

The Shuswap Trail

Business Plan 2007

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"We need more wild lands, wildlife, wildlife corridors, mixed-use zones, wild and scenic rivers, and, even urban wilderness. But above all, we need people who know in their bones that these things are important because they are the substrate of our humanity and an anchor for our sanity."

(David W. Orr, *The Nature of Design*, 2002, p. 197)

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Executive Summary

The vision of the *Shuswap Hut and Trail Alliance* [SHTA] is to develop a regional trail network of lasting ecological, social and local economic value. It is also a vision of growing trail-minded communities committed to active lifestyles through transportation, recreation, and business. The Alliance recognizes that the health of the natural ecology of the region serves as the foundation for a thriving community both socially and economically; and that the proposed trail will contribute to the sustainability of the natural ecology through enhancing human understanding and appreciation of the environment. This in turn creates a new foundation from which to generate both social and economic activity. The trail network builds on existing recreational amenities that attract people to live and/or vacation in the Shuswap area; and thereby contributes to ongoing social and economic diversification important to sustaining local communities.

The trail experience . . . The *Shuswap Trail* will join the international lexicon of signature trail destinations. It harnesses the scope of a long-distance epic Appalachian through hike, but into a series of shorter signature routes that can be collected over a series of visits. The *Shuswap Trail* will be known for its authentic local ecology, character and culture by profiling a landscape and people defined, shaped, and guided by the flow and power of water. It will recognize trails and waterways as primary paths of cultural and social relationship within this landscape with particular emphasis on Shuswap First Nation teachings.

Partnership with regional Shuswap First Nations leadership is recognized as a priority for this initiative. It is a commitment that honours the legacy of Shuswap trails in the region, recognizes contemporary aboriginal governance of Shuswap territory, and advocates on behalf of the Shuswap First Nation's exercise of land title.

Key to the *Shuswap Trail Strategy* is the ability of six signature trail routes to anchor and enhance local community trail systems, and at the same time leverage a unified regional destination identity linked into a wider interior regional and Provincial trail network. (The 5 Rings Trail and the BC Trails Strategy)

The Hut-to-Hut/Inn-to-Inn experience . . . Two routes (Anstey Highland and Big Bend Gold Rush) lend themselves well to a hut-to-hut type experience linked to existing accommodations at each trailhead. The vision for the huts is to foster interaction and connection to the natural landscape, minimize impact, and create new overnight wilderness experience opportunities. Four routes (Larch Hills Traverse, Inner Shuswap, Skimikin Connection, and the Shuswap Water Trail) lend themselves well to a mixed Inn-to-Inn style of travel experience that link existing accommodation operators, and create opportunity for both high and low end trail experiences.

Regional, national, and international market assessments . . . show a growing population interested in active lifestyle, travel, recreation, and natural experiences. Market trends suggest increased value placed on a growing variety of four-season natural outdoor experiences (hike, cycle, kayak, equestrian, snowshoeing, wildlife viewing) that allow for shorter soft adventure front country trips, and two to three day quiet backcountry experiences. As well, travel motivation studies reveal increases in economic benefit where travel experiences combine authentic cultural, retail, historic, and local community encounters. Extended overnight wilderness travel trends suggest interest in lightly equipped, trail accessed accommodation experiences similar to alpine style routes in Europe, the US, and New Zealand are increasing in popularity. And recent economic impact studies have revealed substantial economic benefits for BC communities with well designed, signed, maintained, and marketed trail infrastructure – especially for mountain biking destinations.

Organizational Capacity . . . The SHTA has developed the organization and leadership required to build and maintain the trail network. The Alliance is an incorporated not-for-profit society managed under the authority of an elected Board of Directors guided by clearly stated goals. It was created out of a steering group of regional government, stewardship, First Nations, economic development, and business leaders and has engaged the endorsement of more than 200 groups, organizations and businesses to date.

Financial investment to date from corporate and individual donors, including confirmed 2007 contributions are now in excess of \$150,000. In-kind contributions to date have exceeded \$350,000.

The Operational Plan . . . The attached financial projections show that there are significant costs to not only planning and laying out the trail and hut system; but also significant construction costs and then on-going operational maintenance and marketing costs. To highlight the level of investment funding required to develop ongoing operations compared to construction costs, the 5-year projected cash flows have been separated into Organizational Management and Capital and Construction Budgets.

Sustainable financial and in-kind revenue sources to be developed over the next ten years focus on sources of user benefit. These include shared marketing initiatives, collaboration between governing jurisdictions, development of an operational trust fund, corporate sponsorship, and the creation of new experience products.

The Vision

Shuswap Lake is one of the most beautiful and scenic areas of British Columbia. Residents and visitors have enjoyed the recreational amenities in the region for decades. Recently, a group of residents decided to create a new vision for this “recreational Mecca” that further benefits individuals and communities while working to sustain the environmental, economic and social foundation of the Shuswap Lake region. The Shuswap Hut and Trail Alliance [SHTA] is thus focused on establishing ***the entire Shuswap watershed*** as a united destination trail centre known for its active lifestyle, vibrant culture, natural beauty, and commitment to sustainable ecology.

The vision is aimed at creating an internationally recognized land and marine trail system that provides an experience comparable to the Appalachian Trail in the United States or the Bruce Trail in Ontario. Characterized as an “Appalachian style” network of cross-country hiking, biking, ski, snowshoe, and equestrian trail routes – overnight facilities are envisioned that link existing accommodations, bed and breakfast operations, campgrounds, and resorts with a series of discrete backcountry wilderness cabins – creating opportunities for a point-to-point (or hut-to-hut) style outdoor travel experience immersed in the natural landscape of the Shuswap.

It is a vision that believes the creation of a well-designed trail network can be an asset of lasting ecological, social and local economic value. Such a system will not only provide innumerable recreational benefits to the residents of the region but has the potential to become a major tourism attractor and economic development asset to the region and province.

The Product

The Trail Experience

The Shuswap Trail will join the international lexicon of signature trail destinations. It harnesses the scope of a long-distance epic Appalachian through hike, but into a series of shorter signature routes that can be collected over a series of visits. It draws on the sustainable wisdom of European mountain communities and the great Haute Route hut-to-hut trail systems, but by creating a distinctly North American Shuswap rewrite to hospitality in the highlands. It takes inspiration from the great pilgrimage routes of the world, creating extended pathways to engage the soul and reconnect with the landscape, but in ways that are manageable within contemporary lifestyles and shorter trip itineraries.

The Shuswap Trail will be known for its authentic local ecology, character and culture by:

1. Profiling a landscape and people defined, shaped, and guided by the flow and power of water;
2. Recognizing trails and waterways as primary paths of cultural and social relationship within the landscape with particular emphasis on Shuswap First Nation teachings;
3. Connecting to regional cultural and community landmarks, events, and centres (e.g. Roots and Blues, Carvan Farm Theatre, Runaway Moon Theatre, Haney Heritage Park, Sorrento Bluegrass Festival, Shuswap Summer Arts Festival, Farmers Markets, Crannog Ales, Larch Hills Winery, Recline Ridge Winery, Granite Creek Winery, Quaoout Lodge), and sporting events and tournaments (Salty Dog Mountain Bike Race, Backcountry Horsemen events, etc.)
4. Creating purpose built trails for a range of non-motorized user interests, with particular attention to accessible day use trail options within the first 6000 meters of key community trailhead locations, and with a logical progression of increased skill from novice to experienced users;
5. Enhancing curiosity and interest for local trails by linking them to a long-distance signature route;
6. Inspiring an “I can epic” attitude through the creation of a collector’s tick list of longer cross-country “epic” mountain bike routes attractive to hard adventure enthusiasts but suitable for prepared intermediate users
7. Creating options to combine paddle, hike and ride experiences in one visit,
8. And establishing the Province’s first truly point-to-point overnight destination trail opportunities (hut-to-hut, hut to trailhead accommodation, and trailhead accommodation to trailhead accommodation)

Throughout the region, the Shuswap Trail Strategy presents a constant message that the traveller is part of something bigger, that there are further trails to tread and explore, and that the Shuswap Trail will continue to grow as part of a much larger system – including connection into the proposed 5 Rings Trail linking the Southern Interior regions (D. Elzer, 2004¹), as well as inclusion in a Provincial trail strategy (MTSA, May 2007²).

Shuswap First Nations Territory

These were the first routes of human contact and wider relationship within the surrounding landscape. Their archaeological significance extends well beyond being simply corridors of transport. They provide the tangible means of connection for the Shuswap First Nations to their cultural, economic and spiritual interdependence with the land and the natural ecology of the region.

For this reason, partnership with the Shuswap First Nations leadership is recognized as a priority for this initiative. It is a commitment that honours the legacy of Shuswap First Nation trails in the region, recognizes contemporary aboriginal governance of Shuswap territory, and advocates on behalf of the Shuswap First Nation's exercise of land title.

Signature Trail Routes

Key to the Shuswap Trail Strategy is the ability of the six signature trail routes to anchor and enhance local trail systems. Research into other trail systems demonstrated that well designed trail clusters using a series of progressively more challenging loops that meet a range of user objectives become highly valued community assets. Research also demonstrated that locally accessible day use trail loops within the first 6000 meters of key community trailhead locations attract the highest use by visiting travellers.

The routes are named below and shown on the map that follows:

- Route 1: The Squilax/Big Bend Gold Rush Route
- Route 2: The Anstey Highland Route
- Route 3: The Inner Shuswap Trail Route
- Route 4: The Larch Hills Traverse
- Route 5: The Skimikin Connection
- Route 6: The Salmon Arm Bay
- Route 7: The Shuswap Water Trail³

The Hut-to-Hut/Inn-to-Inn Experience

Two routes (Anstey Highland and Big Bend Gold Rush) lend themselves well to a hut-to-hut type experience linked to existing accommodations at each trailhead. The vision for the huts is to foster interaction and connection to the natural landscape. They would be marked as places of particular aesthetic beauty – simple, inviting, welcome retreat spaces that build a sense of belonging, ownership, camaraderie, and shared responsibility. Part of the function of a hut is to direct and minimize human impact within the landscape; part of the hut's function is to draw attentiveness to the environment beyond the cabin. The hut design will facilitate the educational process of wonder and relationship within the natural environment.

Four routes (Larch Hills Traverse, Inner Shuswap, Skimikin Connection, and the Shuswap Water Trail) lend themselves well to a mixed Inn-to-Inn style of travel experience primarily between existing accommodation operators. This diversity of accommodation provides opportunity for both high and low end experiences across the Shuswap Trail system. Basic wilderness hut facilities tailor well for the self-sufficient independent adventure traveller; in contrast to the high-end, "soft" adventure lodge, lakeside and trailhead resort products.

¹ Elzer, D. (2004) Concept Proposal: Building Opportunities for Small Nature-Based Tourism Business and Communities. Vernon, BC: Adventure Okanagan Co-operative/Bearfoot Canada.

² Ministry of Tourism, Sport and the Arts, Government of British Columbia. (2007) *Recreation Trails Strategy*. Retrieved August 20, 2007, from http://www.tsa.gov.bc.ca/sites/trails/managing/recreation_trails_strategy.htm

³ The proposed trail includes a 160-kilometre water trail extending from south of Mabel Lake north to the top of Anstey Arm with similar point-to-point overnight opportunities for canoeists and kayakers.

Figure 1: The Shuswap Trail Map

The Shuswap Trail



June 28, 2007

Market Analysis

Outdoor Recreation/Adventure Travel Trends

Outdoor recreation/adventure travel opportunities will continue to be a key feature that attracts people to live and visit British Columbia and destinations like the Shuswap Region. The growth in recreational property development, companies offering outdoor recreational experiences, new clothing and technologies serving the outdoor recreation community are all indicative of people's desire and fascination to experience the outdoors. In addition, the trend toward urbanization around the world fuels many people's desire to reconnect with the natural world, and vacation in places like Shuswap Lake.

The World Travel Monitor Forum points to a current trend as the general population ages, seeing "**demand for authentic experiences**, including **local culture and closeness to nature**" continuing to increase. (CTC Tourism Daily⁴). Bartlett (2006⁵) comments, "the most significant trend in the outdoor industry is the move to shorter trips, mostly **day-use, front country, and lightly equipped**." She continues by noting that older people are favouring less strenuous activities like bird watching and day hiking; younger people are chasing activities like climbing, kayaking, trail running, and mountain biking.

The Outdoor Industry Association (LTG, 2005⁶) found **single-track mountain biking popularity with enthusiasts had risen 183% since 1998, snowshoeing +300%, and telemark skiing +200%. Hiking had risen +21% and trail running 47%**. Interest in backpacking, canoeing and Nordic skiing was unchanged.

A comment on the Kettle Valley Railway Trail experience just south of the Shuswap suggested:

Prior to the 2003 fires, the Myra Canyon trestles drew 50,000 visitors a year, generating about \$5 million for the B.C. Interior economy. It has been estimated that once the trestles reopen in 2007, visits could double to 100,000 people a year. ("UBCO Studying Trestles," 2006⁷)

Specific to economic assessments, a study of mountain bike users in the Sea to Sky corridor (Western Canada Mountain Bike Tourism Association, 2006⁸) confirmed a substantial travel market for mountain bike destinations in British Columbia, with 57% of the riding parties being non-resident to the area, and 20% planning on staying overnight. (p. 10). Of this segment, 83% were from British Columbia's lower mainland, suggesting a significant target market for in-province travel to other regions. Economic analysis further suggested that:

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.

Tourism BC (2004⁹) reports the overall economic value of nature-based tourism in the province saw 966,000 tourists (based on 2001 statistics) spend a total of \$908.9 million dollars while at nature-based tourism businesses in British Columbia. This figure does not include spending on route to and from the nature-based tourism business. The total GDP for nature-based tourism business was estimated to be \$782.9 million.

⁴ Canadian Tourism Commission. (2005a) *Keep Exploring: The Journey Begins!* Retrieved May 13, 2005, from Tourism Daily eNews, Canadian Tourism Commission [ctx_news@ctc-cct.ca]

⁵ Bartlett, L. (2006) Outdoor Recreation Trends. *Mountain Equipment Coop: Spring/Summer Catalogue 2006*. Vancouver, BC: MEC.

⁶ Leisure Trends Group. (2005) *Outdoor Recreation Participation Study: Seventh Edition, for Year 2004*. Boulder, CO: Outdoor Industry Association.

⁷ UBCO Studying Trestles. (2006, May 3). *Special – Story: 18223* (forwarded by D. Elzer, AOC, May 3, 2006)

⁸ Western Canada Mountain Bike Tourism Association. (2007) *Sea to Sky Mountain Biking Economic Impact Study*. Retrieved June 27, 2007 from http://www.mbta.ca/News/?sp=Sea_to_Sky_Economic_Impact_Study

⁹ Tourism BC. (2004) *Economic Value of the Commercial Nature-Based Tourism Industry in British Columbia*. Retrieved (n.d.) 2005, from <http://www.tourismbc.com/PDF/Economic%20Impacts%20of%20CNBT.pdf>

Regional market

The regional market--B.C., Alberta and Washington State---is likely the largest initially to be attracted to the Shuswap Hut and Trail experience. Tourism BC (2006¹⁰) reported that:

- Among those saying they likely will or might travel to BC in the next two years, Albertans are thinking more of trips that average a week long, while most Washingtonians are thinking of a trip up to three nights.
- The South-West of the province is uppermost in Washington prospects' regional thinking, but the Thompson Okanagan is strong in Albertans' and BC residents' travel intentions.
- General touring activities – sightseeing, relaxing and visiting family and relatives [VFR] – are strong among prospect visitors' intentions for what they will do in BC. Albertan visitors and BC residents are more focused on VFR and the out-of-doors: hiking, various outdoor pursuits, camping, fishing and golf.

Canadian Market

The 2004-05 study on Travel Activities and Motivations of Canadian Residents showed that 42% of the 20.9 million Canadian travellers visited B.C. Travellers were more often motivated by more than one activity with a substantial proportion participating in activities such as hiking and biking.

British Columbia is particularly well represented in the positive attraction figures for Soft Adventure enthusiasts, where over 2.5 times as many people claimed to have visited Alberta and British Columbia over other provinces. (RR&C, 2003¹¹) Of the Canadian provinces, Quebec and Alberta demonstrate the highest percentage of tourists produced in the Soft Adventure enthusiast category. This would suggest a key target market for the Shuswap Hut and Trail routes will be from short-haul trips originating in Alberta.

International Market

The largest international market is the United States. The Outdoor Industry Association (LTG, 2005¹²) figures for participation in an outdoor adventure sports travel experience in 2004 showed that one in four Americans over the age of 16 took a vacation where the primary purpose was to participate in an adventure or outdoor activity. Of the variety of activities, hiking/backpacking was the most popular at 17%, or 9.2 million Americans 16 and older.

Anecdotal evidence internationally suggests a shifting appetite from traditional backpacking and self-sufficient tent camping corresponds to ecologically sensitive hut-to-hut based outdoor travel experiences.

Hut-to-Hut Market Assessment

In interviews, the Colorado 10th Mountain Division Hut Association (Ayotte, 2005¹³) indicated successful long-term market viability of their 29 hut system connected by 350 miles of trail. This is based on an average operating capacity of 60-63% consistent over the past 7 years.

The Alaska Mountain and Wilderness Huts Association canvassed other U.S. hut operators to determine feasibility parameters for a proposed hut-to-hut system in the Chugach National Forest leading to the Mills Creek-Iditarod Trail Hut-to-Hut System Proposal (AM&WHA, 2004¹⁴). Within this study of other hut operations they identified an apparent trend toward providing somewhat greater privacy for hut users. (Ayotte, 2005)

¹⁰ Tourism BC. (2006) *Regional Profile: Thompson-Okanagan*. Retrieved August 6, 2007, from <http://www.tourismbc.com/PDF/Thompson%20Okanagan%20Revised%20FINAL.pdf>

¹¹ Research Resolutions & Consulting. (2003) *Canadian Soft Outdoor Adventure Enthusiasts: A Special Analysis of the Travel Activities and Motivation Survey*. Ottawa, ON: Canadian Tourism Commission.

¹² Leisure Trends Group. (2005) *Outdoor Recreation Participation Study: Seventh Edition, for Year 2004*. Boulder, CO: Outdoor Industry Association.

¹³ Ayotte, Jeremy M.Sc., RPBio. (2005). *Case studies of three hut-to-hut operations*. Salmon Arm: The Shuswap Hut and Trail Initiative.

¹⁴ Alaska Mountain and Wilderness Huts Association. (2004) *Mills Creek-Iditarod Trail Hut-to-Hut System*. Retrieved March 31, 2006, from <http://www.alaskahuts.org>

In a recent study of hut users, the 10th Mountain Division Hut Association (RRC Associates, 2005¹⁵) found:

- hut users in both winter and summer were most likely between the ages of 25 and 54 (84% each season)
- most hut users were from within the system's home state of Colorado (82-83%), suggesting a short-haul local target market was sufficient to sustain the 29 hut operation
- winter user profiles showed higher use by couples (32%) and singles (28%) with no children, while summer hut use was more popular with couples and singles (33%) with children.
- most winter and summer hut users are repeat visitors (65 and 83% respectively)
- average stay in huts is two nights, but ranges between one and three nights before dropping off at four and five nights; with average trip length being just under 3 nights.
- a wide range of travel party sizes was measured from two to sixteen.
- mode of travel to huts in winter shows 70% skiing and 23% snowshoeing, and in summer 34% hiked and 16% mountain biked. (Note: summer access directly by vehicle accounts for 49%)
- regarding motorized and non-motorized travel, the study suggests the majority of non-motorized users are not supportive of motorized access to the huts. They are generally supportive, however, of llama packing and horse packing
- 81/84% "greatly enjoy" multi-night trips to a single hut, while 60/69% greatly enjoy multi-night trips to two or more huts
- over 90% of all respondents, winter and summer, considered a quiet backcountry experience to be very important
- most hut visitors express comfort sharing huts with others, but acknowledge some problems could arise depending on the type of people in other groups
- most hut users indicate they will still be using the huts in ten years

The Shuswap Hut & Trail Alliance

The organization driving the initiative is the Shuswap Hut & Trail Alliance, an incorporated not-for-profit society in good standing under the Society Act of British Columbia. This strategic alliance of member organizations and individuals is managed under the authority of an elected board of directors.

Alliance Mission and Goals

- to strategically plan and manage the recreational, cultural, environmental and economic assets of a linked hut-to-hut trail and waterway system throughout the Shuswap/North Okanagan region;
- to function as the body that shapes and manages our regional partnership within the wider 5 Rings Trail strategy (as this develops)
- to promote, support and provide resources for local self-propelled (non-motorized) nature-based trail and waterway route development initiatives throughout the region, particularly as they contribute to a linked trail system
- to act as a common meeting point for planning, developing strategies to address common issues, share information and resources, and liaise with other related groups (including ministry offices, funding sources, motorized recreation, search and rescue, hunting/fishing interests, industry, other regions)
- to maximize leverage and impact of funding resources

These initial goals were developed into a full Constitution for the now registered society of the Shuswap Hut and Trail Alliance. They provide the core direction of the Trail Alliance's work together and set the criteria by which activities of the Alliance are prioritized and selected. (See Appendices.)

¹⁵ RRC Associates, Inc. (2005) *10th Mountain Division Hut Association 2004/05 Guest Survey: Final Report*. Aspen, CO: 10th Mountain Division Hut Association.

Organizational Structure

Board of Directors

The Board is responsible for **overseeing the operation of the Alliance**. There are 9 seats on the Board and members are elected through a process that ensures representation across the region. The Board receives information from the extensive Advisory Network throughout the region.

Advisory Network

The Advisory Network invites representation from all regional stakeholder groups (First Nations, government, communities, industry, recreation, environment, landowners, etc.) to **provide regular counsel and direction to the Alliance**. The Advisory Network meets at least twice annually.

Working Committees

Working Committees bring together representative leadership from stakeholder groups to address and collaborate on specific issues within the current work priorities of the Alliance. They also address issues of relevance to trail advocacy and development throughout the region. Examples include marketing, multi-use cooperation, design and construction standards, fundraising, and volunteer management.

Membership

Official members of the Shuswap Hut and Trail Alliance are those who pay the annual membership fee. Currently, membership exceeds 200 individual and corporate members combined. Members are invited to participate in meetings important to the direction and work of the Shuswap Trail Alliance.

Regional Route Teams

Volunteer trail advocacy and development teams are working in each of the six signature trail route regions. These teams become critical in **guiding local ownership and direction of the trail network, motivating community consultation, conducting route exploration, and establishing priorities**.

Management Team (staff)

The operation and work of the Alliance is carried out by a management team working directly with the Board, Advisory Network and Regional Route Teams. Tasks are outlined in the schematic below.

Figure 2: Organizational Structure



Partners

The Shuswap Trail Alliance is a multi-partnership initiative.

Endorsing Stakeholders

Community Futures Development Corporation of the Shuswap,
 CSRD Board of Directors,
 CSRD Parks Planning Office,
 CSRD Area C Parks Commission,
 CSRD Area F Parks Commission,
 CSRD Economic Development and Shuswap Tourism,
 City of Salmon Arm,
 Salmon Arm Greenways,
 Salmon Arm Recreation,
 Salmon Arm Economic Development Society,
 District of Sicamous,
 Switmalph Cultural Society,
 Salmon Arm Hotel Association,

Supporting Businesses

A Rovers Rest Bed and Breakfast
 Advantage Helicopters
 Artists House Heritage Bed and Breakfast
 Bayview Developments,
 Canadian Photoscene
 Craig Pulsifer Photography
 Enchanted Forest
 Forsite Forest Management Specialists
 Hyde Mountain Golf Course,
 Kaila Drafting and Design
 Lakeside Insurance Services
 Mabel Lake Golf and Country Club
 Mustang Powder Lodge

Sicamous and District Chamber of Commerce,
Salmon Arm Chamber of Commerce,
South Shuswap Chamber of Commerce,
Larch Hills Nordic Society,
Shuswap Chapter of the Backcountry Horsemen of BC,
North Shuswap Naturalists,
Okanagan College Salmon Arm Campus,
Thompson Rivers University School of Tourism,
Salmon Arm Bay Nature Enhancement Society,
Salmon Arm Savings and Credit Union
Salmon Arm Fish and Game Club
North Okanagan Chapter Back Country Horsemen of BC
Shuswap Environmental Action Society
Gordon Dale Memorial Trail Society
Shuswap Hospice Society
Roots and Blues Festival
Rotray Club of Salmon Arm

Prestige Resort and Conference Centre
Quaaout Resort and Conference Centre
Regal Resorts,
Salmon Arm Golf Course
Salmon Arm Observer
Skookum Cycle and Ski,
Twin Anchors,
Waterways Houseboats and Development,
Wearabouts
and over 80 other supporting sponsors

Additional Participating Stakeholder Groups

The Shuswap First Nations, including Adams Lake Indian Band, Little Shuswap Indian Band, Neskonlith Indian Band, and Spallumcheen Indian Band

Provincial and Federal government agencies and Local municipal and regional government

Private landowners and developers

Tourism and commercial recreation operators

Recreational user groups

Environmental organizations

Fish and game Interests

Forest industry

Other industry and business stakeholders: retail, services, agriculture, range, trapping, mineral extraction

Tourism alliances and DMOs: AOC/Bearfoot Canada, BC Tourism, COTA, TOTA, CTC, etc.

Regional economic development organizations

Educational institutions

Service organizations

Arts and cultural organizations

Provincial and National Organizations: e.g. BC Outdoor Recreation Council, BC Wildlife Federation, Off Road Vehicle Coalition, Trans Canada Trail/Trails BC, Canada Trails, Leave No Trace

General Community

The Initiative has strong local public support. Results of the Public Interest Survey (SHTA, 2006¹⁶) overwhelmingly supported (97%) the concept of creating a network of extended non-motorized recreational trails throughout the Shuswap. Respondents gave equally high support for the concept of an extended Shuswap paddle route at 93%. Qualitative feedback through consultation meetings and interviews indicated a desire for more public access to natural green space, and the opportunity to walk for extended periods along greenway corridors. People expressed a clear preference for family friendly trail routes as part of the trail system.

Key indicators of economic viability include survey responses showing substantial support from existing tourism operators, commitment by Salmon Arm Accommodation Operators to apply for and commit 20% of Hotel Tax revenues to the Shuswap Hut and Trail Initiative, desire from the region's outdoor sports retailers to see trail expansion, and significant opportunities identified for each of the six trail route sections and water trail.

Office Space and Meetings

Community Futures Development Corporation of the Shuswap holds the address of note for the Shuswap Trail Alliance in Salmon Arm, and provides administrative and project support. The Community Futures offices also house the Trail Alliance mapping computer station.

Regular meetings of the Board and Alliance membership are held at the Salmon Arm Fieldhouse thanks to a subsidized rental agreement with the Fieldhouse manager. Working meetings and ad hoc consultation sessions are held at the Salmon Arm Campus of Okanagan College. Regional consultation, planning, and coordination meetings are held at various member facilities throughout the region, including the Columbia Shuswap Regional District Offices in Salmon Arm, Sicamous and District Chamber of Commerce Offices in the East Shuswap, and the Regional District Offices of Denis Delisle in the North Shuswap.

Summer trail building crew projects are operated out of a Trail Crew Project Office located in the lower rear offices of 141 Shuswap Street NW, Salmon Arm. Overhead costs for the Trail Crew Project Office are offset through sponsor support of Skookum Cycle and Ski. Additional contracted projects are managed from the offices of the sub-contractors.

The Operational Plan

The Management Team described in Figure 2 above is responsible for operations management. They are the staff hired to keep the SHTA active through fundraising; and oversee trail infrastructure development, management and maintenance. The 5 year plan ahead describes how the Management Team will require a reliable amount of "start-up" funds for the first 3 years. The work is separated into two streams: organizational management and project management.

Organizational Management

Organizational management refers to tasks required to guide, grow, promote and sustain the Shuswap Trail. Key to this responsibility is fundraising to both sustain the Management Team, and acquire capital to build hut and trail infrastructure. This part of the Management Team manages overall business operations and provides the day-to-day leadership required to "keep the dream alive." Currently, this work is supported by small grants and significant in-kind contributions.

Project Management

Project management refers to "on the ground" planning, design, construction and maintenance of the Shuswap Trail. It has two focuses: trails and huts. Multiple project teams operate in specific geographical locations.

- those developed and maintained by partner organizations (e.g. the Gordon Dale Memorial Trail Society, CSRD, etc.) with support from the SHTA;
- those developed and maintained as a shared effort between partner organizations and the SHTA (e.g. the Larch Hills Connector);
- those developed and maintained directly by the SHTA; and
- those developed and maintained by private operators (as in the case of the 10th Division Mountain Huts of Colorado.)

¹⁶ Shuswap Hut and Trail Alliance. (2006) Public Interest Survey: Salmon Arm Home and Garden Show, March 3-5, 2006. Salmon Arm, BC: Author.

Both organizational management and project management require substantial fundraising activity while managing building and maintaining the trail over the next 5 years.

Work to-date

Work commenced on trail building in August 2006. Through successful application and negotiation with Services Canada, the first JCP Trail Crew project began work on the 35-kilometre Larch Hills Traverse between Sicamous and Salmon Arm, and a smaller 10 kilometre mountain bike trail series linked into the Traverse called the Rubberhead Trail system. 20 kilometres of the Larch Hills Traverse were connected in the 2006 season, with the final 15 kilometres nearing completion October 2007 under the second JCP Trail Crew Project.

A 5-kilometre section of trail in the Inner Shuswap area will be constructed in cooperation with the Columbia Shuswap Regional District Parks office, and assistance has been provided to the Salmon Arm Greenways Committee constructing sections of the new Park Hill Trail system. All fall within the regional Shuswap Trail plan

Trail Development Services

While completing the work noted above, the SHTA developed trail building expertise to enter fee-for-service agreements with other organizations and tenure holders. Projects are currently being explored with the Columbia Shuswap Regional District Parks Office. This provides a source of revenue to help offset trail building costs initially and contribute to trail maintenance costs in future, and noted in the budget under revenue as trail development contracts.

Managing Hut and Trail Use

Hut and trail use will gradually require management interventions such as hut fees, monitoring and maintenance, and a reservations system. These management features are described below.

Overnight Hut Fees

Calculation of revenue is based on direct single bed nights within huts. This presents one of the foundational arguments in favour of establishing two or three hut-to-hut sections within the overall system. Intensive use hut sites concentrate use creating sufficient demand to maintain the resource.

Initial costing would suggest Rustic Huts used by independent self-sufficient travelers that maintained at least 60% bookings during the primary season of use would be able to cover their maintenance expenses (10% of construction costs annually) within a fee schedule similar to those set by the Alpine Club of Canada (\$22 - \$26/night) or the 10th Mountain Division (\$26 U.S./night).

Many of the huts within the province, however, charge considerably lower fees (Columbia Valley Hut Society at \$10/night.) Lower fees would need to be offset by volunteer custodian/host support donated as in-kind volunteer revenue or through self-maintained facilities. Part of the small surplus in both revenue and/or in-kind volunteer time could be directed at monitoring and maintaining trails in proximity of the hut. Guided groups, especially fully catered trips, would generate more substantial revenue, enabling a wider impact of financial and in-kind capital.

Trailhead Destination Operators

At trailheads, existing local accommodation operators --- small lodges, campgrounds, Bed and Breakfast operations, and backcountry resorts---support the Trail Initiative through added promotional value and tourism product opportunities. This was confirmed in the SH2H Tourism Operators Interest Survey (Casselman, 2005¹⁷) that determined regional tourism operators saw the proposed hut and trail system as beneficial to their operations. (49% of these respondents recognized benefits of promotion and advertising, and 32% saw benefits of developing special packages for guests that incorporated the trail).

In exchange for official integration into signage, promotional materials, marketing campaigns, website, maps, and travel guides, trailhead hosts provide a negotiated combination of financial and in-kind services that support trailhead policing, maintenance, parking, and interpretive information to visitors.

¹⁷ Casselman, G. (2005) *Shuswap Tourism Operators Interest Survey*. Kamloops, BC: Department of Tourism Management, Thompson Rivers University.

A Trailhead Destination Agreement will be used to formalize the operator responsibilities specific to their Trailhead Destination. In some situations, this may warrant a collective Trailhead partnership agreement. An example of this would be true of the Salmon Arm Hotel Association who have committed 20% of the proposed hotel tax toward the Initiative. In this case, a combined financial contribution would warrant shared return benefits to all of the accommodation operators that fall within the hotel tax boundary. Enhanced Trailhead Host status may be negotiable on top of this for individual operators located directly next to physical trailhead access points.

Centralized Booking, Access, Custodians and Locks

The huts are central to the Trail experience and must be managed effectively in order to maintain Trail operations. The Adventure Okanagan Cooperative's Live Calendar Internet registration system was designed with an integrated hut booking capacity in mind. Also, the Sicamous and District Chamber of Commerce recently developed a regional centralized booking web portal for the Shuswap. These existing tools are ideally suited for booking the proposed Trail huts.

Initially, reservations will be made on a first come first served basis. If demand is great, a lottery system may be appropriate. An effective strategy may be to reserve 40% of all hut space for general public bookings, and reserve 60% for guided group bookings up until three months prior at which point the space is released again to the general booking pool. This can be adjusted depending on demand. Where general public use warrants increased available bed space, the percentages could be adjusted. The goal is to utilize the full capacity of these facilities to support ongoing Trail operations and maintenance. A realistic goal may be to maintain a 65% or better booking rate throughout the season of use.

Hut access is similar to the Alpine Club of Canada's hut system where advanced booking is accompanied by changeable padlock code. Seasonal custodial presence is also envisioned where a volunteer or paid hut host manages access.

Marketing Strategy

Promotion

Targeted promotional strategies for the Shuswap Trail initiative include:

- The creation of **great trails** with a distinct regional character that people want to use and talk about
- The creation of **strong information resources** including maps and trail guide tools
- **Development of the website into a fully interactive site** including trail guide information, maps, regular news and postings, events, programs, and promotions, blog postings, and trail stories
- **Direct communication with potential trail users** via email and mail
- **Cultivation of a loyal trail community and user base** both locally and non-resident, supported by direct communication tools. Annual events such as the November screening of the Best of the Banff Mountain Film Festival will be particularly important points of contact with core outdoor activity enthusiasts.
- **Alliance with related organizations and associations** (e.g. the International Mountain Bike Association, the Western Canada Mountain Bike Tourism Association, the Backcountry Horsemen Society of BC, the Wilderness Tourism Association, Aboriginal Tourism Association of BC, Trails BC, Canada Trails/Go for Green, Canadian Sport Tourism Alliance)
- **Alliance with complementary partners and sponsor** agencies, corporations and endorsements, including development of cross-promotional strategies
- **Targeted links with other websites** with a focus on alliance and sponsor sites
- **Use of new internet media such as blogs and virtual communities** to promote and expose appropriate sections of the trail system to a wider potential user base, particularly enthusiasts.
- **Creation of a professional photo portfolio** of local trails and users that engage the viewer in a story
- **Targeted story coverage in magazines and online news journals, with a particular focus on leveraging media story coverage** to offset limited funds for advertising.
- **Cooperative destination marketing campaigns** with the CSRD Economic Development/Tourism office, regional Chambers of Commerce, Thompson-Okanagan Tourism Association (TOTA), Adventure Okanagan Cooperative/Bearfoot Canada, Tourism BC, and the Canadian Tourism Commission to leverage exposure through Consumer Trade Shows, Provincial and Territorial Travel Guides, Wholesale Operators, Travel Agents, Commercial Travel Guides, and newspaper, radio and television ads. As well, leverage of exposure potential during the 2010 Winter Olympics is most likely to occur in cooperation with these agencies.
- **Attract a major national or international corporate product sponsor** – whose corporate philosophy reflects the values of the Shuswap Trail – to profile the trail system in their media (e.g. Arc'tryx, Patagonia)
- **Create a “tell-a-friend/bring-your-family” trails incentive program** that rewards visiting parties of three or more with local discounts, VIP passes to events and attractions, and enhanced Trail Alliance membership

Prices

Annual memberships and hut rental both contribute to the operation and maintenance of the trail system. Currently, annual memberships are offered at cost of \$20/individual and \$50/corporate. Review of this structure will include additional membership fee increases for value-added benefits.

Hut overnight rates will be \$12-\$15 person for self-sufficient users which is comparable to the Alpine Club of Canada and other Hut-to-Hut systems in North America for 6-8 person huts.

The revenue generated from these sources is relatively small, but is designed to eventually help sustain trail and hut maintenance.

5 Year Project Development Plan

5 Year Development Objectives

1. Raise 3.5 million dollar capital investment to construct base trail and hut infrastructure; and develop mapping, trail guide, booking, and promotional marketing tools
2. Raise \$280,000 annually in sustainable operating revenues over the next 5 years
3. Build an endowment fund that will be used to cover ongoing trail maintenance costs.
4. Establish 300 kilometres of trail with completed sections in each of the 6 signature routes
5. Complete the first 5-day hut-to-hut route including the construction of 5 huts (Anstey Highland Route).
6. Prepare a single point website for regional trail information, mapping, and travel guide information
7. Market the first overnight inn-to-inn links to local trailhead accommodators (Sicamous to Blind Bay)

Trail infrastructure development will be done in stages over the next 5 years in the following locations.

Year	Trail Route (the following is a proposed schedule for discussion purposes. Annual priorities are finalized in the previous year based on successful stakeholder and government authorization.)	Kms. of Trail	# of Huts
2008	North Shuswap: Scotch Creek/Hilna Lookout Trail East Shuswap: begin Bayview/Sicamous Creek, Gorge road access trails Inner Shuswap: Blind Bay/White Lake, Reinecker Creek, Larch Hills: Salmon Arm trailhead; finishing and maintenance Skimikin Connection: Skimikin Lake trail, Scatchard Mt Trail Salmon Arm Bay: continue on Rubberhead, Park Hill, Shuswap Paddle Trail:	40	1
2009	North Shuswap: complete Scotch/Hilna Lookout, start Lee & Scotch Creek; East Shuswap: complete Bayview/Sicamous Creek, complete Gorge trails Inner Shuswap: complete White Lake/Reinecker Creek, Larch Hills: Cedar Circle; maintenance Skimikin Connection: Skimikin/Chase connector; Boyse Mountain trails? Salmon Arm Bay: Glen Eden to Skimikin?; other Greenways? Shuswap Paddle Trail:	70	1
2010	North Shuswap: complete Lee/Scotch Creek; Anglemont? Crowfoot/Fowler? East Shuswap: Anstey Highland route cairns; 4 th creek access trail Inner Shuswap: North White Lake trail link Larch Hills: complete Cedar Circle, Hyde Mountain lookout; maintenance Skimikin Connection: complete Skimikin/Chase connector Salmon Arm Bay: complete Glen Eden to Skimikin?; Westbay? Shuswap Paddle Trail:	70	2
2011	North Shuswap: complete Crowfoot/Mobley/Fowler?; Seymour Arm East Shuswap: complete Anstey Highland cairns; 3 & 5th Crk access Inner Shuswap: complete North White Lake trail link Larch Hills: complete Hyde Mountain lookout; maintenance Skimikin Connection: complete Boysee Mtn; maintenance Salmon Arm Bay: West Bay; maintenance Shuswap Paddle Trail: begin project development and site selection	70	1
2012	North Shuswap: Seymour Arm to Anstey link; maintenance East Shuswap: North Anstey access trail; maintenance Inner Shuswap: maintenance Larch Hills: maintenance Skimikin Connection: maintenance Salmon Arm Bay: West Bay; maintenance Shuswap Paddle Trail: site development begins	50	1
Total		300	6

5 Year Financial Strategy

In making this dream a reality, the SHTA faces a “catch 22” situation common to many major initiatives. On the one hand, the organization needs an initial commitment of funding for basic organizational development so that the organization has the capacity to apply for and manage project implementation funding. This is especially true for this project, where there are significant costs associated with route planning, community and stakeholder consultation and government approvals. On the other hand many funders are only interested in funding the capital construction components of the initiative. At the same time, projects like this also often require significant ongoing funding to maintain the infrastructure that is built.

Fundraising Strategy

To address this situation this Business Plan suggests three major forms of fundraising.

- (i) **Initial Start-Up Operational Funding:** SHTA will attempt to secure three years of start-up operational funding to develop and manage the critical first three years of organizational development, planning and construction. After the initial three years, SHTA intends to have enough annual operational funding commitments (see below) to cover the ongoing annual costs of operating and maintaining the trail and hut system.
- (ii) **Annual Operating Grants:** During 2008 and 2009, SHTA will continue to develop local, regional and provincial partnerships and funding commitments. In doing so SHTA will be seeking and confirming annual SHTA funding commitments from organizations to cover the annual on-going operations. The Budget Notes following the 5 year projected cashflows identify some possible sources for annual operational funding. The SHTA will also explore the feasibility and desirability of establishing a SHTA Operational Trust Fund in order to solicit and hold larger one time donations, endowments and grants.
- (iii) **Hut & Trail Capital and Construction Funding:** SHTA will use a wide variety of funding sources and in-kind contributions to secure enough funding for the 5 year Hut and Trail capital construction plan.

The attached financial projections show that there are significant costs to not only planning and laying out the trail and hut system; but also significant construction costs and then on-going operational maintenance costs.

To reflect the three major forms of funding requirements and to highlight the level of funding required for ongoing operations compared to construction costs, the 5-year projected cash flows have been separated into Organizational Management and Capital and Construction Budgets.

The figures noted in the five-year cash flow projections are the best estimates currently available, however, figures will undoubtedly change over time as new information and operational experience is gained. Likewise annual target completions will vary with the amounts of annual funding secured. Finally, cash requirements will also vary if the organization is able to raise and effectively use greater portions of in-kind contributions and donations.

Financial Contributions To Date

Financial contributions to date from corporate and individual donors, including confirmed 2007 contributions are now in excess of \$150,000. In-kind contributions to date including confirmed 2007 contributions have exceeded \$214,000.

Financial and in-kind commitments to date have been made by:

Community Futures Development Corporation of the Shuswap,
Skookum Cycle and Ski,
Okanagan College Salmon Arm Campus,
The City of Salmon Arm,
Sicamous and District Chamber of Commerce,
Salmon Arm Chamber of Commerce,
Canadian Photoscene,
Shuswap Excavating,
LA Signs,
Doug Leatherdale and Associates,
Luminous Experiential Event Designs,
Salmon Arm Folk Music Society/Roots and Blues Festival,
The Salmon Arm Bay Nature Enhancement Society,

Bayview Developments,
Waterways Houseboats and Developments,
The Salmon Arm Economic Development Society,
The Columbia Shuswap Regional District Area E Economic Opportunities Fund,
The Columbia Shuswap Regional District Parks
The Province of BC's Direct Access Program
The Government of Canada has contributed to this project through: Western Economic Diversification Canada, and Service Canada's Job Creation Partnership Program,
Over 100 regional community businesses during the launch to the Connect-the-Shuswap Trail Investment Campaign (see attached sponsor outline),
The Rotary Club of Salmon Arm
Salmon Arm Savings and Credit Union as a major long-term corporate sponsor.

Ten Year Investment and Revenue Strategy

Targeted financial and in-kind revenue sources to be developed over the next ten years include:

Volunteer partnerships – development and maintenance events, trail stewardship teams, and a trail patrol system
Alliance memberships and member donations
Annual community fundraising events
Creation of an operational trust fund
Long-term sponsoring endorsements from corporate partners
Partnerships with private land development
Revenue generation from overnight fees
Municipal tax based contributions for regional and municipal parks-based trails
Salmon Arm hotel tax commitment of 20%

Fundraising through merchandise and official product sponsor sales
Leveraged grant applications targeting the first 5 to 10 year development period
Tenure management with private operators
Educational and guided programs
Tourism operators business development program
Research partnerships with Thompson Rivers University and other institutions
Trailhead Destination Accommodators program
Cooperative destination marketing programs

APPENDIX

Project History

In November 2004, regional stakeholders in the Shuswap met to consider a proposal by local trail advocates envisioning the creation of an internationally recognized natural trail and waterway network promoting environmental stewardship, sustainable economics, and a reputation for healthy living and recreation.

Catalysts for action included results from the 2002 Shuswap Tourism Opportunity Strategy, Columbia Shuswap Regional District Parks and Trail planning underway throughout the region, an ambitious proposal put forward by the Adventure Okanagan Cooperative to link the Okanagan Shuswap valley under a single extended trail route brand (the 5 Rings Trail), and new provincial emphasis on healthy communities, tourism enhancement, and preparation for the 2010 Olympics.

A steering advisory was formed including representation from the Columbia Shuswap Regional District, Little Shuswap Indian Band, the Switzmalph Cultural Society, the City of Salmon Arm, the District of Sicamous, Community Futures Development Corporation, Salmon Arm Economic Development Society, Sicamous and District Chamber of Commerce, Salmon Arm Chamber of Commerce, Shuswap Tourism and Economic Development, the Larch Hills Nordic Society, Shuswap Outdoors, Shuswap Naturalists, Salmon Arm Greenways, BC Backcountry Horsemen, the Shuswap Mountain Bike community, business, and accommodation operators.

The Shuswap Hut and Trail Alliance was formally incorporated as a legal non-profit society in November 2005 out of a year long study to examine the viability of the vision, and consider how communities, organizations and governing bodies might work collaboratively toward a linked system of natural trail, hut-to-hut, and waterway routes for walking, hiking, mountain biking, Nordic skiing, snowshoeing, horseback riding, and paddling throughout the Shuswap.

The full Shuswap Trail Strategy, first presented in November 2006, proposed an ambitious 5-year development strategy that would link existing trail plans throughout the Shuswap watershed into a unified message of active communities, ecological commitment, and welcome. (SHTA, 2006) Through the Shuswap Trail Alliance, community partners – First nations, municipalities, the regional district, recreational clubs, environmental groups, businesses, industry, and community members – were invited to come together and coordinate their efforts toward the creation of trails and greenways throughout the region.

Three and a half years later, the Shuswap Trail Alliance is now a strategic meeting point for leadership of regional trail development and management. Milestones include:

1. extensive regional consultation,
2. research into best practises of trail design and management,
3. preparation of a long range comprehensive strategic vision and plan, (SHTA 2006)
4. creation of a 5 year business plan in consultation with Thompson Rivers University School of Tourism
5. identification of over 300 kilometres of proposed trail and greenway corridor throughout the watershed
6. researched and written standards manual for regional trail construction and signage
7. regional commitments to adopt unified trail design and sign standards,
8. facilitation of enhanced collaborative working agreements between local governments,
9. partnerships on new trail development projects including the City of Salmon Arm and CSRD Parks,
10. a growing community volunteer base and monthly regional volunteer trail building events,
11. contracted engagement of professional trail development services and expertise
12. training programs in sustainable trail plotting, design and construction,
13. authorized construction of over 15 kilometres of new public recreational nature trail
14. connection of the first 35 kilometre long distance signature route connecting Salmon Arm and Sicamous,
15. facilitation of multi-use cooperation and planning between motorized and non-motorized trail user groups
16. new program partnerships including the Fall Family Hiking series and school service learning programs
17. and leveraged financial and in-kind investment between 2005 and 2007 estimated in excess of \$500,000 with support from over 110 local businesses, residents, service organizations, regional government, the Province of BC, Western Economic Diversification Canada, Services Canada's Job Creation Partnership Program, and the first milestone corporate sponsorship from Salmon Arm Savings and Credit Union.

The Shuswap Trail Strategy is a regional success story. Support continues to grow. New funding investment to conduct planning and organizational management of the project is now essential for its long-term viability.

A copy of the Phase 1 Strategic Report and other studies and project updates are available online at:
<http://www.shuswaptrails.com/huttohut.htm>

Mission and Goals REVISION ADOPTED June 5 08

Mission

THE PURPOSE OF THE SHUSWAP TRAIL ALLIANCE IS to develop, operate, maintain, and promote a network of non-motorized trails, waterway and hut-to-hut routes throughout the Shuswap watershed region in the Province of British Columbia for educational, recreational, economic, and environmental benefit to the public, and to do so collaboratively through community partnerships.

Strategic Goals

The strategic goals of the Shuswap Hut and Trail Alliance Society are:

1. To build an alliance of partner stakeholders committed to the sustainable development and management of trail, waterway and hut-to-hut routes in the Shuswap watershed region
2. To promote extended overnight self-propelled/non-motorized backcountry travel opportunities through the creation of hut-to-hut and camping facilities
3. To model and promote ecological integrity and environmental stewardship as a guiding principle throughout the system
4. To plan for long-term management and maintenance of trail routes and huts based on sound business practices, identifiable revenue sources, and the calculation of natural capital¹⁸ assets in the bottom-line of sustainable operations
5. To accept, acquire, and raise resources (financial, material and labour) for trail, waterway and hut development and management projects throughout the region
6. To promote nature-based recreational, cultural, and educational opportunities throughout the hut-to-hut trail and waterway system
7. To promote safety, courtesy and environmental awareness while using the trails, waterways and huts throughout the Shuswap region
8. To promote long-term community economic development opportunities related to nature based travel and the hut-to-hut trail system – measurable in stable local employment and the retention of regionally based business operations
9. To create a forum for local trail proponents to share resources, knowledge and planning solutions, addressing issues that include:

¹⁸ Natural Capital refers to an emerging approach in business that includes “ecosystem services” on the economic balance sheet. It is a concept gaining recognition as companies discover that making resources more productive not only increases ecological protection but can also improve profitability and competitiveness. See *A Road Map for Natural Capitalism*, by Amory Lovins, L. Hunter Lovins, and Paul Hawken. The Harvard Business Review, May-June 1999.

- a. Sound trail planning practices
 - b. Environmental impact assessment
 - c. Working within existing land resource plans
 - d. Liability and risk management planning
 - e. Multi-use recreational practices
 - f. Developing cooperative standards with existing user groups
 - g. Joint educational opportunities
 - h. Economic sustainability
10. To provide a common meeting point for liaison with other organizations including Provincial land resource ministries and planning agencies, industry, business operators, other recreational interest groups, search and rescue, tenure and private land owners
 11. To liaise with regional and provincial tourism marketing organizations (DMO's) promoting a shared marketing and promotion strategy for self-propelled/non-motorized trail and waterway routes as they are developed throughout the region
 12. To work toward creating a formally delegated regional trail council endorsed by local government, First Nations and the Province responsible for management, development, education, recreation, environmental stewardship, and economic development of the trail and waterway routes

Shuswap Hut and Trail Alliance: 5 Year Budget Projections 2008 - 2012

Last update: Feb 15, 2008

ORGANIZATIONAL MANAGEMENT OPERATIONS BUDGET 2008 - 2012

Revenue	2008			2009			2010			2011			2012			5 YEAR TOTALS			
	Total Budget	Cash	In-Kind	Total Budget	Cash	In-Kind	Total Budget	Cash	In-Kind	Total Budget	Cash	In-Kind	Total Budget	Cash	In-Kind	Total Budget	Cash	In-Kind	
Beginning Cash Balance for Year		\$ 23,000.00			\$ 3,569.00			\$ 3,184.00			\$ 3,249.00			\$ 3,164.00					
Individual Memberships	\$ 4,000.00	\$ 4,000.00		\$ 5,000.00	\$ 5,000.00		\$ 5,600.00	\$ 5,600.00		\$ 8,000.00	\$ 8,000.00		\$ 8,000.00	\$ 8,000.00		\$ 30,600.00	\$ 30,600.00		
Corporate Memberships	\$ 1,500.00	\$ 1,500.00		\$ 3,000.00	\$ 3,000.00		\$ 3,200.00	\$ 3,200.00		\$ 3,800.00	\$ 3,800.00		\$ 4,000.00	\$ 4,000.00		\$ 15,500.00	\$ 15,500.00		
Operational Start-up Grants	\$ 90,000.00	\$ 90,000.00		\$ 115,000.00	\$ 115,000.00		\$ 150,000.00	\$ 150,000.00		\$ -	\$ -		\$ -	\$ -		\$ 355,000.00	\$ 355,000.00		
BC Direct Access Grant-In-Aid	\$ 54,000.00	\$ 54,000.00		\$ 60,000.00	\$ 60,000.00		\$ 58,000.00	\$ 58,000.00		\$ 42,000.00	\$ 42,000.00		\$ 27,000.00	\$ 27,000.00		\$ 241,000.00	\$ 241,000.00		
Annual Operating Grants	\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ 180,700.00	\$ 180,700.00		\$ 215,000.00	\$ 215,000.00		\$ 395,700.00	\$ 395,700.00		
Program Fees	\$ -	\$ -		\$ 1,000.00	\$ 1,000.00		\$ 1,000.00	\$ 1,000.00		\$ 3,000.00	\$ 3,000.00		\$ 3,000.00	\$ 3,000.00		\$ 8,000.00	\$ 8,000.00		
Merchandise	\$ 500.00	\$ 500.00		\$ 500.00	\$ 500.00		\$ 500.00	\$ 500.00		\$ 2,000.00	\$ 2,000.00		\$ 2,000.00	\$ 2,000.00		\$ 5,500.00	\$ 5,500.00		
Hut Rental Revenue	\$ -	\$ -		\$ 8,400.00	\$ 8,400.00		\$ 16,800.00	\$ 16,800.00		\$ 42,000.00	\$ 42,000.00		\$ 52,500.00	\$ 52,500.00		\$ 119,700.00	\$ 119,700.00		
TOTAL REVENUE	\$ 150,000.00	\$ 173,000.00		\$ 192,900.00	\$ 196,469.00		\$ 235,100.00	\$ 238,284.00		\$ 281,500.00	\$ 284,749.00		\$ 311,500.00	\$ 314,664.00		\$ 1,171,000.00	\$ 1,171,000.00		
Expenses																			
Rent and Utilities	\$ 6,000.00	\$ 4,500.00	\$ 1,500.00	\$ 6,000.00	\$ 4,500.00	\$ 1,500.00	\$ 6,000.00	\$ 4,500.00	\$ 1,500.00	\$ 6,000.00	\$ 4,500.00	\$ 1,500.00	\$ 6,000.00	\$ 4,500.00	\$ 1,500.00	\$ 30,000.00	\$ 22,500.00	\$ 7,500.00	
Accounting and Bookkeeping	\$ 6,400.00	\$ 4,000.00	\$ 2,400.00	\$ 6,400.00	\$ 4,000.00	\$ 2,400.00	\$ 6,400.00	\$ 4,000.00	\$ 2,400.00	\$ 6,400.00	\$ 4,000.00	\$ 2,400.00	\$ 6,400.00	\$ 4,000.00	\$ 2,400.00	\$ 32,000.00	\$ 20,000.00	\$ 12,000.00	
Association Memberships	\$ 500.00	\$ 500.00		\$ 500.00	\$ 500.00		\$ 500.00	\$ 500.00		\$ 500.00	\$ 500.00		\$ 500.00	\$ 500.00		\$ 2,500.00	\$ 2,500.00		
Bank Charges and Interest	\$ 50.00	\$ 50.00		\$ 50.00	\$ 50.00		\$ 50.00	\$ 50.00		\$ 50.00	\$ 50.00		\$ 50.00	\$ 50.00		\$ 250.00	\$ 250.00		
Computer	\$ 2,400.00		\$ 2,400.00	\$ -		\$ 4,000.00	\$ 4,000.00		\$ -		\$ -		\$ -		\$ 6,400.00	\$ 4,000.00	\$ 2,400.00		
Consultation & Meetings	\$ 10,000.00	\$ 5,000.00	\$ 5,000.00	\$ 10,000.00	\$ 5,000.00	\$ 5,000.00	\$ 10,000.00	\$ 5,000.00	\$ 5,000.00	\$ 10,000.00	\$ 5,000.00	\$ 5,000.00	\$ 10,000.00	\$ 5,000.00	\$ 5,000.00	\$ 50,000.00	\$ 25,000.00	\$ 25,000.00	
Wages - Management	\$ 80,000.00	\$ 60,000.00	\$ 20,000.00	\$ 70,000.00	\$ 60,000.00	\$ 10,000.00	\$ 65,000.00	\$ 60,000.00	\$ 5,000.00	\$ 60,000.00	\$ 60,000.00	\$ -	\$ 60,000.00	\$ 60,000.00	\$ -	\$ 335,000.00	\$ 300,000.00	\$ 35,000.00	
Wages - Administration	\$ 30,000.00	\$ 30,000.00		\$ 30,000.00	\$ 30,000.00		\$ 30,000.00	\$ 30,000.00		\$ 30,000.00	\$ 30,000.00		\$ 30,000.00	\$ 30,000.00		\$ 150,000.00	\$ 150,000.00		
Incorporation Annual Fees	\$ 40.00	\$ 40.00		\$ 40.00	\$ 40.00		\$ 40.00	\$ 40.00		\$ 40.00	\$ 40.00		\$ 40.00	\$ 40.00		\$ 200.00	\$ 200.00		
Insurance	\$ 4,745.00	\$ 4,745.00		\$ 4,745.00	\$ 4,745.00		\$ 4,745.00	\$ 4,745.00		\$ 4,745.00	\$ 4,745.00		\$ 4,745.00	\$ 4,745.00		\$ 23,725.00	\$ 23,725.00		
Internet/Website	\$ 250.00	\$ 250.00		\$ 250.00	\$ 250.00		\$ 250.00	\$ 250.00		\$ 250.00	\$ 250.00		\$ 250.00	\$ 250.00		\$ 1,250.00	\$ 1,250.00		
IT Service	\$ 200.00	\$ 200.00		\$ 200.00	\$ 200.00		\$ 200.00	\$ 200.00		\$ 200.00	\$ 200.00		\$ 200.00	\$ 200.00		\$ 1,000.00	\$ 1,000.00		
Legal Services	\$ 1,500.00		\$ 1,500.00	\$ 3,000.00	\$ 1,500.00	\$ 1,500.00	\$ 3,000.00	\$ 1,500.00	\$ 1,500.00	\$ 3,000.00	\$ 1,500.00	\$ 1,500.00	\$ 3,000.00	\$ 1,500.00	\$ 1,500.00	\$ 13,500.00	\$ 6,000.00	\$ 7,500.00	
Marketing & Communications	\$ 10,000.00	\$ 5,000.00	\$ 5,000.00	\$ 10,000.00	\$ 5,000.00	\$ 5,000.00	\$ 10,000.00	\$ 5,000.00	\$ 5,000.00	\$ 10,000.00	\$ 5,000.00	\$ 5,000.00	\$ 10,000.00	\$ 5,000.00	\$ 5,000.00	\$ 50,000.00	\$ 25,000.00	\$ 25,000.00	
Meeting Room Rental	\$ 200.00	\$ 200.00		\$ 200.00	\$ 200.00		\$ 200.00	\$ 200.00		\$ 200.00	\$ 200.00		\$ 200.00	\$ 200.00		\$ 1,000.00	\$ 1,000.00		
Office Cleaning	\$ 600.00	\$ 600.00		\$ 600.00	\$ 600.00		\$ 600.00	\$ 600.00		\$ 600.00	\$ 600.00		\$ 600.00	\$ 600.00		\$ 3,000.00	\$ 3,000.00		
Office Supply	\$ 250.00	\$ 250.00		\$ 250.00	\$ 250.00		\$ 250.00	\$ 250.00		\$ 250.00	\$ 250.00		\$ 250.00	\$ 250.00		\$ 1,250.00	\$ 1,250.00		
Phone: Project Office	\$ 1,100.00	\$ 1,100.00		\$ 1,100.00	\$ 1,100.00		\$ 1,100.00	\$ 1,100.00		\$ 1,100.00	\$ 1,100.00		\$ 1,100.00	\$ 1,100.00		\$ 5,500.00	\$ 5,500.00		
Phone: Trail Developer (Cell)	\$ 600.00	\$ 600.00		\$ 600.00	\$ 600.00		\$ 600.00	\$ 600.00		\$ 600.00	\$ 600.00		\$ 600.00	\$ 600.00		\$ 3,000.00	\$ 3,000.00		
Postage/Courier	\$ 200.00	\$ 200.00		\$ 200.00	\$ 200.00		\$ 200.00	\$ 200.00		\$ 200.00	\$ 200.00		\$ 200.00	\$ 200.00		\$ 1,000.00	\$ 1,000.00		
Professional Development	\$ 1,000.00	\$ 1,000.00		\$ 1,000.00	\$ 1,000.00		\$ 1,000.00	\$ 1,000.00		\$ 1,000.00	\$ 1,000.00		\$ 1,000.00	\$ 1,000.00		\$ 5,000.00	\$ 5,000.00		
Sponsorship and Fundraising	\$ 7,000.00	\$ 7,000.00		\$ 7,000.00	\$ 7,000.00		\$ 7,000.00	\$ 7,000.00		\$ 7,000.00	\$ 7,000.00		\$ 7,000.00	\$ 7,000.00		\$ 35,000.00	\$ 35,000.00		
Storage	\$ 2,400.00		\$ 2,400.00	\$ 1,200.00		\$ 1,200.00	\$ 1,200.00		\$ 1,200.00		\$ 1,200.00		\$ 1,200.00		\$ 1,200.00	\$ 7,200.00	\$ -	\$ 7,200.00	
Programs	\$ 1,800.00	\$ 200.00	\$ 1,600.00	\$ 2,400.00	\$ 800.00	\$ 1,600.00	\$ 2,400.00	\$ 800.00	\$ 1,600.00	\$ 3,200.00	\$ 1,600.00	\$ 1,600.00	\$ 3,200.00	\$ 1,600.00	\$ 1,600.00	\$ 13,000.00	\$ 5,000.00	\$ 8,000.00	
Travel: Board	\$ 1,000.00	\$ 1,000.00		\$ 1,000.00	\$ 1,000.00		\$ 1,000.00	\$ 1,000.00		\$ 1,000.00	\$ 1,000.00		\$ 1,000.00	\$ 1,000.00		\$ 5,000.00	\$ 5,000.00		
Travel: Projects	\$ 1,000.00	\$ 1,000.00		\$ 1,000.00	\$ 1,000.00		\$ 1,000.00	\$ 1,000.00		\$ 1,000.00	\$ 1,000.00		\$ 1,000.00	\$ 1,000.00		\$ 5,000.00	\$ 5,000.00		
Volunteer Trail Events	\$ 3,450.00	\$ 1,200.00	\$ 2,250.00	\$ 6,000.00	\$ 4,000.00	\$ 2,000.00	\$ 6,000.00	\$ 4,000.00	\$ 2,000.00	\$ 6,000.00	\$ 4,000.00	\$ 2,000.00	\$ 6,000.00	\$ 4,000.00	\$ 2,000.00	\$ 27,450.00	\$ 17,200.00	\$ 10,250.00	
Spring Trail Preparation	\$ 8,500.00	\$ 8,500.00		\$ 8,500.00	\$ 8,500.00		\$ 8,500.00	\$ 8,500.00		\$ 8,500.00	\$ 8,500.00		\$ 8,500.00	\$ 8,500.00		\$ 42,500.00	\$ 42,500.00		
Maintenance: Hut	\$ -	\$ -		\$ 10,000.00	\$ 9,000.00	\$ 1,000.00	\$ 20,000.00	\$ 17,000.00	\$ 3,000.00	\$ 40,000.00	\$ 37,000.00	\$ 3,000.00	\$ 50,000.00	\$ 45,000.00	\$ 5,000.00	\$ 120,000.00	\$ 108,000.00	\$ 12,000.00	
Maintenance: Trail	\$ 12,000.00	\$ 10,000.00	\$ 2,000.00	\$ 46,750.00	\$ 36,750.00	\$ 10,000.00	\$ 76,500.00	\$ 66,500.00	\$ 10,000.00	\$ 106,250.00	\$ 96,250.00	\$ 10,000.00	\$ 127,500.00	\$ 117,500.00	\$ 10,000.00	\$ 369,000.00	\$ 327,000.00	\$ 42,000.00	
Registration System	\$ 1,000.00	\$ 1,000.00		\$ 500.00	\$ 500.00		\$ 500.00	\$ 500.00		\$ 500.00	\$ 500.00		\$ 500.00	\$ 500.00		\$ 3,000.00	\$ 3,000.00		
Project: Trail Map/Guide/Web	\$ 44,546.00	\$ 21,296.00	\$ 23,250.00	\$ 5,000.00	\$ 5,000.00		\$ 5,000.00	\$ 5,000.00		\$ 5,000.00	\$ 5,000.00		\$ 5,000.00	\$ 5,000.00		\$ 64,546.00	\$ 41,296.00	\$ 23,250.00	
TOTAL EXPENSES	\$ 238,731.00	\$ 169,431.00	\$ 69,300.00	\$ 234,485.00	\$ 193,285.00	\$ 41,200.00	\$ 273,235.00	\$ 235,035.00	\$ 38,200.00	\$ 314,785.00	\$ 281,585.00	\$ 33,200.00	\$ 346,035.00	\$ 310,835.00	\$ 35,200.00	\$ 1,407,271.00	\$ 1,190,171.00	\$ 217,100.00	
YEAR END CASH BALANCE		\$ 3,569.00			\$ 3,184.00			\$ 3,249.00			\$ 3,164.00			\$ 3,829.00					

TRAIL AND HUT CAPITAL & CONSTRUCTION BUDGET 2008 - 2012

Revenue	2008			2009			2010			2011			2012			5 YEAR TOTALS		
	Total Budget	Cash	In-Kind	Total Budget	Cash	In-Kind	Total Budget	Cash	In-Kind	Total Budget	Cash	In-Kind	Total Budget	Cash	In-Kind	Total Budget	Cash	In-Kind
Cash Balance Beginning of Year				\$ 1,050.00	\$ 1,050.00		\$ 1,950.00	\$ 1,950.00		\$ 850.00	\$ 850.00		\$ 1,750.00	\$ 1,750.00				
Service Canada - JCP, Youth	\$ 83,000.00	\$ 83,000.00		\$ 86,000.00	\$ 86,000.00		\$ 96,000.00	\$ 96,000.00		\$ 64,000.00	\$ 64,000.00		\$ 64,000.00	\$ 64,000.00		\$ 393,000.00	\$ 393,000.00	
Local Government	\$ 60,000.00	\$ 60,000.00		\$ 60,000.00	\$ 60,000.00		\$ 70,000.00	\$ 70,000.00		\$ 80,000.00	\$ 80,000.00		\$ 80,000.00	\$ 80,000.00		\$ 350,000.00	\$ 350,000.00	
MRIF Fund	\$ 100,000.00	\$ 100,000.00		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ 100,000.00	\$ 100,000.00	
BC Direct Access Grant-In-Aid	\$ 16,000.00	\$ 16,000.00		\$ 20,000.00	\$ 20,000.00		\$ 22,000.00	\$ 22,000.00		\$ 38,000.00	\$ 38,000.00		\$ 53,000.00	\$ 53,000.00		\$ 149,000.00	\$ 149,000.00	
Grants: Other Provincial/Federal	\$ 195,000.00	\$ 195,000.00		\$ 330,000.00	\$ 330,000.00		\$ 400,000.00	\$ 400,000.00		\$ 400,000.00	\$ 400,000.00		\$ 180,000.00	\$ 180,000.00		\$ 1,505,000.00	\$ 1,505,000.00	
Grants: BC Direct Access Capital				\$ 100,000.00	\$ 100,000.00		\$ 100,000.00	\$ 100,000.00		\$ 100,000.00	\$ 100,000.00		\$ 100,000.00	\$ 100,000.00		\$ 400,000.00	\$ 400,000.00	
Grants: SIDIT	\$ 100,000.00	\$ 100,000.00		\$ 150,000.00	\$ 150,000.00		\$ 150,000.00	\$ 150,000.00		\$ 150,000.00	\$ 150,000.00		\$ 42,000.00	\$ 42,000.00		\$ 500,000.00	\$ 500,000.00	
Grants: Other				\$ 15,000.00	\$ 15,000.00		\$ 15,000.00	\$ 15,000.00		\$ 15,000.00	\$ 15,000.00		\$ -	\$ -		\$ 30,000.00	\$ 30,000.00	
Trail Development Contracts	\$ -	\$ -		\$ 50,000.00	\$ 50,000.00		\$ 50,000.00	\$ 50,000.00		\$ 50,000.00	\$ 50,000.00		\$ 50,000.00	\$ 50,000.00		\$ 200,000.00	\$ 200,000.00	
Sponsorships - Developers	\$ 23,000.00	\$ -	\$ 23,000.00	\$ 50,000.00	\$ 50,000.00		\$ 50,000.00	\$ 50,000.00		\$ 50,000.00	\$ 50,000.00		\$ 50,000.00	\$ 50,000.00		\$ 223,000.00	\$ 200,000.00	
Sponsorships - Service Clubs	\$ 10,000.00	\$ 10,000.00		\$ 10,000.00	\$ 10,000.00		\$ 10,000.00	\$ 10,000.00		\$ -	\$ -		\$ -	\$ -		\$ 30,000.00	\$ 30,000.00	
TOTAL REVENUE	\$ 587,000.00	\$ 564,000.00		\$ 872,050.00	\$ 872,050.00		\$ 964,950.00	\$ 964,950.00		\$ 840,850.00	\$ 840,850.00		\$ 620,750.00	\$ 620,750.00		\$ 3,885,600.00	\$ 3,862,600.00	
Expenses																		
Equipment <\$200	\$ 5,000.00	\$ 3,000.00	\$ 2,000.00	\$ 5,000.00	\$ 3,000.00	\$ 2,000.00	\$ 5,000.00	\$ 3,000.00	\$ 2,000.00	\$ 5,000.00	\$ 3,000.00	\$ 2,000.00	\$ 5,000.00	\$ 3,000.00	\$ 2,000.00	\$ 25,000.00	\$ 15,000.00	\$ 10,000.00
Equipment >\$200	\$ 2,000.00	\$ 2,000.00		\$ 6,000.00	\$ 6,000.00		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ 8,000.00	\$ 8,000.00	\$ -
Equipment: Mini-Skid Steer	\$ 8,000.00	\$ 8,000.00		\$ 8,000.00	\$ 8,000.00		\$ 8,000.00	\$ 8,000.00		\$ 8,000.00	\$ 8,000.00		\$ 8,000.00	\$ 8,000.00		\$ 40,000.00	\$ 40,000.00	\$ -
Equipment: Safety Gear	\$ 300.00	\$ 300.00		\$ 300.00	\$ 300.00		\$ 300.00	\$ 300.00		\$ 300.00	\$ 300.00		\$ 300.00	\$ 300.00		\$ 1,500.00	\$ 1,500.00	\$ -
Trail Route Plotting/Planning	\$ 70,000.00	\$ 60,000.00	\$ 10,000.00	\$ 70,000.00	\$ 60,000.00	\$ 10,000.00	\$ 70,000.00	\$ 60,000.00	\$ 10,000.00	\$ 40,000.00	\$ 30,000.00	\$ 10,000.00	\$ 20,000.00	\$ 10,000.00	\$ 10,000.00	\$ 270,000.00	\$ 220,000.00	\$ 50,000.00
Trail Assessments (EA, etc.)	\$ 30,000.00	\$ 30,000.00		\$ 5,000.00	\$ 5,000.00		\$ 5,000.00	\$ 5,000.00		\$ 5,000.00	\$ 5,000.00		\$ 5,000.00	\$ 5,000.00		\$ 50,000.00	\$ 50,000.00	
Trail Building Materials Purchases	\$ 5,000.00	\$ 4,000.00	\$ 1,000.00	\$ 10,000.00	\$ 9,000.00	\$ 1,000.00	\$ 10,000.00	\$ 9,000.00	\$ 1,000.00	\$ 10,000.00	\$ 9,000.00	\$ 1,000.00	\$ 10,000.00	\$ 9,000.00	\$ 1,000.00	\$ 45,000.00	\$ 40,000.00	\$ 5,000.00
Trail Building Construction Costs	\$ 400,000.00	\$ 365,000.00	\$ 35,000.00	\$ 700,000.00	\$ 650,000.00	\$ 50,000.00	\$ 700,000.00	\$ 650,000.00	\$ 50,000.00	\$ 700,000.00	\$ 650,000.00	\$ 50,000.00	\$ 500,000.00	\$ 450,000.00	\$ 50,000.00	\$ 3,000,000.00	\$ 2,765,000.00	\$ 235,000.00
Hut Layout & Construction	\$ 100,000.00	\$ 75,000.00	\$ 25,000.00	\$ 100,000.00	\$ 100,000.00	\$ -	\$ 200,000.00	\$ 200,000.00	\$ -	\$ 100,000.00	\$ 100,000.00	\$ -	\$ 100,000.00	\$ 100,000.00	\$ -	\$ 600,000.00	\$ 575,000.00	\$ 25,000.00
Trailhead Construction	\$ 26,150.00	\$ 3,150.00	\$ 23,000.00	\$ 16,300.00	\$ 16,300.00		\$ 16,300.00	\$ 16,300.00		\$ 21,300.00	\$ 21,300.00		\$ 21,300.00	\$ 21,300.00		\$ 101,350.00	\$ 78,350.00	\$ 23,000.00
Equipment Repair	\$ 2,500.00	\$ 2,500.00		\$ 2,500.00	\$ 2,500.00		\$ 2,500.00	\$ 2,500.00		\$ 2,500.00	\$ 2,500.00		\$ 2,500.00	\$ 2,500.00		\$ 12,500.00	\$ 12,500.00	\$ -
Contingency	\$ 10,000.00	\$ 10,000.00		\$ 10,000.00	\$ 10,000.00		\$ 10,000.00	\$ 10,000.00		\$ 10,000.00	\$ 10,000.00		\$ 10,000.00	\$ 10,000.00		\$ 50,000.00	\$ 50,000.00	\$ -
TOTAL EXPENSES	\$ 658,950.00	\$ 562,950.00	\$ 96,000.00	\$ 933,100.00	\$ 870,100.00	\$ 63,000.00	\$ 1,027,100.00	\$ 964,100.00	\$ 63,000.00	\$ 902,100.00	\$ 839,100.00	\$ 63,000.00	\$ 682,100.00	\$ 619,100.00	\$ 63,000.00	\$ 4,203,350.00	\$ 3,855,350.00	\$ 348,000.00
YEAR END CASH BALANCE		\$ 1,050.00			\$ 1,950.00			\$ 850.00			\$ 1,750.00			\$ 1,650.00				

Total Trail Construction Completed for the year (km)	40.00	70.00	70.00	70.00	70.00	50.00	300.00	260.00
Total Trail Planning Completed for the year (kms)	70.00	70.00	110.00	180.00	250.00	300.00		
Total Cumulative Trail Completed (kms)	40.00	110.00	180.00	250.00	300.00			
Hut Constructions Completed during the year	1	1	2	2	1	1		
Total Huts Operational	1	2	4	5	6			

Notes for Budgets

The Revenues and Expenses figures contained in these budgets were arrived at as follows:

REVENUES

Operations Revenue

Individual Memberships Based on selling Individual memberships in the SHTA at \$20 each. 2011 is seen as a pivotal year for membership increases due to the cumulative growth of infrastructure and marketed trail experience opportunities.
Corporate Memberships Based on selling Corporate memberships in the SHTA at \$50 each. 2011 is seen as a pivotal year for membership increases due to the cumulative growth of infrastructure and marketed trail experience opportunities.
Operational Start-Up Grants Creating a project such as the Connecting the Shuswap Trail and Hut system is a major undertaking. Like many organizations, SHTA finds itself in a catch 22 situation.

It requires funding to hire staff to prepare grant applications and to manage the construction of the project. Therefore SHTA will be seeking grants for the first three years to cover the administration costs of planning and managing construction of the trails and huts.

Annual Operating Grants

In addition to the start-up costs of the first three years, SHTA realizes it needs to raise annual operating funds to support the ongoing management of the initiative.
Annual operating grants will come from a variety of sources including requests for annual funding commitments from partner organizations (e.g. from Developers and local businesses); a potential annual contribution from a Salmon Arm hotel tax; an annual community fundraiser (in 2007 such an event raised \$30,000); potential endowment funding; revenues from the Trailhead Operators program and marketing partnerships, and finally earnings from a potential SHTA Operations Trust Fund.

BC Direct Access Grant-In-Aid

SHTA has received a BC Direct Access Grant-in-Aid under the Environmental program grant. Allocation of this funding has been split between the operational and construction program budget.

Program Fees

Program Fees are based on targeted revenues for workshops delivered by SHTA leadership and staff, including GPS Training Workshops, Trail Building Workshops, Hiking Programs, and Service Learning School Programs. Workshop fees are based on \$100/hour of program facilitation; \$600/day long program; \$25/hour for service learning volunteer trail programs with the Trail Developer. Fees are negotiated based on organization income, and can be offset through return contribution to trail development.
In 2006 the first service learning program was offered with South Broadview Elementary School: valued at \$400 (\$250 for 10 hours of the Trail Developers time + \$150 for a 1.5 hour mountain bike workshop).
The students contributed \$150 of in-kind volunteer trail building, so the final fee was set at \$250.) Four programs are targeted for 2009.

Merchandise

Merchandise revenue will be raised initially through the sale of Trail Crew t-shirts, ball caps, bottles, and coats. As well, collectors panoramic prints of Shuswap Trail sections are being developed. By year three, a trail guide and map will be added.

Hut Rental Revenue

A review of other backcountry huts (e.g. Alpine Club of Canada, Columbia Valley Hut Society, 10th Mountain Division in Colorado) indicate that hut rental rates per person vary from \$10 to \$26/night.
Hut Rental Revenue estimates are based on initially charging \$10/person /night of hut use rising to \$15/person/night of hut use. Total potential person nights available and occupancy estimates are as follows:
2008 No Huts yet operational.

2009 (1) 12 person Hut Operational - 60% occupancy July to early Oct = 100 nights X \$12/person X 7 people per night = \$8400/year
2010 (2) 12 person Huts Operational - 60% occupancy July to early Oct = 200 nights X \$12/person X 7 people per night = \$16,800/year
2011 (4) 12 person Huts Operational - 60% occupancy July to early Oct = 400 nights X \$15/person X 7 people per night = \$42,000/year
2012 (5) 12 person Huts Operational - 60% occupancy July to early Oct = 500 nights X \$15/person X 7 people per night = \$52,500/year

Capital & Construction Revenue

Service Canada Grant-JCP, Youth

SHTA, and its partner groups, will apply annually to Service Canada for job creation grants to enable trail and hut construction.

Local Government

The CSRD Area C Parks Commission has committed \$50,000 for trail development on the Inner Shuswap trail route. Projections here demonstrate the impact of annual funds with local governments over the next five years.

MRIF Fund

SHTA has applied to the MRIF for a one time grant for trail development of the Inner Shuswap route. This is based on matching funding provided by CSRD Area C (see above line)

BC Direct Access Grant-In-Aid

SHTA has received a BC Direct Access Grant-in-Aid under the Environmental program grant. Allocation of this funding has been split between the operational and construction program budget.

Grants: Other Provincial/Federal

SHTA will apply to various Provincial & Federal Government programs seeking funding for trail and hut construction.

Grants: BC Direct Access Capital

SHTA is consulting with BC Direct Access Capital Grants regarding eligibility of trailheads and linear trails within the Capital grant program.

Trail Development Contracts

Targeting 5 kilometres (at \$10/metre) of contracted trail development through regional and private development.

Sponsorships - Developers

Bayview Developments and Waterways 2 Mile Developments have committed \$23000 toward development of the Sicamous Creek trail system. SHTA is seeking matching grant funding for 2008.

Sponsorships - Service Clubs

The Rotary Club of Salmon Arm provided the SHTA with a \$10,000 grant toward purchase of the mini-skid steer in 2007. The SHTA will seek Corporate Sponsorships from local Service Clubs

EXPENSES

Operations Expenses

Rent and Utilities

Estimate based upon current 9 month arrangement with Skookum Cycle and Ski at \$500/month. The contributed balance is shown as an in-kind contribution of \$500/month by Skookum Cycle and Ski.
As the organization moves to year round operation and full time staff, this figure should move to a full 12 months of rent at \$6000.

Accounting and Bookkeeping

Estimate based upon receiving in-kind basic accounting at 1 day/month @ \$200/day (additional accounting fees are included in specific project budgets) and \$4000 cash for annual audit fees.

Association Memberships

Include cost for managing membership database, renewal notices, processing fees, and recruitment drives

Bank Charges and Interest

Basic Bank Charges

Computer

The CFDC Shuswap has offered to contribute the Mapping Station Computer to the SHTA in 2008, including ESRI Mapping Software at an estimated fair market value of \$2400.

Consultation & Meetings

Includes meeting space rental and materials for stewardship teams, government and First Nation liaison, and regional advisory consultation

Wages - Management

If Start-Up grants are received, the SHTA will hire Management staff at \$60,000/year. The intent is to keep this as a full-time position.

Wages - Project Administrator

If Start-Up grants are received, the SHTA will hire Administrative staff at \$30,000/year (\$17/hour.) The intent is to keep this as a 3/4 time position.

Incorporation Annual Fees

Actual Annual Incorporation Fees

Insurance

Based on obtaining & maintaining \$3,000,000 of Third Party Liability Insurance (\$3845/yr) and \$900/yr for Directors and Officers Liability Insurance

Internet/Website

Estimate based upon standard monthly site hosting fee of \$16/mo., and annual domain registration of \$30/mo.

IT Service

Estimate based upon one day service set-up/repair at \$200/day

Legal Services

Based on \$3000/year split evenly between cash and in-kind contribution.

Marketing & Communications

Estimate based upon 1 day/weekx10 months (\$8000) for coordination of media releases, eBulletins, displays, destination marketing and liaison, plus expenses and materials (\$2000). Split between contracted and in-kind contributions.

Meeting Room Rental

Estimate based upon 2007 General meeting rental costs at \$25/evening x 8 meetings at the Salmon Arm Field House

Office Cleaning

Based on \$50/month

Office Supply

Estimate based upon 2006 and 2007 general office supply needs (envelops, binders, file folders, display sheets)

Phone: Project Office

Estimate based upon 2007 Telus business line costs: \$63.46/mo + tax = \$71.70/mo; long distance \$.079/min (est \$15/mo)

Phone: Trail Developer (Cell)

Estimate based upon 2006 and 2007 cell costs: 3 x \$28 calling blocks/month + tx = \$94.92/mo

Postage/Courier

Estimate based upon \$20 courier costs to Victoria x 10 per year

Professional Development

Estimate based upon \$1000 budgeted for Annual Trail Developers Conference.

Sponsorship and Fundraising

Estimate based on expenses for Feb 9, 2007 fundraising event

Storage

Estimate based upon 20 x 20 storage space requirements at \$12/square foot/month contributed by Skookum Cycle and Ski, CSRD, Off the Couch, and P. McIntyre-Paul

Programs

Program expenses cover cost for facilitation, guides, and materials. A 3 hour program at \$50/hour for program leader plus materials is budgeted at \$200. In kind expenses include guides x 2 for guided daylong hike/bike programs (at \$200/guide/day).

Travel: Board

Estimate based upon 250 km/meeting x 12 meetings @ \$.30/km = \$900

Travel: Projects

Estimate based upon 2007 budget for spring trail prep and regional consultation

Volunteer Trail Events

Estimate based on 2007 trail building events: \$150/lunch x 6; volunteer Trail Crew t-shirts x 25 @ \$10

Spring Trail Preparation

Based on 2007 contract with Jim Maybee (Feb-May), included in-kind contribution

Maintenance: Hut

Estimated at 10% of Hut Construction cost so \$10,000/hut. Note: year 5 allows for seasonal custodian support.

Maintenance: Trail

Estimated at 5% of cost to build so 5% of \$8.50/meter = \$.425/meter cost for annual maintenance. Note: year 5 allows for full time maintenance manager.

Project: Trail Map/Guide/Web

Annual production of Trail maps and Guides, and update of website. Year one includes initial inventory and development of guide material, maps and website.

Registration System

Year one estimate for IT web development of online registration system building on existing systems (5 day contract at \$250/day). Subsequent years for IT maintenance (2 days.)

In-Kind Value Professional Services

The Total Value of In-Kind Professional Services are based on what the actual cash cost of receiving such services

In-Kind Value Goods and Services

The Total Value of In-Kind Goods and Services are based on what the actual cash cost of receiving such goods and services

In-Kind Labour

The Total Value of In-Kind Labour is based on \$25/hour for skilled labour, \$10/hour for unskilled labour, according to BC Direct Access Grant calculations.

Also included in this value is the direct contribution of the JCP trail crew projects administered by Community Futures Development Corporation on behalf of the Shuswap Trail Alliance (assessed based on direct value of constructed trail. \$86000 in 2007.)

Capital & Construction Expenses

Equipment <\$20

Estimate of Equipment needs based on 2006/2007 project requirements

Equipment >\$20

Estimate of Equipment needs based on 2006/2007 project requirements

Equipment: Mini-Skid Steer

Estimate of Equipment needs based on financing purchase of Skid Steer (\$4000 annual over 10 years contained within 5 year payout)

Equipment: Safety Gear

Estimate of Equipment needs based on 2006/2007 project requirements

Route Plotting/Planning

Estimate based on an average cost of \$1.00/metre for plotting and layout of trail and includes professional labour and mapping. Plotting and layout is done one year in advance of construction.

Trail Assessments (EA, etc)

Estimate based on year one Adaptive Management Plan and Environmental Audit, and subsequent years budget for basic complexity EA according to Federal estimates. Future projects may include Engineering and/or Greenhouse gas emission studies.

Trail Building Materials Purchases

Estimate based on Larch Hills Traverse costing of \$5000 for sign and decking materials for 35 kilometres of Type 3 natural tread trail.

Trail Building Construction Costs

Based on an estimated average cost of \$10.00/metre (or \$10000/kilometre) for manual labour of trail constructed. Includes in-kind labour construction impact in calculation.

Note: total cost for per metre trail construction is currently valued at \$18/metre (BC MTA's Trails Manager)

Hut Layout & Construction

Based on an estimated average cost of \$100,000 for the planning, transportation and construction of each hut. Estimate constructing the following number of huts per year:

2008 - 1 Hut Constructed
2009 - 1 Hut Constructed
2010 - 2 Huts Constructed
2011 - 1 Hut Constructed
2012 - 1 Hut Constructed

Trailhead Construction

Based on \$3150 for Basic Trailhead construction costs and \$10-15,000 for construction of a Comprehensive trailhead. Annual completion targets are as follows:

2008 - 1 basic; 2009 - 2 basic & 1 (10,000) comprehensive; 2010 - 2 basic & 1 (10,000) comprehensive; 2011- 2 basic & 1 (15,000) comprehensive; 2012 - 2 basic & 1 (15,000) comprehensive.

Equipment Repair

Estimate \$2,500 annually

Contingency

Estimate \$10,000 annually

In-Kind Value Volunteer Trail Building

The Total Value of In-Kind Volunteer Trail and Hut Building received is based on what a cash cost would be for the same services provided.