

TOURISM
BRITISH
COLUMBIA



MOUNTAIN BIKE TOURISM

TOURISM BUSINESS ESSENTIALS®

Mountain Bike Tourism

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Mountain Bike Tourism

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Contributions

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Foreword by Mitchell Scott

It just happened. The mud-washed, root-strewn forests of Vancouver's North Shore, ridden by a rogue group of adventurers, have evolved in two short decades into one of the most sought after mountain bike destinations in the world.

We didn't plan for it. Nor could we have. But here it is. From Williams Lake to Fernie, from Kamloops to Whistler, Squamish, Rossland, Nelson, Golden, Prince George, Cumberland...the list of BC towns renowned for their mountain bike trails grows every year. Bikers come from Calgary, Washington and California, the UK, Switzerland. They come because there are few other places on the planet that offer such an incredible combination of trails, scenery, and adventure.

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.

For those of us who live here, who have grown up riding our bikes like the kid from Peterborough who grew up playing hockey, it's a culture segment that isn't going away any time soon.

And it's only positive. We forget that the bicycle is an amazing invention. And while our children are hell-bent on jumping them and sending them down steep mountainsides, they are still riding a bike, and that cycling ethic weaves itself into all parts of their lives. They ride their bikes to school, to a friend's, to the store...and then to the dirt jumps.

With mountain biking, British Columbia has a real opportunity to embrace what's happening here and to leverage it in an extremely positive way. Thanks to those early mountain biking pioneers on the North Shore, bike trails are now found everywhere in our province. From Rails-to-Trails, to commuter networks in all our cities and towns, to well-maintained mountain bike trails, to kids' jump and skills parks. There are success stories in our province that can be adapted and implemented to make mountain biking a safe, fun, highly rewarding sport for not just tourists, but for British Columbians themselves. We have the opportunity to be a world leader as a region that cherishes and celebrates the freedom, exercise and adventure that comes with what has been called, 'the noblest invention.'

As someone who's written about and experienced mountain biking in this province for two decades, seeing first hand how other regions like Utah, Idaho, and most countries in Europe have embraced the sport, it's time for BC to take some significant steps and assert itself as a world leader in mountain biking. Not just for its potential economic impact, but because it is good for us, the earth, and our communities.

Glossary of Terms and Acronyms

Terms

Berm	A berm is a mound of dirt piled along the outside of a corner to create a banked surface that allows the rider to ride through tighter turns at higher speeds without sliding
TTFs	Technical Trail Features that are generally man made (e.g. ladder bridges, drops, jumps, log rides, etc.)
A-line style trail	This term describes a machine-built downhill trail that consists of berms and jumps. “A-line” is the name of the original Whistler Bike Park trail that was constructed in this style.
Authorized trails	This refers to a trail that has been formally recognized and there is a written agreement to permit mountain bike use with the landowners.
Skinny	A wooden beam or log, usually 25 cm (10 in) or less in width, raised off the ground.
Huck	A drop on a mountain bike trail.
Pump track	A series of bumps, jumps and berms in the shape of a small circular track. The objective of the pump track is to generate power and speed as the rider manoeuvres the bike through the course without pedaling.

Acronyms

BMPs	Best Management Practices
BPBC	Bike Parks BC
CMIC	Canadian Mountain Bike Instructor Certification
DH	Downhill
DJ	Dirt jump
FR	Freeride
FRPA	Forest and Range Practices Act
IBH	Italy Bike Hotels
IMBA	International Mountain Bicycling Association
MBR	Mountain Bike Rider
MBTA	Western Canada Mountain Bike Tourism Association
MBUK	Mountain Biking UK
MEC	Mountain Equipment Cooperative
MTB	Mountain biking
MTCA	Ministry for Tourism, Culture and the Arts
NCCP	National Coaching Certification Program
NSMBA	North Shore Mountain Bike Association
RDMOs	Regional Destination Marketing Organizations
RMOW	Resort Municipality of Whistler
TAMS	Travel Activities and Motivations Survey
TSC	Trails Strategy Committee
TTFs	Technical Trail Features
UBCM	Union of British Columbia Municipalities
VCCP	Velo Cross Club Parisien (France)
WBP	Whistler Bike Park
WORCA	Whistler Off Road Cycling Association
XC	Cross Country

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1 Using the Handbook

This handbook has been designed to guide communities interested in developing mountain bike trails and promoting them to visitors. The handbook highlights relevant good practices and resources that can assist communities in

establishing their own unique mountain biking experiences. **The handbook is not a substitute for seeking professional legal advice related to liability.**

The handbook is divided into two parts.

Part One provides an overview of mountain biking, the market potential and a summary of what is currently going on in BC. It provides communities with a context in which to make decisions regarding mountain bike tourism and product development initiatives for visitors and residents alike.

Part Two highlights the process and steps involved in moving forward with developing a mountain bike tourism product. It looks at the factors communities need to consider before they get to the stage of marketing and promoting an authorized and managed trail system to visitors.



Photo: Chris Barker and Lee Lau, Pemberton – Sharon Bader

Part One



2 What is Mountain Bike Tourism?

Evolution of Mountain Biking

One of the earliest references to off-road biking relates to a group of soldiers in the 1890s known as the 25th Infantry Buffalo Soldiers. The Buffalo Soldiers were based in Missoula, Montana and rode single speed bikes modified for long-distance travel with supplies over rough terrain. The bikes weighed about 32 kg – 54 kg (70 lb – 120 lb) when loaded.

In France, the Velo Cross Club Parisien (VCCP) was comprised of about twenty young bicyclists from the outskirts of Paris

who, between 1951 and 1956, developed a sport that was remarkably akin to present-day mountain biking.

According to the Mountain Bike Hall of Fame in Crested Butte, Colorado, the origins of modern mountain biking can be traced to Marin County in Northern California in the late 1970s. Since then mountain biking has grown to become an outdoor industry giant, boasting over 50 million participants in the US alone.¹

Types of Mountain Biking

Through the evolution of mountain biking and the advances in bike technology, several distinct disciplines within the sport have emerged.

Popular mountain biking areas now offer opportunities for a number of riding styles with trails designed for specific types of biking.



Photo: Junkyard Dog XC race 2007 – SORCE Bike Club

Cross Country (XC): Single track trails and backcountry roads are typically used for cross country riding. Generally, cross country riders prefer long continuous routes of 10 - 80 km (6 - 50 mi) over undulating terrain that tests endurance and offers some technical riding challenges. The most common form of competitive mountain biking is cross country, which was introduced at the 1996 Atlanta Olympics. It is also the most common form of recreational mountain biking in the US and Europe. Cross country bikes weigh less than other mountain bikes, often 10 - 13 kg (22 - 28 lbs).



Photo: Downhill Rider – Sun Peaks Resort

Downhill (DH): As the name implies, downhill mountain biking tests the rider's ability to follow a course that is predominantly downhill through a series of berms², jumps and other features, and as fast as possible. Downhill riders are high risk takers and considered to be advanced in their riding skills. Riders often wear full face helmets and body armour protection.

A downhill course is typically designed to be 1 - 2 km (0.6 - 1.2 mi) in length with a means to return to the top of the course other than by riding, usually by vehicle shuttle or by chair lift in the case of ski resort areas.

¹ 2006 Outdoor Industry Foundation, Outdoor Recreation Participation Study. Results indicate 50 million US participants averaging 19 outings per year in 2006. www.outdoorindustryfoundation.org

² A berm is a mound of dirt piled along the outside of a corner to create a banked surface that allows the rider to ride through tighter turns at higher speeds without sliding.

Types of Mountain Biking

Freeride (FR): Freeriding was conceived in British Columbia in the 1990s and, although it has now been mimicked in countries around the world, BC is still the hotbed for this discipline. Freeriding is largely a non-competitive form of mountain biking that arguably combines the best of XC and DH. Riders look for both natural and man-made technical trail features (TTFs) that challenge the rider's skill. Armour is often worn to protect riders from potential falls.

Balance, strength, timing, and finesse are all important attributes for negotiating *skinnies* (narrow bridges often made from naturally fallen trees), *hucks* (jumps made from dirt or natural rock outcroppings), drops (small escarpments in the slope of the terrain) and *rollers* (very steep slopes off rock formations or manmade structures) along the trail.



Photo: North Shore
– Jimmy Young

Dirt Jump (DJ): Dirt Jumping is very popular, particularly among youth. Dirt jump courses are usually set up in a more confined area with a small hill from which riders build up speed as they approach a series of dirt pile jumps. Typically there will be a progression of paths (also called lines), from easy to advanced, which the rider can choose as skill and courage increases. In some cases, forest trails may also feature a series of dirt jumps.

A recent adaptation of dirt jumping is the *pump track* which involves a series of bumps, jumps and berms carved into the flat ground in the shape of a small circular track. The objective of the pump track is to generate power and speed as the rider maneuvers the bike through the course without pedaling.



Photo: Dirt Jump Jam 2007 – SORCE Bike Club

2 What is Mountain Bike Tourism?

Types of Mountain Biking

All Mountain: Perhaps the most recent development in mountain biking is the 'all mountain' category. Bikes are designed to be very versatile: the all mountain bike has the weight and easy pedaling of a cross country bike combined with the smooth handling of a dual-suspension freeride or DH bike. The creation of all mountain bikes has facilitated a growing interest in epic backcountry riding that encompasses many of the qualities of both cross country and freeride featuring long single track trails over technically challenging terrain.



Photo: Comfortably Numb, Whistler
– Pat Mulrooney Photography

Rails-to-Trails and Mountain Bike Touring: Touring by mountain bike offers an alternative means for travelling from one community to another, generally over a number of days via backcountry roads, trails or abandoned railways. Since the 1970s many railways throughout North America have been decommissioned and reclassified as trails through a myriad of Rails-to-Trails programs.



Photo: Kettle Valley Rail Trail near Christina Lake
– Maria Littlejohn

These trail systems offer excellent opportunities for mountain bike touring through wilderness corridors linking communities together. The terrain is typically a mix of flat to gentle grade that appeals to a wide range of age and ability

levels. In some cases vehicles are used to assist with carrying gear and supplies from one campsite or community to the next so that the riders can enjoy the ride and the scenery without the heavy load.

Mountain Biking and Tourism

One aspect in the evolution of mountain biking has been its shift from a localized recreational activity to a tourism product. Mountain biking is now one of several outdoor adventure activities in British Columbia recognized for its tourism potential and research indicates that significant numbers of mountain bike enthusiasts travel to go mountain biking (see See Chapter 4 – What’s Happening in British Columbia).

The province has one of the best international reputations for mountain biking innovation yet much more collaboration is required to capitalize on this image, overcome challenges and make BC a truly world-class mountain biking destination.

With the diverse landscapes of BC there is significant potential for the province to develop a wide spectrum of mountain biking opportunities through a community-based approach. From the rugged west coast experience to the open range of the southern interior, and from the vast forests of the north to the snow-capped peaks of the Kootenay Rockies, there is scope to expand the product base considerably. The addition of local culture and attractions within each region can provide unique appeal to individual communities as mountain biking destinations.

Creating a mountain biking destination requires a broad tourism vision and the collaboration of various groups within and outside the community. With a vision and partnership structure in place, a community is in a much stronger position to critically review its ‘product’, and ensure that trails are ‘authorized’ and ongoing management is taking place. This type of collaborative approach ensures that the issues of maintenance, risk management and insurance can be more readily addressed.

The final stage in building a mountain biking tourism sector involves marketing the product in an effective manner and working with other tourism sectors to add value to the overall visitor experience.

Good Practice – Whistler, BC – Dynamic community and year-round destination

For a community originally built around alpine skiing, Whistler has become an unparalleled year-round destination with both residents and visitors alike benefitting from the array of outdoor recreation opportunities and facilities.

Over the last five years Whistler has worked hard to develop its summer product and mountain biking has been a cornerstone of this objective. Summer visitation now exceeds winter visits and mountain biking has surpassed golf as the key driver for room nights in the resort over the summer months.

2 What is Mountain Bike Tourism?

The Core Product – ‘Trails’

Trails are the core component and resource base of the mountain bike tourism product. As such, they should offer a unique experience that allows the rider to connect with the character of the land and even the local culture. This is seen in the increasing appeal of ‘signature trails’ and unique landscape settings that have the ability to motivate mountain bikers to travel to a destination or region. Prime examples include:

- The Seven Summits trail in Rossland, BC has achieved stature as the area’s signature mountain bike trail providing breathtaking mountain vistas together with the challenge of seven ascents (and descents) in one epic ride.
- North Vancouver is famous for its unique technical trail features built in the rugged coastal rain forest to the north of the city.
- The Slick Rock Trail in Moab, Utah offers dramatic terrain associated with the area’s unusual sandstone formations and the rustic nature of its mining past.



Photo: David Diplock on 7 Summits, Rossland – Lee Lau



Photo: James Wakeling in Moab, Utah – Sharon Bader



Photo: North Vancouver – Cam McRae

Success =
Great Trails
+ Bike
Infrastructure
+ Service
/Hospitality

To truly capitalize on the success of a well-planned and well-constructed trail network, the community must also consider the needs and the abilities of visitors. A bike shop with bike rentals, the availability of convenient transportation to the trailhead, a selection of restaurants and accommodation all help to round out the mountain biking experience.

Service and hospitality provide that ‘something extra’ that can exceed the expectations of the

visitor and ‘wow’ them. Knowledgeable and skillful guides, courteous and attentive staff and a welcoming community are all critical ingredients.

These key elements will be discussed in greater detail in Part Two of the handbook, which highlights the process for developing a mountain bike tourism destination.

3 Why Develop Mountain Biking? – The Business Case for Mountain Biking

The benefits of mountain biking as a tourism product have been enjoyed to some extent by BC communities for over a decade, since mountain bike-specific trails began to emerge in the 1990s. The benefits are three fold:

ECONOMIC	ENVIRONMENTAL	SOCIAL
One of the most compelling benefits of trails is their ability to provide an economic return to communities by attracting riders from out of town.	Active management and planning of trail systems has led to rehabilitation of natural landscapes and a decrease in unauthorized trail construction and use.	Engaging youth in biking-related projects and providing opportunities for families to recreate can play a role in promoting a healthy lifestyle.

These benefits are becoming evident in traveller motivation studies and economic impact research. The findings presented in this handbook address two important misconceptions about mountain biking and demonstrate that:

1. Mountain biking **IS** a travel motivator and people **WILL** travel to destinations specifically to go mountain biking; and
2. Mountain bikers **ARE** well educated, affluent and the majority of them are over 30 years of age.

Cycling is an Important Recreational Activity

Participation in cycling³, fishing, hiking, camping, and running remain the 'gateway' outdoor activities, introducing millions of Americans to the active outdoor lifestyle.⁴

Cycling and mountain biking are relatively new tourism products in North America. The following points provide an overview of American recreational cycling trends and participation and illustrate the potential overall market size for mountain biking related travel. There are no comparable statistics for Canada, but participation levels for recreational biking would likely be similar.

American Recreational Cycling

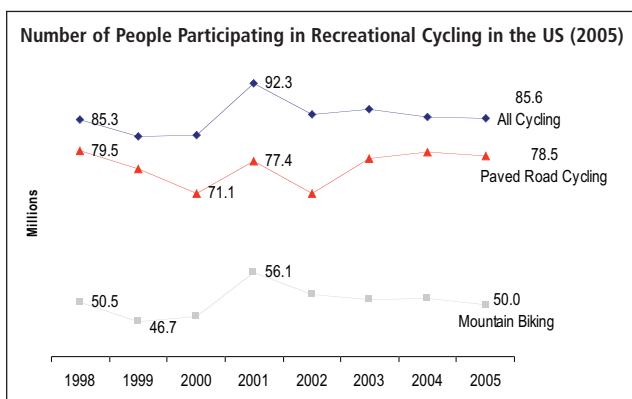
- In 2005, bicycling was the #1 outdoor activity for the 161 million American adults that participated in outdoor activities and the #1 for outings generated.⁵ Bicycling ranked ahead of both fishing (#2) and hiking (#3).
- In the US, over 85 million people had gone cycling in the last 12 months, generating approximately 3.1 billion outings annually and 1.1 million jobs⁶.
- Overall participation rates for both paved cycling and mountain biking changed little between 1998 and 2005. However, there was

a significant spike in 2001 that is attributed to the overall economic climate at that time that likely led to Americans staying closer to home and recreating more.

- The US federal and state governments collected over \$18 billion in taxes from Americans pursuing cycling related activities.
- The Western states⁷ contain the highest percentage of cyclists (44%), while the South Central states have the lowest proportion at 33%⁸.

American Recreational Mountain Bikers

- Primarily male (nearly 2:1) and young (16 to 34 years)
- Mountain bikers are likely to live in the Western (31%) or South Central (29%) part of the U.S.
- With the exception of a small peak in 2001, the number of mountain biking participants has remained relatively stable over the past eight years.



Source: US Outdoor Industry Foundation (2006)

³ The use of the term 'cycling' in this reference includes both road cycling and mountain biking

⁴ US Outdoor Industry Foundation (2006)

⁵ US Outdoor Industry Foundation (2006)

⁶ US Outdoor Industry Foundation (2006)

⁷ Western States – WA, OR, MT, ID, WY, CA, NV, UT, CO, AZ, NM, AK

⁸ Source: US Outdoor Industry Foundation (2006)

3 Why Develop Mountain Biking? – The Business Case

Mountain Biking is an Evolving Sector

Research and trends indicate that mountain biking as a distinct product sector is evolving and has the potential to be a key part of a community's tourism experience. In preparing this handbook a series of interviews was conducted with communities and the mountain biking industry, both here in BC and internationally. The following is a summary of trends and comments identified in the discussions.

- **Advances in technology** have translated into significant changes in the types of mountain bikes people are now riding. Technology has made the sport more accessible with entry level bikes becoming more affordable and user-friendly. These changes have inspired the evolution of new riding genres such as 'freeriding'.
- There has been a marked increase in the number of **women entering the sport**. This observation is supported by the increase in bike manufacturers now offering women-specific mountain bikes and the emergence of bike clinics, camps and tours catering to women only.
- The development of **family-oriented** mountain bike products is also growing, as mountain biking parents look for vacation experiences that give them the ability to get their children involved. The 7stanes project in Scotland has identified the need for further family-oriented amenities at trailheads. One family amenity being considered is playgrounds.
- There has been tremendous growth in the development of **urban bike parks** by municipalities throughout BC and North America. Following a similar pattern to the establishment of public skateboard parks as recreational amenities in the 1990s, many municipalities recognize the importance of catering to the emerging bike-related recreational needs of their residents.
- The **growth in lift-accessed bike parks at mountain resorts** has stimulated further growth and interest in mountain biking. These resorts see the activity as a new means of driving summer destination visits and a potential core product outside of the traditional ski season. The Whistler Bike Park now attracts more than 100,000⁹ biker visits a season with 90%¹⁰ staying overnight. As a result, mountain biking has now surpassed golf as the top summer activity for overnight visits.
- Over the last five years there has been **growth in the number of mountain biker specific tour operators**. These companies provide everything from multi-day, all-inclusive mountain bike vacations to the world's most iconic mountain bike destinations through to simple half-day guided tours on local trails. "They take the work out of your vacation so you just ride and eat...and focus on the best trails in the area." – Ashley Korenblat, CEO Western Spirit Cycling Adventures.

⁹ Source: Bike Parks BC, 2007

¹⁰ Sea to Sky Mountain Biking Economic Impact Study 2006, MBTA

Mountain Biking is an Evolving Sector

- ‘**All mountain**’ riding is a recent genre that refers to the merging of freeride and cross country with long travel bikes (i.e. lighter bikes with 15 cm (6 in) of front and rear suspension travel) that pedal well uphill and handle the rough technical descents. These bikes are very well suited to BC’s long technical trails. To some extent it is the beginning of a merge of the extreme with the mainstream.
- In 2004, the IMBA¹¹ launched **IMBA Canada** and opened its first Canadian office in the town of Collingwood, Ontario, later relocating to Kitchener. This office is staffed by Ontario natives Mark Schmidt and Lora Woolner, both three-year veterans of the award-winning Subaru/IMBA Trail Care Crew program. Mark is also directly involved in BC as an instructor for the Outdoor Recreation course at Capilano College on the Sunshine Coast (September to April). In addition British Columbia now has a part time IMBA representative – James Brown.
- The industry is becoming more coordinated. In 2004, North Vancouver hosted the **inaugural World Mountain Bike Conference** with ‘Sustainability’ as the conference theme. Delegates from across North America, the UK and elsewhere gathered to discuss the environmental, social and economic impacts of mountain biking.



Photo: World Mountain Bike Conference and IMBA 2006 Summit – IMBA

¹¹ Since its inception in 1988, IMBA's worldwide network has grown to more than 32,000 individuals and 450 clubs

3 Why Develop Mountain Biking? – The Business Case

Mountain Biking is a Travel Motivator

The 2006 **Travel Activities and Motivations Survey (TAMS)**, was a comprehensive survey of over 110,000 North American households which was designed to examine the travel habits, activities and behaviours of Canadians and Americans over the preceding two-year period.

Extensive information was collected on destination choices and trip activities as well as travel motivations and planning behaviours¹².

The results have been presented in two key ways:

1. **Participation** – travellers who *participated* in a particular activity while on a trip
2. **Motivation** – travellers who were *motivated* to take a trip in order to do a specific activity

American & Canadian Cycling Travellers (includes mountain biking)

- Cycling¹³ is a key activity for many travellers with 10.7 million Americans and over

2.4 million Canadians reporting having cycled while on an overnight trip in the last two years

Further analysis has been undertaken at the product sector level. The findings relating to cycling travellers are summarized below.

- Over **3.6 million North Americans** were motivated to take a trip in the last two years to go cycling. The overall North American **mountain bike motivated travel market is 1.25 million.**
- **BC attracted 258,000 mountain bikers** who were motivated to visit the province in order 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

¹² 2006 Travel Activities and Motivations Survey (TAMS)

¹³ Cycling includes any type of riding e.g. road riding, mountain biking, rails to trails etc

Mountain Biking is a Travel Motivator

Demographic Profile of US and Canadian Mountain Bikers Motivated to Travel to British Columbia

- Mountain bike travellers to British Columbia from the US and Canada are most likely to be male and aged 18-34.
- US and Canadian mountain bikers are well educated, with over half having completed post secondary education.
- Mountain bike travellers to BC are also very affluent with one-third of the US and almost half the Canadians having a household income in excess of \$100,000.

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

3 Why Develop Mountain Biking? – The Business Case

Mountain Bikers Are More Likely to Visit BC

- US mountain bikers are **3 times more likely** to take a trip to British Columbia for biking than the US traveller in general.
- Canadian mountain bikers are **nearly twice as likely** to travel to British Columbia for the purpose of mountain biking, than is the Canadian traveller in general.

Further information on the TAMS 2006 study can be found on the Tourism BC corporate website at:
http://www.tourismbc.com/template_tams_3blocks.asp?id=6966

Mountain Biking Provides an Economic Return

The first comprehensive and statistically-valid study focusing on mountain biking in North America was the *Sea to Sky Mountain Biking Economic Impact Study* (2006) undertaken by the MBTA., which noted that:

Mountain biking on the Sea to Sky trail system provides a considerable benefit to host communities. For local residents, the trails provide a venue to participate in an active, healthy lifestyle, and increase the desirability of living in the area. Moreover, the trails are an attraction for residents of both neighbouring and out of town areas to visit the host communities, thereby providing support for local businesses and increasing the economic activity for the region.

The MBTA study surveyed riders at popular trailheads in the communities of North/West Vancouver, Squamish and Whistler and focused on non-resident riders. A total of 1,270 riding parties were intercepted, which resulted in 1,019 valid surveys for the three communities over the summer of 2006. Following are some salient findings regarding economic impact and rider characteristics.

Economic Impact Findings

The trail systems of the North Shore, Squamish and Whistler, are estimated to have collectively generated \$10.3 million in spending from riders that live outside of the host community over the period from June 4 to September 17, 2006.

- Spending by Whistler trail visitors accounted for the majority of the total, about \$6.6 million.

In addition to the public trail systems, the study also surveyed riders at the Whistler Bike Park (WBP) and Whistler's Crankworx Mountain Bike Festival.

- Non-resident visitors to the WBP, North America's most visited mountain bike park, spent an estimated **\$16.2 million** in Whistler.
- The Crankworx Mountain Bike Festival continues to grow, with over 55,000 unique visitors attending the 2006 event, of which more than 23,000 travelled solely to attend the Festival. This resulted in non-resident expenditures in excess of **\$11.5 million**.



Photo: Kokanee Crankworx Festival, Whistler – Tourism BC

Non-Resident Rider Characteristic Findings

- The majority of non-resident mountain bikers in the Sea to Sky corridor was aged 30-39 years (41%) with an additional 22% aged over 40 years.
- Over three-quarters (77%) of the mountain bikers surveyed on trails in the Sea to Sky corridor were male.

Mountain Biking Provides an Economic Return

Non-Resident Riding Party Characteristics

Characteristics	Total	North Shore	Squamish	Whistler Valley	Whistler Bike Park
Avg. Party Size	2.8	2.6	3.0	2.9	3.3
% on a day trip	80%	91%	79%	10%	11%
% staying overnight	20%	9%	21%	90%	89%
Avg. Nights of Overnight Parties	4.8	6.3	3.6	4.5	5.0
Age Profile					
18 and Under	11%	5%	5%	24%	13%
19-29	27%	29%	25%	22%	25%
30-39	41%	47%	47%	27%	39%
40-49	17%	15%	18%	18%	19%
50-59	4%	3%	4%	7%	4%
60-69	1%	0%	0%	3%	1%
70 and over	0%	0%	0%	0%	0%
Gender					
Male	77%	85%	71%	65%	74%
Female	23%	15%	29%	35%	26%

Source: Sea to Sky MTB Economic Impact Study 2006

*Note: The Whistler Bike Park was also included in the study and the results from this have been presented separately.

Non-resident riders in Squamish and on the North Shore are drawn heavily from Greater Vancouver and other Sea to Sky communities.

Whistler, as expected, had the most diverse origin of riders, with over 60% originating from out-of-province.

Non-Resident Riding Party Origin, North Shore, Squamish & Whistler*

Origin	North Shore	Squamish	Whistler Valley	Whistler Bike Park
Greater Vancouver	86%	69%	28%	18%
Sea to Sky Corridor	2%	10%	3%	0%
Other BC	2%	8%	9%	13%
Other Canada	3%	6%	10%	10%
US	5%	8%	34%	41%
Overseas	2%	8%	18%	22%

*Note that multiple responses were allowed to accommodate parties of mixed origins, thus the totals may be more than 100%.

3 Why Develop Mountain Biking? – The Business Case

Mountain Biking Provides an Economic Return

Expenditures by non-resident mountain bikers in the Sea to Sky communities are significant, particularly for overnight parties. One finding of particular interest is that non-resident riders

generate considerable revenue for destination bike shops: a total of 14 bike shop purchases greater than \$1,000 was reported by the sample of 689 non-resident riding parties.

Riding Party Expenditures – per Party, per Trip

Location	North Shore		Squamish		Whistler Valley	
	Sameday (325)	Overnight (32)*	Sameday (83)*	Overnight (22)*	Sameday (10)*	Overnight (92)*
Type of trip (number of responses)						
Accommodation	\$0.00	\$292.81	\$0.00	\$95.72	\$0.00	\$629.57
Restaurant / Pub / Night Club	\$26.02	\$206.47	\$42.40	\$93.58	\$38.00	\$333.73
Groceries / Other F&B	\$7.05	\$56.09	\$6.66	\$89.61	\$3.50	\$105.08
Recreation & Entertainment	\$1.45	\$8.59	\$3.57	\$19.00	\$0.00	\$81.97
Bike Shop	\$39.77	\$245.38	\$184.21	\$109.35	\$167.50	\$58.81
Other Shopping	\$3.67	\$40.63	\$0.90	\$28.05	\$30.00	\$116.26
Own Vehicle expenses	\$17.06	\$23.13	\$23.73	\$74.36	\$18.60	\$32.76
Rental Vehicle	\$1.23	\$56.25	\$0.00	\$0.00	\$0.00	\$36.07
Local Transport	\$0.47	\$21.88	\$0.00	\$0.00	\$7.00	\$2.32
Other Spending	\$0.69	\$12.19	\$3.73	\$8.18	\$0.00	\$16.37
Total per party	\$97.41	\$963.41	\$265.21	\$517.85	\$234.60	\$1,296.70
Avg. Party Size	2.5	3.2	2.9	3.0	2.8	3.1
Avg. Nights		6.3		3.2		4.5
Avg. Spend per person per day	\$39.12	\$48.32	\$92.09	\$53.94	\$83.79	\$93.48

* Caution – small sample

To view or download a copy of the full Sea to Sky Economic Impact Study please visit the MBTA website at

http://www.mbta.ca/News/?sp=Sea_to_Sky_Economic_Impact_Study

4 What's Happening in British Columbia?

In the world of mountain biking, BC is legendary for its extreme riding, its mountain scenery and its strong mountain bike culture. Striking images of mountain biking in BC continually appear in popular mountain bike magazines and videos distributed all over the world.

In the early 1990s, purpose-built mountain bike trails were appearing everywhere around the province. Mountain bike technology was advancing rapidly allowing riders to improve their riding skills and access more challenging terrain. Through the passionate efforts of amateur trail builders, many of whom have achieved legendary status in the world of mountain biking, British Columbia has



become an important trend-setting frontier.

Much of the province's success and reputation can be attributed to its home-grown talent. BC riders, bike manufacturers, writers, film makers and photographers are known around the world and continue to be at the forefront of the industry. BC is recognized as the birthplace of freeride mountain biking and many destinations around the world build what are now commonly referred to as North Shore-style trails.

The Product – Trails and Community- Based Product

It is probably safe to say that every community in BC has trails and that most residents appreciate them.

“BC has huge potential; nearly every community in the interior has a mountain bike scene that has the potential to bring in tourists.”

Mike Brcic, owner,
Sacred Rides Mountain Bike Holidays

“BC leads the world with so many local communities of mountain bikers throughout the province that are passionate about their sport. They're really into it!”

Chris Winter, Owner,
Big Mountain Adventures

The benefits that trails offer to the residents of a community can also represent an important part of the visitor's experience. However, as will be stressed throughout the remainder of this handbook, it is important for communities to realize that before trails are promoted as tourism experiences they need to be properly authorized and managed.

For mountain bikers and other outdoor enthusiasts, trails represent the core product of the destination; the more significant the trails, the more desirable the destination. Mountain biking trails that offer challenging terrain with distinctive geography and a variety of progressive technical features appealing to a wide range of abilities are important to downhill and freeride mountain bikers. Trails that offer challenging point-to-point options while traversing areas of natural beauty are qualities that cross country riders will seek out. Historic importance and ecological diversity are features that add significance to trails used for mountain bike touring.

As outlined earlier, mountain biking has branched into several distinct disciplines. Communities that are able to offer a range of mountain biking experiences in more than one discipline will be able to broaden their appeal. While not every community has the ability to be a destination for mountain biking, the activity does offer most communities the opportunity to broaden their tourism appeal and complement existing tourism products.

4 What's Happening in British Columbia?

The Product – Trails and Community- Based Product

The various mountain bike components generally on offer include:

- Single track trails (XC, DH, freeride and signature trails)
- Rails-to-Trails networks
- Community bike parks
- Resort bike parks
- Bike camps and tour operators
- Festivals and events

Signature Trails

These are the trails of iconic significance that come to define a community's or region's mountain bike culture. Generally they appeal to more advanced riders. Signature trails can range from epic cross country and freeride trails to elaborate trail networks and scenic rail or touring routes. Typically signature trails offer unique backcountry experiences, with stunning scenery and a strong sense of physical accomplishment (and bragging rights).

Examples include:

- **Seven Summits Trail, Rossland**
Trail of the Year, Bike magazine December 2007. 32 km (20 mi) of point-to-point singletrack built by the Kootenay Columbia Trails Society in summer 2004 at a cost of \$100,000.¹⁴ IMBA Epic¹⁵
www.rosslandtrails.ca/sevensummits.htm

- **A-Line, Whistler Bike Park**

This trail has set the standard for bike parks around the world. It is known for its fast flowing lines with multiple jumps and opportunities for 'big air'. A-Line is now commonly used as a term to describe trails which have been designed to emulate the Whistler original.

- **Comfortably Numb, Whistler**

27 km (17 mi) of physically challenging Singletrack, a must-do ride for technically advanced cyclists, built by local trail building legend, Chris Markle. IMBA Epic
http://www.whistler.com/bike_guide

- **CBC Trail, North Vancouver**

Although not promoted as a tourism product the CBC trail has gained an international reputation as the classic North Shore trail.



Photo: CBC Trail, North Vancouver – NSMBA

¹⁴ Trail of the Year by Mitchell Scott. Bike December 2007.

¹⁵ IMBA Epic – IMBA has granted Epic status to a handful of trails around North America including three in BC.

The Product – Trails and Community- Based Product

- **Kettle Valley Trail, BC Southern Interior**

Steeped in BC`s railway history, this scenic 455 km (283 mi) rail trail is an engineering marvel that features a series of trestles, tunnels and rock ovens.¹⁶

www.spiritof2010trail.ca/RailTrail.aspx?id=kettle

- **Rails- to- Trails and Mountain Bike Touring**

Abandoned railways, other low grade trails and backcountry and rural roads are ideal for single or multi-day touring that can link a number of different communities.

- ***Spirit of 2010 Trail Network***

The current trail network is over 700 km in length and includes The Cowichan Valley Trail, The Kettle Valley Trail, The Columbia & Western Trail, The Slocan Valley Trail, Trans Canada Trail and the BNR Santa Fe Trail.

www.spiritof2010trail.ca

- ***Galloping Goose Trail***

Located on southern Vancouver Island connecting Leechtown, Sooke, Victoria, Saanich, Sidney, and Swartz Bay.

www.gallopinggoosetrail.com



Photo: Bellevue Trestle, KVR – Martin Littlejohn

Good Practice – Kettle Valley Railway visitor numbers increasing

BC Parks staff have indicated that the Myra-Bellevue Park and Kettle Valley Railway system is a major tourism destination, with participation estimated at 43,000 visitors this past year and 100,000 visitors are forecast in 2008. Within the next ten years, approximately 250,000 visitors are expected to travel to this well known mountain bike tourist destination.

Source: Mountain Bike Community Profile for the Central Okanagan, September 2007

¹⁶ Rock ovens are century old remnants from the railroad's original construction used to prepare meals for the crews.

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What's Happening in British Columbia?

The Product – Trails and Community- Based Product

Community Bike Parks

Community bike parks are very popular among youth and act as safe venues for skills development and camps. They are useful for developing and assessing a rider's skill level before going out onto more challenging trails.

- **Kamloops Bike Ranch**
www.city.kamloops.bc.ca/bikeranch/index.shtml
- **South Surrey Bike Park**
www.sorcebikeclub.org
- **Glen Eagles Adventure Park**
www.westvancouver.ca/article.asp?c=645&a=3515
- **Burns Lake Bike Park**
http://www.burnslaketrails.ca/index.php?option=com_content&task=view&id=12&Itemid=1

Some community skills parks, depending on their size and the number of features, have the potential to draw riders from outside the immediate community. The Burnaby Mountain Bike Skills Park which opened in May 2008 was designed as a destination area. It has a host of features including the world's largest free wooden pump track.

<http://www.bmba.ca/node/412>

Community bike parks can also play a key role in addressing other mountain biking-related issues such as illegal trail building which can create liability as well as environmental headaches for municipalities. Stakeholders in Burnaby hope their new facility will help achieve this goal too:

"Now people won't feel obligated to do illegal construction on the mountain as it's already built for them...people can now spend their time riding as opposed to building, and they'll have an opportunity to maintain and help make this park theirs."

Brian Berg, Director Burnaby Mountain Biking Association¹⁷.



Photo: wooden pump track, North Burnaby Skills Park
– Jay Hoots

¹⁷ Quote from an article by Mario Bartel - Burnaby NewsLeader - May 30, 2008

The Product – Trails and Community- Based Product

Resorts

Many ski resorts now have lift-accessed mountain biking during the summer months for freeride and downhill mountain bikers and offer all-inclusive guiding and coaching packages. A significant number also have additional trails for cross country and areas for skills parks.

- **Whistler** www.whistlerbike.com/index.htm
- **Mount Washington**
<http://bike.mountwashington.ca/>
- **Sun Peaks**
www.sunpeaksresort.com/summer/bikepark/index.aspx
- **Silver Star**
www.skisilverstar.com/home_showSection_ID_160.html
- **Kicking Horse**
www.kickinghorseresort.com/activities/biking/
- **Panorama**
www.panoramaresort.com/todo/mountain_biking/index.htm
- **Fernie**
www.skifernie.com/summer/activities/mountainbiking.asp
- **Tabor**
www.tabormountain.com/bikehome.html

Mountain Biking's 'Next Step'

Baldface, near Nelson This is the first backcountry lodge in BC to offer a mountain

bike program, the logical next step for mountain biking. In BC there are approximately 20 cat-ski operations, 40 heli-ski businesses and nearly 40 commercial back-country-touring lodges. Collectively they represent a thriving winter business, however, to date only Baldface has ventured into the backcountry mountain biking market.¹⁸ www.baldface.net

Bike Camps and Tour Operators

A growing number of tour operators and bike camps is emerging as awareness of BC's potential as a mountain bike destination grows. Bike camps offer programs from beginners to advanced, while tour operator services range from local guiding to multi-day, fully-inclusive tours featuring highly acclaimed riders as coaches and guides.

- **Kamloops Bike Camp**
www.kamloopsbikecamp.com
- **Endless Biking** www.endlessbiking.com
- **Big Mountain Adventures** www.ridebig.com
- **Sacred Rides Mountain Bike Holidays**
www.sacredrides.com
- **Dirt Series Mountain Bike Camps**
www.dirtseries.com
- **MMR Camps** www.madmarchracing.com
- **Bush Pilot Biking** www.bushpilotbiking.com
- **West Coast Freeride Guides**
www.freerideguides.com
- **Bear Back Biking** www.bearbackbiking.com



Photo: Sun Peaks Resort



Photo: MMR Camps – Shaums March

¹⁸ Mitchell Scott, Article in Bike magazine November 2007

4

What's Happening in British Columbia?

The Product – Trails and Community- Based Product

Niche Products

Tyax Air, located near Gold Bridge in the South Chilcotin area, operates the only known floatplane-accessed mountain bike tours in the world. Offering single and multi-day tours, and using highly-qualified pilots and guides, Tyax Air provides clients with a true once-in-a-lifetime experience. “It’s cross-country riding at its absolute best! Trails weave their way through some of the most beautiful terrain in the world.” www.tyaxair.com



Photo: Tyax Air – Richard Juryn

Festivals and Events

BC has a number of extremely popular mountain bike events, many of which have become legendary in the mountain bike world and attract riders from all over the globe.

- **Crankworx, Whistler** Nine-day event; over 50,000 spectators. www.whistler.com/crankworx
- **Test of Metal, Squamish** 67 km (42 mi) Epic XC; over 800 riders. www.testofmetal.com
- **BC Bike Race, Victoria to Whistler** Seven-day stage race; 400 riders. www.bcbikerace.com
- **Trans Rockies, Panorama to Fernie** Seven-day stage race; 600 riders. www.transrockies.com

Events can generate a substantial economic impact for the host community. The Sea to Sky Economic Impact Study illustrated the economic impact that both the Test of Metal in Squamish (\$582,000) and Crankworx in Whistler (\$11.5 million) have on the local community.

Good Practice – Kamloops, BC – Providing a diversity of mountain bike experiences

Kamloops is an excellent example of a community providing a wide range of mountain biking experiences. These include:

- Community bike park – Phase 1 of the Kamloops Bike Ranch features a fast-flowing downhill trail with a multitude of table top jumps and berms rated for the expert rider, a jump park for expert and intermediate riders, and a BMX track built according to Canadian Cycling Association standards.
- Single track trails – the openness of the terrain surrounding Kamloops provides many opportunities for single track trails. Largely set on grassland and pine forests, designated trails are smooth and offer beautiful views of the river valleys and lakes. Many parks in the area offer cross country mountain bike trails - Kenna Cartwright Park (Mount Dufferin), Rivers Trail, Stake Lake Trails, Lac Du Bois Provincial Park, etc.
- Freeride and downhill trails – There are numerous options for freeriding in the area including a number of commercially operated freeride and downhill mountain biking venues: Kamloops Bike Camp at Little Shuswap Lake, Sun Peaks Resort, and Harper Mountain.

Issues & Challenges Facing Mountain Biking in BC

This section highlights some of the key challenges and issues facing mountain biking in BC. Ideas and examples for addressing these will be covered in Part Two of the handbook.

Unauthorized Trail Networks

In many BC communities mountain biking grew and developed ‘under the radar’, largely ignored until issues began to arise with landowners/managers, local residents and/or other trail user groups.

Historically, landowners or managers often perceived mountain biking as a high-risk activity and believed it best to either not allow it at all, or to simply not acknowledge it in order to minimize ‘duty of care’ or liability issues that could arise. Neither approach has helped the mountain biking community, but land managers are now beginning to work more closely with clubs to develop systems for maintaining trails and managing risk. As a result, they have a much better ability to control the activity within acceptable limits.

Establishing authorized¹⁹ trail networks continues to be a challenge in many communities throughout the province.

Liability and Insurance

**2007 Alert! Canada/British Columbia
– Downgraded to: C**

“In the fall of 2006, the Ministry for Tourism, Culture and the Arts (MCTA) released its first draft of a management plan for mountain biking in British Columbia. If the plan is adopted, it will put the onus on individual trailbuilders and mountain bike clubs to maintain trails to the government’s standards – and possibly to provide liability insurance for trails with technical features.”

IMBA Report Card 2006

Issues around liability and insurance have prevented the province and many BC communities from pursuing a more proactive

role in supporting mountain bike tourism. This is largely attributed to technical trail features (TTFs).

Concerns about risk are valid if trails and TTFs are not managed properly. In communities where land managers and local mountain bike clubs have worked closely to develop fair management agreements, with both parties sharing an interest in the trails, the liability issue becomes less of a concern. Equitable management agreements provide greater control over what TTFs are built, where and how.

The process of establishing an authorized trail network, and suggestions for overcoming the issues and challenges presented above are detailed in Part Two of this handbook.

Good Practice – Burns Lake, BC – A ‘can do’ attitude for working around the TTF issue

Burns Lake Mountain Bike Association (BLMBA) has worked closely with the Burns Lake Community Forest (BLCF) and the Ministry for Tourism, Culture and the Arts (MCTA) to come up with a winning partnership that allows access to a combination of private land and Crown Land for trail building within the Province’s guidelines.

A 65 ha (160 ac) parcel of private land was acquired by the BLCF in 2006 and it is this parcel that contains the community bike park with dirt jumps and TTFs. The BLCF has provided land, the Regional District provides grant writing support and the BLMBA build and maintain trails.



Photo: Burns Lake – Burns Lake Mountain Bike Association

¹⁹ Authorized implies that partnership agreements have been entered into with landowners and that mountain biking is an approved activity on the specified trail(s).

4 What's Happening in British Columbia?

Issues & Challenges Facing Mountain Biking in BC

Volunteer Maintained Trails

Mountain bike clubs are often formed so that local riders have a voice in the community to advocate for recreational trail access and to address concerns from other area stakeholders. Local mountain bike clubs accept a major responsibility for trail maintenance on the trails they ride, organizing trail maintenance programs (*trail days*) and encouraging local volunteer participation.

However, clubs often lack the resources to fully meet the requirements made of them by landowners. It could also be argued that they should not be assuming the responsibility, and in some cases liability for helping to provide a recreational amenity for the community.

Diversity of Stakeholders

The stakeholders involved in mountain biking represent a very diverse range of interests and there is a need for understanding between the various groups. Recognition of the benefits of a well-managed and maintained trail system, respect for local residents and other trail users, and facilitating a close working relationship with landowners are key to creating a shared vision. When it comes to the creation of a

mountain biking trail system in a given area, there are generally many different interest groups and points of view to be considered. It is important that the benefits of a well-managed and well-maintained trail system be recognized and shared, that the voices of local residents be respected and that close working relationships with landowners be developed

Environmental Impact

Environmental concerns can arise from high-volume trail use, trails located in environmentally sensitive areas, illegal trails or from poor trail construction and lack of maintenance. These issues have led to the creation and adoption of trail building standards and principles such as:

1. IMBA's Trail Solutions Guide (2004)
www.imba.com/resources/trail_building/trail_solutions.html
2. Natural Surface Trails by Design
– by Scott Parker, (2004)
www.natureshape.com/pubs/nstbd.html
3. Whistler Trail Standards (2003)
www.whistler.ca/images/stories/PDF/Resort%20Experience/Cycling_Committee/trail_standards_first_edition.pdf



Photo: Trail Day on CBC, North Vancouver – NSMBA

Good Practice – District of North Vancouver, BC – Fromme Mountain Sustainable Trail Use and Classification Plan (Dec 2007)



The District of North Vancouver's Fromme Mountain Sustainable Use and Trail Classification Plan 2007 adopts an eco-based approach that places environmental concerns at the forefront. The plan points out that trail construction and maintenance has the greatest potential for adverse environmental impact on the forested mountainous

areas of the DNV, even more than recreational use. As a result there are a series of Best Management Practices recommended for the trails that are modeled on the fundamental principles of sustainable trail design explored by Scott Parker in his book *Natural Surface Trails by Design* (2004).

www.dnv.org/article.asp?c=988

Provincial Initiatives

There are two key provincial initiatives underway that, once completed, could have a profound impact on the way mountain biking is developed at the community level.

1. Draft Mountain Bike Trails Policy

In 2006 the Ministry for Tourism, Culture and the Arts (MCTA) developed a Draft Mountain Bike Trails Policy in collaboration with stakeholders. The Ministry's policy is to accommodate the demand for recreational mountain biking within British Columbia's existing network of multiple use recreational trails, and to authorize new trails, provided:

- the trails and facilities are properly located, safe and do not result in significant user conflicts or environmental damage, and
- the proponent is willing to make a long-term commitment to manage the new trails.

www.tsa.gov.bc.ca/sites_trails/Initiatives/MBike_Policy/mountain_bike_policy.htm

2. Provincial Recreational Trails Strategy

The Ministry for Tourism, Culture and the Arts (MCTA) is also implementing a Provincial Recreational Trails Strategy that will provide further structure to the development of biking in the province. The Phase 1 background research documentation is now available on the website.

The Trails Strategy Committee (TSC) is currently developing the draft Trails Strategy report. TSC will launch community meetings at the Union of BC Municipalities (UBCM) Annual General Meeting in September 2008. The final Trails Strategy report is anticipated in March 2009.²⁰

(http://www.tsa.gov.bc.ca/sites_trails/Initiatives/recreation_trails_strategy.htm).

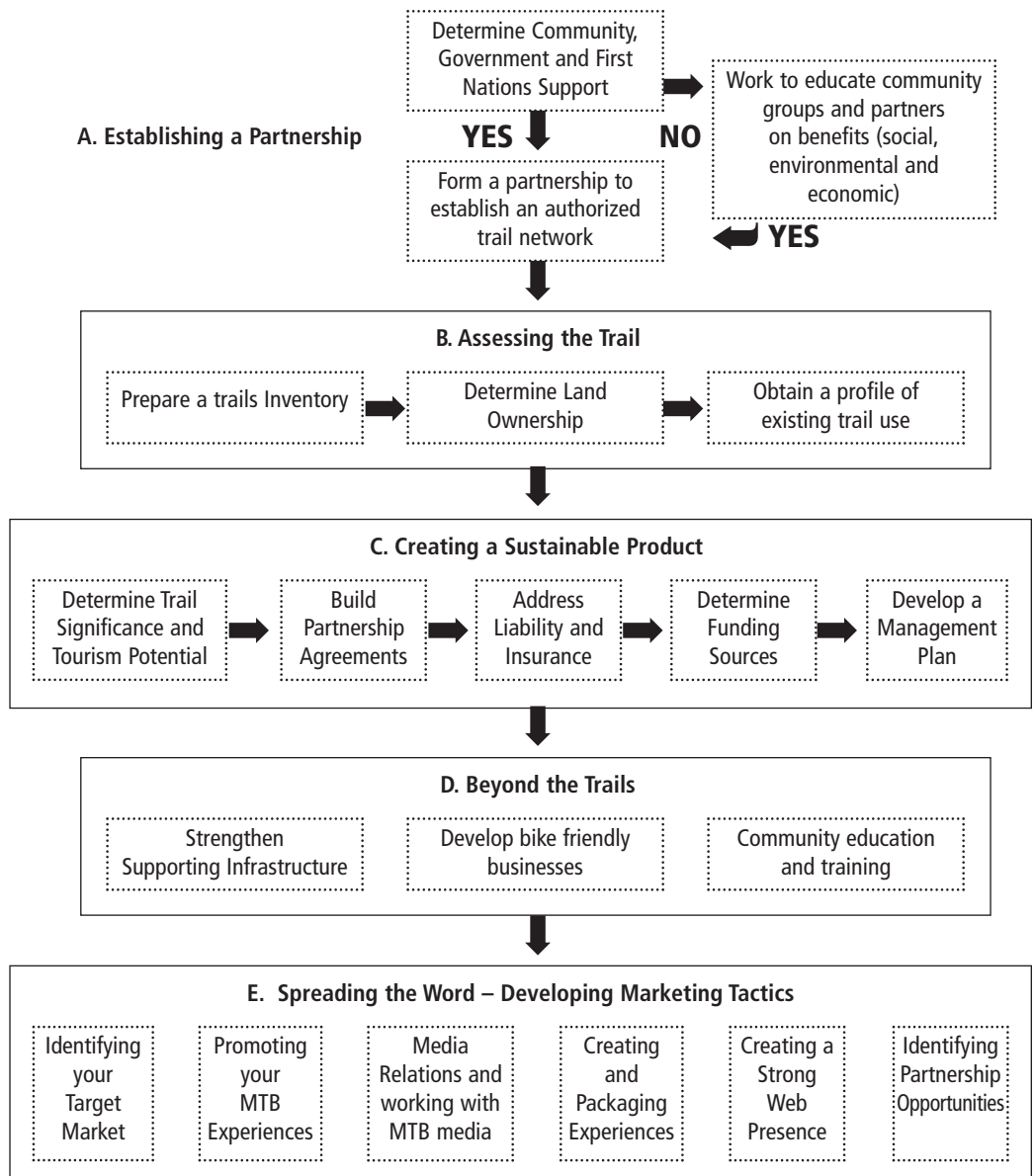
²⁰ Recreation Trails Strategy for British Columbia Progress Update April 2008, MTCA

Part Two

5 Has Your Community Got What it Takes? Assessing your Potential

Determining whether to proceed with developing a mountain bike tourism product requires consultation with stakeholders to assess support for the project within the community and broader region. It also requires a realistic assessment of the existing trail system to determine whether mountain biking will be a key product or more of an ancillary activity.

The previous diagram provides an overview of the entire process. The remainder of this section outlines how each of these steps should be undertaken sequentially. Communities should assess where they are in the overall process as a starting point for moving forward in a strategic manner. For example, some communities may be able to start at 'C. Creating a Sustainable Product', if they have already established a community trails partnership and assessed their trail system.



6 Establishing a Partnership

“Today, successful trail systems involve collaboration between land managers, volunteer groups, and local stakeholders, such as businesses, private landowners, environmental organizations and community leaders.”²¹ IMBA (2007)

Identify the Players

Whether the initiative is led by a volunteer group, the municipality or a local tourism society, the organization can not go it alone and will need to form partnerships and collaborate with others to achieve its vision of developing a mountain bike product in the community.

The first step in developing mountain bike tourism is to determine the level of support that organizations and individuals within the community and surrounding region have for the concept and the extent to which they are prepared to become involved.

Following is a core list of potential stakeholders, however there will likely be others in your own community who could be involved:

- Local Municipality
- Regional District
- First Nations
- Landowners
- Local bike club (e.g. trail maintenance/building volunteers)
- The Crown – MTCA Regional and District Recreation Officers
- Other key trails users
- Local businesses (e.g. bike shop, guides, accommodation)
- Industry (e.g. bike and bike accessories manufacturers)

Engaging First Nations

Where First Nations land is involved, engaging and creating partnerships is critical to establishing a sustainable trails network. First Nations are key partners at the community level and are often one of the more significant landowners.

First Nations involvement ensures that the trail systems developed are sensitive to First Nations cultural, archeological and historic sites in the region.

Good Practice – Lil’wat Nation and Pemberton Valley Trails Association (PVTA) – First Nations Agreements

The PVTA and Lil’wat Nation reached an agreement for long term cooperation of crown lands handed to the Lil’wat Nation. The Lil’wat Nation allows recreational access to the lands and the PVTA provides liability insurance to give the Lil’wat Nation piece of mind. The Lil’wat Nation is also on the PVTA board to ensure their interests are maintained.

Sea to Sky Corridor Recreational Trail Strategy, April 2008. Ministry for Tourism, Culture and the Arts (MCTA).

Form a Trails Committee

It is a good idea to formally establish a Trails Committee and give it a name. While mountain biking is the focus of this handbook and the goal is to establish and maintain mountain bike trails, there is a need for a holistic approach to trails management as many trails are multi-use. Other trail user groups should be at the table to ensure that planning for mountain biking is a more open process.

One of the most important factors initially is to clearly define the group’s mandate and scope. Many committees have ‘Terms of Reference’ that give the participants a clear picture of why they are there and what they are trying to achieve. A sample Terms of Reference from the Whistler Cycling Committee is included in the Appendices.

²¹ International Mountain Bicycling Association (IMBA). “Managing Mountain Biking. IMBA’s Guide to Providing Great Riding” (2007)

Good Practice – Whistler Cycling Committee – Local Collaboration

A cycling committee was established in Whistler to address the biking-related challenges and opportunities faced by the resort. It is comprised of three key working level groups:

1. Trails Planning
2. Tourism & Services
3. Transportation

Plans have been developed for each sector and the groups continue to work on various initiatives to enhance the biking experience for residents and visitors alike. One of the keys to a successful committee is developing a clear and concise Terms of Reference for the participants.

The Trails Committee will have tasks and projects to work on so it is a good idea to clearly outline who will be responsible for what within the group. Some of the tasks associated with this could be shared or rotated periodically. Appointing one person to manage communications is critical, to ensure that everyone is kept informed about progress and what is coming up.

Getting Everyone on the Same Page

An important step in the process of promoting your community as a mountain bike destination is determining how the community perceives tourism in general, and mountain biking specifically. Trails for residents and recreation are one thing, but how do people feel about trails for tourists or about tourists using community trails?

Key questions for the Trails Committee and partners to consider include:

- What is the community vision for tourism?
- What are the community's tourism priorities, if any?
- How are tourism and trails identified within the Official Community Plan?
- Will the municipality provide resources for trails used to attract visitors?
- How do the volunteer groups associated with trail maintenance perceive tourists on the trails?

- Are local businesses supportive of bike visitors?
- Is there interest from the wider tourism industry to build packages around new mountain biking opportunities?

Good Practice – City of Rossland – Blending Trails and the Community Vision

'Building a vision' - In the early 1990's, Rossland City Council and key individuals from the area began looking for ways to revitalize the local economy. They focused on 'health and wellness', given existing natural and cultural assets, including Red Mountain ski resort and an extensive but undeveloped trail system.

During 1993-1994, as part of the City's official community planning process, the Parks and Recreation Committee recommended that the City develop the existing trail network in a formal way. Subsequently the concept of developing the trail system became part of the Official Community Plan and Council commissioned a Trail Master Plan.

Now the community is beginning to see the tourism benefits. *"Businesses in town are definitely noticing an increase in mountain bike tourists to Rossland. It's become the world-class amenity we originally envisioned."* Kim Dean, director of the Kootenay Columbia Trails Society cited in Trail of the Year, an article by Mitchell Scott (Bike, December 2007)

Defining the Scope – What to Include?

Although it may require more work up front to gather the partners, the benefits of looking beyond the community to a regional trail system are often well worth the effort. Some of the most successful systems currently established in BC and internationally are based on a regional model. Working collectively as a region can expand the overall product offering, create a more extensive trail network and strengthen the subsequent marketing efforts once the product is in place.

Good Practice – 7stanes, Scotland

The 7stanes project is a well-known success story within the mountain biking industry. The project entailed building seven mountain bike centres in the south of Scotland over a period of three years. The 7stanes project, however, was not completed in isolation; it was part of a broader national cycling strategy.

The success of the 7stanes is due primarily to its regional approach. The creation of seven centres in seven communities, each with its own unique experience, created a regional product in southern Scotland that gave bikers an excellent reason to travel to the region and stay several days. This would not have been possible with just one centre acting alone.

Good Practice – Squamish Lillooet Regional District (SLRD) – Taking a Regional Approach to Trails

Though still in the implementation stages, the SLRD has taken on the role of managing trails in the Sea to Sky Corridor with the support of the community partners (Whistler, Pemberton and Squamish), First Nations and the Ministry for Tourism, Culture and the Arts (MTCA). The approach will work towards achieving the long term goals of:

- An authorized trail network
- A coordinated trail network
- Respect for cultural values
- An environmentally responsive trail network
- A sustainable and economically beneficial trail network

Educating Partners – Demonstrating the Value of Trails

Many municipalities and community groups are not directly engaged in tourism or in managing or maintaining trail systems. As a result, there is often a need to educate and raise awareness of the potential social, environmental and economic benefits that a well managed trail network can provide (see Section 3, Why Develop Mountain Biking?).

The ability to produce legitimate numbers that demonstrate the value of trails is key to breaking down barriers and negative perceptions within a community. Presenting examples of mountain bike tourism success stories from other communities as well as specific data illustrating mountain bike tourism's actual and potential contribution can greatly assist efforts to gain support and funding for trail initiatives.

Good Practice - Sea to Sky Mountain Biking Economic Impact Study

In 2006 the Western Canada Mountain Bike Tourism Association (MBTA) coordinated a regional economic impact study for mountain biking in the Sea to Sky corridor. This study identified the value of mountain bike-related activity in the region based on user surveys conducted with trail riders over the summer of 2006.

The results provided valid economic impact data for the region that clearly demonstrated the value of trails in Whistler, Squamish and on the North Shore: \$10.3 million in spending by riders living outside the host communities over the period June 4 to September 17, 2006. The study also provided demographic information challenging the notion that mountain bikers are not valuable visitors to a community. The vast majority of riders were over 30 years old and spent, on average, from \$39 (Squamish) to \$122 (Whistler) per person/per day, on an overnight trip.

6 Establishing a Partnership

The community of Kamloops recognizes the importance of trails for citizens and visitors alike, supporting the creation of the Kamloops Bike Ranch.

“The construction of the Kamloops Bike Ranch will provide a world-class mountain bike facility for residents and visitors, promote fitness and appreciation of the natural environment, and build on the City of Kamloops’ profile as the Tournament Capital of Canada.”²²

As already emphasized, the value of mountain bike trails goes beyond their economic potential as tourism products. There are also many social benefits that provide significant value to communities. Mountain bike trails can be viewed as recreational assets much like a skating rink or swimming pool. They provide opportunities for residents to improve their health and well being. They also represent a healthy means for youth to explore their own abilities and build self-confidence and self-esteem.

Good Practice – 7stanes, Scotland

The 7stanes mountain biking project has been credited with generating £9 million annual visitor income and creating more than 200 new jobs. It has played a key role in boosting rural economies after the impact of the foot-and-mouth crisis in 2001. Since its inception, the 7stanes region has seen a 60% increase in visitors from outside Scotland and is now rated among the top 20 visitor attractions in the country.

Good Practice – Sierra Buttes Trail Stewardship, Downieville, California

The Sierra Buttes Trail Stewardship is a non-profit organization dedicated to the preservation of trails, and access to those trails, in and around the Sierra Buttes area. They advocate for a ‘Healthy Trail System’ which:

- Improves local economies
- Promotes active lifestyles
- Enhances recreational opportunities
- Sustains greater year-round residency.

Good Practice - North Shore Mountain Bike League (NSMBL)

This successful, flourishing and inspiring program includes mentorship, stewardship and friendship—all centered on creating the opportunity for high school-aged kids to ride and race mountain bikes cross-country with their peers. The League now draws over 170 young people to each of six events in an annual series that has been running on the North Shore for over 10 years.

BicyclePaper.com

²² Byron McCorkell, City of Kamloops parks, recreation, and cultural services director.

Good Practice – Sprockids

The Sprockids Program is a multi-tiered approach designed to provide participants with the opportunity to experience success on a variety of levels. Through the sport of mountain biking, students develop a strong sense of self-esteem, while discovering the potential within themselves.

Sprockids has developed a program based on integrating mountain biking into every aspect of the school curriculum. The program can be used to make learning exciting and relevant in math, language arts, science, social studies, art, PE, personal planning, environmental studies, home economics, industrial education, counseling and anger management.

The Canadian Cycling Association now offers Sprockids as a nationally co-coordinated program that teaches four skill areas of cycling: safety, etiquette, riding (1st and 2nd gear), and bicycle maintenance.

Key attributes of the program include:

- Participants have the ability to progress in all areas of the program at their own pace
- Participants record progress in their personal 'Passport'
- Trained leaders instruct and evaluate
- Teaches life skills - goal setting, problem solving, decision making, etc.
- Develops positive philosophy - cycling and learning as life-long activities
- Promotes values - respect for others, empathy, appreciation and responsibility for the environment.



Photo: Sprockids.com

7

Assessing Your Trail Network

“Your product is the trails, so if it’s not authorized, you have no product”, Ashley Korenblat, CEO, Western Spirit Western Spirit Cycling Adventures.

Trails are the core component of the mountain biking experience and in order to promote them, trails must be authorized. The first step is to determine what you have, who the partners are, and how you propose to maintain and manage the trails.

Prepare a Trails Inventory

Document the existing trail network on a trail-by-trail basis. For each trail you will need to consider:

1. Location – is it within the region and covered by the partners you have at the table?
2. Landownership – who is the landowner?
3. Is there any formal or informal agreement in place for mountain bike use?
4. What is the current status of use (e.g. trail users as well as other industry use in the area) and is there any actual (or potential for) conflict between mountain biking and other users?
5. What type of trail is it (e.g. cross country or downhill)?
6. Does it contain any technical trail features or man-made obstacles (e.g. log rides, ladders or drops)?

7. What is the level of difficulty (e.g. beginner to expert)?
8. How sustainable is the trail? Consider, for example, the impact on the natural environment and surrounding residential neighbourhoods.
9. Other trail attributes (e.g. scenery).

It would also be beneficial to list other mountain bike products, services and infrastructure that could support the trail experience:

- Bike parks (skills, dirt jump, pump track, street/urban)
- Bike shops, guides, rentals
- Other supporting businesses (e.g. bike friendly accommodation).

Sample Trails Inventory Worksheet

Name of Trail	Location	Land Ownership	Existing Agreements	Existing uses	Type of Trail	Notes

Source: Adapted from Sea to Sky Corridor Recreational Trails Strategy 2007

Determine Landownership

Working closely with local land managers and having them onboard as partners is fundamental to establishing an authorized trail system. Without landowner support and permission, authorized trails are not possible. Local groups or organizations need to be well-organized and demonstrate that they have the capacity to responsibly manage and maintain the trails.

Private Land

Dealing with private landowners to obtain mountain bike trail access can be a challenge, given that landowners often have limited knowledge of the activity. Private landowners' concerns are usually related to liability and groups should be prepared to answer questions and demonstrate how they can minimize or eliminate risk.

There are many good examples throughout the province of agreements and partnerships between municipalities, local clubs and private landowners that provide access to trails on private land.

Crown Land

94%²³ of the land in British Columbia is provincial Crown land. Approval and management of Crown land trails is now the responsibility of the Ministry for Tourism, Culture and the Arts (MTCA), Recreation Sites and Trails Branch. Previously Crown land trails were under the jurisdiction of the Ministry for Forestry. As a result, the Forest and Range Practices Act (FRPA) is the primary legislative tool used to approve trails on Crown land. Sections 56 and 57 of the FRPA, provide two avenues for approval of Crown land trails:

Section 57 Authorized Trails:

Under Section 57, the Minister may authorize the construction rehabilitation or maintenance of a trail. A trail authorized under Section 57 is not required to be given legal consideration in forest planning. Before the Ministry authorizes the trail, the proponent must provide a submission to the satisfaction of MTCA that trail construction or management will not cause:

- significant risk to public safety
- unacceptable damage to the environment



Photo: Terrace Mountain Trail – Brutus McCarron

Good Practice – City of Terrace and Terminal Developments Limited – Private Landowner Agreement

The City of Terrace recently completed the development of a new mountain bike trail on Terrace Mountain that crosses municipal, crown and a large private land parcel.

The City and the owners developed a license agreement and, in return for trail access, the City:

- Pays the owner an annual license fee
- Pays the owner's annual comprehensive general liability insurance premium for the trail
- Identifies and holds harmless the owners from and against all liabilities
- Maintains its own comprehensive general liability insurance in support of the indemnity for not less than \$5,000,000 per act or occurrence.

²³ Ministry of Agriculture and Lands – Crown Lands Fact sheet www.agf.gov.bc.ca/clad/

Determine Landownership

- unacceptable conflicts with other resource values or users.

Section 56 Established Provincial Trails:

Trails are deemed 'established' by an order of the Minister under Section 56 of the FRPA. The trails are typically mapped for public awareness and established trails must be given consideration in forest management and planning. Rules under the FRPA may be posted and are enforceable. Establishment of a trail does not guarantee conservation in the same sense as a park or protected area.

Prior to authorizing or establishing trails, MTCA undertakes a process to consult with First Nations, government agencies, and other tenure holders (including forest licensees) that may be impacted by the trail.

MTCA manages many of its trails through partnership agreements with local organizations. Often trails will only be considered for establishment where a potential partner has stepped forward. Current MTCA policy requires that partner organizations managing trails with TTFs acquire third party general liability insurance. It is unclear if insurance that meets the policy requirements is currently available and MTCA is working with the International Mountain Bike Association to ensure a viable policy is in place. Until this issue is satisfactorily resolved communities should either:

1. Seek authorization only for trails without TTFs on Crown land (see Keep Trails Simple below) and/or
2. Build trails with TTFs outside Crown lands with landowner approval (refer to the Burns Lake good practice example in Section 4 or concentrate TTFs in a bike park setting on municipal land.

For guidance on issues related to developing trails on Crown land the community should be in contact with its MTCA District Recreation Officer (see Appendices).

Keep Trails Simple

Perceptions regarding mountain biking are often a stumbling block to negotiations with land managers. As mentioned in Section 4, many only see the extreme stunts and jumps and are naturally very concerned over the potential liability and risk to which this type of biking exposes them.

However, in reality many of the trails on private, public and Crown land do not contain these structures. If a community is looking to develop a mountain biking trail on Crown land, under the current policy in BC it should focus its efforts on cross country-style trails that appeal to a broader market and do not have the liability issues associated with TTFs.

First Nations

Most of the Crown land in British Columbia is within traditional territories of First Nation communities. In some cases, development, authorization and maintenance of trails may impact Aboriginal right and title to those lands. Therefore meaningful involvement and collaboration with First Nations communities is vital to an approved and viable trail network. Furthermore, partnerships with First Nations can provide new opportunities for communities and businesses looking to develop mountain bike tourism.

Determine Landownership

Good Practice – Little Shuswap Indian Band and Kamloops Bike Camp and Tours (KBC&T)

The Little Shuswap Indian Band has provided KBC&T with exclusive use to 6,000 acres of private land. KBC&T has subsequently built 40 km of downhill and freeride trails and 50km of cross country singletrack. The informal arrangement gives KBC&T creative freedom to build trails and TTFs on the property, in exchange for user fees from the riding operations.

The lands are adjoined by the Quaaout Lodge, also owned and operated by the Band. KBC&T offers packages in conjunction with the lodge.



Photo: Little Shuswap - KBC&T

Municipal Land

Generally, trails and bike parks on municipal lands are the responsibility of the municipality. The municipality treats these as community-based recreational amenities and covers the management, maintenance and liability associated with operating them.

“The growth of these healthy and youth-positive recreational (bike) activities should be supported and encouraged, particularly given the minimal costs of developing and maintaining non-traditional²⁴ bicycle recreation facilities in comparison to other, more traditional recreational facilities.”

City of Surrey Bicycle Recreation
Facilities Strategy (Feb 2007)

Once you have established the ownership of the land, here are some tips for approaching owners and managers. Do your homework and come prepared to answer these key questions:

- Who’s going to ride the trails?
- Who’s going to maintain the trails?
- Who’s going to monitor use of the trails?
- What’s the landowner’s exposure in terms of liability?

Obtain a Profile of Existing Use

A key component of assessing your trail network is determining existing use. Ideally this would entail a survey of trail users to get a profile of the different user groups and an estimate of volume, for each trail. As part of the user assessment you should attempt to differentiate between current resident versus visitor use of the trails. This information will be important for determining where resources will be focused and which trails will be promoted to visitors.

An economic impact study could gather the trail user information required for an inventory, and would also give the community some valuable data on the value of its trails.

Trail Use Conflicts

Having developed an appreciation of current use, the Trails Committee should seek to clarify any existing or potential trail user conflict that needs to be addressed. IMBA, in its Guide to Providing Great Riding, has an entire section on managing user conflict that looks at understanding different types and causes of conflict, and how to implement practical solutions.

As mentioned in the Sea to Sky Corridor Recreation Trail Strategy (April 2008), the most common form of conflict is between motorized and non-motorized users. It is important to

²⁴ Non-traditional bicycle recreation is defined as off-road mountain biking (cross-country, free-riding, skills, dirt jumping, pump track riding, etc.) and BMX riding (urban riding, dirt jumping and racing).

7

Assessing Your Trail Network

Obtain a Profile of Existing Use

note that conflict is often asymmetrical where negative perception is held by one group towards another but the reverse is not true.²⁵ The key to reducing the potential for conflict is to employ a range of management tools:

- User group involvement
- Code of Conduct
- Education
- Signage
- Designated trails use
- Enforcement of regulations

Adapted from Sea to Sky Corridor Recreation Trail Strategy (April 2008)

²⁵ Conflicts on Multiple Use Trails; Synthesis of Literature and State of the Practice. Roger Moore (1994) Federal Highway Administration. Washington , CD

8 Creating a Sustainable Product – Developing a Management Plan

Having completed the assessment of the trail, the next step is creating a sustainable tourism product.

Determine Trail Significance and Tourism Potential

Tourist vs. Local Needs

Deciding on which trails to include and promote for tourism requires careful consideration. What tourists are looking for is not always the same as what residents will want. Due to the mountainous nature of its terrain, BC has challenging trails. Trails ridden by locals are not necessarily appropriate for a visitor who might not have the same skill level or be used to the type of technical riding available in many BC communities.

Trails such as those located in the Resort Municipality of Whistler's Lost Lake network are perfect for beginners and offer the opportunity for progression from wide crushed gravel trails to singletrack. This diversity of product helps to make mountain biking more accessible and broaden the potential market.

However, BC has a competitive advantage when it comes to technical trails and these should still be regarded as a key asset for the experienced rider niche market.

Good Practice – Gallup, New Mexico – Developing trails for tourism

According to Adventure Gallup Executive Director Bill Lee, most of the trails developed in Gallup are not technical and are very user-friendly. Adventure Gallup believes that the majority of visiting bikers are not up to the technical challenge and that by developing beginner and intermediate trails you can broaden your potential market and appeal to more people. This broader approach creates fewer barriers to entry and has also made it easier to get other community and State government partners on board.

8

Creating a Sustainable Product – Developing a Management Plan

Determine Trail Significance and Tourism Potential

Assessing Trail Significance

The following matrix provides a starting point for the consideration of which trails will be promoted to visitors. Bear in mind that once a trail is on a map, people will know about it and go looking for it. Trails could be graded on a scale of 1 through 10, based on the following

attributes, in order to determine their potential tourism value.

Following a trail-by-trail analysis, communities should then take a step back and consider broader goals related to the entire trail network.

Trail-by-Trail Review Matrix

Trail Attributes	Brief Description of Attribute	Rating (1-10)			
		Trail "A"	Trail "B"	Trail "C"	Trail "D"
1. Scenic Value	The trails provides scenic vistas and connects with their natural surroundings				
2. Challenge /Flow	The trails provide riders with an appropriate challenge and offer changes in grade and flowing corners.				
3. Accessibility	The trails are easily accessible from the town centre via a short riding distance (e.g. 1-3 km) or a short vehicle shuttle.				
4. Linkages and connectivity	Trails connect with others in the network offering further options to riders.				
TOTAL					

Entire Trail Network Criteria

Attributes	The Question
1. Variety	Do you have a mix of trails that appeals to different riding abilities and genres?
2. Connections	Do you have connections between trails and the ability to customize the experience?
3. Fun	Are the trails fun?
4. Signature Trails	Do you have a particular trail that people will drive to your community, specifically for the purpose of riding? Something you can build your promotion around?

Building Partnership Agreements

The core component of a sustainable mountain bike trail product is the partnership agreement created with landowners and other key organizations that provide the public with access and set the tone and scope of what is possible with the trail network. IMBA outlines ten partnership principles that communities should consider as they work towards crafting an agreement.

Writing Partnership Agreements

Agreements with land managers are critical to creating an authorized and sustainable tourism

Good Practice – IMBA’s Ten Partnership Principles

1. Write specific agreements
2. Start simple
3. Have patience
4. Respect each other’s viewpoint
5. Be civil
6. Plan for ongoing communication
7. Adapt to change
8. Upgrade knowledge and skills
9. Focus on the vision not the past
10. Local knowledge solves local issues

Adapted from: IMBA’s Guide to Providing Great Riding (2007)

product. IMBA advocates that partnership agreements should be kept simple and easy to understand.

This experience is echoed by the Kootenay Columbia Trails Society (KCTS). The trail access agreements KCTS prepared were based on plain language and respect, with the landowner’s rights paramount, and the responsibilities of the Society clearly outlined. Private landowners found the language and content acceptable, which in turn made it possible for the KCTS to obtain the agreements.

Formal vs. Informal Agreements

The type of agreement is largely dependent on the parties involved and the degree of understanding and support for mountain biking

within the community. Generally (and ideally) a formal agreement will provide an element of certainty and will clearly outline the obligations of the parties involved.

However, formal agreements with volunteer organizations may not be the most practical solution and can be a significant burden if such a group does not have sufficient capacity or access to resources to maintain trails on an ongoing basis.

IMBA – the Five W’s of Partnership Agreements

1. Who (partners)
2. Why (purpose)
3. Where (location)
4. What (responsibilities)
5. When (duration and timelines)

Refer to IMBA.com for examples.

Good Practice – City of Surrey

The City of Surrey and the Surrey Off-Road Cycling Enthusiasts Society (SORCE) have an excellent partnership that does not include any formal agreement. The City acknowledges that it is the City’s role to provide recreational opportunities for the residents which includes mountain biking parks and trails and that SORCE does not have exclusive use of the facilities. SORCE provides volunteer labour to do some of the maintenance required on the trails and in the parks, but is not ultimately responsible for the operation or the liability associated with the facilities.



Photo: South Surrey Bike Park – Jay Hoots

Address Liability and Insurance

Any agreement with a landowner will make reference to liability and exactly who is indemnified in the event of a claim. Organizations (and their directors) named on agreements should do their due diligence and make sure they know what their land use agreement and insurance policy covers. Be aware that insurance policies offer no protection for negligence, so appropriate steps need to be taken to ensure that risk is minimized and that there is a proactive effort to educate and inform the users.

Two key points:

1. Talk through the policy with your insurance provider to ensure you know what you are covered for and what your obligations are as a provider.
2. If you are still uncomfortable with the policy or exposure to liability, seek legal counsel.

There are several different approaches within communities to deal with this issue. The liability is either covered by the landowner, the user or the municipality. The approach adopted depends on the type of landowners involved. The following is an overview of the legislation and types of policy available:

Occupiers Liability Act of BC – This act governs the obligations of a land manager towards anyone who comes on to that land in BC. Revisions to the Act in 1998 determined that a landowner or ‘occupier’ has no ‘duty of care’ to a person in respect of risks willingly assumed by that person other than a duty not to create danger with intent to do harm to the person or damage to the person’s property, and a duty not to act with reckless disregard to the safety of the person or the integrity of the person’s property. Furthermore, it states that a person who enters premises for the purposes of recreation is deemed to have willingly assumed all risks. (Sea to Sky Corridor Recreation Trail Strategy, April 2008)

While the Act is considered to provide reasonable protection to landowners as a defense in the event of an injury/incident, it has not yet been tested in a BC court. Relying on the Act as your defense might well lead to you being successful in a court if challenged, but without insurance you will still incur significant legal fees if you have to defend yourself against a lawsuit.

General Liability Insurance – Liability insurance for trail use clubs, particularly those involved in trail management, is available from some insurance providers (e.g. Sports Insurance, West Vancouver). These policies can insure clubs for liability arising from events like club rides, trail maintenance, trail patrols and other club activities. They can also provide coverage from completed operations, which means that if a club builds a trail and is subsequently sued by a trail user on the basis of that trail building, the policy will cover defense of the suit (McKay 2006, cited in Sea to Sky Corridor Recreation Trail Strategy, April 2008).

Directors and Officers (D&O) Insurance – For volunteer clubs it is important that club directors and officers are covered by a separate insurance policy over and above any General Liability policy they might hold as an organization. D&O insurance will provide additional coverage that may not be available under General Liability, for example, when the alleged mismanagement of a sports organization results in economic injury to another party or when another party’s rights under provincial or federal law have been violated.

IMBA Canada Insurance – IMBA Canada’s new third party liability coverage of \$5 million is provided by Oasis Insurance and underwritten by Lloyds of London. This provides clubs with coverage for trail work and recreational use of trails. However, clubs must still do their due diligence to ensure they are happy with the coverage and that they are taking the necessary steps to mitigate the risk and accurately document trail work.

Address Liability and Insurance

Municipal Insurance – This is provided through the Municipal Insurers Association British Columbia (MIA). This is generally used to cover municipal infrastructure including recreational amenities which, as a rule, covers bike parks on municipal land and often extends to trails. In addition to municipal insurance, municipalities will generally require clubs that are involved in maintenance to have their own liability insurance for their members. For example, The Corporation of Delta currently has a Memo of Understanding with the Shed Bike Club for use of the trails located in the Delta Watershed area. Part of the agreement states that the Club will have liability insurance which complements the municipal insurance, but the Club is *not* required to indemnify the municipality.

Grass Roots Mountain Bike Association (GRMBA) of BC – This is a registered, non-profit society under the BC Societies Act that serves as an umbrella group to provide comprehensive general liability insurance through Lloyds of London, as well as support for grassroots (recreational and not-for-profit) mountain bike clubs and events in British Columbia.

Managing Risk

A key component of liability and insurance is mitigating the risk associated with trails. In addition to trail design, other factors to be considered include trail standards, comprehensive signage and coordinated risk management, which together provide a safer environment for users and minimize landowners' exposure to liability in relation to trail usage. This more comprehensive approach to risk management is becoming more prevalent within BC.

“The practice of risk management does not intend to eliminate risks, but instead to identify, reduce and manage them in order to decrease both the risk to the user and the potential liability to the land managers or partners.”

Sea to Sky Corridor Recreation
Trail Strategy (April 2008).

The *Whistler Trail Standards* published in 2003 is one of the most widely referenced set of standards in the industry. The document outlines guidelines and standards for the environment, the development of trails, signage, TTFs and fall zones. The recent Sea to Sky Corridor Recreation Trails Strategy is adopting the Whistler standards.



Photo: Jay Hoots

Good Practice – The Council of Tourism Associations of BC (COTA) and Adventure Insurance Agency Risk Management and Insurance Program

COTA has partnered with Adventure Insurance Agency to give BC tourism businesses access to a wide range of business coverage. Adventureinsurance.ca offers a complete line of insurance solutions for tourism businesses. Mountain biking is one of many outdoor/adventure activities that is currently covered under the program.

Adventureinsurance.ca can provide exclusive access to the Canadian Tourism Industry Risk Management and Insurance Program and the potential savings that go with it. Businesses identified as having risk management plans and operating procedures in place could qualify for premium reductions. There is now no fee to enroll in this program. For more details visit the website: www.adventureinsurance.ca

Determine Funding Sources

Lack of funding and resources for trails is a challenge for trail managers, municipalities, clubs and volunteers; securing funds requires a *coordinated* and *innovative* approach by *all* partners. Obtaining some level of municipal or regional district funding is key to the sustainability of a trails system, while ongoing efforts to access grants and provincial funding are also required. In addition to these funding sources, the private sector can play an important role in donating resources and volunteering time.

Municipal Funding - There is a strong case to be made for the public funding of trails. The City of Surrey Cycling Strategy 2007 highlighted that “the estimated *total* capital cost of the short-term improvements and upgrades recommended in the City of Surrey Bicycle Recreation Strategy ranges between \$360,000 and \$420,000, which is less than the cost of one sand-based grass sports field.”

Furthermore, municipalities like Surrey and Whistler are at the forefront of a change in municipal values and related policies, whereby trail networks are now beginning to be viewed as recreational amenities, much like sports fields. More municipalities will inevitably be called upon by local tax payers to provide funding and resources for trail management.

Regional districts provide a number of mechanisms to support or fund trails either

through the addition of a specific property tax (as is the case with the SLRD) or through a regional recreation function.

An example of a regional recreation approach that worked well for 18 years and is only now being dismantled for political reasons, is one that was pursued by the Kootenay Boundary Regional District. The regional Recreation Commission provided recreational programs, services and infrastructure funding throughout the region, including the funding for the Kootenay Columbia Trails Society.

While this structure has worked well for the Society and enabled it to establish a world-class trail system (including the Seven Summits Trail), the funding formula and associated regional approach remain points of contention for the local municipalities involved. Following an unsuccessful mediation process, it now appears that the Commission will be disbanded at the end of 2008 and the KCTS will have to deal individually with the various municipalities in the region to secure trails funding. The impact of this policy change has yet to be determined, although it will almost certainly require a greater degree of effort on the part of the KCTS to maintain a recreational and tourism asset that is of international significance.

Bike Clubs – While clubs and user groups can provide some funding for trails, primarily through in-kind labour, membership fees and

Good Practice – Sea to Sky Corridor Recreational Trail Strategy 2008

As recommended in the Strategy, the Squamish Lillooet Regional District (SLRD) will assume responsibility for the management of the Sea to Sky trails (i.e. Pemberton to Squamish) as part of the new regional structure being adopted. While the implementation plan and specifics are still being finalized, this new structure highlights the benefits of a regional approach and the resources available to stakeholders that work together on a regional basis.

The management of trails will be funded through an additional \$5.00 SLRD land parcel tax (established by SLRD bylaw) that also applies to strata properties. The tax was collected for the first time this year and amounts to approximately \$150,000 per annum, which will be used to fund a trails coordinator and trail initiatives in the region. www.tsa.gov.bc.ca/sites/trails/Initiatives/SeatoSky-Strategy/sea_to_sky_strategy.htm

Determine Funding Sources

fundraising initiatives, their capacity to do this is increasingly limited. Experience in the Sea to Sky corridor suggests that since the trail building boom of the 1990s, clubs have struggled with ‘volunteer burnout’ and the original core group has moved on to family and other work-related commitments. As a result, in-kind labour for trail days is becoming scarce while the number of riders is actually increasing.²⁶

Commercial Operators – Operators are also an important component of a trail system. Commercial operators *are required to hold land use tenure* in order to operate on Crown lands. Without tenure, operators do not have a contractual agreement with the Crown to pay fees and maintain trails.

In addition to the legal tenure requirements, the commercial operators interviewed as part of this project also demonstrated a very strong social and environmental ethic. This translates into programs and practices that the operator voluntarily provides, so as to give something back to the communities in which they operate. Examples include:

- Cash donations and use of equipment to local bike clubs
- Donation of bike vacation packages to clubs for use as fundraisers
- Paying employees while they are doing trail work in communities
- Half-day of trail building built into client tour packages

- Percentage of tour revenues donated to local projects.

The Mountain Bike Industry – Many bike shops and related local businesses also actively support trails in BC communities. In recent years the Kona Bicycle Company, in association with IMBA, has donated \$1,000 annually to seven IMBA clubs to help create new community freeriding, downhill and dirt jumping opportunities. Local manufacturers like Norco also maintain a strong community and advocacy focus in BC. In North Vancouver the Mountain Equipment Cooperative (MEC) provided funding to the North Shore Mountain Bike Association (NSMBA) to construct a bridge on the Baden Powell Trail and to produce trailhead signs with ratings that indicate trail difficulty. In addition to funding, MEC also supports its own ‘trail day’ whereby MEC staff volunteer their time to maintain trails.



Photo: Trail sign with MEC logo – NSMBA

Good Practice – Municipal Bike Parks – a partnering with the private sector

The development of bike parks presents many opportunities to partner with the private sector. Supplies such as construction materials and earth-moving equipment are needed to complete projects. Two examples demonstrate the benefits of this type of partnership:

- The Merritt Bike Park was built on land provided by the City and local business provided ‘in kind’ donations of construction materials and volunteer labour, valued at \$30,000.
- Hartland Bike Park washrooms were built in 2003 by the Construction Association of Victoria as a community project, with 27 private sector businesses providing goods and services - plumbing, electrical, concrete, lumber and painting.

²⁶ Sea to Sky Corridor Recreation Trail Strategy (April 2008)

8

Creating a Sustainable Product – Developing a Management Plan

With the first four steps underway, the final step is the development of a management plan that pulls the various components together and addresses ongoing maintenance and management issues.

Identifying an appropriate approach to ongoing management, with adequate funding and resources, can be one of the biggest challenges associated with developing a sustainable trail system.

Management will ideally be a shared responsibility between landowners, municipalities, regional districts and local clubs/volunteers. The role of each of these partners will vary depending on the local circumstances and the overall makeup of the trail system. However, the role played by each of these partners should be a reflection of their available resources and capacity.

The Management Plan

Trails that are promoted for tourism should have an appropriate management plan in place that addresses the following factors:

- overall goals and objectives
- land use policy
- trail authorization process
- trail capacity
- other trail users
- risk management
- environmental impacts
- inspection schedule and maintenance
- funding model.

The plan should clearly identify who is responsible for carrying out each part of the plan and include a system for recording and reporting results. The plan should also be based on best management practices (BMPs) that are well documented by IMBA.



9

Beyond the Trails

What do MTB visitors expect?

Mountain bike visitors, like many other travellers, are seeking experiences that will provide lasting memories and an escape from the busy pace of everyday life. These experiences should engage people in a personal way so, in developing the product, it is important that other less tangible factors associated with the destination and the overall experience be given full consideration.

According to IMBA, mountain bikers want experiences that provide:

- connection with nature
- escape from society
- fun and the opportunity to feel the flow of a trail
- challenge that tests the rider's technical skill
- exercise that strengthens the body and mind
- variety of trails that have their own distinctive personalities
- connections to other trails and routes that create a range of possibilities
- camaraderie between friends and new acquaintances
- a sense of belonging from trails that welcome mountain bikers

- facilities that provide convenience and make the rider's experience complete.

Interviews with several BC and international mountain bike tour operators have suggested that many have been particularly successful in attracting repeat customers, with some attributing 60% of their total clientele to repeat business.²⁷ However, to achieve this level of success operators have focused on continually developing new experiences and seeking new riding destinations in an ongoing effort to keep their product fresh. The tour operators interviewed identified a number of key attributes that they look for in a destination, over and above great trails. Communities also need to:

- have an accessible trail network
- be friendly and welcoming
- provide good amenities, especially accommodation and dining options
- be easily accessible via major highways and airports (shuttles available)
- offer access to good local partners/guides.

Infrastructure

A high quality trail system designed to encourage destination bikers should also be supported by appropriate infrastructure that makes it easy to enjoy the trails. The infrastructure should include information sources for pre-trip planning, trail maps, signage and information kiosks, community bike paths and bike routes, and a variety of additional bike friendly conveniences.

The infrastructure required to create a welcoming bike-friendly community can involve significant capital costs. These projects should be identified in the community's overall trail management plan and in other public infrastructure planning initiatives. Often local businesses and community organizations will help support such initiatives for their social and economic benefits.

²⁷ Interviews with BC and International Mountain Bike Tour Operators – April 2008

Infrastructure

Information Sources

The mountain bike consumer is very web savvy. It is therefore important that communities have comprehensive tourism websites to convey all necessary trip-planning details to potential visitors and a web-based system for responding to inquiries in a timely manner. Information should be updated frequently and should represent an accurate snapshot of what the visitor can expect.

The information presented on destination websites also needs to be accessible and easy to use. Switzerland's mountain biking site provides an excellent example of a well organized website with all the necessary information for bike trip planning.

www.mountainbikeland.ch/en/welcome.cfm

Good Practices – Moab, Utah – DiscoverMoab.com

The screenshot shows the DiscoverMoab.com website. At the top is a navigation bar with a blue background. On the left, there's a photo of a rafting trip. In the center, the word 'MOAB' is written in large white letters on a blue background, with 'WHERE ADVENTURE BEGINS' underneath. To the right is a photo of a natural rock arch. Below the navigation bar are several menu items: 'WHAT TO SEE', 'WHAT TO DO', 'WHERE TO STAY', 'WHAT TO KNOW', and 'TRANSPORTATION'. The main content area is titled 'MOUNTAIN BIKING IN MOAB' and features a large photo of a mountain biker on a trail. To the left of the main photo are three columns of text: 'What to See' (listing parks, art sites, and trails), 'What to Do' (listing activities like wheeling, ATV riding, and hiking), and 'Where to Stay' (listing accommodations). To the right of the main photo is a section titled 'DETAILED MAPS' with a small photo and text about map availability, and another section titled 'PUBLIC LANDS' with text about land management. At the bottom of the main content area is a section titled 'SELECTED TRAILS' with introductory text.

The American Mecca of mountain biking that became famous among mountain bikers for its technically challenging Slick Rock Trail has now developed from a small mining town that shunned weekend adventurers into one that now embraces them.

Although there is a high level of market awareness of Moab, and the community has been transformed into a multifaceted destination that caters to a wide range of interests, it still makes a significant effort to welcome visitors and keep them informed. DiscoverMoab.com is a main source of information for planning a trip to Moab and offers complete listings of all services with details on parks and trails, including maps.

Source: Kimberly Schappert, of the Moab Trails Alliance

Infrastructure

Maps

Maps of the trail network are essential. Not only are they invaluable information sources for visitors, but they are potential revenue generators to help sustain the trails themselves. General trail area maps and trail information can be made accessible online, with more detailed maps available for purchase at local businesses and visitor information outlets.

Signage and Directions

Both the trails themselves, and key roads and pathways leading to the trails should be well-marked. If trails are not directly accessible from the community then signage along roads should point visitors toward the trailhead at appropriate junctions.

“People are looking for a good experience and clear signage can help facilitate this so they don’t get lost”

Ashley Korenblat, CEO Western Spirit Western Spirit Cycling Adventures.

Trail Head Facilities

Amenities for riders at the trailhead are especially important for visitors to the community. Where appropriate, washroom facilities and vehicle parking should be accommodated.

Good Practices – Hartland Bike Park, Capital Regional District, BC

Hartland Bike Park’s popularity not only reflects its mountain biking terrain and technical training area, but also the infrastructure associated with the Park, including the available parking, washrooms, information kiosks with maps, bike wash and air hose available for riders at staging areas.

Source: Mountain Bike Community Profile for the Central Okanagan, September 2007



Photo: Hartland Bike Park trailhead facilities – SIMBS

Sheltered kiosks are an important consideration at main trailheads of the more extensive trail networks. They should include a welcome message, area map showing all connecting trails, riders` code of conduct or trail etiquette and any relevant notices regarding current trail conditions, work in progress, or trail closures.

Secure Storage and Bike Racks

It is not uncommon for mountain bikes to be worth over \$4,000 so naturally riders look for a secure place to leave them while doing other things within the community. Hotel or other accommodation businesses in a bike destination area should be encouraged to provide a secure locked storage area for bikes and should promote this in their marketing material.

Communities should also offer solid bike racks conveniently and visibly placed in public areas. Whistler, for example, has bike racks throughout its retail and restaurant areas as well as centralized lockers so riders can easily explore the Village without worrying about bike security.

Good Practices – Nelson Cycling Club

Trail sign at Cheery Street Parking Lot has generated praise from trail users at Mountain Station. The sign was erected during summer 2004. It was made possible through the combination of volunteer time together with financial support from Nelson Rotary and the Regional District of Columbia Kootenay Areas E & F; and funding from a Community Initiative Grant. Nelson Cycling Club CBT 2004 Report.



Photo: Trailhead Kiosk – Nelson Cycling Club

Bike Friendly Businesses

Existing tourism businesses can, without great expense, provide simple value-added conveniences that are appreciated by mountain bike visitors, making them feel welcome and enhancing their overall experience.

Accommodations

There are a number of examples of accommodation providers catering to mountain bikers with extras such as secure bike storage, a bicycle repair stand and work area, a place to wash bikes and laundry facilities. Some offer

mountain bike videos for guests to watch and provide local expertise about current trail conditions and where to ride.

International destinations such as Italy and Scotland have taken this a step further with accommodation consortiums like Italy Bike Hotels and Visit Scotland's *Cyclists Welcome* program. Both promote accommodations offering a range of bike-specific amenities, packages and customized tours.



Photo: The Riding Fool Hostel –ridingfool.com

Good Practices – The Riding Fool Hostel – Cumberland, BC, Canada

Located in historic downtown Cumberland, the Riding Fool Hostel occupies an 1895 heritage building which served as the Village hardware store prior to being tastefully restored and converted into a hostel, bike shop and café.

Good Practices – Italy Bike Hotels

The Italy Bike Hotels (IBH) group includes more than 40 hotels in nine regions across Italy. IBHs offer tailor-made holidays and specialized services to bikers that include: safe storage facilities, guides, access to medical assistance and physiotherapy, affiliated bike shops, nutritional meals, daily laundry service for sports clothes, and workout area/exercise rooms.

www.italybikehotels.it/en/

Transportation

Transportation to and within a community is an important consideration for mountain bikers, particularly for international visitors and those not driving directly to a destination.

Shuttle services can be a viable business and offer convenience for both tourists and local riders seeking one-way transportation to the trailhead or the top of a downhill trail. Shuttle services also enable multiple runs and the ability to ride more trails in a shorter space of time. Such services can be developed as additional offerings for bike shops, bike tours or guide

companies. Proper licensing is required to carry passengers commercially in BC.

Scheduled bus service companies such as Greyhound Canada are also beginning to work with the mountain bike industry. Greyhound Canada offers a Whistler Bike Park package that includes return bus fare from Vancouver and a Whistler bike park pass. Bicycles receive special treatment and are carried unboxed on Vancouver to Squamish and Whistler routes, subject to space, and no 'Travel With' charge is applied.²⁸

²⁸ http://www.greyhound.ca/en/travel_information/baggage.shtml

Bike Friendly Businesses

Airline baggage regulations for bicycles can vary greatly between airlines. The highest charges are generally seen on American carriers - up to \$110.00 one way. Some airlines still allow bikes free of charge on trans-Atlantic and trans-Pacific flights, in lieu of one piece of baggage (as long as they are within the two bag limit and weigh less than 30 kg or 66 lbs).²⁹

Communities need to promote their rental services, if available, so potential visitors are aware that bringing their own bike is not the only option.

Bike Shops

Bike shops act as a hub for the local riding scene and visitors alike, as they are staffed by riders that know the trails and can provide visitors with the information they need for the trails. They also offer visiting bikers the option of professional repairs and servicing while they are on vacation.

Bike shops provide a social connection for riders by organizing evening group rides, training sessions, and shuttle services. Many are also involved in sponsoring local mountain biking events.

Good relationships and ongoing communication with local bike shops is necessary to ensure that these key stakeholders are kept engaged in the ongoing development of mountain bike facilities.³⁰

“BC has the advantage of fantastic bike shops throughout the province, that’s not the case in other destinations” Chris Winter, Owner, Big Mountain Adventures.

Good Practices – Visit Scotland – Cyclists Welcome Program



Cyclists and mountain bikers staying in Scotland will benefit from Visit Scotland’s *Cyclists Welcome* program which aims to ensure that participating

accommodation venues offer a range of specified services designed to attract cyclists. Over 1,000 establishments now participate in the program and offer the following in addition to normal services:

For full-service accommodation:

- a separate space available for drying outdoor
- clothing and footwear so clothes can dry overnight
- a lockable covered shed for bike storage
- details of the nearest bike shop
- a hot drink available on arrival;
- a late evening meal (available until 8 pm) if there are no other restaurants or cafes within one mile; a late night snack offered after 8 pm
- early breakfast option from 7 am, or for very early leavers a tray the night before
- a packed lunch and a filled water bottle, if requested
- a supply of information on local bike routes, local public transport and a weather forecast for visitor reference.

For self-catering accommodation and hostels:

- a separate space available for drying outdoor clothing and footwear so clothes can dry overnight
- a lockable covered shed for bike storage
- details of the nearest bike shop
- information on local bike routes
- a telephone number for weather forecast
- facilities for washing clothes or location of the nearest coin laundry
- details of the establishment’s Ordnance Survey co-ordinates (if outside a village).

²⁹ <http://www.ibike.org/encouragement/travel/bagregs.htm>

³⁰ Mountain Bike Community Profile for the Central Okanagan, September 2007

Bike Friendly Businesses

Tours and Guiding Services

Guided services using professional local riders and local knowledge enhance the visitor experience. Customized tours from 'by the hour' to full-day guided tours with lunch provided, can give visiting riders the opportunity to experience the best a community has to offer in a short space of time.

Guiding can be a business on its own or can be part of an existing business such as a bike shop or tour company. It is very important that guides have excellent local knowledge and an outgoing personality. They should also be qualified mountain bike instructors, have appropriate first aid certificates and be covered under a comprehensive liability insurance policy.

Mountain Bike Instructor Training –

The Canadian Mountain Bike Instructor Certification (CMIC) has been unavailable for some time now and the National Coaching Certification Program (NCCP), developed over 20 years ago, is outdated.³¹ However, in May 2008 Endless Biking, a Vancouver based company offering a variety of mountain bike related services and programs, announced it would be offering mountain bike instructor training.

While not a certificate program, Endless Biking's reputation as a professional service provider will be recognized by employers in the industry such as Whistler Bike Park and Dirt Series. Endless

Biking currently trains instructors for several commercial operators, independent contractors and resorts.

Bike Rentals

Given the cost and hassle of transporting bikes within North America on scheduled flights the option to rent a quality mountain bike in the destination community can be appealing. The type of riding and terrain within a destination may also require an area-appropriate rental that has been set up (e.g. tires, suspension) for local conditions.

Rentals can also be a savior for visiting riders who suffer a serious mechanical issue with their own bike or for those who happen to be visiting the destination for another purpose and decide they would like to ride. Where bike rentals are available, it is often through the local bike shop, however due to liability concerns only a few offer this service.



Photo: Jay Hoots



Photo: Yuba Expeditions, Downieville, California
– Greg Williams

Good Practices – YUBA Mountain Transit, Downieville, California

YUBA Mountain Transit provides regular seven-day trailhead transportation to a number of locations within the region and to Nevada City (70 km south). The business operates under a Special Use Permit of the Tahoe National Forest, Yuba River Ranger District.
www.yubaexpeditions.com/pages/trailshuttles.html

³¹ Endless Biking May 2008 <http://www.endlessbiking.com/2008/05/eb-now-offering-mtb-instructor-training.html>

Enhancing the Trail Experience

Many destinations are engaged in innovative programs and initiatives to enhance or maintain the trail experience. These include bike skills parks, training and education programs and combining biking with other experiences such as public art.

Bike Skills Parks

Bike skills parks are the perfect complement to trails. They provide an area for riders to hone their skills and develop their riding ability. Bike skills parks should be designed within specific standards yet allow riders to be creative and develop confidence.

Jay Hoots, a North Vancouver local, is a professional skills park designer and builder who has worked on projects all over North America and maintains an impressive portfolio of his work.

http://www.hoots.ca/skills_parks/stories/

Training and Education

Investing in rider education and volunteer education/training are two key areas that can

lead to an enhanced trail experience for users.

Initiatives include:

- trail kiosks that include trail etiquette pointers
- bike shop and visitor centre hosts that with the local knowledge to advise visiting riders
- inviting an IMBA trail crew to assist with training, education and actual trail building
- enlisting professional help to assist with bike park construction can lead to informal volunteer education and training opportunities



Photo: Inter River Bike Park, North Vancouver – Jay Hoots



Photo: 7stanes – Scotland Forestry Commission

Good Practices – 7stanes Art Project

Southern Scotland's myths and legends are reflected in seven stone sculptures in place across the 7stanes mountain bike centres.

These sculptures are now being used to drive business to the sites with competitions to encourage visitors to the 7stanes forests.

Good Practices – Fruita Colorado – Sustainability – 'Keep Singletrack Single'

According to Troy Rarick, without sustainability you're doing a disservice to mountain biking and to your community. Local businesses depend on keeping the trails narrow as singletrack is what people come to Fruita to ride.

Over the Edge Sports (Troy's bike shop) believes that local businesses have a responsibility to educate visitors. The store has a host available Friday to Sunday to help people plan their rides and to inform them of the importance of preserving the trails. Source: IMBA.com

Good Practice – North Shore Mountain Bike Association (NSMBA) – Trail Etiquette

The seven commandments.

1. Ride on open trails only.
2. Respect other trail users.
3. Respect the environment.
4. Always stay on the trail.
5. Ride don't slide.
6. Pack it out.
7. Know your limits.

10

Spread the Word – Developing Marketing Tactics

This section provides an introduction to aspects of marketing and a review of mountain bike-specific media options for a community looking to promote mountain bike experiences. It is important to note that developing marketing tactics for mountain biking will be only one element of a broader tourism marketing plan.

Underlying much of the discussion is an emphasis on adopting a regional approach as this will generally make better use of existing resources, allow for the leveraging of funding and will create opportunities for developing a more diverse and expansive product.

Identifying your Target Market

The key marketing focus for the majority of mountain biking communities in BC should be regional. Consider the potential of the population within an 800 km radius of your community - the IMBA Ride Centers use a 500 mile radius as a rule of thumb.

Clearly Whistler is an exception with its ability to draw over 62% of the non-resident riders on the Valley Trail system from outside BC. This reflects the diversity of the trail system and the community's international reputation for a wide range of mountain-based product.

What type of rider will your trails attract?

This depends on a number of factors including but not limited to:

- The types of trails in your community (beginner to expert, downhill or cross country, etc.) and how you promote them to visitors
- How your community is positioned with other nearby communities (e.g. working together to promote a regional product/experience)
- The range of bike friendly accommodation options available
- Access to the community from major centres
- Access from within the community to the trails
- Supporting infrastructure and amenities for bikers
- Availability of mountain bike services such as guides and bike camps
- Other things to do that complement the bike experience: activities and attractions, culture and arts.

The value of research – know your visitor

Research will help a community make informed decisions about their marketing tactics and, as a result, provide a product that better meets visitor expectations. Part One of the handbook highlighted current research³² into recreation and, more importantly, mountain bike-motivated travel that can assist communities in developing marketing initiatives.

Primary research is also an invaluable tool for planning and marketing. Ask visiting bikers about their experience and what they are looking for in a mountain bike destination. While primary research can be costly there are ways to undertake it in a cost-effective manner. Technology (e.g. Personal Digital Assistant - PDAs) and assistance from Tourism BC's Research and Planning Department and the MBTA can support communities in implementing simple user surveys to gauge rider feedback on the trails and the community amenities. This information will prove invaluable for future planning and marketing initiatives.

The MBTA's economic impact model piloted in the Sea to Sky Corridor in 2006 gathers not only market and demographic information to assist marketing initiatives, but also provides economic impact figures to demonstrate the value of mountain biking in the community.

³² More detailed information on the studies summarized in this document is available from Tourism BC and the MBTA.

Promoting your Mountain Bike Experience

What image do you want to portray?

Great images that convey the essence of the community's mountain bike experience and are somewhat unique will capture the attention of potential visitors. Many photos in mountain bike magazines and other bike media are focused on the rider and there is often no context for the reader/viewer. Photos that capture the surrounding landscape and other unique community or geographical elements, as well as riders, are generally preferable though an advertisement can contain multiple images which will give you more flexibility. Communities should also consider the people (age and gender) and the style of riding they are portraying in their promotional images.

For more information on promotional practices refer to Tourism BC's *Ads and Brochures that Sell Tourism*, a Business Essentials publication. It focuses on two important business tools – brochures and print ads. Whether you do it yourself or work with a supplier, this guide will help you understand how to create compelling, attractive promotional material, and how to avoid common mistakes along the way. Tourism BC also offers an *Ads that Sell* workshop for communities.

http://www.tourismbc.com/business_development.asp?id=1252

What type trails do you offer?

By this stage in the process you will already have assessed the nature of your trails and their associated levels of difficulty. Ensure that your marketing message accurately portrays the mountain biking experience and the level of skill required.

While many tourism destinations cater to the beginner/intermediate rider and have made a conscious effort to promote accessible and not overly technical trails.³³ BC has, justifiably, a reputation for more challenging to extreme terrain. Communities will need to consider the type of riders they are looking to attract and the

³³ e.g. Gallup, New Mexico

³⁴ Sea to Sky Mountain Bike Economic Impact Study 2006

Good Practice – Bike Parks BC – Print Promotions 2007

The Bike Parks BC consortium consists of six of BC's top lift-accessed bike parks. The group elected to develop print ads for the 2007 campaign to raise awareness and understanding for their product and to dispel some of the misperceptions in the marketplace (e.g. that all mountain biking is extreme).

- The product is lift-accessed mountain biking
- It is accessible to everyone (e.g. women and older adults)
- The resorts also offer many other amenities

The photos chosen for the ad are a reflection of the above goals. The main photo portrays the rider firmly on the ground as opposed to catching some big air, with the resort and chairlifts in the background. The smaller insert photos also reflect the listed messaging goals. www.bikeparksbc.com



BIKE Mainstream print ad

attendant implications. Keep in mind that the variety of trails is often an important consideration for mountain bikers when deciding on a destination.³⁴

Destinations like Whistler are the ultimate example of providing variety for riders with everything from beginner crusted gravel trails around Lost Lake, to expert epic singletrack rides to the Whistler Bike Park's downhill and freeride trails.

Promoting your Mountain Bike Experience

Trail recognition

Building the trail's stature and profile in the marketplace brings not only kudos and credibility to a community, but also serves as a valuable marketing tactic. IMBA Epic designation is one such form of recognition – e.g. Comfortably Numb, Whistler, BC. Another avenue is to nominate trails to mountain biking publications or other outdoor interest groups that run 'outstanding trails' competitions – e.g. Bike Magazine's 2007 Trail of the Year: Seven Summits Trail, Rossland, BC.

BC could also look at developing criteria for identifying trails that exemplify the very best in trail building and riding experiences in the province, and subsequently develop a 'must ride' list for destination mountain bikers. This concept is similar to Colorado's Fourteeners. The Fourteeners consists of 53 peaks within Colorado State that are above 4,267 m (14,000ft), attracting climbers back year after year to tick one more name off their list (www.14ers.com). The Colorado Fourteeners are one of the best-known 'peak bagging' lists in the world (www.peakbagger.com).

Working with Mountain Bike Media Sources

Advertising and promotional costs can be significant and careful consideration needs to be given to selecting the most appropriate and cost-effective media. This section identifies a number of key mountain bike-specific media opportunities for promoting your community's product.

Mainstream vs. Mountain Bike Specific Media

One of the initial marketing decisions will likely be the pros and cons of mainstream vs. mountain bike specific media. The outcome of this decision will depend on the type of mountain bike product your community offers and your target market. For example a community with more challenging and technical trails would likely favour mountain bike-specific media that speaks to the experienced rider, while a community with easier trails that are readily accessible could promote its product to a more mainstream audience.

Numerous mainstream or outdoor/recreational media options are available to BC communities

through their Regional Destination Marketing Organizations (RDMOs) such as Tourism Vancouver Island.

The Web and Online Channels

Online advertising through mountain biking websites and forums can be a cost-effective and timely method for reaching a broad network of potential mountain bike travellers. This form of advertising requires ads (web banners) designed to conform to website ad specifications or the writing of articles that could be submitted/posted to online publications or forums.

The price for an online advertisement varies according to the length of time (e.g. monthly) the ad is displayed, its location on the website (e.g. top of the home page), and in certain cases by the number of impressions (e.g. pay per click) that the banner receives from the website's visitors.

Working with Mountain Bike Media Sources

Key Websites	Comments
NSMB.com	Originally geared to the local North Vancouver scene this website now has a worldwide audience. The site focuses on freeriding, extreme and North Shore style riding. Good regional market coverage.
PinkBike.com	This Canadian based website now attracts a large worldwide audience. Somewhat similar to NSMB.com with good regional market coverage.
Mtbr.com	Has been a key source of consumer reviews for mountain bike products for many years. The site also produces a monthly e-newsletter with large North American circulation.
BikeRadar.com	This website caters to all biking disciplines: road, mountain, commuting and family. The website claims to be “the comprehensive bike website, serving the world’s community of cyclists – a constantly updated mixture of news, product reviews, routes and user generated content.” The website has editors in Europe, North America and Australia. It also publishes a monthly e-newsletter.
Print Magazine Websites	All mountain biking magazines also have their own websites that create further opportunities for marketing.

Social Networking Sites, Blogs and Forums

An important source of information for mountain bikers is word of mouth. As a result, social networking sites offer an excellent opportunity to connect with other mountain bikers and to see and read about their experiences first hand. Social networking sites offer a place on the Internet where people meet to chat, socialize, debate, and network. The

most popular ones are MySpace, You Tube and Facebook.

These sites also offer communities the same opportunities to connect with potential mountain bike visitors through local biker blogs or by establishing forums (e.g. a Facebook group) for visitors to share their experiences about a destination or activity.

10

Spread the Word – Developing Marketing Tactics

Working with Mountain Bike Media Sources

Mountain Biking Publications

Traditional print advertising in mountain bike publications/magazines can be expensive once design costs are factored in. Full page colour ads in the key mountain biking publications generally range between C\$1,500 and C\$5,000.

photography, and to a lesser extent advertising. However, advertising is largely restricted to the major players (e.g. Bike Parks BC, Whistler Bike Park, Whistler Gravity Camps and Tourism Whistler). The main North American mountain biking publications, all US-based, include:

BC is already well represented in many of the key publications listed below through articles,

MTB Publications	Circulation	Comments
Bike	71,000	A US-based magazine with substantial BC content. It has a diverse readership and is more of a lifestyle/adventure type biking magazine. 75% of readers took a bike trip in the last 12 months. Trips on average are for 3+ days. 94% male; 34 is the median age.
Mountain Bike	61,000	US-based magazine (20 years) with more of a cross country/all mountain focus. Content centres around product reviews and 'how to' articles. Readership 97% male; average age 33; average income \$70,000.
Mountain Bike	155,000	Covers cross country to downhill and has the largest circulation of the bike publications. The readership is 97% male, but older and more affluent than other magazines: average age 43; average income \$107,000.
Dirt Rag	51,000	Described as a mountain biking lifestyle magazine that contains original art, passionate stories, investigative articles, and honest product reviews based out of Pittsburgh, PA. Dirt Rag uniquely combines a grassroots connection to its readers and coverage of neglected niches of the bicycle world with typical glossy magazine style connections in the industry.
Decline	n/a	A gravity racing, all mountain and freestyle biking magazine that appeals more to the younger biking demographic with its glossy, high resolution pages.

The United Kingdom is a key overseas market and the source of over 908,000 visitors to BC in 2007, representing an increase of nearly 5% over 2006.³⁵ Bike Parks BC advertises regularly in

two UK publications: Mountain Biking UK (MBUK) and Mountain Bike Rider (MBR).

³⁵ Tourism BC International Visitor Arrivals to December 2007

Working with Mountain Bike Media Sources

Consumer Shows

There are various outdoor/bike specific consumer shows that offer exposure to key BC visitor markets. These should be considered on a partnership basis (see the section on *Identifying Partnership Opportunities* below).

The majority of these consumer shows take place February and March in preparation for the upcoming summer season. Many of the Canadian outdoor shows are well attended by community tourism organizations as well as RDMOs. There are opportunities to work with RDMOs to include mountain bike product under their regional promotions at these shows.

Consumer Shows	Location	Comments
The Outdoor Shows (February)	Vancouver, BC	This show has a large mountain bike component and attracts a good number of consumers from the Metro Vancouver area interested in the outdoors and biking.
	Calgary, AB	This show has not been as strong in terms of attendance or product in past years, but 2008 saw a good turnout and there was a strong interest in Bike Parks BC product. This is a key market for the Kootenay Rockies communities.
	Toronto, ON	Same format as the Calgary and Vancouver shows and strong interest in BC outdoor product including biking.
Toronto Bike Show (February)	Toronto, ON	Generally about one week after the outdoor show, this event is totally focused on biking.
Crankworx (July/August)	Whistler, BC	This ten day mountain bike festival is the largest freeride mountain biking event in the world. There is a tradeshow component to the festival with booths located throughout the Village. Crankworx attracts an estimated 55,000 unique visitors from all over the world. This is a good forum for other BC communities and resorts to showcase product to an international bike audience.
Sea Otter Classic (April)	Monterrey, CA	This multi-day event known throughout the world as the cycling season's premier kick-off event, draws nearly 10,000 professional, amateur and recreational athletes, 50,000 spectators, and over 200 media representatives from across the globe. California represents one of BC's biggest markets and has a huge number of active mountain bikers. Due to the size of this event a strong presence (e.g. booth with excellent signage and location) is needed to capture the attention of spectators. Partnerships with established BC operators or manufacturers are key to success at this event.
Seattle Bike Show (March)	Seattle, WA	Seattle represents a key market for BC and the MBTA has heard positive feedback regarding the Seattle Bike Show.

Note: The observations/comments contained in this table are based on Bike Parks BC and MBTA experience at all of these shows (except Seattle) over the last three years.

Working with Mountain Bike Media Sources

InterBike is North America's largest bicycle trade event and show, with 1,000 suppliers, representatives from 4,000 bicycle retail stores, and more than 400 journalists from top trade and consumer magazines, newspapers, radio and television. Total attendance is about 22,000. The show is held annually in Las Vegas, Nevada and is an ideal opportunity for checking out the latest and best gear in the mountain biking world. However, this is *not* a consumer show and is *not* recommended as a venue for communities looking to promote their tourism product.

TV – Ride Guide

Since 1996, Ride Guide has been producing a weekly snowboard, freeski and mountain bike television series. The program is the ultimate 'Guide To Ride'. Ride Guide is now seen in 60 countries and 60 million households, and is broadcast on Global TV and Xtreme Sports in Canada, the Extreme Sports Channel in Europe, Fox Fuel in Australia, and Havoc TV in the US. www.rideguide.ca/bike_home.aspx. Bike Parks BC as well as many of BC's resorts have worked with Ride Guide over the years to promote their winter and summer products including mountain biking.

Media Relations

Work to create a strong media relations plan that will attract travel writers and generate editorial on your community. This can be achieved by working closely with your RDMO to identify appropriate media and compelling story angles.

A number of BC communities have been successful in generating editorial. Williams Lake, for example, was featured in the July 2008 edition of Bike magazine. The full eight page article entitled "Riding Wild" focused on riding in Williams Lake and other communities along Highway 20 to Bella Coola.

"North of Vancouver, beyond Whistler, there's a region with big mountains, few people and some of North America's wildest trails."³⁶

For more information on how to maximize your promotional efforts and obtain exposure for your tourism business through the effective use of local and international travel media, refer to Tourism BC's *Travel Media Relations*, a Tourism Business Essentials publication. Tourism BC also offers a media relations workshop for communities.

http://www.tourismbc.com/business_development.asp?id=1252

³⁶ *Riding Wild*, an article by Mitchell Scott in Bike magazine July 2008

Creating and Packaging Experiences

Effective packaging is a critical aspect of developing and promoting mountain bike tourism experiences in the marketplace. This involves presenting the product to visitors in a format that they will find appealing and that will entice them to visit. This section discusses a range of concepts, emphasizes a regional approach and looks at the various components of a package.

Regional Clusters

The concept of regional clusters has advantages for promoting mountain biking experiences. Communities located in close proximity to one another can offer a wider variety of trails, attractions and services to broaden the visitor experience and the potential market. A regional partnership that includes a lift-accessed bike park will broaden the appeal. The clustering concept also enables communities to pool funding and resources for development and promotion.

IMBA Ride Centers – IMBA recently created a program designating areas with exceptional trails and services for mountain bike visitors as official IMBA Ride Centers. The program encourages partnerships and helps harness support from the bike industry. Communities can be nominated to be part of the program. More information is available through IMBA. <http://www.imba.com/ridecenters/#>

Touring Routes and Roadtrips – An extension of the regional cluster concept is the development of road trips and touring routes. The province already promotes nine major circle driving routes through BC.³⁷ There is an opportunity for communities to partner and develop their own mountain bike roadtrips and itineraries that can subsequently be promoted to travellers. These are likely to be regional in nature – for example the communities of Nelson, Rossland, Creston, Invermere, Kimberley and Fernie working together to create a Kootenay Rockies roadtrip.

Good Practice – Bike Parks BC – The Ultimate Road Trip 2008

The Bike Parks BC consortium that consists of six of BC's top lift-accessed bike parks is promoting its Ultimate Roadtrip for the second consecutive year. The goal is to increase the awareness of BC's lift-accessed mountain bike product and to promote the concept of touring around the province, visiting several of these bike parks on one vacation.

The new imagery for the campaign and the addition of an eastern BC trip helps to emphasize the depth of product and the touring aspect. While Whistler is well-known, many of the other bike parks are not and this collaborative approach gives other resorts the opportunity to showcase their product. www.bikeparksbc.com



2008 Ultimate Road Trip web banner ad – Bike Parks BC



2008 Ultimate Road Trip print ad – Bike Parks BC

³⁷ www.hellobc.com/en-CA/AboutBC/CircleRoutes/BritishColumbia.htm

10

Spread the Word – Developing Marketing Tactics

Creating and Packaging Experiences

Mountain Bike Package Options

Communities have the opportunity to establish packages both locally and by working with external travel trade specialists that provide community-based mountain biking tours.

Packaging offers value to visitors seeking an easy, trouble-free experience, particularly in emerging mountain bike destinations where knowledgeable guides and service providers can add real value to the visitor experience.

Independent mountain bike tour operators

– These packages are usually all-inclusive: transportation, guides, meals, and accommodation. Communities seeking to attract tour operators need to provide a compelling experience for potential MTB consumers that will be competitive and attractive in the marketplace. The experience being sold extends beyond great trails to include community ambience, attitudes towards mountain bikers (e.g. welcoming), amenities (e.g. restaurants and accommodation) and other unique selling features that would enhance a visitor's experience.

Local partnerships – Complementary local businesses can get together and offer

accommodation-based packages that may include two to three-night stays, with value-added elements such as free trail maps and select meals. Options for bike rental and shuttle service may also be part of the local package.

For more information on packaging refer to Tourism BC's *Tourism Packaging & Product Distribution* guide that includes information on how to develop a plan, how to get included in tour catalogues or itineraries and how to develop marketing and promotion strategies for both domestic and international markets. Tourism BC also offers introductory and advanced packaging workshops for communities.

http://www.tourismbc.com/business_development.asp?id=1252



Creating a Strong Web Presence

A strong website presence is a key component of a tourism marketing strategy, given the high level of Internet use for trip planning and vacation bookings. Relevant accurate content and high quality photos will give potential visitors a good overview of the mountain bike product in the community.

As part of your web strategy, consider tools for generating user-based content (e.g. blogs and social networking site links) and for communicating directly with visitors (e.g. e-newsletters). Creating a media section on your website will also assist in attracting media interest. Look for strong support from the local bike industry and tourism companies and arrange for reciprocal web links, at the very least.

Two excellent examples of destination websites for mountain biking are:

- Switzerland's www.mountainbikeland.ch/en/welcome.cfm

- Whistler's www.whistler.com/bike

HelloBC.com – Tourism BC's website HelloBC.com receives over 6.4 million visitors annually and is based on a menu-driven model where consumers are able to search for activities, products and communities of interest.

HelloBC.com has mountain biking listed under the 'land activities' section and provides a high level overview of biking in the province with additional links to more specific information on products or communities. Communities should work with Tourism BC's online content specialists to ensure that the content accurately presents the experience in the community. www.hellobc.com/en-CA/SightsActivitiesEvents/AirLandActivities/MountainBiking/BritishColumbia.htm?Lev1=1

Identifying Partnership Opportunities

Development and marketing dollars go further when communities and stakeholders pool finances and resources to create a regional partnership. Furthermore, regional partnerships open up potential provincial funding sources and are favoured by economic development trusts like the Northern Development Initiative Trust and Island Coastal Economic Trust.

With BC's diverse landscapes and mountain biking opportunities there is potential to offer a host of regional mountain biking experiences, each with its own unique character. The key to developing these regional partnerships is

identifying a lead agency to take on the coordination role. Coordination would entail managing day-to-day activities, communicating regularly with the partners, ensuring timelines and commitments are met and delivering a consistent message to the marketplace.

One or more of the following three organizations will likely be central to any regional marketing initiatives in BC. All three share the goal of enhancing BC's mountain biking tourism experiences and serve as a resource for communities looking to develop and market their product.

10 Spread the Word – Developing Marketing Tactics

Identifying Partnership Opportunities

1. Regional Destination Marketing

Organizations (RDMOs)

British Columbia has six RDMOs that cover the entire province: Vancouver Coast and Mountains, Vancouver Island, Thompson Okanagan, Cariboo Chilcotin Coast, Northern BC and Kootenay Rockies.

The RDMOs will continue to play a key role in promoting regional experiences and work directly with individual product sectors such as mountain biking. Examples of RDMO mountain biking specific initiatives include:

- Vancouver Coast and Mountains – Biking Directory 2007
- Kootenay Rockies – Bike Vacations <http://www.kootenayrockies.com/touring/Bike%20Vacations%20publ.pdf>
- RDMOs such as Tourism Vancouver Island and Vancouver Coast and Mountains have also supported mountain bike events such as the BC Bike Race.

2. Tourism British Columbia

Mountain biking is featured as a key outdoor adventure product in Tourism BC's Outdoor Adventure Guide, published annually. Tourism BC also has a product sector development program *Experiences BC*, designed to assist existing product and cultural sectors as well as encourage businesses to form sectoral alliances. The program offers tools and resources to jointly produce a multi-year sector tourism plan and a research-based marketing plan.³⁸

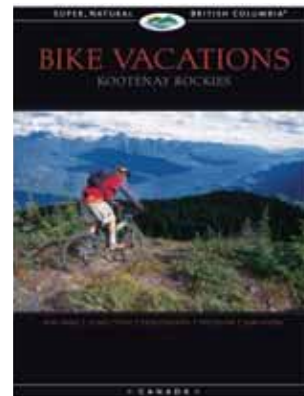
Since 2006, *Experiences BC* has worked closely with the MBTA and Bike Parks BC to provide matching partnership funding for marketing and research of BC's lift-accessed bike parks.

3. Western Canada Mountain Bike Tourism Association (MBTA)

The MBTA is a non-profit organization with a mission to help facilitate the development

and marketing of BC's mountain bike tourism potential. The organization has made considerable strides in providing research to identify economic benefits and market opportunities for BC communities and resorts. The MBTA represents approximately 100 mountain bike tourism stakeholders around the province.

The MBTA has managed the Bike Parks BC marketing program since 2006, currently representing six lift-accessed resorts across the province. The Bike Parks BC partnership model may also be an effective way to collectively market BC's mountain bike communities and regions. For further information visit www.mbta.ca.



³⁸ Tourism British Columbia - Service Plan 2008/09 – 2010/11

Appendices

Appendix 1 Mountain Bike Handbook Interview List

ORGANIZATION	POSITION	NAME
Burns Lake Community Forrest	Land Use Manager	Dawn Stronstad
Burns Lake Mountain Bike Association	President	Kevin Derksen
City of Surrey	Manager, Urban Forestry and Environmental Programs	Greg Ward
City of Terrace	City Planner	David Block
City of Terrace	Director of Leisure Services	Carmen Didier
City of Williams Lake	EDO	Allan Madrigga
City of Williams Lake	General Manager of Community Services	Brain Carruthers
District of North Vancouver	Parks Manager	Susan Rogers
Grassroots Mountain Bike Association	Director	Cliff Miller
IMBA Canada	IMBA BC Representative	James Brown
Merritt Mountain Bike Association	President	Darren Coates
Ministry Tourism, Culture and the Arts	Provincial Trails Manager	John Hawkings
Ministry Tourism, Culture and the Arts	Squamish District Recreation Officer	Tim Hoskin
Nelson Cycling Club	Director	Pat Wray
Red Shreds Bike & Board Shop, Williams Lake	Owner	Mark Savard
Resort Municipality of Whistler	Planner	Frank Savage
South Surrey Bike Club	President	Jim Richardson
Sports Insurance		Catherine Waite
Squamish Lillooet Regional District	Open Spaces Coordinator	Alison MacDonald
Terrace Off-Road Cycling Association (TORCA)	President	Kate McCarron
The Corporation of Delta	Risk Manager	Jennifer Clarke
The Corporation of Delta	Park Development & Operations Manager	Jim Levin
Vancouver Island Cycle Tourism	Coordinator	John Luton
Whistler Blackcomb	Crankworx Managing Director	Jeremy Roche
Williams Lake Cycling Club	Member	Nicole Brandson
OPERATORS		
Baldface Lodge	Owner	Jeff Pensiero
Big Mountain Adventures	Owner	Chris Winters

ORGANIZATION	POSITION	NAME
Iguana Ranch	Manager/owner	Anita Rafidi
Kamloops Bike Camps	Owner	Chuck Brennan
MMR Bike Camps	Owner	Shamus Mach
Sacred Rides Mountain Bike Holidays	Owner	Mike Brcic
Sugoi Dirt Series	Owner	Candace Shadley
West Coast Freeride	Co-founder	Michael Hallett
Western Spirit Tours (Utah)	Owner/CEO	Ashley Korenblat
INTERNATIONAL CASE STUDIES		
7stanes – Scotland	Lead Development Coordinator	Julie Cartner
Adventure Gallup & Beyond, Gallup, New Mexico	Executive Director	Bill Lee
Bootleg Canyon, Boulder City, Nevada	Trails Manager	Brent Thomson
Forestry Commission Scotland	Project Manager – 7stanes	Colin Williamson
Moab Trails Alliance, Moab Utah	Director	Kimberly Schappert
Mountain Trail Foundation, Park City, Utah	Executive Director	Carol Potter
Sierra Trails & Yuba Expeditions, Downieville, California	President and Founder	Greg Williams

Appendix 2 Ministry for Tourism, Culture and the Arts Recreation Sites and Trails Contacts

COAST REGION	SOUTH INTERIOR REGION EAST
<p>Coast Region Paul Tataryn, Regional Recreation Manager 2100 Labieux Road Nanaimo, BC V9T 6E9 Phone 250 751-7038</p>	<p>Southern Interior Region East Vacant, Regional Recreation Manager 515 Columbia Street Kamloops, BC V2C 2T7 Phone 250 371-3780</p>
<p>Chilliwack District Mike Peters, Recreation Officer 46360 Airport Road Chilliwack, BC V2P 1A5 Phone: 604 702-5734</p>	<p>Columbia Shuswap District Ken Gibson, Recreation Officer 1761 Big Eddy Road Revelstoke, BC V0E 3K0 Phone: 250 837-7610</p>
<p>Discovery Coast District (Campbell River – North Island) Charlie Cornfield, Recreation Officer 370 S. Dogwood Street Campbell River, BC V9W 6Y7 Phone: 250 286-9422</p>	<p>Kootenay Boundary District Dan Reiben, Recreation Officer 845 Columbia Avenue Castlegar, BC V1N 1H3 Phone: 250 365-8617</p>
<p>South Coast District (South Island Sunshine Coast) Frank Ullmann, Recreation Officer 4885 Cherry Creek Road Port Alberni, BC V9Y 8E9 Phone: 250 731-3024</p>	<p>Okanagan District John Glaspie, Recreation Officer 2501 14th Avenue Vernon, BC V1T 8Z1 Phone: 250 558-1728</p>
<p>Sea to Sky District Tim Hoskin, Recreation Officer 42000 Loggers Lane Ste. 101 Squamish, BC V0N 3G0 Phone: 604 898-2125</p>	<p>Rocky Mountain District Aaron Canuel, Recreation Officer 1902 Theatre Road Cranbrook, BC V1C 7G1 Phone: 250 426-1763</p>

NORTHERN INTERIOR REGION	SOUTH INTERIOR REGION WEST
<p>Northern Interior Region Gary Westfall, Regional Recreation Manager 5th Flr. 1011 4th Avenue Prince George, BC V2L 3H9 Phone: 250 565-6219</p> <p>Nadina Skeena Stikine District Kevin Eskelin, Recreation Officer Bag 6000 Smithers, BC V0J 2N0 Phone: 250 847-6337</p> <p>North Coast/ Queen Charlotte Island/ Kalum District Carl Johansen, Recreation Officer Room 200, 5220 Keith Avenue Terrace, BC V8G 1L1 Phone: 250 638-5109</p> <p>Peace Fort Nelson District Tim Bennett, Recreation Officer 9000 17th Street Dawson Creek, BC V1G 4A4 Phone: 250 784-0178</p> <p>Prince George Mackenzie District Mikel Leclerc, Recreation Officer 2000 S. Ospika Blvd. Prince George, BC V2N 4W5 Phone: 250 614-7507</p> <p>Vanderhoof Fort St. James District Tom Peterson, Recreation Officer 1522 Hwy 16 East Vanderhoof, BC V0J 3A0 Phone: 250 567-6416</p>	<p>Southern Interior Region West Jennifer Eastwood, Regional Recreation Manager 515 Columbia Street Kamloops, BC Phone: 250 371-3782</p> <p>Cascades District Ed Abels, Recreation Officer 3840 Airport Road Merritt, BC V1K 1B8 Phone: 250 378-8433</p> <p>Headwaters District Elaine Gillette, Recreation Officer McBride Field Office 300 Robson Centre McBride, BC V0J 2E0 Phone: 250 569-3787</p> <p>Kamloops District Noelle Kekula, Recreation Officer 1265 Dalhousie Drive Kamloops, BC V2C 5Z5 Phone: 250 371-4404</p> <p>100 Mile Chilcotin District Doug Harris, Recreation Officer 300 S. Cariboo Hwy. 100 Mile House, BC V0K 2E0 Phone: 250 395-7856</p> <p>Quesnel Central Cariboo District Desi Cheverie, Recreation Officer 200-640 Borland Street Williams Lake, BC V2G 4T1 Phone: 250 398-4757</p>

Appendix 3 Whistler Cycling Committee

TERMS OF REFERENCE FOR SUB-COMMITTEES - DRAFT FEBRUARY 1, 2006

Cycling Tourism/Economic Contribution Sub-Committee

Goals

- Grow the economic contribution of cycling to the resort economy
- Provide direction to implementation of the tourism related aspects of the Cycling Vision
- Establish Whistler as a leader in mountain biking tourism

Specific Objectives

- Attract new visitors to the resort for the specific purpose of cycling
- Increase the length of stay for cycling visitors
- Increase the number of cycling visitors who stay in paid accommodation
- Increase the number of visitors who participate in cycling activities
- Increase the number of repeat visits by those who participate in cycling activities
- Increase the number of annual visits to the Whistler Mountain Bike Park
- Increase the number of destination visitors who ride the Valley Trail and the network of cross country trails
- Increase spending per day for visitors who participate in cycling activities
- Broaden the demographics of visitors who participate in cycling activities (currently most are 25-34 year old males)*

Suggested Strategies/Actions

- Coordinate the activities of resort partners to increase cycling tourism and improve services to cycling visitors
- Coordinate with regional and provincial initiatives to increase cycling tourism
- Measure the economic contribution of cycling to the resort economy
- Develop/improve products, services, events for cycling visitors
- Convene a steering committee of senior management from resort partners (RMOW, Whistler Blackcomb, Tourism Whistler, Chamber of Commerce, WORCA)

Sub-Committee Members (Preliminary)

- Tourism Whistler
- Whistler Blackcomb
- RMOW
- Member at Large
- Western Canada Mountain Bike Tourism Association

Guest/Cyclist Services Sub-Committee

Goals

- Recommend improvements to facilities (other than trails) and programs that support Whistler's cycling product for the enjoyment of visitors and local Whistler residents

Specific Objectives

- Improve the quality and availability of maps, route descriptions and Internet resources to assist cyclists in planning their cycling activities and guiding them on their routes
- Improve directional signage to assist cyclists in locating trails and navigating throughout the resort.
- Improve training to service industry staff regarding cycling opportunities in Whistler
- Improve bicycle storage provisions in accommodation sector
- Improve short-term bike parking throughout the resort
- Improve transportation of bicycles to and within the resort
- Improve interpretive signage on trails

Suggested Strategies/Actions

- Increase availability of Pique Magazine mountain bike guide to visitors and residents
- Update RMOW Lost Lake Park map and make available to visitor information providers
- Provide training for front-line resort workers who provide services to cyclists (bike shops, hotels, information centres, Village Hosts)
- Recommend strategy/action to evaluate status of bike storage in accommodation industry

- Recommend visitor satisfaction survey regarding cycling services in resort
- Review services and costs for bicycle transportation to/from the resort
- Recommend interpretive trail signs featuring Whistler's natural and historical attractions

Sub-Committee Members (Preliminary)

- Tourism Whistler
- Whistler Blackcomb
- Whistler businesses
- RMOW
- Member at Large

Trails Planning Sub-Committee

Goals

- Recommend the amount, type and location of Whistler cycling trails that will satisfy the riding needs of visitors and local Whistler residents

Specific Objectives

- Determine the total length of each type of trail within each of five areas that will meet the riding needs of Corridor residents, Regional Visitors and Destination Visitors
- Propose specific trail improvements and/or additions that will satisfy the above needs, while considering land use constraints, available resources, and achieving memorable trail character
- Prepare a trails masterplan to guide future trail development
- Identify existing trails within the plan not legally secured (under municipal control)

Suggested Strategies/Actions

- The following trail planning model has been developed as a prototype:
 - Five polygons including non-overlapping neighbourhoods and trails within 5 km of neighbourhood centres
 - Total length of trail within each polygon will be associated with the neighbourhood
 - Individual trails may have more than one level of technical difficulty, either on a geographic or a percentage basis

- Three user groups have been defined: Corridor Residents (Squamish to Pemberton, Regional Visitors (BC and Washington State) and Destination Visitors (mid-haul, long-haul and international). The riding preferences, based on technical difficulty, of each group will be determined from the 2002 Recreational Cycling Survey.
- The Tourism Whistler Summer 2004 Visitor Survey will be used to identify the numbers and origin of visitors. The model will use the average number of visitors during the peak month of July.
- Residents and visitors will be distributed over the total bed units at build-out based on the RMOW 2003 Accommodation Land Use Inventory. Additional bed units for planned employee housing neighbourhoods (Rainbow and Cheakamus South) will also be included.
- A model will be used to estimate the length of each type of trail (Level 1 – 5) in each of the five neighbourhoods to satisfy the riding needs of the riders in that neighbourhood. Riding needs will consider 2002 survey responses to technical difficulty preferences, frequency of riding and riding time. The length of a typical ride will be estimated for each class of rider.
- The difference the length of existing trail and the predicted length of trail 'needed' will be used to identify where additional trails might be considered.
- An Excel workbook has been used for model development. The final model may use an Access database.
- Trail additions may be proposed while considering land use constraints (Protected Area Network, landownership) and the planned Sea to Sky Trail corridor.
- Consider where redundant, environmentally sensitive, or difficult to maintain trails may be deactivated or have use restrictions.

Sub-Committee Members (Preliminary)

- Whistler Blackcomb
- WORCA/Whistler 2020
- RMOW
- Member at Large

Appendix 3 Whistler Cycling Committee

Research Sub-Committee

Goals

- Define, prioritize and prepare an implementation plan for the research necessary to determine the needs of users (existing and potential) of Whistler's cycling product

Specific Objectives

- Determine the gaps in our cycling product for meeting the needs of Whistler's cycling user groups: destination (regional, mid-haul, long-haul and international markets) and the local Whistler community
- Conduct research into the potential for attracting additional cycling visitors
- Conduct research into the riding preferences of cycling visitors
- Determine how Whistler's cycling product compares to that provided by competitors

Suggested Strategies/Actions

- Identify the research needed to determine gaps in our cycling product from the standpoint of user groups, including destination visitors (regional, mid-haul, long-haul and international markets) and the local Whistler community
- Compare Whistler's cycling product to that of our competitors using a S.W.O.T. (Strengths, Weaknesses, Opportunities, Threats) methodology.
- Estimate the resources required to conduct the research and recommend an implementation plan
- Propose immediate measures that can be implemented in 2006

Sub-Committee Members (Preliminary)

- Tourism Whistler
- Whistler Blackcomb
- WORCA/Whistler 2020
- RMOW

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