use trails	97% use trails	92% use trails	72% use trails	The vast majority of respondents use the trails. Those over 60 years of age report using the trails the least.

<b>Which facilities /improvements would be your first choice?</b>	Designated multi-use motorized vehicle areas (42%)	Designated multi-use motorized vehicle areas (52%)	Designated multi-use motorized vehicle areas (57%)	Designated multi-use motorized vehicle areas (44%)	All age groups would state designated multi-use motorized vehicle areas as their priority improvement.
<b>Which other improvements would you like to see?</b>	Trail Improvements (58%) Staging areas/parking (58%) Designated multi-use motorized vehicle areas (57%)	Designated multi-use motorized vehicle areas (49%) Vehicle Campgrounds (48%) Staging areas/parking (46%) Trail improvements (43%)	Staging areas/parking (48%) Vehicle Campgrounds (47%) Designated multi-use motorized vehicle areas (45%)	Staging areas/parking (44%) Vehicle campgrounds, designated non-motorized areas, picnic/day use areas (31% each)	Staging areas/parking and vehicle campgrounds were commonly reported as other desired improvements.
<b>I have had conflicts with...</b>	44.5% sometimes or frequently have conflicts with general traffic on <b>FLFSR</b> . 28% report sometimes or frequently having conflicts with <b>ATVs</b> .	27% sometimes or frequently have conflicts with general traffic on <b>FLFSR</b>	24% sometimes or frequently have conflicts with general traffic on <b>FLFSR</b>	23% sometimes or frequently have conflicts with general traffic on <b>FLFSR</b>	Younger respondents report having had the most conflicts with other users. They are also the most frequent users of the site.

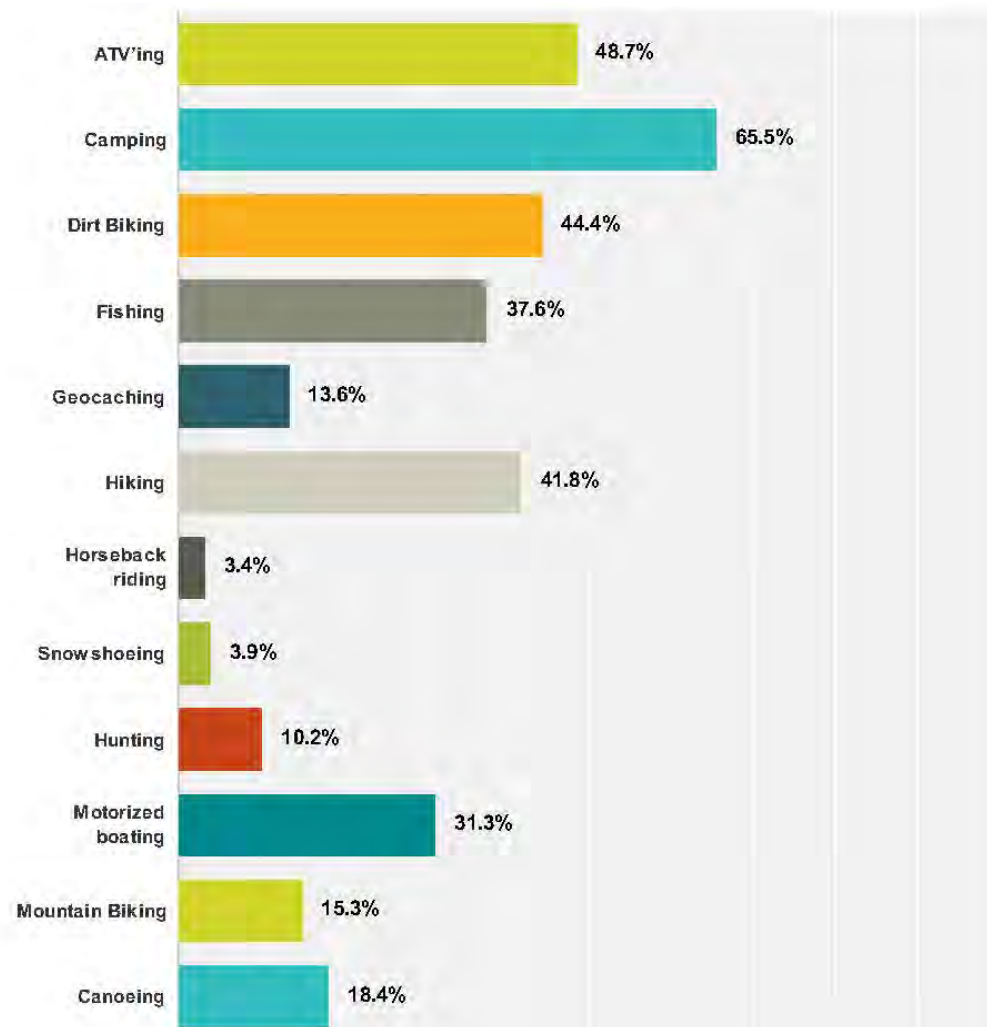
## Appendix C – Public Questionnaire, 2014

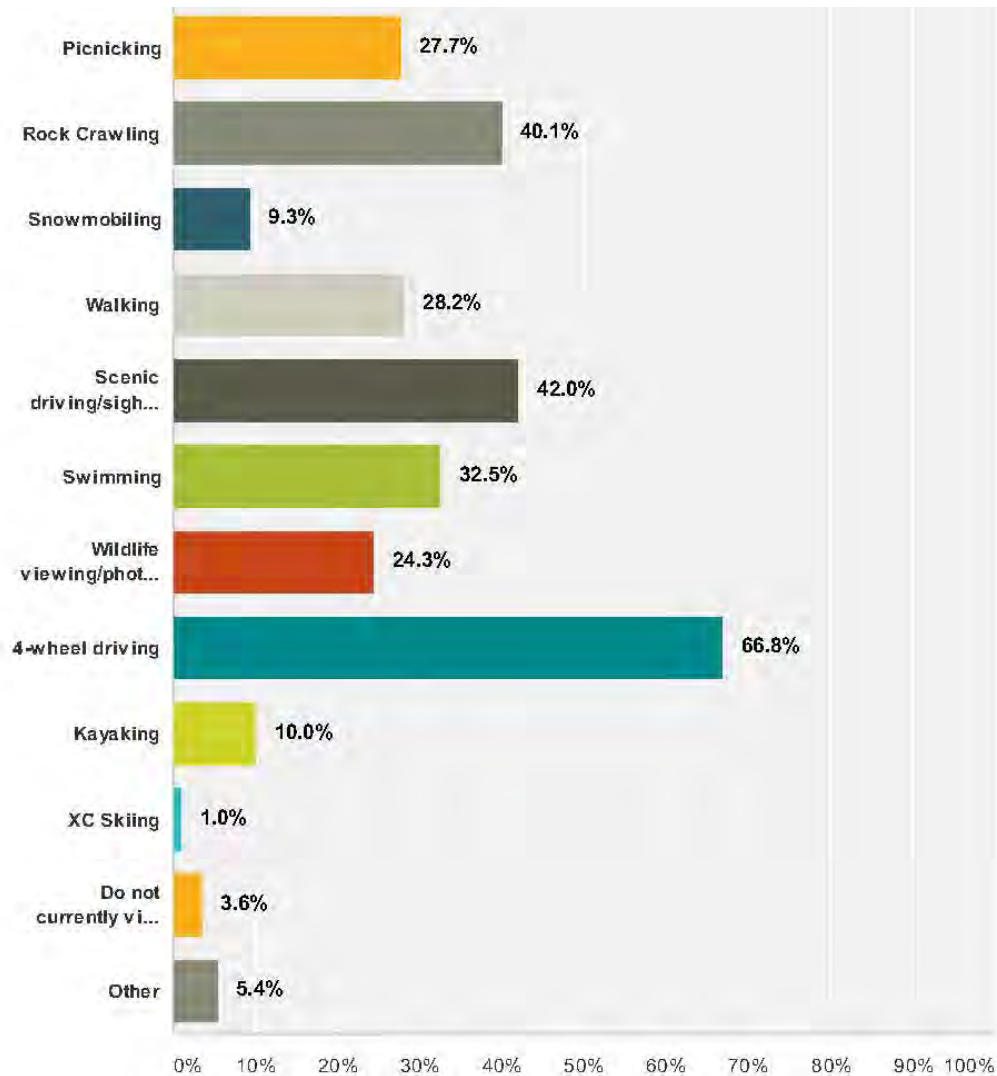
The questionnaire featured 20 questions, ranging from demographic information, to information on respondents' current and desired use of the site. 1191 questionnaires were completed between June 5 and July 18, 2014. The following section summarizes the questionnaire results.

### 1. When at Stave West, do you participate in? Check all that apply.

Over 40% of respondents participate in: 4 wheel driving (66.8%), Camping (65.5%), ATVing (48.7%) Dirt Biking (44.4%), Scenic Driving/Sight Seeing (42%), Hiking (41.8%) and Rock Crawling (40%).

All under 1%, write in answers included: mud bogging, shooting, dual sport-motorcycle riding, clean up and boating.

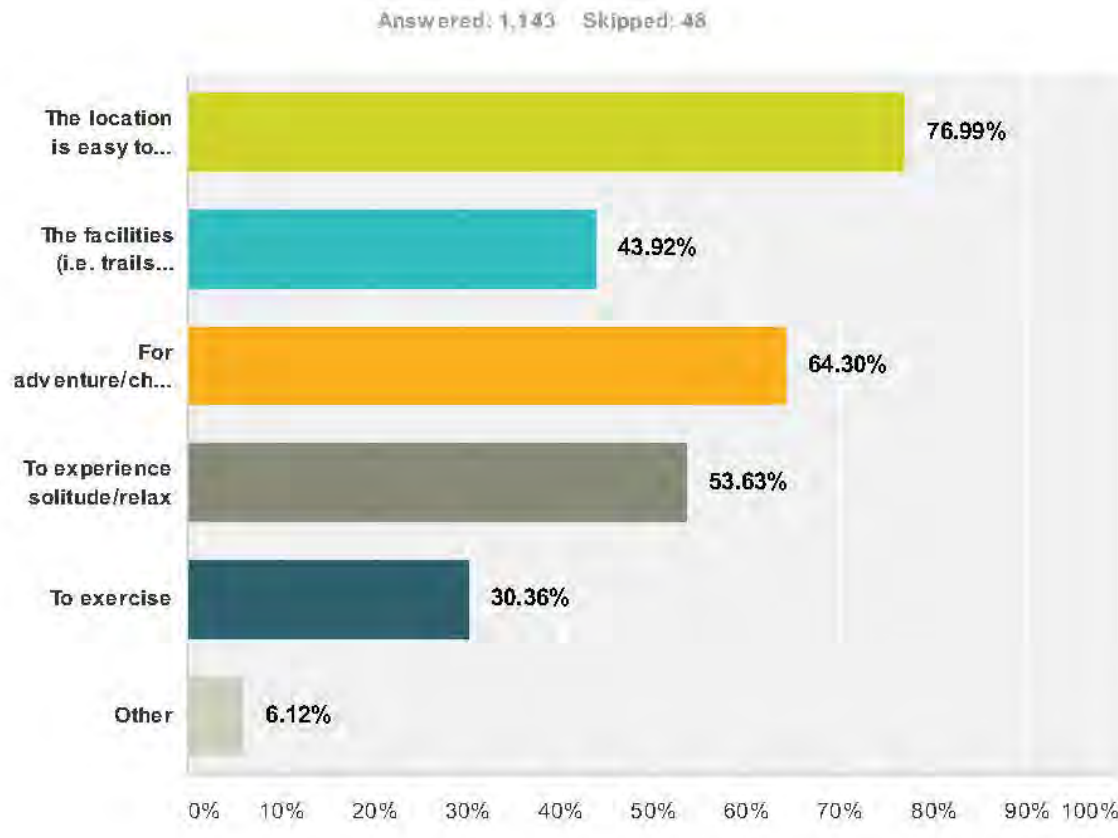




## 2. Please specify why you participate in this/these activity (ies) in Stave West?

The top reason for recreating at Stave West is due to the location (easy to access from home or school). Many others attend for adventure/challenge and to experience solitude/relax. Those who selected "other" attend to meet new people, because there is no charge, it is unregulated, or because it is beautiful. Less than 1% of respondents indicated any of these reasons.





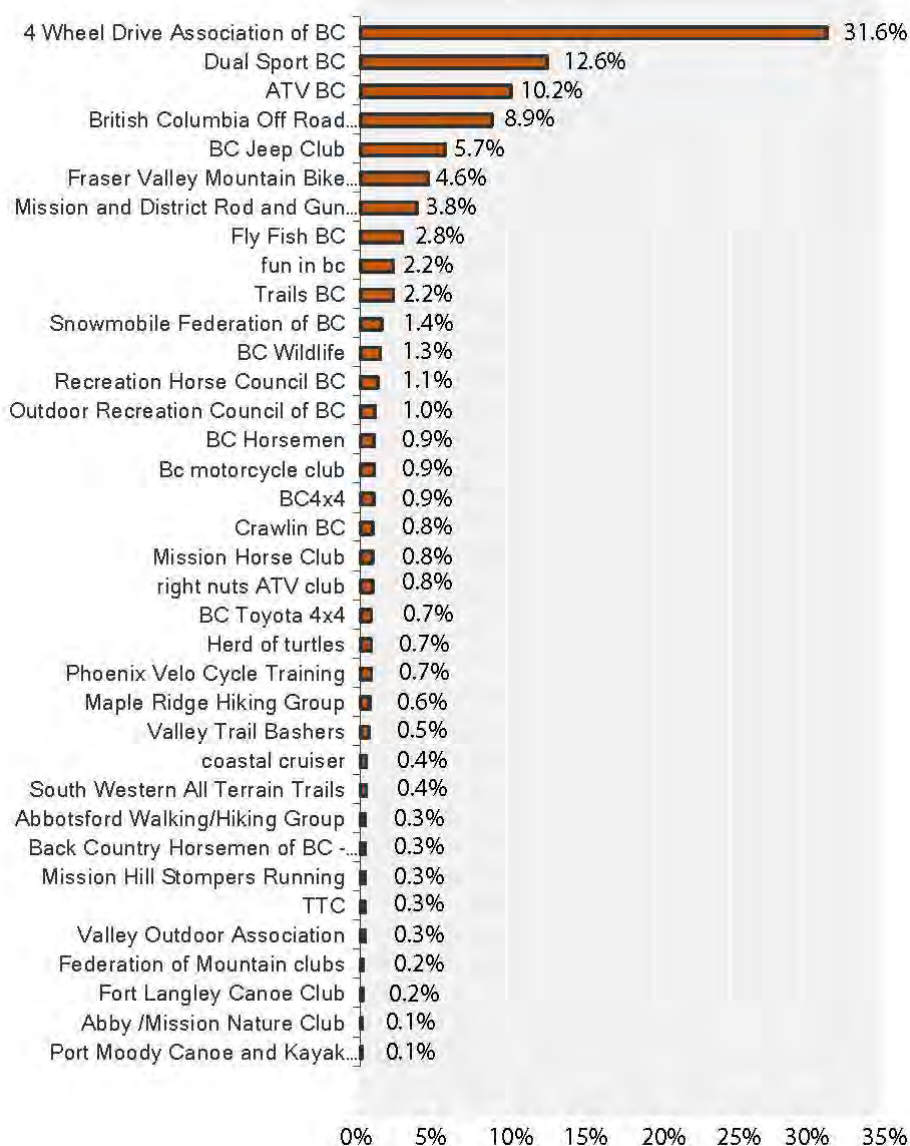
### 3. If you do not currently visit Stave West, please tell us why?

10% of questionnaire respondents answered this question.

60% of these respondents do not visit Stave West because it is unsafe/unregulated i.e. gun use, unsafe roads and trails, drinking/drunks, not a family friendly destination.

Others do not attend because: they did not know about Stave West, they do not live nearby, they do not have a vehicle to access the site, there is no planned recreation or mountain bike trails.

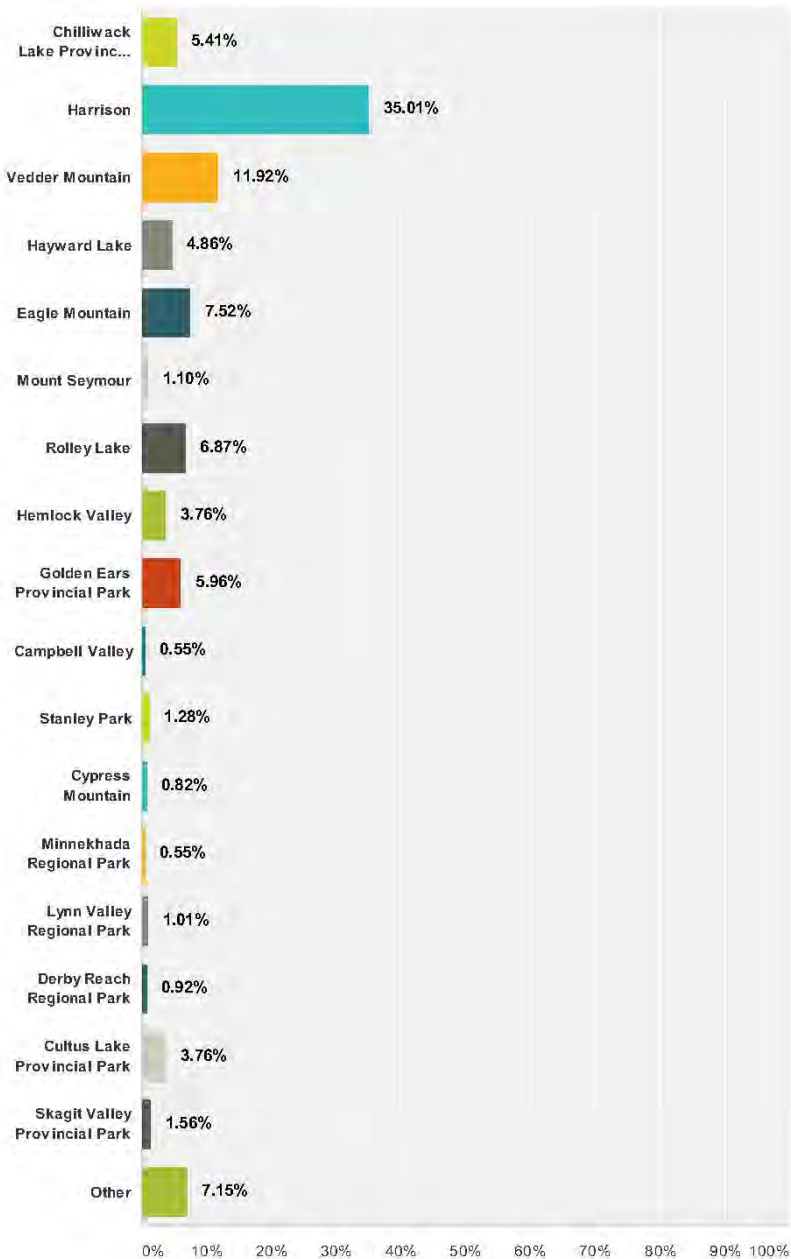
**4. Are you a member of any of the following recreation user groups?<sup>1</sup>**



<sup>1</sup> Note: this question was not intended to give group member responses weighted validity, rather, it provided additional information for analysis purposes. Non-group member responses were equally weighted.

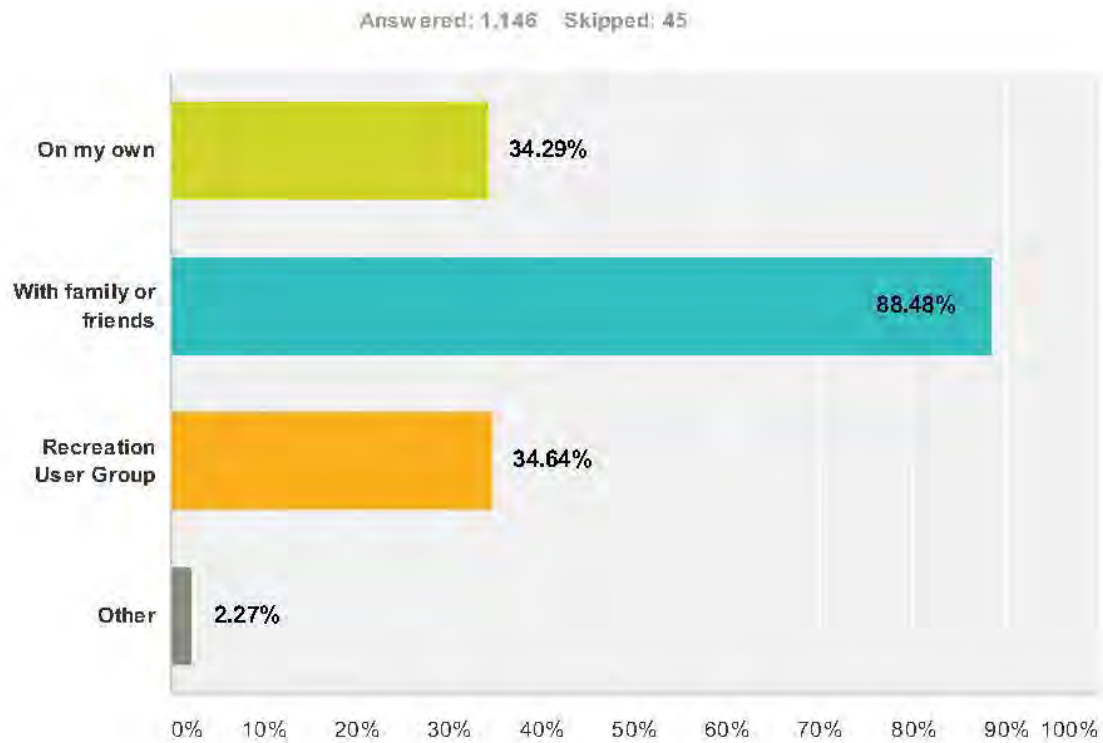
**5. Name one other area in the Fraser Valley or Metro Vancouver which you also use most often for outdoor recreation.**

The most frequently used other areas are Harrison (35%) and Vedder Mountain (11.9%). Popular write in answers (all under 2%) include Tamahi, Sylvester, Chipmunk, Blue Mountain and Stave East.



**6. I usually participate in outdoor recreation at Stave West. Check all that apply.**

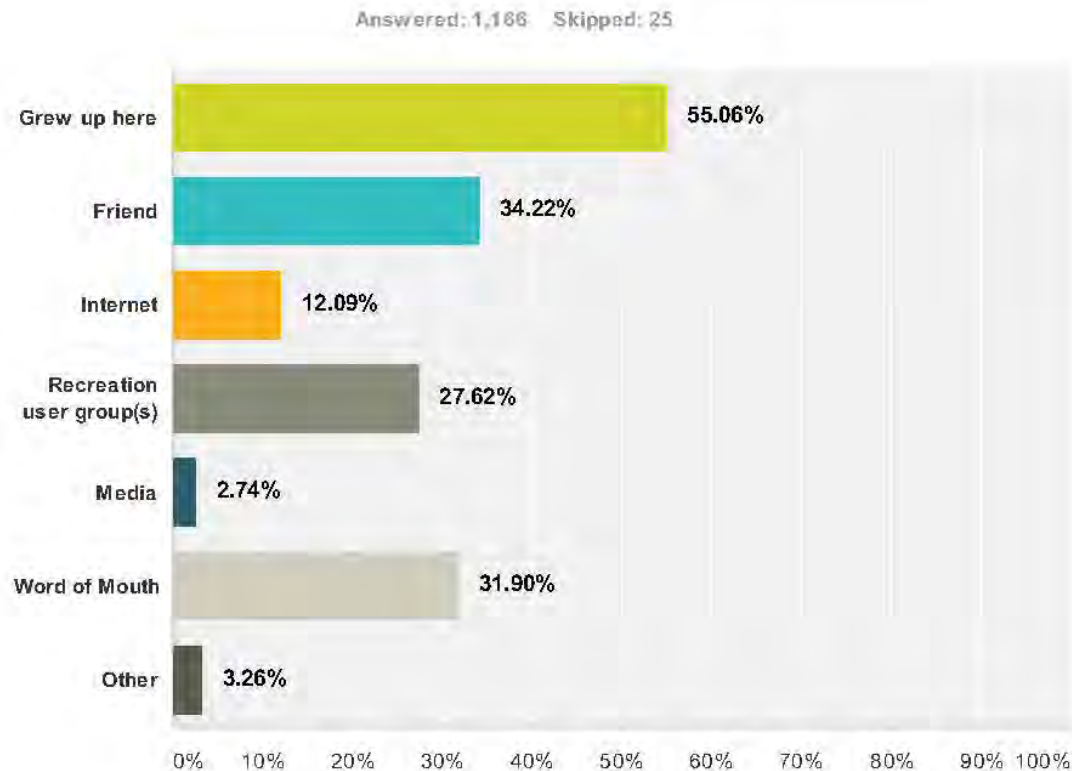
The majority of respondents participate in outdoor recreation at Stave West with family and friends.



**7. How did you hear about Stave West? Check all that apply.**

The majority of respondents heard about Stave West because they grew up nearby. Others heard through friends and word of mouth.

3.3% of respondents heard about Stave West via “other” means – including maps.



**8. In which community do you live?**

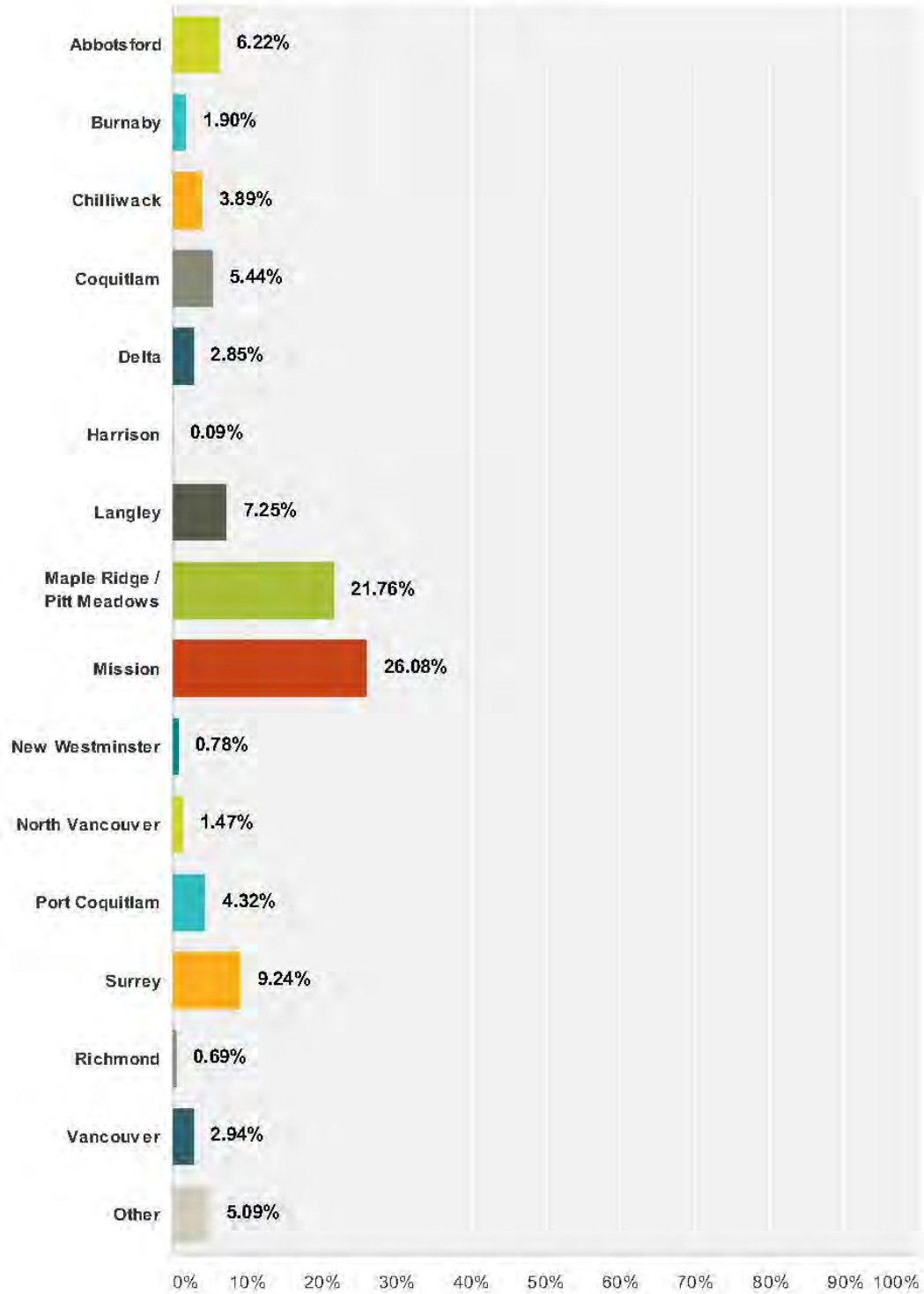
The majority of respondents live in Mission (26%), Maple Ridge/Pitt Meadows (21.8%), Surrey (9.2%) or Langley (7%).

Write in answers included Kelowna (1%), Whiterock, Victoria, Fort St. John, Washington State and as far as Halifax.

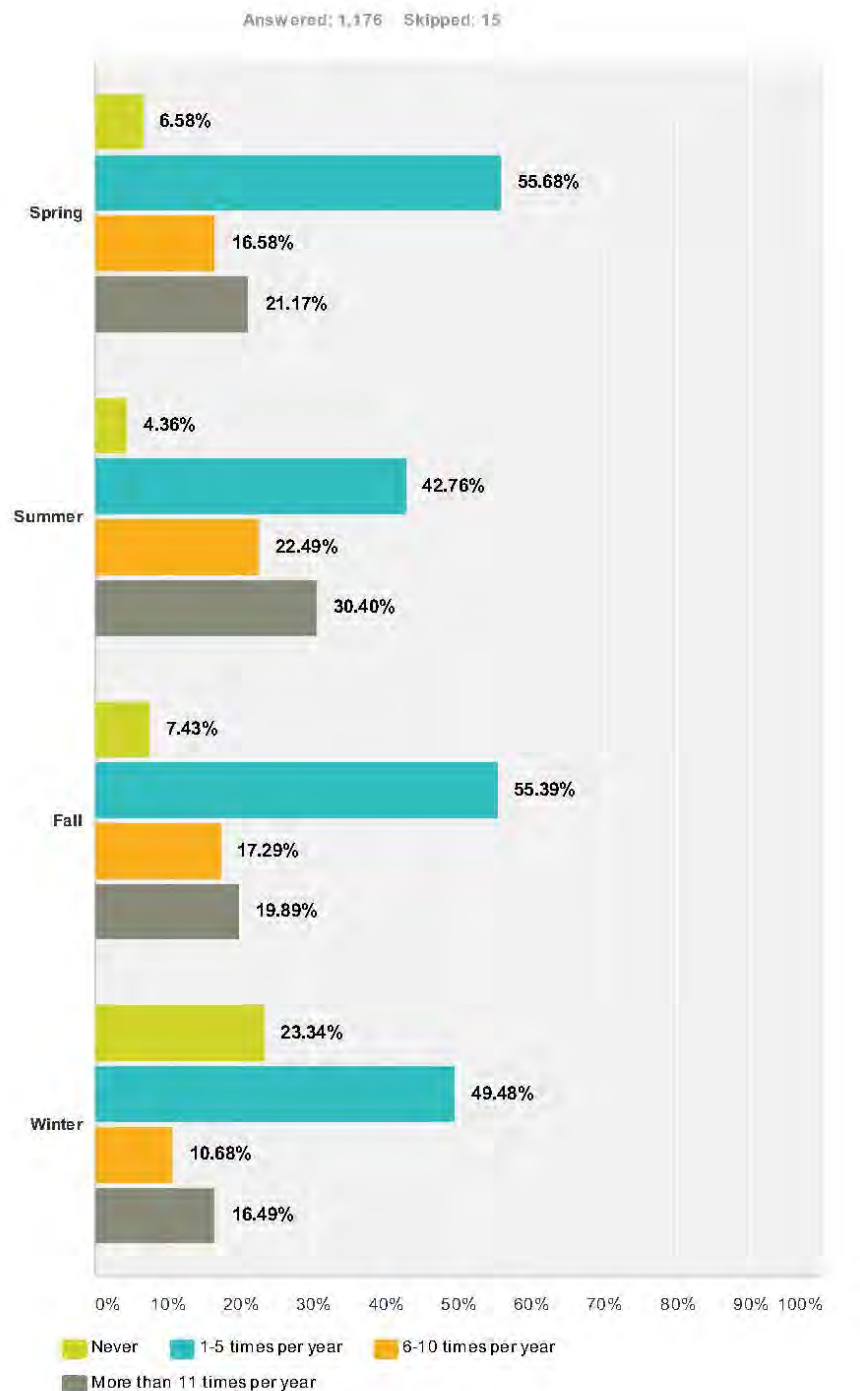


# Stave West Master Plan

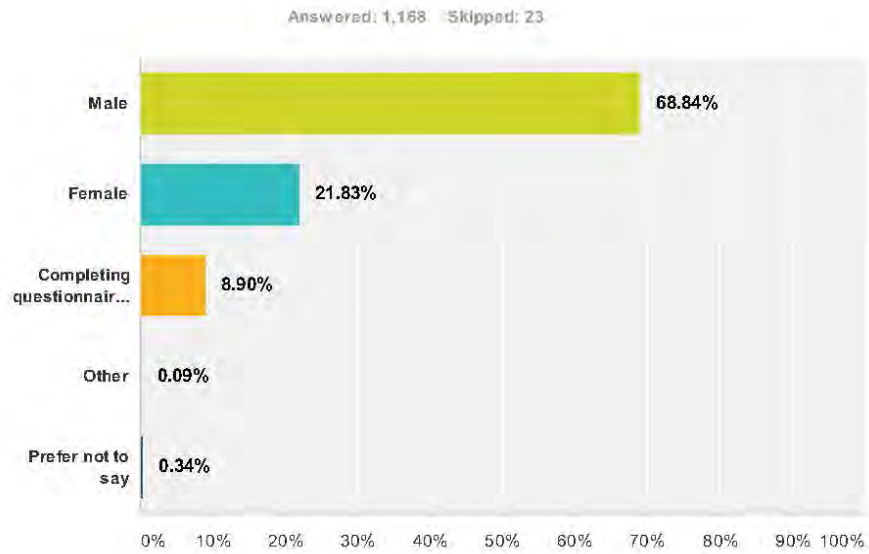
Answered: 1,158 Skipped: 33



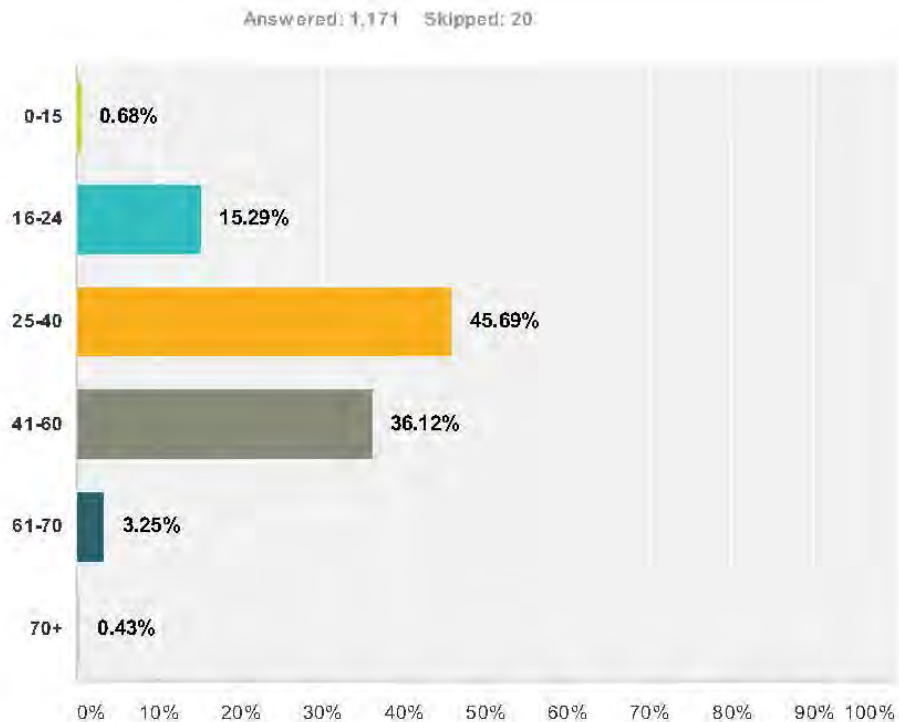
9. On average, how often do you visit Stave West?



## 10. Gender



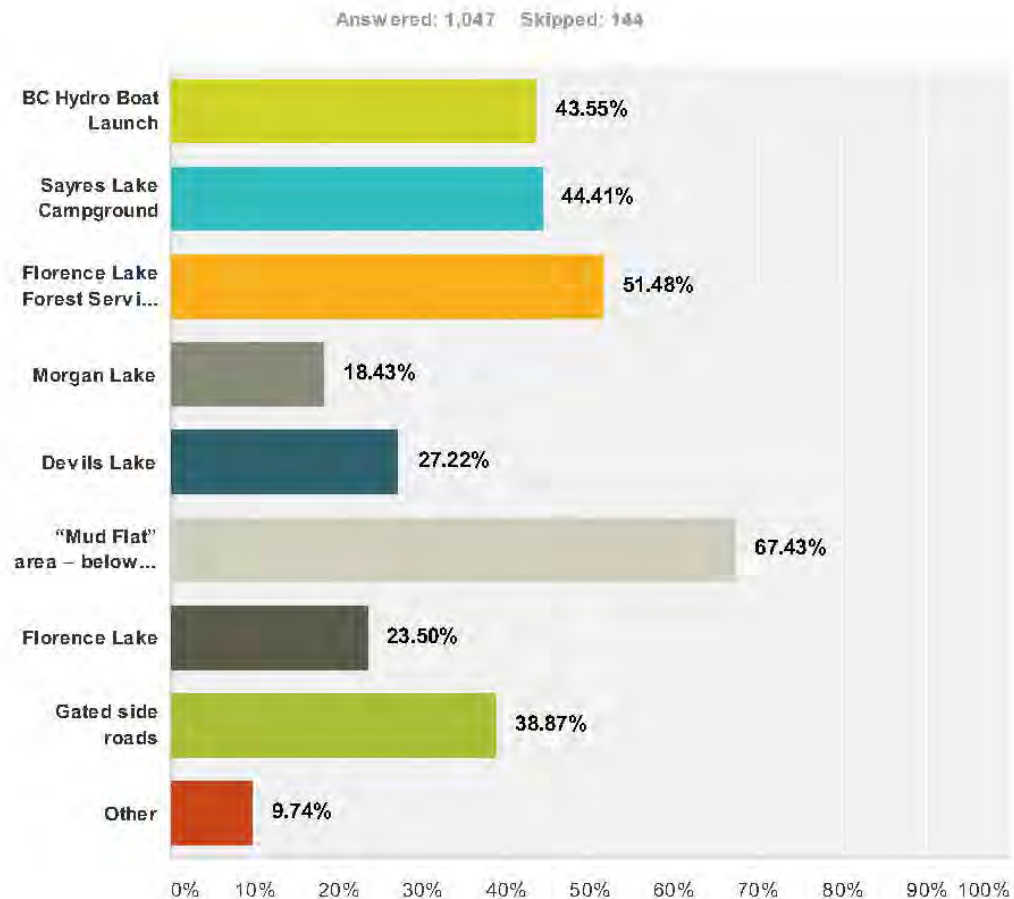
## 11. Age



**12. Which destinations do you visit at Stave West? Check all that apply.**

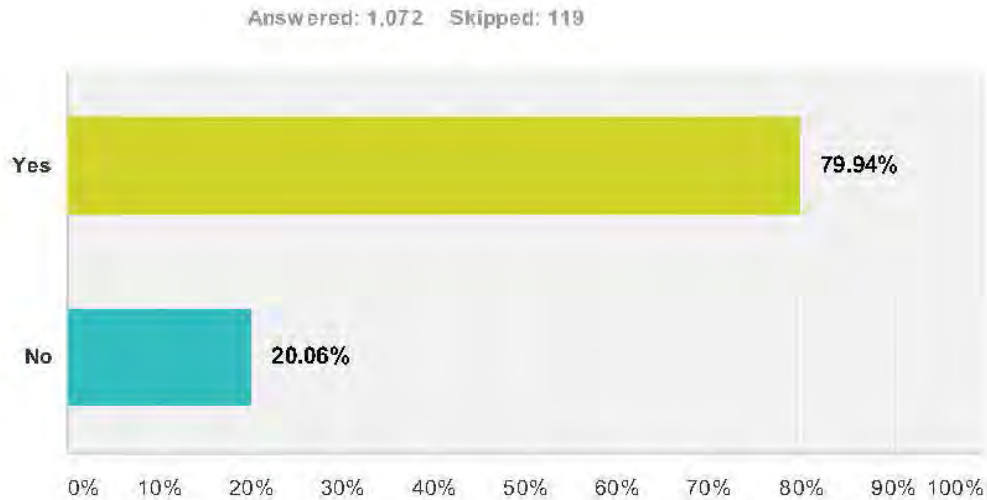
The majority of questionnaire respondents visit the Mud flat area (67.4%). A high percentage also report visiting the Florence Lake Forest Service Road (51.5%), Sayres Lake Campground (44.4%), BC Hydro Boat Launch (43.6%), and gated side roads (38.9%).

Other, write in answers, referenced trails – often by use (i.e. ATV trails, rock crawling trails) as well as the Stave Loop. A smaller number of respondents report visiting the creek beds and look outs.



### 13. Do you use any Stave West trails?

The majority of respondents (79.9%) use the trails at Stave West. Note that not all respondents currently recreate at Stave West, and not all respondents answered this question.



### 14. What facilities, services and/or improvements would you like to see? Please check all that apply.<sup>2</sup>

The top facilities, services and improvements that respondents would like to see at Stave West are: Designated multi-use motorized vehicle access (28.5%), Safety and Security (16.6%), Vehicle Campgrounds (14.8%), Trail Improvements (13.7%), Toilets/Shower Facilities (12.2%) and Staging Areas/Parking (11.6%).

Other high choices included: Designated Non-motorized Areas (9%), Boat Launches (8%) and a Gated Entrance (8.3%).

Many respondents provided write in answers regarding garbage bins/dumpsters (9%).

Other write-in answers related to specific types of trails, particularly mud bogging, rock crawling, ATV trails and mountain bike trails.

A number of 4x4 club members (23) provided write-in responses for “access to Blue Mountain via Rockwell Creek”, while other respondents specifically requested that there be no access from Stave West to Blue Mountain.

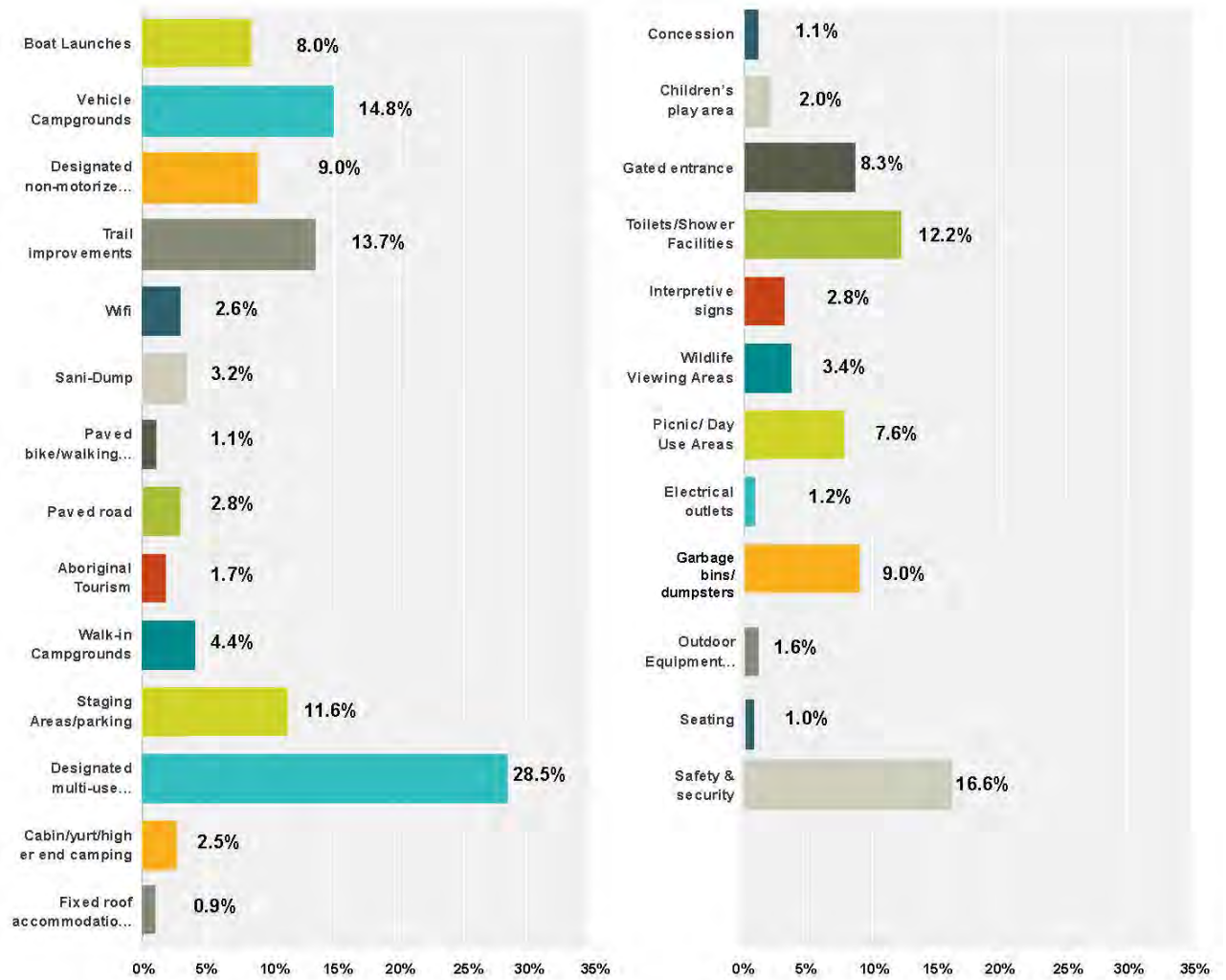
5% of respondents requested that no changes be made to Stave West. Others requested that no significant infrastructure changes be made, but that safety and security be increased.

<sup>2</sup> Note that there was a technical issue on this question - only one response could be checked. Once discovered, respondents were asked to record other desired responses under “other.” The majority of respondents did so.



# Stave West Master Plan

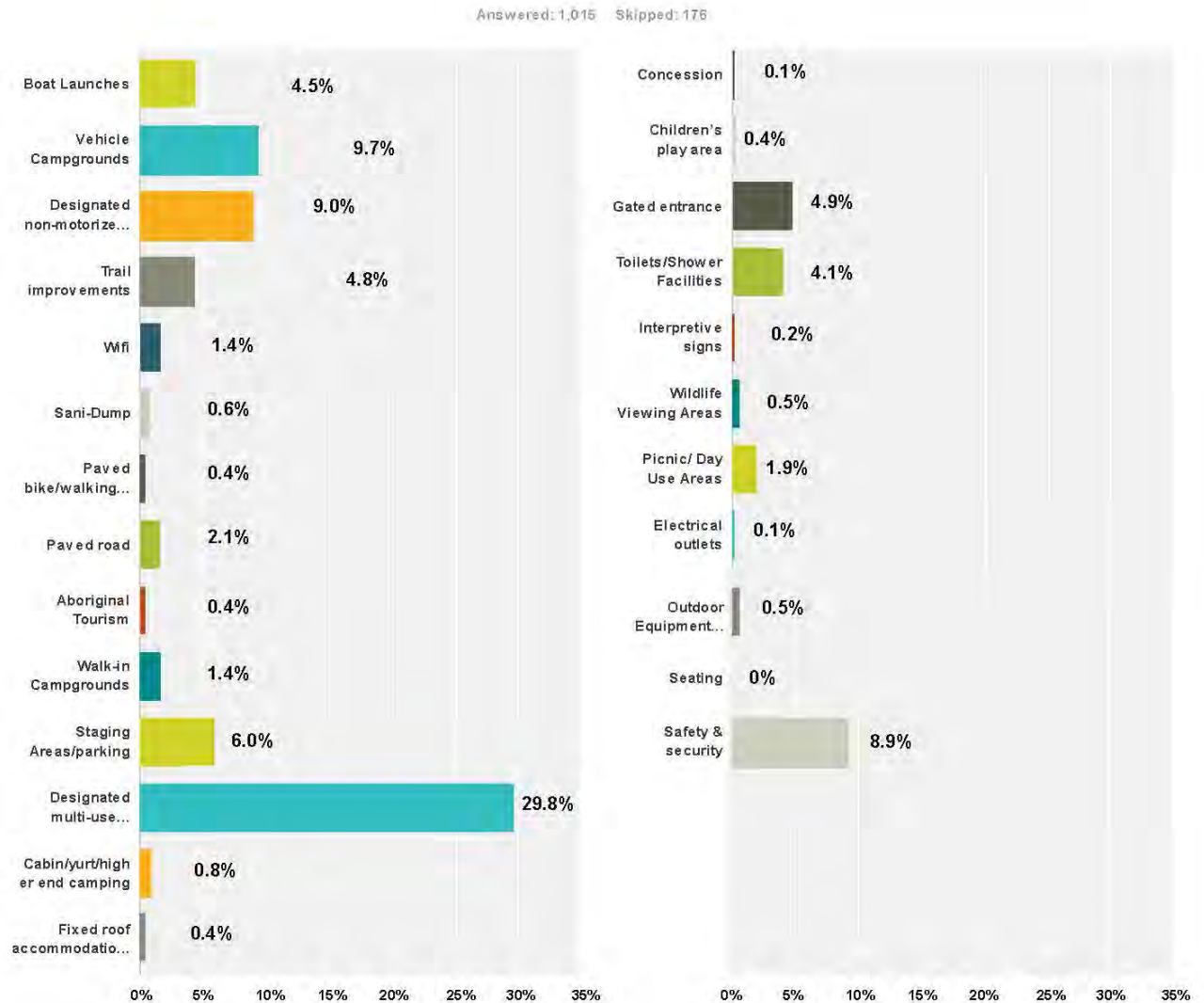
Answered: 1,032 Skipped: 159



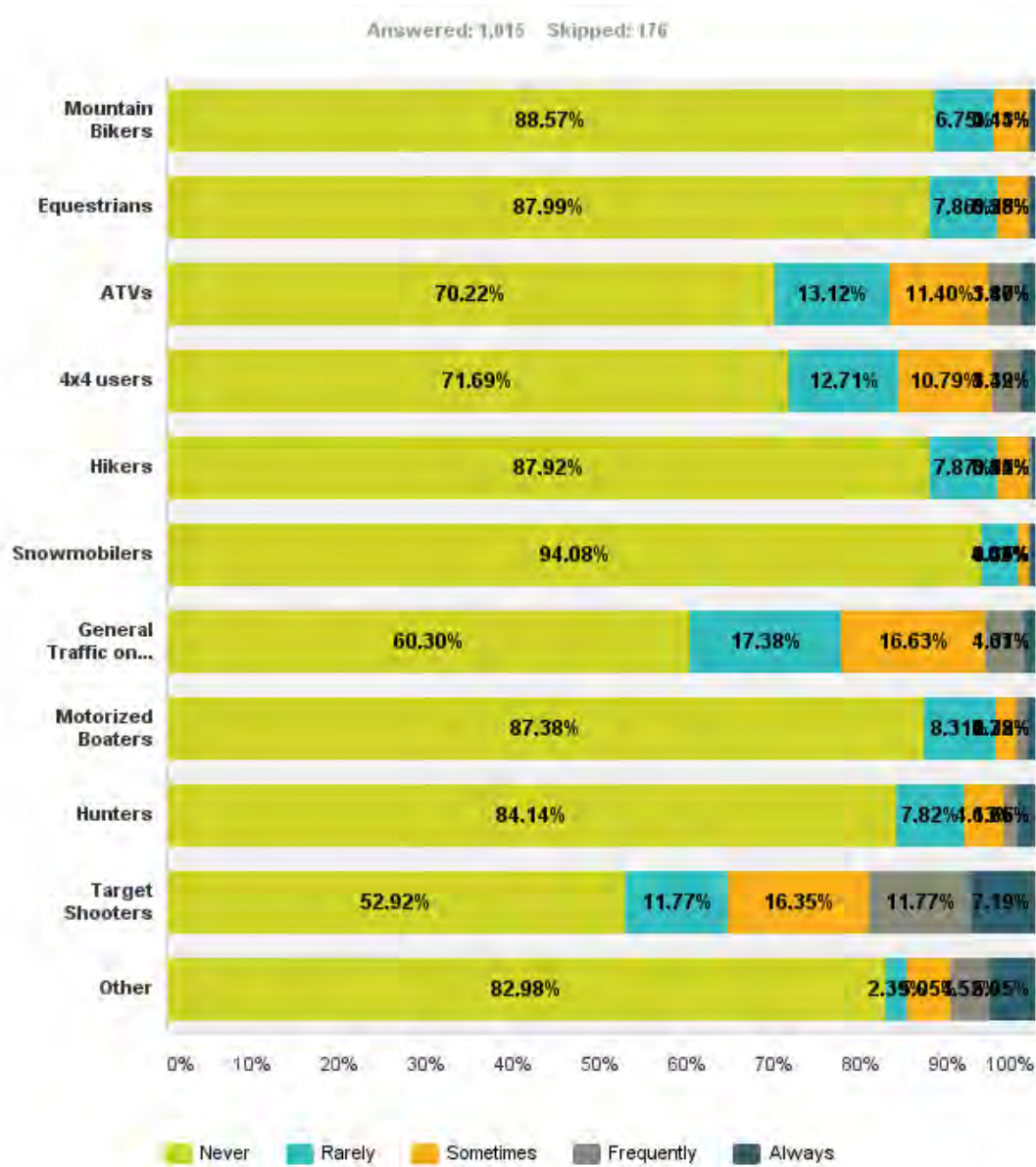
**15. Using the same list, please select your FIRST CHOICE only. This will help us determine priorities.**

The top response for first choice improvements/services was designated multi-use vehicle areas (29.8%), followed by vehicle campgrounds (9.7%), designated non-motorized areas (9%) and increased safety and security (8.9%).

2.3% of respondents provided write-in answers to “do nothing”. Other write in answers, all under 0.5% included access to Blue Mountain, cell phone reception for emergency use, and access to hunting, as well as reference to specific types of trails (mountain bike, 4x4).



16. I have had conflicts with...



The group with whom respondents have the most conflicts are target shooters – almost half have had conflicts with target shooters, with 7.2% always having conflicts, and 11.8% frequently having conflicts.

40% of respondents report having had conflicts with general traffic on the Florence Lake Service Road.

Approximately 30% report having had conflicts with ATVs and 4x4 users.

The lowest conflict rate was reported with snowmobilers – possibly because many other users do not use Stave West frequently during the winter.

Write in answers included: people dumping garbage (2%), rowdy/drunken people (3%), people from other communities, the police, people torching cars/vandals, and unprepared motorists who may be driving too fast.

**17. If you specified in the previous question that you had a conflict, please describe the nature and location.**

Conflicts with motorized users on the main roads – speeding and weaving, driving on the wrong side of the road, generally not following the rules of the road.  
People driving up expressly to dump garbage, target shooters and partiers leaving large amounts of garbage.  
Target shooters set up in locations that place others in danger, including towards trails, down and across the main road – generally not receptive to feedback regarding safety.  
Motorized use on generally non-motorized trails (i.e. mountain bike trails), motorized users not respecting non-motorized users. Conversely, motorized users reported conflicts with hikers, equestrians and mountain bikers who could not “share” the trail.  
Motorized users i.e. ATVs crossing fish bearing streams, and other environmentally degrading behavior.  
Car thieves, partiers engaging in unsafe behavior, people shooting at others.  
Drunk and reckless behavior, including drunk driving.  
People who are unfamiliar with driving on logging roads.  
Motor vehicle accidents on FLFSR.  
People believing they have more right to be in the area than others.  
People who go to Stave West to party and look for fights.  
Issues on the mudflats – “lawlessness”, “cesspool of humanity”, making a mess of rehabilitation areas, unsafe and disrespectful behavior, assaults.  
Threatened (in one case robbed) by people with guns.

**18. What are your thoughts on how to reduce future conflicts?**

40% of questionnaire respondents answered this question. Top responses were:

- Banning firearm use/enforcing illegal firearm use (12%)
- Regulating shooting: setting up designated target shooting ranges (8.5%)
- Designated user areas for conflicting activities (8.5%). Some mentioned a designated off-road vehicle park with a small admission fee.
- In addition to the enforcement of firearm use, almost 50% referenced enforcement and increased safety and security including: increased police presence, a monitored gate house/sign in registration system – some referenced searches for illegal firearms, garbage and person and vehicle check in/outs, or monitoring/patrols by others i.e. rangers. Others suggested that users be charged a small fee either at the gate, or through a key system. Some referenced that while an increased police presence may not be well received, it is necessary to increase safety at Stave West.
- Other respondents believe that education and/or better signage is key to reduced conflicts (8%), physical changes i.e. to the road, more parking, garbage facilities (5%), attitude changes (7%).
- Some respondents felt no change was necessary (3%).
- Other responses included: increasing group clean up and fun events would reduce conflicts, and that running a deposit system for gun shells would help to reduce the garbage on site.

**19. Are there any other issues or concerns that have been missed? If so, please describe.**
















Many of the responses in this section echoed concerns expressed earlier in the questionnaire, including:

- A large number of respondents are concerned that the Master Plan will eliminate or reduce access ORV access (4%). Many comment on the role of these users in clean ups and trail building. They feel that the majority of users are respectful users of Stave West and that the destruction and security issues are caused by a small minority.
- Garbage and security are once again cited as major problems at Stave West.
- A number of respondents request that the area not change (4%). However, many of them also reference a need for some combination of a gate house/enforcement of illegal activities.
- Some existing users do not want to see “attractions” such as paved areas or additional pay campsites. A few local residents cite concerns regarding increased traffic volume that may arise.
- Others point to the economic benefits that ORV parks, mud parks and mountain bike trails would bring to the community.
- Requests were made for specific physical changes including trails for specific user groups. Others commented on the multi-use trail potential at Stave West (including motorized and non-motorized).
- Mixed feelings regarding opening access to Blue Mountain from Stave West.



## Appendix D – Public Questionnaire, 2015





### *In which community do you live?*

Response	Chart	Percentage	Benchmark	Count
Mission		64.3%	4.7% ↑	36
Maple Ridge / Pitt Meadows		5.4%	5.6% ↓	3
Surrey		1.8%	0.4% ↓	1
Langley		1.8%	2.1% ↓	1
Abbotsford		3.6%	2.1% ↓	2
Coquitlam		3.6%	1.8% ↑	2
Port Coquitlam		1.8%	0.5% ↑	1
Vancouver		3.6%	1.4% ↑	2
Chilliwack		0.0%	0.9% ↓	0
Delta		1.8%	=	1
Burnaby		0.0%	=	0
North Vancouver		1.8%	0.5% ↑	1
New Westminster		1.8%	=	1
Richmond		0.0%	=	0
Other, please specify...		8.9%	2.3% ↑	5
<b>Total Responses</b>			<b>56</b>	

### *In which community do you live? (Other, please specify...)*

#	Response
1.	East Kootenays
2.	Williams lake
3.	kelowna
4.	Washington State

### *When you spend time recreating in the outdoors you do so...*

Response	Chart	Percentage	Benchmark	Count
On your own		44.6%	4.2% ↑	25
With family or friends		85.7%	5.5% ↓	48
With a club or organization		30.4%	1.9% ↑	17
Other, please specify...		3.6%	1.8% ↑	2


**Total Responses 56**

***When you spend time recreating in the outdoors you do so... (With a club or organization)***

# Response

1.	Adopt-A-Block, Mission Gorilla Gardeners
2.	mission horse club
5.	North West Mud Racing Association
8.	blue mountain motorcycle club
9.	BMMC
10.	BC Cruisers
11.	4WDABC




***Do you currently spend time in Stave West, Mission's Interpretive Forest?***

Response	Chart	Percentage	Benchmark	Count
Yes		0.0%	75.4% ↓	0
No		100.0%	75.4% ↑	56
		<b>Total Responses</b>	<b>56</b>	

***Tell us why you don't visit Stave West***

The 34 response(s) to this question can be found in the appendix.

***Vision - A sustainable working forest, family friendly tourism and recreation, educating the public on these traditional lands of the Kwantlen, Leq'a mel, and Matsqui First Nations.***

Response	Chart	Percentage	Benchmark	Count
Promoter		63.9%	29.6% ↑	23
Passive		22.2%	3.6% ↓	8
Detractor		13.9%	26.0% ↓	5
		<b>Total Responses</b>	<b>36</b>	
		<b>Net Promoter Score</b>	<b>50.0</b>	

***Additional Comments***




The 13 response(s) to this question can be found in the appendix.

***How strongly do you agree or disagree with setting specific recreation zones by use within Stave West?***

Response	Chart	Percentage	Benchmark	Count
Promoter		45.2%	15.7% ↑	14

Passive		38.7%	3.1% ↑	12
Detractor		16.1%	18.8% ↓	5
		<b>Total Responses</b>	<b>31</b>	
		<b>Net Promoter Score</b>	<b>29.0</b>	

*How strongly do you agree or disagree that the zones presented are appropriate for each use?*

Response	Chart	Percentage	Benchmark	Count
Promoter		33.3%	13.3% ↑	10
Passive		40.0%	7.6% ↑	12
Detractor		26.7%	20.9% ↓	8
		<b>Total Responses</b>	<b>30</b>	
		<b>Net Promoter Score</b>	<b>6.7</b>	




### *Mud Flats*

	Yes	No	Total Responses
Recreational motorized vehicle use (4x4, quadding, dirtbiking etc.)	3 (10.0%)	27 (90.0%)	30
Vehicle camping	3 (10.0%)	27 (90.0%)	30
Tent camping	3 (10.3%)	26 (89.7%)	29

### *Mud Flats - Managed Access*




The 22 response(s) to this question can be found in the appendix.

### *Pull Through Campsites and Motorized Use Staging Area*

Response	Chart	Percentage	Benchmark	Count
Detractor		70.0%	17.0% ↑	21
Passive		6.7%	10.1% ↓	2
Promoter		23.3%	6.9% ↓	7
		<b>Total Responses</b>	<b>30</b>	
		<b>Net Promoter Score</b>	<b>-46.7</b>	

### *Primary User Group Profiles*

Response	Chart	Percentage	Benchmark	Count
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Promoter		37.0%	9.6% ↑	10
Passive		40.7%	2.9% ↑	11
Detractor		22.2%	12.6% ↓	6
		<b>Total Responses</b>	<b>27</b>	
		<b>Net Promoter Score</b>	<b>14.8</b>	

### ***Anything we missed?***

The 7 response(s) to this question can be found in the appendix.

### ***Proposed Governance Model***

The 11 response(s) to this question can be found in the appendix.

### ***Public Safety, Environmental and Cultural Protection***

	Very Important	Important	Somewhat Important	Not at all Important	Don't Know	Total Responses
Ongoing Community Engagement	15 (53.6%)	13 (46.4%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	28
Managed Access	20 (71.4%)	6 (21.4%)	2 (7.1%)	0 (0.0%)	0 (0.0%)	28
Designated Use Areas	12 (42.9%)	16 (57.1%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	28
Public Education and Communication	17 (60.7%)	8 (28.6%)	3 (10.7%)	0 (0.0%)	0 (0.0%)	28
Enforcement and Management	22 (78.6%)	5 (17.9%)	1 (3.6%)	0 (0.0%)	0 (0.0%)	28

### ***Education and Interpretive Programs***

The 17 response(s) to this question can be found at the end of the report.

### ***Recreation Investment***

The 18 response(s) to this question can be found at the end of the report.

### ***Additional Comments***

The 12 response(s) to this question can be found at the end of the report.

***Tell us why you don't visit Stave West |***

#	Response
1.	I'm busy right now but will in the summer.
2.	1) Reports of excessive littering including alcohol containers. 2) Too many community complaints regarding excessive noise from visiting clientele who break the law there; EG - having heard so much about illegal activities there including unsafe gun use and off-roading in prohibited areas. 4) As an Adopt-A-Blocker, I'd end up slowing down my hiking group, doing litter abatement. My hiking family-group says 'No, let's just hike'.
3.	No need I live rural.
4.	Stave West is on my list of places to visit but due to the distance and the current state I don't feel it would be safe or responsible to take my young family. It seems the area has a 'wild west' reputation and at this time I don't want to spend my tourism dollars there.
5.	reported to be a 'lawless' area with no consideration for the environment
6.	too far to travel from kelowna
7.	The kids aren't old enough to go out yet. Hopefully summer 2015
8.	I ride at Blue Mountain. Blue Mountain is the closest place for me to ride. The trails are technical & tough, leads to slower speeds on the trails & head on collisions are less likely. The trails are well maintained & not smashed by 4x4's, quads & side by sides.
9.	no known established dirt bike trail network rednecks
10.	Fear of vandalism, gunfire, etc.
11.	It's on my list... If it's closed to 4x4 activity then I won't make it a destination.
12.	I grew up in Mission and used to hike there a lot with my family. Now I spend most of my outdoor time on the North Shore because it is closer and relatively unexplored to me.
13.	Unsure of safety, access
14.	to noisey, had bad issues with vandalism in the past
15.	Unfortunately health issues have kept me from enjoying this area
16.	I just usually go east, kilby, chehalis, etc
17.	I have heard negative things about the behaviour of some people using the area. Fire arm use, off road vehicles and destruction of trees.
18.	I don't know much about it, what there is, how to access it. I always have my toddler in tow and do not know if it is little person friendly.
19.	We usually spend our time on the lake.
20.	To much illegal activity. To many 4 wheel drives spoil the serenity of the forest.
21.	Don't know the area too well
22.	Don't know it well enough
23.	Haven't had time
24.	Too busy
25.	not family friendly
26.	I have small children and while I like the outdoors, we need a few facilities; like bathrooms, a place to get warm/dry, food service of some kind.



27.	Didn't know it existed
28.	no big reason, I live east of mission so would have to travel to get there. Probably if I went a few times I would continue to go.
29.	unsure, the last time I went to Devils lake we called the RCMP because of a vehicle having been pushed off of the road
30.	its a zoo, thefts, shooting and garbage
31.	because of safety concerns, no facilities for horse people
32.	not safe
33.	I don't know where to go. Advertising lacking.
34.	unsafe, too many target shooters, others with guns

### ***Additional Comments |***

# Response

1.	This vision works if the First Nations involved in it are truly consulted, respected and included; not just per 'Mission Statement', but in practice, ongoing.
2.	While the vision has its merits, viewing the photos of motorized use is disturbing. Unless areas are clearly defined for ORV uses and enforced the vision is lost.
3.	It's important to remember who was here first and to value and respect their legacy.
4.	I think it should be safer for all types of people there. Because it is so remote and inaccessible right now, it is quite isolated and people engage in illegal or unsafe activities there because they can get away with it out of the public eye.
5.	I look forward to First Nations input!
6.	In order for it to be family friendly there must be regular visits by conservation officers or by those appointed to monitor the forest.
7.	Seems to be well thought out
8.	I would still like to see hunting be a part of this plan as it is restricted to the fall and winter months and is an integral part of the ecosystem. Safety is paramount, and there are ways to make that happen.
9.	Provision for hunting during fall and winter needs to be included. This CAN be done safely.
10.	I think the sustainable forest logging plus recreational site plus native community involvement are an awesome concept
11.	It works on the sunshine coast. Spent the last 3 days mushroom hunting, successfully
12.	Leave it the way it is
13.	don't cut any of the trees or destroy the nature setting

### ***Mud Flats - Managed Access |***

# Response

1.	Not enough exposure to comment.
2.	Cash grab, unless the area is properly managed to allow continued use as it is used today. The mud flats area can be used as it is used today, and used responsibly, if an appropriate plan is enacted.

3.	access should be walk in only!
4.	No access for motorised vehicles.
5.	Controlling things at Stave Lake would be great, but can it be done?
6.	The Mud Flats are MAN MADE and thus the riparian zone is as well. Setting aside a small portion for recreational use by ORV and 4x4 activity is no more harmful than the off road activities in the rest of the forest.
7.	keep it accessible for 4x4 activity. it's a Mission past time that would be well missed if it were taken away. provide emergency phones for people who get stuck, garbage disposal units etc.
8.	I think it would be nice to not have it be the shit show it is now. It would be great if it was a nice place to rv at
9.	Not sure what you mean by managing access. I think it will take more than a conversation with the some of the people presently using the flats. It tends to be the wild west when it comes to the current activities by some people that visit the flats
10.	I do not feel that education programs would go very far as those who partake in the destructive, dangerous, unlawful and irresponsible activities in that area really aren't the type to think about their actions or "learn" better behavior. Managing access and supervision may help but I worry that to be effective it would be very costly.
11.	The mudflats should be off limits to motorized vehicles.
12.	Important to not destroy
13.	<p>Safety is paramount. Having said that, there are not too many injuries on the flats themselves. But it likely begins here for the most part, ie: drinking/getting high.</p> <p>Secondly, with regards to environment, something that really bothers me is when oils and the like are leaked or blatantly dropped to the ground out there. In my opinion, that's just ignorant, as I don't want that person(s) out there. Also, trash.....pack out what you pack in, or MORE. That's what responsible people do. I don't have any problem with 4 wheel drive clubs/people using the flats responsibly. They need a place to go, and without strawberry island there's not much local choice.</p>
14.	<p>Safety is paramount.</p> <p>There must be NO TRASH OR OILS/ VEHICLE parts left behind.</p> <p>No problem with responsible 4 wheelers in there. They need a place to go, and here, they are contained.</p>
15.	Four by four'd there in my younger days. It was a lot of fun. I would like to see this continue as a place to do this for others.
16.	I don't know enough about it to really give an opinion
17.	need to limit use to certain times of year
18.	Address the concerns and solve any problems related to it.
19.	a circus and environmental mess
20.	leave alone for motorized, they do too much damage and have hundreds if not thousands of km else where to go
21.	educating people on using the common areas properly and respect others
22.	never been there

You have selected an invalid data source for this report item.

### **Anything we missed? |**

#### **# Response**

1.	Environmentally-minded stewardship groups.
2.	'Family Campers' and 'Engine Driven' overlap perhaps more than people think. Many children as young as six ride (and enjoy!) dirt bikes. Very small dirt bikes, some with training wheels, are common. They can not legally ride on Forest Service Roads and need safe places to ride.
3.	Not nearly enough for Mountainbiking and hiking. To much area to motorized activity.  It is loud and obnoxious and will has on adverse effect on why people want to go into the mountains.  4 wheel drive groups are over represented because no more else in the lower mainland will put up with it. If you want this interpretive forest to be successful you have to get rid of motorized use in the summer. Snowmobiling in the winter would be ok.
4.	Subgroup of women adventurers - it seems a bit unsafe right now
5.	Hunters/fishers/conservationists.  I fully disagree with the term "Wild West". That term unfairly targets any person that uses firearms or bows up there responsibly, to provide food for their family. We all are very aware of the problematic people up there and none of us want them around. What sane person would.
6.	mushroom pickers
7.	We need to encourage new and old generations to stay around by providing them with a stimulating environment o live

### **Proposed Governance Model |**

#### **# Response**

1.	Please include Mission Rod and Gun Club!
2.	I believe that groups (4X4 club, etc) should be responsible, if given a specific area, for maintenance and assisting with enforcement. Users need to be held to a high standard and if they are unable to meet the expectations they should lose their use. If this area is set aside, then it must become the destination so that the destruction that is occurring in other areas is curtailed.
3.	as far as the proposed trail networks are concerned, both motorized and non-motorized, the key people are going to be the existing or newly formed clubs that build and maintain said trails. As far as my club is concerned (blue mountain motorcycle club) maintaining our existing trail network is a full time year round job, and the same would be true of the stave area
4.	It would be nice if off road vehicle organizations were listened to in regard to the rules and regulations for their designated areas.
5.	This arrangement seems appropriate
6.	I don't know, certainly not rebels
7.	no
8.	Keep young families, First Nations and seniors in mind as well as young men
9.	Bc wildlife federation, mission Rod and gun club, wilderness watch, conservation officers.

10. Key stakeholder should be a group of 3 or 5 users as a committee not just one (concerning recreation) other venues separate as stakeholder
11. key stakeholders should have a group of recreation groups

### ***Education and Interpretive Programs |***

# Response

1. 1) Two different guided walks and trails similar to what's been done at Silverdale Wetlands ... including tree-talks, native plant identification, and birding opportunities for ornithology enthusiasts (allow for both short long walks!); 2) Forest management skills training programs; 3) Interpretive Programs connected with First Nations history; 4) Mushroom enthusiasts' annual or bi-annual guided walk, by small admission, open to the public; 5) School field trips - these can include so many topics (eg - natural composting as it happens in forests untouched by humans, mushroom ID, tree dynamics, native and endangered species, etc);
2. Do's and Don'ts
3. Survival  
  
How to build a fire  
Fire arms safety  
How to use a compass etc  
Off road safety
4. Well, obviously, the most needed educational initiative would be to get people to stop acting like idiots (guns, garbage, booze, etc.). You will have my undying admiration if you make any headway at all with that.  
  
I do like trails that have signage identifying plants and animals, and appreciate lookouts that name the mountains I'm looking at and that sort of thing. But mostly I would just like to see the area brought under control.
5. Interpretive components for recreationalists
6. Guided nature walks, outdoor communal interpretive "theatre"
7. Guided nature walks (edible plants, wildlife etc). Information stations along hiking trails ( history, fauna and flora, landmarks etc). Career focused training--forestry, environmental studies, tourism and recreation training. Environmental education programs for children.
8. Yes. Guided nature walks and an interpretive center.
9. All great ideas- mushroom and herbal identifying walks, guided sleep-overs, star gazing
10. I would love to see the teaching of the historical logging and fishing that also took place. I would also love to see ecosystem teachings. We could also be teaching outdoor stewardship, and basic outdoor survival. Truly, the sky is the limit here, and I think we as society need more than ever to re-establish grass roots, allowing us to do our small part in recreating selflessness.
11. Partner with the high schools for an ecology course!
12. Educative signs including contacts of people involved in the project willing to give me more information
13. history tours forestry

14.	guided nature walks
15.	first aid, wilderness survival, interacting with others, trail maintenance, cultural and historical tours
16.	what is required for groups to use the area? Specific groups for a specific time?
17.	clear on how to use the environment efficiently, responsibility- how to deal with animals (bear, etc.)

### ***Recreation Investment |***

# Response

1.	Definitely ZIPLINE!!!
2.	Although not a proponent of commercial ventures, I believe that it could help curb the unacceptable behaviour. No top pick.
3.	Camp site Hard Rock crawling trails
4.	For myself, a staging area for off road vehicles (dirt bikes, ATVs, snowmobiles), preferably with a map of the trails.
5.	none of the above. keep the recreation to camping, 4x4, boating, hiking. all things that go on already. adding a zipline or chairlift feels wrong for the area. too commercial - like its trying to be a tourist destination/money maker. maintain and express the natural beauty of the area without overbranding and destroying vistas w/ commercial adventure parks.
6.	Accessible roads
7.	As natural as possible
8.	Waterfront development including Boat rentals....I would love to be able to drive up and take out a kayak for the day :)
9.	This could be a mountainbike destination spot, proper trails, staging area. But the motorized stuff must be diminished significantly for mountainbiking and hiking to flourish. Nobody want to run into a motor bike on a trail or watch 4 wheel drive vehicles rip up the environment. Motorized activity destroys and disrespects the environment and attracts booze and firearms. This will not co-exist with those looking to be in the mountain hiking, biking, camping, canoeing. Who do you want to attract here? The district must not give in to the motorized groups. Who are a loud minority.
10.	Zip line sounds good, canoe trips, guided trail rides
11.	Zip line is a huge attraction these days. That would be a great drawing card. More so than a bike chairlift I would think.
12.	chairlift for bikes
13.	Lodge or something central as a meeting place. I am thinking like Manning Park Lodge. You can use restrooms, get food, get information, have events, there is lodging, parking and rentals all in one place.
14.	Hiking Trails, native trails and educative signs
15.	no preference at this moment
16.	lodge
17.	me - zipline, my son - chairlift or shuttle for bikes, shuttle is cheaper



18. leave it as natural as possible and co-friendly

**Additional Comments |**

# Response

1. I like the co-management model. It presents real challenges in the real world, but please retain this in the overall plan.
2. Before this becomes a reality, make sure the i's are dotted and the t's are crossed. The potential unrecoverable harm to this area is tremendous.
3. I look forward to bringing my family to stave, I'm pleased that we have a say in what happens.
4. Trying to fit more & more into the area will only lead to the original activities being reduced in quality and/or size.
5. Thanks for considering the off road vehicle people, rather than just brushing them aside.
6. Make this an interpretive forest for all those activities that are sustainable and respectful of the environment not activities that are a detriment. You can't have both. Those that care about the environment and the forest will stay away from areas that are for motorized activity.
7. So far looks like good work, hopefully momentum won't be lost
8. As far as camping is concerned, it must have immediate access to beachfront. That is essential. Spare no expense in creating these two things. Without that, we will have nothing. (I'm referring to stave lake campsites). For the other small lakes, keep all campsites small to protect the lakes from over fishing. They are very small lakes and will be extremely susceptible to harm from over fishing. Also, perhaps there's some way of having federal government support the financial acquisition of 2 more officers to police that general area itself.
9. I don't know enough about this area. You have piqued my interest to go and check it out. I didn't answer a lot of the questions because I don't know a lot about it. The plans look impressive.
10. Where is financing coming from, cost maintenance
11. to remember that within each user group are multiple levels of users. The charts show that the current majority of users it is hard for equestrians to have a loud voice in an area that has been unsafe to use. When designating an equestrian area I would hope that we would not be stuck in an area that non-horse people deem an appropriate area. Example looking up a mountain and thinking a horse can't get up there but in reality they can.
12. swimming areas for family, kids, boat and water activities

**Appendix F - Organizations contacted and/or identified by SWMP work group as potential resources**

### **FN Communities**

- Kwantlen FN
- Matsqui FN
- Leq'a:mel FN

### **Public Schools**

- Mission #75
- Dewdney Trunk Road Elementary School
- Maple Ridge-Pitt Meadows # 42
- Abbotsford # 34
- Langley # 35
- Riverside College

### **District of Mission**

- Parks and Recreation: District of Mission
- Forestry Department: District of Mission

### **Stave West**

#### **Organizations/Facilities**

- Zajac Ranch
- BC Hydro Camp (north of Stave Lake boat-launch)
- BC Hydro Stave Powerhouse at Stave Falls
- (proposed) Tim Horton Children's Foundation

### **Private Schools**

- Meadow Ridge School
- Trinity Western University
- Columbia Bible College-Outdoor Leadership Program

### **Post-Secondary**

- University of the Fraser Valley: President & Executive Director, Campus Planning
- UVF: Kinesiology & Physical Education.
- Capilano University: Outdoor Recreation
- Capilano Univ - Tourism Management
- BCIT: School of Construction & the Environment (Sustainable Resources; Renewable Resource Management)
- BCIT: Wood Lot 0007 BCIT Forest Society
- BCIT Tourism Marketing
- UBC Faculty of Forestry and Malcolm Knapp Research Forest
- University of Northern BC (Forest Ecology & Management)
- Native Education College; Tourism Program
- Kwantlen Polytechnic U. -Various skills-based programs

#### **Other Forest and Outdoor Programs/Centres**

- Alberni Sc. District: (Project based forest education program – Gr 9)
- Blue Lake Forest Education Society (camp and outdoor programs)
- Evan Lake Forestry Education Centre (camp and outdoor programs)
- Cheakamus Centre (ex North Vancouver Outdoor School)
- Victor Elderton: Nature-based education specialist

- Carihi SS Forestry Education Program (Campbell River)

### **Forest, Environmental & Recreation Education Resources**

- B. Bourgeois: New Direction Resource Management (forest education)
- Focus on Forests (curriculum resources)
- BC Truck Loggers Assn. (Festival of Forestry)
- Scott Resources
- Stave Valley Salmon Enhancement Society.
- Fraser Valley Watershed Coalition
- Experience the Fraser
- Fraser Valley Trout Hatchery
- BC Recreation Sites & Trails
- DOM Forestry Dep't.
- Mission Heritage Commission
- BC Wildlife Federation: Go Wild: Youth for Conservation
- Greater Vancouver Regional Parks (curriculum)
- Parks and Recreation: Maple Ridge/PM
- Parks and Recreation Abbotsford
- South Coast Conservation Program (school programs & curriculum)
- Aboriginal Mentoring Association
- Aboriginal Tourism Association of BC
- BC Community Forest Association
- David Suzuki Foundation
- Connecting with

- nature educational guides K-8)
- Association of BC Forest Professionals
- Environthon BC (US-Canada Program - Chilliwack High School)
- Science World (Scientists & innovators in Schools)

**Commercial  
Tourism/Outdoor  
Recreation**

- WildPlay Element Parks (team building/leadership development)
- Pinnacle Pursuits (team building/leadership development)

- Ridge Wilderness Adventures

**Regional and Provincial  
User Groups**

- Central Valley Naturalists
- Fraser Valley Mtn. Biking Assoc.

**NOTE** *this list is a work in progress. Most, but not all on this list have been contacted to determine interest in SW/MIF.*

## Appendix G - Recreation Inventory and Analysis detailed analysis

### TOPOGRAPHIC ANALYSIS

A topographic analysis colour codes the land by steepness of slope (0-5%, 5-15%, 30-60%, 30-60% and over 60%), highlighting areas in which various recreation activities and facilities may be best suited or restricted. Based on generally accepted slopes per activity type, the analysis includes a companion table highlighting suitable slopes per recreation activity and facility type in addition to rationale for restricting development on land under 1% slope, and over 30-60%.

Built structures generally require less steep terrain, however, there are some exceptions, depending on the type and size of structures, available budget, and surrounding landscape context. In contrast to facility development, a number of recreational activities can be sustainably designed on steeper terrain – and does, in fact, add to the experience of many. In all cases, facilities and recreational amenities (including trails) should be developed using sustainable design, construction and maintenance methods.

Slope	Physical Concerns	Buildings	Campsite	Picnic sites	Road	Universally accessible	Hiking	Trail Running	Mountain biking	Equestrians	Off road vehicles
0-1%	poor drainage										
1-5%			tent spaces should be maximum 2-3%								
5-15%						up to 8%				grades between 5 and 10% are permissible	maximum sustained slope 8 - 15%
15-30%											maximum slope 15 - 50% over short sections
30-60%	erosion										
over 60%	erosion										

slope is not appropriate  
slope is possible, but not ideal

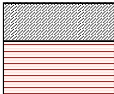
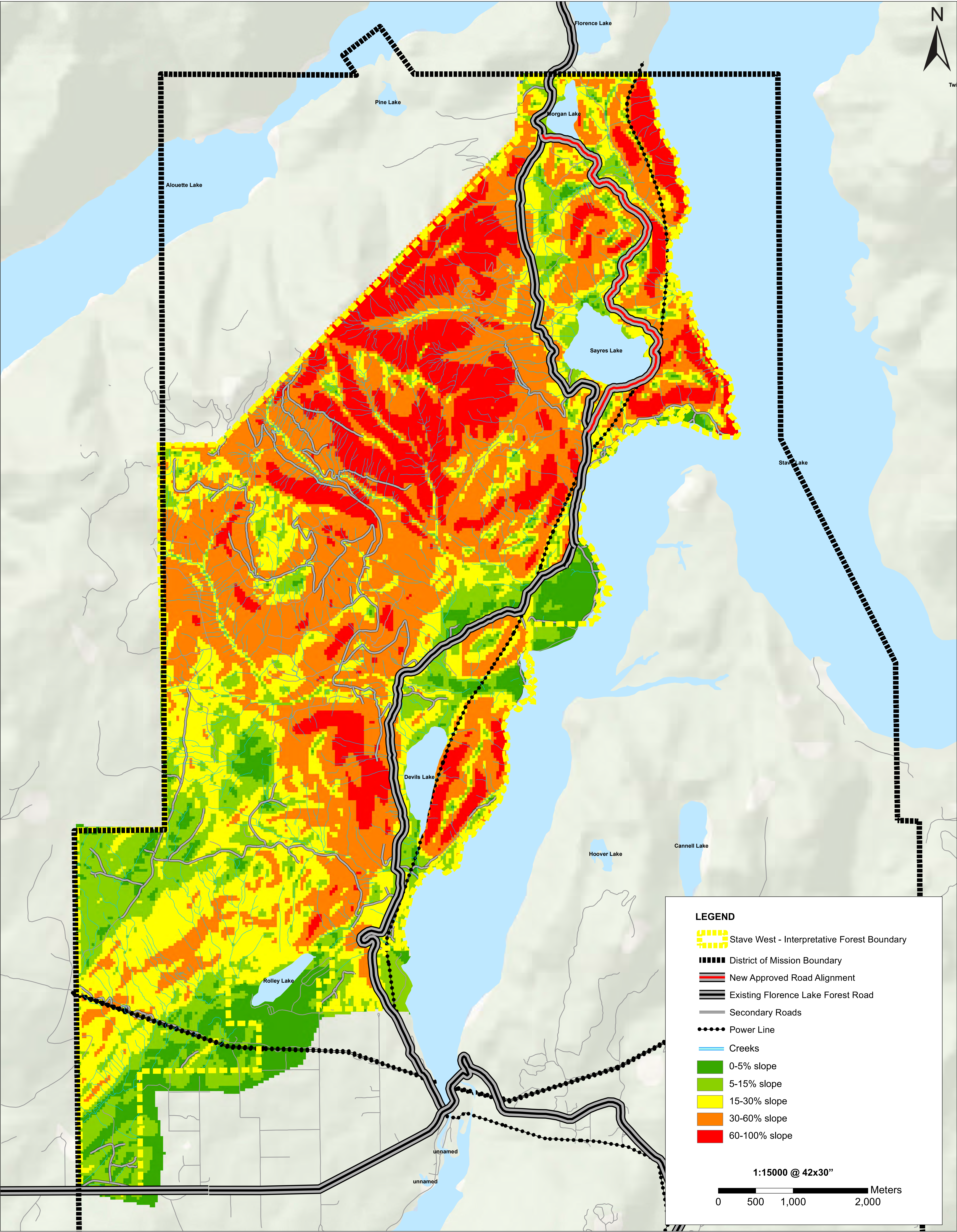


Figure 10: Example of possible recreation uses by slope







## ENVIRONMENTAL ANALYSIS

A high level environmental analysis of the site was undertaken and provides a general overview of restrictions to recreation use. More detailed environmental analysis will be required prior to the development of structures or recreational amenities.

The environmental analysis map highlights land that is sensitive to extended use and development:

Building off the topographic analysis, the map highlights slopes between 30-60%, which have limited recreational use, and slopes over 60% which are prohibitive due to erosion and other hazards.

Old Growth Management Areas (OGMAs) are provincially protected areas for preservation with the objective of contributing to biological diversity at the landscape level, and, specifically, to retain forests at a minimum percentage within specific biogeoclimatic (BEC) units throughout the province<sup>3</sup>.

There are exceptions where forest activity can occur within OGMAs, but an impacted OGMA must be amended and replaced with equal or greater ecological attributes contiguous to the OGMA in the same BEC variant, must be documented and be submitted to the delegated decision maker at the end of each calendar year. If an amendment to an OGMA is proposed and does not meet the above allowances it must be entered under the Land Act, which, while not under specific limitations, allows a decision maker to consider the intent and values of the original OGMA. No specific guidance exists in the legislation to determine levels of allowable recreation use, however, the impact of a trail may be seen as less significant than that of a campsite in disrupting the value of the OGMA.

Long Term Reserves have been created by the District to further protect riparian areas for biodiversity and water quality and environmentally sensitive areas. Many of these areas create setbacks to protect creek and stream corridors from impacts of development and logging activities. Access roads are sometimes required through reserves to access timber. Logging boundaries can be adjusted for logical operational requirements. When long term reserves are logged, replacement areas are located to ensure no net loss.

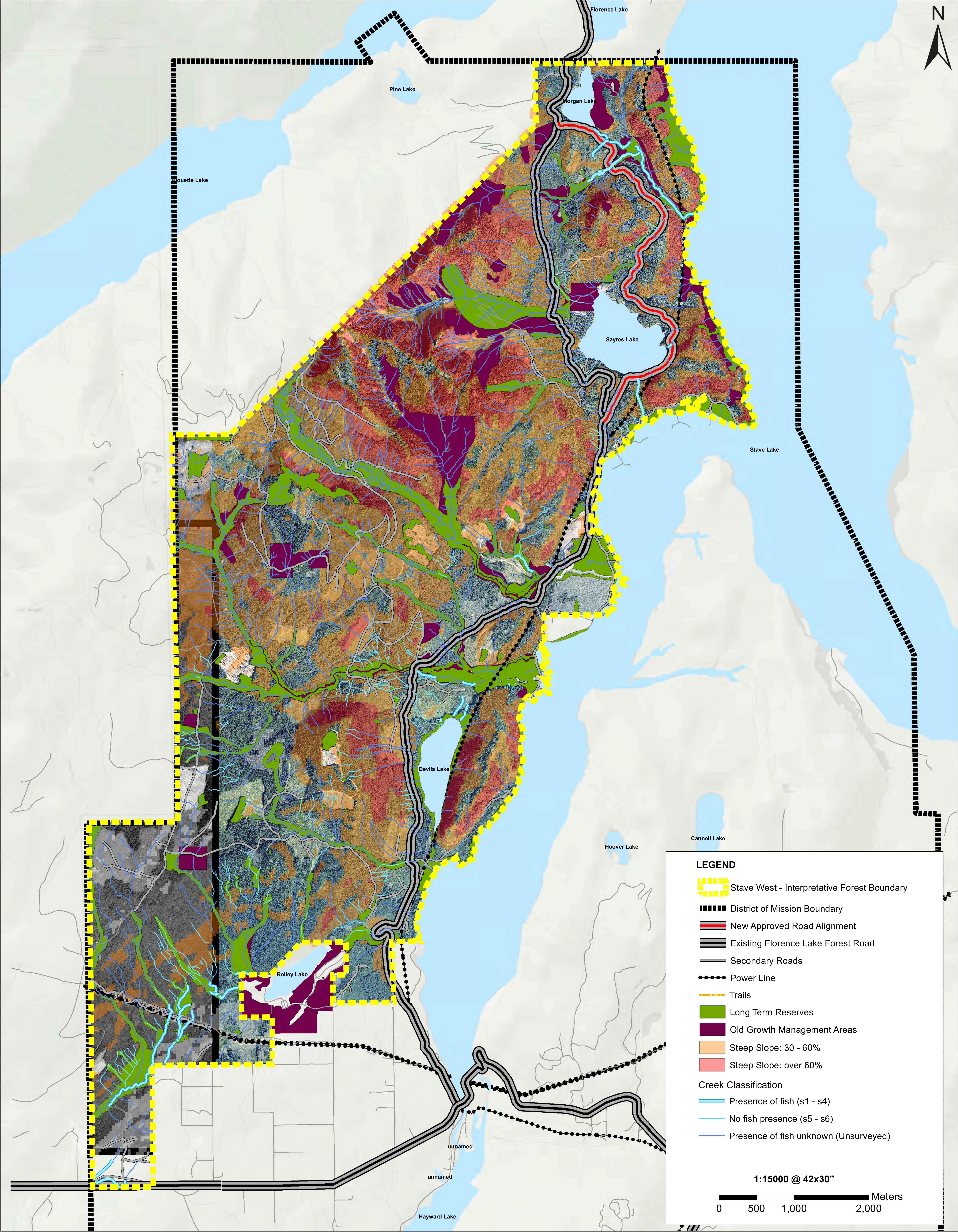
Environmental analysis highlights surveyed fish bearing creeks. The presence of fish has been found in the Class 1 to Class 4 streams within the project boundary. This information is crucial in making recreation and facility infrastructure development decisions as special measures need to be adhered to in and around fish bearing streams.

### *Forest Activity exceptions within OGMAs*

- *Topping or pruning of trees along boundaries to improve wind firmness*
- *Sanitation to prevent the spread of insect and diseases that pose threat*
- *Removal of danger trees, brushing and clearing of existing roads for safety*
- *Recreation trail and site maintenance or development to address public safety*
- *Felling trees of guyline clearance or tailholds, and*
- *Harvesting if providing for a logical harvesting boundary*
- *Road or bridge construction to access resources values beyond or adjacent to the OGMA provided the harvested area does not exceed the greater of two hectares or 5% of the area of the OGMA and the biological diversity of the OGMA is maintained.*

<sup>3</sup> Retained forests include those with existing forest stand attributes or those with potential to develop the preferred old growth attributes over time (recruitment areas).







## TENURE APPLICATIONS AND VISUAL RESOURCE MANAGEMENT (VRM)

Various tenure applications exist within the project study area.

Although Mineral Claims exist throughout Stave West, no mining activity may be undertaken by the recorded holder until they receive a permit, required under section 10 of the Mines Act (Section 14 (2) of the **Mineral Tenure Act**). Mining work may be limited as the project site now has Interpretive Forest status by the province. Any facilities or trails planned through Mineral Claims will require case by case examination to ensure there are no conflicts to development.

These claims, and the state of tenure applications, will be important to adequate site understanding in future phases of planning and design. Examples of tenure applications at Stave West include an application to twin the BC Hydro power transmission lines through the entire project site - with this in mind, significant recreation facilities should not be planned in this corridor without consulting with BC Hydro.

Visual Resource Management (VRM), the identification and classification of scenic landscapes and forestry activity management to meet the needs of the public, visitors and other resource users, is an important tool when integrating active recreation within the structure of a working forest.

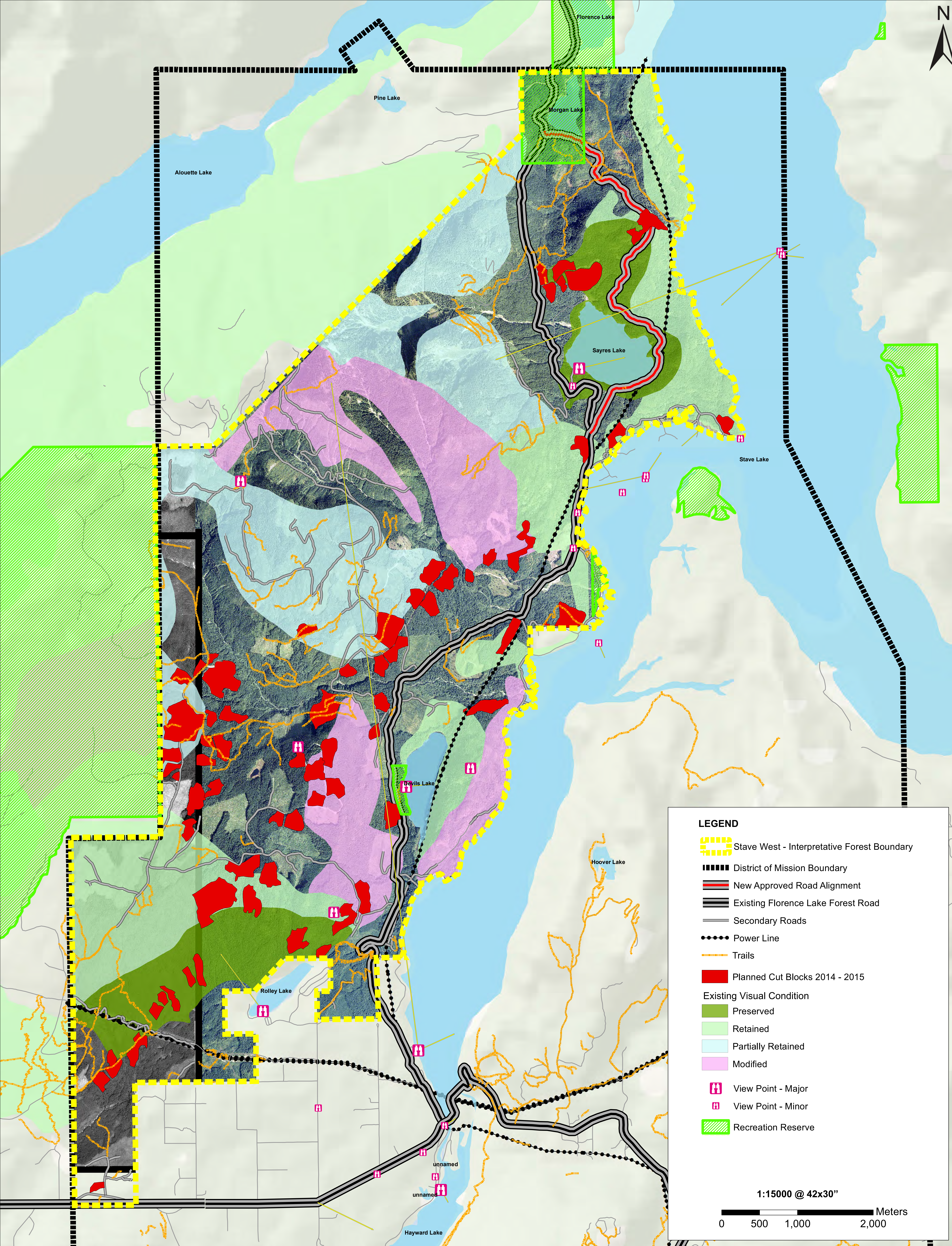
Most of BC's Crown Land has been inventoried, including Stave West, in 2008. Although visual resource management should be considered in finding a balance between scenic landscapes and forestry activity, the District of Mission Forestry Department sees Stave West as an interpretive forest – and therefore feel that forestry initiatives should not be hidden from visitors to the site. While the working forest theme of Stave West is important, forestry cut block locations should continue to consider aesthetic views in accordance with the visual landscape inventory and objectives and any new recreational amenities developed.

*Scenery as a tourist/recreational destination is an important factor to consider: 83% of surveyed Vancouver Island tourist operators consider landscape viewing an essential component of their products (Clover Point Cartographics, 1997).*

Visual viewpoints identified in the inventory were not specifically located based on recreation values or potential, but rather were locations from which specific landscapes could be viewed (regardless of recreation potential). These viewpoints categorized specific viewing opportunities available based on what a viewer might be doing (driving, boating, walking, lookouts) and classifying user experience (glimpse views while travelling, long term static views, views changing over time i.e. tree growth, screening, flat topography, and future recreation opportunities).

Forest Service Recreation Reserves established by the Crown have also been shown on the maps for reference. Although the designation of Stave West as an Interpretive Forest supersedes the recreation reserve designation, these identified lands should be considered as higher priority for recreation development.







## Appendix H – Amenities and costs as order of magnitude

Amenity/Facility	Capital Budget
Multi-use gravel trail	\$40/m <sup>2</sup>
Day use facilities/picnic area	Picnic tables - \$700.00, Fire rings - \$350, outhouse \$1100 to handicapped outhouses - \$1500, kiosks - \$1300, Bear Bins - \$1200, shelters range \$25,000 to \$50,000, signage – range \$10 for general rules to \$650.00 for hwy signs.
Drive in campsites, including RVs/Trailers	\$150,000 (40 sites) to \$400,000 (100 sites), depending on scale
Pull Through Campsite and Motorized Use Staging and Training Area	\$50,000
Equestrian Camp/Staging Area	\$500/coral including posts and steel pipe railings, gravel footing, assuming volunteer labour ~\$6000 for manure bin (excavation, delivery and installation of loc blocks), assuming volunteer labour
Boat Launch	\$2000

## Appendix I - Road and Power line Cost Estimates and Preliminary Design Drawings

**Table 1: Cost Estimate and Road Construction Schedule**

Road Section (km)		Section Length	Year 1	Year 2	Year 3	Total
8.4	12	3.6	\$1,820,000			
12	15.4	3.4		\$3,000,000		
15.4	16	0.6			\$470,000	
16	17.15	1.15		\$650,000		
17.15	19.9	2.75			\$560,000	
<b>TOTAL</b>		<b>11.5</b>	<b>\$1,820,000</b>	<b>\$3,650,000</b>	<b>\$1,030,000</b>	<b>\$6,500,000</b>

### Road Construction Standards

The road construction standard for the Florence Lake FSR will be built to a 2 lane gravel all season road with design parameters as follows:

- Design Speed 50km/h
- Surfacing Depth 0.2m @ 2:1
- Maximum Curve Radius 100m
- Minimum k value Crest =12, Sag=13
- Maximum Road Grade 10%
- Subgrade 9.4m
- Finished Running Surface 8.6m
- Clearing Limits
- 12km to 19km double lane bridges

### POWER AND TELECOMMUNICATIONS COST ESTIMATES

In the determination of costs for the installation of the power distribution lines, moving a transmission line and a telecommunications fiber optics cable, high level cost estimates were solicited from BC Hydro, TELUS and the private sector.

The private sector cost estimates came from Currie Creek Electric, Arctic Arrow Powerline Group, and Boileau Electric & Pole Line Ltd, all of which have extensive experience in the installation of power transmission and distribution lines and telecommunication lines.

The objective of the cost estimates within the Master Plan is to determine a high level cost based on average conditions as there are no detailed designs and costs for the distribution line location, as yet. There is a transmission line located on the east side of Sayres Lake where the proposed new road construction would occur. The transmission line will have to be moved to accommodate the road construction. This will require approximately 5 poles and the line to be re-located either prior to or during the road construction. The private sector costs and the larger utility companies cost estimates are blended to develop the cost estimates provided in Table 2.

**Table 2 Power and Telecommunications Cost Estimate**

Item	Length (km)	Cost Estimate
Distribution Line	20	\$2,900,000
Transmission Line	0.4	\$125,000
Fiber Optics Cable	11.5	\$500,000
<b>TOTAL</b>		<b>\$3,525,000</b>

The power distribution line and the fiber optics cable will share the same pole line. The intent is to have the private sector construct the power distribution line and install the fiber optics cable on the distribution line. When the construction is complete the power distribution line and fiber optics cable long term maintenance would be done by BC Hydro and TELUS.

## MAINTENANCE

The Florence Lake Forest Service Road (FSR) maintenance is regulated under the Forest Practices Act and the Forest Practice and Planning Regulation (FPPR). Maintenance activity on a FSR would include brushing, ditching, culvert repair, culvert cleanout, subgrade repair, road inspections, grading, snow plowing and signage repairs. The Ministry of Forests, Lands and Natural Resources and Operations (FLNRO) is responsible for the road maintenance under section 79(3) of the FPPR unless there is a designated maintainer under section 79(4) of the FPPR. In this case the District of Mission Tree Farm Licensee is the designated maintainer. The designated maintainer is required under the FPPR section 79(6) (c) to maintain the FSR to “ensure the road can be used safely by industrial users”. The regulation does not account for in the case of the Florence Lake FSR which is a heavily used road by the general public, the requirements for an average 2 wheel drive passenger vehicle to access the recreational area or rural residences.

The FLNRO does under the Engineering Program Funding Policy provides the ability for the District Manager to apply for funding to support additional work that would improve the road maintenance for access to high value recreation, rural residences and communities.

The Florence Lake FSR has had traffic counters in place for 2 years gathering data, with one placed near the start of the road and the other past the Zajac Children’s Camp with counts of 216,000 and 92,000 annually, respectively. The traffic counts on the Florence Lake FSR are the highest in the Chilliwack Natural Resources District. It is estimated that the industrial traffic would only account for approximately 10-15% of the traffic volume.

The Florence Lake FSR road upgrades on the first 8.5km started in 2010 and were completed in 2012 and was constructed to the new road standard of a 2 lane 2 wheel drive all season gravel road. Since 2012 there has been a focus to complete the next 11.5km that would service the proposed Tim Horton Children’s Foundation (THCF) Camp to the new road standard.

To adequately maintain the Florence Lake FSR once all of the upgrades have been completed for access to the Stave West recreational area, Zajac Children's Camp and the proposed THCF Camp to a 2 lane, 2 wheel drive all season gravel road will require a commitment to an annual maintenance fund. Table 1 shows a cost estimate for the maintenance of the 0km to 20km once the upgrades are complete.

<b>Table 1: 0km to 20km</b>				
<b>Activity</b>	<b>Annual cost</b>	<b>Frequency</b>	<b>Activity Cost/km</b>	<b>Comments</b>
Brushing & ditching	\$20,000	every 5 years	\$5,000	
grading	\$150,000	2/mth summer	\$750	5 months
grading	\$105,000	1/mth winter	\$750	7 months
snow plowing	\$18,000	3/year	\$300	
road inspections	\$4,000	1/year	\$200	
road binder	\$70,000	1/year	\$3,500	
repairs	\$20,000	every year	\$1,000	includes signs
<b>Total</b>	<b>\$387,000</b>			

### 0km to 8.5km Maintenance

The 0km to 8.5km section which has been upgraded to the a 2 lane 2 wheel drive all season gravel road and is receiving significant volumes of public traffic similar to a public road.

Table 2 shows a cost estimate to maintain the section of road from 0km to 8.5km, which has been upgraded to a 2 lane, 2 wheel drive all season gravel road for the purposes of accessing the high value recreation areas and the rural residence at Zajac Children's Ranch to a reasonable level. The maintenance level required by legislation for the "designated maintainer" will fall significantly short of a reasonable level of maintenance to support an all season gravel road access for high value recreation and rural residence access. The designated maintainers obligations are only required when there is industrial activity, therefore if there is no industrial activity (ie. harvesting) no maintenance is required. The FLNRO may consider to fund maintenance to protect the environment and public safety if there is no designated maintainer. Historically there has been limited road maintenance funds supplied by the FLNRO for the Florence Lake FSR.

<b>Table 2: To Zajac Ranch 8.5km</b>				
<b>Activity</b>	<b>Annual cost</b>	<b>Frequency</b>	<b>Activity Cost/km</b>	<b>Comments</b>
Brushing & ditching	\$8,500	every 5 years	\$5,000	
grading	\$63,750	2/mth summer	\$750	5 months
grading	\$44,625	1/mth winter	\$750	7 months
snow plowing	\$7,650	3/year	\$300	
road inspections	\$1,700	1/year	\$200	
road binder	\$29,750	1/year	\$3,500	
repairs	\$10,000	every year	\$1,180	includes signs
<b>Total</b>	<b>\$165,975</b>			

The Florence Lake FSR traffic information shows that this road is being used primarily by the public to access the Stave West recreational area and the Zajac Ranch Children's Camp. The current FLNRO legislation and policies do not provide the ability or the funding levels to adequately maintain this road for the significant of public use identified by the traffic counters. The Province has no criteria in place within the government agencies to determine when a Forest Service Road should be designated as a public road which would then be maintained by the Ministry of Infrastructure and Transportation (MOTI) who has the mandate to manage and resource public road maintenance.

## Appendix J - Education & Training Opportunities

### 1. The Education & Training Centre Planning Process:

1. An environmental scan was completed:
  - a. Fraser Valley and Metro Vancouver organizations (public and private) that might have an interest in providing learning experiences and/or resources in the SW/MIF area were identified.
  - b. A SW/MIF Education & Training questionnaire was developed, distributed to these organizations, and then analyzed. (approx. 55 distributed; approx. 40% response).
2. A high-level assessment of survey results was undertaken to identify those groups interested in either program delivery or supplying learning resources.
3. Selected phone and personal interviews were then conducted with those expressing interest in contributing to SW/MIF education opportunities
4. A further 19 exploratory meetings with possible key local education centre collaborators/contributors were arranged to discuss options, program ideas, and assess interest & commitment. Multiple meetings were held with:
  - a. **Kwantlen, Leq'a:mel and Matsqui First Nations**
  - b. **Mission Public Schools (District 75):** senior administrative team and interested principals/teachers.
  - c. **University of the Fraser Valley:** senior administrative team and interested faculty.
  - d. **Zajac Ranch:** President and Board of Directors.
  - e. **District of Mission: Forestry and Parks, Recreation and Culture Departments**
  - f. **BC Hydro** (Visitor Services and Education Programs).
5. A list of other organizations that expressed interest in contributing was developed for further contact once the terms of a regional education centre have been established (e.g. UBC and BCIT Forestry programs, SFU Education, other Fraser Valley school districts, regional outdoor user groups, conservation organizations, Aboriginal Tourism Association of BC etc.)
6. The planning team participated (with SD75 personnel) in a provincial K-12 Forest Education Collaborative workshop (Oct., 2014). Contact was made with other forest education providers who also expressed interest in program collaboration with SW/MIF.
7. Decision makers from all key potential delivery partners/contributors participated in a SW/MIF Education Centre concept development workshop (January, 2015, Zajac Ranch).
8. Site visits to SW/MIF and presentations to this group were made by two of BC's leading specialists in Forest Education (Bill Bourgeois) and Environmental Education (Victor Elderton).

### 2. Potential Programs:

Ideas generated for future programming through the Stave West/Mission Interpretive Forest Education Centre:

#### 1. Elementary & Secondary Levels: Nature-based Education/Forest Education and Outdoor Recreation Leadership & Skills Development

*POTENTIAL PROGRAMS:* District-wide nature-based curriculum & programming at all levels | Dewdney Elementary Outdoor School program expansion & development | Swales department Aboriginal programs | Outdoor recreation and skills development pursuits (secondary) | Wilderness survival | Project based applications of new science



curriculum | Arborist Technician program for secondary students | including a potential forestry trades and apprenticeship program Focus on Forests curriculum activities | Conservation and electrical safety (BC Hydro) | Forest careers education | Forest-related work experience | SW/MIF trails and outdoor recreation amenity development | School(s) to “adopt” Rolley Lake Park and SW amenities | Orienteering | Fall/Winter/Spring camp experiences in partnership with Zajac etc.

## **2. Post-Secondary Level: Resource Management/Outdoor Recreation/Sustainable Forestry**

*POTENTIAL PROGRAMS:* Geography and Biology: long-term field-based resource management studies (How the changes at SW are effecting the environment) | permanent sampling plots to benchmark and assess change | Value-added wood products | Riparian studies field excursions | Archeological assessment – collaboration with Kwantlen First Nation and BC Hydro | Forestry operations and sustainable natural resources (forestry, mining, fisheries, hydro) research, skills development and education—including a potential forestry trades and apprenticeship program (with potential partners UBC and BCIT) | Outdoor Recreation and Adventure Tourism using SW/MIF as focus | SW/MIF facilities development through Trades | student involvement in SW/MIF trails and outdoor recreation amenity development | Astronomy Programs | Centre for Environmental Sciences | Links with UFV Centre for Agriculture | Establishment of Hakai Institute-like science-based field site model (Vancouver Island Universities and Coastal First Nations) | Continuing Education programs | Professional Development for SD75 educators | Zajac as site for UFV faculty retreats etc.

## **3. Aboriginal Communities: Cultural Awareness & Education**

*POTENTIAL PROGRAMS:* Aboriginal traditional knowledge components embedded in all centre offerings | Aboriginal Watchman/Guardian programming (cultural awareness & protection) | Rediscovery program for youth | Effective cultural interpretation | SW/MIF trails and outdoor recreation amenity development | Business development | Archaeological experiences for students | Primary school education opportunities | Forestry skills development and employment programs (e.g. Lizzy Bay) | cultural interpreter training | workshops on sacred sites, cultural medicines, hands-on canoeing experiences with heritage information | cultural awareness through kiosks etc.

## **4. Community Parks/Recreation/Culture Programs and Stave West User Groups**

*POTENTIAL PROGRAMS:* On-site summer camps with SW/MIF partners, utilizing existing facilities | Skills development for user groups (safe ATV use, equestrian, water-sports, mountain biking etc.) | Training for Aerial Parks operations (with WildPlay) | Conservation and Outdoor safety programs | ElderU offerings based at Zajac and other site facilities – natural history and other themes | Geocaching | Community nature-based programs for seniors | workshops on dam and water management | CE programs with on-site component etc.

### 3. Organizations and Individuals Consulted During Process (and list of potential education centre resources, partners and curriculum)

#### Aboriginal Communities

- Kwantlen FN
- Matsqui FN
- Leq'a:mel FN

#### Public Schools

- Mission Public Schools#75
- Dewdney Trunk Road Elementary School
- Maple Ridge-Pitt Meadows # 42
- Abbotsford # 34
- Langley # 35
- Riverside College

#### District of Mission

- Parks Recreation & Culture, Forestry Department

#### Stave West Organizations/Facilities

- Zajac Ranch
- BC Hydro Camp (north of Stave Lake boat-launch)
- BC Hydro Stave Powerhouse at Stave Falls
- (proposed) Tim Horton Children's Foundation

#### Private Schools

- Meadow Ridge School
- Trinity Western University

- Columbia Bible College-Outdoor Leadership Program

#### Post-Secondary

- University of the Fraser Valley: President & Executive Director, Campus Planning
- UVF: Kinesiology & Physical Education.
- Capilano University: Outdoor Recreation
- Capilano Univ - Tourism Management
- BCIT: School of Construction & the Environment (Sustainable Resources; Renewable Resource Management)
- BCIT: Wood Lot 0007 BCIT Forest Society
- BCIT Tourism Marketing
- UBC Faculty of Forestry and Malcolm Knapp Research Forest
- University of Northern BC (Forest Ecology & Management)
- Native Education College; Tourism Program
- Kwantlen Polytechnic U. -Various skills-based programs

#### Other Forest and Outdoor Programs/Centres

- Alberni Sc. District: (Project based forest education program – Gr 9)
- Blue Lake Forest Education Society (camp and outdoor programs)
- Evan Lake Forestry Education Centre (camp and outdoor programs)
- Cheakamus Centre (ex North Vancouver Outdoor School)
- Victor Elderton: Nature-based education specialist
- Carihi SS Forestry Education Program (Campbell River)

#### Forest, Environmental & Recreation Education Resources

- B. Bourgeois: New Direction Resource Management (forest education)
- Focus on Forests (curriculum resources)
- BC Truck Loggers Assn. (Festival of Forestry)
- Scott Resources
- Stave Valley Salmon Enhancement Society.
- Fraser Valley Watershed Coalition
- Experience the Fraser
- Fraser Valley Trout Hatchery
- BC Recreation Sites & Trails
- DOM Forestry Dep't.

- Mission Heritage Commission
- BC Wildlife Federation: Go Wild: Youth for Conservation
- Greater Vancouver Regional Parks (curriculum)
- Parks and Recreation: Maple Ridge/PM
- Parks and Recreation Abbotsford
- South Coast Conservation Program (school programs & curriculum)
- Aboriginal Mentoring Association
- Aboriginal Tourism Association of BC
- BC Community Forest Association
- David Suzuki Foundation )Connecting with nature educational guides K-8)
- Association of BC Forest Professionals
- Environthon BC (US-Canada Program - Chilliwack High School)
- Science World (Scientists & innovators in Schools)

#### **Commercial Tourism/Outdoor Recreation**

#### **Aboriginal Communities**

- Kwantlen FN
- Matsqui FN
- Leq'a:mel FN

#### **Public Schools**

- Mission Public Schools#75
- Dewdney Trunk Road Elementary School

- Maple Ridge-Pitt Meadows # 42
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- Riverside College

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#### **Post-Secondary**

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  - DOM Forestry Dep't.
  - Mission Heritage Commission
  - BC Wildlife Federation: Go Wild: Youth for Conservation
  - Greater Vancouver Regional Parks (curriculum)
  - Parks and Recreation: Maple Ridge/PM
  - Parks and Recreation Abbotsford
  - South Coast Conservation Program (school programs & curriculum)
  - Aboriginal Mentoring Association
  - Aboriginal Tourism Association of BC
  - BC Community Forest Association
  - David Suzuki Foundation (Connecting with nature educational guides K-8)
  - Association of BC Forest Professionals
  - Environthon BC (US-Canada Program - Chilliwack High School)
  - Science World (Scientists & innovators in Schools)
- Commercial Tourism/Outdoor Recreation**
- Wildplay
  - Pinnacle Pursuits

**NOTE** *this list is a work in progress. Most, but not all on this list have been contacted to determine interest in Stave West/ Mission Interpretive Forest education and training.*

## Appendix K - Economic Opportunities with Mountain Bike and ATV User Groups - Background Research:

Mountain bike destinations are proving to be popular, and appropriate development of terrain and multi-day activities have real potential for Stave West, especially in aligned with existing networks in adjacent areas.

Perhaps the most important observation in the evolution of mountain biking has been its shift from a localized recreational activity to an organized tourism product. Mountain biking is now one of several outdoor adventure activities in British Columbia recognized for its tourism potential, and preliminary research indicates that the vast majority of mountain bike enthusiasts consistently travel to go mountain biking.

Size of the Motivated North American Cycling Market & Travel to British Columbia

Cyclists	North American Overall	US Cycling Travellers to BC	Canadian Cycling Travellers to BC	Total Cycling Travellers to BC
Overall Cyclists/ Mountain Bikers	3,664,110	356,949	273,114	630,063
Mountain Bikers	1,249,596	154,179	103,791	257,970
% of Overall	34%	43%	38%	41%

Source: TAMS 2006: U.S. and Canadian Activity Profiles: Recreational Cyclists and Mountain Bikers

Mountain bikers who travel to a specific destination spend comparable amounts per day and are willing to travel as far as other market segments tourism marketers often deem preferential, such as skiers and golfers. A useful study from the Canada Tourism Commission (CTC)<sup>i</sup> displaying average spend and duration of average stay for all tourists (all years) shows mountain bikers coming in at or above average as compared to other summer visitors. The typical profile of mountain bike visitor is as follows:

**Gender:** Predominantly male (approx. 75%) but growing interest by women

**Wide age range:** 25 - 45 years old (approx. 65-70%); 19 - 29 years old are the second largest category (approx. 27%)

**Relatively affluent:** majority (55%) had household income levels greater than \$80,000.

Interestingly, 31% of all BC outdoor recreationalists had household income levels greater than \$ 80,000. Mountain biking visitors were generally in line with all tourists to Canada going on guided tours (59% had incomes of greater than \$100,000)

**Average stay at each location:** 3 to 5 days (longer if the visitor is from far away; shorter if the visitor is from close by)

**Average spend per day:** \$60 - \$100 (inclusive of accommodations, food, recreation – but exclusive of travel costs to get to a destination)

Correlating with the CTC study is the following table prepared in by TAMS, U.S. and Canadian Activity Profiles: Recreational Cyclists and Mountain Bikers (2006):

US and Canadian Mountain Bikers to BC Demographics

Cyclists	US to BC Mountain Bike	Canada to BC Mountain Bike
Unweighted Numbers	51	113
Adults 18+	154,179	103,791
Gender		
Male	74%	75%
Female	26%	25%
Age		
18-34	48%	43%
35-44	16%	19%
45-54	17%	24%
55-64	14%	14%
65+	5%	0%
Household Income		
Under \$40,000	14%	22%
\$40,000-\$59,999	6%	6%
\$60,000-\$99,999	28%	22%
\$100,000 +	33%	47%
Not stated	19%	4%
Education		
Less than Secondary	5%	1%
Completed Secondary	5%	15%
Some Post Secondary	28%	19%
Completed Post Secondary	59%	60%
Other	2%	—
Not stated	1%	0%

Source: TAMS 2006: U.S. and Canadian Activity Profiles: Recreational Cyclists and Mountain Bikers

## IMPACT OF MOUNTAIN BIKE TOURISM: LEARNING FROM OTHER COMMUNITIES

The BC, the communities of North Vancouver, Williams Lake, Fernie, Kamloops, Whistler, Squamish, Rossland, Nelson, Golden, Prince George and Cumberland are renowned for their mountain bike trails. According to the 2008 handbook “Mountain Bike Tourism”<sup>ii</sup> produced by Tourism BC, bikers are attracted from Calgary, Washington, California, the UK and Switzerland. They come because there are few other places in the world that offer such a condensed offering and variety of trails, forest scenery, and adventure.

It is helpful to consider these community case studies when considering how to increase riders to choose Stave West as a destination:

**Whistler:** The seminal MBTA 2007 study Whistler Report is the one most commonly used as a baseline. While the Whistler study may not be the best comparable for Stave West, its proximity to the Lower Mainland and

*“Whether it’s the best bike park in the world (Whistler) or the best cross-country epic in the world (Rossland’s 7 Summits), BC has managed to foster every type of riding experience. Throw in a rich cycling history, burgeoning cycling communities and infrastructure — guide outfits, shuttle services, bike shops and bike-friendly coffee houses — a trip to BC is not just a vacation, but a necessary pilgrimage for the discerning mountain biker.”*



its reputation as the world's best mountain bike park warrant a summary review in this assessment.

Surprisingly it showed that over half (52%) of Whistler visitors weren't there for the bike park but for the Whistler valley's exceptional trail system. Bike park ridership was greater though due to number of repeat visitors (76,600 bikepark vs 25,000 trail for the mid June to mid Sept study period). There was less than 10% crossover between bike park and valley trail riders showing that the trail system, in and of itself, was a significant draw. A large majority (70% were male).

Relating to spending, 90% of visitors were overnight visitors. Both bike park and trail riders stayed longer than average (4.5 to 5 nights). Bike park riders spent more per day (\$133) vs trail riders (\$94) - but taking out the price of the bike park passes, trail riders spent more. International/oversea visitors spent the most, stayed the longest (7 nights) but spent less per day on average. Income of riders was varied, with lower incomes predominant amongst trail riders. **Squamish:** is another community that benefited from the 2007 MBTA Sea-to-Sky study, as well as the recent 2014 study from SORCA, both producing compelling numbers that clearly demonstrate astounding growth.

The 2007 study found that 49% of mountain bikers on Squamish trails were visitors, with 30% of these visiting riders coming from distant destinations. The vast majority were male (71%). 8,900 riders over the study period (594/week) used Squamish trails with the majority of visiting riders (47%) being in the 30-39 category. While 21% of riders overnights in Squamish, the same study found that Squamish visitors spent more if they were same-day (\$93) vs overnight (\$54), reflecting the survey findings that many visitors ate in Squamish pre and post-ride. Interestingly, this daily spend is consistent with ATV users daily expenditures.

The 2014 Squamish study also found that 75% of trail users were visitors (a large increase); jumping to 85% on the Half Nelson Landmark Trail. The study counted 1,339 riders over a three-day weekend. A conservative projection estimated rider counts at 1,920 visitors/week, with 640 locals/week. It was then projected that 25,000 riders visited Squamish on just weekends over the riding season (26 weekends), roughly doubling that number when including weekdays. 40% stayed overnight spending \$215 per person per trip, or approximately \$80/day (average stay was 2.5 days). Day visitors spent \$37 per day.

**Rossland:** This interior mountain town has 3,500 residents and has punched above its weight in the mountain biking world for a long time. It was the subject of a BC provincial government funded economic impact assessment in 2013. It has benefited from a professional bike tourism advocacy group and the signature Seven Summits Trail.

54% of mountain bikers on Rossland trails were visitors. Almost all the visitors travelled some distance to get there with a significant number (23%) coming from outside Canada. Collectively, 85% of all visitors were 25 - 54 years old with the youngest category being, by a small margin the largest; 25 to 34 years old (32%), followed by 35 to 44 years old (28%) and 45 to 54 years old (26%). Rossland travellers are a prosperous group with almost half (48%) having household incomes of over \$100K.

**Bellingham:** Moving south across the border the 2014 WMBC (Whatcom Mountain Bike Coalition) online survey provides profiles of these Washington State riders.. Demographics were in-line with other areas (i.e. males 30-49, avid and frequent riders, with household incomes of \$50,000+). Visitors comprised 31.5% of total ridership (most visiting from Other WA and from here in BC).

Their demographic profile reinforced the trends. More affluent than locals (67% had household incomes greater than \$70,000/year), visitors returned often (72% visit at least quarterly) and spend significant sums (59% spend \$20-60 per trip).

## Lessons Learned

The right kind of location and sufficiently interesting and challenging trails can see communities benefit from large increases in rider volume, and resulting substantial economic spin-offs for the region. Squamish a resource town in transition, is an example of what is possible: Jeff Cooke (SORCA president) hypothesized that recent fast growth is driven by

- the quality of trails
- the growing reputation of Squamish as a riding destination
- the PR generated by signature trails like Half and Full Nelson,
- the PR generated by videos posted by world class riders and videographers living and riding in Squamish (social media)
- Access and highway improvements,
- A strong local bike culture steeped in trail building and advocacy and volunteerism.
- the growth of mountain biking in general in the region (i.e. uptick in average cost of bikes, popularity and growth of race series in the corridor, etc.).
- A bike shop in the vicinity with bike rentals
- Availability of convenient transportation to trailheads
- A selection of restaurants and accommodation on site and in nearby communities (Mission)
- all help to round out the mountain biking experience.

Mission has a number of similar building blocks in place.

## Need to Invest in Trails Development

The common thread among the various destinations surveyed is that there is an Economic Impact assessment and therefore some data about the economic impacts of biking for these destinations/areas. Another commonality is that these areas have healthy trail systems

Tourists don't come to places unless these unquantifiable things exist; a healthy local “bike culture” and volunteer scene are basic prerequisites. Unfortunately, the volunteer efforts to plan, build and maintain trails is often taken for granted.

For Stave West to develop the amenities and activities that will draw increased numbers of riders some investment in supporting local trail development groups (in initial and on-going stages) needs to be identified, and this will return significant dividends, not just in quality of life for a local community but also in terms of hard economic impacts.

## Generating Revenue through Mountain Biking Events

One area of economic activity that has potential in the short-term is the support and development of destination mountain bike events.

An illustration of what is initially possible is found with these two examples:

### **Salmon Arm, BC – The Salty Dog Enduro**

- Length: 1 day event
- Attracts: 750 competitors (520 adults x \$90, 230 kids x \$21/\$50)
- Popularity: Sells out in hours

Added community benefit: The City of Salmon Arm puts on a street festival at the same time with a parade, pie eating contest, bike swap and live music etc.

Spin-offs: Accommodations in Salmon Arm and surrounding area sell out for the Friday and Saturday

### **Oakridge/Bend, Oregon – High Cascades 100 Endurance Mountain Bike Race,**

Length: three-day Mountain Bike Oregon, and one-day USA Cycling Marathon Mountain Bike National Championships

Draw: these events drew more than 1700 people from 28 states, Canada, Austria, Australia and New Zealand. 65% of the visitors were from outside Oregon

Economic Impact: MBO brought in \$1.2 million in direct sales to Oakridge; High Cascades brought in \$400,000 to Bend; USA cycling marathon brought in \$200,000

A local mountain bike enthusiast and business owner commented “I have studied (and attended) a lot of mountain bike events and those similar as the two above likely show the most promise in the District of Mission. Salmon Arm's event is something that could be replicated quite easily here with a years preparation time, a budget to create and upgrade the trail systems on Red and Bear and an area set aside for camping.”

The Oregon event is adult only as the fee to participate includes access to alcohol. I see this type of event as a mid/long term goal for the District. There is definitely a market for it and with our proximity to Vancouver and outlying areas there is a huge market. It may be interesting to tie this into eat/drink local and turn it into a showcase for what the Fraser Valley has to offer.”

The Stave West events would use Destination BC's events economic impact tool to measure local results.

Several municipalities in Canada (i.e., Kelowna, Whistler) have produced and implemented plans to increase the economic impact of tourism related to mountain biking on natural surface trails and bike facilities. Strategies to do the same have also been produced by the Scottish government (Scottish Mountain Bike Development Consortium, 2009) and the Australian province of Tasmania (Sport and Recreation Tasmania, 2009). Some estimated economic findings from these precedents are noted below:

- Whistler's network of cycling trails, Bike Park and Crankworx Freeride Mountain Bike Festival generated more than \$34 million in direct spending over a three month period in 2006. The Crankworx Festival alone attracted 55,000 visitors and generated more than \$11.5 million in non-resident expenditures (Western Canada Mountain Bike Tourism Association 2007).
- Tourism to Scotland based solely on people who visit specifically to use the mountain bike trails and facilities generates £46.5 million each year for the Scottish economy (Bryden et al. 2010).
- The Teton County trail system in Wyoming generated an estimated \$18 million in economic activity in 2010. Of this amount, almost \$17 million was generated by non-local trail users. Trail use includes mountain biking, trail running and hiking. 213 workers with total wages of \$3.6 million were supported by the trail system in the summer and fall of 2010 (Kaliszewski 2011).

## ATV USER GROUP: TRENDS & OPPORTUNITIES

The Stave West area is currently a strong draw for ATV users of many kinds. During the planning process, organized user groups were involved in discussing the optimal future for the area. Two related goals within this master plan will require continuing to work with these recognized organizations to:

Reduce the use in and damage to archaeologically-sensitive areas in Stave West and reduce conflicts between ATV users and other recreation user groups

Provide additional ATV terrain and trails in designated areas, and to identify and develop ATV events and amenities that will generate revenue and create jobs

### ATV RIDERS: DEMOGRAPHICS AND ECONOMIC IMPACT

To our knowledge, there has not been a comprehensive Canadian (or BC) survey of ATV users; however, anecdotal evidence suggests that the general characteristics of riders in Ontario closely match the profile of users in other jurisdictions. A 2005 survey in Quebec indicates that a large number of ATV users are male (60%) between the ages of 18 and 44 and are employed in blue collar / technical occupations.

A 2005 survey report of ATV use in Quebec (background to "A Public Discussion Paper on Off-Road Vehicles Highways) indicates that there are approximately 3 users per registered ATV and that 15% of the recreational users use their machines for trips of 80km or less, 22% travel over 160km in the same day and 15% take extended overnight trips. On average ATV owners in Quebec travel some 3,156km per year with an average of 9.73 trips per year.

According to the 2012 study<sup>iii</sup> “The Economic Impact of ATV Tourism in New Brunswick by NBATVF Trail Permit Holders”, it was estimated that there was over 380,000 ATVs in operation in Ontario. This was predicted to increase to over 500,000 by 2015. Sales revenues have also been rising significantly.

ATV sales revenues were over 100 million in 2005 and predicted to reach over 210 million by 2015. Other ATV-related revenues (including sales from accessories, tourism, insurance, etc.) are predicted to rise from over 280 million in 2005 to nearly 500 million by 2015. Economic impact from direct, indirect and induced sources from all ATV-related activities in Ontario are estimated to climb to nearly \$1.5 billion by 2015. This rise in revenues will also be mirrored with an increase in non-resident ATV tourism-related expenditures.

The table below shows that shows economic impact predictions for all Off-Road Vehicles (ORV) activities in Ontario as produced by the Ontario Ministry of Tourism for 2015:

Projected Economic Impacts through the Sale and Use of Recreational ORVs in Ontario (2015)			
	Retail purchase of ORVs	All Other Expenditures	Total
Direct Expenditure	\$212,796,926	\$554,963,457	\$767,760,383
Indirect	\$52,205,470	\$178,409,652	\$230,615,122
Induced	\$71,214,619	\$243,362,575	\$314,577,194
Total Revenues	\$336,219,143	\$976,735,684	\$1,312,952,699
Multiplier	1.58	1.76	
Employment - Number of Jobs	1,729	7,131	8,860
Indirect	197	1,658	1,855
Induced	235	1,979	2,214
Total Jobs	2,162	10,768	12,930
Multiplier	1.25	1.51	
Taxes			
Federal	\$53,166,884	\$133,299,721	\$186,466,605
Provincial	\$39,793,145	\$99,769,156	\$139,562,301
Municipal	\$3,300,014	\$8,273,776	\$11,573,790
Total Taxes	\$96,260,043	\$241,342,654	\$337,602,696

Supporting rationale for this steady growth comes from Industry Canada through consultations with Northern Ontario tourism stakeholders, who determined that ATV tourism was on the rise and expected to continue growing. This included a focus on multi-season ATV tourism development, which would be applicable to Stave West with potential snowmobile trails developed in appropriately zoned areas..

Emerging trends within the ATV user group include an increase in popularity among women and families<sup>iv</sup>.

This level of ATV tourism activity is likely to be sustained as 77% of those surveyed indicated that they planned to maintain or increase their level of ATV activity in the next five years. **The same percentage indicated that they would increase their level of ATV activity if they had greater access to club or ATV federation trails (purpose built and organized trail networks).** The reasons given by this community for increased ATV activity included retirement, recreation in the outdoors, social activity, more time with friends and family, visiting specific destinations, hunting and fishing.

Source: [http://nbatving.com/data/961-nbatvf\\_tourismeconomicimpactreport2011.pdf](http://nbatving.com/data/961-nbatvf_tourismeconomicimpactreport2011.pdf)

## ATV Spending

Average same-day ATV tourism trip spending ranged in the studies from \$51.88 to \$91.75<sup>v</sup> per day in direct expenditures, and nearly half of these figures is spent on fuel and vehicle operations.

The following table lists average per-person spending during same-day, out-of-town ATV trips in New Brunswick by NBATVF trail permit holders. Note that averages are based on the numbers of participants reporting spending in a given category:

Same-day NB ATV tourism trip spend per person	Average	Median	Range	Standard Deviation	Sample size (n)
<b>Trip Spending per person – Total</b>	\$51.88	\$50.00	\$5-\$140	\$26.42	92
<b>Fuel</b>	\$26.77	\$20.00	\$3-\$80	\$19.14	92
<b>Restaurants</b>	\$21.10	\$20.00	\$5-\$60	\$10.87	73
<b>Groceries</b>	\$12.06	\$10.00	\$2.5-\$50	\$7.93	83
<b>Retail</b>	\$18.75	\$9.17	\$2.5-\$50	\$17.24	12

**Table 5: New Brunswick resident NBATVF trail permit holders' average same-day ATV tourism trip spending per person, by spending category**

Participants who had taken out-of-town, ATV tourism trips in New Brunswick within the past 12 months (either same-day or trips of one or more nights) were asked about their anticipated level of such ATV tourism activity over the next five years. Overall, 27% of participants anticipated an increase in their level of ATV tourism over the next five years.

<b>Expected level of ATV activity, next five years</b>	<b>Percent of respondents (n=104)</b>
<b>Increase</b>	<b>38.5%</b>
<b>Remain the same</b>	<b>50%</b>
<b>Decrease</b>	<b>11.5%</b>
<b>Balance</b>	<b>+27</b>

Participants were asked about the effect that access to more club or ATV organized trails might have on their level of ATV activity. On the balance, 74% of participants indicated that they would increase their level of ATV activity if there was greater access to club or ATV federation trails.



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ii Tourism BC: Mountain Bike Handbook. 2008. [http://nbatving.com/data/961-nbatvf\\_tourismeconomicimpactreport2011.pdf](http://nbatving.com/data/961-nbatvf_tourismeconomicimpactreport2011.pdf)

iii New Brunswick Department of Culture, Tourism and Healthy Living: The Economic Impact of ATV Tourism in New Brunswick by NBATVF Trail Permit Holders. 2012. [http://nbatving.com/data/961-nbatvf\\_tourismeconomicimpactreport2011.pdf](http://nbatving.com/data/961-nbatvf_tourismeconomicimpactreport2011.pdf)

iv New Brunswick Department of Culture, Tourism and Healthy Living: The Economic Impact of ATV Tourism in New Brunswick by NBATVF Trail Permit Holders. 2012. [http://nbatving.com/data/961-nbatvf\\_tourismeconomicimpactreport2011.pdf](http://nbatving.com/data/961-nbatvf_tourismeconomicimpactreport2011.pdf)

v New Brunswick Department of Culture, Tourism and Healthy Living: The Economic Impact of ATV Tourism in New Brunswick by NBATVF Trail Permit Holders. 2012. [http://nbatving.com/data/961-nbatvf\\_tourismeconomicimpactreport2011.pdf](http://nbatving.com/data/961-nbatvf_tourismeconomicimpactreport2011.pdf)