



REGULAR MEETING OF MUNICIPAL COUNCIL
AGENDA

Tuesday, January 10, 2023, 5:30 p.m.

Franz Wilhelmsen Theatre at Maury Young Arts Centre
4335 Blackcomb Way, Whistler, BC V8E 0X5

1. CALL TO ORDER

The Resort Municipality of Whistler is grateful to be on the shared, unceded territory of the Lílwat People, known in their language as Lilwat7úl, and the Squamish People, known in their language as Skwxwú7mesh. We respect and commit to a deep consideration of their history, culture, stewardship and voice.

2. ADOPTION OF AGENDA

That Council adopt the Regular Council Meeting agenda of January 10, 2023.

3. ADOPTION OF MINUTES

That Council adopt the Regular Council Meeting minutes of December 20, 2022 and Special Regular Meeting minutes of December 22, 2022.

4. PUBLIC QUESTION AND ANSWER PERIOD

5. MAYOR'S REPORT

6. ADMINISTRATIVE REPORTS

6.1 UBCM Hosting Bid Opportunities Report No. 23-001 File No. 2014.34

No presentation.

That Council direct staff to submit a bid for the Resort Municipality of Whistler to host the 2025, 2027 and 2029 Union of British Columbia Municipalities (UBCM) Conventions; and further,

That should the bid be successful, Council accept the host responsibilities on behalf of the Resort Municipality of Whistler as outlined in Administrative Report to Council No. 23-001.

6.2 E-Bike Share Demonstration Summary And Request For Proposals Report No. 23-002 File No. 6750-20

A presentation by municipal staff.

That Council receive Administrative Report No. 23-002; and

That Council direct staff to issue a request for proposal for a Whistler Public Electric Assist Bike Share Program for the 2023 and 2024 summer seasons.

6.3 Sponsorship Strategy and Plan Report No. 23-003 File No. SSP2301

A presentation by municipal staff.

That Council direct staff to develop a Sponsorship Strategy and Plan to generate sponsorship revenue from certain Resort Municipality of Whistler (RMOW) assets, with the understanding that the process of developing a Sponsorship Strategy and Plan will include:

- Reviewing and revising Policy F-31 – Sponsorship attached to this Administrative Report 23-003 as Appendix A;
- Re-evaluating the RMOW's sponsorable assets;
- Identifying the RMOW's most viable sponsorable assets;
- Establishing sponsorship revenue targets;
- Developing a sponsorship sales and service strategy including timelines; and further

That Council direct staff to bring forward a proposed Sponsorship Strategy and Plan for review at a future Regular Council Meeting.

6.4 Five-Year Financial Plan 2023 – 2027 Bylaw No. 2379, 2023 Report No. 23-004 File No. 4530

No presentation.

That Council consider giving first, second and third readings to the "Five-Year Financial Plan 2023- 2027 Bylaw No. 2379, 2023".

7. MINUTES OF COMMITTEES AND COMMISSIONS

7.1 Advisory Design Panel

That Council receive the Regular Meeting minutes of the Advisory Design Panel of July 20, 2022.

7.2 Governance and Ethics Standing Committee

That Council receive the Regular Meeting minutes of the Governance and Ethics Standing Committee of September 23, 2022.

7.3 Forest and Wildland Advisory Committee

That Council receive the Regular Meeting minutes of the Forest and Wildland Advisory Committee of November 11, 2022.

8. BYLAWS FOR FIRST, SECOND AND THIRD READINGS

8.1 Five-Year Financial Plan 2023-2027 Bylaw No. 2379, 2023

That Council give "Five-Year Financial Plan 2023-2027 Bylaw No. 2379, 2023" first, second and third readings.

9. BYLAWS FOR ADOPTION

9.1 Zoning Amendment Bylaw (Cannabis Retail) No. 2371, 2022

That Council adopt "Zoning Amendment Bylaw (Cannabis Retail) No. 2371, 2022".

9.2 Land Use Procedures and Fees Amendment Bylaw (Development Application Fees) No. 2377, 2022

That Council adopt "Land Use Procedures and Fees Amendment Bylaw (Development Application Fees) No. 2377, 2022".

10. OTHER BUSINESS

10.1 Appointment to Arts Whistler Board of Directors

That Council appoint Councillor Jewett as a second Council representative to the Arts Whistler Board of Directors for a term of two years, effective immediately.

11. CORRESPONDENCE

11.1 Buckhorn Place Fractional Ownership File No. 3009

Correspondence from D. Cottrell regarding fractional ownership of properties.

11.2 Light-up and Proclamation Requests

a. 211 Day File No. 3009.1

Correspondence from G. Krikorian, requesting the Fitzsimmons Covered Bridge be lit red on February 11, 2023, in support of 211 awareness.

12. TERMINATION

That Council terminate the Regular Council Meeting of January 10, 2023.



**REGULAR MEETING OF MUNICIPAL COUNCIL
RESORT MUNICIPALITY OF WHISTLER
MINUTES**

Tuesday, December 20, 2022, 5:30 p.m.
Franz Wilhelmsen Theatre at Maury Young Arts Centre
4335 Blackcomb Way, Whistler, BC V8E 0X5

PRESENT: Mayor J. Crompton
Councillor A. De Jong
Councillor J. Ford
Councillor R. Forsyth
Councillor J. Murl
Councillor C. Jewett

ABSENT: Councillor J. Morden

STAFF PRESENT: Chief Administrative Officer, V. Cullen
General Manager of Corporate and Community Services, T. Battiston
General Manager of Infrastructure Services, J. Hallisey
General Manager of Resort Experience, J. Gresley-Jones
Director of Planning, M. Kirkegaard
Director of Finance, C. Price
Manager of Legislative Services/ Corporate Officer, P. Lysaght
Manager of Protective Services, L. DeBou
Manager of Planning, J. Chapman
Planner, B. McCrady
Planner, M. Mucignat
Council Coordinator, M. Miklea

OTHERS: Howe Sound Women's Centre, Jessica Ashley
Whistler Community Services Society, Jackie Dickinson

1. CALL TO ORDER

Mayor J. Crompton recognized the Resort Municipality of Whistler is grateful to be on the shared, unceded territory of the Lílwat People, known in their language as Liłwat7úl, and the Squamish People, known in their language as Skwxwú7mesh. We respect and commit to a deep consideration of their history, culture, stewardship and voice.

2. ADOPTION OF AGENDA

Moved By Councillor A. De Jong
Seconded By Councillor C. Jewett

That Council adopt the Regular Council Meeting agenda of December 20, 2022 as amended to include receiving additional feedback at 8.4 and Other Business - Notification of Forest and Wildland Advisory Committee Appointments.

CARRIED

3. **ADOPTION OF MINUTES**

Moved By Councillor J. Murl

Seconded By Councillor C. Jewett

That Council adopt the Regular Council Meeting minutes of December 6, 2022.

CARRIED

4. **PRESENTATIONS AND DELEGATIONS**

4.1 **Community Enrichment Program (CEP) Report Back - Howe Sound Women's Centre**

A presentation was given by J. Ashley, regarding the Howe Sound Women's Centre use of CEP funding.

4.2 **Community Enrichment Program Report Back - Whistler Community Services Society**

A presentation was given by J. Dickinson, regarding the Whistler Community Services Society use of CEP funding.

5. **PUBLIC QUESTION AND ANSWER PERIOD**

Questions asked in person.

A. Mellor, Creekside

A. Mellor noted the RMOW and SLRD and other groups have advocated for the extension of the 18 cents per litre gas tax. How can members of the community support this to make it happen?

Mayor J. Crompton advised that participants continue contact their MLA and to publicly share their support for this initiative.

J. Valeriote, Piccolo Drive

J. Valeriote noted the RMOW mill rate very low compared to other communities, that Big Moves goals funding has been set aside in favour of lower tax rates. Short term concerns are repeatedly distracting from long term climate issues and the community can't continue pushing it off. He added that the first year of an elected term best time to do it. When considering tax rates, could Council add a percent to the existing 9% and earmark it specifically for climate? Will Council commit to costing considered climate action items and future climate action items to be ready if grant money arrives?

Mayor J. Crompton advised members of the public to stay and watch the presentation later tonight on the 2023 Budget Guidelines. The RMOW has included investments on

reduction of greenhouse gases. Further, Whistler has the most bus ridership in the province, have invested in a large composter and are continuing to budget for climate change adaptation and mitigation.

There were no more questions.

6. MAYOR'S REPORT

Mayor Crompton provided an update on activities happening within the community.

Councillor Jewett provided an update on the arts activities happening in the community.

7. INFORMATION REPORTS

7.1 2022 Community Enrichment Program Final Report No. 22-152 File No. 1850-20-3004

Moved By Councillor C. Jewett

Seconded By Councillor J. Murl

That Council receive this Information Report No. 22-152, including all of the 2022 Community Enrichment Program Grant Reporting Forms, attached as Appendix A.

CARRIED

8. ADMINISTRATIVE REPORTS

8.1 Forged Axe Throwing Structural Changes To Add Two New Outdoor Patio Areas Report No. 22-153 File No. LLR01374

Moved By Councillor C. Jewett

Seconded By Councillor J. Murl

That Council approve an application from Forged Axe Throwing Ltd. to add two outdoor patio licensed areas with a total licensed person capacity of 18 persons to its Liquor Primary Licence No. 308877, subject to Development Permit approval of the proposed patios having considered the criteria as required by the Liquor and Cannabis Regulation Branch (LCRB) as set out in support of this application attached as Appendix A to Administrative Report to Council 22-153; and further

That Council authorize the letter attached as Appendix A to be executed on behalf of the Resort Municipality of Whistler by its authorized representatives and sent to the LCRB in support of the application.

CARRIED

8.2 Whistler Pride and Ski Festival - Temporary Change To Hours Of Liquor Service Report No. 22-154 File No. LLR01380

Moved By Councillor R. Forsyth

Seconded By Councillor J. Murl

That Council authorize hours of liquor sales to extend to 4:00 a.m. for the Whistler Pride and Ski Festival Snowball Dance being held at the Whistler Conference Centre on Saturday January 28-29, 2023.

CARRIED

**8.3 Hilton Resort And Spa Permanent Changes To Hours Of Liquor Service
Report No. 22-155 File No. LLR01381**

Moved By Councillor J. Ford

Seconded By Councillor A. De Jong

That Council approve a permanent change to the licensed hours of sale to 9:00 a.m. to 1:00 a.m. Monday through Sunday for Liquor Primary Licence No. 035049 held by the Hilton Whistler Resort and Spa, having considered the criteria as required by the Liquor and Cannabis Regulation Branch (LCRB) as set out in support of this application attached as Appendix A to Administrative Report to Council 22-155; and further

That Council authorize the letter attached as Appendix A to be executed on behalf of the Resort Municipality of Whistler by its authorized representatives and sent to the LCRB in support of the application.

CARRIED

8.4 2023 Budget Guidelines Report No. 22-156 File No. 4530

Moved By Councillor R. Forsyth

Seconded By Councillor J. Murl

That Council receive the additional feedback circulated on Dec 20, 2022 late correspondence - Appendix D (new); and further

That Council direct the Director of Finance to prepare the “Five-Year Financial Plan 2023-2027 Bylaw” based on these proposed guidelines:

1. To implement a 8.4 per cent increase to property value taxes in 2023;
2. To implement a 5.0 per cent increase to sewer parcel taxes and user fees in 2023;
3. To implement a 4.0 per cent increase to solid waste parcel taxes and user fees in 2023;
4. To implement a 3.0 per cent increase to water parcel taxes and user fees in 2023; and further
5. To include the project amounts as described in Appendix A and attached to Administrative Report to Council No. 22-156.

CARRIED

8.5 Housing Agreement Bylaw (2028 Rob Boyd Way) No. 2328, 2022 Report No. 22-157 File No. RZ001152

Moved By Councillor C. Jewett

Seconded By Councillor A. De Jong

That Council consider giving first, second and third reading to “Housing Agreement Bylaw (2028 Rob Boyd Way) No. 2328, 2022”.

CARRIED

8.6 Public Hearing Summary and Third Reading For Zoning Amendment Bylaw (Cannabis Retail) No. 2371, 2022 Report No. 22-158 File No. 7657.00

Moved By Councillor J. Ford

Seconded By Councillor A. De Jong

That Council consider giving third reading, as revised to “Zoning Amendment Bylaw (Cannabis Retail) No. 2371, 2022”.

CARRIED

8.7 Whistler Community Services Society Ground Lease Amending Agreement Report No. 22-159 File No. 7130-00

Moved By Councillor C. Jewett

Seconded By Councillor J. Murl

That Council direct staff to execute the Whistler Community Services Society (WCSS) Ground Lease Amending Agreement substantially as attached as Appendix A of Administrative Report 22-159 in order to allow pre-approved, BC Housing-Funded temporary extreme weather emergency shelter activations as a permitted use within the terms of the existing WCSS Ground Lease; and

That Council direct staff not to enforce against Parking and Zoning Bylaw No. 303, 2015 for any temporary extreme weather emergency shelter activations at 8000 Nesters Road that are compliant with the terms of the WCSS Ground Lease Amending Agreement; and further

That Council direct staff to request WCSS report back on the key outcomes associated with extreme weather shelter activations at the 8000 Nesters Road site following two years of potential winter activations under the BC Housing Extreme Weather Response (EWR) program.

CARRIED

8.8 Emerald Dreams Conservation Co. Ltd. – 2022 Annual Filing Report No. 22-160 File No. 0500-02-0003

Moved By Councillor J. Ford

Seconded By Councillor J. Murl

That Council of the Resort Municipality of Whistler (RMOW) in open meeting assembled, hereby resolves that the RMOW, as sole shareholder of Emerald Dreams Conservation Co. Ltd. (the Company), pass the consent resolutions of the sole shareholder of the Company; a copy of which is attached as Appendix A to this Administrative Report No. 22-160, and that the consent resolutions be executed and delivered on behalf of the RMOW.

CARRIED

9. MINUTES OF COMMITTEES AND COMMISSIONS

9.1 Recreation Leisure Advisory Committee

Moved By Councillor R. Forsyth

Seconded By Councillor C. Jewett

That Council receive the Regular Meeting minutes of the Recreation Leisure Advisory Committee of November 17, 2022.

CARRIED

10. BYLAWS FOR FIRST, SECOND AND THIRD READINGS

10.1 Housing Agreement Bylaw (2028 Rob Boyd Way) No. 2328, 2022

Moved By Councillor A. De Jong

Seconded By Councillor J. Ford

That Council give "Housing Agreement Bylaw (2028 Rob Boyd Way) No. 2328, 2022" first, second and third readings.

CARRIED

11. BYLAWS FOR THIRD READING

11.1 Zoning Amendment Bylaw (Cannabis Retail) No. 2371, 2022

Moved By Councillor J. Murl

Seconded By Councillor C. Jewett

That Council give "Zoning Amendment Bylaw (Cannabis Retail) No. 2371, 2022" third reading, as revised.

CARRIED

12. BYLAWS FOR ADOPTION

12.1 Fire and Life Safety Amendment Bylaw (False Alarms, Inspections and Other Amendments) No. 2375, 2022

Moved By Councillor C. Jewett

Seconded By Councillor J. Murl

That Council adopt “Fire and Life Safety Amendment Bylaw (False Alarms, Inspections and Other Amendments) No. 2375, 2022”.

CARRIED

12.2 Bylaw Notice Enforcement Amendment Bylaw (Charcoal Briquettes and Other Amendments) No. 2378, 2022

Moved By Councillor R. Forsyth

Seconded By Councillor C. Jewett

That Council adopt “Bylaw Notice Enforcement Amendment Bylaw (Charcoal Briquettes and Other Amendments) No. 2378, 2022”.

CARRIED

13. OTHER BUSINESS

13.1 Whistler Housing Authority Ltd. Shareholders' Resolutions

Moved By Councillor J. Ford

Seconded By Councillor R. Forsyth

That Council of the Resort Municipality of Whistler (RMOW) in open meeting assembled, hereby resolves that the RMOW, as sole shareholder of the Whistler Housing Authority Ltd. (WHA) pass the consent resolutions of the sole shareholder of the WHA; a copy of which is attached, and that the consent resolutions be executed and delivered on behalf of the RMOW.

CARRIED

13.2 Notification of the Whistler Valley Housing Society Directors Appointments

Mayor J. Crompton announced Cathy Jewett, Jackie Dickinson, John Morley and Greg Newton as the Resort Municipality of Whistler's representative directors.

13.3 Notification of the Forest and Wildland Advisory Committee Appointments

Mayor J. Crompton announced the one-year extension of three Forest & Wildland Advisory Committee members Melanie Tardif, Rhonda Millikin, and Dan Raymond.

14. CORRESPONDENCE

14.1 Extended Producers Responsibility File No. 3009

Moved By Councillor J. Ford

Seconded By Councillor J. Murl

That Council receive correspondence from S. Strother regarding Extended Producers Responsibility (EPR) regulation and refer it to staff.

CARRIED

Moved By Councillor C. Jewett

Seconded By Councillor R. Forsyth

That Council direct Mayor Crompton to write a letter on behalf of Council urging the Province of British Columbia to exempt printed newspapers from the extended producer responsibility (EPR) regulation".

CARRIED

14.2 Sea to Sky Outdoor Adventure Recreation Enterprise Society File No. 3009

Moved By Councillor C. Jewett

Seconded By Councillor J. Murl

That Council receive correspondence from K. Hale regarding support for Sea to Sky Outdoor Adventure Recreation Enterprise Society (SOARE) and refer it to staff.

CARRIED

14.3 RMOW 2023 Budget File No. 3009

Moved By Councillor J. Ford

Seconded By Councillor A. De Jong

That Council receive correspondence from P. Smythe and D. Williamson regarding the RMOW 2023 Budget and refer it to staff.

CARRIED

14.4 Light-up and Proclamation Requests

a. Superior Mesenteric Artery Syndrome Awareness Day File No. 3009.1

Moved By Councillor J. Murl

Seconded By Councillor C. Jewett

That Council receive correspondence from J. Jones-Blue, refer it to staff and that the Fitzsimmons Covered Bridge be lit purple on January 28,

2023, in support of those living with Superior Mesenteric Artery Syndrome.

CARRIED

15. TERMINATION

Moved By Councillor J. Ford

Seconded By Councillor A. De Jong

That Council terminate the Regular Council Meeting of December 20, 2022 at 7:32 p.m.

CARRIED

Mayor, J. Crompton

Corporate Officer, P. Lysaght

**SPECIAL MEETING OF MUNICIPAL COUNCIL
MINUTES**

Thursday, December 22, 2022, 4:00 p.m.

Remote Meeting via Zoom

For information on how to participate:

<https://www.whistler.ca/municipal-gov/council/meeting-agendas-and-minutes>

- PRESENT:** Mayor J. Crompton
Councillor C. Jewett
Councillor J. Morden
Councillor J. Murl
- ABSENT:** Councillor A. De Jong
Councillor J. Ford
Councillor R. Forsyth
- STAFF PRESENT:** Acting Chief Administrative Officer and General Manager of
Infrastructure Services, J. Hallisey
Manager of Legislative Services/ Corporate Officer, P. Lysaght
Community Projects Coordinator, S. Nicoll-Russell
Corporate Coordinator, J. Sakamoto
- OTHERS:** Mayor Fujimaki, Karuizawa-Nagano
Council Chairperson Tsuchiya, Karuizawa-Nagano
Yoko Asaka, Karuizawa-Nagano
Ami Sakai, Interpreter

1. CALL TO ORDER

Mayor J. Crompton called the Meeting to order.

2. PURPOSE OF THE MEETING

In general terms the purpose of this Special Council Meeting is for the Resort Municipality of Whistler and Karuizawa to discuss topics of shared interest.

3. ADOPTION OF AGENDA

Moved By Councillor J. Morden

Seconded By Councillor J. Murl

That Council adopt the Special Council Meeting agenda of December 22, 2022.

CARRIED

4. DISCUSSION

4.1 Introductions

Mayor J. Crompton introduced the elected officials and staff present from the RMOW.

Mayor S. Fujimaki introduced the elected officials and staff present from Karuizawa.

4.3 2030 Olympic Bid

Mayor J. Crompton presented an update on the status of the 2030 Olympic and Paralympic Winter Games bid led by the Lil'wat7úl (Lil'wat), xʷməθkʷəy̍əm (Musqueam), Skwxwú7mesh (Squamish) and səllwətaʔ (Tseil-Waututh) Nations with the City of Vancouver and the Resort Municipality of Whistler.

4.4 Student Exchange Program

Mayor S. Fujimaki presented on the Sister City Student Exchange program and expressed hope that the program would be able to resume in 2024.

4.5 Changing Tourism Realities

Mayor S. Fujimaki presented on the changing tourism realities in Karuizawa, Japan and indicated that tourism was just beginning to come back to their region.

Mayor J. Crompton presented on the changing tourism realities in Whistler.

5. TERMINATION

Moved By Councillor J. Murl

Seconded By Councillor J. Morden

That Council terminate the Special Meeting of Council of December 22, 2022 at 4:45 p.m.

CARRIED

Mayor, J. Crompton

Corporate Officer, P. Lysaght

STAFF REPORT TO COUNCIL

PRESENTED: Council Meeting Date
FROM: Chief Administrative Office
SUBJECT: UBCM HOSTING BID OPPORTUNITIES

REPORT: 23-001
FILE: 2014.34

RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

That the recommendation of the Chief Administrative Officer be endorsed.

RECOMMENDATION(S)

That Council direct staff to submit a bid for the Resort Municipality of Whistler to host the 2025, 2027 and 2029 Union of British Columbia Municipalities (UBCM) Conventions; and further,

That should the bid be successful, Council accept the host responsibilities on behalf of the Resort Municipality of Whistler as outlined in Administrative Report to Council No. 23-001.

PURPOSE OF REPORT

The purpose of this report is to seek Council's approval for staff to submit a bid to host the 2025, 2027 and 2029 Union of British Columbia Municipalities (UBCM) Convention in the Resort Municipality of Whistler (RMOW).

☐ Information Report ☒ Administrative Report (Decision or Direction)

DISCUSSION

Background

The Union of British Columbia Municipalities (UBCM) has existed as the voice of local government in British Columbia for over 100 years and since 1979 has maintained a hundred percent membership of all municipalities in BC. UBCM serves all local governments in BC by representing their common interests, especially with the federal and provincial governments.

The UBCM Convention, held every year near the end of September, is the main forum for UBCM policy-making. It provides an opportunity for local governments of all sizes and from all areas of the province to come together, share their experiences and take a united position. There are typically over 2,000 delegates that attend the convention including local government members, various provincial government representatives, speakers and individuals from related associations, media and staff.

The UBCM Convention is held every second year in Vancouver, and in the years when the convention is not held in Vancouver, another host community in BC can bid. The RMOW successfully hosted the UBCM Convention in September 2002, 2010, 2014, 2018 and 2022.

The UBCM Convention typically represents approximately 5000 total room nights for the RMOW.

The UBCM Executive has issued an invitation for communities to express their interest and commitment to host one or all of the 2025, 2027 and 2029 conventions. Future available convention dates are as follows:

Year	Dates
2025	Sept. 22- Sept. 26
2027	Sept. 20 - Sept. 24
2029	Sept. 17 - Sept. 21

Host Responsibilities

Should the RMOW be successful in securing one or more of the proposed UBCM Conventions it will be responsible for the following (as outlined in Appendix A – *UBCM Invitation to Bid on Future Conventions*):

Meeting Facilities – Contracting/Financing

- The Host must provide, without charge to UBCM, wheelchair accessible facilities, staging, chairs and other setup details for the convention business, meetings with Provincial officials, designated meals and networking events. The RMOW must secure the entire Whistler Conference Centre for this convention.

Delegates Welcome Reception – Organizing/Financing

- The Host is responsible for the cost and management of the Welcome Reception. UBCM will act as the consultant, working closely with the Host on all aspects. *UBCM may contribute funds toward this event to be approved annually by the UBCM Executive.* Approximately 1,200 delegates attend the Welcome Reception which would be held at the Whistler Conference Centre.

Delegate Partners' Program & On-site Registration Desk – Organizing/Staffing (if required)

- Whistler.com has taken on this role for past UBCM Conventions including 2022. We anticipate this practice will continue for future conventions.

Hotel Availability – must meet UBCM minimum requirements (and provide an initial introduction if requested)

- UBCM will be responsible for signing/managing hotel contracts/blocks and publicizing the hotel information to delegates. 500-1000 rooms are needed per night from Sunday to Thursday.

Additional Considerations

- The Host community must list UBCM as an additional insured for the purpose of the Convention and provide general security at the primary convention venue during open hours and core programming (including the Welcome Reception and Banquet).

Should the RMOW want to secure a bid for one or all of these three years, a letter must be sent to the UBCM Executive by January 27, 2023 confirming the RMOW's ability to secure the convention dates and confirming the RMOW's interest in hosting one or all of the conventions (ranking the years wanted in order of preference). Staff recommend that the bid be made for all three years.

As per past practice, Tourism Whistler and the RMOW will actively collaborate and share responsibilities in the delivery of the Host responsibilities outlined above.

Analysis

Tourism Whistler has provided the following direct spending estimates based on the 2022 convention.

- \$1.4M – 5200 total room nights at a \$275 average rate
- \$750K for organized venue rental, food and beverage
- \$250K for audio visual support
- \$1.3M for discretionary spending for each travel party including food and beverage
- \$3.7M total direct spending

Additionally, the UBCM Convention takes place over a Sunday to Friday week in Whistler's quieter September season. It provides longer hotel night stays (4-5 days) with less displacement of busier weekend segments. The Convention also attracts other special interest groups, business and media.

POLICY CONSIDERATIONS

Relevant Council Authority/Previous Decisions

Council have previously considered reports relating to UBCM Host opportunities including:

[March 7, 2017](#) : [Administrative Report 17-021](#) UBCM Bid Opportunities

[September 16, 2014](#) : [Administrative Report 14-109](#) UBCM 2014 Convention Update and New Bid Opportunities

Corporate Plan

The RMOW Corporate Plan is updated annually and articulates strategic direction for the organization. This section identifies how this report links to the plan.

Council Focus Areas

☒ Community Balance

*Effectively **balance resort and community needs** through deliberate planning, partnerships and investment*

☐ Climate Action

*Provide leadership to **accelerate climate action and environmental performance** across the community*

☐ Housing

*Advance strategic and innovative initiatives to enable and **deliver additional employee housing***

☐ Pandemic Recovery

*Leadership and support for **community and tourism recovery and sustainability** – priority focuses are where recovery needs intersect with other Council focus areas*

☐ Not Applicable

Corporate Goals

☐ Community character and mountain culture is reflected in municipal initiatives

☐ Municipal decision-making supports the effective stewardship of natural assets and ecological function

☐ Corporate policies and operations ensure continuous excellence in infrastructure, facility and program management

☐ A high level of accountability, transparency and community engagement is maintained

☐ Corporate financial health is optimized to ensure long-term community success

☒ A vibrant local economy and safe, resilient resort community is effectively reinforced by organizational activities

Community Vision and Official Community Plan

The Official Community Plan (OCP) is the RMOW's most important guiding document that sets the community vision and long-term community direction. This section identifies how this report applies to the OCP.

The UBCM Convention offers an opportunity for the RMOW to work in partnership with Tourism Whistler in providing a vibrant location and engaging programs for the delegates and their partners. Hosting the UBCM Convention will economically benefit the Resort during what is considered a quieter month for Whistler's tourism. It is also the RMOW's primary opportunity to discuss matters of municipal interest and concern with provincial representatives and decision makers.

BUDGET CONSIDERATIONS

In 2022, it cost approximately \$115,000 to host the UBCM Convention. This included the rental of the Whistler Conference Centre, the food and beverage associated with the Welcome Reception, and other administrative costs. Costs for the UBCM 2014 and 2018 Convention were in much the same range.

In 2022, the RMOW added a \$25 nightly room peel to each delegate's hotel room to help cover RMOW costs associated with hosting the convention. In 2022 approximately 3,200 room nights were sold within the convention block and the RMOW received a reimbursement of \$79,825. As a result of the room surcharge as well as a \$17,500 donation from UBCM towards the Welcome Reception, the convention

ended up costing the RMOW \$24,322. Net RMOW costs in 2018 were approximately \$33,500 after being offset by a room night surcharge of \$20.

It is anticipated that hosting future conventions would represent incremental costs (\$30,000- \$40,000) to the RMOW. Consistent with past practice, these costs would be funded from general reserves.

LÍŁWAT NATION & SQUAMISH NATION CONSIDERATIONS

The RMOW is committed to working with the LÍŁwat People, known in their language as *L'il'wat7úl* and the Squamish People, known in their language as the *Skwxwú7mesh Úxwumixw* to: create an enduring relationship; establish collaborative processes for Crown land planning; achieve mutual objectives; and enable participation in Whistler's resort economy.

There are no specific considerations to include in this report.

COMMUNITY ENGAGEMENT

Level of community engagement commitment for this project:

☒ Inform ☐ Consult ☐ Involve ☐ Collaborate ☐ Empower

Comment(s):

The RMOW will continue to work with Tourism Whistler to put together the bid proposals. Should Council wish to proceed and the RMOW is successful in being awarded one or more of the future available conventions, the RMOW and Tourism Whistler will continue to work with Whistler hotels to secure appropriate room blocks at competitive room rates.

REFERENCES

Appendix A – Invitation to Bid for UBCM Convention in 2025, 2027 and 2029

SUMMARY

This report seeks Council's approval for staff to submit a bid to host the 2025, 2027 and 2029 UBCM Conventions.

SIGN-OFFS

Written by:

Julie Sakamoto,
Corporate Coordinator

Reviewed by:

Jessie Gresley-Jones,
Acting Chief Administrative Officer and General
Manager of Resort Experience

Invitation to Bid for UBCM Convention in 2025, 2027 and 2029

At the July 2022 UBCM Executive meeting, Executive approved a request to invite bids to host UBCM's Convention in 2025, 2027 and 2029. All communities that can successfully meet the host community requirements are invited to bid.

The proposed convention dates are:

Year	Dates
2025	Sept. 22- Sept. 26
2027	Sept. 20 - Sept. 24
2029	Sept. 17 - Sept. 21

Hosting a UBCM convention involves a significant financial commitment on the part of the host and includes providing the venue for business sessions, meetings, Welcome Reception and Banquet (Host Responsibilities are attached in Appendix A).

To secure a bid we request that your community prepare a letter to the UBCM Executive with the following information:

1. Confirmation of your interest and commitment to hosting a convention for one or all of the convention years noted (2025, 2027, 2029) ranked in order of preference.
2. Confirmation that you are able to secure the convention dates noted (or provide an alternate date if unable to secure the dates listed).
3. Submit your confirmation of interest by email or direct mail by January 27, 2023 4pm PST to Kathleen Spalek, CFO, Richmond office.

Please direct any questions and confirmation to:

Kathleen Spalek, CPA, CGA, Chief Financial Officer
Union of BC Municipalities|kspalek@ubcm.ca
60-10551 Shellbridge Way| Richmond, B.C. V6X 2W9
Ph. 604-270-8226 ext 102

Thank you.

Kathleen Spalek, CGA, CPA, CFO

APPENDIX A - HOST RESPONSIBILITIES

UBCM ANNUAL CONVENTION REVISED NOVEMBER 22,2022

UBCM is responsible for all elements of the annual Convention Program. The Convention is held every second year in Vancouver and in years when the Convention is not in Vancouver, a host community will have bid and been awarded the Convention for a specific alternating year. **UBCM requires a council resolution accepting the Convention and host responsibilities.** This resolution must be reaffirmed three years prior to the Convention.

The host community shall be responsible for facilities to house the Convention business sessions; organizing the welcome reception; facilities available to accommodate all social events including the annual banquet; organizing a partners program (if requested) and other administrative assistance as agreed upon. UBCM will provide the host community with detailed planning figures and other such information as is available and requested.

UBCM requests a single “liaison” be designated from the host community to be the central contact and source for communication regarding this event.

The Host community shall be responsible for the following:

1. **Meeting Facilities - contracting/financing**
2. **Delegates Welcome Reception - organizing/financing**
3. **Delegate Partners’ Program & On-site Registration Desk - organizing/staffing (if required)**
4. **Hotel Availability – must meet UBCM minimum requirements (and provide an initial introduction if requested)**
5. **Additional Considerations**

UBCM and the host community will agree in advance if any additional responsibilities and/or costs are to be assumed by the host (e.g. assisting with study tours, additional social events, etc).

1. Meeting Facilities

The Host must provide, without charge to UBCM, wheelchair accessible facilities, staging, chairs and other setup details for the Convention business, meetings with Provincial officials, designated meals and networking events.

1.1 General Meeting Facilities

Convention Plenary Session Room

- *Monday - Friday plus Saturday and Sunday prior to convention for technical setup*

Minimum requirements

- Capacity for 1200 delegates in theatre-style set-up with 2 aisles (minimum 8' wide) and central access row (approximately 14,000 sf)
- Raised stage, minimum 48'w x 16'd x 24"h with side stairs at both ends of the stage, and wheelchair access (ramp or lift)
- Minimum 23' ceiling height adequate for a 6' x 10.6' (minimum, optimally 7.5 x 14') screen centred over the stage with two 9' x 16' (minimum) screens flanking the stage
- front or rear screen projection options to be determined by overall floor plan
- 16'w x 8'd x 24"h tech stage
- 36' x 8' space for media tables, with minimum 30 power outlets for media equipment
- Minimum 200 amps dedicated power for plenary audio visual equipment
- Hard wired internet line to the plenary technical stage
- availability of WiFi service for up to 1000 users throughout the primary meeting space in the host Convention Centre
- waive any access fees for UBCM audio visual provider to supply all AV equipment and labour

Registration Area

- Suitable for delegate materials behind registration area (30' x 16'), and stanchions for approximately 2,000 registrants over 3 days

Delegate Registration Services area

- Minimum 16' x 20' area close to Registration
- Hard wired internet for credit card transactions
- Internal network connection to UBCM office (dark Vlan drop to office location)
- Minimum 10 x 15 amps power for six computers/laptops and 1 – 2 printers
- Space for 4 work stations
- Space (8'd x 12'w) for laminating station with 2 x 15 amps power

Delegate Business Centre

- space and 2 x 15 amps dedicated power for two free standing photocopiers (approx. 10' x 10' area)

Government Appointments Reception Desk area

- minimum of 6' table with 2 x 15 amps dedicated power

Media Room

- min 500 sf set with 8 – 10 workstations around room
- hard wired high speed internet and WiFi
- power for 8 – 10 computers/laptops and printers
- analogue telephone line
- availability of polycom conference speaker phone for conference calls

Executive Meeting Room (Sunday to Friday)

- 26 people, set boardroom or hollow square
- Available for ad hoc meetings for Executive for the duration of Convention

UBCM Office

- approximately 1000 sf from Saturday to Friday, central location
- dedicated 20 amp power for photocopier
- power for 10 laptops/computers and 2 printers
- wired high-speed internet connection for UBCM access to server
- Dedicated internal network connection to UBCM office (dark Vlan drop to office location)
- Internal audio connection from Plenary room

Exhibit Space for Convention Sponsors

- space for minimum 15 booths, exclusive use for convention sponsors
- minimum 8' x 8' booth space with basic power (2 x 15 amps)
- access to wired and wireless high speed internet

Speaker Ready Desk

The Speaker Ready desk must be located in a central area close to the breakout rooms outlined in section 1.2.

- space for 2 x 6' tables
- power 2 x 15 amps
- wired high speed internet

Logistics Room

A minimum 500 sf room for signage and audio visual equipment deployment.

- space for 8 x 6' tables
- power 4 x 15 amps
- access to the UBCM wifi network

UBCM Election Voting Stations

- space for up to five x 6' election tables close to the plenary meeting room
- provision of 6 to 8 high top tables for private voting

1.2 Breakout Session Requirements

The host facilities must provide minimum seating capacity as outlined below, and will provide a skirted head table, podium, and risers as appropriate for audience size.

Space for audio visual equipment and AV technical table area will be required in each breakout room.

Monday Study Sessions

- minimum 3 meeting rooms for 150 - 250 delegates each, set semi-rounds or theatre seating with minimum seating for combined total of 600 delegates
- bus loading zone for minimum of one 56 passenger bus

Tuesday Forums

Four meeting rooms in the convention venue or within a five minute walk of the main convention venue.

- Electoral Area Directors' Forum: 160 – 190 delegates, set semi-rounds or theatre seating
- Small Talk Forum: 320 - 360 delegates, set semi-rounds or theatre seating
- Large Urban Communities Forum: 140 – 170 delegates, set semi-rounds or theatre seating
- Mid-Sized Communities Forum: 280 – 320 delegates semi-rounds or theatre seating

Daily Clinics

- Tuesday - Thursday morning, 7:30 - 8:15 am, 5 concurrent sessions
- Attendance ranges from 50 - 100 delegates per clinic

Convention Breakouts

- Tuesday and Wednesday: 3 - 5 concurrent provincial policy sessions and cabinet panel or "Town Hall" sessions of 150 – 250 delegates per session each set theatre with minimum seating for combined total of 600 delegates
- Thursday: 4 concurrent workshops of approx. 100 – 250 delegates each set theatre or semi-rounds with minimum seating for combined total of 600 delegates

1.3 Food and Beverage Functions: Facility Requirements

Coffee Service

- Monday & Tuesday: morning and afternoon breaks for 600 - 800 delegates
- Wednesday & Thursday: 7:00 to 11:30 am and 1:30 to 4:00 pm (continuous for approx. 900 - 1000 delegates)
- Friday: 9:00 am to 11:00 am (continuous for approx. 800 delegates)

Continental Breakfasts

- Tuesday: 7:00 am – 9:00 am (approx. 400 delegates)
- Wednesday to Friday: 7:00 am – 9:00 am (approx. 600 – 900 delegates)

Ideally the breakfast and coffee service is in a pre-function area close to the plenary session and breakout rooms

Luncheons (some may be located off-site, within 5 minute walk from Convention venue)

- Tuesday: 4 concurrent luncheons, one for each Forum 150 – 350 delegates each
- Wednesday: 5 concurrent luncheons for the Area Associations, 150 – 300 delegates each
- Thursday: Delegates Lunch, approximately 800 – 900 delegates, 8' x 12' x 24" stage with potential for 6 – 8 people at head table

Receptions

- Delegates Welcome Reception, Tuesday evening (1200 - 1300 people)
- Facilities required but no financial responsibility for the following functions:
 1. Provincial Government reception, Wednesday evening, 800 - 900 delegates
 2. Sponsor Receptions, Monday, Tuesday and Wednesday evenings, two to three receptions ranging from 150 – 800 delegates

Annual Banquet & Reception - Thursday 6:30 pm to 12:00 am

- Stand-up reception, 6:30 - 7:30 pm for approx 800 - 900 delegates
- Plated dinner 7:30 – 9:00 pm for 800 – 900 delegates, with main stage cleared for entertainment

1.4 Provincial Government Meeting Space

The following is also required to be secured by the host, however, no financial responsibility will be borne by the host.

Government Offices and Meeting Rooms including:

- Minister of Municipal Affairs reception area and private meeting room, set boardroom or hollow square for 20 people (approx. 800 sf)
- Ministry of Municipal Affairs office with access to power for 6 to 8 computers/laptops, high speed wired internet capable of dedicated IP address (approx. 500 sf)
- Office for Government Communications and Public Engagement with access to power for 6 to 8 computers/laptops, printers and high speed wired internet capable of dedicated IP address (approx. 1000 sf)
- Government Appointments information desk in registration area
- Meeting spaces for 13-17 concurrent meetings of various Ministry staff with UBCM members from Tuesday to Thursday, may be set rounds in a Ballroom with private reception area outside the meeting space (minimum 2500 sf)
- 10 – 12 private meeting rooms for UBCM member meetings with Cabinet Ministers and MLA's, set boardroom or hollow square for 18 – 22 people)

2. Delegates Welcome Reception

The Welcome Reception is a major event that delegates consider to be a highlight of the week and in many ways it sets the tone for Convention. The Host is responsible for the cost and management of the Welcome Reception. UBCM will act as the consultant, working closely with the Host on all aspects. *UBCM may contribute funds toward this event to be approved annually by the UBCM Executive.*

Reception Costs:

- Food and beverage (beer, wine and non-alcoholic drinks) for approximately 1100 – 1300 delegates/guests
- Facility rental costs
- On-site event management staffing including greeters, catering staff, host, etc.
- Costs of event rentals including linens, cocktail tables, glassware, china, etc.
- Costs for function suppliers including caterers, decor, entertainment, security, and audio visual equipment and labour
- Provision of PA system for announcement capability, as required
- Directional signage as required

3. Delegate Partners' Program & Registration

The Host community is responsible for all aspects of the partners program including:

- Sourcing program options (10-15) and related costs
- Providing promotional paragraphs for delegate registration
- Managing on-site registration and information services for partners programs from Tuesday through Thursday
- Providing all staffing and guides for programs
- Providing UBCM with program costs for the partners program

UBCM Convention committee will select the Partners Programs to include at Convention from the options provided by Host. UBCM will include the Partner's Program with the Delegate registration process.

4. Hotel Accommodations

Accommodation minimum requirements:

- The host shall provide UBCM with a list of hotel properties and contacts a minimum of 24 months in advance of the convention start date
- Accommodations must be a minimum 3 star quality rating
- Accommodations must reside within the host community's boundaries and be within reasonable walking distance of the central convention site
- An "internal" hotel block of 75 rooms will be assigned for UBCM use
- 10 one bedroom suites will be designated in a property near the convention venue for UBCM use

UBCM will be responsible for signing/managing hotel contracts/blocks and publicizing the hotel information to delegates. The host community may consider a "nightly room peel charge" on these hotel rooms to offset the host community's costs. If the host

community approves this fee UBCM will ensure it is included in hotel contracts for remittance back to the host community.

Min. number of rooms required:

Sunday	500
Monday	900
Tuesday	1000
Wednesday	1000
Thursday	1000

These rooms will be available for individual delegate bookings by phone at a designated opening date by UBCM.

5. Additional Considerations

5.1 Insurance

UBCM must be placed as an “additional named insured” for the purpose of the Convention on any insurance policy. A copy of this must be provided to UBCM no less than 6 months prior to the event.

5.2 Security

Host will provide general security at the primary convention venue with a minimum number of guards required by the venue on duty at all times when the building is open and during core program activities including the Welcome Reception and Banquet. Security must have the ability to lock the building or the designated function areas overnight as requested by UBCM and guards must be proficient in English to provide general and directional information for the event.

Host will provide security at additional points of vulnerability such as loading docks during move-in and move-out, or at all times when loading and delivery areas are open but not locked.

Any additional security costs outside of the general convention will be the responsibility of UBCM.

STAFF REPORT TO COUNCIL

PRESENTED: January 10, 2023

REPORT: 23-002

FROM: Parks Planning

FILE: 6750-20

SUBJECT: E-BIKE SHARE DEMONSTRATION SUMMARY AND REQUEST FOR PROPOSALS

RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

That the recommendation of the General Manager of Resort Experience be endorsed.

RECOMMENDATION(S)

That Council receive Administrative Report No. 23-002; and

That Council direct staff to issue a request for proposal for a Whistler Public Electric Assist Bike Share Program for the 2023 and 2024 summer seasons.

PURPOSE OF REPORT

The purpose of this report is to provide an overview of the summer 2022 E-Bike Share Demonstration Project as well as to seek approval for the issuance of a request for proposal for a Whistler Public Electric Assist Bike Share Program for 2023 and 2024.

☐ Information Report

☒ Administrative Report (Decision or Direction)

DISCUSSION

Background

On July 5, 2022, Council received [Information Report 22-098](#) regarding the Evo E-Bike Share Demonstration Project (Demonstration Project). Similar to established programs in several Metro Vancouver jurisdictions, and many other global locations, the Demonstration Project allowed a third party entity to operate a user fee based e-bike share system in Whistler, but in a limited and demonstration capacity only.

The purpose of the Demonstration Project was to provide residents and guests with a new active transportation opportunity and to test for feasibility and fit within Whistler. It also sought to identify issues to be addressed should a similar program be considered in future years.

The Demonstration Project was supported by the municipality as the concept of an e-bike share program:

- Aligns with the municipality's Climate Action "Big Moves" Strategy (Big Moves Strategy);
- Furthers recommendations from the Whistler 2021 Summer Experience Plan Summary Report; and
- Responds to preferred modes of transportation (cycling, pedestrian, transit) over single occupant vehicles as outlined in Whistler's Official Community Plan (OCP).

The Big Moves Strategy identifies vehicle use as Whistler's largest source of Greenhouse Gas (GHG) emissions, and that shifting from car-based transport to active transportation modes is key to reducing transport-related emissions and limiting traffic congestion. In 2019, 54 per cent of Whistler's total emissions came from car based transportation, and in the summer months, 50 per cent of full-time residents made most of their trips to work by car while 50 per cent traveled to work primarily using transit or active transport. Consequently the Big Moves Strategy includes policy statements to "*move beyond the car, reduce visitor travel emissions, and scale up the use of e-bikes and other e-mobility devices and address barriers to progress.*"

The [Whistler Summer Experience Plan](#) documented an unprecedented 77% increase in park visitation between 2019 and 2021. With dramatic increase in visitation and more careful management of vehicle parking options at popular parks, measures such as the Bike Valet and Park Shuttle programs were implemented to provide and incentivize preferred modes of park access. Bike share is another active transportation opportunity to improve park access for residents and guests.

Walking and cycling are increasingly seen as a viable means to get around Whistler and are critically important if Whistler is to meet its climate change targets. Ongoing investments in safe and well-maintained active transport infrastructure continues to better support both recreational use and commuter purposes. Significant gaps in current connections have been addressed in recent years, with plans to undertake further work on missing segments in the coming years.

Demonstration Project Summary

Opportunity

Refer to [Information Report 22-098](#) regarding the Evo E-Bike Share Demonstration Project.

The opportunity to provide an e-bike share demonstration project arose following preliminary conversations with BCAA and their Evo Car Share program (Evo). Evo had been exploring e-bike share programs with various municipalities which they had branded their Evolve E-Bike Share program (Evolve). After discussion and resolution of supply chain issues, Evolve proposed to run a demonstration project in Whistler from July through to October of 2022. This proposed project did not require municipal financial contributions. However, the municipality would be required to provide limited in-kind services in terms of system oversight, identifying e-bike parking locations and implementing bike rack installations, and to integrate the overall program with day-to-day municipal operations.

Objectives and Target Users

Refer to [Information Report 22-098](#) regarding the Evo E-Bike Share Demonstration Project.

The primary objectives of the e-bike share program were to:

- Support active trips for residents and guests while improving the “local transportation” experience;
- Serve key destinations including parks, amenities, and the Village;
- Reduce parking congestion at select major parks;
- Reduce personal vehicle use and therefore GHG emissions; and
- Collect data and insights to inform a potential future broader permanent program, if deemed appropriate to do so.

The target user group are defined with several characteristics:

- Those who would otherwise use a personal vehicle or transit for their trip;
- Those seeking a quick and convenient personal transportation option that address concerns of bike theft, transit and shuttle wait times, road congestion delays and potential challenges of finding vehicle parking at a desired destination;
- Those who would not consider a typical bike rental for their relatively short and immediate need; and
- Those seeking a biking option for a one-directional trip.

Overall this user group is intended to generate net-new bike trips thereby replacing vehicle or transit trips and not compete with existing bike rental products.

Operational Details

The Demonstration Project was designed to accommodate 55 e-bikes distributed throughout eight unique parking locations (hubs). As per Figure 1, e-bike share hubs were located at:

- Whistler Olympic Plaza;
- Fitzsimmons Connector (Day Lot 2);
- Day Lot 4;
- Squamish Lil'wat Cultural Centre;
- Lost Lake Park;
- Meadow Park Sports Centre;
- Rainbow Park; and
- Alpha Lake Park.

Hub locations were considered based on high visibility and ease of system understanding, links to existing transit opportunities, and locations where parking is restricted or limited and at each site included bike racks and branded wayfinding and information signs.

The soft launch began on July 25 with a total of 15 bikes deployed to four of the hubs: Whistler Olympic Plaza, Fitzsimmons Connector (Day Lot 2), Meadow Park Sports Centre, and Rainbow Park. Over the course of the demonstration project the number of e-bikes and hub locations incrementally increased in a phased approach to a total of 55 e-bikes distributed throughout the eight hubs. Logistical support, system maintenance and operations was performed by Evolve and increased in tandem with bike and hub increases. The Demonstration Project concluded on October 16, 2022.

Upon downloading the system app and registering, users were able to access e-bikes 24 hours a day, seven days a week through the duration of the Demonstration Project. Users were able to end and

pause trips as well as access personal trip history through the app. The app also provided educational onboarding.

Users were charged a \$1.00 unlocking fee plus an additional \$0.35/minute - a 15 minute ride cost approximately \$6.25. All e-bike share trips were required to begin and end at a hub. Trips did not need to end at the same hub it originated from, enabling one directional trips.

Geo-fence controls were established to restrict the level of bike e-assist, effectively capping the speed of travel in select zones and preventing riding in the pedestrian-oriented Village Stroll or beyond the boundaries of the Demonstration Project. Evolve was responsible for maintaining and redistributing the e-bikes amongst the hubs throughout the day to ensure availability.

In efforts to not directly compete with local business, an overage fee of \$20.00 was implemented. Users riding the bikes beyond one hour were charged an overage fee to ensure that the product price point was not a more cost effective option than local bike rental options. To support local businesses, longer-duration bike rental information was embedded within the app and in signage materials.

The Evolve team was responsible for operating all aspects of the e-bike sharing system, including logistical support, 24 hour access to their e-bikes and helmets through the app, as well as regular e-bike maintenance, repair, retrieving and redistributing, cleaning, and charging of the bikes. The Evolve team were also responsible for marketing curated to achieve demonstration goals, providing 24 hour access to their customer service team, and providing anonymized aggregated reporting on e-bike usage to track the program's performance.

The partnership required the municipality to install bike racks at the eight hubs for exclusive e-bike share parking, enable and amplify program onboarding and engagement using available communication channels, as well as to designate internal contacts for administration, business, and communication activities throughout the demonstration.

Data Summary

Statistical highlights from the Demonstration Project are provided below. Refer to Appendix A - Evolve Summer 2022 Data Summary for a full data summary.

Overall:

- 84 days of operation
- Just over 1,000 trips
- 774 unique riders
- Two minor vandalism occurrences
- Zero reported injuries

Parking and Zones:

A hub location and heat map is provided below as Figure 1.

- Squamish Lil'wat Cultural Centre was the busiest hub with 27% of total trip starts and trip ends
- Whistler Olympic Plaza was the second busiest at 20%
- 57% of trips had different start and end locations

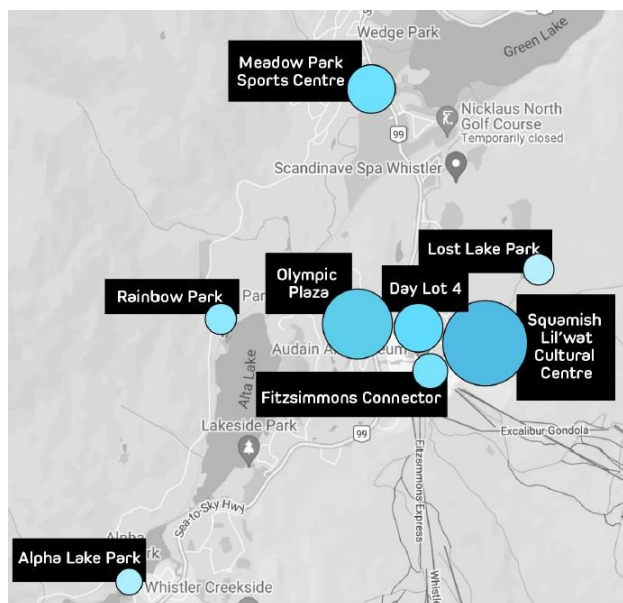


Figure 1: E-bike Hub Locations

Overall Rider Demographics:

- Average rider age was 34.8 years old
- 37% of riders were between the ages of 25-35, with the next largest rider group between the ages of 18-25 (23%)
- The youngest rider was 18 with the eldest rider being 75
- 43% of users were from the Metro Vancouver region, 19% were from Whistler, and 35% were from elsewhere

Trip Summary:

- Average trip duration was 33.8 minutes
- 89% of all trips taken were under one hour
- Average trip length was 3.8 km
- Saturday and Sunday saw the highest ridership numbers while Monday saw the lowest ridership
- Peak trip times were between 11 a.m. and 6 p.m. with the busiest time around 2 p.m.

Key Learnings on System Design

Hub Design - Locations and Quantities

- Phased approach hub rollout proved successful in that logistics, maintenance, and operations could all be scaled up as the number of bikes and hubs did and adjustments could be made as required
- Initial worry about clutter and improper parking proved not to be an issue

Target Users

- 89 per cent of all trips taken were under one hour which is consistent with program objectives to

target short duration trips

- Meeting overall mobility goals relies on accessibility for both residents and guests and hub design targeted both user groups as best as possible

Geo-fenced speed control zones

- Non e-assist zones and speed control zones proved successful and should be implemented in a future program.

Data Reporting

- Weekly tracking of maintenance, incident, trip characteristics, parking, membership, and ridership data was effective for making modifications to the program as needed

Local Opportunities

- Utilization of local business where possible was effective for day to day maintenance and operations
 - Evolve partnered with local business for maintenance requirements and redistribution of bikes. A cargo e-bike with a trailer was used to carry batteries and could carry several bikes for repositioning. An electric car with trailer was used for any tasks that could not be handled by the e-bikes.

Stakeholder Correspondence

Given the short timeframe between receiving the e-bike share proposal and summer activation, it was not feasible to conduct fulsome stakeholder and community engagement. However, because the Council adopted Big Moves Strategy directed staff to “scale up use of e-bikes and other e-mobility devices and address barriers to progress” the initiative was deemed to align with the supported vision for the community.

Following project announcement and prior to the start of the Demonstration Project, the municipality distributed an information letter to local bike rental businesses. An online meeting with businesses was subsequently held on June 30, 2022, the purpose of which was to better understand the relationship between the e-bike share project and existing bike rental offerings.

On July 8, 2022, Mayor and Council received an Open Letter to Mayor and Council (Appendix B) proposing several suggestions to improve the program. On July 11, 2022, the RMOW sent out a response to the letter and summarized into Frequently Asked Questions (Appendix C).

Following the demonstration wrap-up, one local business did correspond with staff and shared high level feedback showing a decline in volume and revenue from 2021 to 2022 for four hour Valley Trail bike rentals (lowest cost, shortest duration rental category) throughout August and September.

Local bike rental operators proposed 5 key suggestions which staff have considered and incorporated into the program considerations as explained below.

Stakeholder Suggestion	Program consideration
Allow Whistler’s independent bike rental operators to contribute to key decisions related to the RMOW’s E-Bike rental program. Key decisions should include the following:	<ul style="list-style-type: none"> • The program goals and objectives will guide the project team when designing the final system • Careful consideration needs to be made

JANUARY 10, 2023

<p>determining the Bike pickup and drop-off locations, determining the total number and type of bikes, advising on safety and maintenance policies/programs, pricing and fees, who has access to the bikes and how the program is marketed. This can be achieved through an oversight committee comprised of representatives from the bike rental community.</p>	<p>to design an efficient and effective system that considers the location and quantity of parking hubs and then the number of e-bikes to successfully service the system</p> <ul style="list-style-type: none"> • Significant learnings from the Demonstration Project will help better inform the operations and the consideration of residential hub locations • Input from relevant subject matter experts will be sought when necessary and various departments will be involved to provide oversight of specific aspects of the program • Input from other municipalities will also be sought as needed to ensure applicable learnings are embedded in the program.
<p>Restrict the program to Sea to Sky residents and adjust locations to focus on Whistler neighbourhoods and staff housing as opposed to visitor destinations. For example, replace the Olympic Plaza and Lost Lake locations with Cheakamus, Function Junction or Staff Housing locations. Maintain no more than one Village location that is an appropriate distance from existing rental operators and where guests would otherwise drive (perhaps Day lot 4 or 5). This will reduce the competitive impact on local bike rental providers and enhance the access and benefits of the program for Whistler residents.</p>	<ul style="list-style-type: none"> • Meeting program goals around mobility relies on accessibility for both residents and guests • A future program should expand services to key residential, commercial, institutional, recreational and amenity hubs across the community • Expansion into residential hubs will put a greater emphasis on resident use and make the system more heavily weighted towards local use • However, locations within the Village and other commercial hubs will still be necessary and critical to serve destinations and activities likely to be undertaken by any user
<p>Develop clear, fair and measurable objectives and metrics that will be used evaluate the success or failure of the program before starting.</p>	<ul style="list-style-type: none"> • A requirement of the program will be monthly data reporting for review and analysis to better ensure program goals and objectives are being met • Staff will review the metrics and determine whether adjustments should be made over time
<p>Evaluate and initiate partnership opportunities with local businesses such as a locally run</p>	<ul style="list-style-type: none"> • The Request For Proposal (RFP) scoring matrix will consider sustainability and

<p>maintenance program so the bikes are not being shipped to Vancouver for maintenance (which is presumably not environmentally friendly).</p>	<p>circular economy initiatives such as reuse, repair and recycling of devices and charging infrastructure, waste collection and reduction strategies, or energy and fuel management and conservation during maintenance and re-distribution of the e-bikes</p> <ul style="list-style-type: none"> • This would include utilization of local business where possible
<p>Involve experts to carefully review the RFP process and help negotiate key agreement terms between the RMOW and third-party providers (like BCAA) to help ensure the environmental benefits are maximized and economic benefits remain in Whistler.</p>	<ul style="list-style-type: none"> • The RMOW project team will be responsible for evaluating the RFPs as per municipal policy and has sought extensive input from other municipalities that have undertaken bike share programs

Considerations for a Future Program

Council approval is requested to issue a Request for Proposal (RFP) for a public e-bike share program that would operate for the summer periods of 2023 and 2024. The requested services would be based upon:

- The municipality's broader goals and objectives particularly in relation to personal transportation and Big Moves Strategy goals;
- Successes, feedback and learnings from the 2022 Demonstration Project; and
- An expanded geographical range of service to best serve the resort community while ensuring program success.

The 2022 project did operate within a limited geographic scope as a result of it being a Demonstration Project. To fully leverage the benefits of an e-bike share program and reduce personal vehicle use it is necessary to expand services to key residential, commercial, institutional, recreational and amenity hubs across the community. This could include commercial centres (Village, Creekside, Rainbow, Mons, Nesters, Function Junction, Cheakamus Crossing), staff housing locations, neighbourhoods with a high number of permanent residents and guest accommodation facilities, major parks, major publicly owned facilities (Meadow Park Sports Centre, Whistler Public Library, schools) and potentially major privately owned and publically accessible amenities. These are all important destinations that should be considered for future hub locations.

Another opportunity would be to explore different pass options that better serve residents such as daily, weekly, monthly, or annual passes. A pass could include unlimited rides under 35 minutes to serve one way trips from a resident's home to an amenity or to their job. Passes could also be used as a value-add for employers to purchase for their employees to improve mobility options and reduce car or transit dependence.

A public bike share program is ultimately one more transportation option for the community to choose

from when getting around the Valley. Whether it be taking transit, riding a bike, walking, taking a park shuttle, carpooling or using public bike share, the more options available, the greater the likelihood of someone choosing not to drive. This in turn contributes to the overarching goal of reduced vehicle emissions and congestion.

Analysis

Staff sees significant value in a permanent public bike share program as it aligns with the key initiatives adopted as part of the Big Moves Strategy. This program aims to reduce internal vehicle trips and provide a viable short-term, cost-effective biking option, reduce parking congestion at key areas and work toward a greater range of mobility options.

POLICY CONSIDERATIONS

Relevant Council Authority/Previous Decisions

[Climate Big Moves Strategy \(2020\)](#): A public bike share program directly supports The Climate Action Big Moves Strategy and the number one goal of moving beyond the car by supporting and enabling active transportation and reducing vehicle trips. It supports active transportation by scaling up use of e-bikes to address barriers to progress.

[Transportation Action Plan \(2018 - page 113\)](#) One of the key objectives of this program is to encourage reduced vehicle use by increasing cycling and other preferred modes of transportation. This program is aligned with and supports that overall objective.

[E-Mobility Device Draft Policy \(2019 - page 118\)](#) : The program follows the guidelines set out in the 2019 draft E-Mobility Device Policy. Evolve E-bikes are Class 1 pedal-assisted e-bikes which are permitted on the Valley Trail, municipal roads and Highway 99, forest service roads, and off road trails (with some exceptions).

[Recreation and Leisure Master Plan \(2015 - page 103\)](#) :The program relates to and supports a number of the strategies within the Recreation and Leisure Master Plan, including the following: consider new assets to meet growing demands and retain resort differentiation; encourage the delivery of an enhanced and consistent quality of recreational experience across jurisdictions; and leverage and support existing and emerging recreation and leisure activities that are consistent with and further the Whistler brand

[Whistler Summer Experience Plan \(2021\)](#) : This implementation plan demonstrated the ongoing increase in park use and the challenge of parking at destination parks. This plan encouraged the use of sustainable modes of transport to access parks through the “Park and Play” campaign and supporting investments in Bike Valet services. An e-bike share system advances this work by providing further opportunities to utilize sustainable transportation solutions to access the RMOW park network.

Corporate Plan

The RMOW Corporate Plan is updated annually and articulates strategic direction for the organization. This section identifies how this report links to the plan.

Council Focus Areas

- ☒ Community Balance
*Effectively **balance resort and community needs** through deliberate planning, partnerships and investment*
- ☒ Climate Action
*Provide leadership to **accelerate climate action and environmental performance** across the community*
- ☐ Housing
*Advance strategic and innovative initiatives to enable and **deliver additional employee housing***
- ☐ Pandemic Recovery
*Leadership and support for **community and tourism recovery and sustainability** – priority focuses are where recovery needs intersect with other Council focus areas*
- ☐ Not Applicable

Corporate Goals

- ☐ Community character and mountain culture is reflected in municipal initiatives
- ☒ Municipal decision-making supports the effective stewardship of natural assets and ecological function
- ☐ Corporate policies and operations ensure continuous excellence in infrastructure, facility and program management
- ☐ A high level of accountability, transparency and community engagement is maintained
- ☐ Corporate financial health is optimized to ensure long-term community success
- ☐ A vibrant local economy and safe, resilient resort community is effectively reinforced by organizational activities

Community Vision and Official Community Plan

The OCP is the RMOW's most important guiding document that sets the community vision and long-term community direction. This section identifies how this report applies to the OCP.

This project moves toward the OCP Chapter 10 Climate Action and Energy and more specifically goal 10.2 by contributing to substantially reduce carbon emissions from vehicles and transportation.

BUDGET CONSIDERATIONS

A future program will require the allocation of staff time to provide project support and implementation coordination. Staff time will be budgeted for in various departments and will be accommodated within work programs. Staff anticipate that an RFP for 2023 and 2024 would seek to have a “no net cost” to the municipality, though opportunities to meet the mobility needs of the municipality through e-bike share systems could be considered.

LÍŁWAT NATION & SQUAMISH NATION CONSIDERATIONS

The RMOW is committed to working with the Líl'wat People, known in their language as *L'il'wat7úl* and the Squamish People, known in their language as the *Skwxwú7mesh Úxwumixw* to: create an enduring relationship; establish collaborative processes for Crown land planning; achieve mutual objectives; and enable participation in Whistler's resort economy.

One of the eight hubs was located at the Squamish Líl'wat Cultural Centre.

COMMUNITY ENGAGEMENT

Level of community engagement commitment for this project:

☒ Inform ☐ Consult ☐ Involve ☐ Collaborate ☐ Empower

Comment(s):

Prior to the Demonstration Project commencing, staff distributed a letter on June 27, 2022, to local bike rental businesses informing them on the demonstration project. Staff had a meeting with rental businesses on June 30, 2022 to better understand the relationship of this mobility option and their product offerings. Staff also had follow up correspondence on October 24, 2022 once the demonstration was wrapped up. This engagement as well as the data collected during the 2022 Demonstration Project will help inform future services.

REFERENCES

Appendix A - Evolve Summer 2022 Data Summary
Appendix B - Open Letter to Mayor and Council July 8, 2022
Appendix C - Evolve E-Bike Share Program FAQ

SUMMARY

Aligned with the Big Moves Strategy, an e-bike share program supports active trips for residents and guests with a focus on serving key destinations including parks, amenities, and key population centres. The target user group is those looking for single, short duration trips from one destination to another, ultimately replacing car trips. Doing so alleviates the need to find and pay for parking, reduces vehicle emission and congestion, and provides an improved user transportation experience, without undermining the local retail bike rental sector.

This report provides a summary of the 2022 e-bike share demonstration project and recommends moving forward with a Request for Proposal for an expanded project targeting operation in the summers of 2023 and 2024.

SIGN-OFFS

Written by:

Annie Oja,
Parks Planner

Reviewed by:

Jessie Gresley-Jones,
Acting Chief Administrative Officer and General
Manager of Resort Experience



Appendix A

Evolve Summer 2022 Data Summary

Hello Whistler



1





Program Summary



Days in
operation



Evolve E-Bikes
deployed at
8 unique hubs



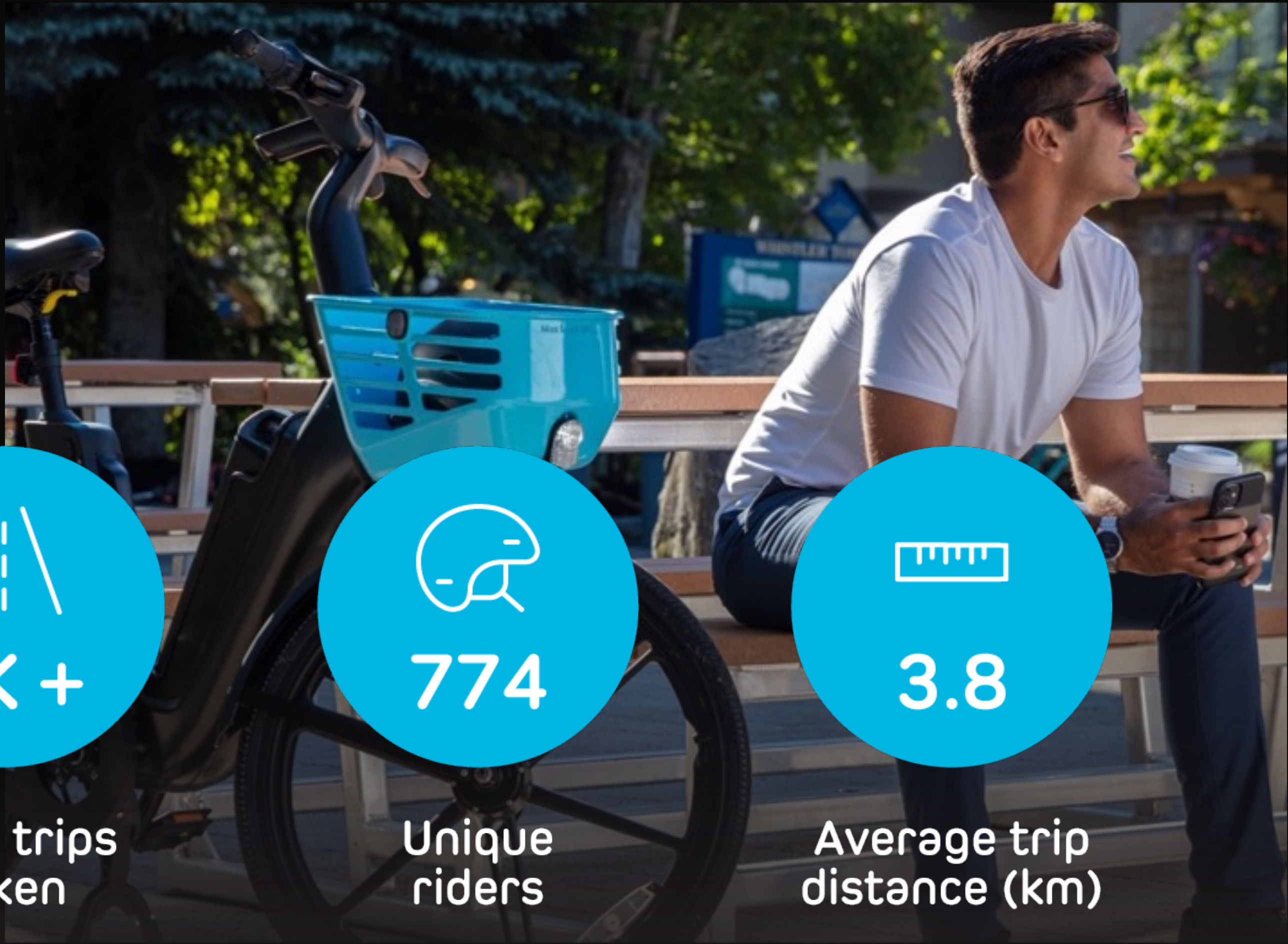
Total trips
taken



Unique
riders



Average trip
distance (km)





Data

Overall Rider Demographics



Gender	Riders	% of Riders	Average Age
Female	81	10.4%	37.7
Male	124	16.0%	38.3
Undefined	569	73.6%	33.8
TOTAL	774	100%	34.8

- Eldest rider **75**
- Youngest rider **18**

Age Group	Riders	% of Riders	%Trips
18 - 25	175	23%	24%
25 - 35	286	37%	36%
35 - 45	123	16%	15%
45 - 60	152	20%	21%
60+	38	5%	4%





Data

Rider Demographics

Whistler Rider Demographics

Average age: 31.1

Reported injuries

0

Vandalism cases

2

Ridership by User's Region

Region	Riders	% of Riders	%Trips
Metro Van	381	49%	43%
Other	295	38%	35%
Whistler*	83	11%	19%
Sea-to-Sky*	15	2%	4%

** Regions are based on user's address registered on the platform. Some users currently living in Whistler and Sea-to-Sky region may be using an alternative address.*





Trip Summary



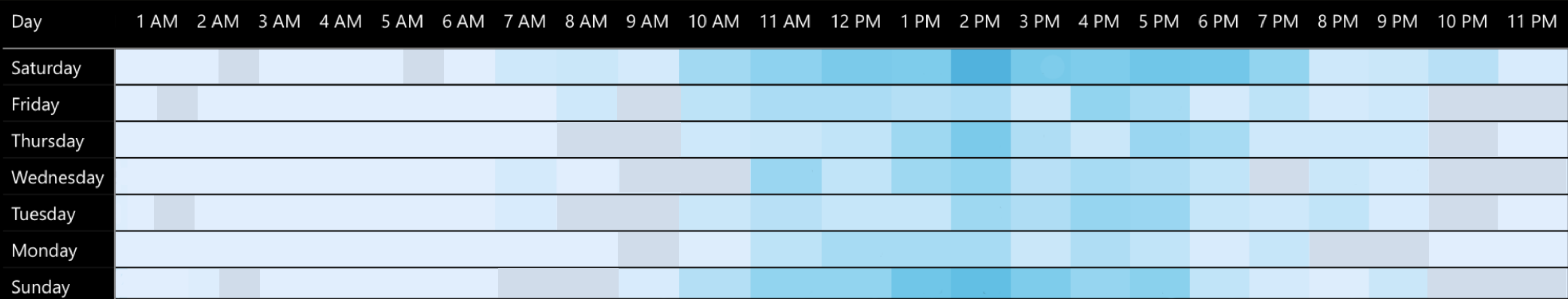
Peak
trip times



Highest
ridership
days



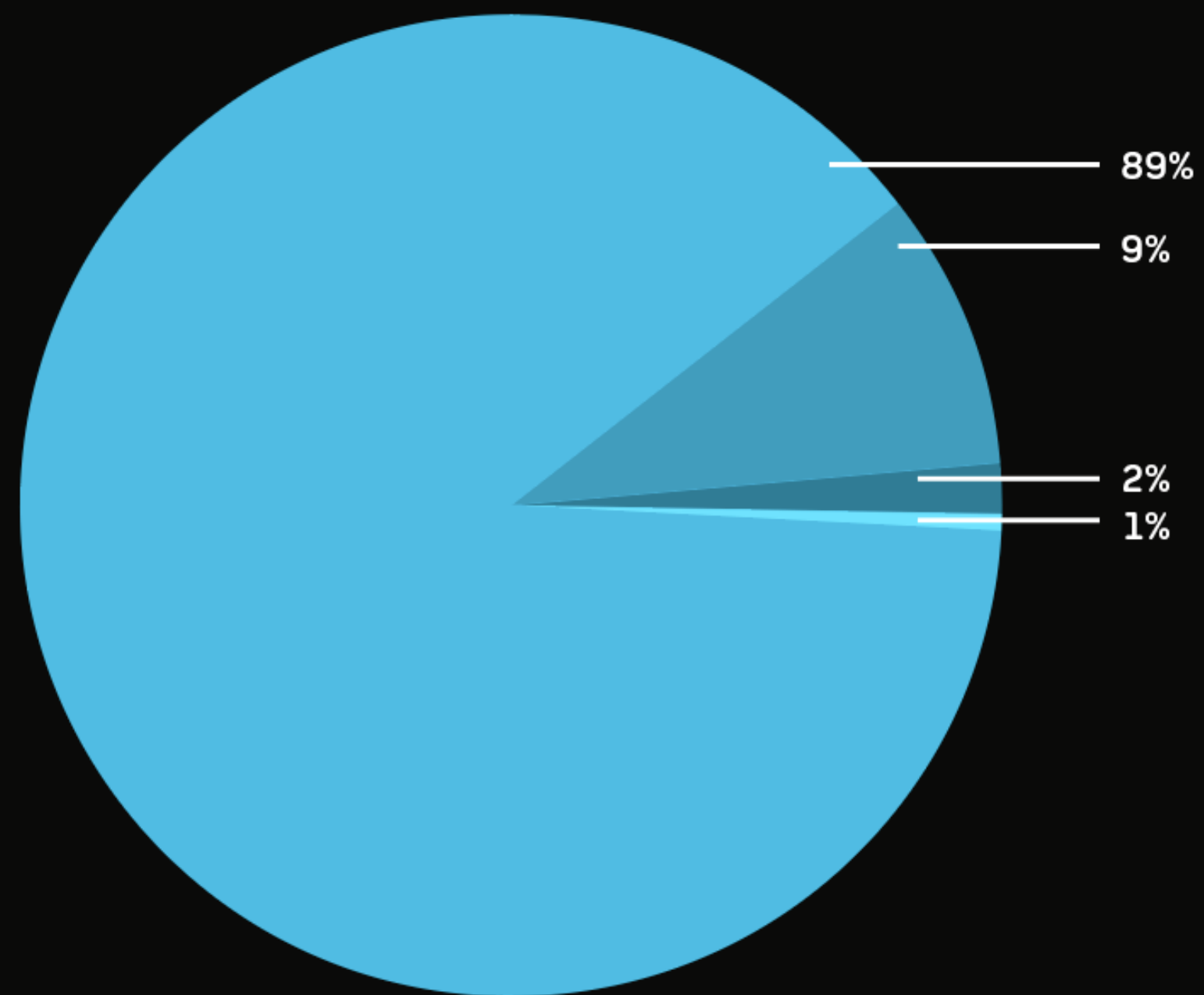
Lowest
ridership
day





Data

Trip Duration



● <1 hr ● 1 - 2 hrs ● 2 - 3 hrs ● 3+ hrs



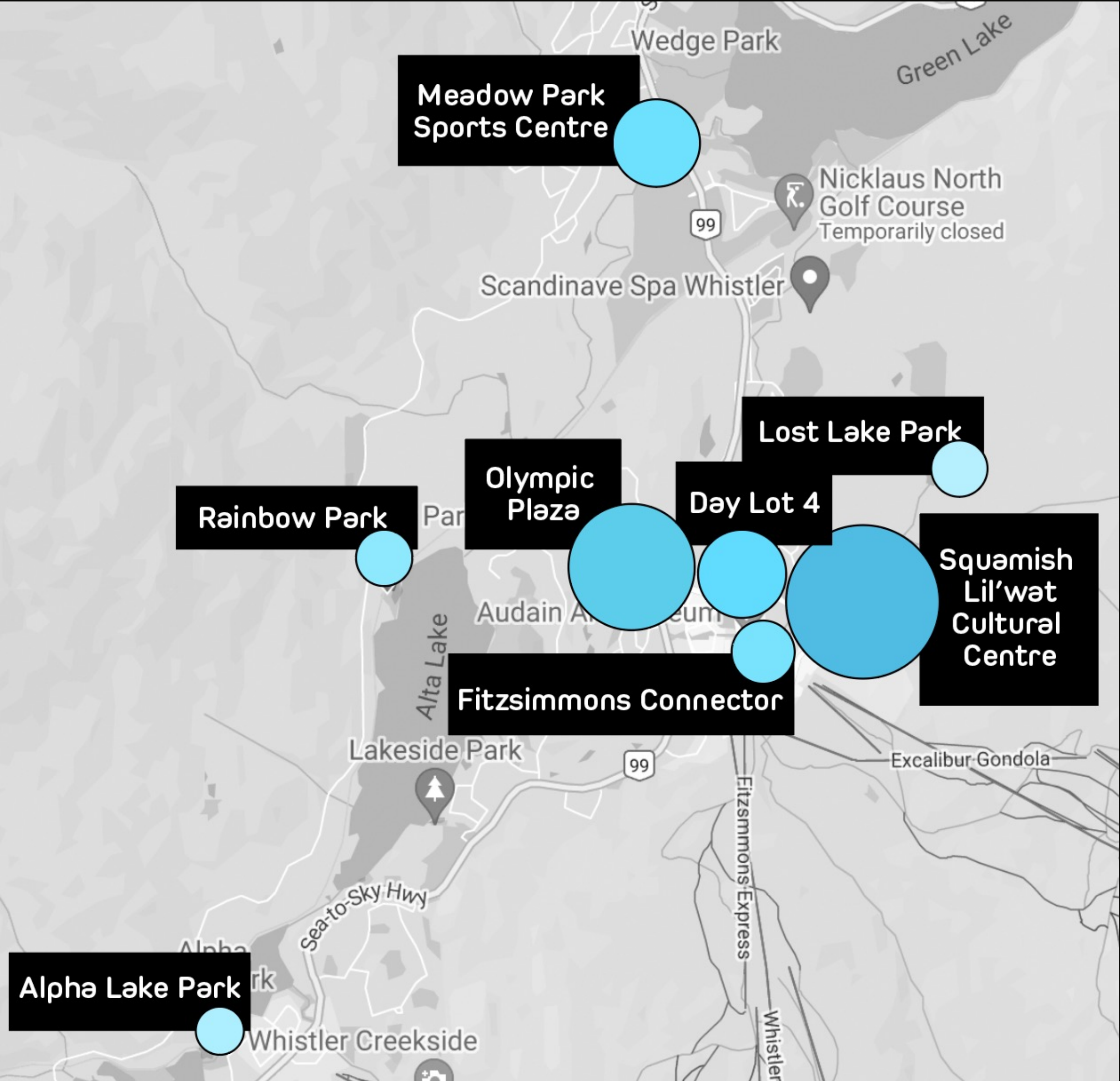


Data

Parking and Zones

Parking activity as a %
of total trip starts + trip ends

Alpha Lake	5%
Day Lot 4	12%
Fitzsimmons Connector	9%
Lost Lake Park	8%
Meadow Park	11%
Olympic Plaza	20%
Rainbow Park	9%
Squamish Lil'wat Cultural Centre	27%
TOTAL TRIP STARTS & TRIP ENDS	100%

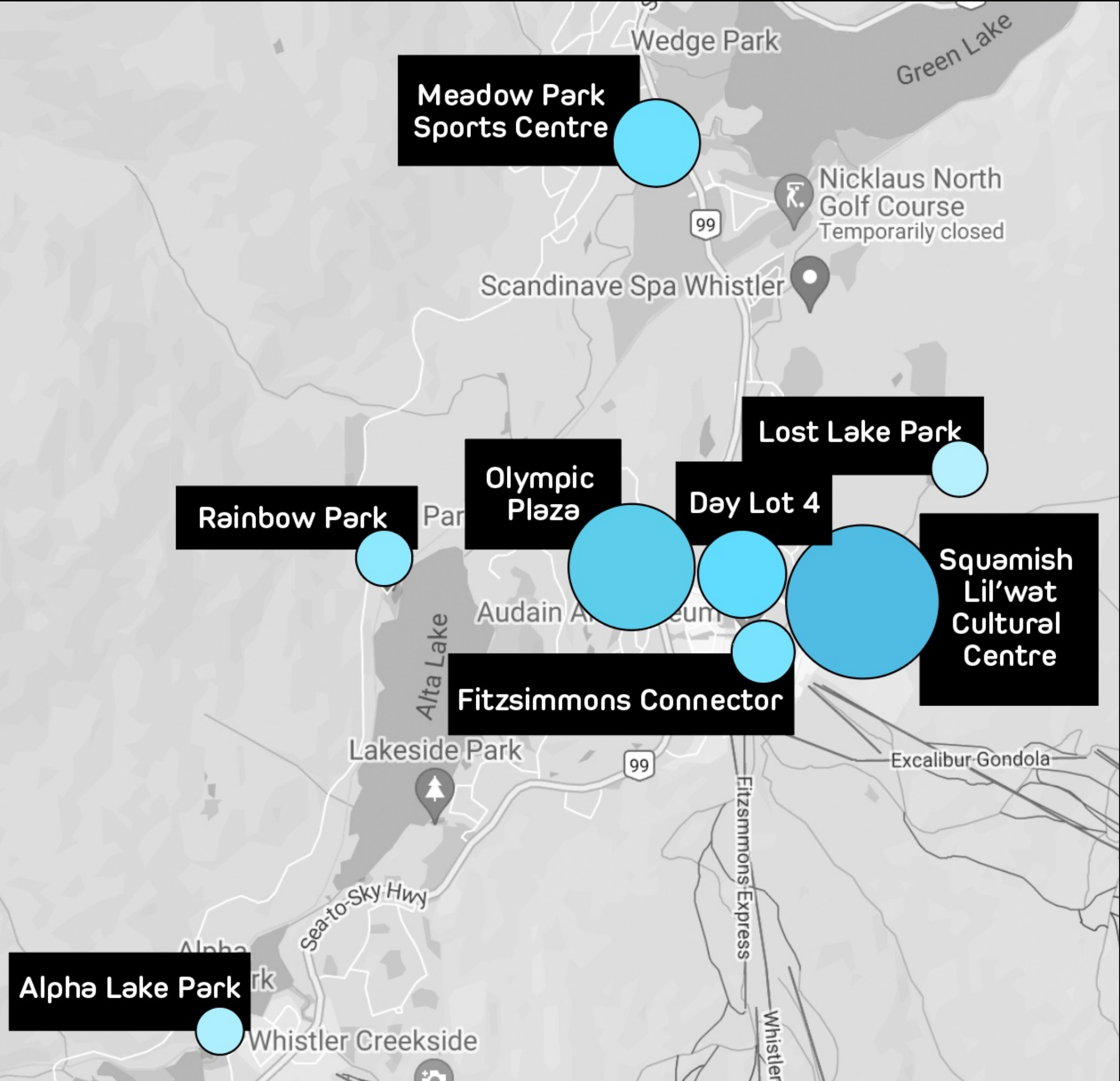




Data

Parking and Zones

Parking Zone Usage		Start Zones							
End Zones	Zone	Alpha Lake	Daylot 4	Fitzsimmons	Lost Lake	Meadow Park	Olympic Plaza	Rainbow Park	SLCC
	Alpha Lake								
	Daylot 4								
	Fitzsimmons								
	Lost Lake								
	Meadow Park								
	Olympic Plaza								
	Rainbow Park								
	SLCC								





Data

Trip Types

Comparison of round trips vs one-way trips

	Round Trips	One-Way Trip Starts
Alpha Lake	2%	3%
Day Lot 4	6%	6%
Fitzsimmons Connector	4%	5%
Lost Lake Park	2%	6%
Meadow Park	3%	7%
Olympic Plaza	9%	10%
Rainbow Park	4%	4%
Squamish Lil'wat Cultural Centre	14%	15%
TOTAL TRIP STARTS & TRIP ENDS	43%	57%





Marketing Impact

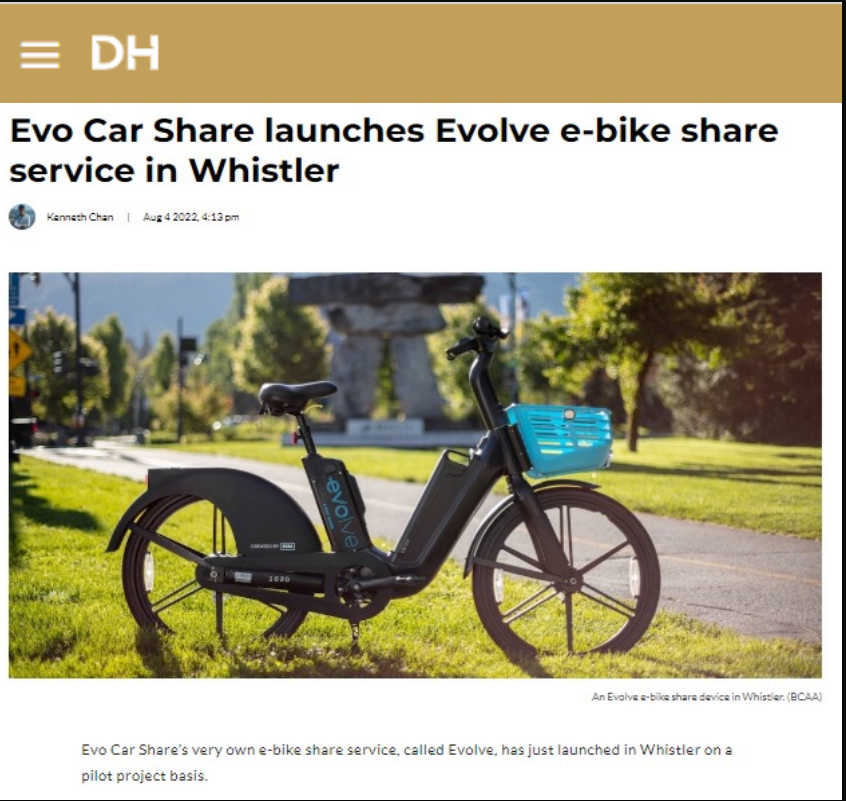
5.17M+
impressions

800+
engagement

300+
likes

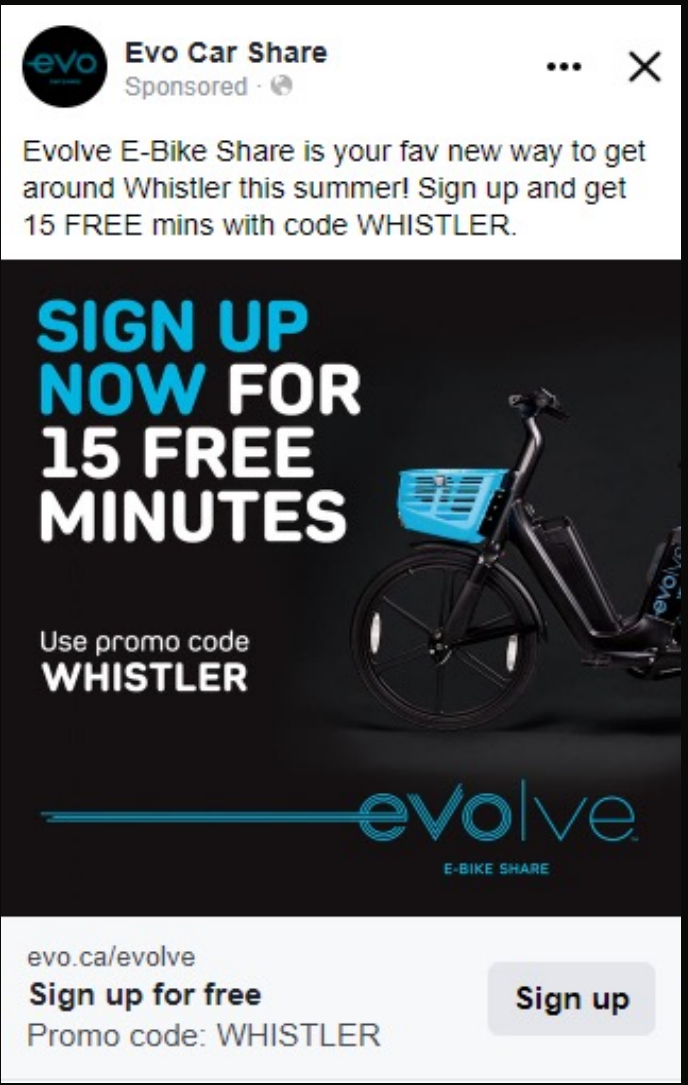
PR

41 coverage hits
*Daily Hive, Mountain FM,
Newswire*



Advertising

1.27M imp & 5.5K clicks
SEM, social, display



Own social

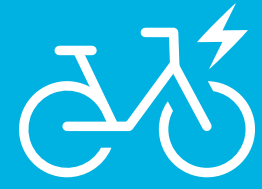
1.5K imp & 582 engagements
FB, IG, Twitter



Events

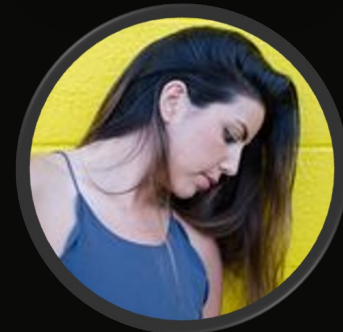
5 local activations
*Crankworx, Summer Concert
Series, Meadow Park*





Neil Jones

Coming to Vancouver anytime soon?



missayalarom

Yayyyy Evo Bikes!!!!



emcee66

Electric bikes for hire!?!?! Would be awesome!



thechloebeth

Ok if it's bikes I'll SCREAM with excitement!!

warriornanny

Ooo this is exciting. I hope to see them in Victoria soon!



marleyanth0ny

So excited to try one!



Gabi Möller

I hope this expands through whistler's neighborhoods and becomes more affordable. It would get a lot of locals out of their cars and onto the bikes. Rates should be more comparable to public transit if you want to encourage people to use it.



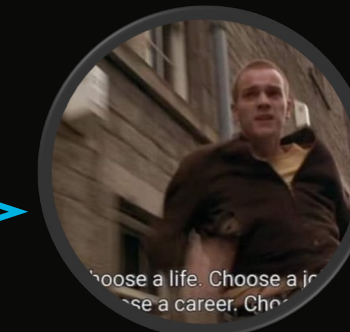
Laura Rosenthal

Disappointing fee structure. Encourages people to ride like maniacs. I like this idea and hope you rethink the fee structure.



1343jeff

I'll say that if you do bring the Ebikes to Vancouver, EVO will definitely be my choice instead of Shaw Go Mobi! I won't need a car ever again with the combo of Transit, Carshare and soon Bikeshare at an affordable rate and very sustainable!



Here's what they say...

July 8, 2022

Mayor and Council
Resort Municipality of Whistler
4325 Blackcomb Way
Whistler, BC V8E 0X5

Dear Mayor and Council,

Thank you for the discussion at the July 5, 2022, Council meeting regarding the RMOW's Evo-Bike Program.

Many of Whistler's existing bike rental operators continue to believe that, as currently designed, the Evo-Bike Program will result in direct competition with local bike rental providers. The consequences of this direct competition could have negative impacts on the environment, Whistler employees and small businesses. In appendix A we have included a more detailed example of exactly how we believe the RMOW's Evo-Bike program, as currently designed, will compete with and significantly underprice a typical valley bike rental from the independent operators in Whistler. Appendix A also includes some examples of the possible implications of this direct competition.

Bike rental operators and the RMOW are aligned in that we would like to see more people on bikes in Whistler. However, RMOW's program needs to be complementary to the products and services already offered by local businesses, not competitive. As a result, we have provided some suggestions on how we believe the program can be improved so it can be a win for the environment, a win for Whistler residents and less detrimental for the existing rental providers.

Additionally, virtually all of the questions from our June 29, 2022, letter and the other questions posed by the councilors and local bike rental operators are still unanswered. These are important questions to carefully consider and answer before experimenting with jobs, livelihoods and the environment. We have included an expanded list of questions in Appendix B to this letter. We would urge the RMOW to provide answers to these questions and collaborate with local rental operators before entering/disrupting the bike rental market, implementing trials or RFPs.

Suggestions to improve the RMOW's E-Bike program include:

- 1) Allow Whistler's independent bike rental operators to contribute to key decisions related to the RMOW's E-Bike rental program. Key decisions should include the following: determining the Bike pick-up and drop-off locations, determining the total number and type of bikes, advising on safety and maintenance policies/programs, pricing and fees, who has access to the bikes and how the program is marketed. This can be achieved through an oversight committee comprised of representatives from the bike rental community.
- 2) Restrict the program to sea to sky residents and adjust locations to focus on Whistler neighbourhoods and staff housing as opposed to visitor destinations. For example, replace the Olympic plaza and Lost Lake locations with Cheakamus, Function Junction or Staff Housing locations. Maintain no more than one village location that is an appropriate distance from existing rental operators and where guests would otherwise drive (perhaps day lot 4 or 5). This will reduce the competitive impact on local bike

rental providers and enhance the access and benefits of the program for Whistler residents.

- 3) Develop clear, fair and measurable objectives and metrics that will be used evaluate the success or failure of the program before starting.
- 4) Evaluate and initiate partnership opportunities with local businesses such as a locally run maintenance program so the bikes are not being shipped to Vancouver for maintenance (which is presumably not environmentally friendly).
- 5) Involve experts to carefully review the RFP process and help negotiate key agreement terms between the RMOW and third-party providers (like BCAA) to help ensure the environmental benefits are maximized and economic benefits remain in Whistler.

The common goal that is shared by the RMOW and local bike rental operators is to get more people on bikes and out of cars. We urge the RMOW to engage with local bike rental operators like partners in achieving this objective, not competitors. Please consider allowing local bike rental operators to contribute to and participate in the RMOW's bike rental program so it can be a win for the environment and a win for the entire Whistler community.

We look forward to discussing this further.

Signatures:

David Wilcox - Premium Mountain Rental (david.wilcox2@gmail.com)
Todd Friesen - Premium Mountain Rental (toddf12@gmail.com)
Will Naylor - Gateway Bikes (will@whistlersports.com)
Coco Ferrell - Evo Whistler, Evo Village Sports, Sportstop (cfarrell@evo.com)
Matt Delany – Arbutus Routes (matt@arbutusroutes.com)
Steve Cousins – Spicy Sports (Cuz@spicysports.com)
Yohann Sheetz – Cycle Whistler (Yohann@underground-tuning.com)
Josh Paul – Cycle Whistler (josh@underground-tuning.com)
Tayla Paul – Cycle Whistler(taylap@underground-tuning.com)
Ash Conrad – Whistler eBikes (Ash@whistlerebikes.com)

APPENDIX A – EXAMPLE OF THE COMPETITIVE PRICE UNDERCUT

Based on the proposed RMOW Evo-Bike Program, a RMOW Evo-Bike rental user can pick-up a bike in the village and ride to and from Lost Lake to a total cost of \$11 to \$22 (depending on the Evo user's ride time).

In order cover the costs of commercial rent, wages, insurance, bike purchases and maintenance most existing rental providers rent valley bikes usually for a minimum of 4 hours at a cost of approximately \$50 per bike. The village to Lost Lake trip is a very common route for guests renting valley bikes or e-valley bikes from existing rental operators in Whistler. It is important to note that rental guests on a 4 hour or full day rental are often not riding for the entire time. In many cases guests will pick up their bikes from one of the rental providers in the village, ride to lost lake for a swim or picnic and return to the village during the rental period. As a result, the RMOW's Evo-Bike share program, as currently designed, could displace this rental transaction at a price that is 78% lower than the prices offered by existing rental providers. The price undercut is even larger when compared to 4-hour E-Bike rental prices offered to the local rental operators.

The possible implications of undercutting the prices on Whistler's existing valley and valley e-bike rentals could include a significant reduction in the purchases/supply of valley and e-bikes by private operators, staffing and wage reductions, reduced investment by local businesses to grow Whistler's local bike rental offering and economy, and bankruptcy or closure of local rental providers.

These unintended negative consequences can be partly mitigated by restricting who has access to the Evo-Bike rental program (for example, Whistler residents) and by being thoughtful about the selection of the RMOW's bike rental pick-up and drop-off locations so as not to compete directly with common routes used by existing rental guests.

APPENDIX B – EXPANDED LIST OF QUESTIONS:

- 1) What key metrics is the RMOW using to evaluate the success or failure of this program? How will they be calculated? and can the metrics be shared with bike rental operators?
- 2) At the council presentation on July 5, 2022, the RMOW noted that it expects that approximately 16% of the Evo bikes (10 of 60 bikes) will be down for maintenance at any given time and that these bikes will be driven to Vancouver for maintenance. What is the environmental impact of transporting bikes to/from Vancouver for maintenance? How many car trips between the village and lost lake need to reduce to offset the environmental impact of the maintenance trips between Whistler and Vancouver?
- 3) Does the RMOW believe it is equitable and financially responsible to provide the bike drop-off and pick-up locations to BCAA for free while local small business pays some of the highest commercial rents in the country to have a presence in Whistler?
- 4) Does the RMOW intend to design the RFP process for a permanent E-bike program to allow for realistic submissions from local small businesses? The current lead time for an e-bike order of sufficient size is currently at least 1.5 years.

- 5) How will guest safety be ensured including management of drinking alcohol and riding at night, bike and helmet safety inspections etc.?
- 6) How will the RMOW help ensure the Evo-BCAA program is not competitive with existing rental providers?
- 7) What are the pros and cons of restricting the RMOW's bike rental program to Whistler residents and employees?
- 8) BCAA has over \$500 million in assets and is capable of funding its start-up research and development costs unilaterally. Why does the RMOW feel that it needs to support BCAA in launching this program by providing rent free locations and other services in-kind?
- 9) Why is the RMOW partnering with a non-Whistler organization like BCAA on this program? And is the RMOW interested in providing local rental providers with the opportunity to address the program's environmental objectives as opposed to BCAA?
- 10) Is it appropriate for the RMOW to move forward with this decision with no consultation with Whistler's existing rental providers? And should the RMOW be competing with existing rental providers?
- 11) Does the RMOW have good understanding of the possible impacts of this program on the existing rental providers?
- 12) What are the environmental impacts of manufacturing BCAA's e-bikes and possibility of over-supplying Whistler with bikes? How does this impact compare to possible benefits of the RMOW's bike rental program?
- 13) How will the RMOW and BCAA support small local rental operators and their employees if there are material financial hardships as a result of this program?
- 14) What is the current and normal supply of rental bikes in Whistler? What is the rental utilization (occupancy) of this supply from mid-April to Mid-October? Does the RMOW believe that Whistler's bike rental market is under-supplied?
- 15) Does the RMOW know how many valley and e-bike rentals there are in Whistler that are at risk of being shifted from local Whistler operators to BCAA as a result of this program?
- 16) Does the RMOW have a good understanding of a typical valley or e-bike rental guests in Whistler? Does the RMOW understand what these guests use the rental bikes for to appropriately assess whether BCAA will inadvertently competing with local rental operators?
- 17) Does the RMOW know how many employees work in Whistler's bike rental, retail economy?
- 18) Whistler's bike market is already well supplied local operators, why will adding more bikes result in fewer cars?
- 19) Is the RMOW aware of the legal liabilities and maintenance and safety obligations associated with renting bikes? Is there adequate insurance, liability waivers, maintenance staff, renter education to protect the RMOW against these risks?

- 20) Does the RMOW understand when bike purchase orders need to be made by existing rental operators and should programs like this be communicated to local rental providers before these purchase orders are made?
- 21) What are the capital and operating costs and RMOW staff time required to implement this program? Are there better uses of these resources considering the bike market is well supplied by local operators?
- 22) What is the useful life of BCAA's bikes? how are they disposed? And what is the environmental impact of disposing the bikes?
- 23) Why is this decision being rushed mid-summer? Can the RMOW consider taking sufficient time to properly consult with local businesses to assess the impacts of the program?
- 24) Would the RMOW consider shifting the demonstration program start date to a later date to properly target whistler residents and help mitigate the negative impacts on local rental operators?
- 25) Summer bike rental guests often rent bikes for a 4 hour period. However, the rental guests are often not riding the bikes for the full 4 hours. A typical guest will rent for 4 hours, ride to one of the lakes or parks, picnic or swim and return to the village. Why does the RMOW believe that if there are BCAA drop-off and pick-up locations in the village and at the parks, BCAA will not be competing with existing operators?

Evolve e-bike share program FAQ

To All Stakeholders,

This responds to various communications received prior to, and subsequent to the presentation to Council by RMOW staff on July 5 regarding an Evolve E-Bike Share Demonstration Project being implemented for late summer 2022. Questions have been grouped in themes as best as possible and consolidated where overlap occurred.

Sustainability

*What is the environmental impact of transporting bikes to/from Vancouver for maintenance?
How many car trips between the village and Lost Lake need to reduce to offset the environmental impact of the maintenance trips between Whistler and Vancouver?*

- A local company has been contracted by Evolve and will be responsible to service and reposition bikes.
 - This will be done in coordination with oversight of the RMOW Bike valet system.
 - The operation has been set up to be fully electric - a cargo e-bike with a trailer will be used to carry batteries and can carry several bikes for repositioning.
 - An electric car with trailer is available for any tasks that cannot be handled by the e-bikes.
- Staff proposed that servicing could be carried out in Vancouver if needed by Evolve after stakeholders identified concerns over the limitations of bike repair staff and facilities within Whistler.

What are the environmental impacts of manufacturing BCAA's e-bikes and possibility of over-supplying Whistler with bikes? How does this impact compare to possible benefits of the RMOW's bike rental program?

- Evolve e-bikes have already been fabricated and therefore already exist in the supply chain. After the demonstration project is complete, these bikes will be re-deployed to locations in the Lower Mainland to continue serving bike-share projects.
- By replacing vehicle trips with bike trips and targeting the 77 per cent increase in park users from 2019 to 2020, the RMOW sees strong environmental benefits by reducing GHG emissions and moving away from the car.

Safety

How will Evolve/RMOW ensure riders are not intoxicated when renting bikes?

Evolve has a zero-tolerance policy on riding intoxicated. This is detailed in the Member Agreement which all users must sign when joining and is also available to review at any time.

How will guests be informed how to use the bikes, and the local trails?

Signage at the parking hubs, the Evolve app, and Evolve website provide directions on how to use the bikes and will direct riders to visit Whistler.ca for information on how to get around.

What is the speed limit on the bikes? Does this match the speed limits in Whistler?

Evolve e-bikes are class 1 pedal assist allowing the rider to reach up to a maximum of 25 km/h, with the capability to automatically disable the electric assist once the maximum speed is reached

How will the helmets be sanitized and inspected?

Evolve's fleet support team will be cleaning and inspecting helmets, bikes, and stations. Users can also choose to use their own helmets if they are more comfortable with that option.

How will bikes be flagged for maintenance and repair?

Before a rider can start their trip, the app prompts them to inspect the bike and report damage (or confirm no issue) before starting a trip. In addition to issues reported by users, Evolve will perform regular, scheduled tune ups.

Is the RMOW aware of the legal liabilities, maintenance and safety obligations associated with renting bikes? Is there adequate insurance, liability waivers, maintenance staff, renter education to protect the RMOW against these risks?

BCAA has insurance coverage specifically for e-bike sharing services consistent with Municipal requirements throughout B.C. where e-bike sharing services are permitted.

Trial Efficacy

What key metrics are the RMOW using to evaluate the success or failure of this program?

How will they be calculated?

Will the metrics be shared with bike rental operators?

What are the metrics for success or failure of this trial?

What data is being collected and why?

- Anonymized and aggregated:
 - Trip data (length, duration)
 - Trip insights (time of day, day of week of e-bike demand/usage)
- Aggregated and anonymized user insights (city of residence, age)
- System Data: System availability trends (number of functional e-bikes within system)
- System Data: Station data and insights (full/empty, high/low demands)
- Continue collecting park parking data
 - Parking lot capacity
- Continue collecting bike valet data
 - Number and type of bikes
 - Bike rental use

How many locations are in key population centres?

How many of the proposed locations are centered within residential areas where household members would otherwise drive to work?

How many of the proposed locations are centered within residential areas where household members would otherwise drive to recreation areas?

- Alpha Lake Park (serving the southern part of the community i.e. Creekside), Meadow Park Sports Centre (serving the northern part of the community- i.e. Alpine).

- Locations have been considered based on high visibility, link to existing transit opportunities, and locations where parking is restricted or limited.
- Locations were also selected where demand for access has been demonstrated at destination parks without proportional increases in potential access options.
- Further locations will be considered and modifications to the system may be made during the demonstration project.
- Locations at Alpha Lake Park, Meadow Park Sports Centre, Rainbow Park, and Lost Lake Beach target recreational areas where local residents may otherwise drive and be challenged to find parking.
 - E.g. a local Creekside resident biking from Alpha Lake Park to Lost Lake Beach or Rainbow Park during a busy time period.

Can the bikes be used by families including child passengers, attaching trailers, or riders under 16 years of age?

No, this is not available for the demonstration project but could be considered for the 2023 RFP process.

If not usable by families, would the most suitable population centre of all, be at a larger staff housing units?

Further locations will be considered and modifications to the system may be made during the demonstration project and for the 2023 RFP process.

If scope of the trial is limited, should we start at staff housing? Rather than having two locations in the parking lots which are within easy walking distance of several existing rental providers?

The goal of the demonstration is to both address the need for alternate modes of transport to key destinations responding to increased park visitation, and to provide enhanced mobility options to residents. Behaviour change takes a substantial amount of time. It is important to ensure that a demonstration project enables the RMOW to collect data, and to make the system visible to residents so they can understand how it may be used in their day-to-day lives in future years.

- In any future system, locations within the Village will still remain critical to serve commuting trips to and from neighbourhoods to jobs in the Village.

Would the RMOW consider shifting the demonstration program start date to a later date to properly target whistler residents and help mitigate the negative impacts on local rental operators?

In order to collect meaningful, relevant data that could help inform a future project, it is important to run the demonstration during the summer and fall period.

BCAA has over \$500 million in assets and is capable of funding its start-up research and development costs unilaterally. Why does the RMOW feel that it needs to support BCAA in launching this program by providing rent-free locations and other services in-kind?

BCAA offering to run a limited-time demonstration project benefits the RMOW by allowing us to collect meaningful data to inform a potential future project. RMOW participation enables data sourcing to inform RMOW work.

How many of the proposed locations are in areas easily accessible by destination guests that in lieu of an e-bike share program could rent bikes from an existing operator?

All locations proposed could be accessible for both residents and guests.

What proportion of trips to work originate from the current locations?

Whistler Olympic Plaza, Day Lot 4, Fitzsimmons Connector (Day Lot 2) locations serve as final locations where residents from Creekside or Alpine could bike to get to work.

How will the RMOW help ensure the Evo-BCAA program is not competitive with existing rental providers?

- \$1.00 unlocking fee + \$0.35/min (e.g. 15 minute ride = \$6.25)
- Utilizing the bikes over 59 minutes will result in overage fee of \$20.00 for each hour over
- The e-bike price point is designed to not be more cost-effective than local e-bike rental options for longer trips, which are geared towards longer-duration use.
- At this price point, cost and ease of use compete with the cost of parking and inconvenience of finding parking

• *Figure 1: Price Comparison – Local Bike Rental Companies**

	2 Hour Rental	4 Hour Rental	1 Day Rental
Valley Trail Bike – Traditional	\$25 - \$31.50	\$40 - \$49	\$45 - \$71
Valley Trail Bike – E-Bike	\$39 - \$67	\$69 - \$120	\$79 - \$126
Trail Mountain Bike – Traditional	\$49 - \$60	\$75 - \$94.50	\$90 - \$135
Trail Mountain Bike – E-Bike	\$79 - \$110	\$110 - \$130	\$139 - \$162
Downhill Mountain Bike – Traditional	-	\$110 - \$120	\$108 - \$162
Downhill Mountain Bike – E-Bike	-	-	-

**Note - Within the existing rental businesses pricing model for Valley Trail E-bikes, there is high price variability.*

Evolve e-bike rental rates are not to be compared with rental rates for e-mountain bikes. Evolves will not be permitted to be used on mountain bike trails and therefore are not a comparable. Our rates are uncompetitively priced with e-bikes intended for use on the valley trail and local roads.

What are the pros and cons of restricting the RMOW's bike rental program to Whistler residents and employees?

Running a demonstration project that is available to a variety of user groups helps collect more meaningful data to help better inform a potential future project.

Enabling use by guests also ensures that the 77 per cent increase in park visitation can be accommodated by sustainable modes of transportation.

What is the current and normal supply of rental bikes in Whistler?

What is the rental utilization (occupancy) of this supply from mid-April to Mid-October?

Does the RMOW believe that Whistler's bike rental market is under-supplied?

- Currently 20+ bike rental businesses compete with each other (some adjacent to each other). There are large ranges in price point from business to business.
- The goal of the project is not to take away from existing bike rentals but rather create new bike trips that wouldn't otherwise happen. Not all users are looking for a rental experience as this could be considered inconvenient to many users.
- Due to this, the question of local rental supply will not impact many users decision to rent that

product when compared to the e-bike share system.

What are the capital and operating costs and RMOW staff time required to implement this program? Are there better uses of these resources considering the bike market is well supplied by local operators?

- This will be at no direct partnership cost to the RMOW other than in-kind services primarily as staff time including project coordination and bike rack installation.
- The Evolve team is responsible for all operations and associated costs including:
 - access to e-bikes and helmets
 - regular e-bike maintenance
 - any required repairs
 - retrieving and redistributing the bikes
 - cleaning and charging of the bikes

Local Business/Ethical Concerns

Will Evo be required to have a business license for each of the locations?

One business license will be required in addition to a Village Use Permit and Park Use Permit.

Will Evo be subject to the same limits on bike rack space as existing operators?

Bike rack locations, size and positions have been arranged to meet the needs of the demonstration program and are located off of direct path of travel in all locations.

Will Evo pay the same per m2 as existing operators to rack their bikes on municipal land?

No

Why is the RMOW partnering with a non-Whistler organization like BCAA on this program? Is the RMOW interested in providing local rental providers with the opportunity to address the program's environmental objectives as opposed to BCAA?

- The Evolve e-bike share program has substantial existing technology support that will be required to implement a demonstration project.
- This support includes a mobile application, geo-specific controls, membership management and customer service infrastructure.
- These aspects of an e-bike share program are substantial undertakings that are being leveraged to allow a demonstration project to take place during 2022.
- For any future 2023 RFP process, RMOW will receive responses to the RFP from any businesses who apply, including local businesses.

The presentation claims the project will not "target a user who would not undertake a trip through a bike rental provider". If this indeed turns out to be false, will existing rental providers be compensated?

No, the existing rental providers will not be compensated. This information will be used to inform the RFP process and make adjustments as necessary to ensure a future system is compatible.

Does the RMOW believe it is equitable and financially responsible to provide the bike drop-off and pick-up locations to BCAA for free while local small business pays some of the highest commercial

rents in the country to have a presence in Whistler?

The e-bike share system is being implemented in a risk-transfer model where the RMOW does not need to invest in acquiring equipment or rolling out the system. The cost burden is on BCAA, while the RMOW provides public locations and leverages the demonstration to understand how best to meet climate goals in the long-term and add to the available mobility options.

Should the RMOW be allowing free advertising in the parks and key locations around the village that will increase brand awareness of a company setting out to compete with existing local operators?

Visibility of the e-bike share system is key to user understanding and navigation. Colours and branding assist users in navigating the system at all end points.

Could the RMOW insist on their own decals being placed over the EVO branding for this trial? Similar to what they already have in their own fleet of e-bikes?

This project is supported by the RMOW and undertaken by BCAA. Brand recognition of the system is part of the user understanding and navigation.

Is the Evo branding at key locations in the peak of summer beneficial to achieving our climate goals?

The demonstration project aims to:

- Generate new bike trips that replace car trips and not directly compete with existing bike rental trips.
- Ensure that the 77 per cent increase in park visitation can be accommodated and shifted towards sustainable modes.
- Ensuring that the project is viable and successful is beneficial to achieving Whistler's climate goals over the long-term

Do you think informing us for the first time on June 27, is an appropriate or fair amount of notice?

At the May 17 Transportation Advisory Group meeting the committee directed staff to "contact local e-bike share companies to see if there is potential for a 2022 e-bike share demonstration project".

- Staff reached out to, and engaged with BCAA over the following weeks to determine whether a demonstration project would be viable and address the request of the Council Committee.
- RMOW staff determined that offering the demonstration for summer 2022 would help gather meaningful data/lessons learned and help inform a potential long-term project for 2023.
- On June 2 staff tentatively agreed to broad parameters on a demonstration project with details to be resolved in the subsequent weeks.
- Details of the project were advanced to Council, stakeholders and the public within 25 days of initial arrangements commencing.

Is it appropriate for the RMOW to move forward with this decision with no consultation with Whistler's existing rental providers? And should the RMOW be competing with existing rental providers?

- The demonstration addresses the direction of the Transportation advisory group and policies contained in the Climate Big Moves.
- Staff have notified businesses in advance of the Council presentation and acceptance of program.

- Staff will continue to work with businesses over the course of the summer to determine opportunities and challenges of the program and whether it demonstrably competes with a local product offering.

Do you think that starting the bike rental project in July is fair to existing operators?

Running a demonstration project during peak 'busy' season is key to collecting meaningful data to help better inform a potential future project.

Does the RMOW intend to design the RFP process for a permanent e-bike program to allow for realistic submissions from local small businesses? The current lead time for an e-bike order of sufficient size is currently at least 1.5 years.

Any RFP process would have provisions to contemplate the impacts of supply chain delays and the reality of roll-out.

Data request from Whistler rental businesses

What data you would be willing to provide the RMOW that could assist in evaluating potential effects of the program to inform a longer-term implementation?

- What data points may provide a viable reference point to compare July to August and 2022 to other representative years?
- What data could you provide to help us better understand bike rental usage by Whistler residents?
- Utilization of local e-bike rentals
- Change in patterns between July and August
- Change in patterns from historical averages

STAFF REPORT TO COUNCIL

PRESENTED: January 10, 2023
FROM: Cultural Planning & Development
SUBJECT: SPONSORSHIP STRATEGY AND PLAN

REPORT: 23-003
FILE: SSP2301

RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

That the recommendation of the General Manager of Resort Experience be endorsed.

RECOMMENDATIONS

That Council direct staff to develop a Sponsorship Strategy and Plan to generate sponsorship revenue from certain Resort Municipality of Whistler (RMOW) assets, with the understanding that the process of developing a Sponsorship Strategy and Plan will include:

- Reviewing and revising to Policy F-31 – Sponsorship attached to this Administrative Report 23-003 as Appendix A;
- Re-evaluating the RMOW's sponsorable assets;
- Identifying the RMOW's most viable sponsorable assets;
- Establishing sponsorship revenue targets;
- Developing a sponsorship sales and service strategy including timelines; and further

That Council direct staff to bring forward a proposed Sponsorship Strategy and Plan for review at a future Regular Council Meeting.

PURPOSE OF REPORT

Provide Council with the information necessary to direct staff to explore opportunities to generate incremental non-tax revenue through sponsorship of RMOW capital assets, programs, and events.

☐ Information Report ☒ Administrative Report (Decision or Direction)

DISCUSSION

Background

Consistent with Whistler's Official Community Plan (OCP) staff are exploring alternative revenue sources as a strategy to reduce reliance on property taxes and, therefore, is re-examining sponsorship as a potential source of incremental revenue.

Sponsorship is defined as a mutually beneficial commercial arrangement between the RMOW and a party (the Sponsor), wherein the Sponsor provides cash and/or value-in-kind (VIK) services to the RMOW in return for access to the usable commercial potential associated with specific RMOW assets. One such type of sponsorship is naming rights, in which the Sponsor has the right – or, for an additional investment, the exclusive right – to apply their name to a specific event and/or program produced by the RMOW, or to apply their name to a specific RMOW-owned facility or other capital asset(s) for a negotiated period of time. This is a common practice in local government contexts to increase the financial viability of events or initiatives.

It is important to note that the RMOW is a sponsor of numerous third-party owned festivals, events, programs and exhibitions through the RMOW's Festivals, Events & Animation (FE&A) program. In each case the RMOW enters into an agreement with the other party whereby the RMOW provides funds and/or VIK in return for specific, negotiated benefits.

Advertising and Sponsorship

Even though advertising and sponsorship are often used interchangeably they are fundamentally different.

Advertising enables an organization to develop precise content for a message – i.e. an advertisement – and pays a published (or negotiated) rate to a media provider to place that message in a specific medium, in a specific market (whether local, regional, national, or global), for a specific duration. The advertiser has total control over the message and some influence over the medium.

Sponsorship involves a deeper and often ongoing relationship between two parties; in essence a partnership through which both parties benefit. Sponsorship works best when the goals and/or core values of both parties are aligned or complementary. Sponsors understand they do not have control over the property – whether an individual, a program, or a capital asset – with which they choose to be affiliated. Sponsorship is built largely on trust. Thus the importance of ensuring the values of the property and the Sponsor are aligned.

In addition to the intangible benefit of strengthening a brand through affiliation, sponsorship typically includes a range of tangible benefits to the Sponsor including but not limited to hospitality opportunities, promotional rights to activate the sponsorship, vending rights, on-site signage and other collateral, verbal acknowledgement, and inclusion in advertising – e.g. Sponsor logo, slogan, call to action, links – purchased by the property, program, or event to promote the property, program, or event in which the Sponsor is investing.

Whereas sponsorship can and typically does include advertising as a benefit to Sponsors, the reverse is not true. Importantly, staff will take a judicious approach when determining the extent to which advertising is a component of any sponsorship arrangement, to ensure that advertising on RMOW property does not undermine the experience of residents or visitors.

RMOW Sponsorship Initiative 2013-2015

In May 2013 RMOW staff contracted UNITE Partnerships Inc. (UNITE) (dba Score Marketing Inc.) to prepare a comprehensive sponsorship asset inventory and valuation for the RMOW to better understand the potential opportunities and limitations.

UNITE is a leading sponsorship marketing authority based in Vancouver with extensive experience developing sponsorship programs for a wide range of organizations including but not limited to professional sports, amateur sports, music, festivals, and all levels of government.

In December 2013 UNITE delivered their report which indicated the RMOW's total available sponsorship assets were valued at \$6.9 million.

- Please note: the total value of sponsorship assets is typically significantly greater than the net sponsorship revenue opportunity.

From January through July 2014 RMOW staff contacted other municipalities in Canada which have sponsorship programs, met with producers of third party events in which the RMOW had invested through the RMOW's FE&A program, explored sales and service models, identified strategic and logistical issues, and prepared a draft Sponsorship Policy.

On October 7, 2014 RMOW staff presented an Administrative Report to Council which recommended the adoption of Policy F-31 and summarized key findings from the UNITE valuation and RMOW staff research under the following headings:

1. Industry Overview
2. RMOW Asset Valuation
3. Sponsorship Policies in Other Municipalities
4. Key Issues and Implications
 - Issue 1: Protecting & Growing the Whistler Brand
 - Issue 2: RMOW Pursuit of Sponsorship Will Be Complicated
 - Issue 3: Costs & Return on Investment
 - Issue 4: Sales Strategy
 - Issue 5: Preserving the Guest Experience
 - Issue 6: Approval Process

On October 7, 2014 Council adopted Policy F-31 and directed staff to initiate a Sponsorship Pilot Program for FE&A programs produced by the RMOW. The policy defined the guiding principles upon which sponsorship arrangements would be considered. Two key principles include:

- Sponsorship or naming of RMOW assets or programs must be consistent with and complement Whistler's Vision.
- Not all RMOW assets and programs are available for sponsorship and/or naming rights as may be determined by the RMOW at its sole and absolute discretion.

In June 2015 the development of the Sponsorship Pilot Program was put on-hold for four reasons:

1. The RMOW did not receive any qualified responses to a Request for Proposal for Sponsorship Sales and Service; therefore, staff assumed responsibility for selling and servicing sponsorship.
2. Initial outreach by staff to indicated potential Canadian sponsors expressed interest in naming rights of capital assets but little interest in seasonal programs.
3. Those sponsors expressed concern that only 50% of Whistler visitors are Canadian residents.
4. Whistler had begun to experience growth in annual visits – fueled largely by increases during summer and shoulder seasons – which resulted in increased revenue from Municipal and Regional District Tax (MRDT) due to increased occupancy and higher rates for accommodation, therefore reducing the need, or perceived urgency, for incremental sponsorship revenues.

To-date the RMOW has neither pursued nor received any sponsorship revenue.

Current Status

The 2023 budget process identified the need to consider new non-tax revenues to assist in meeting the goals and objectives of the municipality in delivering services, and meeting the expectations of the community and guests. One such revenue opportunity that had been previously explored was Sponsorship.

Therefore, in December 2022, RMOW staff asked UNITE to:

1. Provide an overview of the Sponsorship sector in Canada.
2. Identify 5-10 RMOW assets that are most likely to be attractive to sponsors.
3. Identify the process, timeline, and cost to:
 - a) Evaluate those RMOW assets.
 - b) Identify the assets on which the RMOW should focus.
 - c) Develop a sponsorship sales and service strategy and plan.

UNITE's current property-side clients include Curling Canada, The JUNO Awards, Pacific National Exhibition, Vancouver Sun Run, Vancouver International Jazz Festival, and Vancouver Bike Share.

The following summarizes UNITE's most recent report findings:

2021 Canadian Sponsorship Landscape Study Key Findings

1. 2021: \$1.4 Billion was spent on sponsorship rights fees and activation.
 - 2020 = \$1.0 Billion
 - 2019 = \$3.0 Billion
2. 2021: among brands that invest in sponsorship ~17% of marketing funds are spent on sponsorship.
 - 2019 = 20%
3. 2021 property-side share of sponsorship investment:
 - Pro Sports 45%; teams and individual athletes (even those on teams).
 - Amateur Sports 18%; as above.
 - Festivals 18%
 - Tours, Attractions 9%
 - Arts & Culture 9%; individuals and organizations.
 - Other 1%
4. Top 3 sponsorship benefits:
 1. Product category exclusivity.
 2. Database/access to audience.
 3. Meaningful brand engagement opportunities.
5. 14% of rights fees are allocated to servicing Sponsors.
 - However, servicing remains the main hindrance to long-term property/sponsor relationships.
 - UNITE recommends allocating 20% of sponsorship revenue to servicing including signage design, production, installation, tickets/hospitality, data collection, research, reporting, sponsor-related travel, meals, and accommodation.

2014-2021 Notable Changes in Sponsorship

1. Heightened interest in short-term agreements.
 - Driven by heightened risk awareness and desire for more control and flexibility, sponsors are less likely to commit to binding multi-year agreements.

- Instead, single year agreements with flexible renewal options are increasingly popular.
- 2. Force Majeure.
 - COVID-19 has taught sponsors, properties, and agencies to be prepared for scenarios where sponsorship can be negatively impacted by unforeseen setbacks.
 - Agreements now include a range of scenarios with remedies including prorated rebate formulas, “pause” rights, automatic term extensions, penalties and/or value-replacement strategies.
- 3. Performance-based rights fees.
 - Growing trend: tying sponsorship investment to the performance of the property.
 - The sponsor reduces their financial risk by requiring the property to achieve specific results.
 - E.g. guaranteed baseline rights-fee investment, plus a variable component based on key performance indicators; e.g. attendees, impressions, onsite sales targets.
- 4. Engagement.
 - Sponsors are looking beyond on-site signage.
 - Properties must deliver meaningful ways for sponsors to interact with their target audience.
- 5. Community-oriented proprietary programs.
 - Sponsors recognize the increasingly important role that ‘sense of community’ plays with their target audience and customers.
 - In order to stand out from other sponsors and build connections with their audience, sponsors have an increased desire to ‘own’ a branded program as part of a sponsorship.
 - E.g. the Naming Rights partner of a public skating rink may also wish to create, deploy, and leverage a branded Learn to Skate program for youth in the community.
- 6. Diversity, Equity, and Inclusion (DEI)
 - Sponsors are raising the topic of DEI as an area of importance to embrace as a company, and to be perceived by their target audience as being up to date.
 - Sponsors now expect a property to have a clearly articulated perspective regarding DEI and that there are possibilities which can be explored.

RMOW Current Sponsorable Assets

Subsequent to UNITE’s December 2022 review of the RMOW’s current sponsorable assets, and in the absence of updated valuations, UNITE identified the assets below as most likely to attract sponsors.

Property	Capital Assets	Programs	
	Naming Rights	Top Tier Sponsor ¹	Lower Tier Sponsors ²
1. Meadow Park Sports Centre	✓	✓	✓
2. Whistler Olympic Plaza	✓	✓	✓
3. Summer Concerts		✓	✓
4. Village Host		✓	✓
5. Whistler Public Library		✓	✓
6. Canada Day Celebrations		✓	✓
7. Cultural Connector	✓		

8. Whistler Skate Park	✓		
9. Valley Trail	✓	✓	✓
10. Lost Lake Trails	✓	✓	✓

¹ Sponsor pays a premium for integrating their brand into the title of the program, category exclusivity, prominent logo presence in advertising and collateral, and heightened activation opportunities.

² Typically pays less than 50% of Top Tier fee in return for category exclusivity but otherwise reduced benefits; e.g. secondary (or no) presence in advertising and collateral, modest activation opportunities.

Staff's current perspective is that sponsorship of programs will be the most efficient entry to revenue generation, with naming rights of capital assets requiring greater examination, council support, and a longer timeframe. However, if Council directs staff to develop a Sponsorship Strategy and Plan, staff will bring forward recommendations regarding how to incrementally initiate this work.

UNITE cautions that even though the 2013 valuation may be directionally accurate, during the past nine years there have been changes – mainly positive – to most RMOW assets and that updated valuations would be prudent.

Other Considerations

1. Timelines from initial meeting to sponsor activation vary widely depending on the scale and complexity of the relationship.
 - However, for sponsorship <\$100,000, if the budget planning process of the property aligns with the budget planning process of the sponsor, activation can occur within 12 months.
2. Sponsorship and Procurement:
 - When the RMOW is assessing suppliers for major purchases – e.g. telecommunications, fleet, financial services – the RMOW should consider including a marketing expert on the RMOW procurement team, and request that vendors do the same.
 - Rationale:
 - Procurement typically involves RMOW subject matter experts, with the vendor represented by their sales and/or business development team(s).
 - Understandably those discussions are focused on performance, price, and service.
 - Sponsorship is the purview of marketers who recognize the potential value of sponsorship *vis a vis* other marketing vehicles.
 - The outcome for the RMOW could be a reduction in capital costs and/or operating costs in return for delivering sponsorship benefits to certain vendors.

POLICY CONSIDERATIONS

Relevant Council Authority/Previous Decisions

On October 7, 2014 in the Regular Council Meeting, Council passed the following recommendations:

That Council adopt the proposed Resort Municipality of Whistler (RMOW) Sponsorship Policy; and

That Council authorize staff to initiate a Sponsorship Pilot Program for Festivals, Events & Animation (FE&A) programs produced by the RMOW; and further

That Council authorize staff to commence the Sponsorship Pilot Program by publicly posting a Request for Proposal (RFP) for Sponsorship Sales and Service.

The Administrative Report titled 'Sponsorship Policy and Pilot Program' can be found here (p. 132): [October 7, 2014: Administrative Report No. 14-116](#), Sponsorship Policy and Pilot Program

Corporate Plan

The RMOW Corporate Plan is updated annually and articulates strategic direction for the organization. This section identifies how this report links to the plan.

Council Focus Areas

☒ Community Balance

*Effectively **balance resort and community needs** through deliberate planning, partnerships and investment*

☐ Climate Action

*Provide leadership to **accelerate climate action and environmental performance** across the community*

☐ Housing

*Advance strategic and innovative initiatives to enable and **deliver additional employee housing***

☐ Pandemic Recovery

*Leadership and support for **community and tourism recovery and sustainability** – priority focuses are where recovery needs intersect with other Council focus areas*

☐ Not Applicable

Corporate Goals

☐ Community character and mountain culture is reflected in municipal initiatives

☐ Municipal decision-making supports the effective stewardship of natural assets and ecological function

☐ Corporate policies and operations ensure continuous excellence in infrastructure, facility and program management

☐ A high level of accountability, transparency and community engagement is maintained

☒ Corporate financial health is optimized to ensure long-term community success

☐ A vibrant local economy and safe, resilient resort community is effectively reinforced by organizational activities

Community Vision and Official Community Plan

The OCP is the RMOW's most important guiding document that sets the community vision and long-term community direction. This section identifies how this report applies to the OCP.

As indicated in the Discussion on page 1 of this report, the recommendations in this report are consistent with the narrative, goals, objectives, and policies of the OCP. In particular, the recommendations reflect the essence of Chapter 6 – Economic Viability – which states that Whistler's resilience will be strengthened through collaboration and partnerships, and identifies reduced reliance on property taxes and alternative revenue streams as, respectively, a goal and a policy.

BUDGET CONSIDERATIONS

If Council approves the envisioned Sponsorship Strategy and Plan on (or before) August 1, 2023, the RMOW's draft budget for 2024 will include incremental revenue from sponsorship.

During 2023 there are no budget considerations. All costs for the development of the Sponsorship Strategy and Plan will be accommodated within the 2023-2027 Five Year Financial Plan.

LÍŁWAT NATION & SQUAMISH NATION CONSIDERATIONS

The RMOW is committed to working with the Líl'wat People, known in their language as *L'il'wat7úl* and the Squamish People, known in their language as the *Skwxwú7mesh Úxwumixw* to: create an enduring relationship; establish collaborative processes for Crown land planning; achieve mutual objectives; and enable participation in Whistler's resort economy. This section identifies areas where RMOW activities intersect with these relationships.

During the development of the Sponsorship Strategy and Plan RMOW staff will work with the Squamish Líl'wat Cultural Centre, Líl'wat Nation staff, and Squamish Nation staff to identify ways in which the RMOW Sponsorship Strategy & Plan can open up new opportunities for collaboration and reconciliation through sponsorship.

COMMUNITY ENGAGEMENT

Level of community engagement commitment for this project:

☒ Inform ☐ Consult ☐ Involve ☐ Collaborate ☐ Empower

REFERENCES

Appendix A – Council Policy F-31 - Sponsorship

SUMMARY

As guided by the OCP the RMOW has the fiscal duty to examine alternative sources of revenue and reduce reliance on property taxes where opportunities exist. One such potential revenue opportunity is selling sponsorship rights to RMOW properties and programs.

In October 2014 Council adopted Policy F-31 – Sponsorship and RMOW staff initiated a Sponsorship Pilot Program which was put on-hold in 2015.

The recommendations in this report are to re-activate the RMOW's pursuit of incremental non-tax revenue from sponsorship.

SIGN-OFFS

Written by:

John Rae,
Manager Cultural Planning & Development

Reviewed by:

Jessie Gresley-Jones,
Acting Chief Administrative Officer and
General Manager Resort Experience



**THE RESORT MUNICIPALITY OF WHISTLER
COUNCIL POLICY**

POLICY NUMBER:	F-31	DATE OF RESOLUTION: OCTOBER 7, 2014
SPONSORSHIP		

1. SCOPE OF POLICY

- 1) This Policy applies to:
 - a) Events and programs produced by the Resort Municipality of Whistler (RMOW) for which the primary audience is visitors.
 - b) RMOW-owned facilities which are used extensively by visitors.
 - c) RMOW assets to which visitors are exposed and/or with which visitors interact.
- 2) This Policy does not apply to:
 - a) Events and programs produced by the RMOW for which the primary audience is the community.
 - b) RMOW-owned facilities and assets which are used exclusively by the community.
 - c) Gifts or unsolicited donations to the RMOW.
 - d) Funding obtained from other levels of government through grant programs.
 - e) Third parties who lease RMOW property or hold permits for activities or events.
- 3) This Policy is not intended to impede or supersede:
 - a) Any existing or future RMOW initiative to sell advertising or sponsorship for events and programs produced by the RMOW for which the primary audience is the community, or for RMOW-owned facilities and assets which are used exclusively by the community.
 - b) Any effort by the RMOW to sell advertising including on rink boards and squash courts in Meadow Park Sports Centre or in RMOW Recreation Guides.
 - c) Community groups from activating sponsorships in RMOW venues and facilities.

2. DEFINITIONS

- 1) Sponsorship
 - A mutually beneficial commercial arrangement between – for the purposes of this Policy – the RMOW and a party, wherein the party provides cash and/or value-in-kind (VIK) services to the RMOW in return for access to the usable commercial potential associated with specific RMOW assets.
- 2) Naming Rights
 - A type of sponsorship in which a party has the exclusive right to apply their name to a specific event and/or program produced by the RMOW, or to apply their name to a specific RMOW-owned facility or other capital asset(s) for a negotiated period of time.
 - In this Policy, Naming Rights are considered in a commercial context; i.e. sold for cash or other commercial considerations.

- 3) Sponsorship Agreement
 - A contract that reflects the commercial arrangement for the exchange of benefits between the RMOW and a party for a specific period of time.
- 4) Sponsor
 - A party who enters into a Sponsorship Agreement to provide funds and/or VIK in return for usable commercial potential associated with specific RMOW assets.
- 5) Activation
 - Activities undertaken by a sponsor to realize the usable commercial potential of a sponsorship.
 - Activation requires an investment by the sponsor which is in addition to the benefits received by the RMOW in accordance with the Sponsorship Agreement.
- 6) Value-in-Kind (VIK).
 - Sponsorship benefits received in the form of goods and/or services rather than funds.
 - VIK must eliminate or reduce a budgeted line item of the Sponsored program.
- 7) Exclusivity.
 - Exclusive right within a specific business category for a Sponsor to:
 - Apply their name to a specific event and/or program produced by the RMOW, or to apply their name to a specific RMOW-owned facility or other asset for a negotiated period of time.
 - Supply goods or services to the RMOW for a specified period of time.

3. PURPOSE

- 1) Provide the RMOW with an authorized environment for pursuing sponsorship and naming rights agreements for RMOW-produced events and programs for which primarily audience is visitors, and for RMOW-owned facilities and assets for which the primary user group is visitors; and
- 2) Create a consistent approach to soliciting, approving, managing and reporting on sponsorship and naming rights agreements for RMOW-owned facilities and assets and RMOW-produced events and programs; and
- 3) Recognize and capture revenue potential associated with sponsorship and naming of RMOW-owned facilities and assets and RMOW-produced events; and further
- 4) Protect the RMOW from risk and uphold the RMOW's stewardship role to safeguard RMOW assets and interests.

4. GUIDING PRINCIPLES

- 1) The RMOW recognizes and supports sponsorships and naming rights as a revenue generating strategy that balances the benefit of entering into sponsorship agreements with the RMOW's role as steward of public assets and interests.

- 2) Sponsorship or naming of RMOW assets or programs must be consistent with and complement Whistler's Vision: *The Premier Mountain Resort Community Moving Toward a Sustainable Future*.
- 3) Sponsorship or naming of RMOW assets or programs must not result in undue commercialization of the public domain and must not harm Whistler's reputation.
- 4) Revenue and VIK generated through sponsorship or naming rights must be commensurate with the value of the sponsorship or naming rights opportunity.
- 5) Not all RMOW assets and programs are available for sponsorship and/or naming rights as may be determined by the RMOW at its sole and absolute discretion.
- 6) Sponsorship will not result in, or be perceived to result in, any competitive advantage, benefit, or preferential treatment outside the sponsorship agreement; and sponsors and naming rights holders will not be permitted to imply that their products, services or ideas are sanctioned by the RMOW.
- 7) The RMOW shall not relinquish to the sponsor any aspect of the RMOW's right to manage and control RMOW assets, property or program.
- 8) In order to expedite the exploration of sponsorship and naming rights a formal competitive process is not required when soliciting sponsorship opportunities. However, in order to optimize revenue, it is expected that several prospective sponsors will be approached when circumstances warrant.
- 9) The RMOW reserves the right to terminate a sponsorship if the sponsorship is no longer in the best interest of the RMOW and the resort community.

5. PROCEDURE

- 1) Organizations which will be considered as potential sponsors will be determined by this Sponsorship Policy at the sole discretion of the RMOW.
- 2) Approval of RMOW assets available for sponsorship must be obtained from the Chief Administrative Officer (CAO) and the General Manager of the Division in which the asset resides before potential sponsors are approached.
- 3) Solicitation and negotiation of sponsorships and naming rights will be conducted by RMOW staff and/or by industry experts with proven expertise in sponsorship practices.
- 4) An RMOW Sponsorship Committee of Council composed of a Councillor, the CAO and all General Managers will be established with authority to review and approve or decline all proposed sponsorships and naming rights which exceed \$100,000 annually and/or are perceived to be sensitive and/or represent a potential conflict with resort stakeholders. Approvals from the CAO and the General Manager of the Division in which the asset resides are required for proposed sponsorships and naming rights below \$100,000 annually.
- 5) Sponsorship Agreements will be confirmed in writing via a legal signed contract and must be signed by an authorized representative of both the RMOW and the sponsor and will include:

- i. A description of benefits the RMOW will receive from the sponsor, and benefits the RMOW will provide to the sponsor
 - ii. Term/duration of the Agreement
 - iii. Payment schedule or, in the case of VIK, the method of delivery
 - iv. Renewal options (if required)
 - v. Indemnification and termination
 - vi. Insurance
 - vii. Confidentiality
- 6) Solicitation of naming rights for assets owned and operated by the RMOW will be preceded by:
- i. An asset valuation completed within the previous three years
 - ii. Approval by the RMOW Sponsorship Committee
- 7) Naming Rights Agreements will be confirmed in writing via a legal signed contract and must be signed by an authorized representative of both the RMOW and the sponsor and will include:
- i. All points in Section 5. 5) of this Policy.
 - ii. Confirmation from the General Manager of the Division in which the asset resides that signage, publicity, and advertising shall conform to all applicable municipal bylaws and policies.
 - iii. Responsibility for the costs for renaming of a facility.
- 8) Use of the RMOW logo in combination with the sponsor logos will be in keeping with RMOW Corporate Identity Guidelines.
- 9) Use of sponsor logos and direct links from the RMOW website will be considered jointly by the General Manager of the Division in which the asset resides and the RMOW Manager Communications.

Certified Correct:

Signed original on file.

Shannon Story
Corporate Officer

STAFF REPORT TO COUNCIL

PRESENTED: January 10, 2023
FROM: Finance
SUBJECT: FIVE-YEAR FINANCIAL PLAN 2023 – 2027 BYLAW NO. 2379, 2023

REPORT: 23-004
FILE: 4530

COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

That the recommendation of the General Manager of Corporate and Community Services be endorsed.

RECOMMENDATION

That Council consider giving first, second and third readings to the “Five-Year Financial Plan 2023-2027 Bylaw No. 2379, 2023”.

PURPOSE OF REPORT

The Five-Year Financial Plan 2023-2027 (Plan) sets out the proposed revenue sources and expenditures for the municipality for the period January 1, 2023 to December 31, 2027.

☐ Information Report ☒ Administrative Report (Decision or Direction)

DISCUSSION

Background

The *Community Charter* requires municipalities to prepare a five-year financial plan to be adopted annually by bylaw prior to the adoption of the annual property tax bylaw (due before May 15 each year). Once adopted, the Plan is in effect until it is replaced or amended, and may be amended by bylaw at any time.

The Five-Year Financial Plan 2023-2027 Bylaw No. 2379, 2023 and schedules (Financial Plan Bylaw) is included in the Council Package and reflects the following guidelines as adopted at the December 20, 2022 Regular Council Meeting:

1. To implement a 8.4 per cent increase to property value taxes in 2023;
2. To implement a 5.0 per cent increase to sewer parcel taxes and user fees in 2023;
3. To implement a 4.0 per cent increase to solid waste parcel taxes and fees in 2023;
4. To implement a 3.0 per cent increase to water parcel taxes and user fees in 2023; and further
5. To include the project amounts as described in Appendix A and attached to Administrative Report to Council No. 22-156.

Section 165 (3.1) of the *Community Charter* requires additional disclosure regarding the proportion of revenues from each source and the objectives and policies in relation to the distribution of property value taxes among the different classes. This information is provided in Schedule C of the Financial Plan Bylaw.

The municipality continues to pursue revenue diversification to minimize the overall percentage of revenue raised from property taxes wherever possible. The objective is to maintain a reasonably-sized tax requisition by maximizing other revenue sources, lowering the cost of municipal services and shifting the burden to user fees and charges where feasible.

Analysis

A solid post-pandemic recovery took hold in the community in 2022. Visitation returned to 2019-type levels, with international visitors representing a more normal proportion of what had become a largely regional visitor base. Yet it wasn't quite business as usual as labour shortages meant that many businesses were forced to operate at limited capacity despite strong demand. Likewise, the Resort Municipality of Whistler (RMOW) struggled to fill vacant roles more so than is typical. Supply chains too, remained in flux for much of the year, with lengthy delivery times for some parts and products and higher prices for most.

These two factors (labour shortage and constrained availability of purchased goods) proved challenging in 2022 and have become key drivers for year-to-year changes in budgets for 2023. Prices for everything, from wages to pool chemicals to vehicles have increased noticeably in the year. Canada CPI (one widely-quoted inflation indicator) peaked at +8.1% in June. While the rate of inflation is more recently showing some signs of slowing, it's important to note that this does not mean that prices are going down, only that they are going up more slowly than they once were. Higher prices are here to stay and the RMOW, like all organizations, must plan accordingly. So a higher than typical increase in the overall tax requisition is necessary for 2023 in order to continue to deliver the level of services that the community expects.

Another key element of this year's Plan is a recommitment to reserve contributions. Reserve contributions are vital to long term asset health and are also a key means by which residents in the community in any given year are appropriately charged for the value of the asset deterioration that takes place during that same year. These contributions were deliberately constrained in budget years 2020 - 2022 as a means to help provide financial support to the community. Yet the RMOW's commitments – to be fiscally responsible and to be effective stewards of shared community assets – did not lapse during this period. And so the time has come to move reserve contributions back toward appropriate levels. The process of moving reserve contributions back to levels that would have been achieved absent the three-years of pandemic-related constraint is expected to take five years. Planned contributions in this five-year period don't yet take into account the effects of higher prices on the replacement value of assets. So there will remain work to be done beyond 2027 as well.

As is the case every year, this Plan captures the RMOW's understanding of the "most likely" path forward. Should the operating environment or actual outcomes diverge materially from those described in this Plan, an amendment to the plan may become necessary.

Part of the organization's commitment to transparency and accountability is to be alert to emerging differences between budgets and actual outcomes and to engage with Council and the community with updates as and when necessary.

Planned project spending for the five years covered by this Plan totals \$155.7 million after anticipated grant funding. The primary focus of this spending is asset renewal, with \$69.7 million of this amount dedicated to the water and sewer systems, many segments and components of which are now at an advanced age. Another \$54.2 million across five years has been earmarked for renewal and replacement of general municipal assets including upkeep for buildings and roads among other planned investments. Many dozens of other works will advance initiatives as diverse as climate mitigation, ensuring continued vibrancy in our parks, and introducing improvements to existing infrastructure that serve the changing needs of the community.

The five year operating budget aims to deliver greater volumes of services to the community. Some of these changes come in direct response to increasing demand and the community's concerns about service levels. These include among other things:

- Increased Valley Trail snow clearing as a means to support active transportation objectives
- Increased sanitary and maintenance service in the parks, a direct response to the fact that park visitation numbers are up significantly from pre-pandemic levels

Some changes to planned service delivery reflect the increasingly complex environment in which the RMOW operates. These include, among other things:

- Spending to digitize Building Department processes and move away from paper files
- Expanded Planning staff focused on delivering affordable housing, generational improvements to local parks and redoubling focus on smart community development

Throughout the budget process, the service delivery model and its associated costs are considered and adjusted where appropriate. This happens in consultation among RMOW staff including senior management; with Mayor and Council; and with the community. The budget presented includes best efforts at efficient and cost-effective service delivery across the five-year planning horizon.

The Financial Plan Bylaw includes a series of schedules, including:

Schedule A - Operating Summary

- Collects revenues and expenditures into key categories for each of the General, Water, Sewer, and Solid Waste Funds
- Shows transfers to (from) statutory reserves that accompany planned operating activities

Schedule B - Project Summary

- Captures planned project expenditures for each of the General, Water, Sewer, and Solid Waste funds, and
- Associated third-party funding which includes grants and anticipated repayments from third parties
- Resulting Transfers from (to) reserves

Schedule C - Supplementary Information

- Summarizes funding sources for 2023 including property tax, parcel taxes, fees and other grants.
- Outlines property tax requisition between property classes

POLICY CONSIDERATIONS

Relevant Council Authority/Previous Decisions

On December 20, 2022 Council directed the preparation of the Five Year Plan on the basis of the guidelines presented in [Administrative Report 22-156](#).

Corporate Plan

The RMOW Corporate Plan is updated annually and articulates strategic direction for the organization. This section identifies how this report links to the plan.

Council Focus Areas

☒ Community Balance

*Effectively **balance resort and community needs** through deliberate planning, partnerships and investment*

☒ Climate Action

*Provide leadership to **accelerate climate action and environmental performance** across the community*

☒ Housing

*Advance strategic and innovative initiatives to enable and **deliver additional employee housing***

☒ Pandemic Recovery

*Leadership and support for **community and tourism recovery and sustainability** – priority focuses are where recovery needs intersect with other Council focus areas*

☐ Not Applicable

Community Vision and Official Community Plan

The Official Community Plan (OCP) is the RMOW's most important guiding document that sets the community vision and long-term community direction. This section identifies how this report applies to the OCP.

OCP Goal 6.1 “Provide effective and appropriate municipal infrastructure (including facilities and amenities) that minimize taxpayer costs, and consider allocating the value of infrastructure replacement to future years.”

OCP Goal 6.3 “Implement and monitor the Five-Year Financial Plan” speaks to the importance of ensuring that the budget considers the OCP and also broad economic indicators, as has been done.

OCP Goal 6.4 “Reduce reliance on property taxes” speaks to the importance of non-tax revenue streams, which in the case of the coming fiscal year are expected to contribute nearly \$1.4 million in additional revenue to offset municipal expenditures.

BUDGET CONSIDERATIONS

The preparation of the five year financial plan is entirely funded from within existing Finance department operating budgets, and other budget considerations are outlined in the sections above.

LÍŁWAT NATION & SQUAMISH NATION CONSIDERATIONS

The RMOW is committed to working with the LÍŁwat People, known in their language as *L'il'wat7úl* and the Squamish People, known in their language as the *Skwxwú7mesh Úxwumíxw* to: create an enduring relationship; establish collaborative processes for Crown land planning; achieve mutual objectives; and enable participation in Whistler's resort economy.

There are no specific considerations in this report.

COMMUNITY ENGAGEMENT

Level of community engagement commitment for this project:

☐ Inform ☐ Consult ☒ Involve ☐ Collaborate ☐ Empower

Extensive community engagement is integral to the RMOW's annual budget process. A Community Open House was held on December 1, 2022 which welcomed members of the public to a session at the Whistler Public Library. The session was livestreamed to Facebook and a recording uploaded to the municipal website. Materials describing the planned spending captured in the Plan were also available on this website.

The RMOW launched an online engagement tool in 2021 that was used again to collect feedback and ideas related to the 2023 budget. This tool allows community members to pose questions and share ideas related to the draft budget. From December 1 to 16, 28 ideas were shared publicly and 21 questions posted with associated staff responses. This is an increase from response levels last year, and reflects improvements in the manner in which RMOW reached out to the community, including the introduction of paid social media outreach. The RMOW has committed to ongoing refinements in its community engagement practices based on tools that are available in the market and are successfully used in other communities, and based their effectiveness in engaging with Whistler stakeholders.

REFERENCES

"Five-Year Financial Plan 2023-2027 Bylaw No. 2379, 2023" (Included in Council Package)

SUMMARY

The Financial Plan Bylaw sets out the proposed revenues, expenditures and transfers for the years 2023 through 2027. Consistent with the *Community Charter*, this Financial Plan Bylaw guides all municipal operating and capital spending across the organization. This Financial Plan Bylaw is being

presented to Council for consideration of the first three readings.

SIGN-OFFS

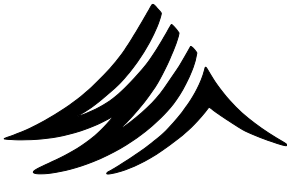
Written by:

Carlee Price,
Director of Finance

Reviewed by:

Ted Battiston,
General Manager of Corporate and Community
Services

Jessie Gresley-Jones,
Acting Chief Administrative Officer and General
Manager of Resort Experience



MINUTES

REGULAR MEETING OF ADVISORY DESIGN PANEL WEDNESDAY, JULY 20, 2022, STARTING AT 3:40 P.M.

Remote Meeting

Held via Zoom – Link available at www.whistler.ca/adp

PRESENT	Mtgs. YTD (4)
T. Kloepfer, Architect AIBC, Chair	3
H. Owens, Architect AIBC	4
P. DuPont, MBCSLA	4
J. Oprsal, MBCSLA	4
B. Martin, UDI	3
D. Venter, Architect AIBC	2
J. Wynott, Recording Secretary, RMOW	4
B. De George, Acting Manager of Development Planning, RMOW	3
R. Licko, Planner, RMOW	2

REGRETS	
D. Jackson, Council Representative	3
M. Donaldson, Member at Large	3
M. Laidlaw, Manager of Development Planning, RMOW	3
M. Kirkegaard, Director of Planning, RMOW	1
K. Lammie, Member at Large	0

GUESTS	
Brent Murdoch, Murdoch + Company	
Ross Redman, WRM	
Simon Hayes, Coast Construction	
Ross Rose, Karen Crescent Owner	
Red Archer, Karen Crescent Owner	
Louise Sander, Karen Crescent Owner	

CALL TO ORDER

Advisory Design Panel recognized The Resort Municipality of Whistler is grateful to be on the shared, unceded territory of the Lil'wat People, known in their language as Lil'wat7úl, and the Squamish People, known in their language as Skwxwú7mesh. We respect and commit to a deep consideration of their history, culture, stewardship and voice.

ADOPTION OF AGENDA

Moved by H. Owens
Seconded by B. Martin

That Advisory Design Panel adopt the Regular Committee Agenda of Wednesday July 20, 2022 with the below amendments:

That Advisory Design Panel will proceed with reviewing the first project on the agenda, DP1874, noting the architectural drawings are not professionally sealed. Future projects for review must have sealed drawings.

Removal of the Council Update in Councillor Dwayne Jackson's absence.

CARRIED

ADOPTION OF MINUTES

Moved by B. Martin
Seconded by P. DuPont

That Advisory Design Panel adopt the Open Committee Minutes of June 15, 2022 as circulated.

CARRIED

PRESENTATIONS/DELEGATIONS

File No. DP1874
2026 Karen Crescent
1st Review

R. Licko, Planner, RMOW, introduced the project regarding construction of a new market triplex building located at 2026 Karen Crescent, replacing the previous building. Feedback from the Panel was requested regarding siting, design, materials, and proposed variances.

B. Murdoch presented the project to the panel. The subject property is located in the Whistler Creek neighbourhood and lies on the north east corner of the block across the street from Whistler Creek Lodge, and adjacent to both Little Whistler Creek and Whistler Creek.

This project requests three variances as noted;

- Setbacks: To reduce the rear setback from 7.6m to 6.5m and to allow some minor encroachments to the front and side setbacks as shown in the plans
- Height: To increase allowable building height from 7.6m to 8.86m
- Parking: To permit tandem parking in the garages

The Panel had the following comments regarding the project:

Site Planning and Circulation

- The Panel supported the proposed site planning and suggested that the plan suits the site well.
- Suggest adding stairs from the north unit main floor deck to the open landscaping.

Building Massing, Form and Character

- The Panel supported the project form, character, and massing

- More detail will be needed on the next submission to the RMOW as the plans progress.
- Some concern was raised regarding the potentiality of view impairment of the upper windows resulting from snow banking on the flat roof.

Materials, Colour and Detail

- The Panel had no issues with and were generally supportive of the proposed materials, colours and details

Landscape (hard and soft)

- The Panel suggested that the project team review the proposed 1:1 sloping condition along the property boundaries and suggested using natural boulder terraces to manage the grade change and improve site usability.
- Suggest reducing the amount of asphalt in front of the building resulting from the three driveways.

Accessibility

- The Panel noted that the proposed building does not address accessibility issues, but also recognized that this is not a requirement under the BCBC.

The Panel had the following comments regarding the requested variances:

Reduce the rear setback from 7.6m to 6.5m

- The Panel supported the proposed building siting, and feels it improves on the siting of the previous building.

Increase allowable building height from 7.6m to 8.86m

- The Panel supported the requested height variance, and suggested another foot to allow ceilings on all three levels to be 9 feet would be supported.

Permit tandem parking

- The Panel felt that tandem parking in the garages was not ideal, however it was acceptable for this project. Comments included the hope that owners use the garages for parking, and not for storage.

Overall, the Panel had no concerns regarding the variances or development.

That the Advisory Design Panel supports the proposal and requests the applicant address the ADP comments with the RMOW planning department. The Advisory Design Panel does not request to see the proposal again.

Moved by H. Owens
Seconded by P. DuPont

CARRIED

R. Redman entered the meeting at 4:15pm

B. Murdoch left the meeting at 4:38pm

File No. DP1886 4890
Painted Cliff Road 1st
Review

R. Licko, Planner, RMOW, introduced the project regarding a proposal to repaint the Arrowhead Point condominium project with a new paint scheme. The subject property is located within the Blackcomb Land Use Contract lands and is subject to development approval guidelines associated with the Blackcomb Land Use Contract. Staff requests Advisory Design Panel to review the proposed scheme and provide comments.

R. Redman, WRM, provided the background on the project and reviewed the proposed colour scheme with the Panel. Tegan Ross, Interior Designer, developed the new colour scheme and it was selected by popular vote from the strata property owners. All colours are from the Sherwin Williams colour pallet.

The new colour scheme includes the below;

- Doors, Cottage Red, AF-300
- Posts, Semi-solid Smoke Colour
- Peak Trusses, Railings: Black Fox, SW 7020 – 244 – C7
- Fascia & Soffit: Dovetail, SW 7018, 244-C5
- Body: Gauntley Grey, SW 7019 – 244-C5

The Panel felt this is a vast improvement from the existing colour scheme. It was noted that there is not a lot of contrast on the building itself, but seems to work well.

That the Advisory Design Panel support the proposal. The Advisory Design Panel does not request to see the proposal again.

Moved by B. Martin
Seconded by D. Venter

CARRIED

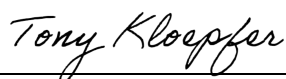
OTHER BUSINESS

Discussion occurred regarding Committee meeting format including Zoom and In-person meetings. The Committee would appreciate in-person meetings if it is suitable for the agenda items.

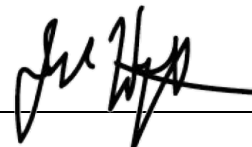
MOTION TO TERMINATE

Moved by D. Venter
Seconded by P. DuPont

That the Advisory Design Panel meeting of Wednesday, July 20, 2022 be terminated at 4:51 p.m.



Chair, T. Kloepfer



Recording Secretary, J. Wynott

CARRIED



WHISTLER

MINUTES

REGULAR MEETING OF THE GOVERNANCE AND ETHICS
STANDING COMMITTEE
SEPTEMBER 23, 2022, STARTING AT 9:00 A.M.

Flute Room at Municipal Hall

PRESENT	Mtgs. YTD (5)
Councillor, Cathy Jewett (Chair)	5
Councillor, Ralph Forsyth	5
Chief Administrative Officer, Virginia Cullen	5
General Manager of Corporate and Community Services, Ted Battiston	5
Manager of Legislative Services/Corporate Officer, Pauline Lysaght	4
Manager of Corporate Projects, Michele Comeau	5
Manager of Communications, Jennifer Smith	2
Senior Communications Officer, Erin Marriner	3
Recording Secretary, Pilar Mendieta	2
REGRETS	
Councillor, Jen Ford	4

Call to Order

Councillor C. Jewett, Chair of the Governance and Ethics Standing Committee, recognized that The Resort Municipality of Whistler is grateful to be on the shared, unceded territory of the Lílwat People, known in their language as Lílwat7úl, and the Squamish People, known in their language as Skwxwú7mesh. We respect and commit to a deep consideration of their history, culture, stewardship and voice.

ADOPTION OF AGENDA

Moved by Councillor R. Forsyth
Seconded by Councillor C. Jewett

That the Governance and Ethics Standing Committee adopt the Regular Committee Agenda of September 23, 2022.

CARRIED

ADOPTION OF MINUTES

Moved by Councillor R. Forsyth
Seconded by Councillor C. Jewett

That the Governance and Ethics Standing Committee adopt the Regular Committee Minutes of September 9, 2022 as circulated.

CARRIED

Governance Manual Update

PRESENTATIONS/DELEGATIONS

Manager of Corporate Projects, Michele Comeau and Sr. Communications Officer, Erin Marriner presented an update regarding the Council Governance Manual update.

The presentation included:

- A brief recap of the key achievements of the Manual update thus far
- A review of the feedback received on the draft Manual
- A discussion regarding next steps and future additions.

Committee members provided staff with feedback on the draft Manual that included ensuring there is a clear distinction between the RMOW and the Community; clarification on the remuneration process and the CAO Review process; proposal for a final legal review of the Manual and general grammatical improvements.

Next steps: staff to finalize edits to Governance Manual; and to present to Council for approval at the next Regular Council meeting on October 4, 2022.

Council Committee Review Survey

Manager of Corporate Projects, Michele Comeau and Sr. Communications Officer, Erin Marriner shared the preliminary results of the Council Committee Review Survey and the next steps for the Committee Review.

Council previously identified that the Committees of Council Program requires review, and a survey was issued to Council, Sr. Managers, and select staff highly involved with committees to solicit feedback.

Initial survey results feedback provided staff with specific areas of improvement to consider when reviewing the Committee Program.

Next Steps:

- Staff will continue to receive survey results from more participants and will begin work on the Committee Program review

MINUTES

Regular Governance and Ethics Standing Committee Meeting

September 23, 2022

Page 3

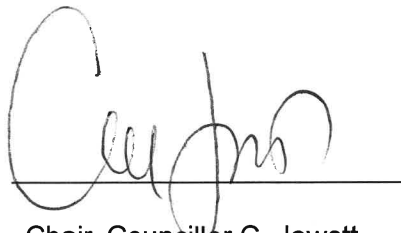
- Inaugural meeting of Council (November 1, 2022) will include committee appointments
- Staff to recommend regular Council appointments to all required and Standing Committees
- Staff to recommend one-year Council appointments to all other Committees that would be in place until such time
- Council to resolve any changes arising from the Committee Review at a future Regular Meeting of Council
- Schedule a meeting with the new Governance and Ethics Committee (Q4 2022 or Q1 2023) to present further feed back from the Committee Program Review and seek endorsement and feedback
- Consider date in 2023 to present Committee Review plans to Council in a Regular Meeting.

MOTION TO TERMINATE

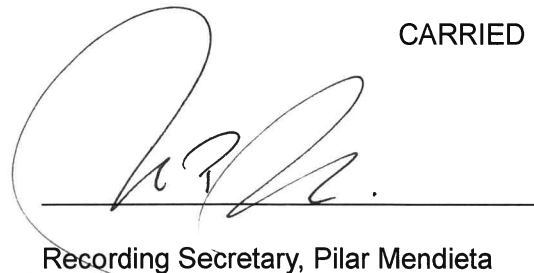
Moved by Councillor R. Forsyth

Seconded by Councillor C. Jewett

That the Governance and Ethics Committee terminate the Meeting of September 23, 2022 at 11 a.m.

A handwritten signature in black ink, appearing to be 'C. Jewett', written over a horizontal line.

Chair, Councillor C. Jewett

A handwritten signature in black ink, appearing to be 'P. Mendieta', written over a horizontal line.

Recording Secretary, Pilar Mendieta

CARRIED



**REGULAR MEETING OF
FOREST WILDLAND ADVISORY COMMITTEE
MINUTES**

Wednesday, November 9, 2022, 3:00 p.m.
Remote Meeting via Zoom
For information on how to participate: <http://www.whistler.ca/fwac>

		Mtgs: YTD (10)
PRESENT:	Councillor, A. De Jong	10
	Chair, Member at Large, M. Tardif	8
	Member at Large, J. Areshenkoff	7
	Member at Large, V. Cole	5
	Member at Large, R. Millikin	7
	Member at Large, C. Rankin	10
	Member at Large, D. Raymond	9
	Member at Large, C. Young	9
	WORCA, N. Koshure	6
	AWARE, C. Ruddy	6
	Manager of Environmental Stewardship, L. Burhenne	2
	Recording Secretary, J. Wynott	9
OTHERS:	S. Murray, CCF	
	S. Gordan, WCS	
	T. Hellinga, Cascade Environmental	

1. CALL TO ORDER

Chair M. Tardif recognized the Resort Municipality of Whistler is grateful to be on the shared, unceded territory of the Lil'wat People, known in their language as Lil'wat7úl, and the Squamish People, known in their language as Sk̓wxwú7mesh. We respect and commit to a deep consideration of their history, culture, stewardship and voice.

2. ADOPTION OF AGENDA

Moved By Member at Large, R. Millikin

Seconded By Member at Large, V. Cole

That Forest and Wildland Advisory Committee adopt the Regular Committee Meeting agenda of November 9, 2022.

CARRIED

3. **ADOPTION OF MINUTES**

Moved By Councillor, A. De Jong

Seconded By Member at Large, D. Raymond

That Forest and Wildland Advisory Committee adopt the Regular Committee Meeting minutes of October 12, 2022.

CARRIED

4. **PRESENTATIONS AND DELEGATIONS**

4.1 **Updates**

Updates by Council, AWARE, WORCA, RMOW, Trail Planning Working Group, and Cheakamus Community Forest.

The Committee congratulated A. De Jong on his reelection.

Council

- The new Council was sworn in on November 1. The first Council meeting with the new Council is scheduled for Tuesday November 15.

AWARE

- It has been a busy month with events for waste reduction week.
- Winter programming has started again including Zero Waste Heroes back in schools.
- There will be a gallery display of the *How to be a Good Eco Citizen* contest at MYAC Nov/Dec. The launch party is Friday night.
- AWARE is working on year end reporting and planning for next year.

WORCA

- Essentially finished all trail work for the season, despite the snow. The crew was able to work late through October. This included finishing up bridging work on Salted Caramel to complete the Dessert Platter and doing some repair work to the trails that were used for the Canadian Enduro event in September.
- WORCA is still waiting to hear back from the province regarding the Section 57 applications which is proving to be a slow process.
- Moving into reporting to the RMOW for the FFS grant for this season.
- Annual BOD retreat is the weekend of the 19th and there will be some discussion regarding all things trails, events held in the valley in 2023, and what next season might look like.

RMOW

- The Wildfire Monitoring Plan was distributed to FWAC and comments have been implemented. This is a living document, and will adapt as new research is presented.
- The RMOW is undergoing an organizational restructuring and a new division is being introduced called *Community Engagement and Cultural Services*. The Environmental Stewardship department will remain in the same division which has been renamed *Climate Action, Planning and Development*. The department is also being renamed from *Environmental Stewardship* to *Climate and Environment*.
- The CWRP is scheduled to go to Council on December 6.
- Despite a short working window due to extreme fire hazard, then snow, thinning at Kadenwood made good progress. The work will be completed in the spring.
- A draft of the FWAC Annual Report will be circulated in the near future. It will be on the December Agenda, with the goal of a January completion.
- FWAC has two positions available that will be posted in the near future. C. Rankin has reached his 6 year expiry, and we have yet to replace T. Burton.

C. Rankin was recognized for his contribution to FWAC.

Trail Planning Working Group

- Update to be provided at next meeting.

Cheakamus Community Forest

- Update to be provided at next meeting.

S. Murray joined at 3:14 p.m.

N. Koshure joined at 3:22 p.m.

4.2 2022/2023 CCF Harvesting Plans

A presentation was given by S. Murray regarding the 2022/2023 CCF Harvesting Plans.

Simon reviewed the 2023-2024 harvesting plans with the Committee including S02-16 Mile Creek, P03, P04, P05-Callaghan Valley, P06-Brandywine Creek, and B04-Brew Creek. Maps were displayed to the Committee and timelines and consultation requirements were discussed for each location.

S. Murray then reviewed the reduction treatment plans for 16 Mile Creek, Wedgemount Creek, Alpine, Rainbow and Emerald.

Due to time restrictions, the Committee was encouraged to submit questions and comments to Simon directly. The Committee will collect questions beforehand and send Simon the consolidated and summarized list.

The committee acknowledged Simon and thanked him for his service, as he will be moving on from the CCF at the end of the year.

T. Hellinga joined at 3:57 p.m.

S. Gordan joined at 3:58 p.m.

L. Russel joined at 4:01 p.m.

M. Pardoe joined at 4:01 p.m.

S. Murray left at 4:04 p.m.

4.3 Recreation Trails Strategy

A presentation was given by M. Pardoe, S. Gordon and T. Hellinga regarding the Recreation Trails Strategy.

M. Pardoe reintroduced the project and the RTS team. He reviewed the purpose and scope of the project, and identified that the project was in Phase 3 which includes First Nations consultation, draft trail topics, Force Field analysis and initial directions. The RTS has been to FWAC in July and October.

S. Gordan reviewed the format of the presentation. Committee members were encouraged to ask clarifying questions, then to make their comments directly into the working document.

T. Hellinga reviewed three topics that relate to FWAC that the RTS team is seeking feedback on including;

- Environmental Sustainability Guidelines
- Access and Staging
- Communications

The Committee was asked to submit their comments/feedback by Wednesday Nov 16.

The Committee complimented the RTS team on their work.

M. Pardoe, S. Gordan and T. Hellinga left at 4:46 p.m.

4.4 Field Trip Debrief

A discussion occurred regarding the FWAC field trip.

The Committee agreed to review the field trip notes once circulated. After review, the notes will go into the Annual Report. The Committee discussed the opportunity to have S. Murray back to the December FWAC meeting to participate in a debrief and out-boarding. The Committee would like to hear 3 key

issues that Simon identified during his time with the CCF and is looking for key areas that FWAC could assist with supporting these issues.

The Committee commented that in future, field trips should be allotted more time or a reduction in agenda needs to take place.

5. OTHER BUSINESS

There was no items of Other Business.

6. TERMINATION

Moved By Member at Large, C. Rankin

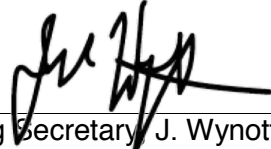
Seconded By Member at Large, D. Raymond

That Forest and Wildland Advisory Committee terminate the Regular Committee Meeting of November 9, 2022.

CARRIED



Chair, M. Tardif



Recording Secretary J. Wynott

RESORT MUNICIPALITY OF WHISTLER

FIVE-YEAR FINANCIAL PLAN 2023-2027 BYLAW NO. 2379, 2023

A BYLAW TO ADOPT A FIVE-YEAR FINANCIAL PLAN FOR 2023-2027

WHEREAS the Council must have a financial plan pursuant to Section 165 of the *Community Charter*;

AND WHEREAS the Council deems it necessary and appropriate to adopt a five-year financial plan for the years 2023 to 2027;

NOW THEREFORE, the Council of the Resort Municipality of Whistler, in open meeting assembled, **ENACTS AS FOLLOWS:**

CITATION

1. This Bylaw may be cited for all purposes as the "Five-Year Financial Plan 2023-2027 Bylaw No. 2379, 2023".

FINANCIAL PLAN

2. That Council adopt the five-year financial plan for the years 2023-2027 inclusive, for each year of the plan, as set out in Schedules A, B and C attached hereto and forming a part of this Bylaw as follows:

Schedule A – Consolidated Operating Summary
Schedule B – Consolidated Project Summary
Schedule C – Supplementary Information

GIVEN FIRST, SECOND, and THIRD READINGS this ____ day of _____, 2023.

ADOPTED this ____ day of _____, 2023.

Jack Crompton,
Mayor

Pauline Lysaght,
Corporate Officer

I HEREBY CERTIFY that this is a true copy of "Five-Year Financial Plan 2023-2027 Bylaw No. 2379, 2023".

**RESORT MUNICIPALITY OF WHISTLER
FIVE-YEAR FINANCIAL PLAN 2023 - 2027
CONSOLIDATED OPERATING SUMMARY**

**BYLAW 2379, 2023
SCHEDULE A**

	2023	2024	2025	2026	2027
REVENUE					
General Fund					
Property Taxes	47,501,567	50,826,677	54,384,544	57,647,617	60,529,998
Other Property Tax	1,116,000	1,194,120	1,277,708	1,367,148	1,462,848
Government Grants	1,185,962	1,190,962	1,195,962	1,200,962	1,205,962
Fees and Charges	16,024,327	16,505,057	17,000,209	17,510,215	18,035,521
Investment Income	2,732,718	2,596,082	2,466,278	2,342,964	2,225,816
RMI Grant	5,351,487	5,351,487	5,351,487	5,351,487	5,351,487
MRDT	12,884,008	13,399,368	13,935,343	14,492,757	15,072,467
Works and Service Charges	480,000	470,000	460,000	450,000	440,000
Water Fund					
Parcel Taxes	4,403,489	4,535,594	4,671,662	4,811,812	4,956,166
Fees and Charges	3,493,904	3,598,721	3,706,683	3,817,883	3,932,420
Works and Service Charges	35,000	30,000	30,000	30,000	30,000
Sewer Fund					
Parcel Taxes	4,640,758	4,872,796	5,116,436	5,372,257	5,640,870
Fees and Charges	4,721,846	4,957,938	5,205,835	5,466,127	5,739,433
Works and Service Charges	190,000	185,000	180,000	175,000	170,000
Solid Waste Fund					
Fees and Charges	7,480,534	7,779,755	8,090,946	8,414,583	8,751,167
Government Grants	375,491	380,491	385,491	390,491	395,491
	112,617,091	117,874,049	123,458,583	128,841,303	133,939,646
EXPENDITURE					
General Fund					
Payroll and Goods & Services	62,079,947	65,649,544	69,260,269	72,550,132	75,452,137
Debt Interest & Principal	226,505	226,505	226,505	226,505	226,505
Residents & Partners	8,762,098	9,112,582	9,477,085	9,856,169	10,250,415
Contingency	250,000	288,245	303,275	316,857	329,060
Water Fund					
Payroll and Goods & Services	3,464,791	3,603,383	3,729,501	3,841,386	3,947,024
Debt Interest & Principal	-	-	-	-	-
Sewer Fund					
Payroll and Goods & Services	6,264,720	6,515,309	6,743,345	6,945,645	7,136,650
Debt Interest & Principal	1,273,741	1,273,741	1,273,741	1,273,741	1,273,741
Solid Waste Fund					
Payroll and Goods & Services	6,273,808	6,587,498	6,916,873	7,193,548	7,481,290
Debt Interest & Principal	522,916	522,916	522,916	522,916	522,916
	89,118,526	93,779,723	98,453,510	102,726,899	106,619,739

**RESORT MUNICIPALITY OF WHISTLER
FIVE-YEAR FINANCIAL PLAN 2023 - 2027
CONSOLIDATED OPERATING SUMMARY**

**BYLAW 2379, 2023
SCHEDULE A (con't)**

	2023	2024	2025	2026	2027
TRANSFERS TO (FROM)					
OTHER FUNDS / RESERVES					
Interest Paid to Reserves	2,459,446	2,336,474	2,219,650	2,108,668	2,003,234
Recreation Works Charges Reserve	270,000	265,000	260,000	255,000	250,000
Transportation Works Charges Rese	210,000	205,000	200,000	195,000	190,000
RMI Reserve	1,834,487	1,746,562	1,656,439	1,564,063	1,469,377
MRDT Reserve	999,815	1,062,314	1,128,100	1,197,333	1,270,179
General Capital Reserve	6,476,828	6,833,054	7,345,533	7,896,447	8,488,681
Vehicle Replacement Reserve	1,200,000	1,301,531	1,487,732	1,617,933	1,717,933
General Operating Reserve	2,506,943	2,506,943	2,506,944	2,579,043	2,676,577
Water Works Charges Reserve	35,000	30,000	30,000	30,000	30,000
Water Capital Reserve	4,226,257	4,353,045	4,483,636	4,618,145	4,756,689
Water Operating Reserve	206,345	177,888	165,207	170,164	184,872
Sewer Works Charges Reserve	190,000	185,000	180,000	175,000	170,000
Sewer Capital Reserve	1,441,882	1,659,423	1,922,924	2,236,737	2,587,651
Sewer Operating Reserve	382,261	382,261	382,261	382,261	382,261
Solid Waste Capital Reserve	1,059,301	1,049,832	1,036,647	1,088,610	1,142,452
Solid Waste Operating Reserve	-	-	-	-	-
	23,498,565	24,094,326	25,005,073	26,114,404	27,319,908
REVENUE LESS EXPENDITURE AND TRANSFERS	0	0	0	0	0

**RESORT MUNICIPALITY OF WHISTLER
FIVE-YEAR FINANCIAL PLAN 2023 - 2027
CONSOLIDATED PROJECT SUMMARY**

**BYLAW 2379, 2023
SCHEDULE B**

	2023	2024	2025	2026	2027
REVENUE AND OTHER SOURCES OF FUNDING					
General Fund					
Government Grants	3,066,130	2,887,759	1,739,186	793,036	1,696,348
Third Party Repayments	10,000,000	-	-	-	-
	13,066,130	2,887,759	1,739,186	793,036	1,696,348
EXPENDITURE					
General Fund					
Non-capital Expenditure	2,600,634	1,618,500	1,631,120	661,832	530,500
Infrastructure Maintenance	13,868,642	17,146,061	9,270,924	5,935,114	7,980,467
Capital Expenditure	11,014,130	6,369,044	5,665,583	3,998,270	3,610,648
Water Fund					
Infrastructure Maintenance	4,093,000	9,380,000	4,400,000	3,875,000	2,800,000
Sewer Fund					
Infrastructure Maintenance	9,866,000	11,325,000	12,140,000	7,395,000	4,425,000
Solid Waste Fund					
Non-capital Expenditure	92,000	35,000	35,000	35,000	35,000
Infrastructure Maintenance	965,000	678,000	578,000	328,000	328,000
Capital Expenditure	180,000	200,000	450,000	200,000	175,000
All Funds					
Depreciation	16,477,381	17,301,250	18,166,313	19,074,628	20,028,360
	59,156,787	64,052,855	52,336,939	41,502,844	39,912,975
TRANSFERS (TO) FROM OTHER FUNDS/RESERVES					
RMI Reserve	6,462,172	3,696,000	150,000	150,000	100,000
MRDT Reserve	1,341,500	809,500	862,000	781,000	777,000
General Capital Reserve	12,538,691	12,704,542	6,784,796	5,941,324	7,850,448
Recreation Works Charges	833,950	1,585,500	1,820,000	22,000	-
Vehicle Replacement Reserve	1,440,000	3,100,000	3,500,000	2,133,000	900,000
Library Reserve	26,530	20,000	15,000	25,000	-
General Operating Reserve	1,774,433	330,304	1,696,644	749,856	797,819
Water Capital Reserve	3,768,000	9,140,000	4,200,000	3,675,000	2,600,000
Water Operating Reserve	325,000	240,000	200,000	200,000	200,000
Sewer Capital Reserve	9,241,000	10,910,000	11,840,000	7,095,000	4,125,000
Sewer Operating Reserve	625,000	415,000	300,000	300,000	300,000
Solid Waste Capital Reserve	1,145,000	878,000	1,028,000	528,000	503,000
Solid Waste Operating Reserve	92,000	35,000	35,000	35,000	35,000
	39,613,276	43,863,846	32,431,440	21,635,180	18,188,267
ADJUSTMENTS FOR NON CASH ITEMS AND CHANGES TO NET FINANCIAL ASSETS					
Depreciation	16,477,381	17,301,250	18,166,313	19,074,628	20,028,360
Third Party Repayments	(10,000,000)	-	-	-	-
	6,477,381	17,301,250	18,166,313	19,074,628	20,028,360
REVENUE AND TRANSFERS LESS EXPENDITURE					
	-	-	-	-	-

**RESORT MUNICIPALITY OF WHISTLER
FIVE-YEAR FINANCIAL PLAN 2023 - 2027
SUPPLEMENTARY INFORMATION**

**BYLAW 2379, 2023
SCHEDULE C**

Proportion of total proceeds proposed to be raised from each funding source in 2023

Funding Source	% of Total	Dollar value
Property Taxes	42.94%	48,617,567
Parcel Taxes	7.99%	9,044,247
Fees and Charges	28.64%	32,425,611
Investment income	2.41%	2,732,718
Debt	0.00%	-
Government Grants	1.86%	2,110,953
Transfer taxes	16.11%	18,235,495
Other	0.04%	50,000
Total	100%	113,216,591

The municipality will continue to pursue revenue diversification to minimize the overall percentage of revenue raised from property taxes wherever possible. The objective is to maintain a reasonable tax burden by maximizing other revenue sources, lowering the cost of municipal services and shifting the burden to user fees and charges where feasible.

Proposed distribution of property tax revenue in 2023

Property Class	% of Total Property	Dollar value, completed roll
Class 1 - Residential	67.6%	32,106,576
Class 2 - Utilities	1.8%	861,112
Class 5 - Light industry	0.2%	92,336
Class 6 - Business other	28.9%	13,737,081
Class 8 - Recreational	1.5%	704,461
Total	100%	47,501,567

The municipality will continue to set tax rates to ensure tax stability by maintaining a consistent proportionate relationship between classes. The proposed distribution shown above is consistent with the prior year. In order to maintain the current share of taxation between property classes, minor adjustments are made to the tax ratios to account for market based assessment variation between the classes. This policy provides a balanced tax impact among property classes.

PERMISSIVE EXEMPTIONS

As permitted by the Community Charter, council has granted exemptions from municipal property taxes for the following general purposes:

Properties owned or held by a not-for-profit organization whose purpose is to contribute to the well-being of the community with the provision of cultural, social, educational or recreational services.

Permissive exemptions for municipal property taxes in 2023 are estimated to be \$592,000

RESORT MUNICIPALITY OF WHISTLER

ZONING AMENDMENT BYLAW (CANNABIS RETAIL) NO. 2371, 2022

A BYLAW TO AMEND THE ZONING AND PARKING BYLAW NO. 303, 2015

WHEREAS the Council of the Resort Municipality of Whistler has enacted a zoning bylaw, “Zoning and Parking Bylaw No. 303, 2015” (Zoning Bylaw); and

WHEREAS the Council of the Resort Municipality of Whistler may in a zoning bylaw, designate areas where temporary commercial uses may be allowed, and specify conditions regarding the issue of temporary commercial use permits in those areas;

NOW THEREFORE the Council of the Resort Municipality of Whistler, in open meeting assembled, **ENACTS AS FOLLOWS:**

CITATION

1. This Bylaw may be cited for all purposes as “Zoning Amendment Bylaw (Cannabis Retail) No. 2371, 2022” (Bylaw).

AMENDMENTS

2. The Zoning Bylaw is amended as follows:
 - a) Part 2 is amended by deleting the definition of “cannabis” and replacing it with a new definition as follows:

“**cannabis**” has the same meaning as in the *Cannabis Act* (Canada);
 - b) Part 4 is amended by deleting subsection (8) and replacing with a new subsection (8) as follows:

Except as specifically permitted by this Bylaw, no person shall use any land or building for the retail sale of cannabis, the production of cannabis other than the personal growing of cannabis in accordance with section 56 or 58 of the *Cannabis Control and Licencing Act*, or the distribution of cannabis.
 - c) Part 5 is amended by adding the following as Section 34:

34. Temporary Use Permits for the Retail Sale of Cannabis

 - (1) The areas delineated in black in Figures 5-C through 5-G in this Section are designated as temporary use permit areas where the retail sale of cannabis may be allowed.
 - (2) The retail sale of cannabis may be permitted only in a temporary use permit area designated under this Section through the issuance of a temporary use permit subject to the following general conditions:

- (a) A cannabis retail store shall not be permitted within 300 metres of the nearest property line of any parcel containing a school or the Meadow Park Recreation Centre.
- (b) A cannabis retail store shall not be permitted to have frontage on the Village Stroll.
- (c) No more than one temporary use permit may be issued for each temporary use permit area designated under this Section.
- (d) The owner and operator of a cannabis retail store must comply with any applicable cannabis retail store licence issued by the British Columbia Liquor and Cannabis Regulation Branch.

Figure 5-C: Nester's Plaza Temporary Use Permit Area for the Retail Sale of Cannabis

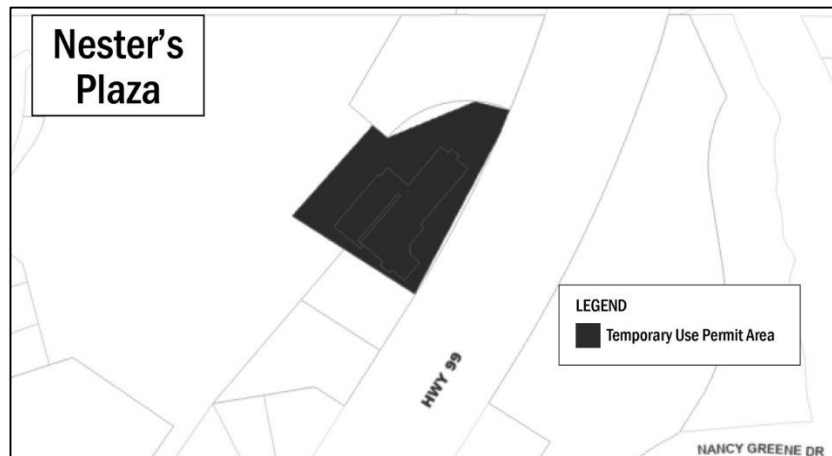


Figure 5-D: Village North Temporary Use Permit Area for the Retail Sale of Cannabis

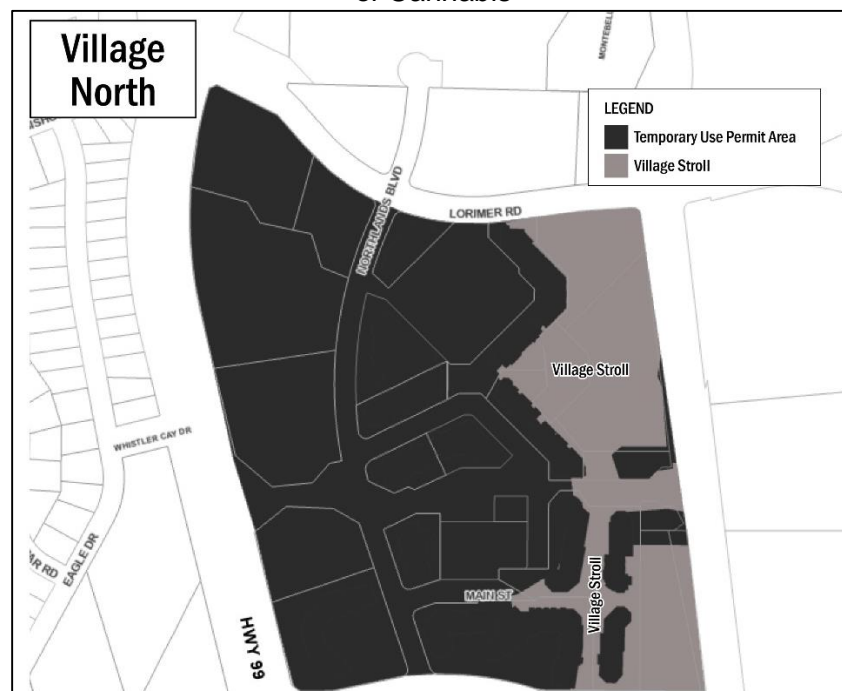


Figure 5-E: Whistler Village Temporary Use Permit Area for the Retail Sale of Cannabis

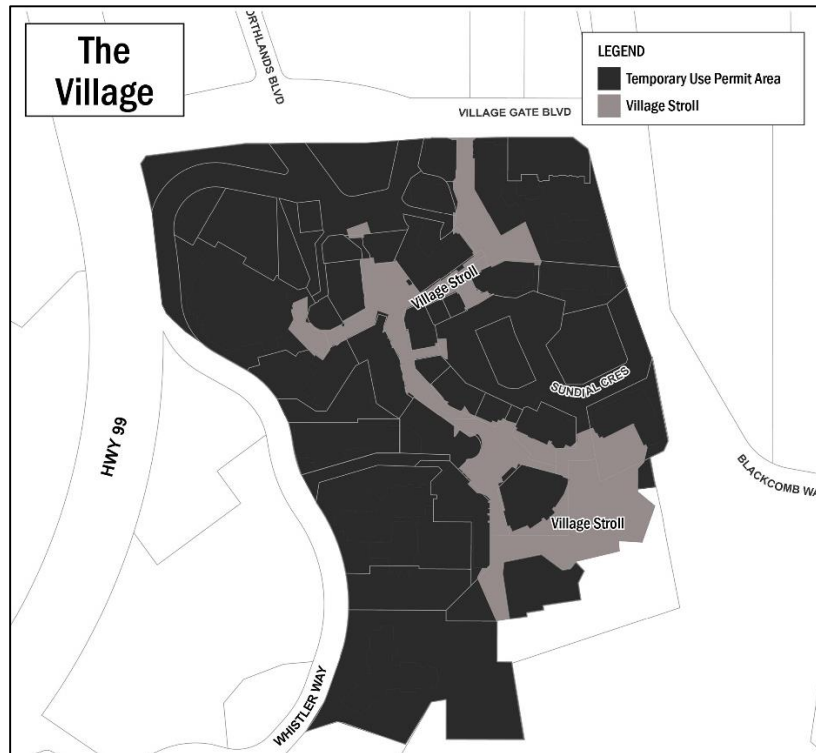


Figure 5-F: Whistler Creekside Temporary Use Permit Area for the Retail Sale of Cannabis

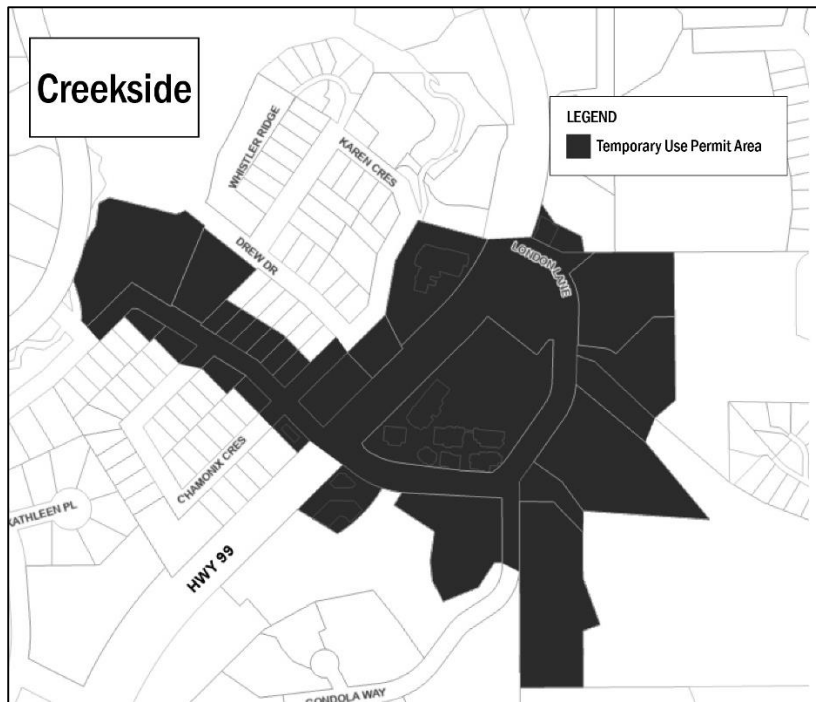
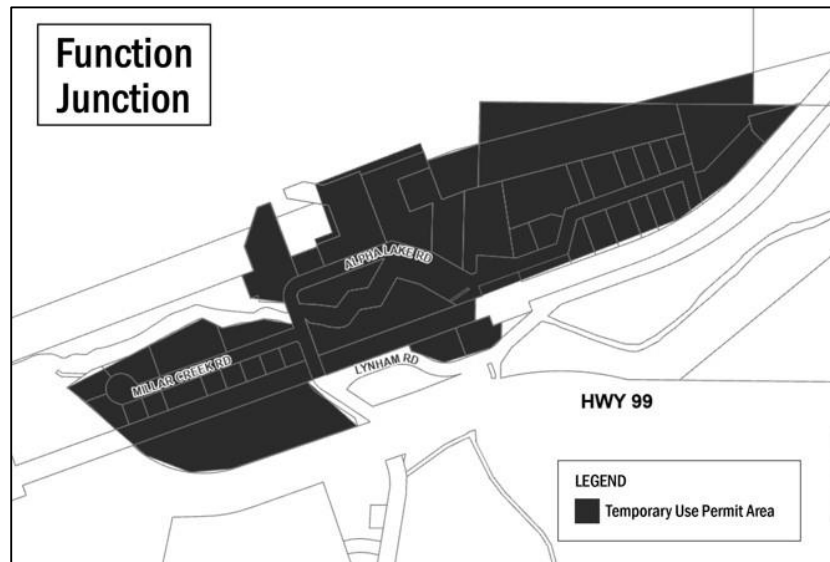


Figure 5-G: Function Junction Temporary Use Permit Area for the Retail Sale of Cannabis



3. The Zoning Bylaw is further amended by making such consequential changes as are required to reflect the foregoing amendments, including without limitation changes in the numbers, ordering of alphabetical lists, and the Schedules of the Zoning Bylaw.

GIVEN FIRST AND SECOND READINGS this 20th day of September, 2022.

Pursuant to Section 464 of the *Local Government Act*, a Public Hearing was held this 29th day of November, 2022.

GIVEN THIRD READING, AS REVISED this 6th day of December, 2022.

ADOPTED by the Council this ____ day of _____, 2023.

Jack Crompton,
Mayor

Pauline Lysaght,
Corporate Officer

I HEREBY CERTIFY that this is a true copy of "Zoning Amendment Bylaw (Cannabis Retail) No. 2371, 2022".

RESORT MUNICIPALITY OF WHISTLER

LAND USE PROCEDURES AND FEES AMENDMENT BYLAW (DEVELOPMENT APPLICATION FEES) NO. 2377, 2022

A BYLAW TO AMEND THE LAND USE PROCEDURES AND FEES BYLAW NO. 2205, 2022

WHEREAS the Council of the Resort Municipality of Whistler may, by bylaw, impose fees for an application to initiate changes to an official community plan or zoning bylaw, for the issuance of a permit under Part 14 of the *Local Government Act*, for an amendment to a land use contract, for a service of the municipality, for the use of municipal property and for the exercise of regulation powers;

AND WHEREAS the Council deems it necessary and expedient to amend the Resort Municipality of Whistler “Land Use Procedures and Fees Bylaw No. 2205, 2022”;

NOW THEREFORE the Council of the Resort Municipality of Whistler in open meeting assembled, **ENACTS AS FOLLOWS:**

CITATION

1. This Bylaw may be cited for all purposes as the Resort Municipality of Whistler “Land Use Procedures and Fees Amendment Bylaw (Development Application Fees) No. 2377, 2022.”

AMENDMENTS

2. “Land Use Procedures and Fees Bylaw No. 2205, 2022” is amended as follows:
 - a) Section 2 is amended by adding the following:

“*Complex site rezoning*” means an amendment to a zoning bylaw for a parcel or set of parcels that comprise at least 45,000 square metres in area and for which the proposed rezoning requires an amenity zoning or phased development agreement with the exception of a proposed rezoning for residential land use only and any associated new public roads, park or other dedications;
 - b) Section 2 is amended by deleting and replacing the definition of “*General Manager*” with the following:

“*General Manager*” means the General Manager of Climate Action, Planning and Development Services or any other person appointed from time to time to act in the place of the General Manager of Climate Action, Planning and Development Services;

- c) Section 4 is amended by replacing subsection (j) with the following text, deleting subsection (k), and renumbering the remaining subsections accordingly:

A licence or other form of permission to use or occupy municipal land, or land over which the *Resort Municipality* holds a statutory right of way;

- d) Section 31 is deleted and replaced with the following:

31. The notification sign must conform generally to specifications issued by the *General Manager, Director of Planning or Manager of Planning* for such signs and must include the following information:

- (a) the application type and number;
- (b) the applicant's name;
- (c) the civic address of the subject property;
- (d) a brief description of the proposal including proposed uses, number and type of units, proposed gross floor area and proposed building heights in metric units;
- (e) any proposed variances;
- (f) the phone number and e-mail of the contact department for more details;
- (g) where information about the application may be inspected at the Resort Municipality hall and website;
- (h) a map of the site containing a North Arrow, with all the roads adjoining the development site labelled;
- (i) a rendering of the proposed development (for more complex projects) and
- (j) a statement that details of the proposed development may be revised during the application process.

- e) Section 38 is amended by adding the following new subsection:

(f) on behalf of the *Resort Municipality*, execute any modification of a section 219 covenant that requires the preservation of trees, provided the modification results in no net loss to the size of the tree preservation area.

- f) The following new section is inserted as section 40, and the existing section 40 and all subsequent sections are re-numbered accordingly:

If this bylaw delegates authority to issue a development permit, temporary use permit or development variance permit, and the application for the permit also involves the use or occupancy of adjacent municipal land, or of adjacent land over which the *Resort Municipality* holds a statutory right of way, the delegation also includes the authority to grant a licence or other form of permission authorizing the use or occupancy, including the installation of improvements.

- g) The section that is to be renumbered to section 41 on adoption of this amendment bylaw is amended by adding the following new subsections:
 - (c) on behalf of the *Resort Municipality*, execute any modification of a section 219 covenant that establishes flood construction levels or flood setbacks, or both, if the covenant was registered after the enactment of the *Flood Hazard Statutes Amendment Act, 2003*
 - (d) grant a, licence or other form of permission to use or occupy municipal land or land over which the *Resort Municipality* holds a statutory right of way, including permission for the installation of improvements, other than where the authority is delegated under section 40.
- h) Schedule A is deleted and replaced with Schedule A attached to this Bylaw.
- i) Schedule B is amended by deleting and replacing section 14 with the following:
 - 14. comprehensive sign plans and amendments to a comprehensive sign plan.

GIVEN FIRST, SECOND and THIRD READINGS this 6th day of December, 2022.

ADOPTED this ____ day of _____, 2022.

J. Crompton,
Mayor

P. Lysaght,
Corporate Officer

I HEREBY CERTIFY that this is a true copy of "Land Use Procedures and Fees Amendment Bylaw (Development Application Fees) No. 2377, 2022".

SCHEDULE A APPLICATION FEES

Application Type	Application Fee
Amendments to the Zoning Bylaw, Amendment to a Land Use Contract by bylaw and Amendments to the Official Community Plan	
Amendment to the Zoning Bylaw, Amendment to a Land Use Contract by bylaw – change in permitted uses and/or change in density up to 465 square metres	\$15,000.00
Amendment to the Zoning Bylaw, Amendment to a Land Use Contract by bylaw – change in permitted uses and/or change in density greater than 465 square metres	\$30,000.00
Amendment to a Zoning Bylaw, Amendment to a Land Use Contract by bylaw - for a Complex Site Rezoning	A minimum fee of \$150,000 for the first 10,000 m2 of site area plus \$350 per additional 100 m2 of site area or portion thereof, to a maximum fee of \$750,000`
Requiring an amendment to the Official Community Plan – Additional Fee	\$2,200.00
Requiring Public Hearing – Additional Fee	\$3,500.00
Requiring Advisory Design Panel Review – Additional Fee	\$1,500.00
Legal Services	At cost
Development Applications	
Development Permit, Approval of Development Plan or Development Approval under the Blackcomb Land Use Contract, Development Permit under Land Use Contract – delegated	\$3,000.00
Development Permit, Approval of Development Plan or Development Approval under the Blackcomb Land Use Contract, Development Permit under Land Use Contract – requiring Council consideration of issuance	\$10,000.00
Development Permit, Approval of Development Plan or Development Approval under the Blackcomb Land Use Contract, Development Permit under Land Use Contract – requiring Council consideration of issuance and involving multiple buildings	\$15,000.00
Legal Services	At cost
Development Variance Permits	
Development Variance Permit – delegated (except for Variances to Sign Bylaw No. 558, 1987)	\$3,500.00
Development Variance Permit – delegated (variance to Sign Bylaw No. 558, 1987)	\$2,000.00
Development Variance Permit - requiring Council consideration of issuance	\$5,300.00
Temporary Use Permits	
Temporary Use Permit – delegated	\$3,000.00
Temporary Use Permit – requiring Council consideration of issuance	\$4,700.00
Temporary Use Permit – amendments or renewals	75% of Original Fee

Other Application Services	
Exemption from a Bylaw Establishing a Flood Construction Level or Floodplain Setback	\$4,100.00
Covenant Modification – delegated	\$4,300.00
Covenant Modification - requiring Council Consideration	\$5,500.00
Antenna System Letter of Concurrence or Non-Concurrence – no consultation required	\$4,200.00
Antenna System Letter of Concurrence or Non-Concurrence – consultation required	\$18,000.00
Licence to use or occupy municipal land	\$1,200.00
Permission to use or occupy land over which the <i>Resort Municipality</i> holds a statutory right of way	\$600.00
Other Services By Request	
Land Title Searches by Request	\$35.00
Site inspection for security drawdown	\$375.00 per inspection
Property Zoning Inquiry	\$250.00 per property request

Dear Mayor and Council,

My wife and I have owned a home at 8558 Buckhorn Place since 1999.

Yesterday (December 20th, 2022) an open house was held at 8550 Buckhorn Place, which is marketing 1/8th ownership shares in the property.

My wife Debbi visited the open house and picked up a marketing brochure which provided details of the ownership arrangement including price and annual management fee. Each 1/8 share is listed for \$1,216,509 and annual fee is \$21,000 per share. Assuming all 8 shares were successfully sold, the property would be valued at over \$9,650,000 which is a 140% premium to the \$4,006,000 2021 BC Assessment value.

The company marketing the property is named Wecasa. Its CEO and Co-Founder is Mark Proudfoot. His contact info is 604-290-5815 email mark.proudfoot@we.Casa

The purpose of this enquiry is to request confirmation that the sale arrangement is within Municipal Land Use regulations pertaining to Alpine Meadows and if so, could you please provide further details for my wife and I to study?

We were unaware that homes in Alpine Meadows could be marketed via a fractional ownership structure which, if it is in fact allowed, would be a significant motivation for us to do the same.

We appreciate your attention to our enquiry.

Sincerely,

Deborah and David Cottrell

Cel [REDACTED]

Email [REDACTED]

Address: 8558 Buckhorn Place, Whistler, BC, V6E 0G2



United Way
British Columbia

Working with communities in BC's
Interior, Lower Mainland, Central
& Northern Vancouver Island

330-111 W Hastings Street
Vancouver, BC V6B 1H4
604-875-6431
info@bc211.ca

Illumination Request

Event: 211 Day

Date: Saturday, February 11th, 2023

Colour: Red

Name of organization: United Way British Columbia 211

To Mayor and Council,

Thank you for considering our illumination request for Saturday, February 11th, 2023.

Each year on Feb. 11, United Ways across Canada and their community partners celebrate 211 Day.

211 Day is a public awareness initiative for the 211 service - a free and confidential service that connects people to social, government and community services and supports. Our Resource Navigators provide information and referral for a broad range of resources, including:

- basic needs like food and shelter
- mental health and addictions support
- legal and financial assistance
- support for seniors, newcomers and much more.

Help is available to people anywhere in British Columbia by calling or texting 2-1-1. It's free, confidential and available in 150+ languages, 24/7, 365 days a year. For web chat or to search the online directory of resources, visit bc.211.ca.

From April 2021 to March 2022, 211 British Columbia received approx. 56,000 requests for information and referral.



For 211 Day 2023, we are aiming to build awareness of the 211 service by illuminating landmarks throughout Canada in red. There will be an accompanying BC wide media release and social media posts that mention all participating landmarks.

We hope that you will join us this 211 Day and bring awareness to this vital resource. Thank you for your consideration.

Genny Krikorian

Community Engagement Coordinator

UWBC 211 | 604-708-4057 | gennyk@uwbc.ca | bc.211.ca



Landmark Lighting Request Form

Please complete the form and scan/email to corporate@whistler.ca along with your cover letter addressed "To Mayor and Council" with information regarding your campaign or cause.

We will contact you to confirm the status of your request.

Contact Name	Genny Krikorian
Organization	United Way British Columbia 211
Business Address	330-111 W Hastings Street
City/Province/Postal Code	Vancouver, BC V6B 1H4
Business Phone Number	604.708.4057
Business Email	gennyk@uwbc.ca
Website Address	https://bc.211.ca/
Brief description of the event associated with your request - 75 words or less <i>(Information here will be used for communications and the sign on the bridge. RMOW will edit copy if necessary.)</i>	Each year on Feb. 11, United Ways across Canada and their community partners celebrate 211 Day. 211 Day is a public awareness initiative for the 211 service - a free and confidential service that connects people to social, government and community services and supports.
Optional: Social Media Campaign Title (include hashtags)	#211Day #HelpStartHere
Landmark Choice	<input checked="" type="checkbox"/> Fitzsimmons Covered Bridge
Date of Event	Saturday, February 11th, 2023
Colour Request	Red

Signature: _____

Date: Genny Krikorian Dec 29, 2022

This application does not guarantee that your event lighting request will be approved or your date is available.