



# WHISTLER

## AGENDA

**REGULAR MEETING OF MUNICIPAL COUNCIL  
TUESDAY, FEBRUARY 12, 2019, STARTING AT 5:30 P.M.**

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

### **ADOPTION OF AGENDA**

**That** Council adopt the Regular Council Meeting Agenda of February 12, 2019.

### **ADOPTION OF MINUTES**

**That** Council adopt the Regular Council Meeting Minutes of January 22, 2019.

### **PUBLIC QUESTION AND ANSWER PERIOD**

### **MAYOR'S REPORT**

### **ADMINISTRATIVE REPORTS**

LLR1324 – Pangea  
Pod Hotel Patron  
Participation  
Entertainment  
File No. LLR1324  
Report No. 19-011

*A presentation by municipal staff.*

**That** Council authorize the resolution attached as Appendix “A” to Administrative Report No. 19-011 providing Council’s recommendation to the Liquor and Cannabis Regulation Branch in support of an application for a Permanent Change to a Liquor Licence for Pangea Pod Hotel Food Primary Licence No. 307978 to add a patron participation entertainment endorsement.

BikeBC Grant  
Application – Valley  
Trail Extension at  
Whistler Golf Club  
File No. X117  
Report No. 19-018

*A presentation by municipal staff.*

**That** Council endorse a grant application for \$212,985 to the BikeBC Infrastructure funding program for the Valley Trail extension project at Whistler Golf Club to provide improved connectivity and improved safety.

Whistler Transit  
System Annual  
Operating Agreement  
Amendment -  
December 15, 2018  
File No. 546  
Report No. 19-012

*A presentation by municipal staff.*

**That** Council authorize the Mayor and Municipal Clerk to execute the “2018-2019 Whistler Transit System Annual Operating Agreement Amendment – December 15, 2018” for the period April 1, 2018 through March 31, 2019 attached as Appendix “A” to Administrative Report to Council No. 19-012.

SLRD Regional  
Growth Strategy  
Amendment Bylaw  
No. 1562-2018  
Referral – Updated  
Report  
File No. CR0091  
Report No. 19-022

*A presentation by municipal staff.*

**That** Council endorse “Squamish-Lillooet Regional District Regional Growth Strategy Amendment Bylaw No. 1562, 2018”; and

**That** Council authorize the Mayor and Municipal Clerk to submit the RMOW referral response, attached as Appendix “A” to Administrative Report No. 19-022 to the Squamish-Lillooet Regional District Board.

Operating Reserve  
Establishment  
Amendment Bylaw  
No. 2221, 2019  
File No. 2221  
Report No. 19-014

*A presentation by municipal staff.*

**That** Council consider giving first, second and third readings to the “Operating Reserve Establishment Amendment Bylaw No. 2221, 2019”.

Five-Year Financial  
Plan 2018 – 2022  
Amendment Bylaw  
No. 2217, 2019  
File No. 2217  
Report No. 19-013

*A presentation by municipal staff.*

**That** Council consider giving first, second and third readings to the “Five-Year Financial Plan 2018-2022 Amendment Bylaw No. 2217, 2019”.

WORCA 2019 Fee  
for Service  
Application  
File No. 3004.02  
Report No. 19-017

*No presentation.*

**That** Council authorize the Mayor and Corporate Officer to execute a Fee for Service Agreement with the Whistler Off Road Cycling Association in the amount of \$53,060 for 2019 and \$54,121 for 2020, subject to approval of the annual Municipal budget.

Council Member  
Appointments to the  
Governance  
Committee  
File No. 0540  
Report No. 19-015

*No presentation.*

**That** Council reconvene the Governance and Ethics Standing Committee;

**That** Mayor J. Crompton appoint three members of Council to the Governance and Ethics Standing Committee as per the Committee’s Terms of Reference; and further,

**That** Mayor J. Crompton appoint the Chair of the Committee.

Whistler.com  
Systems Inc. 2018  
Annual Filing  
File No. Vault  
Report No. 19-019

*No presentation.*

**That** the Council of the Resort Municipality of Whistler in open meeting assembled, hereby resolve that the Municipality, as one of the shareholders of Whistler.com Systems Inc., pass the consent resolutions of the shareholders of Whistler.com Systems Inc., copies of which are attached to Administrative Report to Council No.19-019 as Appendix “B”, and that the Mayor and Municipal Clerk execute and deliver the attached resolutions on behalf of the Municipality.

Tourdex.com  
Systems Inc. 2018  
Annual Filing  
File No. Vault  
Report No. 19-020

*No presentation.*

**That** the Council of the Resort Municipality of Whistler in open meeting assembled, hereby resolve that the Municipality, as one of the shareholders of Tourdex.com Systems Inc., pass the Consent Resolutions of the shareholders of Tourdex.com Systems Inc., copies of which are attached to this Administrative Report No. 19-020 as Appendix “A”, and that the Mayor and Municipal Clerk execute and deliver the attached resolutions on behalf of the Municipality.

Whistler Housing  
Authority Ltd. - 2018  
Annual Filing  
File No. Vault  
Report No. 19-021

*No presentation.*

**That** the Council of the Resort Municipality of Whistler in open meeting assembled, hereby resolve that the Municipality, as the sole shareholder of Whistler Housing Authority Ltd., pass the consent resolutions of the Whistler Housing Authority Ltd. shareholders, which is attached to Administrative Report to Council No. 19-021 as Appendix “A”, and that the Mayor and Corporate Officer execute and deliver the attached resolutions on behalf of the Municipality.

## **MINUTES OF COMMITTEES AND COMMISSIONS**

Liquor Licence  
Advisory Committee

Regular Meeting Minutes of the Liquor Licence Advisory Committee of December 13, 2018.

## **BYLAWS FOR FIRST, SECOND AND THIRD READINGS**

Operating Reserve  
Establishment  
Amendment Bylaw  
No. 2221, 2019

**That** “Operating Reserve Establishment Amendment Bylaw No. 2221, 2019” be given first, second and third readings.

Five-Year Financial  
Plan 2018 – 2022  
Amendment Bylaw  
No. 2217, 2019

**That** “Five-Year Financial Plan 2018 – 2022 Amendment Bylaw No. 2217, 2019” be given first, second and third readings.

## **OTHER BUSINESS**

Advisory Design  
Panel Appointments

Notification of appointments to the Advisory Design Panel.

## **CORRESPONDENCE**

Federation of  
Canada  
Municipalities' Top  
Priorities  
File No. 3009

Correspondence from Pamela Goldsmith-Jones, Member of Parliament, West Vancouver, Sunshine Coast and Sea to Sky Country, regarding the Federation of Canada Municipalities' top priorities.

Function Junction  
Sidewalk  
Expansion  
File No. 3009

Correspondence from Mike Boehm, regarding the sidewalk expansion in Function Junction.

Additional Funding  
for WORCA  
File No. 3009

Correspondence from Paul Austin, regarding addition funding for WORCA.

Kidney Dialysis  
Machine Needed in  
Whistler  
File No. 3009

Correspondence from Nadia Meratla, regarding the need for a kidney dialysis machine in Whistler.

Climate  
Accountability  
Letter  
File No. 3009

Eleven pieces of correspondence, regarding the climate accountability letter, from the following individuals:

- Matt Blackman
- David Hollingworth
- Erin Maxwell
- Leah Pomeroy
- Mary Stewart
- Rachel Leiterman
- Allison van Gruen
- Shannon Klassen
- Dennis LaHue
- Angela Mellor
- Marie Binet

Light Up Request –  
World Hypertension  
Day  
File No. 3009.1

Correspondence from Crystal Ceres, requesting that on May 17, 2019 the Fitzsimmons Bridge be lit red in support of World Hypertension Day.

Light Up Request –  
Alzheimer's  
Awareness Month  
File No. 3009.1

Correspondence from Charles J. Fuschillo, Jr. President and Chief Executive Officer, Alzheimer's Foundation of America, requesting that on November, 7, 2019 the Fitzsimmons Bridge be lit teal in support of Alzheimer's Awareness Month.

**TERMINATION**

**That** the Regular Council Meeting of February 12, 2019 be terminated.





# WHISTLER

## MINUTES

REGULAR MEETING OF MUNICIPAL COUNCIL  
TUESDAY, JANUARY 22, 2019, STARTING AT 5:30 P.M.

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

### PRESENT:

Mayor: J. Crompton  
Councillors: J. Ford, R. Forsyth, D. Jackson and C. Jewett  
Chief Administrative Officer, M. Furey  
General Manager of Corporate and Community Services, T. Battiston  
General Manager of Infrastructure Services, J. Hallisey  
Acting General Manager of Resort Experience, M. Kirkegaard  
Manager of Communications, M. Comeau  
Manager of Cultural Planning and Development, J. Rae  
Acting Municipal Clerk, W. Faris  
Senior Planner, J. Belobaba  
Planner, R. Brennan  
Planning Analyst, J. Abraham  
Parks and Trails Supervisor, L. Russell  
GIS Coordinator, V. Pocock  
Council Coordinator, N. Cooper

### ABSENT:

Councillors: A. De Jong and J. Grills

*Mayor J. Crompton recognized that we are on the traditional territories of the Lil'wat Nation and the Squamish Nation.*

### ADOPTION OF AGENDA

Agenda

Moved by Councillor J. Ford  
Seconded by Councillor R. Forsyth

**That** Council adopt the Regular Council Meeting Agenda of January 22, 2019.

CARRIED

### ADOPTION OF MINUTES

Minutes

Moved by Councillor D. Jackson  
Seconded by Councillor C. Jewett

**That** Council adopt the Regular Council Meeting Minutes January 8, 2018.

CARRIED

## **PUBLIC QUESTION AND ANSWER PERIOD**

Luke O'Beirne-Kelly  
2704 Cheakamus  
Way  
Re: Open Retail  
Doors

Luke O'Beirne-Kelly asked if Council would consider sending letters directly to management of stores with open door policies to grant exemptions to their stores in Whistler.

Mayor J. Crompton replied that Councillor A. De Jong is addressing this, and agreed that Whistler could look into working directly with stores in Whistler.

Luke O'Beirne-Kelly asked if letters could be sent to the head offices of companies to encourage them to change their policy in regard to opening doors and pass that on to their stores.

Mayor J. Crompton replied that Whistler would work with managers of stores in Whistler rather than working with their head offices.

## **MAYOR'S REPORT**

Mayor's Report

### Budget 2019

The 2019 corporate planning and budget process will kick off publicly during a budget open house on Monday, February 4, 2019. The open house is an opportunity to learn about and provide feedback for the general proposed direction for municipal operations and projects for 2019. The open house will include time to review display materials, to interact with Council and staff, as well as a presentation. Other opportunities to learn about and engage with the annual budget process will be shared on [www.whistler.ca](http://www.whistler.ca), through our e-newsletter and social media.

### Heat Pump Rebates for Homeowners and Businesses

The RMOW has partnered with EfficiencyBC on a new heat pump rebate program. The program will offer up to \$4,000 in rebates for Whistler homeowners and businesses when upgrading to a heat pump. The heat pump rebate is available by switching from a fossil fuel (oil, natural gas or propane) heating system to an electric air-source heat-pump. The rebate is \$2,000 offered from EfficiencyBC and \$2,000 offered by the RMOW. The program is available this year to Whistler residents on a first-come, first-serve basis. More information can be found online at [www.whistler.ca](http://www.whistler.ca).

### Sister City Youth Exchange Program – Applications Open for Students

As part of the RMOW's sister city relationship with Karuizawa in Japan, both cities participate in an annual exchange program for local students. This cultural exchange offers an immersion into cross-cultural traditions, history, language and present day geography. Whistler students will visit Karuizawa in October for eight days. Whistler has also proudly hosted Karuizawa students every year as part of the exchange. Applications for the 2019 exchange program are open now and Whistler students in grades 8 and 9 are invited to apply. To learn more about the program on the website at [www.whistler.ca/StudentExchange](http://www.whistler.ca/StudentExchange).

#### Hometown Hockey

Mayor Jack Crompton noted that Whistler is very excited to be welcoming Rogers Hometown Hockey to town on February 9 and 10, 2019. The Hometown Hockey broadcast is screened before Sunday Night Hockey. Whistler and neighbouring sea to sky communities will be able to enjoy the action in person at Whistler Olympic Plaza with two days of activities including:

- a hockey circus show;
- an outdoor ball-hockey rink;
- interactive games; and
- a mainstage dedicated to local acts.

Whistler will be celebrating all local groups at the Parade of Champions at 3 p.m. on Sunday, February 10, 2019. Mayor Jack Crompton invited children's sports clubs, recreational teams, and other local groups from the Sea to Sky corridor to join the celebratory parade. Participants will show off their team attire and walk from Site Lines Bridge to Whistler Olympic Plaza before the live broadcast on Sunday night. Register your team online at [www.whistler.ca/ParadeOfChampions](http://www.whistler.ca/ParadeOfChampions). The NHL game broadcast of the Toronto Maple Leafs and New York Rangers will be shown live in Whistler Olympic Plaza after the parade. Mayor Jack Crompton thanked the Province of British Columbia for making this fun, family-friendly event possible and added that he hopes to see lots of families from the Sea to Sky corridor there.

#### Pride Week January 20-27, 2019

This week, Whistler welcomes back the Whistler Pride and Ski Festival. This is the 27th year for this event in Whistler, and Whistler is proud to again support this event that celebrates diversity and inclusion. It is a proud part of Whistler's history to have been the first mountain resort to have a Pride Parade down a ski slope. Every year since, hundreds have taken to the slopes for the annual ski out during the Whistler Pride and Ski Festival. The ski out is just one of the many events, activities and opportunities to join the celebrations while the festival is in town from January 20 to 27, 2019. More information about the festival can be found online at [www.whistlerpride.com](http://www.whistlerpride.com).

#### Community Life Survey

The RMOW's annual Community Life Survey is underway. The Community Life Survey provides important information to help Council and staff understand community priorities and concerns, and gather feedback. Third party market research firm Forum Research manages the random phone survey which gathers information from 300 permanent residents and 200 part-time residents. Mayor Jack Crompton encouraged the community to take the time to participate as it will take no more than 15 minutes, and the insights and information you provide is hugely valuable to our organization and community. There will be an online survey released in the coming weeks. Past survey results can be found online at [www.whistler.ca/survey](http://www.whistler.ca/survey).

Councillor Jen Ford

Councillor Jen Ford noted that she had recently attended a two-hour session at the Library that was hosted by the Community Foundation of Whistler, Centre for Sustainability and the Mature Action Committee. At the session, information was shared about other communities that are pursuing an age friendly community planning exercise. Councillor Jen Ford added that she is looking forward to working more on this in the coming months.

Mayor Jack Crompton

Sea to Sky Division of Family Practice

Mayor Jack Crompton noted that he had attended a session hosted by the Sea to Sky Division of Family Practice. The session was a public engagement process talking about the future of primary care in the community.

Whistler Chamber of Commerce

Mayor Jack Crompton congratulated the new and returning members of the Whistler Chamber of Commerce Board of Directors.

**ADMINISTRATIVE REPORTS**

DVP1170 – 1330  
Cloudburst Drive  
Variances  
File No. DVP1170  
Report No. 19-004

Moved by Councillor D. Jackson  
Seconded by Councillor C. Jewett

**That** Council approve the issuance of Development Variance Permit DVP1170 for development of a Whistler Housing Authority apartment building, located at 1330 Cloudburst Drive, which includes the following variances to “Zoning and Parking Bylaw No. 303, 2015”:

1. Vary the building setbacks as follows:
  - a) East setback from 6.0 metres to 0.75 metres for an underground portion of the building.
  - b) East setback from 6.0 metres to 5.18 metres for a portion of the elevator shaft above ground
  - c) East setback from 6.0 metres to 5.75 metres for a portion of the exterior exit stair wall above ground.
  - d) West setback from 6.0 metres to 2.0 metres for an underground portion of the building.
2. Vary the roof overhang encroachment from 1.0 metres to 2.25 metres on the east side of the building.
3. Vary the retaining wall setback regulations for a retaining wall in the northeast corner of the front setback from 6.0 metres to 1.44 metres and side setback from 6.0 metres to 0.75 metres.
4. Vary the parking space setback regulation for a parking space from 1.5 metres to 0.7 metres for a portion of a parking space adjacent to the front parcel boundary.

All as shown on the architectural plan A-0.5 dated 2019-01-10 RV1 prepared by Murdoch and Company Architects attached as Appendix “B” to Administrative Report to Council No. 19-004; and

**That** issuance of DVP1170 is subject to:

1. Registration of an encroachment agreement to provide for the front entrance stairs and retaining wall located in the municipal road right of way, and require their on-going maintenance and repair by the applicant; and
2. Adoption of "Zoning Amendment Bylaw (1330 Cloudburst Drive) No. 2214, 2018"; and further

**That** Council authorize the Mayor and the Corporate Officer to execute the encroachment agreement legal document in conjunction with this permit.

CARRIED

Written Report of  
Public Hearing and  
Consideration of  
Adoption for Zoning  
Amendment Bylaw  
(1330 Cloudburst  
Drive) No. 2214,  
2018  
File No. RZ1158  
Report No. 19-005

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

**That** Council receive this written report of public hearing and consider adoption of "Zoning Amendment Bylaw (1330 Cloudburst Drive) No. 2214, 2018".

CARRIED

DVP1162 – 7456  
Treetop Lane –  
Front Setback  
Variances  
File No. DVP1162  
Report No. 19-006

Moved by Councillor J. Ford  
Seconded by Councillor R. Forsyth

**That** Council approve the issuance of Development Variance Permit DVP1162 for the proposed development located at 7456 Treetop Lane to:

Vary setbacks as follows:

- a) Vary the front setback from 7.6 metres to 0 metres for retaining wall under driveway.
- b) Vary the front setback from 6.1 metres to 3.6 metres for cantilevered staircase.
- c) Vary the front setback from 2.0 metres to 0.7 metres for landscape stairs.
- d) Vary the front setback from 2.0 metres to 0.4 metres for two landscape retaining walls.

All as shown on the architectural plans A1.1 (dated December 11, 2018), A1.2, A1.3, A2.2, & A4.5 (dated October 12, 2018) by Brigitte Loranger Architecture & Planning Ltd, attached as Appendix "B" to Administrative Report to Council No. 19-006.

CARRIED

SLRD Regional  
Growth Strategy  
Amendment Bylaw  
No. 1562-2018  
Referral  
File No. CR0091  
Report No. 19-008

Moved by Councillor C. Jewett  
Seconded by Councillor D. Jackson

**That** Council endorse "Squamish-Lillooet Regional District Regional Growth Strategy Amendment Bylaw No. 1562, 2018"; and

**That** Council authorize the Mayor and Municipal Clerk to submit the RMOW referral response, attached as Appendix "A" to Administrative Report No. 19-008 to the Squamish-Lillooet Regional District Board.

Moved by Mayor J. Crompton  
Seconded by C. Jewett

**That** Council defer consideration of this Agenda item to a future Council Meeting after the SLRD Board Meeting next week.

CARRIED

Grant Application for  
Geopark  
File No. CPD19-01  
Report No. 19-007

Moved by Councillor J. Ford  
Seconded by Councillor C. Jewett

**That** Council approve a grant application for \$962,336 (nine hundred sixty-two thousand three hundred thirty-six) to the *Canada-British Columbia Investing in Canada Infrastructure Program ("ICIP") Community, Culture, and Recreation ("CCR")* stream for Geopark infrastructure.

CARRIED

RMOW  
Appointments to  
Whistler Valley  
Housing Society  
File No. 7224  
Report No. 19-009

Moved by Councillor R. Forsyth  
Seconded by Councillor J. Ford

**That** Council of the Resort Municipality of Whistler (RMOW) appoints Jonathan Decaigny, Jackie Dickinson, Gord Low and Marla Zucht as the four RMOW appointees to the Whistler Valley Housing Society (WVHS).

CARRIED

## MINUTES OF COMMITTEES AND COMMISSIONS

Transit  
Management  
Advisory  
Committee

Moved by Councillor R. Forsyth  
Seconded by Councillor J. Ford

**That** Council receive Regular Workshop Minutes of the Transit Management Advisory Committee of September 17, 2018.

CARRIED

Forest and Wildland  
Advisory  
Committee

Moved by Councillor C. Jewett  
Seconded by Councillor D. Jackson

**That** Council receive Regular Meeting Minutes of the Forest and Wildland Advisory Committee of December 12, 2018.

CARRIED

Whistler Bear  
Advisory  
Committee

Moved by Councillor R. Forsyth  
Seconded by Councillor J. Ford

**That** Council receive Regular Meeting Minutes of the Whistler Bear Advisory Committee of December 12, 2018.

CARRIED

## BYLAWS FOR ADOPTION

Zoning Amendment  
Bylaw (1330  
Cloudburst Drive)  
No. 2214, 2018

Moved by Councillor R. Forsyth  
Seconded by Councillor J. Ford

**That** “Zoning Amendment Bylaw (1330 Cloudburst Drive) No. 2214, 2018” be adopted.

CARRIED

## OTHER BUSINESS

UBCM Community  
Child Care Planning  
Program Funding  
Application

Moved by Councillor J. Ford  
Seconded by Councillor C. Jewett

**That** Council direct staff to apply for the UBCM Community Child Care Planning program to do a child care needs assessment and manage any funds received through this program.

CARRIED

Advisory Design  
Panel  
Appointments

Mayor Jack Crompton announced that the following individuals have been appointed to the Advisory Design Panel for 2019:

- Mr. Grant Brumpton and Mr. Julian Pattison as the two professional landscape architects who are registered members of the B.C. Society of Landscape Architects;
- Mr. Dale Mikkelsen as the professional land developer who is a registered member of the Urban Development Institute of Canada; and
- Mr. Pat Wotherspoon and Mr. Ben Smith as the two public-at-large members.

## CORRESPONDENCE

UBCM Community  
Child Care Planning  
Program Funding  
Application  
File No. 3009

Moved by Councillor C. Jewett  
Seconded by Councillor J. Ford

**That** correspondence from the Honourable Katrine Conroy, Minister of Children and Family Development, and the Honourable Katrina Chen Minister of State for Child Care regarding UBCM funding programs for child care spaces be received and referred to staff.

CARRIED

Coastal Gaslink  
Pipeline Injunction  
Order Enforcement  
File No. 3009

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

**That** correspondence from Dave Attfield, and Stephen Thatcher, RCMP regarding the coastal gaslink pipeline injunction order enforcement be received and referred to staff.

CARRIED

Climate  
Accountability  
Letter  
File No. 3009

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

**That** correspondence from the following individuals, regarding the climate accountability letter, be received and referred to staff:

- Erik Bakke
- Andrew Gage and Tracey Saxby
- Gail Morrison
- Bryce Leigh
- Laura Nedelak
- Donald Goyette
- Craig and Linda Smith
- Kenneth Melamed
- Megan Ardyche

CARRIED

Local Climate  
Change Impacts  
and the Fossil Fuel  
Industry  
File No. 3009

Moved by Councillor J. Ford  
Seconded by Councillor C. Jewett

**That** correspondence from Andrew Gage and Tracey Saxby, regarding the local climate change impacts and the fossil fuel industry be received and referred to staff.

CARRIED

Request to Remove  
Traffic Calming  
Installations on  
Panorama Ridge  
File No. 3009

Moved by Councillor J. Ford  
Seconded by Councillor R. Forsyth

**That** correspondence from Ron Jewula regarding a request to remove traffic calming installations on Panorama Ridge be received and referred to staff.

CARRIED

Howe Sound  
Women's Centre  
Silent Auction  
Donation Request  
File No. 3009

Moved by Councillor C. Jewett  
Seconded by Councillor D. Jackson

**That** correspondence from Ashley Oakes, Executive Director, Howe Sound Women's Centre regarding a silent auction donation request be received and referred to staff.

CARRIED

Heritage Week  
Proclamation  
File No. 3009

Moved by Councillor R. Forsyth  
Seconded by Councillor J. Ford

**That** correspondence from Paul Gravett, requesting that February 18-24, 2019 be proclaimed as 'Heritage Week' be received and referred to staff, and February 18-24, 2019 proclaimed as 'Heritage Week'.

CARRIED



**TERMINATION**

Motion to Terminate

Moved by Councillor C. Jewett  
Seconded by Councillor J. Ford

**That** the Regular Council Meeting of January 22, 2019 be terminated at  
7:05 p.m.

CARRIED

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Mayor, J. Crompton

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Municipal Clerk, B. Browning



# REPORT ADMINISTRATIVE REPORT TO COUNCIL

**REPORT:** 19-011

**FILE:** LLR1324

**SUBJECT:** LLR1324 – PANGAEA POD HOTEL PATRON PARTICIPATION ENTERTAINMENT

**COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER**

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

## RECOMMENDATION

**That** Council authorize the resolution attached as Appendix “A” to Administrative Report No. 19-011 providing Council’s recommendation to the Liquor and Cannabis Regulation Branch in support of an application for a Permanent Change to a Liquor Licence for Pangea Pod Hotel Food Primary Licence No. 307978 to add a patron participation entertainment endorsement.

## REFERENCES

Appendices:    “A” – Council Resolution – Permanent Change to a Liquor Licence  
                      “B” – Location Plan  
                      “C” – Letter from Rising Tide Consultants dated November 28, 2018  
                      “D” – Minutes of January 24, 2019 LLAC meeting (relevant excerpts)

## PURPOSE OF REPORT

This purpose of this Report is to provide a recommendation for Council's consideration regarding an application from the Pangea Pod Hotel for a permanent change to its food primary licence to add a patron participation entertainment endorsement. For this type of licence change the provincial Liquor and Cannabis Regulation Branch (LCRB) requires local government comment in the form of a resolution from Council addressing prescribed criteria and a recommendation as to whether or not the application should be approved. The proposed resolution in favour of the application, including the rationale for support, is attached as Appendix "A."

## DISCUSSION

### Establishment Location, Licence Type, Hours and Capacity

The Pangea Pod Hotel is located on the second, third and fourth/loft floors at 4333 Sunrise Alley in Whistler Village (see Appendix B for location plan). The hotel comprises nine suites with a total of 88 “pods” (individual sleeping units). Washrooms, showers, change rooms are shared by guests staying in the each of suites of pods. Hotel reception, kitchen and café/lounge are located on the second floor and a seasonal deck outdoor patio on the third floor, all primarily for use of hotel guests but also open to the public. The hotel has been in operation since August 2018.

The Pangea Pod Hotel has a food primary liquor licence (Licence No. 307978) for areas of the second and third floors. The hours of liquor service are 9 a.m. to 1 a.m. seven days a week. The licensed capacity of the second floor café/lounge is 104 persons, and the capacity of the third floor seasonal deck patio is 38 persons, for a total licensed capacity of 142 persons.

## Pangea Pod Hotel Patron Participation Entertainment Endorsement Application

The Pangea Pod Hotel has applied for a patron participation entertainment (PPE) endorsement to its food primary licence. A PPE endorsement permits a food primary licensed establishment to offer

entertainment where patrons can actively participate, such as karaoke, sing-alongs, comedy nights or dancing. At all times, however, the primary focus of the establishment must remain on the service of food. LCRB policy requires that PPE end by midnight, even though the food primary licence permits liquor service until 1 a.m.

See the Letter of Intent (attached as Appendix C) from Rising Tide Consultants (agents for the Pangea Pod Hotel) for a rationale for the application and the types of PPE events proposed. The letter states that:

“The ownership of the hotel will only utilize the Patron Participation Entertainment Endorsement occasionally for special events, such as a comedy night and karaoke or special events such as New Year, occasional Weddings or other family celebration events such as anniversaries and birthdays.”

The applicant's letter states that the PPE endorsement would only apply to the second floor café/lounge with a licensed capacity of 104 persons and not the licensed third floor deck outdoor patio.

### **LCRB Review Criteria and Process**

The LCRB process for reviewing an application for a permanent change to a food primary licence to add a patron participation entertainment endorsement is very comprehensive and similar to that of an application for a new liquor primary licence. For this type of application the LCRB requires that local government provide a Council resolution/comments with the following requirements:

- Gather public input for the community in the immediate vicinity of the proposed endorsement service area(s).
- Consider these factors which must be taken into account when providing resolution/comment:
  - The location of the establishment.
  - The person capacity and hours of liquor service of the establishment.
- Provide a resolution/comment with comments on:
  - The impact of noise on nearby residents.
  - The impact on the community if the application is approved.
  - If the application is to amend a Food Primary licence, whether the amendment will result in the service area being operated in a matter that is contrary to primary purpose.
  - The view of residents and a description of the method used to gather views.
  - The local government recommendations (including whether or not the application be approved) and the reasons on which they are based.

The proposed resolution presented in Appendix “A” addresses all of the LCRB requirements.

### **Municipal Review Process**

For a permanent change to a food primary licence to add a patron participation entertainment endorsement Council Policy G-17 *Municipal Liquor Licensing Policy* specifies a good standing review, a 30-day public notification period, a Liquor Licence Advisory Committee (LLAC) referral/report/recommendation and a staff report to Council with resolution to the LCRB in a prescribed format.

### **Current Good Standing Status**

In order for the RMO to give consideration to an application requesting this type of permanent change to a liquor licence the applicant must be in “Good Standing” with respect to the compliance and enforcement history of the establishment. The application was referred to the LCRB inspector,

the Whistler Detachment of the RCMP, the Whistler Fire Rescue Service and the RMOW Building and Bylaws Departments. Each was asked to provide a written list of any contraventions and their disposition for the 12-month period preceding the date of the application and any other comments considered to be relevant. There were no compliance issues identified, so the applicant is considered to be in Good Standing.

### Liquor Licence Advisory Committee Review Process

A summary of the applicant's proposal was referred by e-mail to LLAC members on December 12, 2018, and members were given two weeks to provide their written initial comments on the application. The LLAC nightclub sector representative responded that the nightclub sector is opposed to the application due to concerns about patron safety and responsibility and the precedent for other food primary "businesses operating as nightclub under different licences." No concerns were expressed by other LLAC members who responded. Staff then prepared a report, which was presented at the January 24, 2019 meeting of the committee. The report addressed the LLAC review criteria regarding the rationale for the licence change and the potential impacts on the resort community. The applicant provided a further rationale for the proposed PPE endorsement and addressed LLAC member questions about the application. (Relevant excerpts of the minutes of the LLAC meeting are attached herein as Appendix "D.") The committee then passed the following motion:

**That** the Liquor Licence Advisory Committee support the application from the Pangea Pod Hotel for a patron participation entertainment endorsement.

### WHISTLER 2020 ANALYSIS

W2020 Strategy	TOWARD Descriptions of success that resolution moves us toward	Comments
Visitor Experience	The resort community's authentic sense of place and engaging, innovative and renewed offerings attract visitors time and time again	The target market for the Pangea Pod Hotel is 30+ year old solo travelers who are seeking value accommodation in the heart of the Village. The proposed PPE events at the Pangea would provide an opportunity for hotel guests to socialize with their fellow guests. The PPE endorsement would also provide a venue for a booking a block of suites/pods and hosting a wedding or other family celebration event.
Economic	The Whistler economy provides opportunities for achieving competitive return on invested capital	The applied for liquor licence change would allow the Pangea to take full advantage of the business opportunities available to a food primary establishment in a hotel.

W2020 Strategy	AWAY FROM Descriptions of success that resolution moves away from	Mitigation Strategies and Comments
Built Environment	Visitors and residents can readily immerse themselves in nature, free from noise and light pollution	It is not anticipated that a patron participation entertainment endorsement would be a significant source of noise. If approved, LCRB policy requires that PPE must end by midnight. Noise from the establishment would be contained inside the building, as the third floor deck outdoor patio would not be included in the PPE endorsement, and doors and windows must be closed by 10 p.m. in accordance with the Good Neighbour Agreement. With the relatively small capacity and the fact that many guests may be staying in the hotel, it is not likely that dispersal at the end of the evening would be a source of objectionable noise. Further, it would not be in the interest of the hotel to allow PPE events to disturb hotel guests.
Health & Social	Community members eat healthy food, exercise and engage in leisure and other stress relieving activities that assist in preventing illness and they avoid the abusive use of substances that evidence indicates have negative effects on physical and mental health	As a food primary licensed establishment, the Pangea must maintain a focus on the service of food at all times that liquor is served. Further, the hotel has signed a Good Neighbour Agreement that commits it to procedures and training to avoid potentially adverse effects of their products and services.

## OTHER POLICY CONSIDERATIONS

Under policies developed and supported by the LLAC and in Council Policy G-17, an application for a permanent change to a food primary licence to add a patron participation entertainment endorsement specifies a thirty-day public notification period, a good standing review, a LLAC referral/report/recommendation, a staff report to Council and a resolution to the LCRB in a prescribed format.

## BUDGET CONSIDERATIONS

There are no budget considerations. The municipal application fee for a new or amended liquor licence is structured to cover staff costs for processing the application.

## COMMUNITY ENGAGEMENT AND CONSULTATION

In compliance with municipal policy the applicant advertised the proposed amendment to the food primary licence in the December 13, 20 and 27, 2018 editions of Pique Newsmagazine, and they posted a sign at the establishment (commencing December 20, 2018) in order to provide opportunity for public comment. The advertisements and sign requested that any comments be provided in writing to municipal staff on or before January 19, 2019. No comments were received.

## **SUMMARY**

This Report presents a recommendation regarding an application for a permanent change to the Pangea Pod Hotel food primary licence to add a patron participation entertainment endorsement. The Report also provides a resolution in support of the application for Council's consideration that addresses criteria prescribed by the LCRB. The resolution is a result of the application of municipal policy and consultation with the community.

Respectfully submitted,

Frank Savage  
PLANNER

for  
Jan Jansen  
GENERAL MANAGER OF RESORT EXPERIENCE

## APPENDIX A

General Manager,  
Liquor and Cannabis Regulation Branch

RE: Application for a Permanent Change to a Liquor Licence for Pangea Pod Hotel Food Primary Licence No. 307978 to add a patron participation entertainment endorsement.

At the Council meeting held on February 12, 2019 the Council passed the following resolution with respect to the application for the above named amendment:

“Be it resolved that:

1. The Council recommends that the licence amendment be approved for the following reasons:

The proposed licensing will provide for improved customer service for both visitors and residents alike and will not have any significant negative impacts on the resort community. The applicant has entered into a Good Neighbour Agreement and Noise Mitigation Plan with the Resort Municipality of Whistler.

2. The Council’s comments on the regulatory criteria are as follows:

- (a) The location of the establishment:

The Pangea Pod Hotel is located on the second, third and fourth/loft floors at 4333 Sunrise Alley in Whistler Village. The hotel faces the Village Stroll and is directly across from the Crystal Lodge Hotel. The pedestrian-only Village Stroll is flanked by restaurants and retail shops at the Stroll level and visitor accommodation units on upper floors.

- (b) The person capacity and hours of liquor service of the establishment:

- The licensed capacity of the Pangea second floor café/lounge is 104 persons and the capacity of the third floor seasonal deck patio is 38 persons for a total licensed capacity of 142 persons. The application for patron participation entertainment is only for the second floor café/lounge and does not include the third floor deck outdoor patio.
- The hours of liquor service are 9 a.m. to 1 a.m. seven days a week, in conformance with the municipal hours of liquor service guidelines for restaurants in Council Policy G-17 *Municipal Liquor Licensing Policy*.

- (c) The impact of noise on nearby residents:

It is not anticipated that a patron participation entertainment endorsement would be a significant source of noise. If approved, LCRB policy requires that PPE must end by midnight. Noise from the establishment would be contained inside the building, as the third floor deck outdoor patio would not be included in the PPE endorsement, and doors and windows must be closed by 10 p.m. in accordance with the Good Neighbour Agreement. With the relatively small capacity and the fact that many guests may be staying in the hotel, it is not likely that dispersal at the end of the evening would be a source of objectionable noise. Further, it would not be in the interest of the hotel to allow PPE events to disturb hotel guests.

- (d) The impact on the community if the application is approved:

If the application is approved the impact on the community will likely, on balance, be positive by meeting the service expectations of both visitors and residents. Negative impacts on the community are not anticipated as a result of the requested amendment to the licence.

- (e) Whether the licence amendment will result in the service area being operated in a manner that is contrary to primary purpose:

The café/dining lounge is operated by the hotel, and its primary purpose is to provide food and beverage service to its guests. Any noise, disturbances or other negative impacts of the licensed establishment would be detrimental to the enjoyment of those guests. The establishment's operating procedures must ensure that it is operated at all times in compliance with the terms and conditions of its food primary licence. Therefore, it is unlikely that the service area will be operated in a manner that is contrary to its primary purpose as a food and beverage amenity for guests of the hotel.

- (f) The views of the residents and a description of the methods used to gather views:

Council believes that residents are in favour of the application and that residents are not opposed to the application. The method used to gather the views of residents was placement of an information sign at the front of the establishment for thirty days commencing December 20, 2018 and advertisements in the December 13, 20 and 27, 2018 editions of Pique Newsmagazine. No comments were received. Further, the municipal Liquor Licence Advisory Committee, comprising various community representatives, voted in favour of supporting the application."

The undersigned hereby certifies the above resolution to be a true copy of the resolution passed by the Council of the Resort Municipality of Whistler on February 12, 2019.

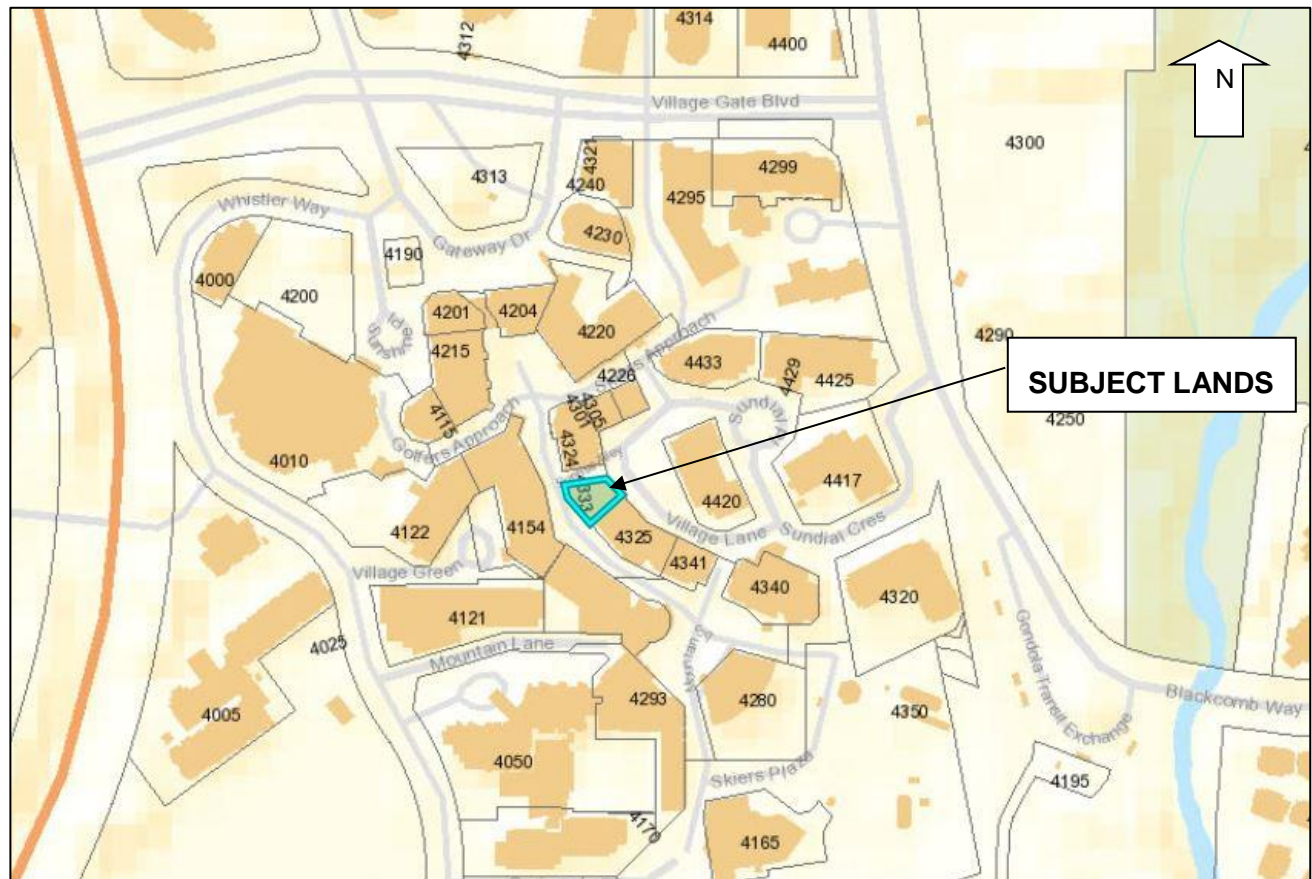
Sincerely,

Brooke Browning  
MUNICIPAL CLERK  
Resort Municipality of Whistler



APPENDIX B

LOCATION PLAN – PANGEA POD HOTEL





*Experts in liquor licensing for the success of your business*

**APPLICATION FOR A PATRON PARTICIPATION ENTERTAINMENT ENDORSEMENT  
ON THE FOOD PRIMARY LICENSE**

**AT**

**PANGEA POD HOTEL  
4333 SUNRISE ALLEY  
WHISTLER, B.C. V0N 1B4**

**APPLICANT: PANGEA WHISTLER ENTERPRISES INC.  
FOOD PRIMARY LICENCE NO: 307978**

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**LETTER OF INTENT  
FOR THE APPLICATION FOR A PATRON PARTICIPATION ENTERTAINMENT  
ENDORSEMENT ON FOOD PRIMARY LICENCE NUMBER 307978**

---

The applicant, Pangea Whistler Enterprises Inc., is applying for a Patron Participation Entertainment Endorsement (PPEE) for their food primary licence to enable limited entertainment from time to time, for specific events in the hotel.

The Liquor and Cannabis Regulation Branch policy requires that a food primary licenced establishment have a Patron Participation Entertainment Endorsement on their licence, if they propose to have entertainment that involves audience or patron participation such as sing-a-longs, karaoke, comedy or dancing.

Most hotels in the province offer these forms of entertainment for specific events held in their establishments. However many hotels are “off side” with the liquor branch requirements in that they host these events but do not have a PPE endorsement. The Pangea Pod Hotel would like to be compliant with the branch requirements and to be able to offer, from time to time, patron participation in the interior licensed area of this hotel, but not the small patio area. At the same time, the hotel would like to be competitive with other hotels that offer this service to guests.

The entertainment proposed for the hotel Food Primary areas would be in the restaurant as the hotel does not have a separate banquet room. It will be programmed not to interfere with normal hotel operations and overnight guest requirements.

The ownership of the hotel will only utilize the Patron Participation Entertainment Endorsement occasionally for special events, such as a comedy night and karaoke or special events such as New Year, occasional Weddings or other family celebration events such as anniversaries and birthdays.

The applicant is a hotel and their primary business is the provision of safe overnight accommodation for the guests of the hotel. Therefore the applicant will not permit the proposed Patron Participation Entertainment Endorsement to interfere with the primary business of the hotel.

As a food primary licensed establishment, the primary focus of the business is always the sale and service of food and not liquor. In addition, the establishment is very small. The capacity of the interior area where the occasional entertainment will occur is only 104 persons. This licensed area is on the same floor and close to the hotel reception desk. Therefore between the staff in the dining room and at the front desk, the entertainment will be easy to monitor.

The Patron Participation Entertainment Endorsement will further enable the hotel to be competitive with other hotels with respect to level of service, and also be compliant with liquor branch policies and regulations.

The licensed hours of the establishment are from 9 am – 1 am Monday to Sunday. The patron participation entertainment will end at 12 Midnight as stated by the Liquor & Cannabis Regulation Branch Policy.

The customer base proposed to be served is primarily the guests of this hotel who might enjoy some limited forms of entertainment in the Dining Room.

The Pangea Pod Hotel is a small establishment that has a positive record with the Liquor & Cannabis Regulation Branch, the Resort Municipality of Whistler and the Whistler RCMP.

The Pangea Pod Hotel does not foresee any adverse impacts on the community with the addition of a Patron Participation Entertainment Endorsement.

All of which is respectfully submitted this 28<sup>th</sup> day of November, 2018.

**Rising Tide Consultants**  
**Suite 1620 – 1130 West Pender Street**  
**Vancouver, B.C. V6E 4A4**

## Minutes of January 24, 2019 LLAC Meeting (Relevant Excerpts)

### **File No. LLR1324 – Pangea Pod Hotel Patron Participation Entertainment Endorsement**

A presentation by Frank Savage on an application by the Pangea Pod Hotel to add a patron participation entertainment (PPE) endorsement to its food primary liquor licence:

- The hotel consists of nine suites, with a total of 88 sleeping pods, hotel reception, a café/lounge with a capacity of 104 persons and a seasonal outdoor deck patio with a capacity of 38 persons. The hours of liquor service are 9 a.m. to 1 a.m. daily.
- The Pangea Pod Hotel is applying for a PPE endorsement to its food primary licence to include activities such as dancing, karaoke etc. with the entertainment ending by midnight. The PPE endorsement is for the second floor café/lounge area only, not the third floor outdoor deck patio. The applicant's letter of rationale was attached to the report.

Whistler Fire Rescue Service representative entered the meeting 10:48 a.m.

- For this type of application LCRB regulations require that local government gather public input and provide a Council resolution which must consider the location, capacity and hours of service of the establishment. The Council resolution must include comments on the impact of noise, the impact on the community, the views of residents, whether the amendment will result in the service area being operated contrary to its primary purpose, and a recommendation whether or not the application should be approved.
- Municipal review process includes a good standing review, public notification (two newspaper ads and sign at the site for 30 days), referral to LLAC members for comment, a report to the LLAC and a recommendation from the committee at a meeting. Council then considers a staff report, which includes the LLAC's recommendation.
- A comment was received from the LLAC nightclub sector representative during the two-week LLAC referral period. The nightclub sector opposes the application, as the sector feels that PPE can allow a restaurant to operate as a nightclub. Suggested that liquor service for a special event could be provided using a Special Event Permit (SEP), which would permit active entertainment.
- The staff report to the LLAC provided a preliminary analysis of the application relative to the LLAC review criteria, summarizing the applicant's rationale for the licence change and the potential for negative impacts on the community:
  - Primary customers for PPE events are guests of the hotel
  - PPE would allow solo travellers staying in pods to socialize with fellow guests
  - Noise would be confined within the hotel, and management would not want to disturb its other guests
  - PPE events would not likely impact traffic, parking, public safety

Russell Kling then presented on the Pangea application:

- The applicant noted that the suggestion to apply for a PPE endorsement initially came from the LCRB inspector who advised that patrons would not be permitted to get out of their seats or actively participate during any entertainment. The Pangea wants to ensure they are fully in compliance with the terms of their food primary licence.
- Mr. Kling noted that 85% of the hotel's business is from the hotel suites and that the Pangea has guest experience as their main priority. "Quiet hour" for guests is considered to be 9:30 p.m.

- The Pangea would like to offer an extra level of service to guests – there is interest for guests to have the opportunity to book an entire suite and have the space in the lounge area to mingle, socialise and sing “happy birthday” without breaching the terms of their food primary licence.
- Applicant advised that they are not getting a lot of restaurant business after the 10 p.m.
- Using an SEP for events would not be practical for the Pangea, as they would have to plan at least a month ahead any time they wanted to host an event. A PPE endorsement would allow the hotel to have the chance to host events for such times as Whistler Pride week at shorter notice.
- With the current licence if guests are getting out of their seats while music is playing, this puts the hotel at risk of getting a fine from the LCRB. If a PPE endorsement is granted, the focus will remain on the operation of the hotel. Events with PPE are simply an added amenity.

### **Questions and Answers:**

- Q. Pub Sector Representative: The Pangea mentioned in their application that this PPE endorsement would allow them to host birthday parties and/or weddings. How would you conduct a wedding, will it be shut down at 9:30?
- A. Pangea: There is low probability of weddings happening, but if they do the Pangea would comply with the PPE endorsement criteria of ending PPE by midnight.
- Q. Pub Sector Representative: Are the pods a licensed area?
- A. Pangea: There is room service available to guests, but the pods are intended as a tranquil area.
- Q. Pub Sector Representative: When was there last an application for PPE?
- A. Resort Experience Staff Representative: The last application for a PPE endorsement was from 21 Steps in 2013 for the upstairs area. The review process for a PPE endorsement is essentially the same as an application for a liquor primary licence would go through.
- Q. Mayor Crompton: Have restaurants with a PPE endorsement created problems for the community?
- A. Nightclub Sector Representative: Not aware of any. However, nightclubs are required to do a lot more such as first aid training and security. Other venues don't have these liquor primary responsibilities, nor do they get held accountable for issues such as intoxicated people on the Stroll or worse, passing out in snow banks, etc.
- A. Pub Sector Representative: It seems liquor primary licenses and PPE endorsements are becoming so close now, but liquor primary comes with many more requirements such as the need for door security staff.
- Q. Mayor Crompton: Would this endorsement allow guests to drink more?
- A. Pub Sector Representative: No. Every establishment still has a duty of care regardless of their licencing. The hotel will still have a duty of care such as security where appropriate. The fines or repercussions are still the same for patrons breaking rules.
- Q. Whistler Community Services Society (WCCS) representative: WCCS has received a lot of great feedback from the community regarding the Pangea – lots of great inclusive events. The only concern is the happy hours of 3 – 5 p.m. selling \$3.90 beers. If this application goes through, Pangea needs to be mindful of how they will be responsible.

A. Pangea: Yes, Pangea is offering a promo of beer and also food to attract people coming off the mountain. The business is very clear of how important it is for staff to adhere to Serving It Right guidelines.

**Comments from LLAC members on the Pangea PPE application:**

RCMP Representative:

Keep in mind this is a hotel applying for PPE endorsement. Other hotels have banquet facilities. Hotels clearly don't want excessive noise interrupting their guests. Sees this as a hotel applying for an endorsement, not a pub or nightclub. No concerns. Supports.

Restaurant Sector Representative:

Supports. The proposal enhances the hotel's business model. Yes, there is a potential threat to the nightclub sector if someone else takes over and has other intentions with the licence. Each PPE application should be looked at case-by-case. This application would provide enhanced guest experience and responsible service, and isn't seen as a problem.

Accommodation Sector Representative:

Supports. Having the ability to dance doesn't take away from the duty of care of the business. Noise is the primary issue when operating a hotel.

Pub Sector Representative:

This application gets right to the edge of what's permitted with a food primary licence. Having PPE endorsement doesn't have all the requirements of security and the higher level of duty of care that a nightclub's liquor primary licence does. This is an application from a hotel, which will regulate its own guests. Supports.

Nightclub Sector Representative:

Opposed. They are not required to comply with all the security requirements that nightclubs and other liquor primary licensees do. The PPE endorsement gets closer to being a liquor primary.

Whistler Fire Rescue Service Representative:

No concerns. Supports.

WCCS representative:

Providing great inclusivity. Some concerns on impact of low drink prices during happy hour and hope that the Pangea will take that into consideration. Supports.

Resort Experience Staff Representative:

Supports. As long as the focus of the business is operating a hotel, the focus of the food primary restaurant is on the service of food and the PPE ends by midnight, there should be no concerns.

Moved by R. Knapton

Seconded by K. Wallace

**That** the Liquor Licence Advisory Committee support the application from the Pangea Pod Hotel for a patron participation entertainment endorsement.

Opposed: B. King, Nightclub Sector Representative

CARRIED



## REPORT | ADMINISTRATIVE REPORT TO COUNCIL

**PRESENTED:** FEBRUARY 12, 2019                      **REPORT:** 19-018  
**FROM:** Resort Experience                      **FILE:** X117  
**SUBJECT:** BIKEBC GRANT APPLICATION – VALLEY TRAIL EXTENSION AT  
WHISTLER GOLF CLUB

### COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

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

### RECOMMENDATION

**That** Council endorse a grant application for \$212,985 to the BikeBC Infrastructure funding program for the Valley Trail extension project at Whistler Golf Club to provide improved connectivity and improved safety.

### REFERENCES

Appendix “A” – Preliminary Site Design

### PURPOSE OF REPORT

Support from Mayor and Council for this application is a grant funding eligibility requirement. Applicant municipalities must include a Council resolution indicating Council approves of the grant application.

### DISCUSSION

With increased use of the Valley Trail and outcomes of the Valley Trail Safety Review, a number of access and safety improvements have been planned over the coming years and implementation will be subject to annual budget approvals.

The proposed 2019 project at the Whistler Golf Club meets the eligibility requirements for the provincial BikeBC funding program where funding has been made available to communities across BC to develop new cycling infrastructure;

Eligible proposals need to demonstrate that the project:

- Is a new project
- Is part of an adopted bicycle network plan
- Is ready for construction and can be completed within one year of funding approval (i.e. shelf ready)
- Promotes transportation (commuter) cycling
- Helps to reduce traffic congestion
- Helps to reduce greenhouse gas (GHG) emissions
- Provides a safe cycling environment

Staff feel the identified Valley Trail project through the Whistler Golf Course parking lot meets the above noted criteria with a focus on improving the multi-use trail access and safety to/from the Village along the second busiest valley trail segment in Whistler. A surveyor and Landscape Architect were engaged to develop design drawings for this project (Appendix “A”).

The project plan includes the following improvements:

- A curb separated 3.0m Valley Trail extension and marked crosswalk through the parking lot near the club house.
- Vehicle closure of the northwest entrance of the parking lot with new landscape improvements.
- Replacement and relocation of the existing light pole in the parking lot.
- Relocation of the pay parking station.
- Improved Valley Trail intersection layout at south end near the WGC loading zone.
- Yellow Valley Trail swing gate relocations.
- New line painting, stop bars and signs.
- Replace and widen existing concrete sidewalk to a 3.0m asphalt Valley Trail from Whistler Way, under the under pass, to the Valley Trail near the clubhouse.
- Improved lighting within the underpass.
- Addition of a mural to the underpass.
- Improved wayfinding .
- Intersection curb letdowns with tactile pads.

## **WHISTLER 2020 ANALYSIS**

<b>W2020 Strategy</b>	<b>TOWARD</b> Descriptions of success that resolution moves us toward	<b>Comments</b>
Visitor Experience	Visitors feel genuinely welcome	This project will provide a more welcoming entrance experience into Whistler Village and connection to our greater Valley Trail system
Transportation	Whistler policy, planning and development prioritizes preferred methods of transportation in the following order: 1. pedestrian, bicycle and other-non-motorized means, 2. transit and movement of goods, 3. private automobile (HOV, and leading low-impact technologies), 4. private automobile (SOV, traditional technology)	This project specifically addresses the preferred method of transportation in Whistler
Transportation	The convenience and seamlessness of the alternative transportation system to, from and within Whistler ensures usage rates continue to rise	This missing link in our Valley Trail will make a seamless access to Whistler Village.

<b>W2020 Strategy</b>	<b>AWAY FROM</b> Descriptions of success that resolution moves away from	<b>Mitigation Strategies and Comments</b>
Materials and Solid Waste	Whistler is using durable materials that are less environmentally harmful, preferring recycled, natural and sustainably harvested materials, and plentiful metals	All materials removed from the site will be sorted and recycled in Whistler. New materials will be sourced with preference for recycled and renewable products purchased as locally as practicable to reduce transportation.



## **OTHER POLICY CONSIDERATIONS**

This project is consistent with the RLMP, the RMOW Corporate Plan and the goals and objectives of Whistler's OCP.

## **BUDGET CONSIDERATIONS**

The total project cost is estimated to be \$307,980. If successful the RMOW would contribute \$94,995 of the existing \$100,000 budgeted in 2019 for Valley Trail Access and Safety Improvements and BikeBC would contribute \$212,985. If the application were unsuccessful the RMOW would look to complete these works in phases over three years as well as revisit the project scope and cost.

## **COMMUNITY ENGAGEMENT AND CONSULTATION**

The project design has been developed in consultation with staff at the Whistler Golf Club, and has engaged adjacent property owners for feedback.

## **SUMMARY**

Staff is seeking Council's endorsement to apply for grant funding from BikeBC and proceed with the full construction plan should the grant application be successful.

Respectfully submitted,

Lorne Russell  
SUPERVISOR OF PARKS AND TRAILS

for

Jan Jansen  
GENERAL MANAGER OF RESORT EXPERIENCE

Appendix A



PRELIMINARY  
SITE DESIGN

PROJECT TITLE  
VALLEY TRAIL EXTENSION  
TO WHISTLER GOLF COURSE  
WHISTLER BC

DRAWING TITLE	
SITE PLAN	
DRAWING SCALE	
1:500	
DESIGNED BY	KL
DRAWN BY	J. BOYD
CHECKED BY	KL
DATE	SEP-24-2019
SCALE	1:500

REVISOR	DATE	REASON
1	2019-09-24	ISSUED FOR PERMIT

SEAL

DRAWING NO.

L- 01

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Whistler, BC V8N 3X5  
Phone: 604.939.1111  
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## Appendix A



### PRELIMINARY SITE DESIGN

#### PROJECT TITLE

VALLEY TRAIL EXTENSION  
TO WHISTLER GOLF COURSE  
WHISTLER BC

#### DRAWING TITLE

SITE PLAN

#### DRAWING SCALE

1:500

PROJECT NO.	19-001
DESIGN BY	J. BOULET
CHECKED BY	K. SALIN
DATE	FEBRUARY 4, 2019
SCALE	1:500

REVISIONS		
NO.	DATE	REVISION
1	2000-00-00-00	000-000-0000-0000-00

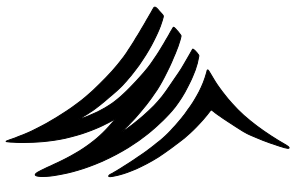
SEAL

DRAWING NO.

# L- 01

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604-967-2907



# WHISTLER

## REPORT | ADMINISTRATIVE REPORT TO COUNCIL

**PRESENTED:** February 12, 2019 **REPORT:** 19-012  
**FROM:** Infrastructure Services **FILE:** 546  
**SUBJECT:** WHISTLER TRANSIT SYSTEM ANNUAL OPERATING AGREEMENT  
AMENDMENT DECEMBER 15, 2018

### COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

**That** the recommendation of the General Manager of Infrastructure Services be endorsed.

### RECOMMENDATION

**That** Council authorize the Mayor and Municipal Clerk to execute the “2018-2019 Whistler Transit System Annual Operating Agreement Amendment – December 15, 2018” for the period April 1, 2018 through March 31, 2019 attached as Appendix “A” to Administrative Report to Council No. 19-012.

### REFERENCES

Appendix “A” – Whistler Annual Operating Agreement Effective April 1, 2018  
Amendment December 15, 2018  
Appendix “B” – Term Sheet

### PURPOSE OF REPORT

The purpose of this Report is to present and seek Council approval for the attached amendment to the 2018-2019 Annual Operating Agreement between British Columbia (BC) Transit, and the Resort Municipality of Whistler (RMOW) for the operation of the Whistler Transit System from April 1, 2018 to March 31, 2019.

### DISCUSSION

#### Background

The Whistler Transit System is operated under agreements between BC Transit and the RMOW, and a separate agreement between BC Transit and the contracted operating company, Whistler Transit Ltd. (a wholly owned subsidiary of Pacific Western Transportation) through the BC Transit Regional Transit Systems program. The Whistler Transit System Annual Operating Agreement (AOA) formalizes the contract between BC Transit and the local government from April 1 through March 31 annually. It establishes the projected budget for the local Whistler Transit System, as summarized in Appendix “B”, as well as defines hours of operation, revenues, costs, leasing payments, and BC Transit’s financial contribution for the defined term.

#### Annual Operating Agreement (AOA) Amendment December 15, 2018

The 2018-2019 Whistler Annual Operating Agreement was presented to Council on May 8, 2018 in Administrative Report No. 18-060. The Whistler Transit System AOA Amendment December 15, 2018 is attached as Appendix “A”. Updates by BC Transit include changes to Schedule B: Service

Specification, and Schedule C: Budget to reflect the second phase of expansion (the remaining 4,650 hours of the 6,500 and three vehicles) of the authorized 2018/2019 expansion hours that were outlined and presented to Council (Report No. 17-078) at the July 4, 2017 Council Meeting when the Expansion Memorandum of Understanding (MOU) 2018-2021 was endorsed. The system now has a total of 71,000 annual service hours and a base fleet of 29 buses, all of which are compressed natural gas (CNG) vehicles.

The phase two expansion hours and buses are used in the winter 2018/2019 schedule to:

- improve midday service on routes 20X-Cheakamus/Village and 25-Whistler Creekside/Village
- add more trips in the evening on route 6-Tapley's/Blueberry
- increase morning and afternoon peak service from the north and south of town to the Village
- introduce the new Route 10-Valley Express which is designed to connect residents that live north and south of the Village to employment and recreation areas south and north of the Village.

### **Route 10-Valley Express**

The 10-Valley Express has been introduced into the Whistler Transit System as a one-year pilot project as outlined in the July 24, 2018 Administrative Report to Council No. 18-096. As part of the pilot project, the Ministry of Highways and Infrastructure approved four new Highway 99 bus stop locations permitting the 10-Valley Express to serve Whistler Village and Whistler Creekside without detouring off the highway reducing overall scheduled travel time. Travel time on the 10-Valley Express between Emerald Estates and Function Junction is approximately 30 minutes, depending on traffic.

BC Transit will host a post-implementation on-line survey in spring 2019, asking passengers how the 10-Valley Express has worked for them this winter and how this new route could work better next winter as well as in the spring/summer/fall. Staff have been working to improve communications and deal with issues that have arisen with implementation. BC Transit will also be examining the passenger boardings and alighting data that is being collected by the automatic passenger counters on the CNG buses by route and by stop. All this information will be reviewed by the RMOW's Transit Management Advisory Committee (TMAC) to evaluate the performance of this route over the winter as well as in 2019 spring/summer/fall schedule. TMAC will make recommendations on how to move forward.

### **WHISTLER 2020 ANALYSIS**

W2020 Strategy	TOWARD Descriptions of success that resolution moves us toward	Comments
Transportation	<p>The transportation system efficiently meets both the short and long-term needs of all users.</p> <p>The convenience and seamlessness of the preferred transportation system to, from and within Whistler ensures usage rates continue to rise.</p>	Transportation congestion to, from and within Whistler is an issue both in the winter and in the summer. Transportation infrastructure and policy affect almost all parts of the resort community. The Transportation Advisory Group, which is
Partnership	Partners work together to achieve mutual benefit.	

	Whistler partners and stakeholder work together to effectively and efficiently achieve Whistler 2020 and partner objectives.	composed of a group of diverse stakeholders including BC Transit, has been reviewing the transportation issues as well as data collected related the current issues and has recommended implementation of short-term and medium-term actions. The expanded transit service was a recommended action for 2017/2018 to help move Whistler toward the goal of improving transportation for everyone – residents, employees and visitors. It was also recommended that the cost of the expanded transit service be off-set by parking fees.
Finance	The long-term consequences of decisions are carefully considered. Whistler lives within its financial means.	
Resident Affordability	Residents have access to affordable goods and services that meet their needs.	

W2020 Strategy	AWAY FROM Descriptions of success that resolution moves away from	Mitigation Strategies and Comments
Finance	Whistler lives within its financial means.	The Transportation Advisory Group Whistler Transportation Action Plan 2018-2028 endorsed by Council authorized utilizing the Community Transportation Initiative Fund, generated from user pay parking in Day Lots 1-5, with the approval of the Day Lot Operating Committee to offset the cost of the increased transit service.

## OTHER POLICY CONSIDERATIONS

The expansions and the new route 10-Valley Express are guided by the Sea-to-Sky Transit Future Plan (December 2015) the 1-Valley Connector Review (July 2017), the existing Official Community Plan as well as the TAG Vision, Goals, short-term and medium-term Transportation Action Plans.

## BUDGET CONSIDERATIONS

The Whistler Transit System AOA costs from April 1, 2018 to March 31, 2019 are summarized in Appendix B and are accommodated in the 2018 RMOW budget for transit service. January, February and March 2019 costs are included in the draft 2019 municipal transit operating budget. BC Transit's fiscal year starts on April 1<sup>st</sup>, while the municipality's starts on January 1<sup>st</sup>, so there is a difference between the municipal annual budget and the AOA budget summarized in Appendix "B".

It is important to note that the municipal share of costs associated with the additional 4,650 annual hours (and the associated additional vehicles) to the Whistler Transit System is part of the Community Transportation Initiative (CTI) funding approved on June 6, 2017 as part of the Whistler 2017 Transportation Action Plan outlined in Administrative Report to Council No. 17-062. This funding from the CTI, generated from user pay parking in Day Lots 1-5, has also been approved by the Day Lot Operating Committee.

The RMOW's net funding obligation has increased by \$107,564 for the 2018/2019 AOA. This amount is accommodated within the approved 2018 and proposed 2019 municipal budgets, and will be funded from the CTI fund.

## **COMMUNITY ENGAGEMENT AND CONSULTATION**

The amendments to the 2018-2019 Whistler Transit System AOA reflect the implementation of the Transportation Advisory Group Whistler Transportation Action Plan 2018-2028 (endorsed by Council on October 2, 2018). This plan was developed through an extensive open process involving the Transportation Advisory Group (TAG) working through materials and potential actions and bringing forward potential ideas to the community through surveys, the Transportation Forums, many presentations to Council and to stakeholders from 2016 to 2018. All material related to the TAG's work is posted on [www.whistler.ca/MovingWhistler](http://www.whistler.ca/MovingWhistler).

The development and implementation plan for the 10-Valley Express was reviewed in a parallel process led by BC Transit and summarized in Council Report No. 17-085 and No. 18-096 endorsed by Council on July 18, 2017 and July 24, 2018 respectively.

## **SUMMARY**

The 2018-2019 Whistler Transit System AOA – Amendment December 15, 2018 updates “Schedule B: Service Specifications” with the additional 4,650 annual service hours and “Schedule C: Budget” with the cost associated with the additional service hours. The projected budget for the local Whistler transit system, as summarized in Appendix “B”, defines hours of operation, revenues, costs, leasing costs, and BC Transit's financial contribution for the defined term. This amendment to the agreement has increased the RMOW's net funding obligation for the 2018/2019 AOA. This amount is accommodated within the approved 2018 and proposed 2019 municipal budgets, and will be funded from the CTI fund.

Council is requested to authorize the Mayor and Municipal Clerk to execute the 2018-2019 Whistler Transit System AOA – Amendment December 15, 2018.

Respectfully submitted,

Emma DalSanto  
TRANSPORTATION DEMAND MANAGEMENT COORDINATOR

for  
James Hallisey, P. Eng.  
GENERAL MANAGER OF INFRASTRUCTURE SERVICES

**Whistler**

**ANNUAL OPERATING AGREEMENT**

**between**

**THE RESORT MUNICIPALITY OF WHISTLER**

**and**

**BRITISH COLUMBIA TRANSIT**

**Effective**

**April 1, 2018**

***Amendment December 15<sup>th</sup>, 2018***

**INFORMATION CONTAINED IN THIS AGREEMENT IS SUBJECT TO THE FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT. CONSULT WITH THE AUTHORITY PRIOR TO RELEASING INFORMATION TO INDIVIDUALS OR COMPANIES OTHER THAN THOSE WHO ARE PARTY TO THIS AGREEMENT.**



## **ANNUAL OPERATING AGREEMENT**

BETWEEN:

**THE RESORT MUNICIPALITY OF WHISTLER**

(the "Municipality")

AND:

**BRITISH COLUMBIA TRANSIT**

(the "Authority")

WHEREAS the Authority is authorized to contract for transit services for the purpose of providing and maintaining those services and facilities necessary for the establishment, maintenance and operation of a public passenger transportation system in the Transit Service Area;

WHEREAS the Municipality is authorized to enter into one or more agreements with the Authority for transit services in the Transit Service Area;

WHEREAS the parties hereto have entered into a Transit Service Agreement which sets out the general rights and responsibilities of the parties hereto;

WHEREAS the Municipality and the Authority are authorized to share in the costs for the provision of a Public Passenger Transportation System pursuant to the *British Columbia Transit Act*;

AND WHEREAS the parties hereto wish to enter into an Annual Operating Agreement which sets out, together with the Transit Service Agreement, the specific terms and conditions for the Public Passenger Transportation System for the upcoming term.

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the premises and of the covenants hereinafter contained, the parties covenant and agree with each other as follows:

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## **SECTION 1: DEFINITIONS**

Unless agreed otherwise in the Annual Operating Agreement, the definitions set out in the Transit Service Agreement shall apply to this Annual Operating Agreement including:

- a) "Annual Operating Agreement" shall mean this Annual Operating Agreement and any Annual Operating Agreement Amendments negotiated and entered into by the parties subsequent hereto;
- b) "Transit Service Agreement" shall mean the Transit Service Agreement between the parties to this Annual Operating Agreement, including any amendments made thereto;

## **SECTION 2: INCORPORATION OF SCHEDULES**

All schedules to this agreement are incorporated into the agreement, and form part of the agreement.

## **SECTION 3: INCORPORATION OF TRANSIT SERVICE AGREEMENT**

Upon execution, this Annual Operating Agreement shall be deemed integrated into the Transit Service Agreement and thereafter the Transit Service Agreement and Annual Operating Agreement shall be read together as a single integrated document and shall be deemed to be the Annual Operating Agreement for the purposes of the *British Columbia Transit Act*, as amended from time to time.

## **SECTION 4: TERM AND RENEWAL**

- a) The parties agree that the effective date of this agreement is to be December 15, 2018 whether or not the agreements have been fully executed by the necessary parties. Once this agreement and the associated Transit Service Agreement are duly executed, this agreement will replace all provisions in the existing Transit Service Agreement and Master Operating Agreement with respect to the rights and obligations as between the Authority and the Municipality.
- b) Upon commencement in accordance with Section 4(a) of this agreement, the term of this agreement shall be to March 31, 2019 except as otherwise provided herein. It is acknowledged by the parties that in the event of termination or non-renewal of the Annual Operating Agreement, the Transit Service Agreement shall likewise be so terminated or not renewed, as the case may be.
- c) Either party may terminate this agreement as follows:
  - a. Cancellation by the Authority: In the event that the Authority decides to terminate this Agreement for any reason whatsoever, the Authority shall provide at least one hundred and eighty (180) days prior written notice. Such notice to be provided in accordance with Section 10.
  - b. Cancellation by the Municipality: In the event that the Municipality decides to terminate this Transit Service Agreement for any reason whatsoever, and by extension the Annual Operating Agreement, the Municipality shall provide at least one hundred and eighty (180) days prior written notice. Such notice to be provided in accordance with Section 10.

## **SECTION 5: FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT**

This Agreement and the parties hereto are subject to the provisions of the *Freedom Of Information And Protection Of Privacy Act* ("FOIPPA"). Any information developed in the performance of this Agreement, or any personal information obtained, collected, stored pursuant to this Agreement, including database information, shall be deemed confidential and subject to

the provisions of the FOIPPA including the handling, storage, access and security of such information. Confidential information shall not be disclosed to any third party except as expressly permitted by the Authority or pursuant to the requirements of the FOIPPA.

## **SECTION 6: SETTLEMENT OF DISPUTES**

In the event of any dispute arising between or among the parties as to their respective rights and obligations under this Agreement, or in the event of a breach of this Agreement, the parties agree to use their best efforts to find resolution through a mediated settlement. However, in the event that mediation is not successful in finding a resolution satisfactory to all parties involved, any party shall be entitled to give to the other notice of such dispute and to request arbitration thereof; and the parties may, with respect to the particular matter then in dispute, agree to submit the same to a single arbitrator in accordance with the applicable statutes of the Province of British Columbia.

## **SECTION 7: MISCELLANEOUS PROVISIONS**

- a) Amendment: This agreement may only be amended in writing signed by the Municipality and the Authority and specifying the effective date of the amendment.
- b) Assignment: This Agreement shall not be assignable without prior written consent of the parties.
- c) Enurement: This Agreement shall be binding upon and enure to the benefit of the parties hereto and their respective successors.
- d) Operating Reserve Fund: In accordance with OIC 594, in fiscal year 2015/16, BC Transit established a Reserve Fund to record, for each local government, the contributions that BC Transit has received but has not yet earned.
  - a. BC Transit will invoice and collect on monthly Municipal invoices based on budgeted Eligible Expenses.
  - b. Any expenditure of monies from the Reserve Fund will only be credited towards Eligible Expenses for the location for which it was collected.
  - c. Eligible Expenses are comprised of the following costs of providing Public Passenger Transportation Systems:
    - i. *For Conventional Transit Service:*
      - 1. the operating costs incurred in providing Conventional Transit Service excluding interest and amortization;
      - 2. the amount of any operating lease costs incurred by BC Transit for Conventional Transit Services;
      - 3. the amount of the municipal administration charge not exceeding 2% of the direct operating costs payable under an Annual Operating Agreement;
      - 4. an amount of the annual operating costs of BC Transit not exceeding 8% of the direct operating costs payable under an Annual Operating Agreement;
    - ii. *For Custom Transit Service:*
      - 1. the operating costs incurred in providing Custom Transit Service excluding interest and amortization, but including the amount paid by BC Transit to redeem taxi saver coupons issued under the Taxi Saver Program after deducting from that amount the amount realized from the sale of those coupons;
      - 2. the amount of any operating lease costs incurred by BC Transit for Custom Transit Service;

3. the amount of the municipal administration charge not exceeding 2% of the direct operating costs payable under an Annual Operating Agreement; and,
  4. an amount of the annual operating costs of BC Transit not exceeding 8% of the direct operating costs payable under an Annual Operating Agreement;
- d. Eligible Expenses exclude the costs of providing third-party 100%-funded services; and,
  - e. BC Transit will provide an annual statement of account of the reserves received and utilized, including any interest earned for each local government.
- e) The parties agree that this agreement is in substantial compliance with all relevant legislative requirements to establish the rights and obligations of the parties as set out in the *British Columbia Transit Act*.

## **SECTION 8: GOVERNING LAW**

This Agreement is governed by and shall be construed in accordance with the laws of the Province of British Columbia, with respect to those matters within provincial jurisdiction, and in accordance with the laws of Canada with respect to those matters within the jurisdiction of the government of Canada.

## **SECTION 9: COUNTERPARTS**

This contract and any amendment hereto may be executed in counterparts, each of which shall be deemed to be an original and all of which shall be considered to be one and the same contract. A signed facsimile or pdf copy of this contract, or any amendment, shall be effective and valid proof of execution and delivery.

## **SECTION 10: NOTICES AND COMMUNICATIONS**

All notices, claims and communications required or permitted to be given hereunder shall be in writing and shall be sufficiently given if personally delivered to a designated officer of the parties hereto to whom it is addressed or if mailed by prepaid registered mail to the Authority at:

**BRITISH COLUMBIA TRANSIT**

c/o President & CEO  
P.O. Box 610  
520 Gorge Road East  
Victoria, British Columbia V8W 2P3

and to the Municipality at:

**THE RESORT MUNICIPALITY OF WHISTLER**

c/o General Manager Infrastructure Services  
4325 Blackcomb Way  
Whistler, BC V0N 1B4

and, if so mailed, shall be deemed to have been received five (5) days following the date of such mailing.

IN WITNESS WHEREOF, the parties have hereunto set their hand this \_\_\_\_ day of \_\_\_\_\_, 2018.

**THE RESORT MUNICIPALITY OF WHISTLER**

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**BRITISH COLUMBIA TRANSIT**

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CHIEF OPERATING OFFICER

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CHIEF FINANCIAL OFFICER

**SCHEDULE "A": TARIFF AND FARES****WHISTLER CONVENTIONAL TRANSIT****a) Fare Free Zone:**

A fare free zone will be comprised of the Village Shuttle route. This route includes passengers boarding and alighting at Gondola Transit Exchange, Blackcomb Way, Village Gate Boulevard, Northlands Boulevard, Lorimer Road (east of Highway 99), Spearhead Road and Painted Cliff Road. Any passengers travelling onto or west of Highway 99 pay regular fare.

**b) Single Cash Fares:**

- i) Adult \$2.50
- ii) Concession \$2.50
- iii) Child 5 years and under Free (when accompanied by an adult)
- iv) Accessible Transit Attendant Free

**d) Prepaid fares**

**Effective July 1, 2017**

	<b>Adult</b>	<b>Concession</b>
<b>1 Day pass</b>	\$7.00	\$7.00
<b>Book of 10 Tickets</b>	\$22.50	\$18.00
<b>Monthly Pass</b>	\$50.00	\$40.00
<b>6 Month Pass</b>	\$270.00	\$215.00
<b>12 Month Pass</b>	\$510.00	\$410.00

- d)** BC Bus Pass valid for the current calendar year and available through the Ministry of Housing and Social Development.
- e)** CNIB Pass available from the local office of the CNIB.
- f)** BC Transit Employee Bus Pass



**SCHEDULE "B": SERVICE SPECIFICATIONS***Whistler Conventional*

Transit Service Area: The boundaries of the Whistler Transit Service Area shall be the corporate boundaries of the Resort Municipality of Whistler.

Annual Service Level: for Whistler Conventional shall be **71,000** Revenue Service Hours.

Exception Days annually for the Whistler Conventional are:

<b>Exception Days</b>	<b>Service Level</b>
Easter Monday	Sunday Service
Victoria Day	Sunday Service
Canada Day	Sunday Service
BC Day	Sunday Service
Labour Day	Sunday Service
Thanksgiving Day	Sunday Service
Remembrance Day	Sunday Service
Christmas Day	Sunday Service
Boxing Day	Sunday Service
New Years Day	Sunday Service
Family Day (2019)	Sunday Service

**SCHEDULE “C”: BUDGET**

<b>Whistler Conventional Transit</b>	
	<b>Base Budget</b>
	<b>2018/2019</b>
Total Revenue	\$2,968,307
Total Operating Costs	\$9,793,839
Total Costs (including Local Government Share of Lease Fees)	\$11,517,992
<b>Net Local Government Share of Costs</b>	<b>\$3,820,367</b>

## APPENDIX B

**TERM SHEET:**

**APRIL 1, 2018 to March 31, 2019  
WHISTLER ANNUAL OPERATING AGREEMENT  
AMENDMENT DECEMBER 15, 2018**

**Parties:**

BC Transit and the  
Resort Municipality of Whistler

**Term:**

April 1, 2018 to March 31, 2019 for the Whistler Transit System.

**Description:**

This agreement establishes the level of transit service, costs and maintenance of the Whistler Transit System. In particular, costs such as the variable hourly rate and the cost per kilometre are specified by the agreement.

The amendment to the agreement updates the level of transit service to include phase two of the approved expansion hours which affects the total cost.

**Costs:**

The total maximum annual cost of the Whistler Transit System will be \$11,517,992, an increase of \$375,729.

The BC Transit contribution will be \$4,572,743\*.

The total budgeted system revenue and local administration/operating credit are \$3,124,866 resulting in a net municipal share of costs of \$3,820,382 for an increase of \$107,564.

\*Does not include BC Transit share of Lease Fees



# WHISTLER

## REPORT | ADMINISTRATIVE REPORT TO COUNCIL

**PRESENTED:** February 12, 2019  
**FROM:** Resort Experience  
**SUBJECT:** SLRD REGIONAL GROWTH STRATEGY AMENDMENT BYLAW  
NO. 1562-2018 REFERRAL – UPDATED REPORT

**REPORT:** 19-022  
**FILE:** CR0091

### COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

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

### RECOMMENDATION

**That** Council endorse “Squamish-Lillooet Regional District Regional Growth Strategy Amendment Bylaw No. 1562, 2018”; and

**That** Council authorize the Mayor and Municipal Clerk to submit the RMOW referral response, attached as Appendix “A” to Administrative Report No. 19-022 to the Squamish-Lillooet Regional District Board.

### REFERENCES

Appendix “A” – RMOW response endorsing “Squamish-Lillooet Regional District Regional Growth Strategy Amendment Bylaw No. 1562, 2018”

Appendix “B” – October 25, 2018 Squamish-Lillooet Regional District Regional Growth Strategy Amendment Bylaw No. 1562-2018—Second Reading Referral (Includes draft RGS)

Administrative Report to Council No. 18-071— SLRD Regional Growth Strategy Amendment Bylaw No. 1562-2018 Referral dated June 5, 2018 (not attached)

Administrative Report to Council No. 18-126— Official Community Plan Bylaw No. 2199, 2018 - First Reading dated October 2, 2018 (not attached)

Whistler Blackcomb Whistler Mountain Master Plan Update 2013. (Available at: <https://www2.gov.bc.ca/gov/content/industry/natural-resource-use/resort-development/proposed-approved-resort-master-plans/list-of-approved-plans>)

### PURPOSE OF REPORT

The purpose of this Report is to recommend that Council endorse “Squamish-Lillooet Regional District (SLRD) Regional Growth Strategy Amendment Bylaw No. 1562 No. 2018” as amended and submit to the Board of the SLRD, the response provided in Appendix “A”. The RMOW is a party to the Regional Growth Strategy (RGS) and the proposed RGS amendment bylaw was given first reading by the SLRD Board on April 18, 2018 and referred to member municipalities and First Nations for initial comments. The revised RGS has been amended in response to feedback from this referral process, including feedback provided by the RMOW. A second “courtesy” referral has been sent prior to a “formal” request for municipal acceptance pursuant to s. 436 of the *Local Government Act*). The proposed response in Appendix “A” recommends adopting the amended RGS as drafted.

## DISCUSSION

### Background

#### The RGS Amendment Process

The *Local Government Act* requires a Regional District with an adopted RGS to, every 5 years, consider reviewing their RGS. The SLRD initiated such a review in February of 2016. The process was intended to be an “update not an overhaul of the current RGS”, focusing on addressing specific housekeeping amendments, clarifying implementation processes (including updates to the minor amendment criteria), and addressing specific content gaps (namely food/agriculture and climate change). The scope of the review triggered a major amendment process pursuant to s. 437(2) of the *Local Government Act*<sup>1</sup>.

Since 2016 the RGS Steering Committee<sup>2</sup> has been guiding the RGS review process. Three elected officials’ forums have also been held to seek direction from SLRD and member municipality elected officials. These forums focused on growth management, transportation and affordable housing. Consultation with First Nations and other levels of government has also been occurring, which is coordinated by the SLRD. The SLRD also held public open houses in each member municipality in the June of 2018.

#### First Reading of the RGS, Referral and RMOW Response

On April 18, 2018 the first draft of the revised RGS was given first reading by the SLRD Board and referred to member municipalities and First Nations for review. This was a “courtesy” referral, intended to precede the more structured “acceptance” process by member municipalities required by s. 436 of the *Local Government Act*.

In response to the April 18, 2018 referral, Council, at its June 5, 2018 regular meeting, endorsed a referral response generally endorsing the proposed RGS, but recommending two changes:

1. Specifically identifying certain types of development as triggers for RGS amendments specifically:
  - Requiring new destination resorts, within Electoral Areas C or D, or the municipalities within those areas to trigger a major RGS amendment.
  - Requiring new Backcountry Resorts or significant expansions of backcountry resorts in Electoral Areas C or D, or the municipalities within those areas to trigger a minor RGS amendment.
  - Requiring “Satellite development”, “Leapfrog development” or “Incremental development” to trigger a major amendment.
2. Adding the polygons delineating “option sites” 1-7 as shown in the Whistler Blackcomb Whistler Mountain Master Plan to Whistler’s Settlement Plan map in the proposed RGS.

The first recommended change was proposed by staff in response to work completed by the RGS steering committee prior to 1<sup>st</sup> reading of the RGS. These edits to the draft RGS established

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<sup>1</sup> A change to the RGS’s minor amendment criteria requires a major amendment under 437(2) of the Local Government Act

<sup>2</sup> The steering committee includes representatives from the District of Lillooet, Village of Pemberton, Resort Municipality of Whistler, District of Squamish and the SLRD.

Settlement Areas boundaries as “conceptual” so as to provide autonomy and flexibility to member municipalities in determining precise growth area boundaries. Staff were supportive of ensuring flexibility and autonomy, but felt that clearer amendment criteria should be set with regards to certain types of development felt by RMOW staff to be “regionally significant”.

The second change was to amend Whistler’s Settlement Area map in the RGS to add the “option sites”, including the “south base” lands, outlined in the provincially approved Whistler Mountain Master Plan. Although these lands would be recognized as part of Whistler’s Settlement Area in the RGS, under Whistler’s updated OCP (currently sitting at first reading), any proposed development in these areas would be subject to an RMOW OCP amendment and rezoning which would need to be consistent with the policies of the updated OCP.

Administrative Report to Council No. 18-071 describes in greater detail the proposed RGS changes and staff’s rationale presented at the June 5, 2018 Council meeting. Administrative Report to Council No. 18-126 is also referenced as it describes the RMOW’s updated OCP, and its applicable growth management policies.

#### SLRD Receipt of Referral Comments and Revision of the Draft RGS

Feedback from the preliminary referral was received by the SLRD Board on July 25, 2018 at its regular meeting. In addition to the above noted amendments proposed by the RMOW, the District of Squamish recommended removing language in the draft RGS requiring Regional Context Statement amendments to be processed in conjunction with Regional Growth Strategy Amendments.

The RGS Steering Committee set to work on updating the draft RGS. Steering Committee meetings were held on September 20, September 27 and October 17, 2018.

The District of Squamish’s proposed changes were supported by the RGS Steering Committee. The revised draft of the RGS no longer has the requirement for concurrent RGS and Regional Context Statements amendments, defaulting instead to the requirements of the *Local Government Act*. RMOW staff support these changes, as the *Local Government Act* requirements provide a clear framework for Regional Context Statement amendments and approval with adequate opportunities for public participation.

The RMOW’s first proposed change pertaining to amendment triggers for certain developments was extensively discussed and not supported as they were deemed to be adequately addressed by the existing wording in the RGS, and other SLRD approval processes. SLRD staff rationale is presented in Appendix B, page 7 of the SLRD staff report to the SLRD Board.

Staff also note there were “housekeeping changes” to the RGS’s definition of “backcountry resorts” and minor amendment criteria made by the Steering Committee. These are minor edits to clarify the process and voting structure for minor amendments and the definition of Backcountry Resorts. Though minor in nature, these changes support assurances from SLRD staff that certain development proposals in the region will have adequate involvement of member municipalities in their approval.

#### Analysis

The RMOW request to include the option sites in Whistler’s defined settlement areas was supported by the Steering Committee as proposed, and this change has been made to the draft RGS.

With respect to the RMOW recommendations to have specific triggers for major and minor amendments for various types of development (destination resorts, backcountry resorts and “Satellite development”, “Leapfrog development” or “Incremental development”) staff acknowledge the recommendations and interpretations of SLRD staff that RGS policies adequately address the types of development and associated impacts that are of concern. This is based on the interpretation of the RGS and other relevant SLRD bylaws which can be summarized as follows:

- Destination resorts in non-settlement areas with any development beyond sparse settlement are inconsistent with the policies of the RGS, and any developments in non-settlement areas with significant residential, tourist accommodation or commercial facilities would be subject to a major amendment process;
- Backcountry resorts are limited in scale by definition in the RGS, and in Areas C and D, at a minimum, would trigger an SLRD rezoning, which is subject to referral to the RMOW and Board approval by a majority vote. Depending on scale and regional significance, a backcountry resort could also be subject to a major or minor RGS amendment, or OCP amendment.
- “Satellite development”, “Leapfrog development” or “Incremental development” considered to be regionally significant would be subject to a major amendment process.

## WHISTLER 2020 ANALYSIS

W2020 Strategy	TOWARD Descriptions of success that resolution moves us toward	Comments
Built Environment	1. Limits to growth are understood and respected	Whistler’s growth limits and sense of place are reinforced if regional growth limits are also understood and respected.
	2. The built environment is attractive and vibrant, reflecting the resort community’s character, protecting viewscapes and evoking a dynamic sense of place.	
	3. Visitors and residents can readily immerse themselves in nature, free from noise and light pollution.	Whistler’s visitors and residents use natural areas both inside and outside of Whistler. The RGS supports controlling regional growth at a regional scale, which supports protecting these areas.
	7. Continuous encroachment on nature is avoided.	
	15. Smart growth policies and initiatives contribute to the financial health of the community.	See comments for Economic W2020 strategies.
Economic	1. Whistler has a diversified and year-round tourism economy.	Whistler’s economic position is fundamentally intertwined with the regional economy which in turn is heavily reliant on surrounding natural areas and shared infrastructure such as transportation corridors. The revised RGS, supports collaboration to manage regional growth and supports both Whistler’s economy and the region’s.
	2. The Whistler economy provides opportunities for achieving competitive return on invested capital	
	3. Whistler’s tourism economy is progressive and ensures the highest and best use of limited financial, social and natural resources in the long-term.	

	<p>4. Whistler proactively seizes economic opportunities that are compatible with tourism, and effectively adapts to changing external conditions.</p> <p>6. Whistler holds competitive advantage in the destination resort marketplace as a result of its vibrancy and unique character, products and services.</p> <p>10. Whistler's core accommodation base and long-term investments made in the community are protected.</p> <p>11. Effective partnerships with government and tourism organizations support economic health.</p> <p>12. The Whistler community shares resources and works together to compete in the destination resort market.</p> <p>13. Whistler is an integral part of the region's economy and works collaboratively with stakeholders.</p>	
Natural Areas	<p>1. An ecologically functioning and viable network of critical natural areas is protected and, where possible restored.</p> <p>2. Use of critical natural areas is avoided and use of surrounding areas is limited to ensure ecosystem integrity.</p> <p>3. Indigenous biodiversity is maintained.</p> <p>4. The protected natural areas of the Corridor include a full spectrum of locally representative ecosystems.</p> <p>5. Backcountry areas are protected from overuse and degradation.</p> <p>6. A policy of no net habitat loss is followed, and no further loss is preferred.</p> <p>7. Developed and recreation areas are designed and managed to protect as much of the natural environment within and around them as possible.</p> <p>10. Corridor partners adopt Natural Areas Strategies consistent with the intent of this document.</p>	<p>Urban growth and other forms of human settlement and land development are one of the primary causes of degradation of natural areas and ecosystems. These systems cross regional boundaries, meaning growth in one area will have an impact on other areas. The proposed RGS reduces degradation to these areas by supporting responsible use and growth directed to existing urban areas.</p>
Transportation	<p>5. Whistler's local and regional transportation systems minimize encroachment on nature.</p> <p>6. Regional partnerships enhance the journey to the resort as part of the experience.</p>	<p>The draft RGS supports both sustainable growth and sustainable transportation systems, ultimately having a positive impact on regional and local transportation systems.</p>



The proposed response to the RGS referral in Appendix “A” does not move our community away from any of the adopted Whistler2020 Descriptions of Success.

### **OTHER POLICY CONSIDERATIONS**

Whistler’s updated Official Community Plan, which is currently under consideration and has received first reading, must contain a Regional Context Statement (RCS) that is accepted by the SLRD Board, prior to adoption of the OCP. This RCS must identify how the policies of the OCP are consistent with the Regional Growth Strategy (RGS), or will become consistent with the RGS over time.

### **BUDGET CONSIDERATIONS**

Participation in the RGS steering committee and related reviews of referrals have been accounted for in existing planning department budgets.

### **COMMUNITY ENGAGEMENT AND CONSULTATION**

The SLRD is responsible for coordinating community engagement and consultation for the RGS amendment process. Members of Council and staff have been involved in the steering committee and the elected officials’ forums and members of the public have had opportunities to provide feedback.

### **SUMMARY**

This report recommends Council endorse to “Squamish-Lillooet Regional District Regional Growth Strategy Amendment Bylaw No. 1562, 2018” as drafted and authorize the Municipal Clerk to send the letter attached as Appendix “A” to the SLRD Board to communicate this resolution.

Respectfully submitted,

Jake Belobaba  
SENIOR PLANNER

and

Mike Kirkegaard  
DIRECTOR OF PLANNING

for

Jan Jansen  
GENERAL MANAGER OF RESORT EXPERIENCE



**THE RESORT MUNICIPALITY OF WHISTLER**

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Chair Tony Rainbow and Board  
Squamish Lillooet Regional District  
PO Box 219  
Pemberton, BC  
V0N 2L0

February 13, 2019

Dear Chair Rainbow and Members of the Board

**RE: Squamish-Lillooet Regional District Regional Growth Strategy Amendment Bylaw  
No. 1562-2018 (RGS Review) – Second Reading Referral**

On behalf of the Resort Municipality of Whistler, I thank you for the continued efforts of the SLRD and its staff to bring forward the above-noted bylaw forward for further consideration and in addressing the June 2018 comments of the RMOW in the most recent latest revision process. The RMOW is supportive of the amended RGS as drafted.

Again, we thank you for the opportunity for early and ongoing feedback in updating the RGS and look forward to its successful adoption.

Yours truly,

Mayor Jack Crompton

Encl.  
Council Report  
Council Resolution



Box 219, 1350 Aster Street,  
Pemberton, BC V0N 2L0  
Ph. 604-894-6371, 800-298-7753  
F: 604-894-6526  
info@slrd.bc.ca www.slrd.bc.ca

TO: SLRD RGS Member Municipalities

FROM: SLRD Planning Department

DATE: October 25, 2018

**RE: Squamish-Lillooet Regional District Regional Growth Strategy Amendment Bylaw No. 1562-2018 (RGS Review) – Second Reading Referral**

---

The "Squamish-Lillooet Regional District Regional Growth Strategy Bylaw No. 1062, 2008, Amendment Bylaw No. 1562-2018" (RGS Review) was given second reading, as amended, by the SLRD Board on October 24, 2018.

The SLRD is appreciative of the input received from member municipality referral responses and the public open houses. The Second Reading DRAFT reflects this input, with revisions developed and endorsed by the RGS Steering Committee. Note this is the second member municipality courtesy referral, intended to confirm revisions are acceptable to member municipalities. The formal 60-day affected local government referral for acceptance, as required by section 436 of the *Local Government Act*, will take place prior to third reading of RGS Amendment Bylaw 1562-2018.

**Enclosed is a copy of the associated SLRD Board report and Amendment Bylaw. The SLRD Board looks forward to the receipt of any comments received from your organization.**

For further information on the process to date, including background documents and reports, see the SLRD website: <http://www.slrd.bc.ca/inside-slrd/current-projects-initiatives/regional-growth-strategy-rgs-review>

Should you have any questions regarding the SLRD RGS Review, please contact Kim Needham, Director of Planning and Development Services at [kneedham@slrd.bc.ca](mailto:kneedham@slrd.bc.ca) or Claire Daniels, Planner at the SLRD at [cdaniels@slrd.bc.ca](mailto:cdaniels@slrd.bc.ca).

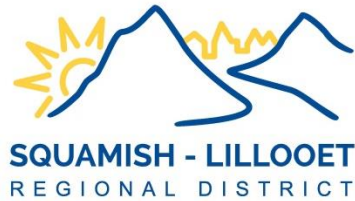
**Please submit your comments to me by Thursday January 31, 2019.** Should you have any questions, please feel free to contact me directly.

Sincerely,

Claire Daniels  
Planner  
Squamish-Lillooet Regional District

enclosures: SLRD staff report: REQUEST FOR DECISION Regional Growth Strategy  
Amendment Bylaw No. 1562-2018 (RGS Review) – Second Reading

CC: Kim Needham, SLRD Director of Planning and Development Services



## REQUEST FOR DECISION

Regional Growth Strategy Amendment Bylaw No. 1562-2018  
(RGS Review) – Second Reading

**Meeting date:** October 24, 2018

---

**To:** SLRD Board

---

### RECOMMENDATIONS:

THAT Bylaw No. 1562-2018, cited as “Squamish-Lillooet Regional District Regional Growth Strategy Bylaw No. 1062, 2008, Amendment Bylaw No. 1562-2018”, be given second reading, as amended.

THAT Bylaw No. 1562-2018, cited as “Squamish-Lillooet Regional District Regional Growth Strategy Bylaw No. 1062, 2008, Amendment Bylaw No. 1562-2018”, be referred to each member municipality for comments.

### KEY ISSUES/CONCEPTS:

Section 452(2) of the *Local Government Act* (LGA) sets requirements for regional districts with adopted regional growth strategies. Specifically, at least once every 5 years, a regional district that has adopted a regional growth strategy must consider whether the regional growth strategy must be reviewed for possible amendment.

The Squamish-Lillooet Regional District (SLRD) initiated a major amendment of the *Squamish-Lillooet Regional District Regional Growth Strategy Bylaw No. 1062, 2008* to address specific housekeeping amendments, clarify implementation processes (including updates to the Minor Amendment Criteria), and address specific content gaps (namely food/agriculture and climate change). It should be noted that any updates to a minor amendment criteria trigger a major amendment process, as per the LGA.

### Previous Board Resolutions

The following resolutions were made by the SLRD Board at the April 18 and 19, 2018 Board meeting:

*THAT Bylaw No. 1562-2018, cited as “Squamish-Lillooet Regional District Regional Growth Strategy Bylaw No. 1062, 2008, Amendment Bylaw No. 1562-2018”, be given first reading.*

*THAT Bylaw No. 1562-2018, cited as “Squamish-Lillooet Regional District Regional Growth Strategy Bylaw No. 1062, 2008, Amendment Bylaw No. 1562-2018”, be referred to each member municipality and First Nations, for comments.*

*THAT the Board direct staff to hold a community open house/information session in each member municipality to share information and receive input on Bylaw No. 1562-2018, cited as “Squamish-Lillooet Regional District Regional Growth Strategy Bylaw No. 1062, 2008, Amendment Bylaw No. 1562-2018”.*

An Information Report providing an update on the input received through the referrals and community open houses, as well as resulting next steps in the RGS Review process was brought to the July 25, 2018 SLRD Board meeting.

The RGS Steering Committee met on September 20, September 27 and October 17, 2018 to:

- 1) review and discuss input received from member municipality referrals and public open houses on the RGS Amendment Bylaw 1562-2018, and
- 2) prepare any additional content revisions to address input.

This report summarizes how input from the public open houses and member municipality referrals has been incorporated into the Second Reading version of the RGS Review DRAFT (RGS Amendment Bylaw 1562-2018). See Appendix A – tracked changes version for the full proposed revisions. A clean copy of the bylaw is also attached.

## **RELEVANT POLICIES:**

Squamish-Lillooet Regional District Regional Growth Strategy Bylaw No. 1062, 2008

## **BACKGROUND:**

### **RGS Framework:**

The SLRD RGS is made up of Goals and Strategic Directions. The Goals provide an overall framework for regional growth through statements of action (i.e what the RGS intends/aspires to do). Strategic directions are a reflection of regional priorities and opportunities for collaboration; they highlight the common ground of our existing policies – from member municipality/SLRD OCPs and community plans/strategies (climate, transportation and active transportation, agriculture, recreation, etc.); and they strengthen these existing policies through collective agreement and action.

### **Purpose of the RGS Review:**

#### Meet LGA Requirements

The LGA requires a regular review of regional growth strategies, with a review to be considered at least once every five years.

### Improve implementation

Through implementation of the RGS Bylaw (over the past 8 years; RGS has been in place since June 2010), SLRD staff and the RGS Steering Committee have identified some issues with the RGS, including the Minor Amendment Criteria and Process. Amendments are proposed to add clarity and support decision-making.

### Evolve Policy and Processes

The SLRD has experienced considerable change since the RGS was initiated in 2003. There have also been changes at the provincial and federal level that have impacted regional district planning. Finally, member municipalities, through the RGS Steering Committee, identified a number of areas requiring updates. The RGS Review has provided the opportunity to evolve policy and processes to reflect the current and future context.

### Continue Collaboration:

The RGS Review process – guided by the RGS Steering Committee with direction provided through three elected officials' forums and input provided by the Intergovernmental Advisory Committee – has continued the collaborative efforts as noted in the RGS Bylaw by continuing to assist all parties with an interest in the region to:

1. Work together to address matters of common regional concern;
2. Demonstrate respect for each other's jurisdictions and processes;
3. Maintain good communications and coordination with respect to land use and other decisions of a regional and sub-regional nature;
4. Create a long term vision informed by the key principles of sustainability and embark on a path to our future in a manner that finds a responsible balance between the environmental, economic, and social needs of our communities.

### **Content and Process:**

#### Content

**The RGS Review is intended to be an update not an overhaul of the current RGS.**

Some content revisions and additions are proposed (i.e. the development of a Food Systems Goal and Climate Change Goal, preferred modes of transportation policy and priorities, and expanded affordable housing policies), but the focus is really toward implementation of the RGS and developing criteria and processes to support collective agreement and responsibility. The RGS Review was initiated as a major amendment, as revisions to the minor amendment criteria are proposed. The RGS Review also provides an opportunity to address various housekeeping amendments (i.e. updating population, employment and dwelling unit projects; updating monitoring indicators; and updating terminology and references, etc.) reflecting the "living" nature of strategies, and to improve the function and relevance of the document.

#### Process

The RGS Steering Committee (composed of the planning director, or another representative, of the SLRD and the four member municipalities – District of Lillooet,

Village of Pemberton, Resort Municipality of Whistler, and District of Squamish) has been guiding the RGS Review process and content development/revisions. Three elected officials forums were also hosted to solicit direction from SLRD and member municipality elected officials during the RGS Review process – growth management, transportation and affordable housing were areas of key concern and discussion. The Intergovernmental Advisory Committee (IAC) (composed of senior representatives of the Provincial government and Provincial government agencies and corporations, determined and appointed by the minister: Ministry of Indigenous Relations and Reconciliation; Ministry of Agriculture; Agricultural Land Commission; Ministry of Municipal Affairs and Housing; Ministry of Natural Gas Development; Ministry of Forests, Lands, Natural Resources Operations and Rural Development; Vancouver Coastal Health Authority; Interior Health Authority; Ministry of Transportation and Infrastructure; BC Hydro; TransLink; BC Transit; Ministry of Energy and Mines; Ministry of Environment; Ministry of Health; Ministry of Jobs, Tourism and Innovation; BC Housing) provided key input through review and comments on the Discussion Draft via a Preliminary Referral in September 2017.

Revisions and content development largely reflect member municipality and SLRD Official Community Plan (OCP) objectives and policies as well as other community plans such as agricultural plans, climate action plans, transportation plans, etc.

**The RGS is a high-level, long-term strategy to support collaboration across jurisdictions. The purpose of a regional growth strategy under the *Local Government Act (LGA)* is to "promote human settlement that is socially, economically, and environmentally healthy and that makes efficient use of public facilities and services, land and other resources".**

#### Consultation

Consultation during the RGS Review has not been as extensive as was undertaken during the initial development of the SLRD RGS, as the scope of the review is much narrower, with the main intention to improve process and content rather than make significant changes. The bulk of the consultation follows the requirements set out in the LGA and is at the government-to-government level. A key purpose of the RGS and focus of the RGS Review is fostering cross-jurisdictional collaboration and commitment.

#### RGS Steering Committee

The RGS Steering Committee has been guiding the RGS Review process and content development/amendments, with 10 RGS Steering Committee meetings held during the scoping period, 12 RGS Steering Committee meetings held during the *review & revise* and *share* phases and 3 RGS Steering Committee meetings held to date during the *adopt* phase.



## ANALYSIS:

The tables below summarize the proposed amendments based on public input and referral comments.

### Public Input (Community Open Houses)

Generally, input from the community open houses was positive. Key common issues that were discussed include: affordable housing; transportation; and natural recreation access.

NOTED STRENGTHS:	NOTED GAPS:	PROPOSED CONTENT REVISION
<p><i>Preferred Modes of Transportation Priorities</i> – including enhancing cycling infrastructure on highway 99 and advocating for better bus and passenger rail service.</p> <p><i>Food Systems</i> – including support for agricultural land trusts, protecting agricultural land, and providing incentives for affordable land lease options.</p> <p><i>Climate Action</i> – including pursuing Corporate and Community Emissions Inventories.</p> <p><i>Expanded Affordable Housing</i> policies and tools – including Inclusionary Zoning and new definition of affordable housing.</p>	<p><i>Access Points</i> - Goal 6: Encourage the Sustainable Use of Parks and Natural Areas – identified as an area needing attention. In particular, access points to natural recreation – both in terms of managing current access points and developing new access points.</p> <p><i>Tourism</i> - Goal 4: Achieve a Sustainable Economy – identified as an area needing attention. In particular, the importance of tourism to the regional economy was noted as a gap; it was felt there is a need for a greater emphasis and strategic directions related to tourism.</p> <p><i>Duffy Lake Road Infrastructure</i> – the need for more passing lanes and pull outs, as well as public facilities and more access points to natural recreation areas was noted as a gap.</p>	<ul style="list-style-type: none"> <li>Goal 6: Encourage the Sustainable Use of Parks and Natural Areas ADD: strategic direction around the exploration of access points to parks and natural areas</li> <li>Goal 4: Achieve a Sustainable Economy ADD: reference to support Recreational Tourism opportunities and encouraging outdoor recreation tourism. ADD: strategic direction to support diversified and sustainable economic growth and productivity.</li> <li>Table 4 Regional Road Network Improvement Priorities ADD: increase passing lanes and pull outs on Duffy Lake Road. ADD: public facilities infrastructure</li> </ul>

### Member Municipality Input (Referral Responses)

Generally, support was given from the 4 member municipalities. District of Squamish and the RMOW provided comments requesting changes to the RGS Amendment Bylaw 1562-2018.

#### District of Squamish First Reading Referral Comments

##### **REFERRAL COMMENTS**

*That the language stipulating that, for RCS revisions triggering an RGS amendment, these amendments must be processed concurrently with the RGS amendment adopted prior to acceptance of the revised RCS, be removed from the RGS update.*

##### **RGS STEERING COMMITTEE RECOMMENDATION**

Action agreed to by Steering Committee: Remove language and depend solely on the *Local Government Act*.

##### **PROPOSED CONTENT REVISION**

Remove language.

#### RMOW First Reading Referral Comments

##### **REFERRAL COMMENTS**

*Specifically, the RMOW is seeking the following changes:*

*1. Growth management policies that would, notwithstanding any other policies of the RGS, categorize certain types of development as regionally significant and require such developments to trigger an RGS amendment as noted below:*

- *Require new destination resorts, within Electoral Areas C or D, or the municipalities within those areas (Squamish, Pemberton and Whistler) to trigger a major amendment.*
- *Require new Backcountry Resorts or significant expansions of backcountry resorts in Electoral Areas C and D, or municipalities within those areas to trigger a minor RGS amendment.*
- *Revise, clarify or augment proposed language establishing Settlement Area boundaries as “conceptual” to specifically exclude, and to trigger a major RGS amendment for the following:*
  - *“Satellite development” i.e. developing lands outside of established Settlement Areas and that are not contiguous with a Settlement Area.*
  - *“Leapfrog development” or “Incremental development” that would have a cumulative effect of exceeding the RGS’s growth limits in terms of scale or geographic extent. For example, by permitting multiple backcountry resorts in close proximity thereby creating the same impact of a destination resort, or a series of adjacent minor developments beyond established Settlement Areas having the cumulative effect of a major extension of the Settlement Area boundary.*

*2. Adding the polygons delineating “option sites” 1-7 as shown on Figure 20 of the Whistler Blackcomb Whistler Mountain Master Plan Update 2013 to Whistler’s Settlement Plan shown on Map 1d in the proposed RGS.*

*\*Note it was confirmed that this comment is requesting that the option sites be designated Urban under the RGS Settlement Mapping.*

## **RGS STEERING COMMITTEE RECOMMENDATION – ITEM #1 GROWTH MANAGEMENT POLICIES**

Action agreed to by the Steering Committee: The current proposed RGS Minor Amendment Criteria, endorsed by Elected Officials at the EOF #1, is seen to address the RMOW First Reading Referral Comments Item 1, bullets 1-3.

### RGS Minor Amendment Criteria

*Although not considered an exhaustive list, the following types of amendments are considered regionally significant [and thus trigger a major amendment]:*

- *Those that include land in the Agricultural Land Reserve or will negatively impact agricultural lands;*
- *Those that involve development of non-settlement lands that are not contiguous to existing designated settlement areas;*
- *Those that would have significant impacts to the regional highway system and may negatively affect level of service; and,*
- *Those that would have significant impacts to regional energy emissions and may negatively affect Climate Change reduction and/or adaptation.*

Additionally, the following points should be noted:

- Any amendment considered *regionally significant* triggers a major amendment process, as per the RGS Minor Amendment Criteria. Thus item 1, bullet 2 of the RMOW's comments is not workable.
- Backcountry resorts to continue to be supported in the Non-settlement Areas, understanding that zoning and OCP amendment processes are still required. Note a majority vote is required for both a minor amendment (once an RGS is determined to be a minor amendment) and OCP/Zoning amendments, the only difference being that the Electoral Area A Director does not vote on RGS matters. Additionally, "Significant expansions" of backcountry resorts would be considered as per the minor amendment criteria, understanding that Backcountry Resorts in the Non-Settlement Area are 100 bed units/50 rooms or less in scale.
- The SLRD RGS Bylaw was and continues to be written so as not to fetter future Board's decision-making abilities, but can provide guidance and criteria to support decision-making. This is why the RGS includes criteria and not specific, exact requirements.

## **PROPOSED CONTENT REVISION – ITEM #1 GROWTH MANAGEMENT POLICIES**

None.

## **RGS STEERING COMMITTEE RECOMMENDATION – ITEM #2 OPTION SITES**

- The RMOW Option Sites include seven new parcels of land (currently in the designated non-settlement lands of the RGS) which are estimated to comprise approximately 492 acres (199 ha). The RMOW has requested that the SLRD update the RGS mapping to include the Option Sites as designated "*Urban Settlement Lands*".
- It should be noted that Options Sites were not included in mapping that was presented at the four RGS open houses that were held in June 2018, as they had not been publically identified at that time,

Action agreed to by the Steering Committee: The RGS Steering Committee has agreed to support the acceptance of the Option Sites mapping revision, understanding the importance of these sites for future community economic and reconciliation opportunities. Additionally, it is understood that any proposed development of any Option Sites is subject to an RMOW OCP amendment and rezoning consistent with the evaluation criteria in the RMOW OCP Chapter 4: Growth Management, which are consistent with the goals of the RGS. It is felt the Options Sites still represent the intent of the RGS to direct growth to urban areas.

### **PROPOSED CONTENT REVISION – ITEM #2 OPTION SITES**

Accept the Option Sites mapping revision as part of the SLRD initiated RGS Review. See Regional Growth Strategy Mapping (Map 1 and Map 1d) in Appendix A (tracked changes version).

### Housekeeping Revisions

A few housekeeping revisions were also made to the RGS Projections section to address Census data changes and to the Backcountry Resort definition so as to reference accommodation rooms rather than bed units (a term that is not defined in the RGS nor used by the SLRD; the overall maximum of rooms has not changed, just the terminology used). Additionally, wording was amended with respect to the Minor Amendment Process references to make the terminology correct. As the SLRD has its own Minor Amendment Criteria, the RGS Bylaw must clearly state that once the affirmative 2/3's vote takes place, the amendment bylaw is adopted as per usual majority vote of those entitled to vote. See section [437 \(2\) for list for required provisions](#).

### RGS Review Next Steps

1. Second Reading and Member Municipality Referrals (second courtesy referral; end of January 2019 deadline to provide comments) – NOW
2. Provide an update report to the SLRD Board – IF NECESSARY
3. Affected Local Government & Ministerial Referrals (official 60-day referral for acceptance)
4. Third Reading and Adoption
5. Member municipality Regional Context Statement updates – 2 years to submit revised regional context statements for acceptance

**Note: the SLRD Steering Committee has reviewed and endorsed the Second Reading DRAFT (RGS Amendment Bylaw 1562-2018), shown with tracked changes in Appendix A: Squamish-Lillooet Regional District Regional Growth Strategy Bylaw No. 1062, 2008, Amendment Bylaw No. 1562-2018.**

### **REGIONAL IMPACTS ANALYSIS:**

The SLRD RGS is an initiative of and applies to the four member municipalities and Electoral Areas B, C and D. It is a tool to support collaboration and achievement of *smart growth*. Any amendments to the RGS will impact all those who are signatory to the RGS Bylaw. Further, amendments conducted through the major amendment process involve referrals to and acceptance by all affected local governments.

**OPTIONS:**

Option 1 (PREFERRED OPTION)

Give second reading of “Squamish-Lillooet Regional District Regional Growth Strategy Bylaw No. 1062, 2008, Amendment Bylaw No. 1562-2018” and refer out to member municipalities for comments.

Option 2

Do not give second reading of “Squamish-Lillooet Regional District Regional Growth Strategy Bylaw No. 1062, 2008, Amendment Bylaw No. 1562-2018” and refer back to staff for further information or revision.

Option 3

As per Board direction.

**FOLLOW UP ACTION:**

As per Board’s direction.

**ATTACHMENTS:**

Appendix A: Squamish-Lillooet Regional District Regional Growth Strategy Bylaw No. 1062, 2008, Amendment Bylaw No. 1562-2018 including Schedule A “The Regional Growth Strategy” (RGS Review draft)

Appendix B: RGS Review – background and previous staff reports:

<https://www.slrd.bc.ca/inside-slrd/current-projects-initiatives/regional-growth-strategy-rgs-review>

Submitted by: C. Daniels, Planner

Reviewed by: K. Needham, Director of Planning and Development Services

Approved by: L. Flynn, Chief Administrative Officer

**SQUAMISH-LILLOOET REGIONAL DISTRICT****BYLAW NO. 1562-2018**

A bylaw to amend the Regional Growth Strategy for the Squamish-Lillooet Regional District

**WHEREAS** the *Local Government Act* provides for a regional district to undertake the development, adoption, implementation, monitoring and review of a regional growth strategy under Part 13,

**AND WHEREAS** the Squamish-Lillooet Regional District adopted a regional growth strategy on June 28, 2010,

**NOW THEREFORE** the Board of the Squamish-Lillooet Regional District, in open meeting assembled, enacts as follows:

1. This bylaw may be cited for all purposes as "Squamish-Lillooet Regional District Growth Strategy Bylaw No. 1062, 2008, Amendment Bylaw No. 1562-2018".
2. The Squamish-Lillooet Regional District Growth Strategy Bylaw No. 1062, 2008 is amended as follows:
  - (a) By updating the Summary of Amendments table to include this bylaw.
  - (b) Schedule "A" attached to and forming part of Bylaw 1062, 2008 is hereby deleted and replaced with a new Schedule A, as attached.

WRITTEN NOTICE GIVEN TO AFFECTED LOCAL GOVERNMENTS on the 2<sup>nd</sup> day of May 2016.

READ A FIRST TIME this 18<sup>th</sup> day of APRIL, 2018.

READ A SECOND TIME this 24<sup>th</sup> day of OCTOBER, 2018.

UNANIMOUS ACCEPTANCE RECEIVED BY AFFECTED LOCAL GOVERNMENTS as of the day of 2018.

READ A THIRD TIME this day of , 2018.

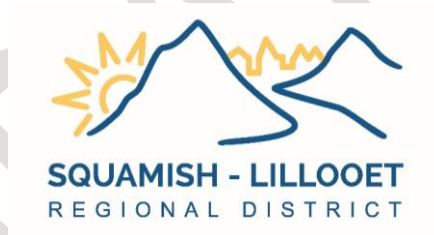
ADOPTED this day of , 2018.

Chair

Kristen Clark  
Corporate Officer

# Squamish-Lillooet Regional District Regional Growth Strategy

Schedule "A" to Bylaw 1062, 2008







## Our Mission

To enhance the quality of life of constituents through the facilitation of regional and community services for the benefit of present and future generations.



SUMMARY OF AMENDMENTS  
CONSOLIDATED FOR CONVENIENCE ONLY

Consolidated bylaws are consolidated for convenience only and are merely representative. Each consolidated bylaw consists of the original bylaw text and maps, together with current amendments which have been made to the original version. Copies of all bylaws (original and amendments) may be obtained from the SLRD Planning and Development Department.

BYLAW NO.	SUMMARY OF BYLAW AMENDMENTS	DATE OF ADOPTION
1356 – 2014	Regional Growth Strategy Housekeeping Amendment Bylaw	January 28, 2015
1367 - 2014	Text Amendment	March 18, 2015
1514 - 2017	Growth Management Text Amendments	February 28, 2018
1562 - 2018	Regional Growth Strategy Review	

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## PART 1

### Introduction

The Regional Growth Strategy for the Squamish-Lillooet Regional District (SLRD) is an initiative of the SLRD, the District of Squamish, the Resort Municipality of Whistler, the Village of Pemberton and the District of Lillooet. The purpose of a regional growth strategy under Part 13 of the *Local Government Act* is to

***“promote human settlement that is socially, economically, and environmentally healthy and that makes efficient use of public facilities and services, land and other resources.”***

The Regional Growth Strategy provides a broad policy framework describing the common direction that the regional district and member municipalities will follow in promoting development and services that are sustainable, recognizing a long-term responsibility for the quality of life for future generations. A sustainable future is one that provides for balanced economic, social and environmental well-being and acknowledges the duty to use land and resources in a way that does not diminish their natural capacities and intrinsic values. The SLRD Board recognizes the benefit of endorsing a science and systems based framework for planning towards sustainability. To this end, we understand the benefit of creating a long-term vision informed by the key (science-based) principles of sustainability, and then 'looking back' to the present to reveal the steps that will take us closer to our vision. Subsequent planning and decision-making will be guided by our vision of a sustainable future, including the Smart Growth Principles that form the basis of the Regional Growth Strategy.

The Regional Growth Strategy will assist all parties with an interest in the region to:

1. Work together to address matters of common regional concern;
2. Demonstrate respect for each other's jurisdictions and processes;
3. Maintain good communications and coordination with respect to land use and other decisions of a regional and sub-regional nature;
4. Create a long-term vision informed by the key principles of sustainability and embark on a path to our future in a manner that finds a responsible balance between the environmental, economic, and social needs of our communities.

The SLRD Regional Growth Strategy supports collaborative planning and consensus-based problem solving across the region. It is important to acknowledge that First Nations Land Use Plans and Provincial Land and Resource Management Plans exist alongside the Regional Growth Strategy. A key focus is to encourage coordination and cooperation between local, senior and First Nations governments in providing greater economic certainty and balancing community development, recreation and tourism, and environmental protection in the region. Through this approach to decision-making, we will embark on a path to our future in a manner that works toward a prosperous balance between the environmental, economic, social and health needs of our communities.

## PART 2

### Context

#### *Overview*

The Squamish-Lillooet Regional District (SLRD) is a complex region, comprising a wide range of landscapes and lifestyles and covering a total area of 16,500 square kilometers of land. Straddling the southern Pacific Ranges of the Coast Mountains, the SLRD encompasses a diversity of ecosystems and biogeoclimatic zones, from the wet Coastal Western Hemlock zone along Howe Sound, to the drier Interior Douglas Fir zone of the Lillooet River watershed. The land is varied and includes steep mountainous terrain, heavily forested areas, glaciers, river valleys and floodplains. Approximately 20 percent of the SLRD landscape is located within parks and protected areas, yet the least protection is afforded to the biologically diverse, lower elevation areas that are also most desirable for human settlement. The SLRD contains a range of settlement types from rural farming neighbourhoods like Pemberton Meadows and Texas Creek, to small, historic mining towns like Bralorne, to the international mountain destination resort municipality of Whistler. There are four incorporated municipalities and four electoral areas in the SLRD, as shown on Figure 1 – SLRD RGS Context Map. The four municipalities are: the District of Lillooet, the Village of Pemberton, the Resort Municipality of Whistler and the District of Squamish. The four electoral areas are: Area A (Upper Bridge River Valley), Area B (Pavilion Lake / Yalakom Valley / Texas Creek), Area C (Pemberton Valley / Mount Currie to D'Arcy corridor) and Area D (Howe Sound East / Upper Squamish Valley / Squamish to Whistler corridor). All four municipalities and three electoral areas (Areas B, C and D) participated in the development and continue to support the implementation of the RGS. The Regional Growth Strategy does not apply to Electoral Area A, which was permitted to opt out of the RGS.

The SLRD is found within the traditional territories of several First Nations, including the Skwxwú7mesh (Squamish), St'át'imc and Lil'wat, which is a distinct Nation with linguistic, cultural, familial and political ties to the St'át'imc Nation. Each Nation is independent and self-governing. Small parts of the SLRD also overlap with the traditional territories of the Stó:lō, Tsleil-Waututh, Nlaka'pamux, Tsilhqot'in, and Secwepemc Nations.

Economic change has been dramatic in the region, with primary resource extraction and manufacturing in decline and being replaced by tourism and service sector jobs as a primary source of income. The northern part of the SLRD, including Lillooet and surrounding Electoral Areas A and B, is challenged by slow population growth and economic change, while the southern communities of the Sea-to-Sky Corridor face population growth pressures and escalating housing costs. The diversity in contexts creates challenges for regional planning, as the needs and goals of these sub-regions vary significantly.

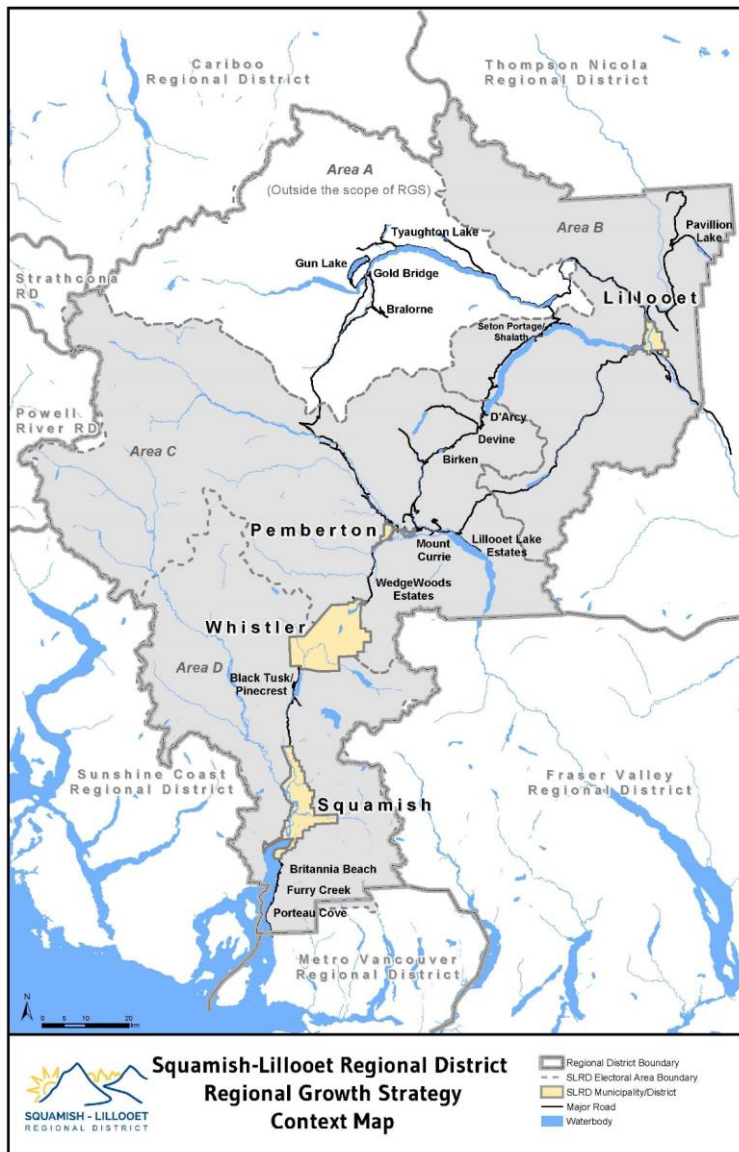


Figure 1: SLRD RGS Context Map

## RGS Projections – Population, Dwelling Unit & Employment Projections

The RGS population projections estimate the likely path of population growth in the Region and can provide valuable information for evaluating long-term housing and employment goals. The dwelling unit projections are based on the population projections and look at shifts in composition of housing across the Region as well as the location of the bulk of housing growth. The employment projections highlight important and potential growth industries related to the provincial economy.

*Table 1: RGS Projections Summary - Population, Dwelling Units & Employment*

<b>Population (2016-2036)</b>	14,069 additional people (medium growth scenario)	Total projected population: 56,864 (medium growth scenario)
<b>Dwelling Units (2016-2036)</b>	5,518 additional dwelling units (occupied private dwellings)	Total projected dwelling units: 21,899 (occupied private dwellings)
<b>Employment (2011- 2026)</b>	5,442 additional jobs	Total projected labour force: 28,098

### Population Projections

The Region has and continues to experience considerable growth. The SLRD grew from 29,401 people in 1996 to 42,665 by 2016, at an average annual growth rate of 2.28 percent – a total increase of 13,394 people or 670 people per year. Under a medium growth scenario, the population of the SLRD is expected to grow from 42,665 in 2016 to 56,864 in 2036; this represents an average annual growth rate of 1.5 percent. During the same period, Metro Vancouver is also expected to have an average annual growth rate of 1.5 percent, while the Province is expected to experience an average annual growth rate of 1.2 percent.

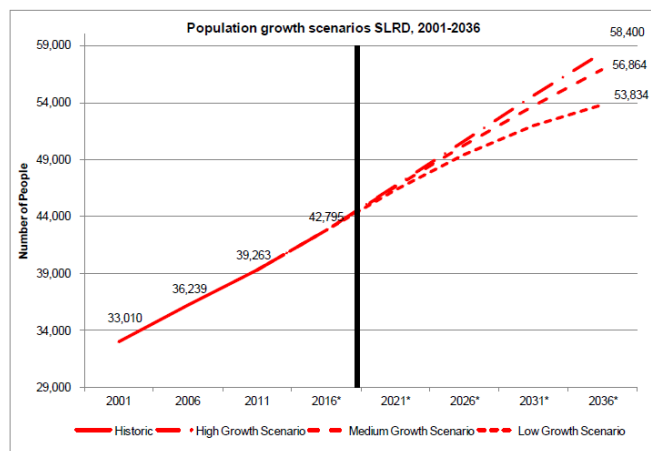


Figure 2: Population Projection, Three Scenarios for SLRD, 2001-2036; Source Urbanics Consultants Ltd. 2017



The population projections include several important implications for the Region over the next 20 years:

- The SLRD will see a significant increase in population.
- The bulk of the population resides in the “working-age” segments between the ages 15 and 64 which are expected to incur the largest rates of population growth, though a slight decrease in percent of population (from 73 percent (31,256) to 67 percent (37,965)). In spite of the overall decline in population share, this age-cohort is expected to add 6,709 people from 2016 - 2036.
- The under 15 segment is expected to decrease from 17 percent of the population (7,240) to 16 percent (9,349). In spite of the overall decline in population share, this age-cohort is expected to add roughly 2,109 residents from 2016 - 2036.
- The 65 and older segment is expected to grow from 10 percent of the population (4,299) to 17 percent (9,550). This suggests an increase of some 5,251 people 65 years and over, from 2016 - 2036.

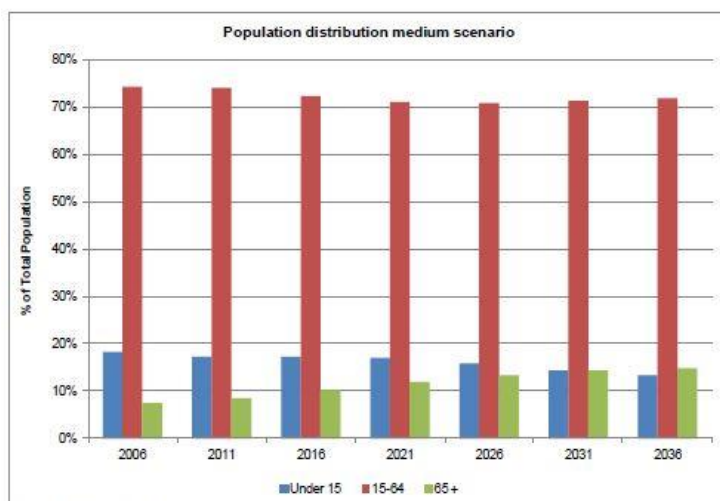


Figure 3: Population Distribution, Medium Scenario, 2001-2036; Source Urbanics Consultants Ltd. 2017

Changing demographics are a reality for the SLRD, as well as most parts of BC. Notably, the proportion of the senior population is growing and will have a greater share of the overall population, resulting in greater demands for health care, housing, recreation and other services. Yet, the younger age demographic (under 15 segment) will still hold about the same overall population share as seniors (around 17 percent) and the working age demographic will continue to make up the bulk of the population in the SLRD (67 percent). Therefore, while the goals of the RGS

have impact across demographics, implementation of the RGS to achieve these goals will require balancing the sometimes diverse needs of our communities.

### *Dwelling Unit Projections*

The Region is expected to add a total of 5,518 dwellings between 2016 and 2036, at an average growth rate of 276 dwellings per year. Important to note is the term “dwelling” in this context only refers to *occupied private dwellings* and does not include vacant dwellings.

#### PRIVATE DWELLINGS VS OCCUPIED PRIVATE DWELLINGS

For the purposes of the RGS Projections, private dwellings are differentiated from occupied private dwellings. The analyses and projections focus on occupied private dwellings as it provides a more accurate measure of the housing needs of the community; i.e. housing stock which is occupied by permanent residents and does not include vacant dwellings or dwellings occupied by temporary residents. Thus, the use of the term “dwelling” refers to and highlights occupied private dwellings only. Vacant dwellings make up 32 percent of the dwellings in the SLRD; this number has remained consistent since 2006.

Additionally, major shifts in the composition of housing within the Region are expected. Most notably, the single-detached dwellings segment is expected to decline in share from 43 percent to 33 percent and significant gains are anticipated in the semi-detached category that is expected to increase in share from 34 percent to 43 percent.

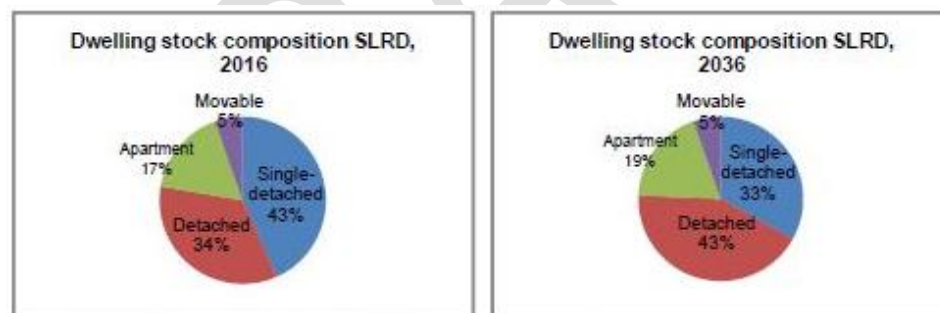


Figure 4: SLRD Dwelling Unit Composition, 2016 vs 2036; Source Urbanics Consultants Ltd. 2016

The bulk of housing growth during 2016-2036 is expected to occur in Squamish (42 percent) followed by Whistler (26 percent) and Pemberton (10 percent). Lillooet and the electoral areas are expected to display limited to no growth in terms of their housing stock over the next 20 years.

As illustrated in Table 2 below, projected housing growth is closely aligned to the projected population growth and populations share by area.

Table 2: Projected Population and Dwellings by Area, 2016 -2036

	2016 (Actual)		2036 (Projected)		Population Share	
	Population	Dwellings	Population	Dwellings	2016	2036
<b>Squamish</b>	19,512	7,260	25,674	9,089	49.4%	50.3%
<b>Whistler</b>	11,854	4,612	15,358	5,395	30%	30.1%
<b>Pemberton</b>	2,574	964	4,297	1,510	6.5%	8.4%
<b>Lillooet</b>	2,275	1,074	2,530	1,126	5.8%	5.0%
<b>Area D</b>	1,057	439	<del>1,135</del> 948	<del>466</del> 02	2.7%	1.9%
<b>Area C</b>	1,663	655	1,697	776	4.2%	3.3%
<b>Area B</b>	363	183	329	156	0.9%	0.64%
<b>Area A</b>	187	112	209	110	0.5%	0.4%
<b>TOTAL</b>	39,485	15,299	51,041	18,563	100%	100%
<b>TOTAL (including reserve lands)</b>	42,665	16,416	56,864	21,899		

Note: 2016 data is sourced from the 2016 Census. Indigenous community populations are included in the 2016 Census population count of 42,665 for the SLRD (2016). Total Population Share numbers above only include incorporated municipalities and electoral areas, not reserve lands.

### Employment Projections

SLRD employment projections are based on forecast employment trends by industry for BC. The Region is expected to add roughly 5,442 new jobs between 2011 and 2026, primarily in the following industries:

- Accommodation and Foods Services (818 jobs);
- Public Administration (644 jobs);
- Retail Trade (632 jobs);
- Health Care and Social Assistance (601 jobs);
- Professional Services (486 jobs); and
- Construction (398 jobs).

Between 2001-2011, the Region's employment base grew substantially and diversified in its concentration of industrial segments. In particular, four industry sectors realized significant gains in terms of overall share of the labour force: Construction (rose from 9 percent to 13 percent); Retail

Trade (rose from 10 percent to 11 percent); Professional, Scientific and Technical Services (rose from 4 percent to 6 percent); and Public Administration (rose from 6 percent to 8 percent).

These trends are expected to continue. Overall the goods-producing industries are projected to add a total 603 workers. The construction industry is expected to increase at the fastest rate by 398 workers to a total of 3,362 workers by 2026. The services-producing industries are expected to maintain steady growth throughout the study period adding a total of 4,839 workers.

**A more detailed analysis of trends and projections is found in the *2017 SLRD Regional Growth Strategy Population, Employment and Dwelling Unit Projections* report.**

### What type of growth is desirable?

The SLRD and its partners recognize the importance of planning for a sustainable future based on a long-term vision and the intermediate steps required to take us to our vision. The vision of a sustainable future includes:

- Living within the limits imposed by natural systems;
- Reducing our dependence on nonrenewable resources;
- Encouraging zero-waste, re-use and recycling;
- Minimizing disturbance of ecological and physical processes;
- Protecting and managing land, water and air wisely and efficiently;
- Recognizing and reducing human impacts leading to climate change;
- Understanding the interconnections among economy, society, health and environment; and
- Distributing resources and opportunities fairly and with an awareness of future generations.

Sustaining the region's exceptional quality of life and stunning natural beauty while managing projected increases in population in the south and stimulating economic recovery in the north is a key priority. Determining what constitutes positive growth for the SLRD and the many communities and rural areas within its boundaries is not a simple matter, as the goals for the diverse parts of the SLRD differ:

For urban areas, there is the need to plan for compact, complete and sustainable communities, to accommodate expected growth over the next 30 years, and to ensure that urban densities are being achieved in the designated growth areas.

For rural areas, there is a need to plan for resilient, innovative and adaptive rural communities, including planning for a strong agricultural sector and supporting traditional rural lifestyles and economic transitions - while at the same time protecting environmental values and resources on which both the urban and rural areas depend and preventing sprawl and extension of urban services into the rural land base.

## RGS Smart Growth Principles

The Squamish-Lillooet Regional District and member municipalities collaboratively developed and endorsed Smart gGrowth Principles that are included within a Memorandum of Understanding (2006) established to guide the preparation and implementation of the RGS. These include:

1. Direct urban development towards existing communities (avoiding urban and rural sprawl);
2. Build compact, complete, mixed-use neighbourhoods;
3. Create walkable communities;
4. Promote a variety of low impact transportation options;
5. Advocate a range of affordable housing options;
6. Foster distinct, attractive, economically sustainable communities with a strong sense of place;
7. Protect and promote responsible stewardship of green spaces and sensitive areas;
8. Ensure the integrity of a productive agricultural and forestry land base;
9. Endorse energy efficient infrastructure;
10. Ensure early and ongoing public involvement that respects community values and visions;
11. Cultivate a culture of cooperation, coordination and collaboration between local governments, provincial agencies, federal agencies, and First Nations.

THE RGS SMART GROWTH PRINCIPLES summarize the core values that guided the development of the SLRD RGS and that continue to guide its implementation throughout the region.

## PART 3

### The Strategy

#### *Vision*

Our vision of the Squamish-Lillooet Regional District in 2038 and beyond is of a region comprised of diverse, distinct and liveable communities that share a commitment to:

- Practice economic, social and environmental sustainability;
- Protect the region's natural beauty;
- Enhance the region's world-class outdoor recreation;
- Foster balanced and equitable economic growth; and
- Make decisions that engage local, provincial, federal and First Nation governments, and reflect the values of communities.

#### *Goals*

The SLRD and its members will strive to achieve the following eleven goals. These broad statements provide the strategic directions that will be used to address growth management challenges over the next 20 years.

GOAL 1 Focus Development into Compact, Complete, Sustainable Communities

GOAL 2 Improve Transportation Linkages and Options

GOAL 3 Generate a Range of Quality Affordable Housing

GOAL 4 Achieve a Sustainable Economy

GOAL 5 Protect Natural Eco-system Functioning

GOAL 6 Encourage the Sustainable Use of Parks and Natural Areas

GOAL 7 Create Healthy and Safe Communities

GOAL 8 Enhance Relations with Indigenous Communities and First Nations

GOAL 9 Improve Collaboration among Jurisdictions

GOAL 10 Protect and Enhance Food Systems

GOAL 11 Take Action on Climate Change

## GOAL 1 Focus Development into Compact, Complete, Sustainable Communities

The Regional Growth Strategy aims to encourage compact, complete sustainable communities as the basis for land use planning throughout the region. 'Compact, Complete, Sustainable Communities' refers to settlement that takes a long-term view of the quality of life for future generations, promotes the efficient use of land at higher population densities with greater transportation choices, protects agriculture, natural areas and open spaces, and provides an opportunity to live and work in the same community. Focussing settlements into compact, complete, sustainable communities or nodes moves us toward a vision of sustainable, highly liveable communities with accessible services, public spaces, parks, and cultural and recreation amenities.

### The Regional Growth Strategy:

- (i) Provides a Smart Growth Framework that recognizes a range of opportunities to apply these principles across different settlement types. The purpose of this framework is not to limit development in the region but rather to shape the pattern and quality of development along a more sustainable path.*
- (ii) Directs population growth and settlement development primarily to compact Urban Areas and Master Planned Communities on the basis of Smart Growth Principles. New urban communities will not be considered outside of the established settlement areas.*
- (iii) Protects Non-Settlement Areas that have important agricultural, environmental, back-country recreational, aesthetic and natural resource values.*
- iv) Encourages economic development, urban growth and revitalization in the Northern area.*

### Compact, complete, sustainable communities will be achieved by:

- Accommodating major growth within the urban boundaries of Squamish, Whistler, Pemberton and Lillooet, with appropriate policies for in-fill and increased population density.
- Delineating the existing and future settlement areas and, in accordance with *Smart Growth Principles*, provide for the phased extension of urban boundaries to clearly distinguish the urban/non-urban edge.
- Maintaining Nodal Development in the Sea to Sky Corridor, with well-planned centres separated by natural resource and rural land uses, and avoiding the potential for continuous or dispersed linear development.
- Encouraging urban growth and revitalization of central Lillooet as the major service centre in the northern sub-region in conjunction with economic development initiatives.
- Providing for a mix of land uses in community development, particularly at Porteau Cove, Furry Creek and Britannia Beach, to enhance the potential for more integrated, complete

communities.

- Maintaining the integrity of 'non-settlement' lands that have particular physical constraints or values, and ensuring rural residential or resource development is compatible with the rural landscape.
- Protecting the integrity and productivity of the agricultural land base through the Agricultural Land Reserve and agricultural planning.

### Strategic Directions:

1.1 The SLRD and member municipalities agree that:

- a) The *Settlement Planning Maps* will be used in conjunction with Official Community Plans to:
- Direct growth and settlement development towards Member Municipalities and existing SLRD Master Planned Communities;
  - maintain the rural, low density character of Serviced Residential and Rural Residential Areas; and
  - protect and maintain Non-Settlement Areas.

Official Community Plans should:

- (i) establish policies that are consistent with the Regional Settlement Planning Map;
- (ii) direct major settlement growth to the Urban Areas and Master Planned Communities;
- (iii) prevent major settlement growth in Non-Settlement Areas; and
- (iv) encourage Smart Growth strategies appropriate to the settlement types and local circumstances.

Member municipalities shall:

- (i) prepare and update Regional Context Statements which identify the relationship between an Official Community Plan and the SLRD Regional Growth Strategy (and if applicable, how the Official Community Plan is to be made consistent with the RGS over time);
- (ii) submit the Regional Context Statements to the Squamish Lillooet Regional District Board for approval as per s. 446 of the Local Government Act; and
- (iii) once the context statement is approved, amend their Official Community Plan to include the approved Regional Context Statement.

If, after the adoption of a Regional Context Statement in an Official Community Plan, a municipality proposes to amend its Official Community Plan and the amendment may affect the Regional Context Statement, the municipality will consult with the Squamish-Lillooet Regional District before proceeding with the Official Community Plan amendment.

- b) Land Use Designations will be used in conjunction with the Settlement Planning Maps, and include:



- **Urban Areas**, as shown on the *Regional Settlement Planning Map 1*, the *Squamish Settlement Planning Map 1a*, the *Whistler Settlement Planning Map 1b*, the *Pemberton/Mount Currie Settlement Planning Map 1c*, and the *Lillooet Settlement Planning Map 1d* will accommodate most of the future population growth, consistent with *Smart Growth* Principles applied in Official Community Plans for the District of Squamish, Resort Municipality of Whistler, Village of Pemberton, and the District of Lillooet. The objective for these areas is to encourage compact, mixed-use urban communities within well-defined urban boundaries.
- **Master Planned Communities** refers to larger scale developments that are planned on a comprehensive basis within the defined boundaries of Britannia Beach, Furry Creek and Porteau Cove, as shown on the *Regional Settlement Planning Map* and the *Howe Sound Settlement Planning Map 1e*.
  - For existing SLRD Master Planned Communities, further growth is not supported beyond what is currently contemplated in SLRD Official Community Plans (OCPs) and what is specified in the SLRD Regional Growth Strategy (RGS). Zoning and OCP amendments that propose to increase density or area of existing SLRD Master Planned Communities are not supported.
  - New Master Planned Communities and/or urban areas are not supported outside of the established settlement areas.

The objective for these areas is to encourage compact, clustered residential and local commercial, mixed use developments with distinct edges and full community water and sewer services.

- **Rural Communities** are historical, small-scale settlements such as Mount Currie, D'Arcy, and Seton Portage/Shalalth, as shown on the *Regional Settlement Planning Map*. The objective for these areas is to encourage compact residential and local commercial and small-scale mixed use developments within distinct small villages or development nodes with community water and sewer services.
- **Serviced Residential Areas** will be located at Black Tusk Village, Pinecrest Estates and WedgeWoods Estates as shown on the *Regional Settlement Planning Map*. The objective for these areas is to maintain rural character, encourage compact, clustered, low-density and primarily residential development with community water and sewer services, surrounded by non-settlement resource lands.
- **Rural Residential Areas** will maintain their predominant rural character and land use within defined areas, as shown on the *Regional Settlement Planning Map*. These areas provide for a variety of rural land uses, particularly low density residential land use on larger parcels with on-site services. The objective for these areas is to protect the rural landscape and to prevent small-lot subdivision and development sprawl outside of the defined areas. Rural Residential Areas will remain with very low density land uses over the long term,

except in exceptional circumstances where they may be in transition to Urban Areas, as set out in Official Community Plans and in a manner consistent with *Smart Growth* Principles.

- **Non-settlement Areas** will be maintained in a predominantly non-settled state without significant urban or rural land development and in accordance with *Smart Growth* Principles which direct residential development toward compact communities and maintain the integrity of the resource lands that separate the settlement areas. Major land developments will be limited to agricultural developments in the Agricultural Land Reserve in accordance with the Agricultural Land Commission Act and Regulation, (including non-farm uses approved by the ALC in accordance with the Agricultural Land Commission Act and Regulation) resource extraction and industrial uses (forestry, mining, etc.) on resource lands, Backcountry Resorts and Destination Resorts without residential components. Residential development in the designated Non-Settlement Areas will be discouraged by generally maintaining subdivision minimum parcel sizes of 40 ha.

c) Settlement Planning Map Amendments, including proposed changes to designation boundaries through RGS revision – must be based on clearly defined *Smart Growth Principles* and demonstrate a commitment to the concept of ‘Compact, Complete, Sustainable Communities’ as described in the RGS.

d) Growth and transportation will be addressed concurrently.

This will be pursued by developing a regional multi-modal transportation plan that addresses current and proposed growth.

## Settlement Planning Maps

A *Regional Settlement Planning Map* (attached as Map 1) as well as Settlement Planning Maps for each Member Municipality and Howe Sound (attached as Maps 1a – 1e) identifies the settlement types and provides the spatial context for growth management strategies. The purpose of this mapping within the RGS is to guide the land use and community planning processes by defining the long-term urban boundaries where they are known and assisting in delineating the defined non-settlement areas within the region. As such, there are two main settlement types – Settlement Areas (Urban and Non-Urban) and Non-Settlement Areas. Land use designations fall into these settlement types, as outlined below, and have been mapped to assist the implementation of Goal 1 of the RGS. These include:

- **Settlement Areas**
  - **Urban Areas** – areas designated in Official Community Plans or otherwise identified for existing and future urban growth, including serviced rural residential areas that are contiguous with and functionally part of existing urban areas, but excluding non-settlement areas that have agricultural, environmental, open space, parks and protected areas, hazard lands and other limited use constraints. Table 1 lists the identified Urban Areas.
  - **Non-Urban Areas** – areas designated in Official Community Plans or otherwise identified as Master Planned Community, Rural Community and Serviced Residential settlements and for long-term low density Rural Residential land uses, excluding areas that have agricultural, environmental, open space, parks and protected areas, hazard lands and other limited use constraints. Table 1 lists the Non-Urban Areas: Master Planned Community, Serviced Residential, Rural Community, and Rural Residential Areas.
- **Non-Settlement Areas** – lands designated as Agricultural Land Reserve (ALR), limited use, environmentally sensitive and hazard lands, water shed and drinking water aquifers, parks, open space or protected areas, and Crown forest lands where major settlement development will be discouraged. This designation allows for non-farm uses, as permitted by the ALC in accordance with the Agricultural Land Commission Act and Regulation.

The Settlement Planning Maps (*Regional Settlement Planning Map* (Map 1) and Settlement Planning Maps for each Member Municipality and Howe Sound (Maps 1a – 1e)) provide a general guide for a regional settlement pattern that reflects a commitment to compact, complete, sustainable communities. **This mapping is conceptual with an expression of intent with regard to settlement and non-settlement boundaries that will assist more detailed land use planning within Official Community Plans.** Settlement Planning Maps are submitted to the SLRD by Member Municipalities to support collaborative planning; they are not submitted as part of Regional Context Statements.

A description of the Settlement Planning Maps and corresponding regional land use designations and areas are provided in the following Table 3: Description of Settlement Planning Maps.

Table 3: Description of Settlement Planning Maps

Regional Land Use Designation	Area Descriptions	Map
<b>SETTLEMENT AREAS</b>		
<b>URBAN AREAS</b>	Urban means a closely built up settlement characterized by buildings, asphalt, concrete, and a systematic street pattern within an incorporated municipality. Urban areas include residential, commercial, industrial, transportation, communications, utilities, and mixed urban land uses.	
	<b>District of Squamish</b> As per Map 1e.	<b>Map 1e</b>
	<b>Resort Municipality of Whistler</b> As per Map 1d.	<b>Map 1d</b>
	<b>Village of Pemberton</b> As per Map 1b and Map 1c	<b>Map 1b and Map 1c</b>
	<b>District of Lillooet</b> As per Map 1d	<b>Map 1a</b>
<b>NON-URBAN AREAS</b>	Non-urban includes any unincorporated or incorporated settlement area, and includes small Rural Communities, Serviced Residential areas, Rural Residential areas, and Master Planned Communities.	
<b>Serviced Residential</b>	<b>Black Tusk Village, Pinecrest Estates and WedgeWoods Estates</b> Serviced Residential means a settlement that contains primarily residential uses serviced by community water and/or sewer systems.	<b>Map 1 and Map 1c</b>
<b>Master Planned Communities</b>	<b>Furry Creek, Porteau Cove, Britannia Beach</b> Master Planned Community means larger scale developments that are non-urban, mixed use and are planned on a comprehensive basis.	<b>Map 1f</b>
<b>Rural Communities</b>	<b>Mount Currie, D'Arcy, Seton Portage/Shalalth</b> Rural Communities means settlements that are closely built up, with a mix of land uses, community water and sewer systems, and a systematic street pattern. Rural Communities generally have a population of less than 1,000 people.	<b>Map 1</b>
<b>Rural Residential</b>	<b>Non-ALR outskirts of Pemberton, Seton Lake, D'Arcy, Seton Portage/Shalalth, Mount Currie, Ivey Lake, Walkerville, Owl Ridge, Poole Creek, Lillooet Lake Estates, Birken and Devine, Pavillion Lake, Paradise Valley, Squamish Valley, Ring Creek, 5 Coves</b> Rural Residential means a settlement that contains dispersed residential uses usually on small acreage parcels which are not serviced by community water or sewer services.	<b>Map 1</b>
<b>NON-SETTLEMENT AREAS</b>		
All other areas, including all ALR lands.		
Non-Settlement Area means an area predominantly used for agriculture, including non-farm uses approved by the ALC in accordance with the Agricultural Land Commission Act and Regulation, rangeland, forestry, outdoor recreation or resource extraction uses or areas of undisturbed natural environments. Non-settlement areas include watersheds, conservation areas, farmland, forests, and major parks and large areas of unsurveyed Crown land. They may be characterized by some sparse settlement and localized, historic subdivisions. Parcel areas are generally greater than 15 hectares (40 acres) in non-settlement areas.		

## GOAL 2 Improve Transportation Linkages and Options

The Regional Growth Strategy intends to promote transportation choices across the region and to support an improved regional transportation system that sustains compact, liveable communities, economic vibrancy and a healthy environment. Expanding preferred modes of transportation linkages and options will be particularly important to accommodate aging and growing populations.

### WHAT ARE OUR PREFERRED MODES OF TRANSPORTATION?

The SLRD Prioritizes preferred modes of transportation in the following order: 1. pedestrian, bicycle and other-non-motorized means (active transportation), 2. transit, rail, ferry and movement of goods, 3. private automobile (HOV, and leading low-impact technologies), 4. private automobile (SOV, traditional technology).

Highway 99 is the backbone to regional inter-community connectivity and significant to the economic success of each community. Recognizing alternative transportation solutions needs to be a priority.

### The Regional Growth Strategy:

*(i) Encourages the development of neighbourhoods and communities that are compact with a mix of land uses, well-connected streets and trails, and a pedestrian/bicycle friendly environment to encourage active forms of transportation.*

*(ii) Supports minimizing auto-dependency where possible, and increasing transportation choices and connectivity within the region and between the region and the Lower Mainland and the Interior.*

*(iii) Supports the development of a regional transit system that is convenient, efficient, integrated with land uses and other transportation modes, and is financially sustainable.*

*(iv) Supports improving the efficiency and effectiveness of the regional road network (access, mobility, safety, reliability), making better use of capacity and managing issues such as traffic volumes, speed, noise, air quality, and share the road.*

*(v) Supports expanding preferred modes of transportation within and between communities, with a focus on safety, health, enjoyment and accessibility.*

Transportation needs in the regional growth strategy have been identified as an expression of local priorities for improvements. Where the province has responsibility for local roads, improvement decisions will be based on a proper evaluation that considers cost and benefits and impact on safety.

In the northern part of the region, safety concerns, the need for highway service improvement, and the lack of public and/ or private transportation options are the primary transportation issues. Ongoing improvements to the Duffey Lake Road segment of Highway 99 and other northern routes [Hurley Forest Service Road (FSR), In-Shuck-CH FSR, Highway 40, Highway 12, and the Highline

Road / Douglas Trail] are suggested in order to improve accessibility, enhance safety and support economic development.

In the southern part of the region, safety concerns and level of service/capacity constraints are the primary transportation issues. Ongoing improvements to Highway 99 between Pemberton and Lions Bay are suggested, as well as a focus to integrate land uses in a way that minimizes auto-dependency, to maintain and further improve current levels of transit ridership, active modes of transportation and car-pooling, and to facilitate the development of an efficient regional approach to transit service. Ensuring compact land use patterns with high quality pedestrian environments and a mix of land uses will increase transport options, reduce air pollution and lower the risk of accidents.

Map 2: Regional Transportation illustrates the various transportation networks - including road, rail and air - within the Region.

Transportation will be improved by:

- Building cooperation among stakeholders and pursuing collaborative regional transportation solutions that anticipate projected population growth.
- Adhering to *Smart Growth Principles* to create compact, walkable communities and neighbourhoods that provide transportation choices and support efficient public transit.
- Promoting a Transportation Demand Management (TDM is an alternative to increasing capacity) approach in the Sea to Sky Corridor that supports an integrated and viable transportation system.
- Prioritizing preferred modes of transportation choices/ options to reduce reliance on single-occupant vehicle travel within neighbourhoods and between communities.
- Addressing connectivity (inter-regional and intra-regional) between communities, especially in the north and with adjacent regions.
- Working collaboratively to promote a high level of service across the region that will move more people, goods and services efficiently, with travel times and key measures.

Strategic Directions:

2.1 The SLRD and member municipalities agree to:

a) Strongly encourage compact, mixed use developments that allow for minimized use of vehicles and encourage walking, cycling and the use of public transit.

This will be pursued by implementing Goal 1: Focus Development into Compact, Complete, Sustainable Communities, whereby land uses are integrated so that people can easily accomplish basic trips on foot or bicycles; retail development is clustered near residential to attract more walking trips; residential developments are in close proximity (within walking distance) to parks, schools, transit, shops and services; pedestrian friendly environments exist that are safe, vibrant,

and interesting for those who walk, cycle and take transit; and streets and trail networks are highly interconnected and maintained according to the seasons, reducing distance and time needed to get from one place to another.

b) Consider a model for the provision of regional transit services that will:

- assess opportunities to develop regular bus services between the major centres;
- initiate further transit studies and initiatives with the aim of increasing transit ridership;
- undertake long range transit planning, implementing transit improvements and integrating transit facilities within updated Official Community Plans;
- improve connectivity of ferry/rail/bus infrastructure, especially in downtown Squamish;
- consider marine transportation opportunities between Squamish and Vancouver/Richmond; and
- encourage transportation improvements and transit opportunities in regional tourism development, including tourism operators promoting transit use by their employees and customers.

c) Work with the Ministry of Transportation and Infrastructure and other agencies to improve the safety and reliability of the regional road network, taking account of priorities identified by the member councils of the regional district and First Nations.

Table 2: Regional Road Network Improvement Priorities identifies regional priorities. These will be pursued by encouraging priority road improvements that reflect safety and reliability needs in the region. Particular note is made of the Duffey Lake – Lillooet – Highway 12 route improvements that will enhance economic development and urban growth opportunities in the Lillooet area, the potential upgrades in the Whistler-Pemberton corridor, and long range planning of southern alternative routes. Discussions with Ministry of Forests are also proposed to address road access and maintenance issues in certain rural areas.

d) Support the development, implementation and integration of member municipality Active/Alternative/Preferred Modes of Transportation Plans.

This will be pursued by encouraging priority preferred modes of transportation improvements (as identified in Table 3: Regional Preferred Modes of Transportation Priorities) and collaborating/coordinating to facilitate linkages between communities. It is recognized that these efforts will require support from other levels of government and that a collective regional vision and lobby is advantageous.

e) Encourage the continued development of trails and bicycle routes that provide for safe walking/hiking and biking in the region.

This will be pursued through discussions with community organizations, Sea to Sky Trail and Friendship Trail (Pemberton to Mount. Currie) participants, the Ministry of Transportation and Infrastructure, the Ministry of Community, Sport and Cultural Development, CN Rail and property

owners. The trail/routes will facilitate transportation alternatives and outdoor recreation activities within a regional trails and bicycle network.

f) Approach the issue of regional air service in a coordinated manner that takes into account regional demands, and the various advantages and constraints associated with the existing airports infrastructure and business plans.

This will be pursued in conjunction with Goal 4 – Achieve a Sustainable Economy.

g) Continue to support region-wide 911 and cell phone service to enhance the safety of the public in remote areas in the event of an accident or emergency situation through improved communication with emergency responders.

h) Support broadband internet services that promote local employment opportunities close to home (encouraging telecommuting) and reduce travel needs.

These will both be pursued in conjunction with economic development functions of the regional district and discussions with service providers to enhance region-wide cell phone service for better travel safety in remote areas, and broadband internet services that promote economic development / local employment opportunities close to home.

2.2 Transportation system improvement priorities at the regional level are summarized in the Regional Road Network Improvement Priorities on Table 4 and the Preferred Modes of Transportation Priorities on Table 5. These are presented as a guide for gradual long-term upgrading of the transportation system recognizing that provincial funding allocations are based on cost-benefit evaluations.



Table 4: Regional Road Network Improvement Priorities

Capital Improvements	Rehabilitation Improvements
<i>Southern Routes (south of Pemberton)</i>	
<ul style="list-style-type: none"> <li>Traffic safety improvements to the Hwy #99 Whistler-Pemberton route</li> <li>Construct a Highway #99 “Suicide Hill” solution to switchback turns, erosion and excessive grade</li> <li>Traffic calming and speed restriction signage at 18 Mile on the Upper Squamish River Road</li> <li>Highway capacity and safety improvements in accordance with <a href="#">the development of a Sea to Sky Corridor Sustainable Transportation Plan</a></li> <li>Britannia Beach traffic flow upgrade</li> <li>Connect Highway 99 to Downtown and Squamish Terminals via Clarke Dr. intersection and a new Pemberton Ave. bridge.</li> <li>Improve connectivity of future neighbourhoods north of Garibaldi Way to Highway 99.</li> </ul>	<ul style="list-style-type: none"> <li>Improve vehicle/pedestrian safety and connectivity at Highway 99 intersections with Darrel Bay Rd., Alice Lake Rd. and Cleveland Ave.</li> <li>Single lane bridges on Garibaldi Park Rd (Ring Creek)</li> <li>Upgrade Upper Cheakamus Road to MOTI specifications.</li> <li>Upgrade the Site B access/egress to Highway 99.</li> </ul>
<i>Northern Routes (north and east of Pemberton)</i>	
<ul style="list-style-type: none"> <li>Upgrade all single lane bridges on Duffey Lake Road</li> <li>Address the slide area 15 km south of Lillooet on Highway 12 “The Big Slide” possibly through construction of a tunnel</li> <li>Upgrade the Hurley from Forest Service Road to MOTI Road classification to ensure better/more maintenance, supporting the development of tourism opportunities and providing a vital link to the Bridge River Valley</li> <li>Redesign existing wide turns through the Fountain Reserve including the underpass on Highway #99 where there is no vision until in the turn</li> <li>Address high risk areas on Highway 40 between Lillooet and Gold Bridge including widening from the dam to Gold Bridge, roadside barriers and paving</li> <li>Fountain Slide (10 Mile Slide) Area (works underway)</li> <li>Five Nations Highway</li> <li><a href="#">Build an alternate route connecting Harrison and Mount Currie including upgrades to Lillooet Lake Road</a></li> <li><a href="#">Increase number of passing lanes and pull-outs on the Duffey Lake Road</a></li> <li><a href="#">Public Facilities Infrastructure</a></li> </ul>	<ul style="list-style-type: none"> <li>Address erosion and undermining of highways throughout the sub-region</li> <li>Expedite subsurface rehabilitation and repaving of all highways in the sub-region including Highway #97 – Lillooet to Cache Creek, Pemberton Valley Road, Pemberton to Anderson Lake</li> <li>Upgrade to year round, no weight restriction roads to stimulate local economy particularly in rural Lillooet</li> <li>Undertake improvements to Duffey Lake Road communications including installation of communications boxes or consistent cellular coverage</li> <li>Replace all one lane bridges in the subregion including Devine and Birken</li> <li>Provide parking facilities for boats/trailers at Anderson Lake ‘end of road’</li> </ul>

Table 5: Regional Preferred Modes of Transportation Priorities

Capital Improvements	Rehabilitation Improvements
<i>Region Wide Improvements</i>	
<ul style="list-style-type: none"> <li>• Explore high-speed passenger rail service</li> <li>• Seek opportunities to implement pedestrian/bicycle infrastructure in conjunction with other capital projects</li> <li>• Develop Regional Design Guidelines to support Preferred Modes of Transportation</li> <li>• Install Share the Road Signage along highways and busy roadways</li> <li>• Expand bicycle storage facilities</li> </ul>	
<i>Southern Routes (south of Pemberton)</i>	
<ul style="list-style-type: none"> <li>• Highway 99 Cycling Infrastructure Enhancements</li> <li>• Sea-to-Sky Regional Transit Service</li> <li>• Maintain and enhance Sea-to-Sky Trail</li> <li>• Explore marine transportation options between Squamish and Metro Vancouver</li> <li>• Develop Commuter/Car Pool/Park and Ride Lots to support Highway 99 transportation system</li> <li>• Support Safe Routes to School programming</li> </ul>	<ul style="list-style-type: none"> <li>• Widen shoulders and/or provide dedicated routes required between Pemberton and Whistler to accommodate the significant volume of cyclists.</li> <li>• Encourage <i>Complete Streets</i> designs in all new development and road projects</li> </ul>
<i>Northern Routes (north and east of Pemberton)</i>	
<ul style="list-style-type: none"> <li>• Complete Friendship Trail connecting Pemberton and Mount Currie</li> <li>• Re-establish passenger rail service to Lillooet and beyond</li> <li>• Highway 99 Cycling Infrastructure Enhancements</li> </ul>	<ul style="list-style-type: none"> <li>• Widen shoulders and/or provide dedicated routes required between Whistler and D'Arcy to accommodate the significant volume of bicyclists and pedestrians</li> </ul>

### GOAL 3 Generate a Range of Quality Affordable Housing

The Regional Growth Strategy aspires to generate an adequate supply of quality affordable housing and a diversity of housing types for employees, seniors and people in need in the region. Affordable housing means rental or ownership housing priced so that monthly payments are less than 30% of gross household income. Securing housing availability and affordability in perpetuity is of particular importance – for both ownership and rental. Access to stable and affordable housing is critical to our quality of life, contributing to economic development while supporting diversity and community well-being. Changing demographics will also require particular attention to the generation of housing that facilitates *aging in place*.

Affordable housing is recognized as a regional issue, needing collaborative approaches that build upon common tools and techniques to support a range of quality affordable housing across the region. Whistler has gained important experience in its efforts to house three-quarters of its workforce in the municipality.

#### The Regional Growth Strategy:

*(i) Supports an ongoing regional collaboration on affordable housing that will serve to strengthen communication and coordination of local efforts by municipalities, housing authorities and community organizations.*

*(ii) Prioritizes higher-density and mixed use neighbourhoods close to where residents work and play as part of the solution to the affordability issue. This could involve incentives and/or requirements for targeted affordable units, infill housing, density bonusing, inclusionary zoning, acquisition of community housing land banks, requiring units above commercial space and mixed use developments that address the needs of employees, seniors and people in need.*

#### Expanded housing choice and affordability will be achieved by:

- Building cooperation among stakeholders and pursuing collaborative regional affordable housing solutions.
- Adhering to *Smart Growth Principles* to create communities that advocate a range of affordable housing options within Official Community Plans.
- Expanding the diversity of housing types for seniors and other population groups with special needs and lifestyles.
- Securing a range of housing that remains affordable for local employees and residents over the long-term.
- Increasing the rental housing supply, including purpose-built rental housing.
- Integrating affordable housing in existing communities and in close proximity to services.
- Promoting consistent affordable housing policies across the region, drawing upon lessons learned to date.

## Strategic Directions:

### 3.1 The SLRD and member municipalities agree to:

a) Establish collaborative and consistent affordable housing policies, targets and tools to generate an adequate supply of quality affordable housing and a diversity of housing types for employees, seniors and people in need in the region.

This will be pursued by requiring a description of affordable housing policies, targets and tools within member municipality Regional Context Statements and SLRD Official Community Plans. Specifically, statements/descriptions should include the following:

- Inclusionary zoning requirements with aggressive targets, preferably at a minimum of 15 % affordable housing in perpetuity (e.g. purpose built rental, cooperative housing, etc.);
- Tools to secure affordable housing in perpetuity through deed/title restrictions and price controls;
- Strategies for the acquisition of community land banks for housing;
- Incentives and/or targets for affordable rental housing.

b) Adopt policies and regulations that support live-work studio space, mixed-use neighbourhoods, and a variety of residential intensification strategies such as allowing secondary suites, providing for 'flexhousing' (a multi-unit built form designed for adaptability of units to accommodate changing family size and needs over time), encouraging infill housing and small lot development, density bonusing and other tools that will support housing affordability.

This will be pursued in the review and updating of Official Community Plans and the overall development of collaborative approaches on affordable housing within the region.

c) Encourage affordable housing self-help initiatives by community organizations and individuals to maintain and/or increase the supply of affordable housing (e.g., community housing land trusts, non-profit, locally controlled entities that acquire and hold land in perpetuity so that it can be used for affordable housing).

This will be pursued in discussions with these organizations and in the review and updating of Official Community Plans to identify affordable housing land supply options, and by maximizing the use of existing provincial and federal government housing programs and advocating for increased funding for affordable housing.

d) Adopt financial tools that will assist in the delivery of accessible family housing and *seniors* housing, such as cash-in-lieu of social housing contributions, waiving development cost charges, property tax exemptions, and lands grants.

This will be pursued as part of decision making by the Regional Board and Member Municipality Councils in regard to social housing proposals.

e) Adopt, as appropriate, deed-restricted price, resale control, rent geared to income and other options to increase the supply of affordable housing and create housing that remains affordable in perpetuity.

This will be pursued as a region through the implementation of Official Community Plans and the collaborative, consistent affordable housing approaches committed to therein, and through the sharing of best practices learned by the Whistler Housing Authority and the affordable housing experiences in Squamish and Pemberton.

f) Encourage cooperation with community service groups and private developers to supply low-cost housing options for seniors with the aim of maximizing independence and self-reliance and promoting continued socialization and the ability to age in place.

This will be pursued in the review of residential and commercial development proposals and in the review and updating of Official Community Plans in regard to congregate care and independent living developments for seniors.

g) Encourage housing models that provide security of tenure and support infill priorities, such as *cooperative housing*, cohousing, pocket neighbourhoods, etc.

This will be pursued in the review of residential and commercial development proposals, in the review and updating of Official Community Plans, and through sub-area/neighbourhood level planning.

h) Work collaboratively to address impacts of short-term nightly rentals and home "sharing" on housing supply.

This will be pursued through bylaw enforcement, business licences, exploring the use of property rental programs matching business owners with property owners for workforce housing and targeted communications and outreach efforts.

i) Work together as a region on initiatives with the Province to deliver affordable resident housing, such as: acquisition of community land banks for housing; authority to levy employee housing works and services charges; and project funding and financing.

This will be pursued through collaborative lobbying efforts with the Province.

## GOAL 4 Achieve a Sustainable Economy

The Regional Growth Strategy supports the development of a healthy economy as a vital component of a liveable, sustainable region. Fostering economic development throughout the regional district where social, economic, environmental, and community values are addressed in a balanced and sustainable manner is of particular importance. Sustainable economic development will contribute to the liveability of the region, helping to sustain the quality of life we all desire and will help reverse the economic decline in the northern part of the region. Throughout the region, economic development efforts need to be proactive and collaborative, identifying economic partnerships and opportunities and implementing workable strategies to achieve them.

### The Regional Growth Strategy:

*(i) Promotes northern development initiatives that contribute to a wider geographic balancing of economic growth throughout the region.*

*(ii) Supports strengthening transportation linkages within the region and with the Interior and the Lower Mainland that support new investment.*

*(iii) Supports undertaking various investment strategies (industrial, tourism, agriculture, etc.) at a regional and sub-regional level that complement sustainable economic development and diversification and assist the transition from traditional resource industries.*

*(iv) Supports balancing the creation of housing with employment opportunities to contribute to the development of complete communities.*

### A sustainable economy will be achieved by:

- Building cooperation among stakeholders and pursuing collaborative regional economic development solutions.
- Adhering to *Smart Growth Principles* to foster distinct, attractive, economically sustainable communities with a strong sense of place.
- Diversifying the regional economy, including support for opportunities in Arts and Culture, Recreational Tourism, and expanding the opportunity for a range of employment types and pay levels.
- Supporting small businesses and encouraging local spending.
- Recognizing the importance of agriculture to the region's economy.
- Engaging the business community to provide leadership and support for sustainable economic development initiatives, including partnering with Indigenous communities and First Nations.
- Improving regional transportation infrastructure.
- Increasing the supply of affordable housing for people living in the region, and addressing the affordability of goods and services for local residents, particularly for those with low or

moderate incomes to increase residents' ability to remain in the region and add to its social fabric.

- Protecting farmland for agricultural purposes.

## Strategic Directions:

### 4.1 The SLRD and member municipalities agree to:

#### a) Support diversified and sustainable economic growth and productivity.

This will be pursued through collaboration between the SLRD, member municipalities, provincial ministries/agencies and local organizations.

b) Strengthen the multi-modal transportation systems as a key component of economic diversification.

This will be pursued as described under RGS Goal 2 – Improve Transportation Linkages and Options.

c) Work together to enhance the national and international awareness of the SLRD and its member municipalities as welcoming environments for sustainable business investments.

This will be pursued by re-establishing a SLRD economic development function and recognizing the economic development opportunities associated with providing adequate supply of industrial land with good access to the Interior and the Lower Mainland.

d) Support the downtown of each member municipality as the priority area for commercial uses.

This will be pursued by encouraging revitalization and densification of the downtown of each member municipality (the member municipality's commercial and social hub), directing new commercial development to the downtown of each member municipality, protecting commercial lands, and planning for the future commercial needs of communities by setting aside lands for future downtown growth and expansion.

e) Provide for land development patterns that maintain an adequate supply of employment land, industrial land, transportation infrastructure and services to support a diverse regional economy.

This will be pursued by ensuring plans and policies prioritize such land development patterns, by working with provincial and federal governments to ensure fiscal measures are in place to reinforce investment, and by undertaking economic development planning where necessary.

f) Implement the recommendations of the Northern SLRD Economic Development Assessment, Strategy and Action Plan and the Northern SLRD Economic Development Governance Model Feasibility Study, including working to establish an inclusive, multi-party regional economic development committee.

**Commented [CD1]:** Note: Strategic Directions have been reordered; all 2<sup>nd</sup> reading new content is shown as tracked changes.

Implementation will be pursued by undertaking a series of strategic initiatives outlined in the reports that will guide future investment in the Lillooet area economy in collaboration with the St'át'imc.

g) Support urban growth and revitalization efforts in Lillooet to expand the range of opportunities for community development beyond the Sea to Sky corridor, and to further encourage smart growth policies adopted in RGS Goal 1 - 'Compact, Complete, Sustainable Communities'.

This will be pursued by sub-regional economic development initiatives and updating of the Lillooet Official Community Plan and transportation improvements in conjunction with the Ministry of Transportation and the St'át'imc.

h) Support the preservation of waterfront facilities and port lands, including Site B (of the Squamish Estuary Management Plan), Watts Point, Squamish Terminals and Darrell Bay, which are strategic land resources for port functions and for the regional forestry industry.

This will be pursued through collaboration between the regional district, member municipalities, provincial ministries/agencies and local organizations and by ensuring Official Community Plans and Zoning Bylaws work to preserve the identified and potential strategic land resources.

i) Support the economic viability of the local agricultural sector.

This will be pursued by developing regulations that strengthen the capacity of local farmers to produce and reach their markets and highlighting/recognizing the importance of agriculture to the region's economy in decision-making.

j) Support the development of a comprehensive, locally relevant, ~~place-based~~ place-based approach to agritourism.

This will be pursued by consulting with the local agricultural community, Indigenous communities and First Nations, Ministry of Agriculture and the Agricultural Land Commission to ensure local government plans, policies and strategies reflect the provincial regulations and local needs/opportunities.

k) Work together to encourage outdoor recreation tourism, recognizing its importance to the regional economy, while at the same time working to ensure growth in this sector is aligned with the regional carrying capacity.

This will be pursued through collaboration between the regional district, member municipalities, provincial ministries/agencies and local organizations.

l) Further the work undertaken by the SLRD to advance a regional Independent Power Production (IPP) development strategy in context with integrated watershed management that provides a framework for long term IPP development.

This will be pursued by the regional district in collaboration with UBCM.



## GOAL 5 Protect Natural Ecosystem Functioning

The Regional Growth Strategy seeks to protect ecosystem functioning and to conserve and steward its natural assets. These assets include both renewable and non-renewable resources including living organisms, water, air, land, vegetation and the habitats and ecological processes that support living organisms. The quality of life in the region is directly dependent on maintaining our natural assets. Population growth in the SLRD is based in large part on the quality of life offered by the region, and with future opportunities in the tourism industry dependent on the natural environment, the Regional Growth Strategy intends to protect environmental quality and retain its spectacular natural assets.

The Regional Growth Strategy embraces *Smart Growth Principles* to guide future development and settlement patterns in a manner that best conserves natural capital and promotes natural ecosystem functioning. Issues that are of concern to the region's residents include: air quality, reduction of greenhouse gas emissions, climate change, visual quality, water quality, wildlife habitat fragmentation, environmental degradation and natural hazards. Map 3 Regional Natural Assets shows the geographic locations and extent of natural assets within the Region.

### The Regional Growth Strategy:

- (i) Supports minimizing adverse impacts by carefully managing where and how development occurs, how wastes are reduced/diverted and how resources are managed; and*
- (ii) Supports promoting ecological restoration and enhancement opportunities.*

### Natural ecosystem functioning will be protected by:

- Protecting critical and sensitive habitats and ecological areas.
- Promoting connectivity through landscape level planning and maintaining and creating wildlife corridors.
- Maintaining the integrity of watershed processes and promoting the use of best management practices in land use planning and vegetation management (e.g., land use planning and management based on natural units and systems such as drainage, watersheds and ecosystems).
- Protecting and enhancing healthy air and water quality throughout the region.
- Promoting best management practices in water conservation and surface/ground water management.
- Implementing the SLRD Solid Waste and Resource Management Plan (SWRMP).
- Undertaking noxious weed and invasive species control initiatives.
- Promoting public education of environmental issues and stewardship.
- Being prepared for the potential consequences of climate change on the region's natural resources.

## Strategic Directions

5.1 The SLRD and member municipalities agree to:

a) Consolidate existing information into an inventory (data set) of regional ecologically-sensitive areas and biodiversity values, and further develop the Sea to Sky Sensitive Habitat Atlas as a planning tool (or coarse filter) for determining significant ecologically sensitive areas (ESA's) and natural biodiversity of the region that will assist in land use decision-making.

This will be pursued through collaboration with federal and provincial agencies, regional districts and local conservation organizations.

b) Promote Best Management Practices, including bylaws that encourage development design that limits environmental impact and promotes integrated storm water management, to manage surface water, drainage and groundwater to protect the supply and quality of water resources.

This will be pursued by incorporating appropriate measures in OCPs, regulatory bylaws and public works programs.

c) Investigate the need for a regional or sub-regional water conservation strategy, aimed at educating residents on water conservation methods and reducing water consumption and introduction of tools for water conservation and demand management (e.g., metering, pricing incentives).

This will be pursued through ongoing drinking water improvement plans and review of community water service operations.

d) Strive for continuous improvement of regional air quality.

This will be pursued through implementation of the Sea to Sky Air Quality Management Plan and the region-wide use of good planning principles such as smart growth, the promotion of a carbon-neutral region, support of new technologies, and the use of clean energy sources.

e) Strive toward achieving the SLRD SWRMP goal of reducing waste to 350kgs per person per year and further progress towards Zero Waste.

This will be pursued by implementation of the SLRD SWRMP.

f) Take an active approach to responsible vegetation management, including, where appropriate, consideration of alternatives to herbicides in rights-of-way maintenance, and cost-effective measures to control the spread of noxious weeds and alien invasive species.

This will be pursued by: promoting alternatives to chemical treatments; enforcing SLRD and member municipality Soil Deposit and Removal bylaws; supporting the works of the Sea to Sky

Invasive Species Council and Lillooet Regional Invasive Species Society; and investigating the introduction of a noxious weed bylaw and awareness program (e.g. restricting fill movements, etc.).

g) Encourage community involvement and stewardship efforts, including the adoption of Bear Smart programs at the local level, and habitat conservation, restoration and enhancement.

This will be pursued through discussions with federal and provincial agencies and local conservation organizations.

h) Utilize the SLRD Integrated Sustainability Plan, adopted March 2013, to inform internal and external policy direction, organizational decision making, and implementation of the RGS.

i) Protect Drinking Water Supplies (quality and quantity).

This will be pursued through proactive land use management and planning, in conjunction with provincial agencies, health authorities and First Nations, and including the identification of future potential sources and maintenance of existing sources.

j) Promote best practices in the development and maintenance of on-site sewerage systems in unserved rural areas.

This will be pursued through collaboration with provincial agencies and health authorities and by incorporating appropriate measures in OCPs, regulatory bylaws and public works programs.

## GOAL 6 Encourage the Sustainable Use of Parks and Natural Areas

The Regional Growth Strategy advocates the sustainable use and appropriate management of parks and natural areas, to protect wildlife habitat and corridors and to maintain open space for active and passive recreation. Natural area conservation is a priority throughout the Region. The RGS promotes the sustainable use and management of parks and natural areas on a regional level in context with the Provincial Land and Resource Management Plans. Promoting the sustainable use and management of parks and natural areas on a regional level will contribute to their management by other levels of government. Defining areas for new local and regional parks and green space will create a legacy for future generations and ensure a diversity of recreational opportunities.

### The Regional Growth Strategy:

*(i) Supports maintaining the designated non-settlement areas for rural, agricultural and forestry land uses (including agricultural development in the Agricultural Land Reserve in accordance with the Agricultural Land Commission Act and Regulation, and the protection of ecological and recreational values.*

*(ii) Supports the establishment of a regional district 'Green Plan' network of local and regional parks and greenways for the purpose of recreational activities, wildlife habitats and natural ecological functions, consistent with the Provincial LRMP.*

Sustainable use of parks and natural areas will be encouraged by:

- Establishing a regional network of greenways for ecosystem, wildlife and recreational functions.
- Promoting responsible stewardship of green spaces, marine/aquatic and sensitive areas.
- Protecting public access to public lands and waterways in conjunction with the Lillooet and Sea to Sky Land and Resource Management Plans (LRMPs).
- Promoting / ensuring a variety of accessible recreational facilities.
- Ensuring opportunities for wilderness /natural (primitive) experiences.
- Recognizing significant places noted in First Nations land use plans.
- Harmonizing local, provincial & First Nations land use plans with respect to recreation.
- Building upon our reputation as a world-class outdoor recreation destination.

### Strategic Directions

6.1 The SLRD and member municipalities agree to:

a) Support the retention ~~and~~ continued operation and potential expansion of existing provincial parks as recreational and natural areas and support adventure tourism activities that are appropriate to the long-term goals of the park.

This will be pursued by supporting the provincial government in their management of existing parks and recreational areas, by advocating for increased management in high-use parks and natural areas, and through input to Crown land referral applications.

b) Explore the various options for managing green spaces and natural areas at a regional level (e.g. the establishment of a regional parks function).

This will be pursued by investigating the potential for a regional parks system and region-wide conservation strategy. A 'no net loss' policy for important natural areas will also be considered as part of a Conservation Strategy.

c) Support the creation (and management) of an inter-connected network of regional green spaces / corridors to serve as recreation and wildlife corridors, growth boundaries and wildfire interface areas.

This will be pursued by considering preparation of a regional district 'Green Plan' in collaboration with local conservation and recreation organizations, Indigenous communities and First Nations and in conjunction with actions to implement RGS Goal 5 and relevant provisions of the Provincial LRMPs.

d) Continue supporting the development of the Sea to Sky Trail as a regional amenity, and continue advancing the goals of the Sea to Sky Recreation Trails Program. As trails are developed, they will be designed to be compatible with farm and ranching operations.

This will be pursued in collaboration with provincial, regional and local land managers including the Agricultural Land Commission, land owners in the ALR, clubs and stakeholders to preserve and maintain existing trails and plan new trails for the future.

f) Continue to support local, voluntary organizations in stewardship of recreational areas and natural assets.

This will be pursued in conjunction with federal, provincial and private sector environmental conservation and restoration programs.

e) Support the management of access points to parks and natural areas within the SLRD to identify key access points, new opportunities, management strategies and important infrastructure enhancements, with an emphasis on addressing capacity issues in high-use areas.

This will be pursued through lobby efforts with the provincial government, UBCM and partnerships with local organizations.

## GOAL 7 Create Healthy and Safe Communities

The Regional Growth Strategy supports the creation of healthy, secure, safe and accessible communities. A healthy community approach is one that is continually improving the physical and social environments that people live, learn, work and play in. They are mutually supportive and allow individuals the opportunity to live in a healthy, safe and meaningful society.

The SLRD and its partners acknowledge that local governments have the ability to influence many of the determinants of community health and safety, given the interaction between land use and design, transportation planning, food systems, environmental protection, multi-hazard mitigation and recreation. The healthy communities approach includes community involvement, political commitment, volunteerism, partnerships among different community interests, and public policy that supports community health. Building complete communities with compact development can promote healthy lifestyles, including walking or cycling to work and services, and will improve environmental sustainability.

### The Regional Growth Strategy:

(i) *Supports the integration of health promotion and emergency preparedness in community planning and development.*

(ii) *Promotes cooperative, community-based initiatives to address health and safety issues.*

### Healthy and safe communities will be created by:

- Developing mixed-use, pedestrian-oriented, complete communities and neighbourhoods.
- Maintaining and strengthening sense of place, with a strong community spirit.
- Creating opportunities for improving the quality of life so that people will choose to live and remain in the region.
- Enhancing accessibilities for people with disabilities.
- Promoting high quality (level, range and appropriateness) health, social, cultural, educational, recreational, and commercial services to meet the needs of people of various ages, abilities, and income levels.
- Respecting and celebrating ethnic and cultural diversity, including First Nations heritage.
- Ensuring a safe community through attention to drug awareness, policing, and emergency preparedness.
- Bringing provincial and community partners together to work in collaboration towards the common goal of keeping our communities safe.
- Supporting 911 emergency services through-out the region.
- Building community resilience through emergency management, preparedness and response.
- Considering conflicting land uses and promoting building design that minimizes exposure to environmental contaminants and nuisances.

## Strategic Directions

7.1 The SLRD and member municipalities agree to:

a) Work in conjunction with regional health authorities, local social development organizations, School Districts, RCMP and Tribal Police to promote healthy public policy. Encourage a regional strategic plan, in conjunction with the RCMP and Tribal Police, which focuses on crime prevention, harm reduction, rehabilitation and reintegration, and restorative justice.

This will be pursued through collaboration with provincial and federal agencies and First Nations.

b) Ensure land use planning encourages the development of healthy, compact and walkable communities that promote safety through environmental design and *Smart Growth Principles*, natural hazards and environmental contaminants protection and FireSmart principles, and provisions for seniors and universal, accessible design.

This will be pursued in the review and updating of Official Community Plans and master planning processes.

c) Undertake integrated, coordinated emergency preparedness planning on a regional basis, including strategic planning for fire protection services, natural hazards management, extreme weather events, other large-scale emergencies, and expanding 911 emergency services.

This will be pursued by a Regional District committee and staff.

d) Encourage a well-functioning system of volunteerism that recognizes and acknowledges the ongoing contributions of those who improve our communities' well-being.

This will be pursued by engaging community organizations and citizens in the planning and delivery of appropriate social and community support services.

e) Work in conjunction with appropriate local agencies and vulnerable, at-risk populations to address short-term solutions and long-term strategies.

This will be pursued through discussions with provincial and federal agencies.

f) Support the development of infrastructure / recreational trail and greenway systems that link communities with regional parks.

## GOAL 8 Enhance Relations with Indigenous Communities and First Nations

The Regional Growth Strategy seeks to enhance our working relationships with the Skwxwú7mesh (Squamish), Líl'wat and St'át'imc Nations. There is significant opportunity to build constructive and enduring relationships with Indigenous communities and First Nations through the implementation of the RGS. The SLRD Board has declared itself to be a Regional District of Reconciliation and will continue to work towards turning these words into actions. The organization has adopted several calls to action from the Truth and Reconciliation Commission of Canada 2015 Summary Report, *Honouring the Truth, Reconciling for the Future*, and has endorsed in principle Call to Action #43, which calls upon all levels of government to fully adopt and implement the *United Nations Declaration on the Rights of Indigenous Peoples* (UNDRIP) as the framework for reconciliation.

The UNDRIP was adopted by the United Nations General Assembly in September 2007, and endorsed by the Government of Canada without qualification in May 2016 and by the Province of British Columbia in September 2017. The UNDRIP recognizes Indigenous Peoples' rights to their lands, and rights to self-determination, to maintain and strengthen their political, legal, economic, social and cultural institutions, to participate in decisions that could affect their rights, to maintain and strengthen their distinct spiritual relationships with their territories, to revitalize, use, develop and transmit to future generations their histories and language, and to designate and retain their own names for communities, places and persons, and to uphold their responsibilities to future generations and to conservation and protection of their territories. With mutual respect, recognition, reciprocity, and responsibility as overarching principles for stronger relationships, the SLRD and its partners acknowledge the important role local governments have in enhancing relationships between Indigenous and non-Indigenous communities and governments.

Building strong, respectful and effective working relationships with Indigenous communities and First Nations is especially important given the many growth pressures and challenges in the region and the complexity of issues facing all levels of government. While the Skwxwú7mesh, Líl'wat and St'át'imc are not signatories to a RGS under the *Local Government Act*, there are benefits in improved communication, information sharing and coordinated planning and servicing in areas of mutual interest. Engagement with Indigenous communities and First Nations will be pursued in the spirit of enhancing relationships and exploring opportunities for cooperation, collaboration and learning. The strategic direction under the RGS does not prejudice or affect any inherent Aboriginal Title, right or interest, recognizing that the legal context within which Aboriginal Title, rights and interests exist continues to evolve and change, thus impacting the ways in which Title, rights and interests are exercised.



## The Regional Growth Strategy:

*(i) Supports expanding the means of dialogue, learning and cooperation with Indigenous communities and First Nations.*

*(ii) Supports establishing MOU's, Implementation Agreements, and/or Protocol Agreements between First Nations and local governments that address issues of mutual interest/concern.*

*(iii) Recognizes Indigenous communities and First Nations have existing and distinctive Aboriginal rights, including Aboriginal Title, flowing from the ongoing and organized occupation of their traditional territories and recognized and affirmed in Section 35 of the Constitution Act (1982); implementation of the RGS will proceed without prejudice to any Aboriginal Title or rights that may currently exist, or be defined further through treaty or other processes.*

## Relations with Indigenous communities and First Nations will be enhanced by:

- Acknowledging and respecting cultural differences, while recognizing that Indigenous and non-Indigenous governments have overlapping and mutual interests, that their decisions impact one another, and that the residents in the entire region are best served by Indigenous and non-Indigenous governments working together in a spirit of cooperation.
- Formalizing communication and information sharing protocols.
- Supporting collaboration on economic development, land use planning and service partnerships and other collaborative activities among the SLRD, member municipalities and First Nations.
- Exploring and encouraging cross-cultural learning opportunities within our governments and communities.
- Building trust and shared understanding by continuing to support Community Forums.
- Understanding and respecting the differences between the distinct government authorities, their jurisdictions and responsibilities.
- Advocating resolution and accommodation of Aboriginal Title and rights.
- Acknowledging that establishing and maintaining mutually respectful and effective relationships is a shared responsibility that requires political will, joint leadership, mutual trust, accountability, transparency and an investment of resources.

## Strategic Directions

### 8.1 The SLRD and member municipalities agree to:

a) Support processes that advocate the fair and timely resolution of Aboriginal Title and rights for all Indigenous communities and First Nations within whose traditional territory the SLRD is located. This will be pursued through ongoing engagement with Indigenous communities, First Nations and senior levels of government.

b) Continue to support the creation of SLRD-Indigenous Liaison Committees to work on information sharing protocols, learning resources, and engagement tools on matters of joint interest such as land use planning, servicing, economic development, etc.

This will be pursued through discussions with Indigenous communities, First Nations and relevant member municipalities.

c) Engage with Indigenous communities and First Nations on the development and implementation of official community plans, zoning bylaws and the RGS shall be encouraged and proceed without prejudice to any Aboriginal Title and rights that may currently exist, or be further defined through treaty or other processes.

This will be pursued through referrals to adjacent Indigenous communities and First Nations and by pursuing engagement that is meaningful and timely.

d) Encourage First Nations to engage with local governments on the development of their land use plans.

This will be pursued through discussions with First Nations and referral processes to encourage coordinated land use planning and to jointly improve servicing efficiency and community liveability.

e) Continue using tools, such as Protocol / Implementation Agreements and Memorandums of Understanding, with all interested First Nations in the Region to assist with improving relationships.

f) Support an ongoing process of information sharing and mutual learning to increase understanding, build trust, and foster collaboration.

This will be pursued by supporting community-to-community forums and other opportunities for mutual dialogue and discovery.

g) Encourage opportunities to learn about the many First Nations and Indigenous communities within whose traditional territory the SLRD operates, including culture, history, laws, rights, governance, roles, and responsibilities.

This will be pursued by exploring opportunities to implement cross cultural professional development training on relevant topics and skills, such as: the history of Indigenous peoples; including the history and legacy of residential schools; the United Nations Declaration on the Rights of Indigenous Peoples; Treaties and Aboriginal rights; and intercultural competency, conflict resolution, human rights and anti-racism.

## GOAL 9 Improve Collaboration among Jurisdictions

Decision making over land use, health, safety, natural resources, environmental protection and many other issues of concern to residents within the regional district is a shared responsibility. The Regional Growth Strategy intends to improve collaboration between all levels of government within the region: municipal, regional, provincial, federal and First Nations. Better collaboration can lead to improved coordination and cooperation which in turn can reduce duplication and inefficiencies in local governance and improve service delivery. It also builds on the core competencies of existing jurisdictions so that limited resources are utilized efficiently.

### The Regional Growth Strategy

*(i) Supports expanding the opportunities for participation and communication in Regional District decision making.*

Collaboration among jurisdictions will be improved by:

- Making decisions in ways that are inclusive, coordinated, and transparent, based on mutual respect, respect for the rights of others, and a culture of collaborative management.
- Promoting early and on-going communication, and collaborative dialogue among jurisdictions with an interest in the regional district.
- Continuing to develop a collaborative, multi-faceted approach to governance.

### Strategic Directions

9.1 The SLRD and member municipalities agree to:

a) Continue using the round table format (i.e., RGS Elected Officials Forums) on a regular basis as a means for continued cross-regional communication and coordination.

This will be pursued through consultation activities related to a variety of regional issues.

b) Encourage SLRD and member municipality staff departments (administration, planning, finance, engineering, etc.) to develop mechanisms by which they may share information, collaborate and co-operate with their respective peers across the jurisdictions including, but not limited to: regular staff meetings; referral systems; working committees; etc.

This will be pursued through collaborative approaches to regional and trans-boundary issues.

c) Establish MOU's, protocol agreements and working committees between various jurisdictions (i.e., local, regional, First Nation, provincial and federal, health authorities) to improve collaboration and coordination.

This will be pursued through consultation activities related to a variety of regional issues.

d) Utilize ground rules and other protocol measures established in advance to assist with inter-jurisdictional disputes and conflict resolution.

This will be pursued through consultation activities related to a variety of regional issues.

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## GOAL 10 Protect and Enhance Food Systems

The Regional Growth Strategy endorses *Smart Growth Principles*, which includes ensuring the integrity of a productive agricultural land base. The highest and best use of agricultural land is for agriculture and the protection of agricultural land helps to promote the agricultural sector. Further, predicted changes in climate, energy costs, population growth, water availability and agricultural production suggest that protecting and enhancing the capacity of the regional food system is vital to community resilience. The ability to grow and access food is a key component of developing complete communities.

### WHAT IS OUR FOOD SYSTEM?

An integrated view of the production, processing, distribution, consumption and waste management of food.

The SLRD and its partners acknowledge that local governments have the ability to undertake local and regional approaches benefiting community-based food systems, such as: the protection, acquisition and management of agricultural land; the development and implementation of policy/regulations to encourage agriculture, including urban agriculture, and neighbourhood-based food assets; agricultural economic development; management of problem wildlife and invasive species; watershed management; riparian protection; and provision of affordable water and irrigation services. The value of our food systems is recognized and celebrated as a strength and source of economic development within the region.

### The Regional Growth Strategy:

- i. *Supports a regional food system that is healthy, accessible and resilient.*
- ii. *Promotes growth and development in the local agricultural sector.*
- iii. *Supports the protection and preservation of farmland and sustainable agriculture as the highest and best use of the Agricultural Land Reserve.*

### Food systems will be protected and enhanced by:

- Developing supportive policies and regulations for both rural/remote and urban settings.
- Maintaining the integrity of the Agricultural Land Reserve and agricultural resources, including water, land and knowledge.
- Developing mechanisms to preserve and enhance the agricultural land base for working agriculture.
- Improving the economic viability of the local agricultural sector within the region.
- Increasing community awareness of and support for agriculture.
- Strengthening regional connections, collaborations and partnerships around food systems.
- Fostering collaboration between Indigenous communities and the farming community.

- Supporting traditional and modern teachings about food preservation, seed saving, eating seasonally, and eating locally.
- Prioritizing a localized food system in support of *community food security*.
- Supporting sustainable agricultural and harvesting practices, including marine and aquaculture.
- Encouraging water conservation and climate change preparedness.

## Strategic Directions:

10.1 The SLRD and member municipalities agree to:

- Implement Agricultural Plans in conjunction with Indigenous communities and First Nations, the Ministry of Agriculture and the Agricultural Land Commission.  
This will be pursued by ensuring that local and regional land use policies and bylaws reflect and support the vision and priorities set forth in the Agricultural Plans, and by supporting local community groups, organizations and initiatives in their implementation efforts.
- Preserve the agricultural land base for sustainable agriculture through the recognition that the highest and best use of agricultural land is for agriculture.  
This will be pursued by supporting the management of the Agricultural Land Reserve (ALR) by the provincial government, encouraging the provincial government to protect the agricultural land base through the ALR, and utilizing appropriate Zoning Bylaw, OCP, and RGS policy tools to strictly regulate non-farm uses and the subdivision of farmland in accordance with the Agricultural Land Commission Act and Regulation.
- Promote agricultural viability with an emphasis on food production and sustainable practices.  
This will be pursued by working with other levels of government to ensure all jurisdictional regulations are aligned and beneficial to producers and food production, including pursuing strategies and actions to increase actively farmed agricultural land, encourage sustainable land-based aquaculture, emphasize food production, support local food processing and distribution, and reduce barriers to the economic viability of agricultural activities. This will be pursued further by encouraging communities to set policies/targets for local and sustainable food procurement.
- Strengthen regional connections with community-based food initiatives and organizations in support of an economically viable and ecologically sustainable food system.  
This will be pursued by recognizing and supporting the efforts and visions of community-based food system initiatives, strategies and organizations, including Indigenous communities and First Nations – and by ensuring that urban and rural planning facilitates greater connectivity in the food systems, including decision-making. This may also involve the development of a Regional Food System Strategy.

- e) Explore options for local governments to champion Agricultural Land Trusts, in which land is purchased for community food growing and protected in perpetuity as an investment in long-term food security.

This will be pursued by investigating the establishment of an Agricultural Land Trust Fund that could be used to purchase and/or lease agricultural land.

- f) Encourage urban agriculture and ensure the ability to grow and access food is part of developing complete communities.

This will be pursued by expanding land regulations that encourage urban agriculture throughout the community and integrate food growing (gardens, small plot farming) on regional district and municipal lands and parks. This will be further pursued by encouraging innovation with regard to land use and policies that support the food system, ensuring all new development is designed with the ability to grow and store food, including the provision of community gardens, greenhouses and community kitchens.

- g) Support opportunities to educate, increase awareness and celebrate local food systems.

This will be pursued by continuing to support: farmers markets; festivals/events; school, youth and community-based education programs; farm-to-school/institution programs; community gardens and kitchens; and traditional foods initiatives and teachings about food preservation, seed saving, eating seasonally, and eating locally.

- h) Seek input and advice from the local agricultural community on food system issues.

This will be pursued through maintaining and regularly engaging with the Agricultural Committees, Farmers Institutes/Societies and organizations, and by working with indigenous communities and First Nations.

- i) Manage wildlife/human conflicts and invasive species.

This will be pursued by continuing to engage and partner with the regional Invasive Species Councils/Societies to control invasive species on farms, participating in management solution initiatives to passively and actively deter predator populations from damaging crops (urban and rural) and livestock (such as Bear Aware), and encouraging the use of best management practices to mitigate effects of wildlife and invasive species and maximize the efficient use of resources.

- j) Ensure sustainable watershed management to support food production.

This will be pursued by considering agricultural needs in all watershed, drought, stormwater management, groundwater management and floodplain management plans.

- k) Collaborate with provincial agencies to prepare a regional agriculture climate adaptation strategy for the SLRD.

This will be pursued by engaging the food system communities throughout the regional district to collaborate with provincial agencies.

l) Reduce potential farm/non-farm conflicts.

This will be pursued through proactive land use planning, regulations and development permit areas, as well as education and communications in collaboration with the Ministry of Agriculture and the ALC.

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## GOAL 11 Take Action on Climate Change

The Regional Growth Strategy seeks to address climate change through the directions put forth in all ten SLRD RGS Goals. Additionally, the RGS recognizes the need for climate responsibility and a continued commitment to climate leadership. The Province of BC has identified the biggest sectoral contributors to *greenhouse gas (GHG) emissions* as transportation (37 percent), built environment (24 percent), industry & utilities (18 percent), and oil & gas (18 percent). Taking action on climate change will require provincial and federal leadership to support sector-based changes. It will also require local leadership and broad community commitment – by local governments, by community members, by business owners and entrepreneurs, and by visitors. Personal transport continues to be the most significant (over 50 percent of all estimated community-level emissions) contributor to local community-based GHG emissions and the single largest reason why communities are failing to maintain interim target reduction levels, suggesting that shifting the way we travel is critical.

The Regional Growth Strategy supports taking action on climate change through mitigation and adaptation. Mitigation strategies seek to reduce GHG emissions and energy consumption, with targets being critical motivators for action on mitigation. Adaptation strategies identify and address the potential local impacts of climate change, with intention of using various methods to build community *resilience*.

A RESILIENT COMMUNITY is one that takes intentional action to enhance the personal and collective capacity of its citizens and institutions to respond to and influence the course of social, economic, and environmental change. (SLRD Energy Resilience Task Force Report)

### The Regional Growth Strategy:

- (i) Supports efforts to reduce inter and intra community-based GHG emissions and energy consumption.*
- (ii) Supports planning for climate change and building community resilience through adaptation strategies that prevent or minimize key potential impacts.*
- (iii) Prioritizes land use and transportation strategies as the foundation of our climate action.*

### Action on Climate Change will be achieved by:

- Reducing community-based GHG emissions and energy consumption.
- Preventing or minimizing potential local impacts.
- Supporting localized, *renewable energy* systems toward community resilience.
- Protecting the carbon sequestration value of natural systems.
- Engaging our communities on climate change.
- Ensuring climate change mitigation and adaptation planning is integrated in all community decision-making.

## Strategic Directions:

### 11.1 The SLRD and member municipalities agree to:

#### a) Adopt Provincial GHG reduction targets.

This will be pursued by incorporating targets into SLRD and member municipality OCPs and establishing/maintaining corporate and community emissions inventories. Under the Greenhouse Gas Reduction Targets Act and reconfirmed through the Climate Leadership Plan (2016), the following targets are established for the purpose of reducing BC GHG emissions:

(i) by 2020 and for each subsequent calendar year, BC greenhouse gas emissions will be at least 33% less than the level of those emissions in 2007;

(ii) by 2050 and for each subsequent calendar year, BC greenhouse gas emissions will be at least 80% less than the level of those emissions in 2007.

#### b) Maintain status as BC Climate Action Charter signatories.

The SLRD and member municipalities are signatories to the BC Climate Action Charter. Signatory Local Governments agree to develop strategies and take actions to achieve the following goals: (i) *being carbon neutral in respect of their operations by 2012, recognizing that solid waste facilities regulated under the Environmental Management Act are not included in operations for the purposes of this Charter.* (ii) *measuring and reporting on their community's GHG emissions profile; and (iii) creating complete, compact, more energy efficient rural and urban communities (e.g. foster a built environment that supports a reduction in car dependency and energy use, establish policies and processes that support fast tracking of green development projects, adopt zoning practices that encourage land use patterns that increase density and reduce sprawl.)*

#### c) Explore the development of climate change adaptation and mitigation plans and options to measure, monitor, evaluate and report on community GHG emissions.

This will be pursued by developing/maintaining climate change adaptation and mitigation plans and/or monitoring and reporting programs, and by lobbying the province to re-establish the Community Energy and Emissions (CEEI) Inventory in support of community-level monitoring and meeting Climate Action Charter commitments.

#### d) Explore the feasibility of preparing a regional climate action strategy.

This will be pursued through discussions with federal and provincial agencies, community organizations and the Union of BC Municipalities.

#### e) Substantially reduce GHG emissions:

i. *from mobile sources*

This will be pursued by limiting growth outside of established urban areas and prioritizing infrastructure development and policies that support *preferred modes of transportation* for inter and intra community travel.

ii. *from stationary sources*

This will be pursued through collective prioritization of energy efficient development and may include establishing Green Building Policies, creating incentive structures, encouraging retrofit programs, exploring development controls, exploring district energy systems, and lobbying the province for building code extensions. Additionally, the SLRD and member municipalities agree to explore the BC Energy Step Code.

**BC ENERGY STEP CODE:**

The Province brought the BC Energy Step Code into force in April 2017. The BC Energy Step Code is a voluntary roadmap that establishes progressive performance targets (i.e., steps) that support market transformation from the current energy-efficiency requirements in the BC Building Code to net zero energy ready buildings. It establishes a set of incremental performance steps for new buildings that aims to communicate the future intent of the Building Code and improve consistency in building requirements across B.C. to transition to net zero energy ready buildings by 2032. It is a voluntary tool local governments across B.C. can use to encourage—or require—the construction of more energy-efficient buildings in their communities, and do so in a consistent, predictable way.

The BC Energy Step Code takes a new, performance-based approach rather than the traditional prescriptive approach. This means the BC Energy Step Code does not specify *how* to construct a building, but identifies an energy-efficiency target that must be met and lets the designer/builder decide how to meet it. In addition to being a voluntary standard for builders, the BC Energy Step Code may also be referenced in local government bylaws and policies as an ‘unrestricted matter’ under the Building Act.

iii. *associated with solid waste management*

This will be pursued by continuing to develop and implement policies, practices and targets toward achieving Zero Waste Goals.

f) Ensure regional/municipal decision-making is structured to achieve GHG reduction targets and energy goals.

This will be pursued by supporting compact, complete, efficient land use patterns and using an integrated asset management approach in which consideration is given to the full costs throughout an asset’s life cycle (lifecycle costs), prioritizing opportunities for GHG and energy reduction. This may also involve expanding/updating corporate purchasing policies.

g) Utilize local third party accredited carbon offset programs and explore the creation of locally and/or regionally planned and managed third party accredited carbon credit/trading systems, with potential offsets going towards tangible local projects.

This will be pursued by working with community organizations, local governments and provincial agencies/authorities.

h) Protect the carbon sequestration value of natural systems, including forested lands and wetlands, and explore opportunities to strategically acquire protected areas that contribute to climate change mitigation.

This will be pursued by protecting forested lands and wetlands under local government jurisdiction, expanding protected areas where possible, and considering carbon sequestration values in provincial referral responses.

i) Consider impacts to local community GHG emissions in decision-making around GHG-intensive industries and utilities, LNG, and commercial recreation and leisure operators.

This will be pursued through development approval and environmental assessment processes and lobbying efforts with provincial and federal government.

j) Prioritize developing strategies and taking action to reduce personal transport emissions.

This will be pursued by developing compact, complete land use patterns and expanding the share of preferred modes of transportation.

k) Encourage the development and use of renewable energy across the region.

This will be pursued through partnerships and in consultation with communities, exploring options at both the building-level and grid or system level. It may include advancing opportunities to incent small-scale, renewable energy production and use, exploring new technologies through pilot projects, and supporting provincial building code extensions and other tools to facilitate renewable energy systems in local development and construction.

l) Build climate resilience.

This will be pursued through efforts to address the vulnerability that communities have to the environmental consequences of climate change and expand the capacity of citizens, institutions and infrastructure to respond to and influence change. Special consideration must be made for those in our communities who are most vulnerable and least able to respond or influence.

m) Plan for climate change.

This will be pursued by ensuring new land use, buildings and infrastructure are planned and designed with tomorrow's climate in mind.

n) Prepare for extreme weather events, natural hazards and other large-scale emergencies that may increase in frequency and intensity as a result of climate change.

This will be pursued by expanding on emergency preparedness and management plans/strategies and enhancing community resiliency and self sufficiency – both human and physical infrastructure.

o) Pursue community engagement and consultation opportunities around climate change – with a focus on mitigation and adaptation.

This will be pursued by collaborating with local organizations, agencies, and stakeholders to build awareness, empowerment and commitment to take local action on climate change.

p) Ensure Climate Action is evidence-based.

This will be pursued by using data and modeling to inform climate action planning and decision-making.

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## Part 4 Implementation

The RGS is intended as a strategic guide to future land use development and services in accordance with the *Local Government Act*. The operational challenges will include: managing settlement growth in a manner that is consistent with the RGS *Smart Growth Principles*, while also preventing development sprawl in the rural and resource areas; improving transportation systems in a way that enhances efficiency, safety and sustainability goals; and developing the processes for communication and cooperation between local government, provincial and federal agencies and First Nations in a common commitment to responsible land use planning and management.

### Implementation Process

The RGS implementation process will involve the following tasks:

- The development and adoption of Regional Context statements within Official Community Plans, as required by the *Local Government Act*;
- Continued development of a RGS implementation program based on the directives contained in the RGS where the SLRD undertakes the required follow-up action;
- The development and application of specific Implementation Agreements between SLRD and member municipalities, provincial agencies and First Nations, where they can assist in addressing mutual concerns;
- The preparation of Implementation Guidelines, provided as resources to support collective implementation of the RGS.
- Annual progress reporting to the SLRD Board on implementation of the RGS strategic directives presented in the preceding pages;
- Annual monitoring of Integrated SLRD RGS and ISP Goals & Indicators (Appendix A).
- Implementation of completed Economic Development Studies and Agricultural Plans, which may result in amendments to the RGS.

### Regional Context Statements

Successful implementation of the RGS depends on cooperation between the SLRD and member municipalities, and the ability of local plans, policies and programs to contribute to the regional planning goals identified in the RGS. Regional Context Statements set out the relationship between the RGS and the member municipality Official Community Plans, and as such, they are the main implementation tool of the RGS.



Section 446 of the *Local Government Act* establishes the requirement for local governments to prepare Regional Context Statements. Regional Context Statements must identify the relationship between the Official Community Plan and the goals and strategic directions identified in the RGS. If applicable, Regional Context Statements will identify how the Official Community Plan will be made consistent with the RGS over time. Regional Context Statements are accepted by resolution, meaning a majority vote of the SLRD Board is needed. A regional public hearing is not required.

Regional Context Statements have been accepted for all four member municipalities.

### Coordination with Other Governments and Agencies

The SLRD will work with neighbouring jurisdictions, namely the Fraser Valley Regional District, Cariboo Regional District, Metro Vancouver Regional District, Powell River Regional District, Sunshine Coast Regional District, Strathcona Regional District, and Thompson-Nicola Regional District to facilitate the compatibility of regional growth planning and initiatives.

The SLRD and member municipalities will work with the provincial and federal governments and their agencies on major investments in the regional transportation system, expansion of affordable housing choices, the location of public facilities, and any other initiatives that supports the goals and strategies specified in the RGS.

The SLRD and member municipalities will work with the Agricultural Land Commission to protect the region's agricultural land base.

The SLRD and member municipalities will seek to build relationships and to work with First Nations. (Refer to Goal 8).

### Recognition of Aboriginal Title

First Nations have asserted/continue to exercise Aboriginal Title and rights to traditional territories within which the SLRD is located. The implementation of the RGS will proceed without prejudice to any Aboriginal Title or right that may currently exist, or be defined further through treaty or other processes.

### Implementation Agreements

Implementation Agreements (IA) will provide operational tools for ongoing RGS implementation. These agreements will identify processes and activities to implement certain provisions of the RGS.

### Implementation Guidelines

The SLRD may periodically prepare guidelines to assist in the implementation of the RGS, including but not limited to, guidelines for the preparation of and amendments to Regional Context Statements, for amendment of the Regional Growth Strategy, and, for establishing referral protocols. Implementation Guidelines are provided as resources, living outside the RGS, to support collective agreement and responsibility. They provide a set of norms that all parties of the RGS agree to and are to be read in conjunction with the SLRD RGS Bylaw No. 1062, 2008 as amended from time to time – they do not replace or supersede the content of, or requirements in, the RGS.

## Legislative Requirements

### *Annual Monitoring and Reporting*

Section 452 of the *Local Government Act* requires annual monitoring and reporting of regional growth strategies. Monitoring is the process of collecting information, analyzing trends and gauging progress toward goals. Monitoring of the RGS has two purposes – to measure progress in RGS implementation and to measure substantive improvements in the core conditions or results that are targeted by the RGS. Reporting includes evaluation and is the process of communicating the results of the monitoring.

To facilitate the monitoring and reporting process, Table X, Appendix A presents the key indicators that will be used to measure overall implementation of the RGS. Data sources and reporting procedures will be specified in the Annual Monitoring reports.

### *Five-year Review*

To ensure that the Regional Growth Strategy continues to respond to current and future needs, at least once every five years the SLRD will consider whether the Regional Growth Strategy must be reviewed for possible amendment, pursuant to Section 452 of the *Local Government Act*.

## Regional Growth Strategy Amendments

Squamish-Lillooet Regional District and member municipalities will continue to work to ensure Official Community Plan policies are consistent with the RGS Settlement Planning Map, or provide for a process that will lead to consistency over time, recognizing the economic, social and environmental benefits of compact community development, with particular attention to growth management that assists economic development in Pemberton and revitalization of the Lillooet area. The following outlines the criteria and process for considering minor amendments to the SLRD Regional Growth Strategy.

### *RGS Amendment Criteria and Process*

- a) The process to initiate amendments to the Regional Growth Strategy is by resolution of the SLRD Board. Member municipalities may, by Council resolution, request amendments; typically this will also involve a Regional Context Statement/OCP Amendment, with all amendments processed concurrently.
- b) On receipt of a resolution from a member municipality or the SLRD Board to amend the Regional Growth Strategy, SLRD staff will prepare a preliminary report for review by the RGS Steering Committee. RGS Steering Committee comments and recommendations will be forwarded to the SLRD Board to assist in its decision on whether the application should be processed as a minor or major amendment.
- c) The SLRD Board will assess the application in terms of the minor amendment criteria and determine if the amendment application should be treated as a minor or major amendment.



Table 6: Minor Amendment Criteria

MINOR Amendment Criteria
<p>Criteria under which a proposed amendment to the Regional Growth Strategy may be considered a minor amendment include the following:</p> <ol style="list-style-type: none"> <li>Where a land use or development proposal requires an amendment to the Regional Growth Strategy, and, in the opinion of the Board: <ol style="list-style-type: none"> <li>is not considered to be of regional significance in terms of scale, impacts or precedence; and</li> <li>is not inconsistent with the goals of the Regional Growth Strategy.</li> </ol> </li> <li>Those text and map amendments required to correct errors or as a result of more accurate information being received relative to existing information;</li> <li>Those housekeeping amendments to population, dwelling unit and employment projections, housing demand estimates, performance measures, tables, figures, key indicators, grammar, or numbering, that do not alter the intent of the Regional Growth Strategy;</li> <li>Anything that is determined to <i>not</i> be a minor amendment is to be treated as a major amendment.</li> </ol> <p>Although not considered an exhaustive list, the following types of amendments are considered regionally significant:</p> <ul style="list-style-type: none"> <li>Those that include land in the Agricultural Land Reserve or will negatively impact agricultural lands;</li> <li>Those that involve development of non-settlement lands that are not contiguous to existing designated settlement areas;</li> <li>Those that would have significant impacts to the regional highway system and may negatively affect level of service; and,</li> <li>Those that would have significant impacts to regional energy emissions and may negatively affect Climate Change reduction and/or adaptation.</li> </ul>

- d) An affirmative 2/3 vote of the SLRD Board members attending the meeting is required to proceed with a minor amendment process.

Table 7: Minor &amp; Major Amendment Process

MINOR Amendment Process	MAJOR Amendment Process
<p>Where the SLRD Board resolves to proceed with an amendment application as a minor amendment, the Board will:</p> <ol style="list-style-type: none"> <li>give 30 days written notice to each affected local government, including notice that the proposed amendment has been determined to be a minor amendment. The notice shall include a summary of the proposed amendment and any staff reports, other relevant supporting documentation and the date, time and place of the Board meeting at which the amending bylaw is to be considered for first reading;</li> <li>consider any representations and written comments provided by the affected local governments prior to giving first reading to the proposed amendment bylaw.</li> </ol> <p><u>Procedures for adopting the minor amendment bylaw:</u>  Where the SLRD Board resolves to proceed with an amendment application as a minor amendment, bylaw readings will require a majority vote with section 212 of the <i>Local Government Act</i> outlining voting rights and as per <del>The minor amendment bylaw shall be adopted in accordance with the procedures that apply to the adoption of a regional growth strategy under sections 212 and 437</del></p>	<p>Where the SLRD Board resolves to not proceed with an amendment application as a minor amendment, the amendment becomes a major amendment and may only be adopted through the process outlined in section 436 of the <i>Local Government Act</i>.</p>

<del>of the Local Government Act and</del> Squamish-Lillooet Regional District Procedure Bylaw No. 1260-2012, as amended from time to time. No public hearing is required for minor amendments to the RGS.	
--	--

**Commented [CD2]:** This revision was at the request of the RGS Steering Committee to add clarity as to the procedures for adopting minor amendment bylaws. It was noted that this procedural information is missing from the current RGS, but is required to be specified as per the LGA.

## Regional Context Statement Amendments

After a Regional Context Statement has been accepted by the SLRD Board there are three instances in which municipalities will be required to submit a revised or new Regional Context Statement:

1. When a new Official Community Plan is being developed.
2. When amendments to an existing Official Community Plan are proposed that are not consistent with the accepted Regional Context Statement.
3. Within five years of the Board's latest acceptance of the Regional Context Statement and/or in association with an RGS Review.

As the SLRD has it's own Minor Amendment Criteria, the RGS Bylaw must clearly state that once the affirmative 2/3's vote takes place, the amendment bylaw is adopted as per usual majority vote of those entitled to vote. See section [437 \(2\) for list for required provisions](#).

The process for amending an accepted Regional Context Statement is the same as the process for initial acceptance of the Regional Context Statement, as per Section 448 of the *Local Government Act*.

~~For Regional Context Statement revisions that trigger an RGS amendment, the SLRD requires these amendments to be processed concurrently, with the RGS amendment adopted prior to the revised Regional Context Statement being accepted.~~

**Commented [CD3]:** Removed as per DoS Referral request; action agreed to by the RGS SC at the Sept, 27, 2018 meeting.

## Roles and Responsibilities

### **Squamish-Lillooet Regional District:**

- Assist in the development and approval of Regional Context Statements and Amendments.
- Ensure Regional Context Statements are consistent with the Agricultural Land Commission Act and Regulation.
- Adopt Regional Context Statements that serve to implement RGS *Goals* and *Strategic Directions* within electoral area Official Community Plans.
- Chair and provide technical support to RGS Steering Committee.
- Coordinate follow-up implementation of the RGS *Goals* in accordance with RGS *Strategic Directions*.
- Monitor and report on implementation of the RGS *Goals*.
- Monitor RGS and ISP Indicators.

### **Member Municipalities:**

- Adopt Regional Context Statements that serve to implement RGS *Goals* and *Strategic Directions* within Official Community Plans.
- Assist and cooperate in the implementation of the RGS *Goals* and *Strategic Directions*.

### **Regional Growth Strategy Steering Committee:**

- Guide the implementation of the RGS *Goal* and *Strategic Directions*. This includes: reviewing the annual monitoring report on progress made in achieving the goals of the RGS; reviewing all requested amendments to the RGS; and guiding the process of reviewing and updating the RGS;
- Advise the Board and member municipalities on Regional Growth Strategy issues/matters, including providing comments and recommendations to the Board/Councils on proposed Regional Growth Strategy amendments and development issues of regional, inter-municipal, and inter-agency significance.

### **Inter-Governmental Advisory Committee:**

- Advise applicable local governments on the development and implementation of RGS, including RGS reviews, and to facilitate coordination of Provincial and local government actions, policies and programs as they relate to the development and implementation of the RGS.

## Glossary of Terms

**Affordable housing** means rental or ownership housing priced so that monthly payments are less than 30% of gross household income.

**Aging in Place** Aging in place means having the health and social supports and services you need to live safely and independently in your home or your community for as long as you wish and are able.

**Backcountry Resort** refers to a commercial recreation development with a maximum of 50 accommodations rooms 100 bed units that focuses on one or more recreation/ adventure tourism activities that provide a high quality recreation opportunity and which may include accessory commercial activities but no residential development other than staff accommodations.

**Commented [CD4]:** Bed units are not referenced anywhere else in the RGS and are not a term or calculation the SLRD uses. Proposing that this instead just speak to 50 accommodation rooms (which is equivalent to ~100 bed units).

**BC Energy Step Code** is a voluntary compliance path within the BCBC (via new Subsections 9.36.6. and 10.2.3. of Division B) that establishes progressive performance targets (or steps) to support transformation from the current energy-efficiency requirements in the BC Building Code to net zero energy-ready buildings by 2032. Effective April 7, 2017, the BC Energy Step Code has been introduced as an amendment to the 2012 BC Building Code (BCBC).

**Board** means the Regional Board of the Squamish-Lillooet Regional District; for the purposes of the RGS only those Board members who participate in the RGS service may participate in RGS decision making.

**Community** means an identifiable or distinct settlement of people, living and interacting with one another in a defined geographic area, who may share a common culture, values and norms and similar environmental conditions.

**Complete community** means a type of settlement where necessary and desired services, features and attributes allow residents to live, work, play, shop, and learn within close proximity of their home. A more complete community is one where there is a range of opportunities for day-to-day activities, resulting in jobs closer to where people live, accessibility to transit, shops and services near home, and a wider range of housing types.

**Community food security (CFS):** is defined as a situation in which all community residents obtain a safe, culturally acceptable, nutritionally adequate diet through a sustainable food system that maximizes community self-reliance and social justice (BC Provincial Health Services Society).

**Co-operative (co-op) Housing** means is a type of housing that residents own and operate as part of a membership.

**FireSmart** means structured and practical solutions or mitigative approaches to reduce the hazard posed by interface fires to communities and homes.

**Flex Housing** means a multi-unit built form designed for adaptability of units to accommodate changing family size and needs over time with a minimum of expense

**Food Security** exists when all people, at all times, have physical, social and economic access to sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life (United Nations Food and Agriculture Organization (FAO)).

**Food Systems** a food system provides an integrated view of and includes the production, processing, distribution, consumption and waste management of food.

**Greenhouse Gas Emissions** are any gaseous compound in the atmosphere that is capable of absorbing infrared radiation, thereby trapping and holding heat in the atmosphere. By increasing the heat in the atmosphere, greenhouse gases are responsible for the greenhouse effect, which ultimately leads to global climate change.

**Healthy community** is one that is continually creating and improving those physical and social environments and expanding those community resources that enable people to mutually support each other in performing all the functions of life and in developing to their maximum potential.

**Master Planned Communities** means larger scale developments that are non-urban, mixed use and are planned on a comprehensive basis.

**Natural Capital** refers to living organisms (i.e., plants, animals, bacteria), water, air, land, and non-renewable stocks (i.e. oil and gas, minerals). The value of natural capital is based on the quantity & quality of the goods (timber, food, fuel, genetic resources, biochemicals) and services that flow from these stocks. Services are those that are essential, support all life and are extremely complex; they include climate regulation, water purification, waste treatment, erosion control, air quality management, nutrient recycling, photosynthesis, soil formation, pest and disease control, and protection from extreme weather damage. Natural capital is one approach to ecosystem valuation, an alternative to the traditional view of all non-human life as passive natural resources, and to the idea of ecological health.

**Neighbourhood** means a local, identifiable area within a settlement area, either urban or non-urban, which has some quality or character that distinguishes it from other areas.

**Non-market housing** means housing that is owned or controlled by a government or nonprofit entity and is rented to low or moderate income households at less than market rent, or made available for purchase at less than market value.

**Non-settlement Area** means an area predominantly used for agriculture, including non-farm uses approved by the ALC in accordance with the Agricultural Land Commission Act and Regulation, rangeland, forestry, outdoor recreation or resource extraction uses or areas of undisturbed natural environments. Non-settlement areas include watersheds, conservation areas, farmland, forests, and major parks and large areas of unsurveyed Crown land. They may be characterized by some sparse settlement and localized, historic subdivisions. Parcel areas are generally greater than 15 hectares (40 acres) in non-settlement areas.

**Non-urban** means any unincorporated or incorporated settlement areas, and includes small Rural Communities, Serviced Residential areas and Rural Residential areas.

**Occupied Private Dwelling** means a separate set of living quarters which has a private entrance either directly from outside or from a common hall, lobby, vestibule or stairway leading to the outside, and in which a **person or a group of persons live permanently**.

**Preferred mode of transportation** the SLRD Prioritizes preferred modes of transportation in the following order: 1. pedestrian, bicycle and other non-motorized means (active transportation), 2. transit, rail, ferry and movement of goods, 3. private automobile (HOV, and leading low-impact technologies), 4. private automobile (SOV, traditional technology).

**Private Dwelling** means a separate set of living quarters which has a private entrance either directly from outside or from a common hall, lobby, vestibule or stairway leading to the outside (includes all dwellings – vacant, occupied by temporary residents and occupied by permanent residents).

**Region or Regional** refers to the Squamish-Lillooet Regional District and its member municipalities.

**Resilience** means the ability to anticipate risk, limit or mitigate impacts, and adapt, evolve and grow when faced with change.

**Resilient community** is self-reliant and ensures those most in need have access to essential services such as food, housing, water, and energy to support ongoing social, economic and environmental health. A resilient community is one that takes intentional action to enhance the personal and collective capacity of its citizens and institutions to respond to and influence the course of social, economic, and environmental change.

**Renewable Energy** is generally defined as energy that is collected from resources which are naturally replenished on a human timescale, such as sunlight, wind, rain, tides, waves, and geothermal heat. Renewable energy often provides energy in four important areas: electricity generation, air and water heating/cooling, transportation, and rural (off-grid) energy services.

**Rural Communities** means settlements that are closely built up, with a mix of land uses, community water and sewer systems, and a systematic street pattern. Rural Communities generally have a population of less than 1,000 people.

**Rural Residential** means a settlement that contains dispersed residential uses usually on small acreage parcels, which are not serviced by community water or sewer services.

**Senior (housing)** means an adult aged 55 years or older. Note housing programs, partners and housing providers may define senior by a different age.

**Serviced Residential** means a settlement that contains primarily residential uses serviced by community water and/or sewer systems.

**Settlement Area** means an area of predominantly residential use at varying densities. These may be either urban or non-urban.

**Smart Growth** means a pattern of development that makes efficient use of our limited land base and our existing infrastructure systems, protects important resource lands and natural areas, promotes a wide variety of transportation and housing options, creates more complete communities, and fosters high quality and environmentally sensitive development practices. Smart growth recognizes the connections between development and quality of life, and leverages new growth to improve the community.

**Transportation Demand Management** programs designed to reduce demand for transportation through various means, such as the use of transit and of alternative work hours.

**Urban** means a closely built up settlement characterized by buildings, asphalt, concrete, and a systematic street pattern within an incorporated municipality. Urban areas include residential, commercial, industrial, transportation, communications, utilities, and mixed urban land uses. Undeveloped land completely surrounded by developed areas, such as cemeteries, golf courses, and urban parks is recognized within urban areas. The extent of urban areas is determined by the existence of a dense systematic street pattern and the relative concentration of buildings.

**Urban Containment Boundary** refers to a set of land-use regulations that prohibit urban level development outside a certain boundary; they are a regulatory tool used to shape the geographical pattern of urban growth.

**Zero Waste** means the goal of eliminating waste wherever possible by encouraging a systems approach to avoid the creation of waste in the first place. A Zero Waste Systems approach turns material outputs from one process into resources for other processes.

**PLANNING TERMS:**

**Vision:** an overall description of our desired future.

**Goals:** elements that collectively comprise the realization of our vision.

**Strategic Directions:** actions designed to guide RGS implementation.

## APPENDIX A Integrated SLRD RGS and ISP Goals & Indicators

Table 8 outlines a series of indicators developed for the purposes of tracking and evaluating trends in community growth and development. Each indicator has an accompanying description in order to obtain data. The indicators are based not only on *Smart Growth Principles* but align with the indicators of the SLRD Integrated Sustainability Plan (ISP), thereby allowing collection of data to serve two monitoring programs within the SLRD.

An important outcome of the RGS will be to monitor these indicators over time to evaluate the progress made, or changes occurring within these key parameters, as a measure of how well the region is managing the overall quality of life of present and future generations.

*Table 8: Integrated RGS and ISP Monitoring*

RGS & ISP GOAL	INDICATORS	DESCRIPTION
<b>GOAL 1 FOCUS DEVELOPMENT INTO COMPACT, COMPLETE, SUSTAINABLE COMMUNITIES</b>	Energy Use	Total energy used
	Greenhouse Gas Emissions	Total greenhouse gas (GHG) emissions
	Landfill Waste	Total amount of solid waste sent to landfills from SLRD communities.
	Population Density	Population per ha of developed land
<b>GOAL 2 IMPROVE TRANSPORTATION LINKAGES AND OPTIONS</b>	Highway Safety	Fatalities on certain highways
	Transit Commutes	Percent commuting to work via transit
	Number of Vehicles	ICBC vehicle ownership data
<b>GOAL 3 GENERATE A RANGE OF QUALITY AFFORDABLE HOUSING</b>	Housing Affordability	Ratio of median income to median assessed residential property value
	Housing Diversity	Diversity of housing stock in settlement areas, including mixed use where possible for new areas
<b>GOAL 4 ACHIEVE A SUSTAINABLE ECONOMY</b>	Diversity of Industry	Labour force concentration in industries that bring in outside money to the region (export-like industries such as tourism, logging, building homes, etc.)
	Median Income	Real median income of SLRD based tax filers



	Total Income	Total income reported by SLRD based tax filers
	Room Revenue	Room Revenue for the SLRD tourism Communities
	Population	Population and Sustainable Population Ratios
	Connectivity	Number of communities (and/or residents and businesses) with access to high speed communications technology
<b>GOAL 5 PROTECT NATURAL ECOSYSTEM FUNCTIONING</b>	Species at Risk	Number of vascular species at risk within the SLRD
	Water Use	Total amount of water extracted then delivered from municipal and SLRD water plants to end users in the SLRD.
	Regional Air Quality	Number of hours where the AQI for Whistler and Squamish is below low
<b>GOAL 6 ENCOURAGE THE SUSTAINABLE USE OF PARKS AND NATURAL AREAS</b>	Recreation Facilities	Recreation facilities and parks/ fields area.
	Commercial Recreation Operators	The number of commercial operators in the region (indicator aims to represent the commercial recreation activity in the SLRD)
<b>GOAL 7 CREATE HEALTHY AND SAFE COMMUNITIES</b>	Child Development	Proportion of total kindergarten children considered vulnerable based on the Early Childhood Development Index (EDI).
	Drinking Water Quality	Drinking Water Quality Index
	Socio-Economic Index	BC Stats Socio-Economic Index
	Leisure Activity	The population aged 12 and over who reported an active or moderately active level of physical activity on Canadian Community Health Survey
	Trail Length	The length of official commuter trails as well as recreation trails that are generally accessible to a large segment of the population (lower grade, wider, gravel or paved).
<b>GOAL 8 ENHANCE RELATIONS WITH INDIGENOUS COMMUNITIES AND FIRST NATIONS</b>	SLRD-Indigenous Meetings	The number of meetings held between the SLRD and Indigenous communities and First Nations on an annual basis.
<b>GOAL 9 IMPROVE COLLABORATION</b>	Voter turnout	Proportion of the registered voters voting in SLRD Community/ Electoral Area elections
	RGS Collaboration	Number of RGS steering committee meetings

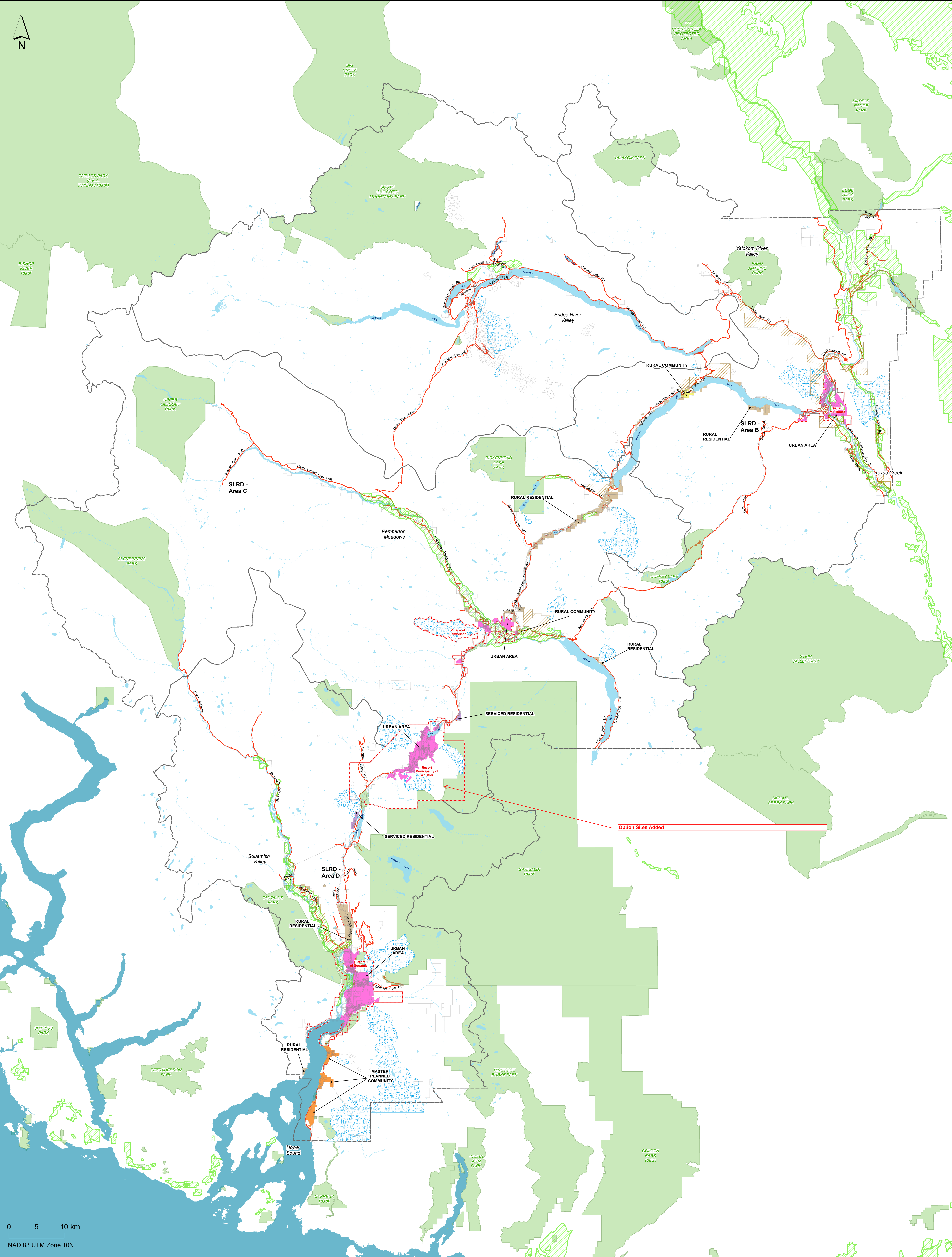
<b>GOAL 10 PROTECT AND ENHANCE FOOD SYSTEMS</b>	Active Farms	Total ha of active farms
	Status of the ALR	Number of subdivisions; number of non-farm use applications approved; amount of land removed from the ALR; amount of land included in the ALR.
	Urban Agriculture	Total ha of urban agriculture (community gardens, greenhouses, small plots, etc.) Number of people participating in community garden programs.
<b>GOAL 11 TAKE ACTION ON CLIMATE CHANGE</b>	Energy Use	Total energy used
	Greenhouse Gas Emissions	Total greenhouse gas (GHG) emissions

DRAFT

## REGIONAL GROWTH STRATEGY MAPPING

DRAFT





# Regional Settlement Plan - Map 1

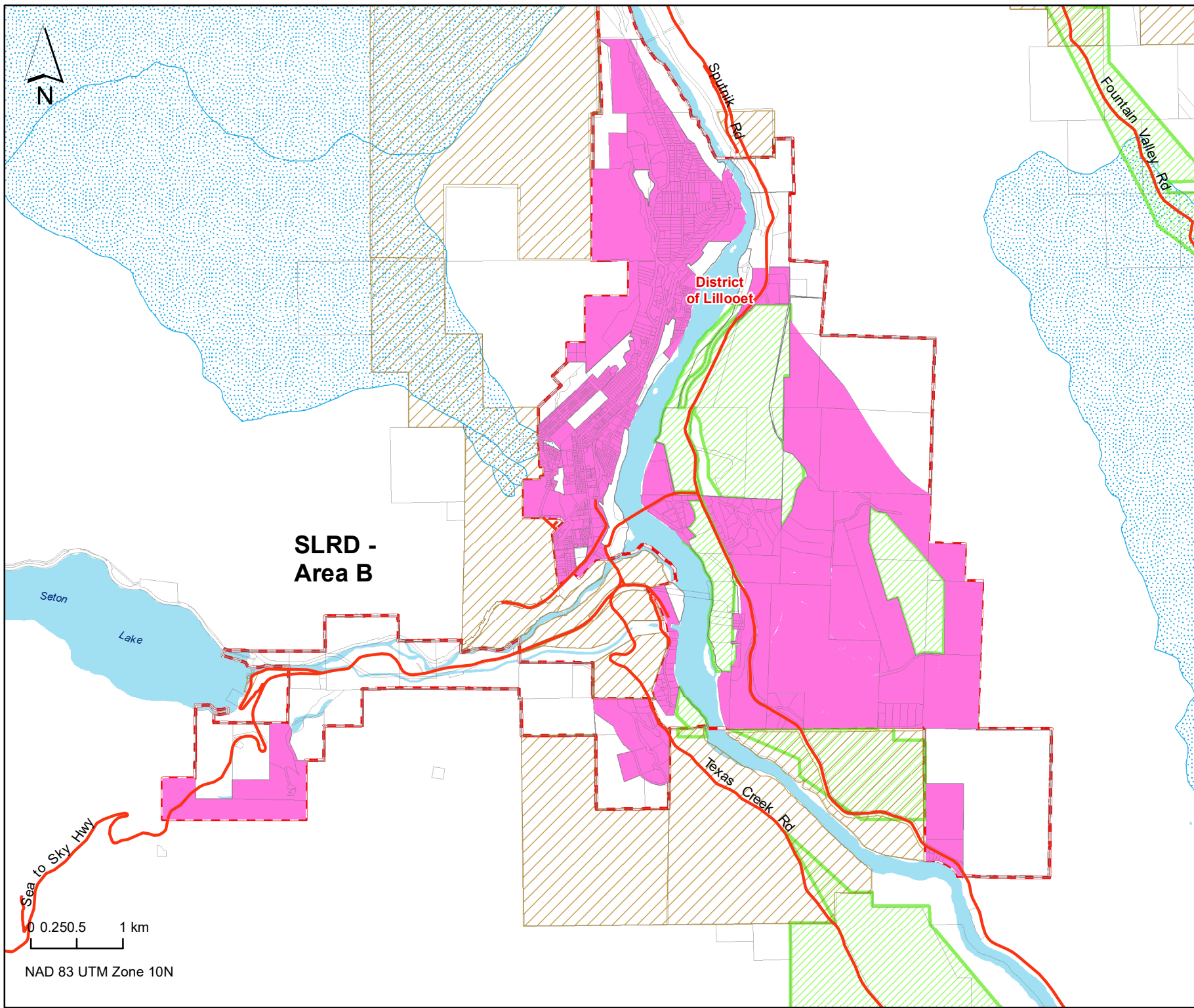
## Squamish - Lillooet Regional District

### Bylaw No. 1062

Indigenous Reserves	Community Watersheds	<b>Regional Land Use Designation</b>	Master Planned Community	Non-Settlement Area
Agricultural Land Reserve	Municipal Boundaries	Urban	Rural Residential	
Parks & Protected Areas	Electoral Area Boundaries	Rural Community	Serviced Residential	



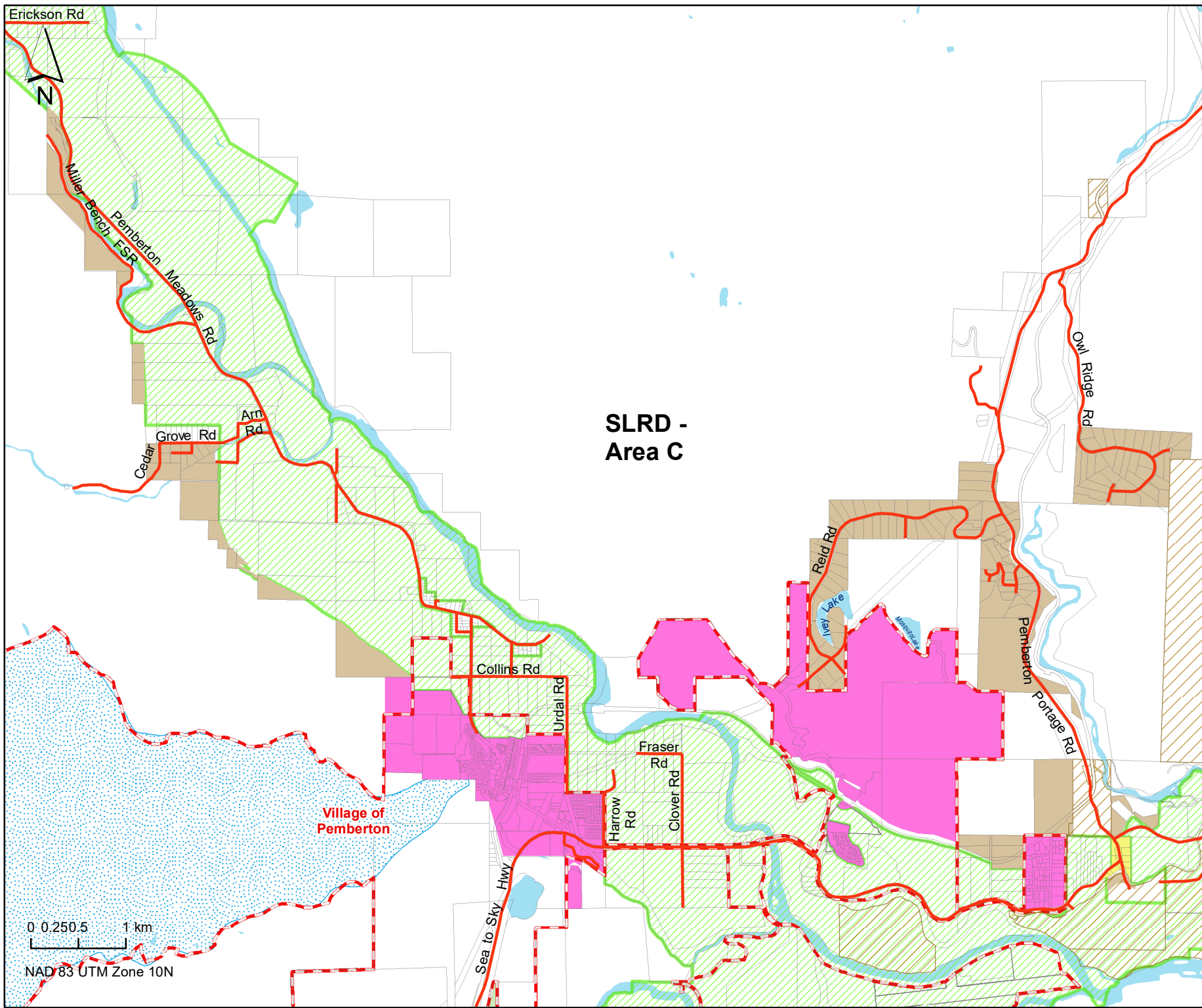




# Lillooet Settlement Plan

Appendix B  
Squamish - Lillooet Regional District  
Bylaw No. 1062  
Map 1a

- Indigenous Reserves
- Agricultural Land Reserve
- Community Watersheds
- Municipal Boundaries
- Electoral Area Boundaries
- Urban
- Rural Community
- Master Planned Community
- Rural Residential
- Served Residential
- Non-Settlement Area



# Pemberton/Area C Settlement Plan

Squamish - Lillooet  
Regional District  
Bylaw No. 1062  
Map 1b

- Indigenous Reserves
- Agricultural Land Reserve
- Parks & Protected Areas
- Community Watersheds
- Municipal Boundaries
- Electoral Area Boundaries
- Urban
- Rural Community
- Master Planned Community
- Rural Residential
- Serviced Residential
- Non-Settlement Area





0 0.25 0.5 1 km

NAD 83 UTM Zone 10N

Resort  
Municipality  
of Whistler

Village of  
Pemberton

SLRD - Area C

Soo River FSR












Sea to Sky Hwy

Riverside Dr

GARIBALDI  
PARK

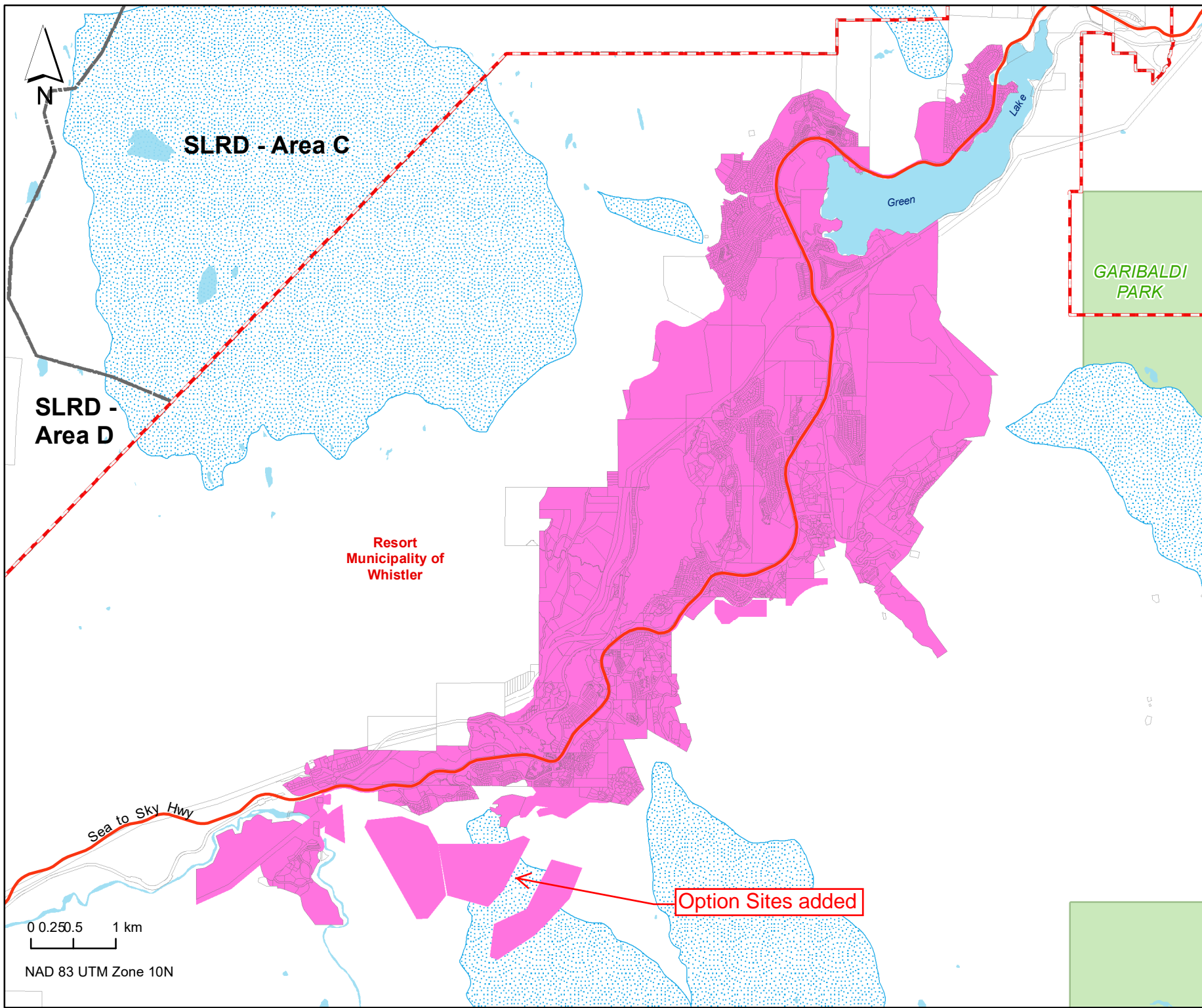
## Pemberton/Area C Settlement Plan

### Squamish - Lillooet Regional District Bylaw No. 1062 Map 1c

-  Agricultural Land Reserve
-  Parks & Protected Areas
-  Community Watersheds
-  Municipal Boundaries
-  Electoral Area Boundaries
-  Urban
-  Rural Community
-  Master Planned Community
-  Rural Residential
-  Serviced Residential
-  Non-Settlement Area







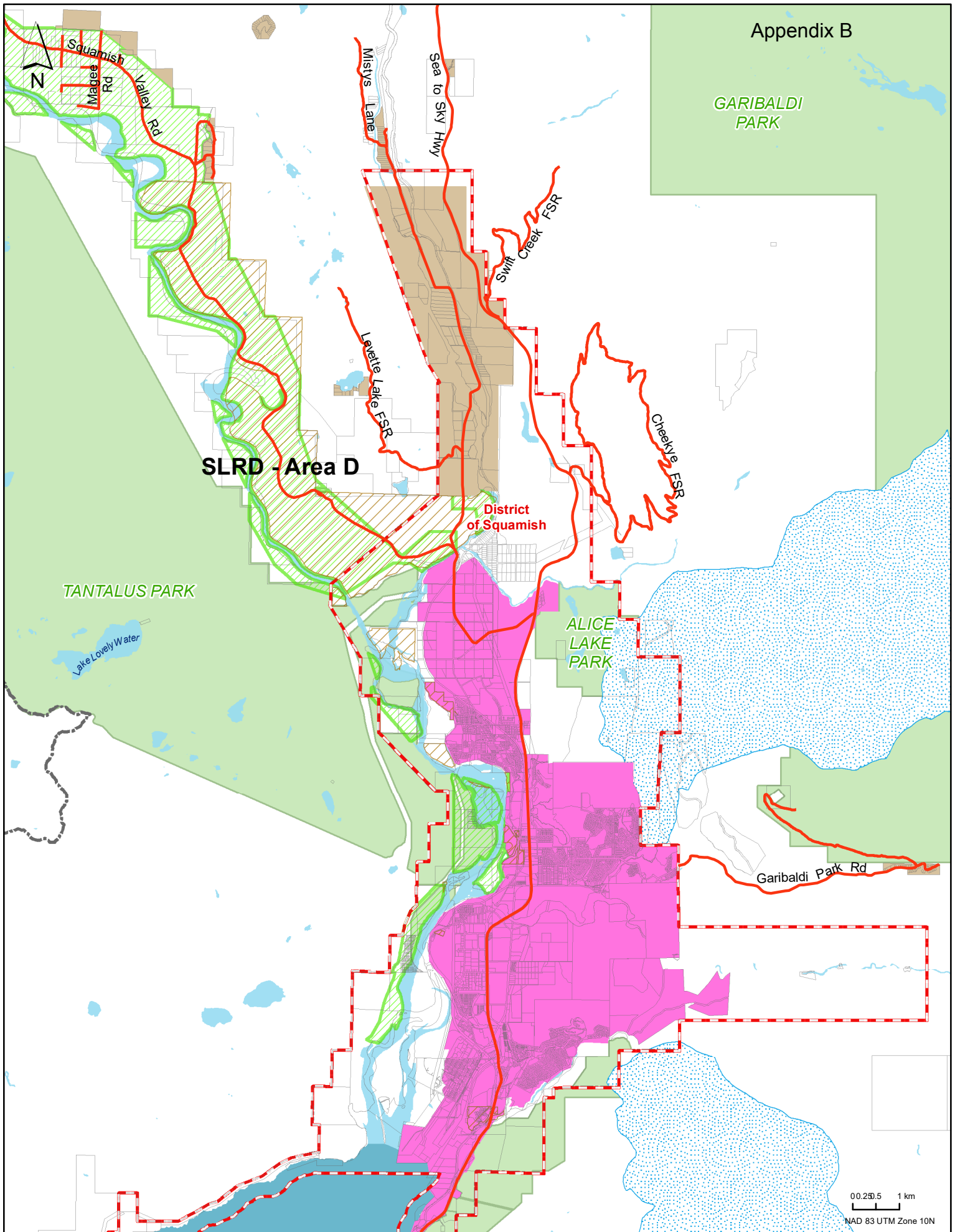
# Whistler Settlement Plan

Squamish - Lillooet  
Regional District  
Bylaw No. 1062  
Map 1d

- Parks & Protected Areas
- Community Watersheds
- Municipal Boundaries
- Electoral Area Boundaries
- Urban
- Rural Community
- Master Planned Community
- Rural Residential
- Serviced Residential
- Non-Settlement Area













# Squamish Settlement Plan

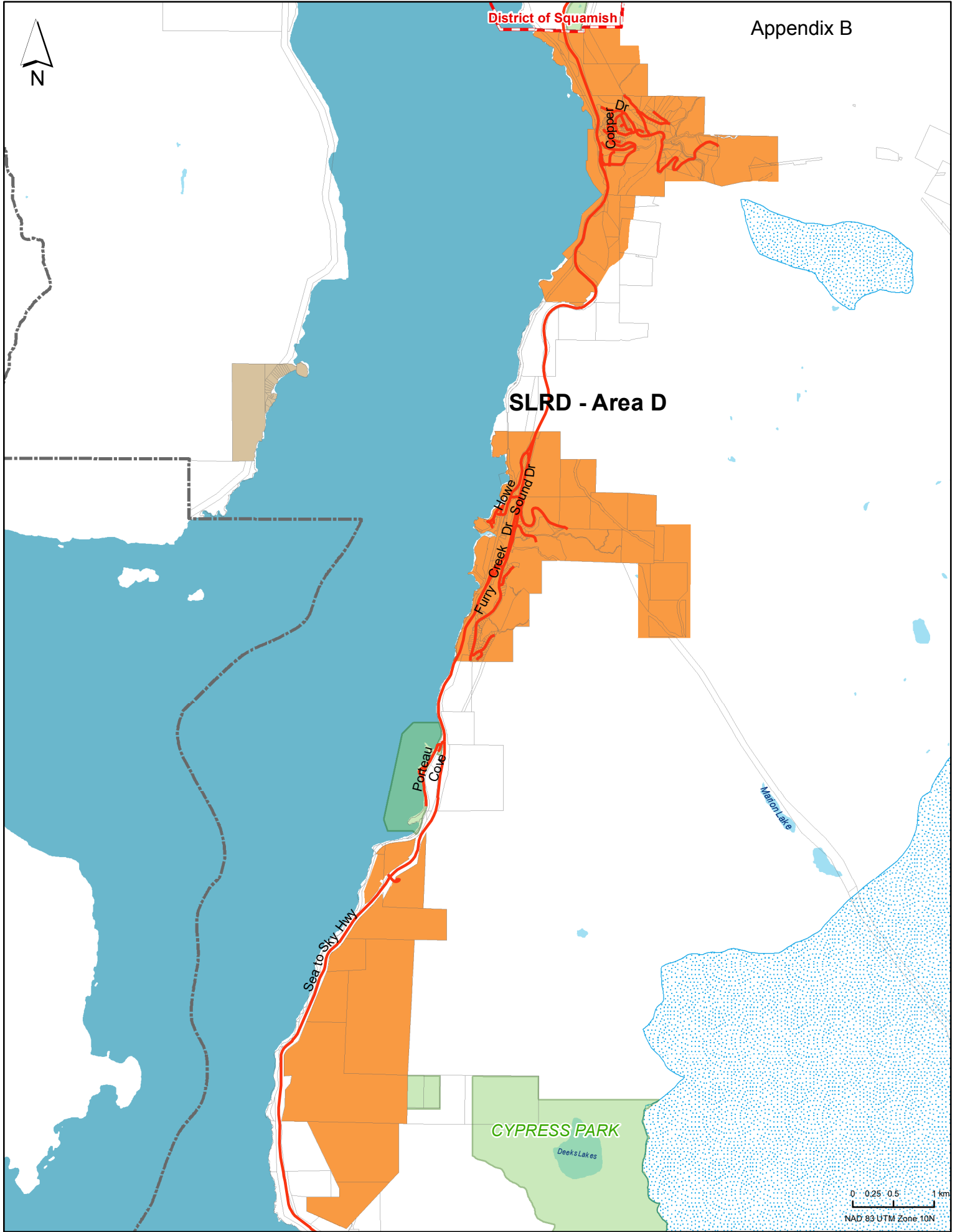
Squamish - Lillooet Regional District  
Bylaw No. 1062  
Map 1e

-  Indigenous Reserves
-  Agricultural Land Reserve
-  Parks & Protected Areas

-  Community Watersheds
-  Municipal Boundaries
-  Electoral Area Boundaries








-  Urban
-  Rural Residential
-  Non-Settlement Area



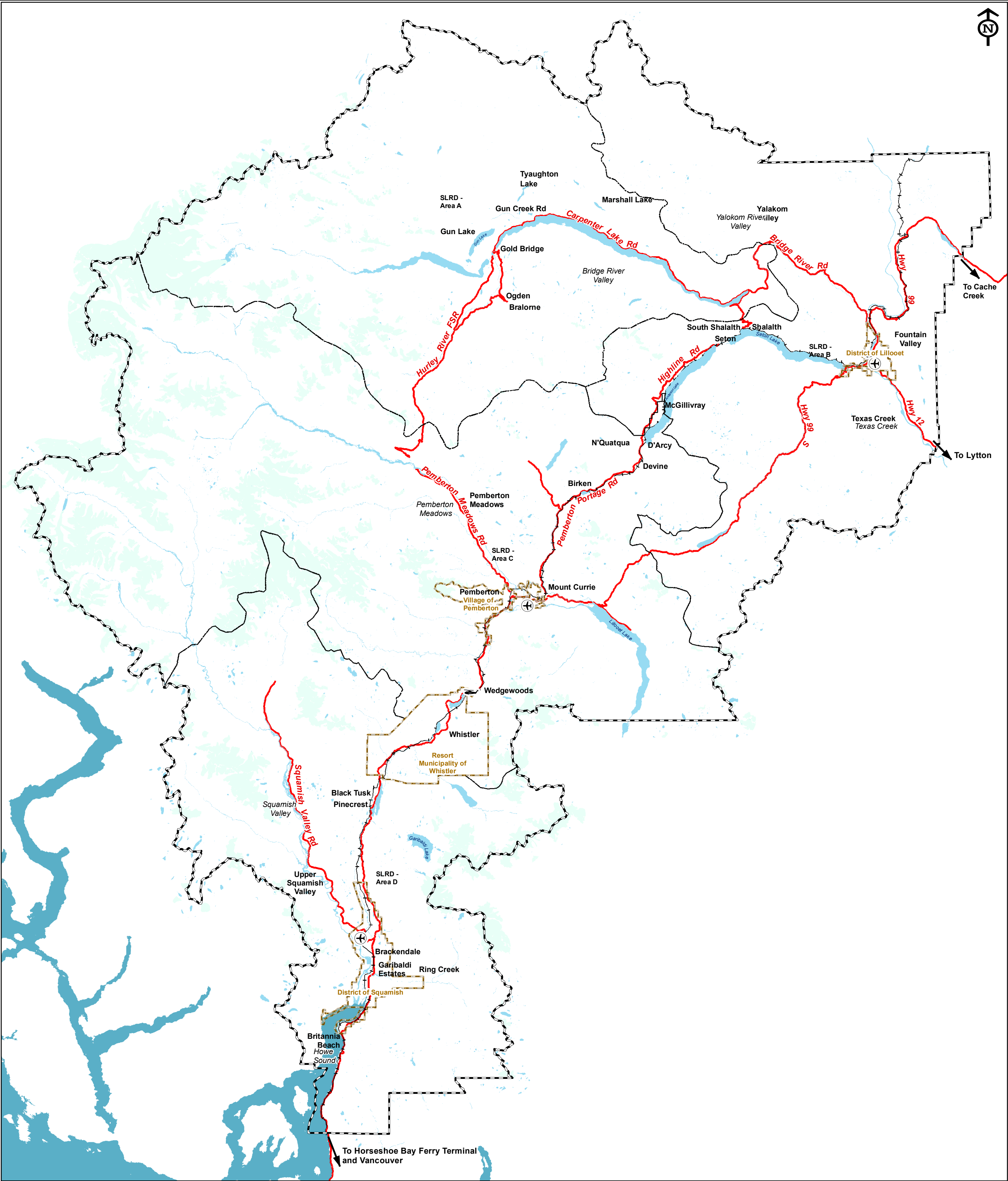


# Howe Sound Settlement Plan

Squamish - Lillooet Regional District  
Bylaw No. 1062  
Map 1f

- |   |  |
|---|--|
|  Parks & Protected         |  Master Planned Community |
|  Community Watersheds      |  Rural Residential        |
|  Municipal Boundaries      |  Non-Settlement           |
|  Electoral Area Boundaries |  |





Squamish - Lillooet Regional District  
Bylaw 1062 Map 2

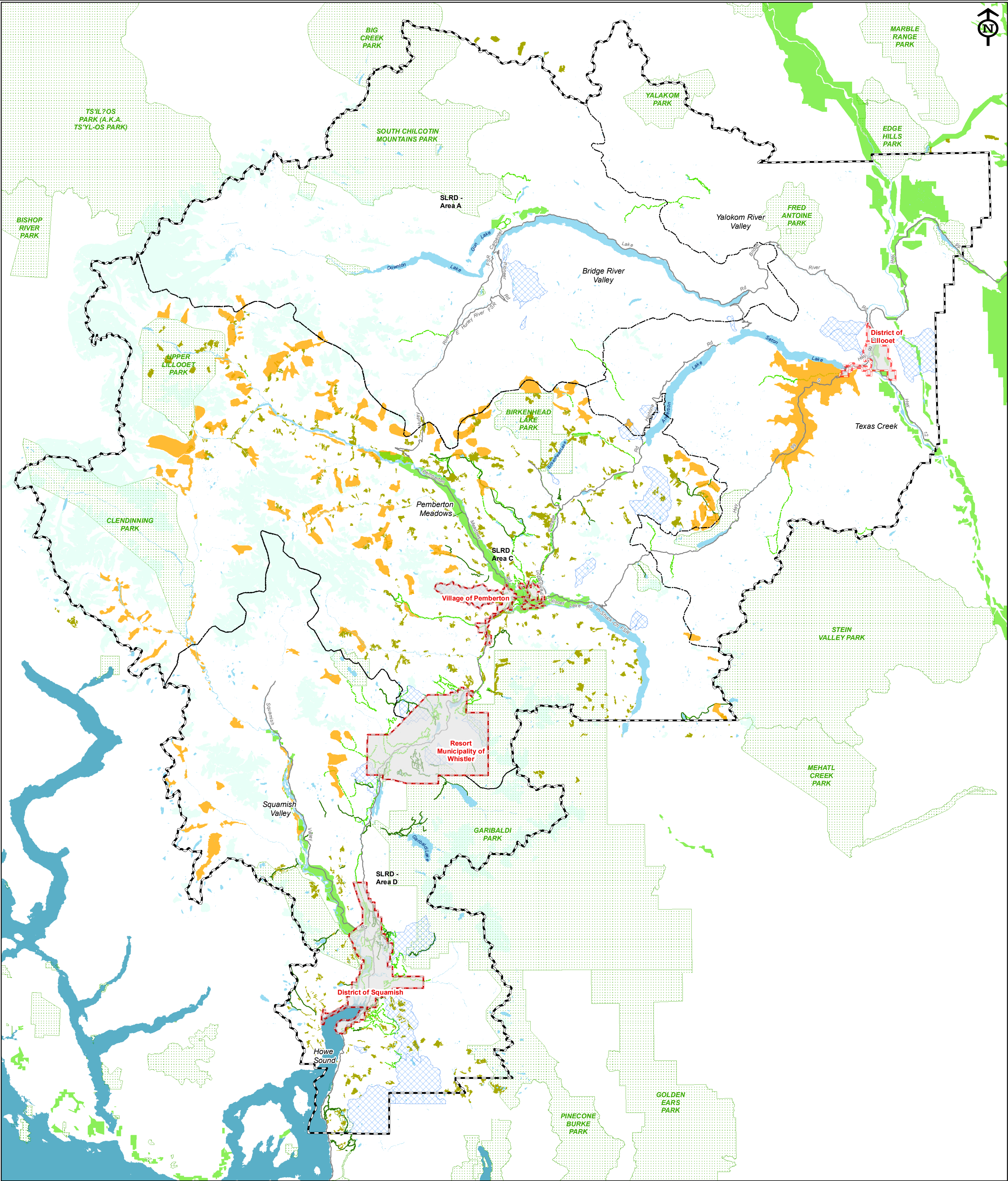
REGIONAL TRANSPORTATION

- |                           |          |         |                |
|---------------------------|----------|---------|----------------|
| Municipal Boundaries      | Heliport | Railway | Ocean          |
| Electoral Area Boundaries | Airstrip | Road    | Lakes & Rivers |
| SLRD Boundary             |          |         |                |

0 5 10 km  
NAD 83 UTM Zone 10N







Squamish - Lillooet Regional District  
Bylaw 1062 Map 3

REGIONAL NATURAL ASSETS

- |                           |                |                             |                          |
|---------------------------|----------------|-----------------------------|--------------------------|
| SLRD Boundary             | Ice Masses     | Wildlife Habitat Areas      | Forest Tenure Rec Trails |
| Municipal Boundaries      | Ocean          | Old Growth Management Areas | Recreation Trails        |
| Electoral Area Boundaries | Lakes & Rivers | Agricultural Land Reserve   | Parks & Protected Areas  |
| Community Watersheds      |                |                             |                          |

0 5 10 km  
NAD 83 UTM Zone 10N



**SQUAMISH-LILLOOET REGIONAL DISTRICT**

**BYLAW NO. 1562-2018**

A bylaw to amend the Regional Growth Strategy for the Squamish-Lillooet Regional District

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**WHEREAS** the *Local Government Act* provides for a regional district to undertake the development, adoption, implementation, monitoring and review of a regional growth strategy under Part 13,

**AND WHEREAS** the Squamish-Lillooet Regional District adopted a regional growth strategy on June 28, 2010,

**NOW THEREFORE** the Board of the Squamish-Lillooet Regional District, in open meeting assembled, enacts as follows:

1. This bylaw may be cited for all purposes as “Squamish-Lillooet Regional District Growth Strategy Bylaw No. 1062, 2008, Amendment Bylaw No. 1562-2018”.
2. The Squamish-Lillooet Regional District Growth Strategy Bylaw No. 1062, 2008 is amended as follows:
  - (a) By updating the Summary of Amendments table to include this bylaw.
  - (b) Schedule “A” attached to and forming part of Bylaw 1062, 2008 is hereby deleted and replaced with a new Schedule A, as attached.

WRITTEN NOTICE GIVEN TO AFFECTED LOCAL GOVERNMENTS on the 2<sup>nd</sup> day of May 2016.

READ A FIRST TIME this 18<sup>th</sup> day of APRIL, 2018.

READ A SECOND TIME this 24<sup>th</sup> day of OCTOBER, 2018.

UNANIMOUS ACCEPTANCE RECEIVED BY AFFECTED LOCAL GOVERNMENTS as of the day of 2018.

READ A THIRD TIME this day of , 2018.

ADOPTED this day of , 2018.

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Chair

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Kristen Clark  
Corporate Officer

# Squamish-Lillooet Regional District Regional Growth Strategy

Schedule "A" to Bylaw 1062, 2008







## Our Mission

To enhance the quality of life of constituents through the facilitation of regional and community services for the benefit of present and future generations.

SUMMARY OF AMENDMENTS  
CONSOLIDATED FOR CONVENIENCE ONLY

Consolidated bylaws are consolidated for convenience only and are merely representative. Each consolidated bylaw consists of the original bylaw text and maps, together with current amendments which have been made to the original version. Copies of all bylaws (original and amendments) may be obtained from the SLRD Planning and Development Department.

<b>BYLAW NO.</b>	<b>SUMMARY OF BYLAW AMENDMENTS</b>	<b>DATE OF ADOPTION</b>
1356 – 2014	Regional Growth Strategy Housekeeping Amendment Bylaw	January 28, 2015
1367 - 2014	Text Amendment	March 18, 2015
1514 - 2017	Growth Management Text Amendments	February 28, 2018
1562 - 2018	Regional Growth Strategy Review	



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## PART 1

### Introduction

The Regional Growth Strategy for the Squamish-Lillooet Regional District (SLRD) is an initiative of the SLRD, the District of Squamish, the Resort Municipality of Whistler, the Village of Pemberton and the District of Lillooet. The purpose of a regional growth strategy under Part 13 of the *Local Government Act* is to

***“promote human settlement that is socially, economically, and environmentally healthy and that makes efficient use of public facilities and services, land and other resources.”***

The Regional Growth Strategy provides a broad policy framework describing the common direction that the regional district and member municipalities will follow in promoting development and services that are sustainable, recognizing a long-term responsibility for the quality of life for future generations. A sustainable future is one that provides for balanced economic, social and environmental well-being and acknowledges the duty to use land and resources in a way that does not diminish their natural capacities and intrinsic values. The SLRD Board recognizes the benefit of endorsing a science and systems based framework for planning towards sustainability. To this end, we understand the benefit of creating a long-term vision informed by the key (science-based) principles of sustainability, and then 'looking back' to the present to reveal the steps that will take us closer to our vision. Subsequent planning and decision-making will be guided by our vision of a sustainable future, including the Smart Growth Principles that form the basis of the Regional Growth Strategy.

The Regional Growth Strategy will assist all parties with an interest in the region to:

1. Work together to address matters of common regional concern;
2. Demonstrate respect for each other's jurisdictions and processes;
3. Maintain good communications and coordination with respect to land use and other decisions of a regional and sub-regional nature;
4. Create a long-term vision informed by the key principles of sustainability and embark on a path to our future in a manner that finds a responsible balance between the environmental, economic, and social needs of our communities.

The SLRD Regional Growth Strategy supports collaborative planning and consensus-based problem solving across the region. It is important to acknowledge that First Nations Land Use Plans and Provincial Land and Resource Management Plans exist alongside the Regional Growth Strategy. A key focus is to encourage coordination and cooperation between local, senior and First Nations governments in providing greater economic certainty and balancing community development, recreation and tourism, and environmental protection in the region. Through this approach to decision-making, we will embark on a path to our future in a manner that works toward a prosperous balance between the environmental, economic, social and health needs of our communities.

## PART 2

### Context

#### *Overview*

The Squamish-Lillooet Regional District (SLRD) is a complex region, comprising a wide range of landscapes and lifestyles and covering a total area of 16,500 square kilometers of land. Straddling the southern Pacific Ranges of the Coast Mountains, the SLRD encompasses a diversity of ecosystems and biogeoclimatic zones, from the wet Coastal Western Hemlock zone along Howe Sound, to the drier Interior Douglas Fir zone of the Lillooet River watershed. The land is varied and includes steep mountainous terrain, heavily forested areas, glaciers, river valleys and floodplains. Approximately 20 percent of the SLRD landscape is located within parks and protected areas, yet the least protection is afforded to the biologically diverse, lower elevation areas that are also most desirable for human settlement. The SLRD contains a range of settlement types from rural farming neighbourhoods like Pemberton Meadows and Texas Creek, to small, historic mining towns like Bralorne, to the international mountain destination resort municipality of Whistler. There are four incorporated municipalities and four electoral areas in the SLRD, as shown on Figure 1 – SLRD RGS Context Map. The four municipalities are: the District of Lillooet, the Village of Pemberton, the Resort Municipality of Whistler and the District of Squamish. The four electoral areas are: Area A (Upper Bridge River Valley), Area B (Pavilion Lake / Yalakom Valley / Texas Creek), Area C (Pemberton Valley / Mount Currie to D'Arcy corridor) and Area D (Howe Sound East / Upper Squamish Valley / Squamish to Whistler corridor). All four municipalities and three electoral areas (Areas B, C and D) participated in the development and continue to support the implementation of the RGS. The Regional Growth Strategy does not apply to Electoral Area A, which was permitted to opt out of the RGS.

The SLRD is found within the traditional territories of several First Nations, including the Skwxwú7mesh (Squamish), St'át'imc and Líl'wat, which is a distinct Nation with linguistic, cultural, familial and political ties to the St'át'imc Nation. Each Nation is independent and self-governing. Small parts of the SLRD also overlap with the traditional territories of the Stó:lō, Tsleil-Waututh, Nlaka'pamux, Tsilhqot'in, and Secwepemc Nations.

Economic change has been dramatic in the region, with primary resource extraction and manufacturing in decline and being replaced by tourism and service sector jobs as a primary source of income. The northern part of the SLRD, including Lillooet and surrounding Electoral Areas A and B, is challenged by slow population growth and economic change, while the southern communities of the Sea-to-Sky Corridor face population growth pressures and escalating housing costs. The diversity in contexts creates challenges for regional planning, as the needs and goals of these sub-regions vary significantly.

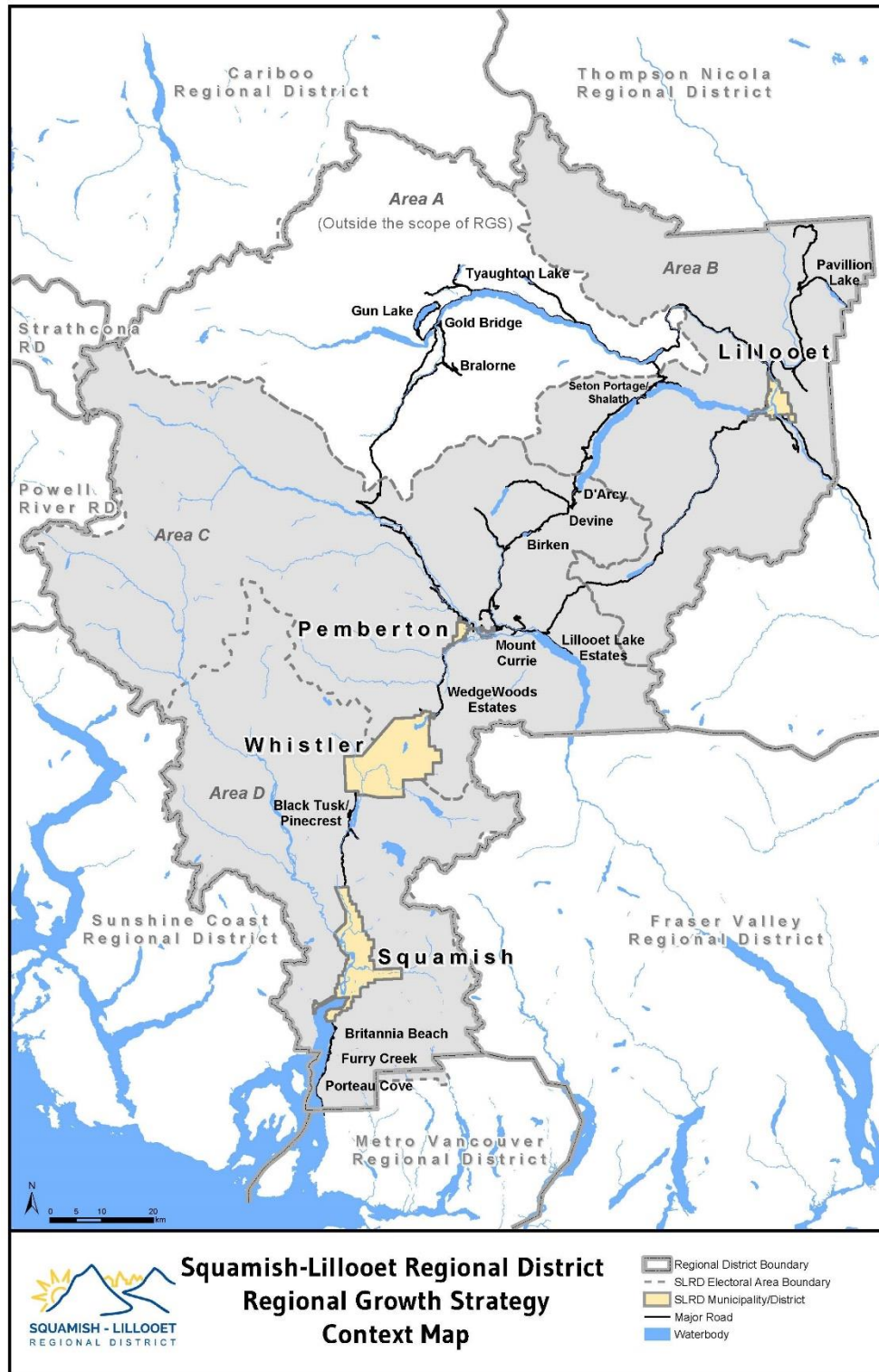


Figure 1: SLRD RGS Context Map

## RGS Projections – Population, Dwelling Unit & Employment Projections

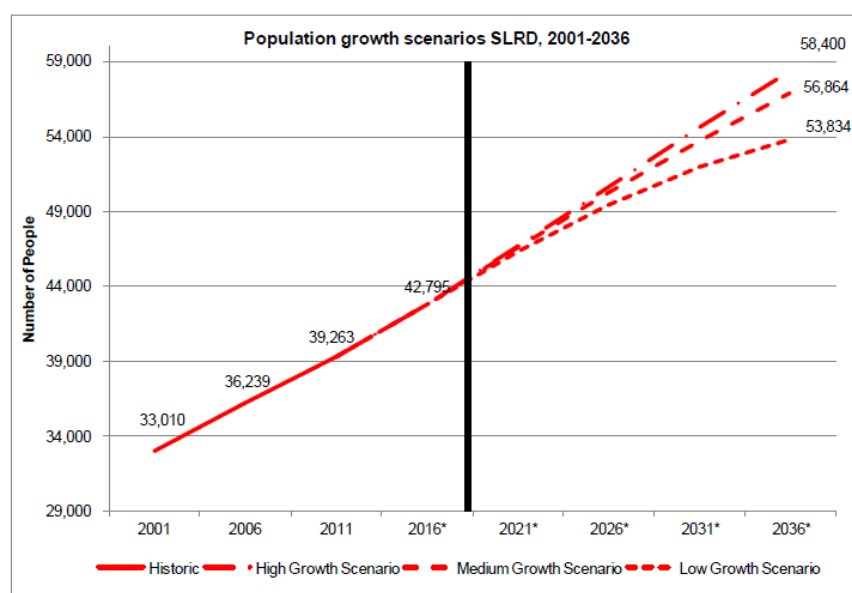
The RGS population projections estimate the likely path of population growth in the Region and can provide valuable information for evaluating long-term housing and employment goals. The dwelling unit projections are based on the population projections and look at shifts in composition of housing across the Region as well as the location of the bulk of housing growth. The employment projections highlight important and potential growth industries related to the provincial economy.

*Table 1: RGS Projections Summary - Population, Dwelling Units & Employment*

<b>Population (2016-2036)</b>	14,069 additional people (medium growth scenario)	Total projected population: 56,864 (medium growth scenario)
<b>Dwelling Units (2016-2036)</b>	5,518 additional dwelling units (occupied private dwellings)	Total projected dwelling units: 21,899 (occupied private dwellings)
<b>Employment (2011- 2026)</b>	5,442 additional jobs	Total projected labour force: 28,098

### Population Projections

The Region has and continues to experience considerable growth. The SLRD grew from 29,401 people in 1996 to 42,665 by 2016, at an average annual growth rate of 2.28 percent – a total increase of 13,394 people or 670 people per year. Under a medium growth scenario, the population of the SLRD is expected to grow from 42,665 in 2016 to 56,864 in 2036; this represents an average annual growth rate of 1.5 percent. During the same period, Metro Vancouver is also expected to have an average annual growth rate of 1.5 percent, while the Province is expected to experience an average annual growth rate of 1.2 percent.



*Figure 2: Population Projection, Three Scenarios for SLRD, 2001-2036; Source Urbanics Consultants Ltd. 2017*

The population projections include several important implications for the Region over the next 20 years:

- The SLRD will see a significant increase in population.
- The bulk of the population resides in the “working-age” segments between the ages 15 and 64 which are expected to incur the largest rates of population growth, though a slight decrease in percent of population (from 73 percent (31,256) to 67 percent (37,965)). In spite of the overall decline in population share, this age-cohort is expected to add 6,709 people from 2016 - 2036.
- The under 15 segment is expected to decrease from 17 percent of the population (7,240) to 16 percent (9,349). In spite of the overall decline in population share, this age-cohort is expected to add roughly 2,109 residents from 2016 - 2036.
- The 65 and older segment is expected to grow from 10 percent of the population (4,299) to 17 percent (9,550). This suggests an increase of some 5,251 people 65 years and over, from 2016 - 2036.

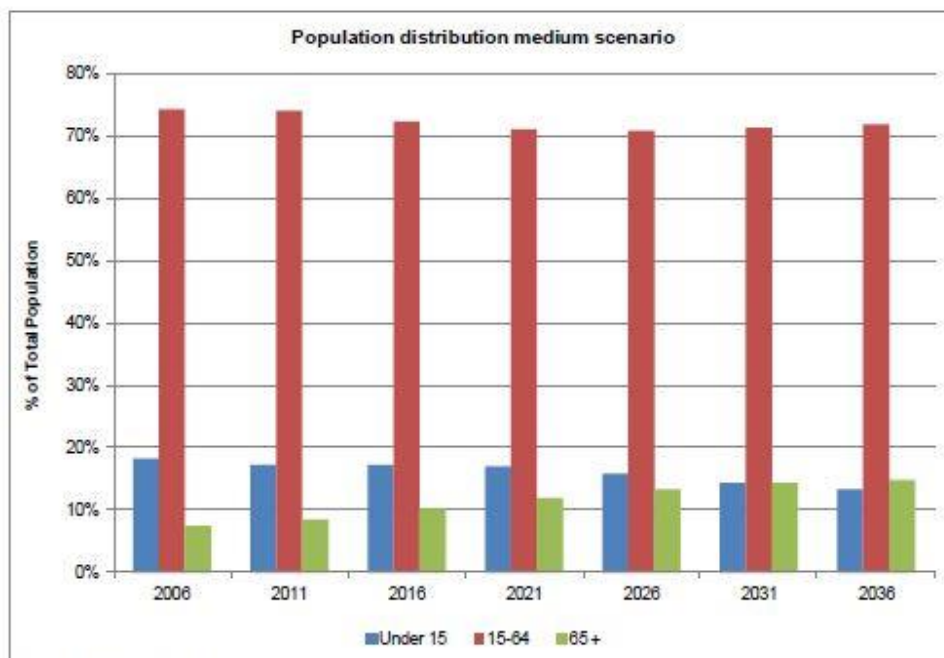


Figure 3: Population Distribution, Medium Scenario, 2001-2036; Source Urbanics Consultants Ltd. 2017

Changing demographics are a reality for the SLRD, as well as most parts of BC. Notably, the proportion of the senior population is growing and will have a greater share of the overall population, resulting in greater demands for health care, housing, recreation and other services. Yet, the younger age demographic (under 15 segment) will still hold about the same overall population share as seniors (around 17 percent) and the working age demographic will continue to make up the bulk of the population in the SLRD (67 percent). Therefore, while the goals of the RGS



have import across demographics, implementation of the RGS to achieve these goals will require balancing the sometimes diverse needs of our communities.

### *Dwelling Unit Projections*

The Region is expected to add a total of 5,518 dwellings between 2016 and 2036, at an average growth rate of 276 dwellings per year. Important to note is the term “dwelling” in this context only refers to *occupied private dwellings* and does not include vacant dwellings.

#### PRIVATE DWELLINGS VS OCCUPIED PRIVATE DWELLINGS

For the purposes of the RGS Projections, private dwellings are differentiated from occupied private dwellings. The analyses and projections focus on occupied private dwellings as it provides a more accurate measure of the housing needs of the community; i.e. housing stock which is occupied by permanent residents and does not include vacant dwellings or dwellings occupied by temporary residents. Thus, the use of the term “dwelling” refers to and highlights occupied private dwellings only. Vacant dwellings make up 32 percent of the dwellings in the SLRD; this number has remained consistent since 2006.

Additionally, major shifts in the composition of housing within the Region are expected. Most notably, the single-detached dwellings segment is expected to decline in share from 43 percent to 33 percent and significant gains are anticipated in the semi-detached category that is expected to increase in share from 34 percent to 43 percent.

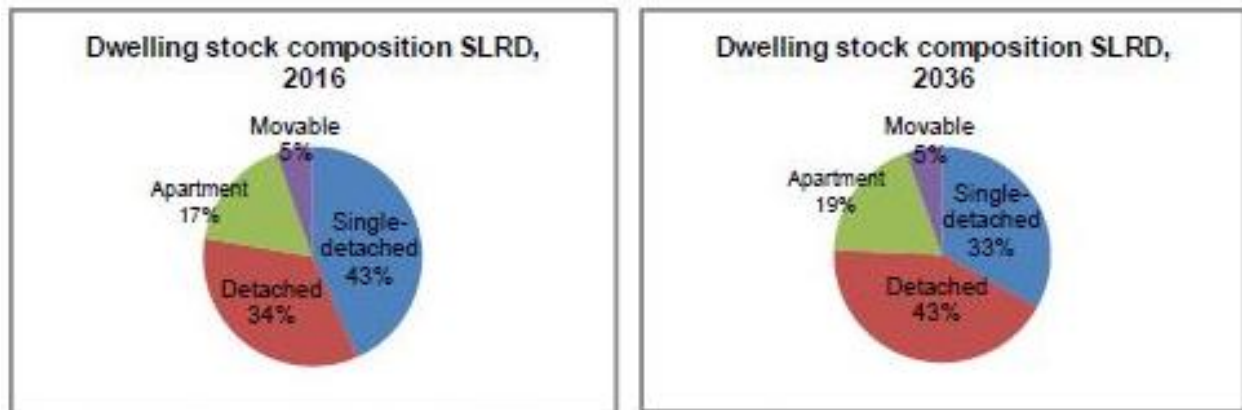


Figure 4: SLRD Dwelling Unit Composition, 2016 vs 2036; Source Urbanics Consultants Ltd. 2016

The bulk of housing growth during 2016-2036 is expected to occur in Squamish (42 percent) followed by Whistler (26 percent) and Pemberton (10 percent). Lillooet and the electoral areas are expected to display limited to no growth in terms of their housing stock over the next 20 years.

As illustrated in Table 2 below, projected housing growth is closely aligned to the projected population growth and populations share by area.

Table 2: Projected Population and Dwellings by Area, 2016 -2036

	2016 (Actual)		2036 (Projected)		Population Share	
	Population	Dwellings	Population	Dwellings	2016	2036
<b>Squamish</b>	19,512	7,260	25,674	9,089	49.4%	50.3%
<b>Whistler</b>	11,854	4,612	15,358	5,395	30%	30.1%
<b>Pemberton</b>	2,574	964	4,297	1,510	6.5%	8.4%
<b>Lillooet</b>	2,275	1,074	2,530	1,126	5.8%	5.0%
<b>Area D</b>	1,057	439	1,135	466	2.7%	1.9%
<b>Area C</b>	1,663	655	1,697	776	4.2%	3.3%
<b>Area B</b>	363	183	329	156	0.9%	0.64%
<b>Area A</b>	187	112	209	110	0.5%	0.4%
<b>TOTAL</b>	39,485	15,299	51,041	18,563	100%	100%
<b>TOTAL (including reserve lands)</b>	42,665	16,416	56,864	21,899		

Note: 2016 data is sourced from the 2016 Census. Indigenous community populations are included in the 2016 Census population count of 42,665 for the SLRD (2016). Total Population Share numbers above only include incorporated municipalities and electoral areas, not reserve lands.

### *Employment Projections*

SLRD employment projections are based on forecast employment trends by industry for BC. The Region is expected to add roughly 5,442 new jobs between 2011 and 2026, primarily in the following industries:

- Accommodation and Foods Services (818 jobs);
- Public Administration (644 jobs);
- Retail Trade (632 jobs);
- Health Care and Social Assistance (601 jobs);
- Professional Services (486 jobs); and
- Construction (398 jobs).

Between 2001-2011, the Region's employment base grew substantially and diversified in its concentration of industrial segments. In particular, four industry sectors realized significant gains in terms of overall share of the labour force: Construction (rose from 9 percent to 13 percent); Retail

Trade (rose from 10 percent to 11 percent); Professional, Scientific and Technical Services (rose from 4 percent to 6 percent); and Public Administration (rose from 6 percent to 8 percent).

These trends are expected to continue. Overall the goods-producing industries are projected to add a total 603 workers. The construction industry is expected to increase at the fastest rate by 398 workers to a total of 3,362 workers by 2026. The services-producing industries are expected to maintain steady growth throughout the study period adding a total of 4,839 workers.

**A more detailed analysis of trends and projections is found in the *2017 SLRD Regional Growth Strategy Population, Employment and Dwelling Unit Projections* report.**

### What type of growth is desirable?

The SLRD and its partners recognize the importance of planning for a sustainable future based on a long-term vision and the intermediate steps required to take us to our vision. The vision of a sustainable future includes:

- Living within the limits imposed by natural systems;
- Reducing our dependence on nonrenewable resources;
- Encouraging zero-waste, re-use and recycling;
- Minimizing disturbance of ecological and physical processes;
- Protecting and managing land, water and air wisely and efficiently;
- Recognizing and reducing human impacts leading to climate change;
- Understanding the interconnections among economy, society, health and environment; and
- Distributing resources and opportunities fairly and with an awareness of future generations.

Sustaining the region's exceptional quality of life and stunning natural beauty while managing projected increases in population in the south and stimulating economic recovery in the north is a key priority. Determining what constitutes positive growth for the SLRD and the many communities and rural areas within its boundaries is not a simple matter, as the goals for the diverse parts of the SLRD differ:

For urban areas, there is the need to plan for compact, complete and sustainable communities, to accommodate expected growth over the next 30 years, and to ensure that urban densities are being achieved in the designated growth areas.

For rural areas, there is a need to plan for resilient, innovative and adaptive rural communities, including planning for a strong agricultural sector and supporting traditional rural lifestyles and economic transitions - while at the same time protecting environmental values and resources on which both the urban and rural areas depend and preventing sprawl and extension of urban services into the rural land base.

## RGS Smart Growth Principles

The Squamish-Lillooet Regional District and member municipalities collaboratively developed and endorsed Smart gGrowth Principles that are included within a Memorandum of Understanding (2006) established to guide the preparation and implementation of the RGS. These include:

1. Direct urban development towards existing communities (avoiding urban and rural sprawl);
2. Build compact, complete, mixed-use neighbourhoods;
3. Create walkable communities;
4. Promote a variety of low impact transportation options;
5. Advocate a range of affordable housing options;
6. Foster distinct, attractive, economically sustainable communities with a strong sense of place;
7. Protect and promote responsible stewardship of green spaces and sensitive areas;
8. Ensure the integrity of a productive agricultural and forestry land base;
9. Endorse energy efficient infrastructure;
10. Ensure early and ongoing public involvement that respects community values and visions;
11. Cultivate a culture of cooperation, coordination and collaboration between local governments, provincial agencies, federal agencies, and First Nations.

THE RGS SMART GROWTH PRINCIPLES summarize the core values that guided the development of the SLRD RGS and that continue to guide its implementation throughout the region.

## PART 3

### The Strategy

#### *Vision*

Our vision of the Squamish-Lillooet Regional District in 2038 and beyond is of a region comprised of diverse, distinct and liveable communities that share a commitment to:

- Practice economic, social and environmental sustainability;
- Protect the region's natural beauty;
- Enhance the region's world-class outdoor recreation;
- Foster balanced and equitable economic growth; and
- Make decisions that engage local, provincial, federal and First Nation governments, and reflect the values of communities.

#### *Goals*

The SLRD and its members will strive to achieve the following eleven goals. These broad statements provide the strategic directions that will be used to address growth management challenges over the next 20 years.

GOAL 1 Focus Development into Compact, Complete, Sustainable Communities

GOAL 2 Improve Transportation Linkages and Options

GOAL 3 Generate a Range of Quality Affordable Housing

GOAL 4 Achieve a Sustainable Economy

GOAL 5 Protect Natural Eco-system Functioning

GOAL 6 Encourage the Sustainable Use of Parks and Natural Areas

GOAL 7 Create Healthy and Safe Communities

GOAL 8 Enhance Relations with Indigenous Communities and First Nations

GOAL 9 Improve Collaboration among Jurisdictions

GOAL 10 Protect and Enhance Food Systems

GOAL 11 Take Action on Climate Change

## GOAL 1 Focus Development into Compact, Complete, Sustainable Communities

The Regional Growth Strategy aims to encourage compact, complete sustainable communities as the basis for land use planning throughout the region. 'Compact, Complete, Sustainable Communities' refers to settlement that takes a long-term view of the quality of life for future generations, promotes the efficient use of land at higher population densities with greater transportation choices, protects agriculture, natural areas and open spaces, and provides an opportunity to live and work in the same community. Focussing settlements into compact, complete, sustainable communities or nodes moves us toward a vision of sustainable, highly liveable communities with accessible services, public spaces, parks, and cultural and recreation amenities.

### The Regional Growth Strategy:

- (i) Provides a Smart Growth Framework that recognizes a range of opportunities to apply these principles across different settlement types. The purpose of this framework is not to limit development in the region but rather to shape the pattern and quality of development along a more sustainable path.*
- (ii) Directs population growth and settlement development primarily to compact Urban Areas and Master Planned Communities on the basis of Smart Growth Principles. New urban communities will not be considered outside of the established settlement areas.*
- (iii) Protects Non-Settlement Areas that have important agricultural, environmental, back-country recreational, aesthetic and natural resource values.*
- iv) Encourages economic development, urban growth and revitalization in the Northern area.*

### Compact, complete, sustainable communities will be achieved by:

- Accommodating major growth within the urban boundaries of Squamish, Whistler, Pemberton and Lillooet, with appropriate policies for in-fill and increased population density.
- Delineating the existing and future settlement areas and, in accordance with *Smart Growth Principles*, provide for the phased extension of urban boundaries to clearly distinguish the urban/non-urban edge.
- Maintaining Nodal Development in the Sea to Sky Corridor, with well-planned centres separated by natural resource and rural land uses, and avoiding the potential for continuous or dispersed linear development.
- Encouraging urban growth and revitalization of central Lillooet as the major service centre in the northern sub-region in conjunction with economic development initiatives.
- Providing for a mix of land uses in community development, particularly at Porteau Cove, Furry Creek and Britannia Beach, to enhance the potential for more integrated, complete

communities.

- Maintaining the integrity of 'non-settlement' lands that have particular physical constraints or values, and ensuring rural residential or resource development is compatible with the rural landscape.
- Protecting the integrity and productivity of the agricultural land base through the Agricultural Land Reserve and agricultural planning.

## Strategic Directions:

1.1 The SLRD and member municipalities agree that:

a) The *Settlement Planning Maps* will be used in conjunction with Official Community Plans to:

- Direct growth and settlement development towards Member Municipalities and existing SLRD Master Planned Communities;
- maintain the rural, low density character of Serviced Residential and Rural Residential Areas; and
- protect and maintain Non-Settlement Areas.

Official Community Plans should:

- (i) establish policies that are consistent with the Regional Settlement Planning Map;
- (ii) direct major settlement growth to the Urban Areas and Master Planned Communities;
- (iii) prevent major settlement growth in Non-Settlement Areas; and
- (iv) encourage Smart Growth strategies appropriate to the settlement types and local circumstances.

Member municipalities shall:

- (i) prepare and update Regional Context Statements which identify the relationship between an Official Community Plan and the SLRD Regional Growth Strategy (and if applicable, how the Official Community Plan is to be made consistent with the RGS over time);
- (ii) submit the Regional Context Statements to the Squamish Lillooet Regional District Board for approval as per s. 446 of the Local Government Act; and
- (iii) once the context statement is approved, amend their Official Community Plan to include the approved Regional Context Statement.

If, after the adoption of a Regional Context Statement in an Official Community Plan, a municipality proposes to amend its Official Community Plan and the amendment may affect the Regional Context Statement, the municipality will consult with the Squamish-Lillooet Regional District before proceeding with the Official Community Plan amendment.

b) Land Use Designations will be used in conjunction with the Settlement Planning Maps, and include:

- **Urban Areas**, as shown on the *Regional Settlement Planning Map 1*, the *Squamish Settlement Planning Map 1a*, the *Whistler Settlement Planning Map 1b*, the *Pemberton/Mount Currie Settlement Planning Map 1c*, and the *Lillooet Settlement Planning Map 1d* will accommodate most of the future population growth, consistent with *Smart Growth* Principles applied in Official Community Plans for the District of Squamish, Resort Municipality of Whistler, Village of Pemberton, and the District of Lillooet. The objective for these areas is to encourage compact, mixed-use urban communities within well-defined urban boundaries.
- **Master Planned Communities** refers to larger scale developments that are planned on a comprehensive basis within the defined boundaries of Britannia Beach, Furry Creek and Porteau Cove, as shown on the *Regional Settlement Planning Map* and the *Howe Sound Settlement Planning Map 1e*.
  - For existing SLRD Master Planned Communities, further growth is not supported beyond what is currently contemplated in SLRD Official Community Plans (OCPs) and what is specified in the SLRD Regional Growth Strategy (RGS). Zoning and OCP amendments that propose to increase density or area of existing SLRD Master Planned Communities are not supported.
  - New Master Planned Communities and/or urban areas are not supported outside of the established settlement areas.

The objective for these areas is to encourage compact, clustered residential and local commercial, mixed use developments with distinct edges and full community water and sewer services.

- **Rural Communities** are historical, small-scale settlements such as Mount Currie, D'Arcy, and Seton Portage/Shalalth, as shown on the *Regional Settlement Planning Map*. The objective for these areas is to encourage compact residential and local commercial and small-scale mixed use developments within distinct small villages or development nodes with community water and sewer services.
- **Serviced Residential Areas** will be located at Black Tusk Village, Pinecrest Estates and WedgeWoods Estates as shown on the *Regional Settlement Planning Map*. The objective for these areas is to maintain rural character, encourage compact, clustered, low-density and primarily residential development with community water and sewer services, surrounded by non-settlement resource lands.
- **Rural Residential Areas** will maintain their predominant rural character and land use within defined areas, as shown on the *Regional Settlement Planning Map*. These areas provide for a variety of rural land uses, particularly low density residential land use on larger parcels with on-site services. The objective for these areas is to protect the rural landscape and to prevent small-lot subdivision and development sprawl outside of the defined areas. Rural Residential Areas will remain with very low density land uses over the long term,



except in exceptional circumstances where they may be in transition to Urban Areas, as set out in Official Community Plans and in a manner consistent with *Smart Growth Principles*.

- **Non-settlement Areas** will be maintained in a predominantly non-settled state without significant urban or rural land development and in accordance with *Smart Growth Principles* which direct residential development toward compact communities and maintain the integrity of the resource lands that separate the settlement areas. Major land developments will be limited to agricultural developments in the Agricultural Land Reserve in accordance with the Agricultural Land Commission Act and Regulation, (including non-farm uses approved by the ALC in accordance with the Agricultural Land Commission Act and Regulation) resource extraction and industrial uses (forestry, mining, etc.) on resource lands, Backcountry Resorts and Destination Resorts without residential components. Residential development in the designated Non-Settlement Areas will be discouraged by generally maintaining subdivision minimum parcel sizes of 40 ha.

c) Settlement Planning Map Amendments, including proposed changes to designation boundaries through RGS revision – must be based on clearly defined *Smart Growth Principles* and demonstrate a commitment to the concept of 'Compact, Complete, Sustainable Communities' as described in the RGS.

d) Growth and transportation will be addressed concurrently.

This will be pursued by developing a regional multi-modal transportation plan that addresses current and proposed growth.

## Settlement Planning Maps

A *Regional Settlement Planning Map* (attached as Map 1) as well as Settlement Planning Maps for each Member Municipality and Howe Sound (attached as Maps 1a – 1e) identifies the settlement types and provides the spatial context for growth management strategies. The purpose of this mapping within the RGS is to guide the land use and community planning processes by defining the long-term urban boundaries where they are known and assisting in delineating the defined non-settlement areas within the region. As such, there are two main settlement types – Settlement Areas (Urban and Non-Urban) and Non-Settlement Areas. Land use designations fall into these settlement types, as outlined below, and have been mapped to assist the implementation of Goal 1 of the RGS. These include:

- **Settlement Areas**
  - **Urban Areas** – areas designated in Official Community Plans or otherwise identified for existing and future urban growth, including serviced rural residential areas that are contiguous with and functionally part of existing urban areas, but excluding non-settlement areas that have agricultural, environmental, open space, parks and protected areas, hazard lands and other limited use constraints. Table 1 lists the identified Urban Areas.
  - **Non-Urban Areas** – areas designated in Official Community Plans or otherwise identified as Master Planned Community, Rural Community and Serviced Residential settlements and for long-term low density Rural Residential land uses, excluding areas that have agricultural, environmental, open space, parks and protected areas, hazard lands and other limited use constraints. Table 1 lists the Non-Urban Areas: Master Planned Community, Serviced Residential, Rural Community, and Rural Residential Areas.
- **Non-Settlement Areas** – lands designated as Agricultural Land Reserve (ALR), limited use, environmentally sensitive and hazard lands, water shed and drinking water aquifers, parks, open space or protected areas, and Crown forest lands where major settlement development will be discouraged. This designation allows for non-farm uses, as permitted by the ALC in accordance with the Agricultural Land Commission Act and Regulation.

The Settlement Planning Maps (*Regional Settlement Planning Map* (Map 1) and Settlement Planning Maps for each Member Municipality and Howe Sound (Maps 1a – 1e)) provide a general guide for a regional settlement pattern that reflects a commitment to compact, complete, sustainable communities. **This mapping is conceptual with an expression of intent with regard to settlement and non-settlement boundaries that will assist more detailed land use planning within Official Community Plans.** Settlement Planning Maps are submitted to the SLRD by Member Municipalities to support collaborative planning.; they are not submitted as part of Regional Context Statements.

A description of the Settlement Planning Maps and corresponding regional land use designations and areas are provided in the following Table 3: Description of Settlement Planning Maps.

Table 3: Description of Settlement Planning Maps

Regional Land Use Designation	Area Descriptions	Map
<b>SETTLEMENT AREAS</b>		
<b>URBAN AREAS</b>	Urban means a closely built up settlement characterized by buildings, asphalt, concrete, and a systematic street pattern within an incorporated municipality. Urban areas include residential, commercial, industrial, transportation, communications, utilities, and mixed urban land uses.	
	<b>District of Squamish</b> As per Map 1e.	<b>Map 1e</b>
	<b>Resort Municipality of Whistler</b> As per Map 1d.	<b>Map 1d</b>
	<b>Village of Pemberton</b> As per Map 1b and Map 1c	<b>Map 1b and Map 1c</b>
	<b>District of Lillooet</b> As per Map 1d	<b>Map 1a</b>
<b>NON-URBAN AREAS</b>	Non-urban includes any unincorporated or incorporated settlement area, and includes small Rural Communities, Serviced Residential areas, Rural Residential areas, and Master Planned Communities.	
<b>Serviced Residential</b>	<b>Black Tusk Village, Pinecrest Estates and WedgeWoods Estates</b> Serviced Residential means a settlement that contains primarily residential uses serviced by community water and/or sewer systems.	<b>Map 1 and Map 1c</b>
<b>Master Planned Communities</b>	<b>Furry Creek, Porteau Cove, Britannia Beach</b> Master Planned Community means larger scale developments that are non-urban, mixed use and are planned on a comprehensive basis.	<b>Map 1f</b>
<b>Rural Communities</b>	<b>Mount Currie, D'Arcy, Seton Portage/Shalalth</b> Rural Communities means settlements that are closely built up, with a mix of land uses, community water and sewer systems, and a systematic street pattern. Rural Communities generally have a population of less than 1,000 people.	<b>Map 1</b>
<b>Rural Residential</b>	<b>Non-ALR outskirts of Pemberton, Seton Lake, D'Arcy, Seton Portage/Shalalth, Mount Currie, Ivey Lake, Walkerville, Owl Ridge, Poole Creek, Lillooet Lake Estates, Birken and Devine, Pavillion Lake, Paradise Valley, Squamish Valley, Ring Creek, 5 Coves</b> Rural Residential means a settlement that contains dispersed residential uses usually on small acreage parcels which are not serviced by community water or sewer services.	<b>Map 1</b>
<b>NON-SETTLEMENT AREAS</b>		
All other areas, including all ALR lands.		
Non-Settlement Area means an area predominantly used for agriculture, including non-farm uses approved by the ALC in accordance with the Agricultural Land Commission Act and Regulation, rangeland, forestry, outdoor recreation or resource extraction uses or areas of undisturbed natural environments. Non-settlement areas include watersheds, conservation areas, farmland, forests, and major parks and large areas of unsurveyed Crown land. They may be characterized by some sparse settlement and localized, historic subdivisions. Parcel areas are generally greater than 15 hectares (40 acres) in non-settlement areas.		

## GOAL 2 Improve Transportation Linkages and Options

The Regional Growth Strategy intends to promote transportation choices across the region and to support an improved regional transportation system that sustains compact, liveable communities, economic vibrancy and a healthy environment. Expanding preferred modes of transportation linkages and options will be particularly important to accommodate aging and growing populations.

### WHAT ARE OUR PREFERRED MODES OF TRANSPORTATION?

The SLRD Prioritizes preferred modes of transportation in the following order: 1. pedestrian, bicycle and other-non-motorized means (active transportation), 2. transit, rail, ferry and movement of goods, 3. private automobile (HOV, and leading low-impact technologies), 4. private automobile (SOV, traditional technology).

Highway 99 is the backbone to regional inter-community connectivity and significant to the economic success of each community. Recognizing alternative transportation solutions needs to be a priority.

### The Regional Growth Strategy:

- (i) Encourages the development of neighbourhoods and communities that are compact with a mix of land uses, well-connected streets and trails, and a pedestrian/bicycle friendly environment to encourage active forms of transportation.*
- (ii) Supports minimizing auto-dependency where possible, and increasing transportation choices and connectivity within the region and between the region and the Lower Mainland and the Interior.*
- (iii) Supports the development of a regional transit system that is convenient, efficient, integrated with land uses and other transportation modes, and is financially sustainable.*
- (iv) Supports improving the efficiency and effectiveness of the regional road network (access, mobility, safety, reliability), making better use of capacity and managing issues such as traffic volumes, speed, noise, air quality, and share the road.*
- (v) Supports expanding preferred modes of transportation within and between communities, with a focus on safety, health, enjoyment and accessibility.*

Transportation needs in the regional growth strategy have been identified as an expression of local priorities for improvements. Where the province has responsibility for local roads, improvement decisions will be based on a proper evaluation that considers cost and benefits and impact on safety.

In the northern part of the region, safety concerns, the need for highway service improvement, and the lack of public and/ or private transportation options are the primary transportation issues. Ongoing improvements to the Duffey Lake Road segment of Highway 99 and other northern routes [Hurley Forest Service Road (FSR), In-Shuck-CH FSR, Highway 40, Highway 12, and the Highline

Road / Douglas Trail] are suggested in order to improve accessibility, enhance safety and support economic development.

In the southern part of the region, safety concerns and level of service/capacity constraints are the primary transportation issues. Ongoing improvements to Highway 99 between Pemberton and Lions Bay are suggested, as well as a focus to integrate land uses in a way that minimizes auto-dependency, to maintain and further improve current levels of transit ridership, active modes of transportation and car-pooling, and to facilitate the development of an efficient regional approach to transit service. Ensuring compact land use patterns with high quality pedestrian environments and a mix of land uses will increase transport options, reduce air pollution and lower the risk of accidents.

Map 2: Regional Transportation illustrates the various transportation networks - including road, rail and air - within the Region.

Transportation will be improved by:

- Building cooperation among stakeholders and pursuing collaborative regional transportation solutions that anticipate projected population growth.
- Adhering to *Smart Growth Principles* to create compact, walkable communities and neighbourhoods that provide transportation choices and support efficient public transit.
- Promoting a Transportation Demand Management (TDM is an alternative to increasing capacity) approach in the Sea to Sky Corridor that supports an integrated and viable transportation system.
- Prioritizing preferred modes of transportation choices/ options to reduce reliance on single-occupant vehicle travel within neighbourhoods and between communities.
- Addressing connectivity (inter-regional and intra-regional) between communities, especially in the north and with adjacent regions.
- Working collaboratively to promote a high level of service across the region that will move more people, goods and services efficiently, with travel times and key measures.

## Strategic Directions:

2.1 The SLRD and member municipalities agree to:

a) Strongly encourage compact, mixed use developments that allow for minimized use of vehicles and encourage walking, cycling and the use of public transit.

This will be pursued by implementing Goal 1: Focus Development into Compact, Complete, Sustainable Communities, whereby land uses are integrated so that people can easily accomplish basic trips on foot or bicycles; retail development is clustered near residential to attract more walking trips; residential developments are in close proximity (within walking distance) to parks, schools, transit, shops and services; pedestrian friendly environments exist that are safe, vibrant,

and interesting for those who walk, cycle and take transit; and streets and trail networks are highly interconnected and maintained according to the seasons, reducing distance and time needed to get from one place to another.

b) Consider a model for the provision of regional transit services that will:

- assess opportunities to develop regular bus services between the major centres;
- initiate further transit studies and initiatives with the aim of increasing transit ridership;
- undertake long range transit planning, implementing transit improvements and integrating transit facilities within updated Official Community Plans;
- improve connectivity of ferry/rail/bus infrastructure, especially in downtown Squamish;
- consider marine transportation opportunities between Squamish and Vancouver/Richmond; and
- encourage transportation improvements and transit opportunities in regional tourism development, including tourism operators promoting transit use by their employees and customers.

c) Work with the Ministry of Transportation and Infrastructure and other agencies to improve the safety and reliability of the regional road network, taking account of priorities identified by the member councils of the regional district and First Nations.

Table 2: Regional Road Network Improvement Priorities identifies regional priorities. These will be pursued by encouraging priority road improvements that reflect safety and reliability needs in the region. Particular note is made of the Duffey Lake – Lillooet – Highway 12 route improvements that will enhance economic development and urban growth opportunities in the Lillooet area, the potential upgrades in the Whistler-Pemberton corridor, and long range planning of southern alternative routes. Discussions with Ministry of Forests are also proposed to address road access and maintenance issues in certain rural areas.

d) Support the development, implementation and integration of member municipality Active/Alternative/Preferred Modes of Transportation Plans.

This will be pursued by encouraging priority preferred modes of transportation improvements (as identified in Table 3: Regional Preferred Modes of Transportation Priorities) and collaborating/coordinating to facilitate linkages between communities. It is recognized that these efforts will require support from other levels of government and that a collective regional vision and lobby is advantageous.

e) Encourage the continued development of trails and bicycle routes that provide for safe walking/hiking and biking in the region.

This will be pursued through discussions with community organizations, Sea to Sky Trail and Friendship Trail (Pemberton to Mount. Currie) participants, the Ministry of Transportation and Infrastructure, the Ministry of Community, Sport and Cultural Development, CN Rail and property

owners. The trail/routes will facilitate transportation alternatives and outdoor recreation activities within a regional trails and bicycle network.

f) Approach the issue of regional air service in a coordinated manner that takes into account regional demands, and the various advantages and constraints associated with the existing airports infrastructure and business plans.

This will be pursued in conjunction with Goal 4 – Achieve a Sustainable Economy.

g) Continue to support region-wide 911 and cell phone service to enhance the safety of the public in remote areas in the event of an accident or emergency situation through improved communication with emergency responders.

h) Support broadband internet services that promote local employment opportunities close to home (encouraging telecommuting) and reduce travel needs.

These will both be pursued in conjunction with economic development functions of the regional district and discussions with service providers to enhance region-wide cell phone service for better travel safety in remote areas, and broadband internet services that promote economic development / local employment opportunities close to home.

2.2 Transportation system improvement priorities at the regional level are summarized in the Regional Road Network Improvement Priorities on Table 4 and the Preferred Modes of Transportation Priorities on Table 5. These are presented as a guide for gradual long-term upgrading of the transportation system recognizing that provincial funding allocations are based on cost-benefit evaluations.

Table 4: Regional Road Network Improvement Priorities

Capital Improvements	Rehabilitation Improvements
<i>Southern Routes (south of Pemberton)</i>	
<ul style="list-style-type: none"> <li>• Traffic safety improvements to the Hwy #99 Whistler-Pemberton route</li> <li>• Construct a Highway #99 “Suicide Hill” solution to switchback turns, erosion and excessive grade</li> <li>• Traffic calming and speed restriction signage at 18 Mile on the Upper Squamish River Road</li> <li>• Highway capacity and safety improvements in accordance with the development of a Sea to Sky Corridor Sustainable Transportation Plan</li> <li>• Britannia Beach traffic flow upgrade</li> <li>• Connect Highway 99 to Downtown and Squamish Terminals via Clarke Dr. intersection and a new Pemberton Ave. bridge.</li> <li>• Improve connectivity of future neighbourhoods north of Garibaldi Way to Highway 99.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve vehicle/pedestrian safety and connectivity at Highway 99 intersections with Darrel Bay Rd., Alice Lake Rd. and Cleveland Ave.</li> <li>• Single lane bridges on Garibaldi Park Rd (Ring Creek)</li> <li>• Upgrade Upper Cheakamus Road to MOTI specifications.</li> <li>• Upgrade the Site B access/egress to Highway 99.</li> </ul>
<i>Northern Routes (north and east of Pemberton)</i>	
<ul style="list-style-type: none"> <li>• Upgrade all single lane bridges on Duffey Lake Road</li> <li>• Address the slide area 15 km south of Lillooet on Highway 12 “The Big Slide” possibly through construction of a tunnel</li> <li>• Upgrade the Hurley from Forest Service Road to MOTI Road classification to ensure better/more maintenance, supporting the development of tourism opportunities and providing a vital link to the Bridge River Valley</li> <li>• Redesign existing wide turns through the Fountain Reserve including the underpass on Highway #99 where there is no vision until in the turn</li> <li>• Address high risk areas on Highway 40 between Lillooet and Gold Bridge including widening from the dam to Gold Bridge, roadside barriers and paving</li> <li>• Fountain Slide (10 Mile Slide) Area (works underway)</li> <li>• Five Nations Highway</li> <li>• Build an alternate route connecting Harrison and Mount Currie including upgrades to Lillooet Lake Road</li> <li>• Increase number of passing lanes and pull-outs on the Duffey Lake Road</li> <li>• Public Facilities Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Address erosion and undermining of highways throughout the sub-region</li> <li>• Expedite subsurface rehabilitation and repaving of all highways in the sub-region including Highway #97 – Lillooet to Cache Creek, Pemberton Valley Road, Pemberton to Anderson Lake</li> <li>• Upgrade to year round, no weight restriction roads to stimulate local economy particularly in rural Lillooet</li> <li>• Undertake improvements to Duffey Lake Road communications including installation of communications boxes or consistent cellular coverage</li> <li>• Replace all one lane bridges in the subregion including Devine and Birken</li> <li>• Provide parking facilities for boats/trailers at Anderson Lake ‘end of road’</li> </ul>



Table 5: Regional Preferred Modes of Transportation Priorities

Capital Improvements	Rehabilitation Improvements
<i>Region Wide Improvements</i>	
<ul style="list-style-type: none"> <li>• Explore high-speed passenger rail service</li> <li>• Seek opportunities to implement pedestrian/bicycle infrastructure in conjunction with other capital projects</li> <li>• Develop Regional Design Guidelines to support Preferred Modes of Transportation</li> <li>• Install Share the Road Signage along highways and busy roadways</li> <li>• Expand bicycle storage facilities</li> </ul>	
<i>Southern Routes (south of Pemberton)</i>	
<ul style="list-style-type: none"> <li>• Highway 99 Cycling Infrastructure Enhancements</li> <li>• Sea-to-Sky Regional Transit Service</li> <li>• Maintain and enhance Sea-to-Sky Trail</li> <li>• Explore marine transportation options between Squamish and Metro Vancouver</li> <li>• Develop Commuter/Car Pool/Park and Ride Lots to support Highway 99 transportation system</li> <li>• Support Safe Routes to School programming</li> </ul>	<ul style="list-style-type: none"> <li>• Widen shoulders and/or provide dedicated routes required between Pemberton and Whistler to accommodate the significant volume of cyclists.</li> <li>• Encourage <i>Complete Streets</i> designs in all new development and road projects</li> </ul>
<i>Northern Routes (north and east of Pemberton)</i>	
<ul style="list-style-type: none"> <li>• Complete Friendship Trail connecting Pemberton and Mount Currie</li> <li>• Re-establish passenger rail service to Lillooet and beyond</li> <li>• Highway 99 Cycling Infrastructure Enhancements</li> </ul>	<ul style="list-style-type: none"> <li>• Widen shoulders and/or provide dedicated routes required between Whistler and D'Arcy to accommodate the significant volume of bicyclists and pedestrians</li> </ul>

## GOAL 3 Generate a Range of Quality Affordable Housing

The Regional Growth Strategy aspires to generate an adequate supply of quality affordable housing and a diversity of housing types for employees, seniors and people in need in the region. Affordable housing means rental or ownership housing priced so that monthly payments are less than 30% of gross household income. Securing housing availability and affordability in perpetuity is of particular importance – for both ownership and rental. Access to stable and affordable housing is critical to our quality of life, contributing to economic development while supporting diversity and community well-being. Changing demographics will also require particular attention to the generation of housing that facilitates *aging in place*.

Affordable housing is recognized as a regional issue, needing collaborative approaches that build upon common tools and techniques to support a range of quality affordable housing across the region. Whistler has gained important experience in its efforts to house three-quarters of its workforce in the municipality.

### The Regional Growth Strategy:

*(i) Supports an ongoing regional collaboration on affordable housing that will serve to strengthen communication and coordination of local efforts by municipalities, housing authorities and community organizations.*

*(ii) Prioritizes higher-density and mixed use neighbourhoods close to where residents work and play as part of the solution to the affordability issue. This could involve incentives and/or requirements for targeted affordable units, infill housing, density bonusing, inclusionary zoning, acquisition of community housing land banks, requiring units above commercial space and mixed use developments that address the needs of employees, seniors and people in need.*

### Expanded housing choice and affordability will be achieved by:

- Building cooperation among stakeholders and pursuing collaborative regional affordable housing solutions.
- Adhering to *Smart Growth Principles* to create communities that advocate a range of affordable housing options within Official Community Plans.
- Expanding the diversity of housing types for seniors and other population groups with special needs and lifestyles.
- Securing a range of housing that remains affordable for local employees and residents over the long-term.
- Increasing the rental housing supply, including purpose-built rental housing.
- Integrating affordable housing in existing communities and in close proximity to services.
- Promoting consistent affordable housing policies across the region, drawing upon lessons learned to date.

## Strategic Directions:

### 3.1 The SLRD and member municipalities agree to:

a) Establish collaborative and consistent affordable housing policies, targets and tools to generate an adequate supply of quality affordable housing and a diversity of housing types for employees, seniors and people in need in the region.

This will be pursued by requiring a description of affordable housing policies, targets and tools within member municipality Regional Context Statements and SLRD Official Community Plans. Specifically, statements/descriptions should include the following:

- Inclusionary zoning requirements with aggressive targets, preferably at a minimum of 15 % affordable housing in perpetuity (e.g. purpose built rental, cooperative housing, etc.);
- Tools to secure affordable housing in perpetuity through deed/title restrictions and price controls;
- Strategies for the acquisition of community land banks for housing;
- Incentives and/or targets for affordable rental housing.

b) Adopt policies and regulations that support live-work studio space, mixed-use neighbourhoods, and a variety of residential intensification strategies such as allowing secondary suites, providing for 'flexhousing' (a multi-unit built form designed for adaptability of units to accommodate changing family size and needs over time), encouraging infill housing and small lot development, density bonusing and other tools that will support housing affordability.

This will be pursued in the review and updating of Official Community Plans and the overall development of collaborative approaches on affordable housing within the region.

c) Encourage affordable housing self-help initiatives by community organizations and individuals to maintain and/or increase the supply of affordable housing (e.g., community housing land trusts, non-profit, locally controlled entities that acquire and hold land in perpetuity so that it can be used for affordable housing).

This will be pursued in discussions with these organizations and in the review and updating of Official Community Plans to identify affordable housing land supply options, and by maximizing the use of existing provincial and federal government housing programs and advocating for increased funding for affordable housing.

d) Adopt financial tools that will assist in the delivery of accessible family housing and *seniors* housing, such as cash-in-lieu of social housing contributions, waiving development cost charges, property tax exemptions, and lands grants.

This will be pursued as part of decision making by the Regional Board and Member Municipality Councils in regard to social housing proposals.

e) Adopt, as appropriate, deed-restricted price, resale control, rent geared to income and other options to increase the supply of affordable housing and create housing that remains affordable in perpetuity.

This will be pursued as a region through the implementation of Official Community Plans and the collaborative, consistent affordable housing approaches committed to therein, and through the sharing of best practices learned by the Whistler Housing Authority and the affordable housing experiences in Squamish and Pemberton.

f) Encourage cooperation with community service groups and private developers to supply low-cost housing options for seniors with the aim of maximizing independence and self-reliance and promoting continued socialization and the ability to age in place.

This will be pursued in the review of residential and commercial development proposals and in the review and updating of Official Community Plans in regard to congregate care and independent living developments for seniors.

g) Encourage housing models that provide security of tenure and support infill priorities, such as *cooperative housing*, cohousing, pocket neighbourhoods, etc.

This will be pursued in the review of residential and commercial development proposals, in the review and updating of Official Community Plans, and through sub-area/neighbourhood level planning.

h) Work collaboratively to address impacts of short-term nightly rentals and home “sharing” on housing supply.

This will be pursued through bylaw enforcement, business licences, exploring the use of property rental programs matching business owners with property owners for workforce housing and targeted communications and outreach efforts.

i) Work together as a region on initiatives with the Province to deliver affordable resident housing, such as: acquisition of community land banks for housing; authority to levy employee housing works and services charges; and project funding and financing.

This will be pursued through collaborative lobbying efforts with the Province.

## GOAL 4 Achieve a Sustainable Economy

The Regional Growth Strategy supports the development of a healthy economy as a vital component of a liveable, sustainable region. Fostering economic development throughout the regional district where social, economic, environmental, and community values are addressed in a balanced and sustainable manner is of particular importance. Sustainable economic development will contribute to the liveability of the region, helping to sustain the quality of life we all desire and will help reverse the economic decline in the northern part of the region. Throughout the region, economic development efforts need to be proactive and collaborative, identifying economic partnerships and opportunities and implementing workable strategies to achieve them.

### The Regional Growth Strategy:

*(i) Promotes northern development initiatives that contribute to a wider geographic balancing of economic growth throughout the region.*

*(ii) Supports strengthening transportation linkages within the region and with the Interior and the Lower Mainland that support new investment.*

*(iii) Supports undertaking various investment strategies (industrial, tourism, agriculture, etc.) at a regional and sub-regional level that complement sustainable economic development and diversification and assist the transition from traditional resource industries.*

*(iv) Supports balancing the creation of housing with employment opportunities to contribute to the development of complete communities.*

### A sustainable economy will be achieved by:

- Building cooperation among stakeholders and pursuing collaborative regional economic development solutions.
- Adhering to *Smart Growth Principles* to foster distinct, attractive, economically sustainable communities with a strong sense of place.
- Diversifying the regional economy, including support for opportunities in Arts and Culture, Recreational Tourism, and expanding the opportunity for a range of employment types and pay levels.
- Supporting small businesses and encouraging local spending.
- Recognizing the importance of agriculture to the region's economy.
- Engaging the business community to provide leadership and support for sustainable economic development initiatives, including partnering with Indigenous communities and First Nations.
- Improving regional transportation infrastructure.
- Increasing the supply of affordable housing for people living in the region, and addressing the affordability of goods and services for local residents, particularly for those with low or

moderate incomes to increase residents' ability to remain in the region and add to its social fabric.

- Protecting farmland for agricultural purposes.

## Strategic Directions:

### 4.1 The SLRD and member municipalities agree to:

- a) Support diversified and sustainable economic growth and productivity.

This will be pursued through collaboration between the SLRD, member municipalities, provincial ministries/agencies and local organizations.

- b) Strengthen the multi-modal transportation systems as a key component of economic diversification.

This will be pursued as described under RGS Goal 2 – Improve Transportation Linkages and Options.

- c) Work together to enhance the national and international awareness of the SLRD and its member municipalities as welcoming environments for sustainable business investments.

This will be pursued by re-establishing a SLRD economic development function and recognizing the economic development opportunities associated with providing adequate supply of industrial land with good access to the Interior and the Lower Mainland.

- d) Support the downtown of each member municipality as the priority area for commercial uses.

This will be pursued by encouraging revitalization and densification of the downtown of each member municipality (the member municipality's commercial and social hub), directing new commercial development to the downtown of each member municipality, protecting commercial lands, and planning for the future commercial needs of communities by setting aside lands for future downtown growth and expansion.

- e) Provide for land development patterns that maintain an adequate supply of employment land, industrial land, transportation infrastructure and services to support a diverse regional economy.

This will be pursued by ensuring plans and policies prioritize such land development patterns, by working with provincial and federal governments to ensure fiscal measures are in place to reinforce investment, and by undertaking economic development planning where necessary.

- f) Implement the recommendations of the Northern SLRD Economic Development Assessment, Strategy and Action Plan and the Northern SLRD Economic Development Governance Model Feasibility Study, including working to establish an inclusive, multi-party regional economic development committee.

Implementation will be pursued by undertaking a series of strategic initiatives outlined in the reports that will guide future investment in the Lillooet area economy in collaboration with the St'át'imc.

g) Support urban growth and revitalization efforts in Lillooet to expand the range of opportunities for community development beyond the Sea to Sky corridor, and to further encourage smart growth policies adopted in RGS Goal 1 - 'Compact, Complete, Sustainable Communities'.

This will be pursued by sub-regional economic development initiatives and updating of the Lillooet Official Community Plan and transportation improvements in conjunction with the Ministry of Transportation and the St'át'imc.

h) Support the preservation of waterfront facilities and port lands, including Site B (of the Squamish Estuary Management Plan), Watts Point, Squamish Terminals and Darrell Bay, which are strategic land resources for port functions and for the regional forestry industry.

This will be pursued through collaboration between the regional district, member municipalities, provincial ministries/agencies and local organizations and by ensuring Official Community Plans and Zoning Bylaws work to preserve the identified and potential strategic land resources.

i) Support the economic viability of the local agricultural sector.

This will be pursued by developing regulations that strengthen the capacity of local farmers to produce and reach their markets and highlighting/recognizing the importance of agriculture to the region's economy in decision-making.

j) Support the development of a comprehensive, locally relevant, place-based approach to agritourism.

This will be pursued by consulting with the local agricultural community, Indigenous communities and First Nations, Ministry of Agriculture and the Agricultural Land Commission to ensure local government plans, policies and strategies reflect the provincial regulations and local needs/opportunities.

k) Work together to encourage outdoor recreation tourism, recognizing its importance to the regional economy, while at the same time working to ensure growth in this sector is aligned with the regional carrying capacity.

This will be pursued through collaboration between the regional district, member municipalities, provincial ministries/agencies and local organizations.

l) Further the work undertaken by the SLRD to advance a regional Independent Power Production (IPP) development strategy in context with integrated watershed management that provides a framework for long term IPP development.

This will be pursued by the regional district in collaboration with UBCM.

## GOAL 5 Protect Natural Ecosystem Functioning

The Regional Growth Strategy seeks to protect ecosystem functioning and to conserve and steward its natural assets. These assets include both renewable and non-renewable resources including living organisms, water, air, land, vegetation and the habitats and ecological processes that support living organisms. The quality of life in the region is directly dependent on maintaining our natural assets. Population growth in the SLRD is based in large part on the quality of life offered by the region, and with future opportunities in the tourism industry dependent on the natural environment, the Regional Growth Strategy intends to protect environmental quality and retain its spectacular natural assets.

The Regional Growth Strategy embraces *Smart Growth Principles* to guide future development and settlement patterns in a manner that best conserves natural capital and promotes natural ecosystem functioning. Issues that are of concern to the region's residents include: air quality, reduction of greenhouse gas emissions, climate change, visual quality, water quality, wildlife habitat fragmentation, environmental degradation and natural hazards. Map 3 Regional Natural Assets shows the geographic locations and extent of natural assets within the Region.

### The Regional Growth Strategy:

- (i) Supports minimizing adverse impacts by carefully managing where and how development occurs, how wastes are reduced/diverted and how resources are managed; and*
- (ii) Supports promoting ecological restoration and enhancement opportunities.*

### Natural ecosystem functioning will be protected by:

- Protecting critical and sensitive habitats and ecological areas.
- Promoting connectivity through landscape level planning and maintaining and creating wildlife corridors.
- Maintaining the integrity of watershed processes and promoting the use of best management practices in land use planning and vegetation management (e.g., land use planning and management based on natural units and systems such as drainage, watersheds and ecosystems).
- Protecting and enhancing healthy air and water quality throughout the region.
- Promoting best management practices in water conservation and surface/ground water management.
- Implementing the SLRD Solid Waste and Resource Management Plan (SWRMP).
- Undertaking noxious weed and invasive species control initiatives.
- Promoting public education of environmental issues and stewardship.
- Being prepared for the potential consequences of climate change on the region's natural resources.



## Strategic Directions

### 5.1 The SLRD and member municipalities agree to:

a) Consolidate existing information into an inventory (data set) of regional ecologically-sensitive areas and biodiversity values, and further develop the Sea to Sky Sensitive Habitat Atlas as a planning tool (or coarse filter) for determining significant ecologically sensitive areas (ESA's) and natural biodiversity of the region that will assist in land use decision-making.

This will be pursued through collaboration with federal and provincial agencies, regional districts and local conservation organizations.

b) Promote Best Management Practices, including bylaws that encourage development design that limits environmental impact and promotes integrated storm water management, to manage surface water, drainage and groundwater to protect the supply and quality of water resources.

This will be pursued by incorporating appropriate measures in OCPs, regulatory bylaws and public works programs.

c) Investigate the need for a regional or sub-regional water conservation strategy, aimed at educating residents on water conservation methods and reducing water consumption and introduction of tools for water conservation and demand management (e.g., metering, pricing incentives).

This will be pursued through ongoing drinking water improvement plans and review of community water service operations.

d) Strive for continuous improvement of regional air quality.

This will be pursued through implementation of the Sea to Sky Air Quality Management Plan and the region-wide use of good planning principles such as smart growth, the promotion of a carbon-neutral region, support of new technologies, and the use of clean energy sources.

e) Strive toward achieving the SLRD SWRMP goal of reducing waste to 350kgs per person per year and further progress towards Zero Waste.

This will be pursued by implementation of the SLRD SWRMP.

f) Take an active approach to responsible vegetation management, including, where appropriate, consideration of alternatives to herbicides in rights-of-way maintenance, and cost-effective measures to control the spread of noxious weeds and alien invasive species.

This will be pursued by promoting alternatives to chemical treatments; enforcing SLRD and member municipality Soil Deposit and Removal bylaws; supporting the works of the Sea to Sky Invasive

Species Council and Lillooet Regional Invasive Species Society; and investigating the introduction of a noxious weed bylaw and awareness program (e.g. restricting fill movements, etc.).

g) Encourage community involvement and stewardship efforts, including the adoption of Bear Smart programs at the local level, and habitat conservation, restoration and enhancement.

This will be pursued through discussions with federal and provincial agencies and local conservation organizations.

h) Utilize the SLRD Integrated Sustainability Plan, adopted March 2013, to inform internal and external policy direction, organizational decision making, and implementation of the RGS.

i) Protect Drinking Water Supplies (quality and quantity).

This will be pursued through proactive land use management and planning, in conjunction with provincial agencies, health authorities and First Nations, and including the identification of future potential sources and maintenance of existing sources.

j) Promote best practices in the development and maintenance of on-site sewerage systems in unserved rural areas.

This will be pursued through collaboration with provincial agencies and health authorities and by incorporating appropriate measures in OCPs, regulatory bylaws and public works programs.

## GOAL 6 Encourage the Sustainable Use of Parks and Natural Areas

The Regional Growth Strategy advocates the sustainable use and appropriate management of parks and natural areas, to protect wildlife habitat and corridors and to maintain open space for active and passive recreation. Natural area conservation is a priority throughout the Region. The RGS promotes the sustainable use and management of parks and natural areas on a regional level in context with the Provincial Land and Resource Management Plans. Promoting the sustainable use and management of parks and natural areas on a regional level will contribute to their management by other levels of government. Defining areas for new local and regional parks and green space will create a legacy for future generations and ensure a diversity of recreational opportunities.

### The Regional Growth Strategy:

*(i) Supports maintaining the designated non-settlement areas for rural, agricultural and forestry land uses (including agricultural development in the Agricultural Land Reserve in accordance with the Agricultural Land Commission Act and Regulation, and the protection of ecological and recreational values.*

*(ii) Supports the establishment of a regional district 'Green Plan' network of local and regional parks and greenways for the purpose of recreational activities, wildlife habitats and natural ecological functions, consistent with the Provincial LRMP.*

### Sustainable use of parks and natural areas will be encouraged by:

- Establishing a regional network of greenways for ecosystem, wildlife and recreational functions.
- Promoting responsible stewardship of green spaces, marine/aquatic and sensitive areas.
- Protecting public access to public lands and waterways in conjunction with the Lillooet and Sea to Sky Land and Resource Management Plans (LRMPs).
- Promoting / ensuring a variety of accessible recreational facilities.
- Ensuring opportunities for wilderness /natural (primitive) experiences.
- Recognizing significant places noted in First Nations land use plans.
- Harmonizing local, provincial & First Nations land use plans with respect to recreation.
- Building upon our reputation as a world-class outdoor recreation destination.

## Strategic Directions

### 6.1 The SLRD and member municipalities agree to:

a) Support the retention, continued operation and potential expansion of existing provincial parks as recreational and natural areas and support adventure tourism activities that are appropriate to the long-term goals of the park.

This will be pursued by supporting the provincial government in their management of existing parks and recreational areas, by advocating for increased management in high-use parks and natural areas, and through input to Crown land referral applications.

b) Explore the various options for managing green spaces and natural areas at a regional level (e.g. the establishment of a regional parks function).

This will be pursued by investigating the potential for a regional parks system and region-wide conservation strategy. A 'no net loss' policy for important natural areas will also be considered as part of a Conservation Strategy.

c) Support the creation (and management) of an inter-connected network of regional green spaces / corridors to serve as recreation and wildlife corridors, growth boundaries and wildfire interface areas.

This will be pursued by considering preparation of a regional district 'Green Plan' in collaboration with local conservation and recreation organizations, Indigenous communities and First Nations and in conjunction with actions to implement RGS Goal 5 and relevant provisions of the Provincial LRMPs.

d) Continue supporting the development of the Sea to Sky Trail as a regional amenity, and continue advancing the goals of the Sea to Sky Recreation Trails Program. As trails are developed, they will be designed to be compatible with farm and ranching operations.

This will be pursued in collaboration with provincial, regional and local land managers including the Agricultural Land Commission, land owners in the ALR, clubs and stakeholders to preserve and maintain existing trails and plan new trails for the future.

f) Continue to support local, voluntary organizations in stewardship of recreational areas and natural assets.

This will be pursued in conjunction with federal, provincial and private sector environmental conservation and restoration programs.

e) Support the management of access points to parks and natural areas within the SLRD to identify key access points, new opportunities, management strategies and important infrastructure enhancements, with an emphasis on addressing capacity issues in high-use areas.

This will be pursued through lobby efforts with the provincial government, UBCM and partnerships with local organizations.

## GOAL 7 Create Healthy and Safe Communities

The Regional Growth Strategy supports the creation of healthy, secure, safe and accessible communities. A healthy community approach is one that is continually improving the physical and social environments that people live, learn, work and play in. They are mutually supportive and allow individuals the opportunity to live in a healthy, safe and meaningful society.

The SLRD and its partners acknowledge that local governments have the ability to influence many of the determinants of community health and safety, given the interaction between land use and design, transportation planning, food systems, environmental protection, multi-hazard mitigation and recreation. The healthy communities approach includes community involvement, political commitment, volunteerism, partnerships among different community interests, and public policy that supports community health. Building complete communities with compact development can promote healthy lifestyles, including walking or cycling to work and services, and will improve environmental sustainability.

### The Regional Growth Strategy:

(i) *Supports the integration of health promotion and emergency preparedness in community planning and development.*

(ii) *Promotes cooperative, community-based initiatives to address health and safety issues.*

### Healthy and safe communities will be created by:

- Developing mixed-use, pedestrian-oriented, complete communities and neighbourhoods.
- Maintaining and strengthening sense of place, with a strong community spirit.
- Creating opportunities for improving the quality of life so that people will choose to live and remain in the region.
- Enhancing accessibilities for people with disabilities.
- Promoting high quality (level, range and appropriateness) health, social, cultural, educational, recreational, and commercial services to meet the needs of people of various ages, abilities, and income levels.
- Respecting and celebrating ethnic and cultural diversity, including First Nations heritage.
- Ensuring a safe community through attention to drug awareness, policing, and emergency preparedness.
- Bringing provincial and community partners together to work in collaboration towards the common goal of keeping our communities safe.
- Supporting 911 emergency services through-out the region.
- Building community resilience through emergency management, preparedness and response.
- Considering conflicting land uses and promoting building design that minimizes exposure to environmental contaminants and nuisances.

## Strategic Directions

### 7.1 The SLRD and member municipalities agree to:

a) Work in conjunction with regional health authorities, local social development organizations, School Districts, RCMP and Tribal Police to promote healthy public policy. Encourage a regional strategic plan, in conjunction with the RCMP and Tribal Police, which focuses on crime prevention, harm reduction, rehabilitation and reintegration, and restorative justice.

This will be pursued through collaboration with provincial and federal agencies and First Nations.

b) Ensure land use planning encourages the development of healthy, compact and walkable communities that promote safety through environmental design and *Smart Growth Principles*, natural hazards and environmental contaminants protection and FireSmart principles, and provisions for seniors and universal, accessible design.

This will be pursued in the review and updating of Official Community Plans and master planning processes.

c) Undertake integrated, coordinated emergency preparedness planning on a regional basis, including strategic planning for fire protection services, natural hazards management, extreme weather events, other large-scale emergencies, and expanding 911 emergency services.

This will be pursued by a Regional District committee and staff.

d) Encourage a well-functioning system of volunteerism that recognizes and acknowledges the ongoing contributions of those who improve our communities' well-being.

This will be pursued by engaging community organizations and citizens in the planning and delivery of appropriate social and community support services.

e) Work in conjunction with appropriate local agencies and vulnerable, at-risk populations to address short-term solutions and long-term strategies.

This will be pursued through discussions with provincial and federal agencies.

f) Support the development of infrastructure / recreational trail and greenway systems that link communities with regional parks.

## GOAL 8 Enhance Relations with Indigenous Communities and First Nations

The Regional Growth Strategy seeks to enhance our working relationships with the Skwxwú7mesh (Squamish), Líl'wat and St'át'imc Nations. There is significant opportunity to build constructive and enduring relationships with Indigenous communities and First Nations through the implementation of the RGS. The SLRD Board has declared itself to be a Regional District of Reconciliation and will continue to work towards turning these words into actions. The organization has adopted several calls to action from the Truth and Reconciliation Commission of Canada 2015 Summary Report, *Honouring the Truth, Reconciling for the Future*, and has endorsed in principle Call to Action #43, which calls upon all levels of government to fully adopt and implement the *United Nations Declaration on the Rights of Indigenous Peoples* (UNDRIP) as the framework for reconciliation.

The UNDRIP was adopted by the United Nations General Assembly in September 2007, and endorsed by the Government of Canada without qualification in May 2016 and by the Province of British Columbia in September 2017. The UNDRIP recognizes Indigenous Peoples' rights to their lands, and rights to self-determination, to maintain and strengthen their political, legal, economic, social and cultural institutions, to participate in decisions that could affect their rights, to maintain and strengthen their distinct spiritual relationships with their territories, to revitalize, use, develop and transmit to future generations their histories and language, and to designate and retain their own names for communities, places and persons, and to uphold their responsibilities to future generations and to conservation and protection of their territories. With mutual respect, recognition, reciprocity, and responsibility as overarching principles for stronger relationships, the SLRD and its partners acknowledge the important role local governments have in enhancing relationships between Indigenous and non-Indigenous communities and governments.

Building strong, respectful and effective working relationships with Indigenous communities and First Nations is especially important given the many growth pressures and challenges in the region and the complexity of issues facing all levels of government. While the Skwxwú7mesh, Líl'wat and St'át'imc are not signatories to a RGS under the *Local Government Act*, there are benefits in improved communication, information sharing and coordinated planning and servicing in areas of mutual interest. Engagement with Indigenous communities and First Nations will be pursued in the spirit of enhancing relationships and exploring opportunities for cooperation, collaboration and learning. The strategic direction under the RGS does not prejudice or affect any inherent Aboriginal Title, right or interest, recognizing that the legal context within which Aboriginal Title, rights and interests exist continues to evolve and change, thus impacting the ways in which Title, rights and interests are exercised.

## The Regional Growth Strategy:

*(i) Supports expanding the means of dialogue, learning and cooperation with Indigenous communities and First Nations.*

*(ii) Supports establishing MOU's, Implementation Agreements, and/or Protocol Agreements between First Nations and local governments that address issues of mutual interest/concern.*

*(iii) Recognizes Indigenous communities and First Nations have existing and distinctive Aboriginal rights, including Aboriginal Title, flowing from the ongoing and organized occupation of their traditional territories and recognized and affirmed in Section 35 of the Constitution Act (1982); implementation of the RGS will proceed without prejudice to any Aboriginal Title or rights that may currently exist, or be defined further through treaty or other processes.*

## Relations with Indigenous communities and First Nations will be enhanced by:

- Acknowledging and respecting cultural differences, while recognizing that Indigenous and non-Indigenous governments have overlapping and mutual interests, that their decisions impact one another, and that the residents in the entire region are best served by Indigenous and non-Indigenous governments working together in a spirit of cooperation.
- Formalizing communication and information sharing protocols.
- Supporting collaboration on economic development, land use planning and service partnerships and other collaborative activities among the SLRD, member municipalities and First Nations.
- Exploring and encouraging cross-cultural learning opportunities within our governments and communities.
- Building trust and shared understanding by continuing to support Community Forums.
- Understanding and respecting the differences between the distinct government authorities, their jurisdictions and responsibilities.
- Advocating resolution and accommodation of Aboriginal Title and rights.
- Acknowledging that establishing and maintaining mutually respectful and effective relationships is a shared responsibility that requires political will, joint leadership, mutual trust, accountability, transparency and an investment of resources.

## Strategic Directions

### 8.1 The SLRD and member municipalities agree to:

a) Support processes that advocate the fair and timely resolution of Aboriginal Title and rights for all Indigenous communities and First Nations within whose traditional territory the SLRD is located. This will be pursued through ongoing engagement with Indigenous communities, First Nations and senior levels of government.



b) Continue to support the creation of SLRD-Indigenous Liaison Committees to work on information sharing protocols, learning resources, and engagement tools on matters of joint interest such as land use planning, servicing, economic development, etc.

This will be pursued through discussions with Indigenous communities, First Nations and relevant member municipalities.

c) Engage with Indigenous communities and First Nations on the development and implementation of official community plans, zoning bylaws and the RGS shall be encouraged and proceed without prejudice to any Aboriginal Title and rights that may currently exist, or be further defined through treaty or other processes.

This will be pursued through referrals to adjacent Indigenous communities and First Nations and by pursuing engagement that is meaningful and timely.

d) Encourage First Nations to engage with local governments on the development of their land use plans.

This will be pursued through discussions with First Nations and referral processes to encourage coordinated land use planning and to jointly improve servicing efficiency and community liveability.

e) Continue using tools, such as Protocol / Implementation Agreements and Memorandums of Understanding, with all interested First Nations in the Region to assist with improving relationships.

f) Support an ongoing process of information sharing and mutual learning to increase understanding, build trust, and foster collaboration.

This will be pursued by supporting community-to-community forums and other opportunities for mutual dialogue and discovery.

g) Encourage opportunities to learn about the many First Nations and Indigenous communities within whose traditional territory the SLRD operates, including culture, history, laws, rights, governance, roles, and responsibilities.

This will be pursued by exploring opportunities to implement cross cultural professional development training on relevant topics and skills, such as: the history of Indigenous peoples; including the history and legacy of residential schools; the United Nations Declaration on the Rights of Indigenous Peoples; Treaties and Aboriginal rights; and intercultural competency, conflict resolution, human rights and anti-racism.

## GOAL 9 Improve Collaboration among Jurisdictions

Decision making over land use, health, safety, natural resources, environmental protection and many other issues of concern to residents within the regional district is a shared responsibility. The Regional Growth Strategy intends to improve collaboration between all levels of government within the region: municipal, regional, provincial, federal and First Nations. Better collaboration can lead to improved coordination and cooperation which in turn can reduce duplication and inefficiencies in local governance and improve service delivery. It also builds on the core competencies of existing jurisdictions so that limited resources are utilized efficiently.

### The Regional Growth Strategy

*(i) Supports expanding the opportunities for participation and communication in Regional District decision making.*

Collaboration among jurisdictions will be improved by:

- Making decisions in ways that are inclusive, coordinated, and transparent, based on mutual respect, respect for the rights of others, and a culture of collaborative management.
- Promoting early and on-going communication, and collaborative dialogue among jurisdictions with an interest in the regional district.
- Continuing to develop a collaborative, multi-faceted approach to governance.

### Strategic Directions

9.1 The SLRD and member municipalities agree to:

a) Continue using the round table format (i.e., RGS Elected Officials Forums) on a regular basis as a means for continued cross-regional communication and coordination.

This will be pursued through consultation activities related to a variety of regional issues.

b) Encourage SLRD and member municipality staff departments (administration, planning, finance, engineering, etc.) to develop mechanisms by which they may share information, collaborate and co-operate with their respective peers across the jurisdictions including, but not limited to: regular staff meetings; referral systems; working committees; etc.

This will be pursued through collaborative approaches to regional and trans-boundary issues.

c) Establish MOU's, protocol agreements and working committees between various jurisdictions (i.e., local, regional, First Nation, provincial and federal, health authorities) to improve collaboration and coordination.

This will be pursued through consultation activities related to a variety of regional issues.

d) Utilize ground rules and other protocol measures established in advance to assist with inter-jurisdictional disputes and conflict resolution.

This will be pursued through consultation activities related to a variety of regional issues.

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## GOAL 10 Protect and Enhance Food Systems

The Regional Growth Strategy endorses *Smart Growth Principles*, which includes ensuring the integrity of a productive agricultural land base. The highest and best use of agricultural land is for agriculture and the protection of agricultural land helps to promote the agricultural sector. Further, predicted changes in climate, energy costs, population growth, water availability and agricultural production suggest that protecting and enhancing the capacity of the regional food system is vital to community resilience. The ability to grow and access food is a key component of developing complete communities.

### WHAT IS OUR FOOD SYSTEM?

An integrated view of the production, processing, distribution, consumption and waste management of food.

The SLRD and its partners acknowledge that local governments have the ability to undertake local and regional approaches benefiting community-based food systems, such as: the protection, acquisition and management of agricultural land; the development and implementation of policy/regulations to encourage agriculture, including urban agriculture, and neighbourhood-based food assets; agricultural economic development; management of problem wildlife and invasive species; watershed management; riparian protection; and provision of affordable water and irrigation services. The value of our food systems is recognized and celebrated as a strength and source of economic development within the region.

### The Regional Growth Strategy:

- i. *Supports a regional food system that is healthy, accessible and resilient.*
- ii. *Promotes growth and development in the local agricultural sector.*
- iii. *Supports the protection and preservation of farmland and sustainable agriculture as the highest and best use of the Agricultural Land Reserve.*

### Food systems will be protected and enhanced by:

- Developing supportive policies and regulations for both rural/remote and urban settings.
- Maintaining the integrity of the Agricultural Land Reserve and agricultural resources, including water, land and knowledge.
- Developing mechanisms to preserve and enhance the agricultural land base for working agriculture.
- Improving the economic viability of the local agricultural sector within the region.
- Increasing community awareness of and support for agriculture.
- Strengthening regional connections, collaborations and partnerships around food systems.
- Fostering collaboration between Indigenous communities and the farming community.

- Supporting traditional and modern teachings about food preservation, seed saving, eating seasonally, and eating locally.
- Prioritizing a localized food system in support of *community food security*.
- Supporting sustainable agricultural and harvesting practices, including marine and aquaculture.
- Encouraging water conservation and climate change preparedness.

## Strategic Directions:

### 10.1 The SLRD and member municipalities agree to:

- Implement Agricultural Plans in conjunction with Indigenous communities and First Nations, the Ministry of Agriculture and the Agricultural Land Commission.  
This will be pursued by ensuring that local and regional land use policies and bylaws reflect and support the vision and priorities set forth in the Agricultural Plans, and by supporting local community groups, organizations and initiatives in their implementation efforts.
- Preserve the agricultural land base for sustainable agriculture through the recognition that the highest and best use of agricultural land is for agriculture.  
This will be pursued by supporting the management of the Agricultural Land Reserve (ALR) by the provincial government, encouraging the provincial government to protect the agricultural land base through the ALR, and utilizing appropriate Zoning Bylaw, OCP, and RGS policy tools to strictly regulate non-farm uses and the subdivision of farmland in accordance with the Agricultural Land Commission Act and Regulation.
- Promote agricultural viability with an emphasis on food production and sustainable practices.  
This will be pursued by working with other levels of government to ensure all jurisdictional regulations are aligned and beneficial to producers and food production, including pursuing strategies and actions to increase actively farmed agricultural land, encourage sustainable land-based aquaculture, emphasize food production, support local food processing and distribution, and reduce barriers to the economic viability of agricultural activities. This will be pursued further by encouraging communities to set policies/targets for local and sustainable food procurement.
- Strengthen regional connections with community-based food initiatives and organizations in support of an economically viable and ecologically sustainable food system.  
This will be pursued by recognizing and supporting the efforts and visions of community-based food system initiatives, strategies and organizations, including Indigenous communities and First Nations – and by ensuring that urban and rural planning facilitates greater connectivity in the food systems, including decision-making. This may also involve the development of a Regional Food System Strategy.

- e) Explore options for local governments to champion Agricultural Land Trusts, in which land is purchased for community food growing and protected in perpetuity as an investment in long-term food security.

This will be pursued by investigating the establishment of an Agricultural Land Trust Fund that could be used to purchase and/or lease agricultural land.

- f) Encourage urban agriculture and ensure the ability to grow and access food is part of developing complete communities.

This will be pursued by expanding land regulations that encourage urban agriculture throughout the community and integrate food growing (gardens, small plot farming) on regional district and municipal lands and parks. This will be further pursued by encouraging innovation with regard to land use and policies that support the food system, ensuring all new development is designed with the ability to grow and store food, including the provision of community gardens, greenhouses and community kitchens.

- g) Support opportunities to educate, increase awareness and celebrate local food systems.

This will be pursued by continuing to support: farmers markets; festivals/events; school, youth and community-based education programs; farm-to-school/institution programs; community gardens and kitchens; and traditional foods initiatives and teachings about food preservation, seed saving, eating seasonally, and eating locally.

- h) Seek input and advice from the local agricultural community on food system issues.

This will be pursued through maintaining and regularly engaging with the Agricultural Committees, Farmers Institutes/Societies and organizations, and by working with indigenous communities and First Nations.

- i) Manage wildlife/human conflicts and invasive species.

This will be pursued by continuing to engage and partner with the regional Invasive Species Councils/Societies to control invasive species on farms, participating in management solution initiatives to passively and actively deter predator populations from damaging crops (urban and rural) and livestock (such as Bear Aware), and encouraging the use of best management practices to mitigate effects of wildlife and invasive species and maximize the efficient use of resources.

- j) Ensure sustainable watershed management to support food production.

This will be pursued by considering agricultural needs in all watershed, drought, stormwater management, groundwater management and floodplain management plans.

- k) Collaborate with provincial agencies to prepare a regional agriculture climate adaptation strategy for the SLRD.

This will be pursued by engaging the food system communities throughout the regional district to collaborate with provincial agencies.

I) Reduce potential farm/non-farm conflicts.

This will be pursued through proactive land use planning, regulations and development permit areas, as well as education and communications in collaboration with the Ministry of Agriculture and the ALC.

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## GOAL 11 Take Action on Climate Change

The Regional Growth Strategy seeks to address climate change through the directions put forth in all ten SLRD RGS Goals. Additionally, the RGS recognizes the need for climate responsibility and a continued commitment to climate leadership. The Province of BC has identified the biggest sectoral contributors to *greenhouse gas (GHG) emissions* as transportation (37 percent), built environment (24 percent), industry & utilities (18 percent), and oil & gas (18 percent). Taking action on climate change will require provincial and federal leadership to support sector-based changes. It will also require local leadership and broad community commitment – by local governments, by community members, by business owners and entrepreneurs, and by visitors. Personal transport continues to be the most significant (over 50 percent of all estimated community-level emissions) contributor to local community-based GHG emissions and the single largest reason why communities are failing to maintain interim target reduction levels, suggesting that shifting the way we travel is critical.

The Regional Growth Strategy supports taking action on climate change through mitigation and adaptation. Mitigation strategies seek to reduce GHG emissions and energy consumption, with targets being critical motivators for action on mitigation. Adaptation strategies identify and address the potential local impacts of climate change, with intention of using various methods to build community *resilience*.

A RESILIENT COMMUNITY is one that takes intentional action to enhance the personal and collective capacity of its citizens and institutions to respond to and influence the course of social, economic, and environmental change. (SLRD Energy Resilience Task Force Report)

### The Regional Growth Strategy:

- (i) Supports efforts to reduce inter and intra community-based GHG emissions and energy consumption.*
- (ii) Supports planning for climate change and building community resilience through adaptation strategies that prevent or minimize key potential impacts.*
- (iii) Prioritizes land use and transportation strategies as the foundation of our climate action.*

### Action on Climate Change will be achieved by:

- Reducing community-based GHG emissions and energy consumption.
- Preventing or minimizing potential local impacts.
- Supporting localized, *renewable energy* systems toward community resilience.
- Protecting the carbon sequestration value of natural systems.
- Engaging our communities on climate change.
- Ensuring climate change mitigation and adaptation planning is integrated in all community decision-making.



## Strategic Directions:

### 11.1 The SLRD and member municipalities agree to:

#### a) Adopt Provincial GHG reduction targets.

This will be pursued by incorporating targets into SLRD and member municipality OCPs and establishing/maintaining corporate and community emissions inventories. Under the Greenhouse Gas Reduction Targets Act and reconfirmed through the Climate Leadership Plan (2016), the following targets are established for the purpose of reducing BC GHG emissions:

- (i) by 2020 and for each subsequent calendar year, BC greenhouse gas emissions will be at least 33% less than the level of those emissions in 2007;
- (ii) by 2050 and for each subsequent calendar year, BC greenhouse gas emissions will be at least 80% less than the level of those emissions in 2007.

#### b) Maintain status as BC Climate Action Charter signatories.

The SLRD and member municipalities are signatories to the BC Climate Action Charter. Signatory Local Governments agree to develop strategies and take actions to achieve the following goals: (i) *being carbon neutral in respect of their operations by 2012, recognizing that solid waste facilities regulated under the Environmental Management Act are not included in operations for the purposes of this Charter.* (ii) *measuring and reporting on their community's GHG emissions profile; and (iii) creating complete, compact, more energy efficient rural and urban communities (e.g. foster a built environment that supports a reduction in car dependency and energy use, establish policies and processes that support fast tracking of green development projects, adopt zoning practices that encourage land use patterns that increase density and reduce sprawl.)*

#### c) Explore the development of climate change adaptation and mitigation plans and options to measure, monitor, evaluate and report on community GHG emissions.

This will be pursued by developing/maintaining climate change adaptation and mitigation plans and/or monitoring and reporting programs, and by lobbying the province to re-establish the Community Energy and Emissions (CEEI) Inventory in support of community-level monitoring and meeting Climate Action Charter commitments.

#### d) Explore the feasibility of preparing a regional climate action strategy.

This will be pursued through discussions with federal and provincial agencies, community organizations and the Union of BC Municipalities.

#### e) Substantially reduce GHG emissions:

- i. *from mobile sources*

This will be pursued by limiting growth outside of established urban areas and prioritizing infrastructure development and policies that support *preferred modes of transportation* for inter and intra community travel.

ii. *from stationary sources*

This will be pursued through collective prioritization of energy efficient development and may include establishing Green Building Policies, creating incentive structures, encouraging retrofit programs, exploring development controls, exploring district energy systems, and lobbying the province for building code extensions. Additionally, the SLRD and member municipalities agree to explore the BC Energy Step Code.

BC ENERGY STEP CODE:

The Province brought the BC Energy Step Code into force in April 2017. The BC Energy Step Code is a voluntary roadmap that establishes progressive performance targets (i.e., steps) that support market transformation from the current energy-efficiency requirements in the BC Building Code to net zero energy ready buildings. It establishes a set of incremental performance steps for new buildings that aims to communicate the future intent of the Building Code and improve consistency in building requirements across B.C. to transition to net zero energy ready buildings by 2032. It is a voluntary tool local governments across B.C. can use to encourage—or require—the construction of more energy-efficient buildings in their communities, and do so in a consistent, predictable way.

The BC Energy Step Code takes a new, performance-based approach rather than the traditional prescriptive approach. This means the BC Energy Step Code does not specify *how* to construct a building, but identifies an energy-efficiency target that must be met and lets the designer/builder decide how to meet it. In addition to being a voluntary standard for builders, the BC Energy Step Code may also be referenced in local government bylaws and policies as an 'unrestricted matter' under the Building Act.

iii. *associated with solid waste management*

This will be pursued by continuing to develop and implement policies, practices and targets toward achieving Zero Waste Goals.

f) Ensure regional/municipal decision-making is structured to achieve GHG reduction targets and energy goals.

This will be pursued by supporting compact, complete, efficient land use patterns and using an integrated asset management approach in which consideration is given to the full costs throughout an asset's life cycle (lifecycle costs), prioritizing opportunities for GHG and energy reduction. This may also involve expanding/updating corporate purchasing policies.

g) Utilize local third party accredited carbon offset programs and explore the creation of locally and/or regionally planned and managed third party accredited carbon credit/trading systems, with potential offsets going towards tangible local projects.

This will be pursued by working with community organizations, local governments and provincial agencies/authorities.

h) Protect the carbon sequestration value of natural systems, including forested lands and wetlands, and explore opportunities to strategically acquire protected areas that contribute to climate change mitigation.

This will be pursued by protecting forested lands and wetlands under local government jurisdiction, expanding protected areas where possible, and considering carbon sequestration values in provincial referral responses.

i) Consider impacts to local community GHG emissions in decision-making around GHG-intensive industries and utilities, LNG, and commercial recreation and leisure operators.

This will be pursued through development approval and environmental assessment processes and lobbying efforts with provincial and federal government.

j) Prioritize developing strategies and taking action to reduce personal transport emissions.

This will be pursued by developing compact, complete land use patterns and expanding the share of preferred modes of transportation.

k) Encourage the development and use of renewable energy across the region.

This will be pursued through partnerships and in consultation with communities, exploring options at both the building-level and grid or system level. It may include advancing opportunities to incent small-scale, renewable energy production and use, exploring new technologies through pilot projects, and supporting provincial building code extensions and other tools to facilitate renewable energy systems in local development and construction.

l) Build climate resilience.

This will be pursued through efforts to address the vulnerability that communities have to the environmental consequences of climate change and expand the capacity of citizens, institutions and infrastructure to respond to and influence change. Special consideration must be made for those in our communities who are most vulnerable and least able to respond or influence.

m) Plan for climate change.

This will be pursued by ensuring new land use, buildings and infrastructure are planned and designed with tomorrow's climate in mind.

n) Prepare for extreme weather events, natural hazards and other large-scale emergencies that may increase in frequency and intensity as a result of climate change.

This will be pursued by expanding on emergency preparedness and management plans/strategies and enhancing community resiliency and self sufficiency – both human and physical infrastructure.

o) Pursue community engagement and consultation opportunities around climate change – with a focus on mitigation and adaptation.

This will be pursued by collaborating with local organizations, agencies, and stakeholders to build awareness, empowerment and commitment to take local action on climate change.

p) Ensure Climate Action is evidence-based.

This will be pursued by using data and modeling to inform climate action planning and decision-making.

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## Part 4 Implementation

The RGS is intended as a strategic guide to future land use development and services in accordance with the *Local Government Act*. The operational challenges will include: managing settlement growth in a manner that is consistent with the RGS *Smart Growth Principles*, while also preventing development sprawl in the rural and resource areas; improving transportation systems in a way that enhances efficiency, safety and sustainability goals; and developing the processes for communication and cooperation between local government, provincial and federal agencies and First Nations in a common commitment to responsible land use planning and management.

### Implementation Process

The RGS implementation process will involve the following tasks:

- a) The development and adoption of Regional Context statements within Official Community Plans, as required by the Local Government Act;
- b) Continued development of a RGS implementation program based on the directives contained in the RGS where the SLRD undertakes the required follow-up action;
- c) The development and application of specific Implementation Agreements between SLRD and member municipalities, provincial agencies and First Nations, where they can assist in addressing mutual concerns;
- d) The preparation of Implementation Guidelines, provided as resources to support collective implementation of the RGS.
- e) Annual progress reporting to the SLRD Board on implementation of the RGS strategic directives presented in the preceding pages;
- f) Annual monitoring of Integrated SLRD RGS and ISP Goals & Indicators (Appendix A).
- g) Implementation of completed Economic Development Studies and Agricultural Plans, which may result in amendments to the RGS.

### Regional Context Statements

Successful implementation of the RGS depends on cooperation between the SLRD and member municipalities, and the ability of local plans, policies and programs to contribute to the regional planning goals identified in the RGS. Regional Context Statements set out the relationship between the RGS and the member municipality Official Community Plans, and as such, they are the main implementation tool of the RGS.



Section 446 of the *Local Government Act* establishes the requirement for local governments to prepare Regional Context Statements. Regional Context Statements must identify the relationship between the Official Community Plan and the goals and strategic directions identified in the RGS. If applicable, Regional Context Statements will identify how the Official Community Plan will be made consistent with the RGS over time. Regional Context Statements are accepted by resolution, meaning a majority vote of the SLRD Board is needed. A regional public hearing is not required.

Regional Context Statements have been accepted for all four member municipalities.

## Coordination with Other Governments and Agencies

The SLRD will work with neighbouring jurisdictions, namely the Fraser Valley Regional District, Cariboo Regional District, Metro Vancouver Regional District, Powell River Regional District, Sunshine Coast Regional District, Strathcona Regional District, and Thompson-Nicola Regional District to facilitate the compatibility of regional growth planning and initiatives.

The SLRD and member municipalities will work with the provincial and federal governments and their agencies on major investments in the regional transportation system, expansion of affordable housing choices, the location of public facilities, and any other initiatives that supports the goals and strategies specified in the RGS.

The SLRD and member municipalities will work with the Agricultural Land Commission to protect the region's agricultural land base.

The SLRD and member municipalities will seek to build relationships and to work with First Nations. (Refer to Goal 8).

## Recognition of Aboriginal Title

First Nations have asserted/continue to exercise Aboriginal Title and rights to traditional territories within which the SLRD is located. The implementation of the RGS will proceed without prejudice to any Aboriginal Title or right that may currently exist, or be defined further through treaty or other processes.

## Implementation Agreements

Implementation Agreements (IA) will provide operational tools for ongoing RGS implementation. These agreements will identify processes and activities to implement certain provisions of the RGS.

## Implementation Guidelines

The SLRD may periodically prepare guidelines to assist in the implementation of the RGS, including but not limited to, guidelines for the preparation of and amendments to Regional Context Statements, for amendment of the Regional Growth Strategy, and, for establishing referral protocols. Implementation Guidelines are provided as resources, living outside the RGS, to support collective agreement and responsibility. They provide a set of norms that all parties of the RGS agree to and are to be read in conjunction with the SLRD RGS Bylaw No. 1062, 2008 as amended from time to time – they do not replace or supersede the content of, or requirements in, the RGS.

## Legislative Requirements

### *Annual Monitoring and Reporting*

Section 452 of the *Local Government Act* requires annual monitoring and reporting of regional growth strategies. Monitoring is the process of collecting information, analyzing trends and gauging progress toward goals. Monitoring of the RGS has two purposes – to measure progress in RGS implementation and to measure substantive improvements in the core conditions or results that are targeted by the RGS. Reporting includes evaluation and is the process of communicating the results of the monitoring.

To facilitate the monitoring and reporting process, Table X, Appendix A presents the key indicators that will be used to measure overall implementation of the RGS. Data sources and reporting procedures will be specified in the Annual Monitoring reports.

### *Five-year Review*

To ensure that the Regional Growth Strategy continues to respond to current and future needs, at least once every five years the SLRD will consider whether the Regional Growth Strategy must be reviewed for possible amendment, pursuant to Section 452 of the *Local Government Act*.

## Regional Growth Strategy Amendments

Squamish-Lillooet Regional District and member municipalities will continue to work to ensure Official Community Plan policies are consistent with the RGS Settlement Planning Map, or provide for a process that will lead to consistency over time, recognizing the economic, social and environmental benefits of compact community development, with particular attention to growth management that assists economic development in Pemberton and revitalization of the Lillooet area. The following outlines the criteria and process for considering minor amendments to the SLRD Regional Growth Strategy.

### *RGS Amendment Criteria and Process*

- a) The process to initiate amendments to the Regional Growth Strategy is by resolution of the SLRD Board. Member municipalities may, by Council resolution, request amendments; typically this will also involve a Regional Context Statement/OCP Amendment, with all amendments processed concurrently.
- b) On receipt of a resolution from a member municipality or the SLRD Board to amend the Regional Growth Strategy, SLRD staff will prepare a preliminary report for review by the RGS Steering Committee. RGS Steering Committee comments and recommendations will be forwarded to the SLRD Board to assist in its decision on whether the application should be processed as a minor or major amendment.
- c) The SLRD Board will assess the application in terms of the minor amendment criteria and determine if the amendment application should be treated as a minor or major amendment.

Table 6: Minor Amendment Criteria

<b>MINOR Amendment Criteria</b>
<p>Criteria under which a proposed amendment to the Regional Growth Strategy may be considered a minor amendment include the following:</p> <ol style="list-style-type: none"> <li>1. Where a land use or development proposal requires an amendment to the Regional Growth Strategy, and, in the opinion of the Board: <ol style="list-style-type: none"> <li>a) is not considered to be of regional significance in terms of scale, impacts or precedence; and</li> <li>b) is not inconsistent with the goals of the Regional Growth Strategy.</li> </ol> </li> <li>2. Those text and map amendments required to correct errors or as a result of more accurate information being received relative to existing information;</li> <li>3. Those housekeeping amendments to population, dwelling unit and employment projections, housing demand estimates, performance measures, tables, figures, key indicators, grammar, or numbering, that do not alter the intent of the Regional Growth Strategy;</li> <li>4. Anything that is determined to <i>not</i> be a minor amendment is to be treated as a major amendment.</li> </ol> <p>Although not considered an exhaustive list, the following types of amendments are considered regionally significant:</p> <ul style="list-style-type: none"> <li>• Those that include land in the Agricultural Land Reserve or will negatively impact agricultural lands;</li> <li>• Those that involve development of non-settlement lands that are not contiguous to existing designated settlement areas;</li> <li>• Those that would have significant impacts to the regional highway system and may negatively affect level of service; and,</li> <li>• Those that would have significant impacts to regional energy emissions and may negatively affect Climate Change reduction and/or adaptation.</li> </ul>

- d) An affirmative 2/3 vote of the SLRD Board members attending the meeting is required to proceed with a minor amendment process.

Table 7: Minor &amp; Major Amendment Process

<b>MINOR Amendment Process</b>	<b>MAJOR Amendment Process</b>
<p>Where the SLRD Board resolves to proceed with an amendment application as a minor amendment, the Board will:</p> <ol style="list-style-type: none"> <li>i. give 30 days written notice to each affected local government, including notice that the proposed amendment has been determined to be a minor amendment. The notice shall include a summary of the proposed amendment and any staff reports, other relevant supporting documentation and the date, time and place of the Board meeting at which the amending bylaw is to be considered for first reading;</li> <li>ii. consider any representations and written comments provided by the affected local governments prior to giving first reading to the proposed amendment bylaw.</li> </ol> <p>Procedures for adopting the minor amendment bylaw: Where the SLRD Board resolves to proceed with an amendment application as a minor amendment, bylaw readings will require a majority vote with section 212 of the <i>Local Government Act</i> outlining voting rights and as per Squamish-Lillooet Regional District Procedure Bylaw No. 1260-2012, as amended from time to time. No public hearing is required for minor amendments to the RGS.</p>	<p>Where the SLRD Board resolves to not proceed with an amendment application as a minor amendment, the amendment becomes a major amendment and may only be adopted through the process outlined in section 436 of the <i>Local Government Act</i>.</p>



## Regional Context Statement Amendments

After a Regional Context Statement has been accepted by the SLRD Board there are three instances in which municipalities will be required to submit a revised or new Regional Context Statement:

1. When a new Official Community Plan is being developed.
2. When amendments to an existing Official Community Plan are proposed that are not consistent with the accepted Regional Context Statement.
3. Within five years of the Board's latest acceptance of the Regional Context Statement and/or in association with an RGS Review.

The process for amending an accepted Regional Context Statement is the same as the process for initial acceptance of the Regional Context Statement, as per Section 448 of the *Local Government Act*.

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## Roles and Responsibilities

### **Squamish-Lillooet Regional District:**

- Assist in the development and approval of Regional Context Statements and Amendments.
- Ensure Regional Context Statements are consistent with the Agricultural Land Commission Act and Regulation.
- Adopt Regional Context Statements that serve to implement RGS *Goals* and *Strategic Directions* within electoral area Official Community Plans.
- Chair and provide technical support to RGS Steering Committee.
- Coordinate follow-up implementation of the RGS *Goals* in accordance with RGS *Strategic Directions*.
- Monitor and report on implementation of the RGS *Goals*.
- Monitor RGS and ISP Indicators.

### **Member Municipalities:**

- Adopt Regional Context Statements that serve to implement RGS *Goals* and *Strategic Directions* within Official Community Plans.
- Assist and cooperate in the implementation of the RGS *Goals* and *Strategic Directions*.

### **Regional Growth Strategy Steering Committee:**

- Guide the implementation of the RGS *Goal* and *Strategic Directions*. This includes: reviewing the annual monitoring report on progress made in achieving the goals of the RGS; reviewing all requested amendments to the RGS; and guiding the process of reviewing and updating the RGS;
- Advise the Board and member municipalities on Regional Growth Strategy issues/matters, including providing comments and recommendations to the Board/Councils on proposed Regional Growth Strategy amendments and development issues of regional, inter-municipal, and inter-agency significance.

### **Inter-Governmental Advisory Committee:**

- Advise applicable local governments on the development and implementation of RGS, including RGS reviews, and to facilitate coordination of Provincial and local government actions, policies and programs as they relate to the development and implementation of the RGS.

## Glossary of Terms

**Affordable housing** means rental or ownership housing priced so that monthly payments are less than 30% of gross household income.

**Aging in Place** Aging in place means having the health and social supports and services you need to live safely and independently in your home or your community for as long as you wish and are able.

**Backcountry Resort** refers to a commercial recreation development with a maximum of 50 accommodations rooms that focuses on one or more recreation/ adventure tourism activities that provide a high quality recreation opportunity and which may include accessory commercial activities but no residential development other than staff accommodations.

**BC Energy Step Code** is a voluntary compliance path within the BCBC (via new Subsections 9.36.6. and 10.2.3. of Division B) that establishes progressive performance targets (or steps) to support transformation from the current energy-efficiency requirements in the BC Building Code to net zero energy-ready buildings by 2032. Effective April 7, 2017, the BC Energy Step Code has been introduced as an amendment to the 2012 BC Building Code (BCBC).

**Board** means the Regional Board of the Squamish-Lillooet Regional District; for the purposes of the RGS only those Board members who participate in the RGS service may participate in RGS decision making.

**Community** means an identifiable or distinct settlement of people, living and interacting with one another in a defined geographic area, who may share a common culture, values and norms and similar environmental conditions.

**Complete community** means a type of settlement where necessary and desired services, features and attributes allow residents to live, work, play, shop, and learn within close proximity of their home. A more complete community is one where there is a range of opportunities for day-to-day activities, resulting in jobs closer to where people live, accessibility to transit, shops and services near home, and a wider range of housing types.

**Community food security (CFS):** is defined as a situation in which all community residents obtain a safe, culturally acceptable, nutritionally adequate diet through a sustainable food system that maximizes community self-reliance and social justice (BC Provincial Health Services Society).

**Co-operative (co-op) Housing** means is a type of housing that residents own and operate as part of a membership.

**FireSmart** means structured and practical solutions or mitigative approaches to reduce the hazard posed by interface fires to communities and homes.

**Flex Housing** means a multi-unit built form designed for adaptability of units to accommodate changing family size and needs over time with a minimum of expense

**Food Security** exists when all people, at all times, have physical, social and economic access to sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life (United Nations Food and Agriculture Organization (FAO)).

**Food Systems** a food system provides an integrated view of and includes the production, processing, distribution, consumption and waste management of food.

**Greenhouse Gas Emissions** are any gaseous compound in the atmosphere that is capable of absorbing infrared radiation, thereby trapping and holding heat in the atmosphere. By increasing the heat in the atmosphere, greenhouse gases are responsible for the greenhouse effect, which ultimately leads to global climate change.

**Healthy community** is one that is continually creating and improving those physical and social environments and expanding those community resources that enable people to mutually support each other in performing all the functions of life and in developing to their maximum potential.

**Master Planned Communities** means larger scale developments that are non-urban, mixed use and are planned on a comprehensive basis.

**Natural Capital** refers to living organisms (i.e., plants, animals, bacteria), water, air, land, and non-renewable stocks (i.e. oil and gas, minerals). The value of natural capital is based on the quantity & quality of the goods (timber, food, fuel, genetic resources, biochemicals) and services that flow from these stocks. Services are those that are essential, support all life and are extremely complex; they include climate regulation, water purification, waste treatment, erosion control, air quality management, nutrient recycling, photosynthesis, soil formation, pest and disease control, and protection from extreme weather damage. Natural capital is one approach to ecosystem valuation, an alternative to the traditional view of all non-human life as passive natural resources, and to the idea of ecological health.

**Neighbourhood** means a local, identifiable area within a settlement area, either urban or non-urban, which has some quality or character that distinguishes it from other areas.

**Non-market housing** means housing that is owned or controlled by a government or nonprofit entity and is rented to low or moderate income households at less than market rent, or made available for purchase at less than market value.

**Non-settlement Area** means an area predominantly used for agriculture, including non-farm uses approved by the ALC in accordance with the Agricultural Land Commission Act and Regulation, rangeland, forestry, outdoor recreation or resource extraction uses or areas of undisturbed natural environments. Non-settlement areas include watersheds, conservation areas, farmland, forests, and major parks and large areas of unsurveyed Crown land. They may be characterized by some sparse settlement and localized, historic subdivisions. Parcel areas are generally greater than 15 hectares (40 acres) in non-settlement areas.

**Non-urban** means any unincorporated or incorporated settlement areas, and includes small Rural Communities, Serviced Residential areas and Rural Residential areas.

**Occupied Private Dwelling** means a separate set of living quarters which has a private entrance either directly from outside or from a common hall, lobby, vestibule or stairway leading to the outside, and in which a **person or a group of persons live permanently**.

**Preferred mode of transportation** the SLRD Prioritizes preferred modes of transportation in the following order: 1. pedestrian, bicycle and other-non-motorized means (active transportation), 2. transit, rail, ferry and movement of goods, 3. private automobile (HOV, and leading low-impact technologies), 4. private automobile (SOV, traditional technology).

**Private Dwelling** means a separate set of living quarters which has a private entrance either directly from outside or from a common hall, lobby, vestibule or stairway leading to the outside (includes all dwellings – vacant, occupied by temporary residents and occupied by permanent residents).

**Region or Regional** refers to the Squamish-Lillooet Regional District and its member municipalities.

**Resilience** means the ability to anticipate risk, limit or mitigate impacts, and adapt, evolve and grow when faced with change.

**Resilient community** is self-reliant and ensures those most in need have access to essential services such as food, housing, water, and energy to support ongoing social, economic and environmental health. A resilient community is one that takes intentional action to enhance the personal and collective capacity of its citizens and institutions to respond to and influence the course of social, economic, and environmental change.

**Renewable Energy** is generally defined as energy that is collected from resources which are naturally replenished on a human timescale, such as sunlight, wind, rain, tides, waves, and geothermal heat. Renewable energy often provides energy in four important areas: electricity generation, air and water heating/cooling, transportation, and rural (off-grid) energy services.

**Rural Communities** means settlements that are closely built up, with a mix of land uses, community water and sewer systems, and a systematic street pattern. Rural Communities generally have a population of less than 1,000 people.

**Rural Residential** means a settlement that contains dispersed residential uses usually on small acreage parcels, which are not serviced by community water or sewer services.

**Senior (housing)** means an adult aged 55 years or older. Note housing programs, partners and housing providers may define senior by a different age.

**Serviced Residential** means a settlement that contains primarily residential uses serviced by community water and/or sewer systems.

**Settlement Area** means an area of predominantly residential use at varying densities. These may be either urban or non-urban.

**Smart Growth** means a pattern of development that makes efficient use of our limited land base and our existing infrastructure systems, protects important resource lands and natural areas, promotes a wide variety of transportation and housing options, creates more complete communities, and fosters high quality and environmentally sensitive development practices. Smart growth recognizes the connections between development and quality of life, and leverages new growth to improve the community.

**Transportation Demand Management** programs designed to reduce demand for transportation through various means, such as the use of transit and of alternative work hours.

**Urban** means a closely built up settlement characterized by buildings, asphalt, concrete, and a systematic street pattern within an incorporated municipality. Urban areas include residential, commercial, industrial, transportation, communications, utilities, and mixed urban land uses. Undeveloped land completely surrounded by developed areas, such as cemeteries, golf courses, and urban parks is recognized within urban areas. The extent of urban areas is determined by the existence of a dense systematic street pattern and the relative concentration of buildings.

**Urban Containment Boundary** refers to a set of land-use regulations that prohibit urban level development outside a certain boundary; they are a regulatory tool used to shape the geographical pattern of urban growth.

**Zero Waste** means the goal of eliminating waste wherever possible by encouraging a systems approach to avoid the creation of waste in the first place. A Zero Waste Systems approach turns material outputs from one process into resources for other processes.

**PLANNING TERMS:**

**Vision:** an overall description of our desired future.

**Goals:** elements that collectively comprise the realization of our vision.

**Strategic Directions:** actions designed to guide RGS implementation.

## APPENDIX A Integrated SLRD RGS and ISP Goals & Indicators

Table 8 outlines a series of indicators developed for the purposes of tracking and evaluating trends in community growth and development. Each indicator has an accompanying description in order to obtain data. The indicators are based not only on *Smart Growth Principles* but align with the indicators of the SLRD Integrated Sustainability Plan (ISP), thereby allowing collection of data to serve two monitoring programs within the SLRD.

An important outcome of the RGS will be to monitor these indicators over time to evaluate the progress made, or changes occurring within these key parameters, as a measure of how well the region is managing the overall quality of life of present and future generations.

*Table 8: Integrated RGS and ISP Monitoring*

RGS & ISP GOAL	INDICATORS	DESCRIPTION
<b>GOAL 1 FOCUS DEVELOPMENT INTO COMPACT, COMPLETE, SUSTAINABLE COMMUNITIES</b>	Energy Use	Total energy used
	Greenhouse Gas Emissions	Total greenhouse gas (GHG) emissions
	Landfill Waste	Total amount of solid waste sent to landfills from SLRD communities.
	Population Density	Population per ha of developed land
<b>GOAL 2 IMPROVE TRANSPORTATION LINKAGES AND OPTIONS</b>	Highway Safety	Fatalities on certain highways
	Transit Commutes	Percent commuting to work via transit
	Number of Vehicles	ICBC vehicle ownership data
<b>GOAL 3 GENERATE A RANGE OF QUALITY AFFORDABLE HOUSING</b>	Housing Affordability	Ratio of median income to median assessed residential property value
	Housing Diversity	Diversity of housing stock in settlement areas, including mixed use where possible for new areas
<b>GOAL 4 ACHIEVE A SUSTAINABLE ECONOMY</b>	Diversity of Industry	Labour force concentration in industries that bring in outside money to the region (export-like industries such as tourism, logging, building homes, etc.)
	Median Income	Real median income of SLRD based tax filers

	Total Income	Total income reported by SLRD based tax filers
	Room Revenue	Room Revenue for the SLRD tourism Communities
	Population	Population and Sustainable Population Ratios
	Connectivity	Number of communities (and/or residents and businesses) with access to high speed communications technology
<b>GOAL 5 PROTECT NATURAL ECOSYSTEM FUNCTIONING</b>	Species at Risk	Number of vascular species at risk within the SLRD
	Water Use	Total amount of water extracted then delivered from municipal and SLRD water plants to end users in the SLRD.
	Regional Air Quality	Number of hours where the AQI for Whistler and Squamish is below low
<b>GOAL 6 ENCOURAGE THE SUSTAINABLE USE OF PARKS AND NATURAL AREAS</b>	Recreation Facilities	Recreation facilities and parks/ fields area.
	Commercial Recreation Operators	The number of commercial operators in the region (indicator aims to represent the commercial recreation activity in the SLRD)
<b>GOAL 7 CREATE HEALTHY AND SAFE COMMUNITIES</b>	Child Development	Proportion of total kindergarten children considered vulnerable based on the Early Childhood Development Index (EDI).
	Drinking Water Quality	Drinking Water Quality Index
	Socio-Economic Index	BC Stats Socio-Economic Index
	Leisure Activity	The population aged 12 and over who reported an active or moderately active level of physical activity on Canadian Community Health Survey
	Trail Length	The length of official commuter trails as well as recreation trails that are generally accessible to a large segment of the population (lower grade, wider, gravel or paved).
<b>GOAL 8 ENHANCE RELATIONS WITH INDIGENOUS COMMUNITIES AND FIRST NATIONS</b>	SLRD-Indigenous Meetings	The number of meetings held between the SLRD and Indigenous communities and First Nations on an annual basis.
<b>GOAL 9 IMPROVE COLLABORATION</b>	Voter turnout	Proportion of the registered voters voting in SLRD Community/ Electoral Area elections
	RGS Collaboration	Number of RGS steering committee meetings



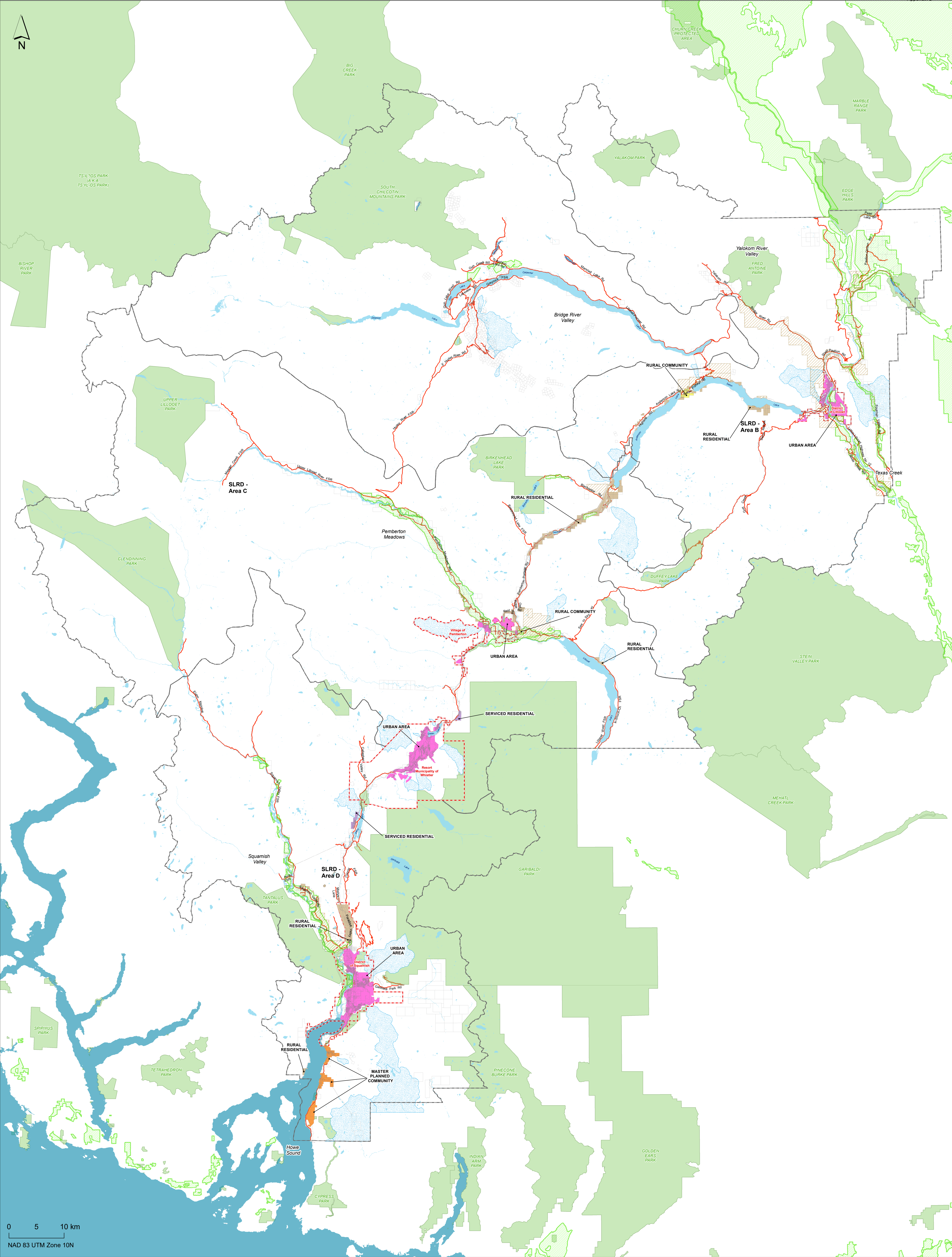
<b>GOAL 10 PROTECT AND ENHANCE FOOD SYSTEMS</b>	Active Farms	Total ha of active farms
	Status of the ALR	Number of subdivisions; number of non-farm use applications approved; amount of land removed from the ALR; amount of land included in the ALR.
	Urban Agriculture	Total ha of urban agriculture (community gardens, greenhouses, small plots, etc.) Number of people participating in community garden programs.
<b>GOAL 11 TAKE ACTION ON CLIMATE CHANGE</b>	Energy Use	Total energy used
	Greenhouse Gas Emissions	Total greenhouse gas (GHG) emissions

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## REGIONAL GROWTH STRATEGY MAPPING

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# Regional Settlement Plan - Map 1

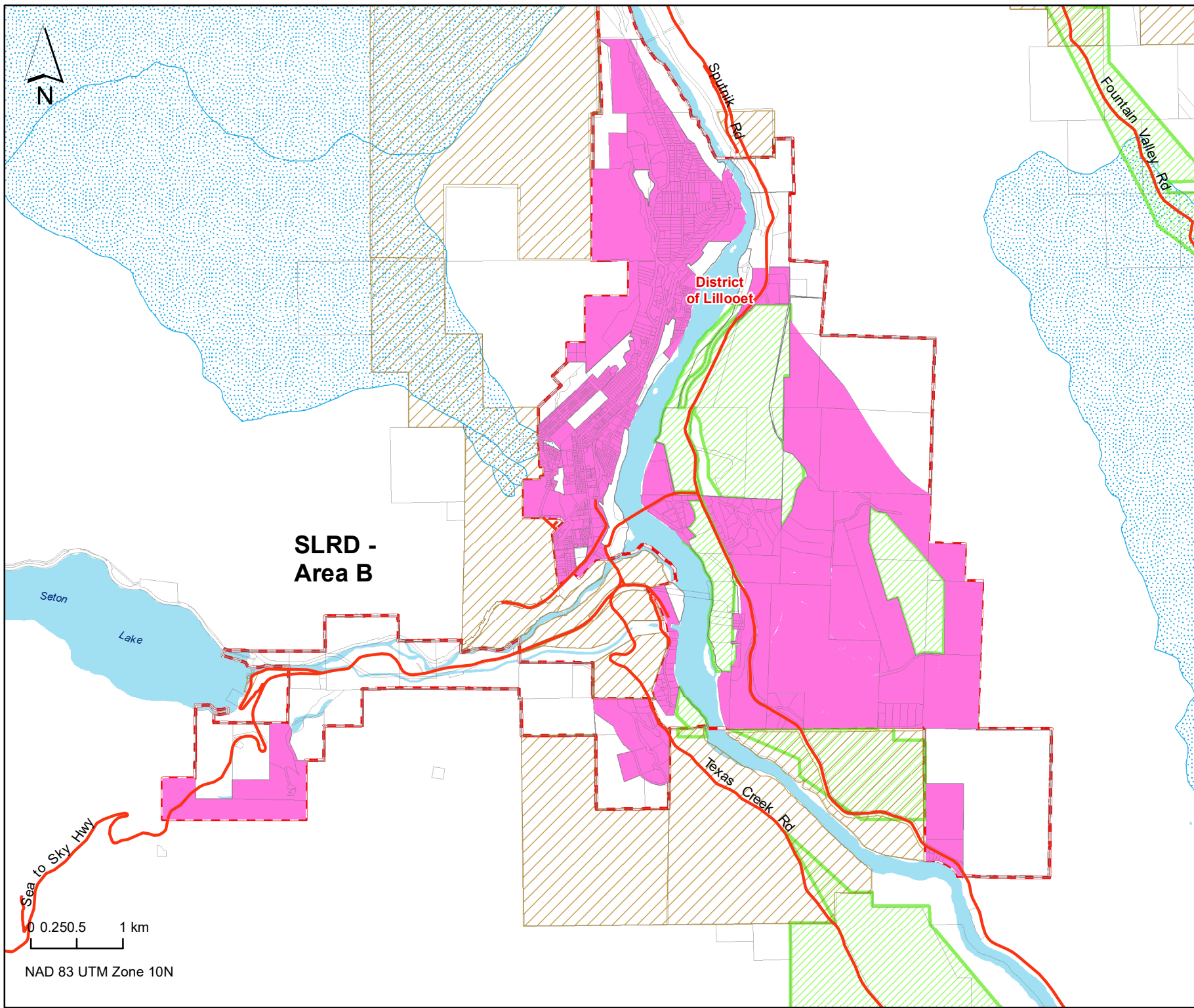
## Squamish - Lillooet Regional District

### Bylaw No. 1062

- |                           |                           |                                      |                          |                     |
|---------------------------|---------------------------|--------------------------------------|--------------------------|---------------------|
| Indigenous Reserves       | Community Watersheds      | <b>Regional Land Use Designation</b> | Master Planned Community | Non-Settlement Area |
| Agricultural Land Reserve | Municipal Boundaries      | Urban                                | Rural Residential        |                     |
| Parks & Protected Areas   | Electoral Area Boundaries | Rural Community                      | Serviced Residential     |                     |





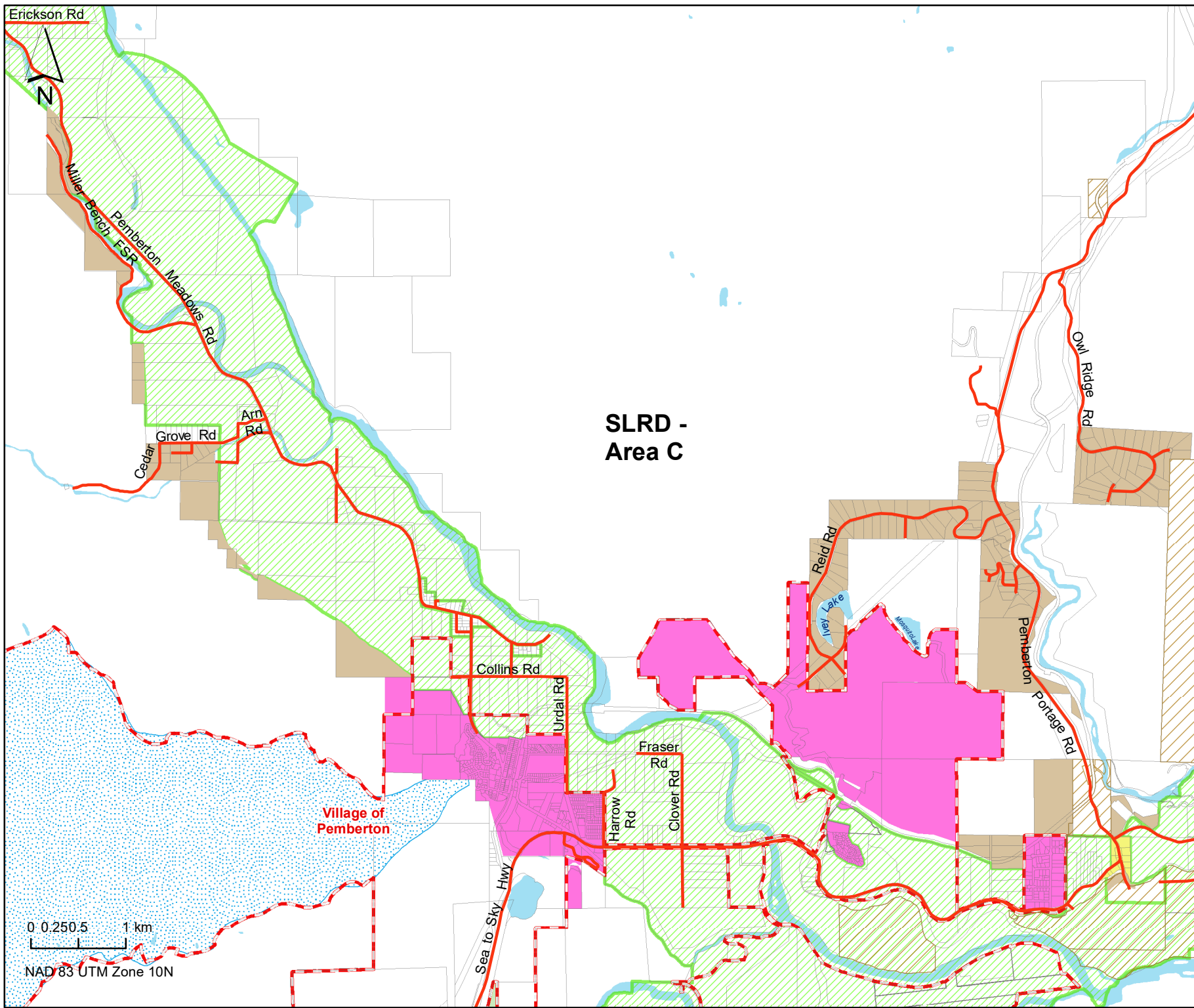


# Lillooet Settlement Plan

Appendix B  
**Squamish - Lillooet Regional District Bylaw No. 1062 Map 1a**

- Indigenous Reserves
- Agricultural Land Reserve
- Community Watersheds
- Municipal Boundaries
- Electoral Area Boundaries
- Urban
- Rural Community
- Master Planned Community
- Rural Residential
- Serviced Residential
- Non-Settlement Area



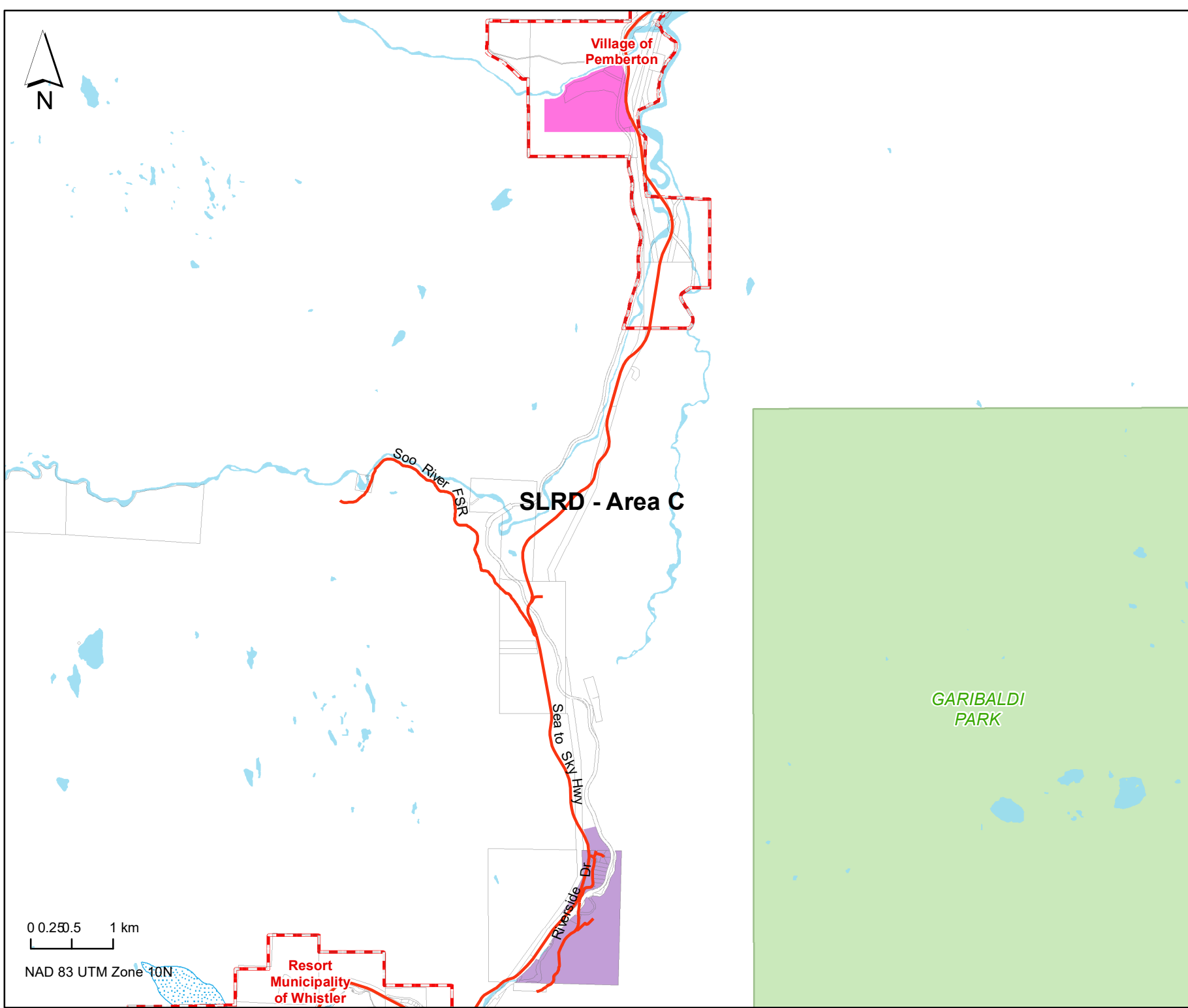


# Pemberton/Area C Settlement Plan

Squamish - Lillooet Regional District  
Bylaw No. 1062  
Map 1b












- Indigenous Reserves
- Agricultural Land Reserve
- Parks & Protected Areas
- Community Watersheds
- Municipal Boundaries
- Electoral Area Boundaries
- Urban
- Rural Community
- Master Planned Community
- Rural Residential
- Serviced Residential
- Non-Settlement Area



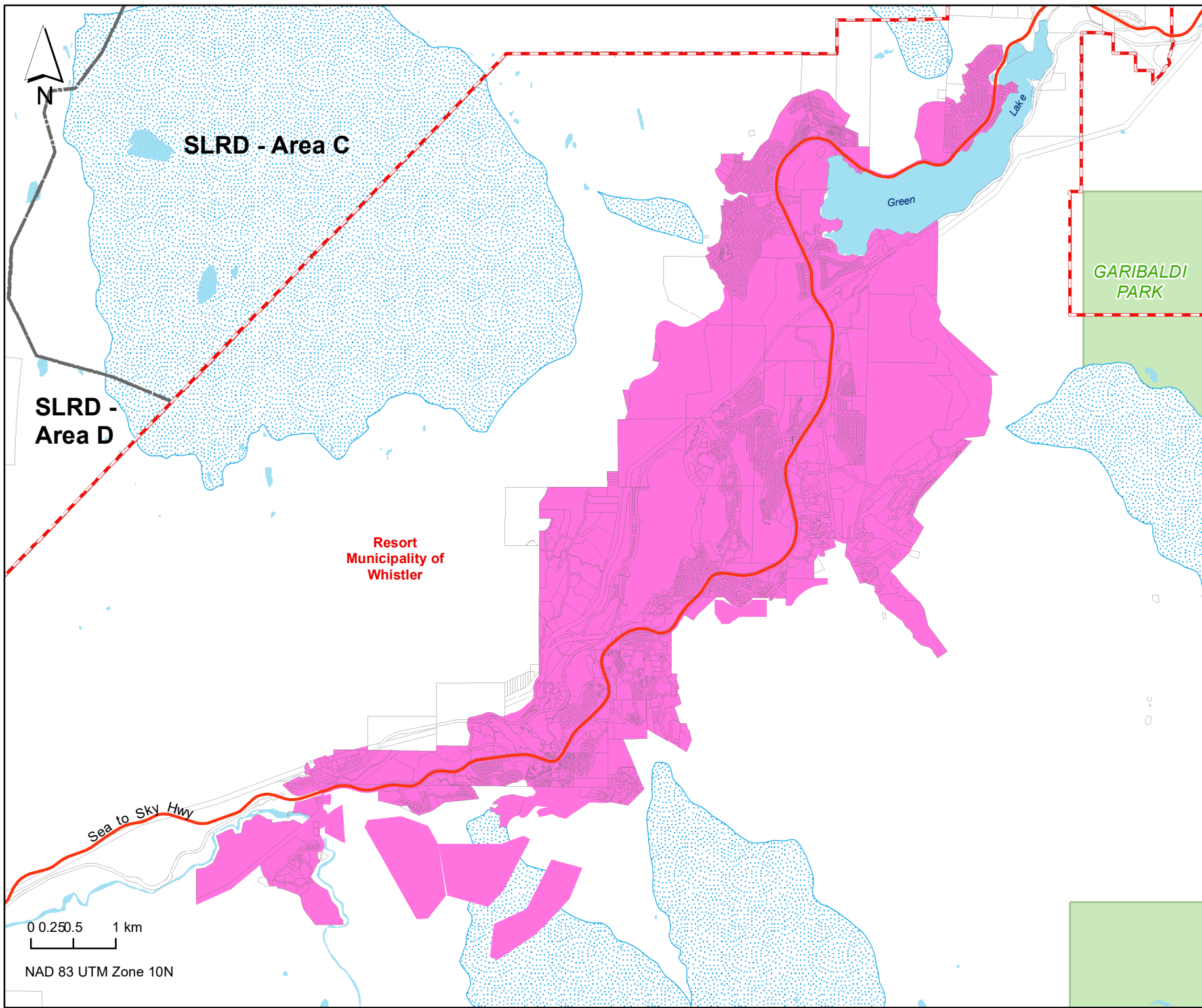


# Pemberton/SLRD - Area C Settlement Plan

## Squamish - Lillooet Regional District Bylaw No. 1062 Map 1c











-  Agricultural Land Reserve
-  Parks & Protected Areas
-  Community Watersheds
-  Municipal Boundaries
-  Electoral Area Boundaries
-  Urban
-  Rural Community
-  Master Planned Community
-  Rural Residential
-  Serviced Residential
-  Non-Settlement Area



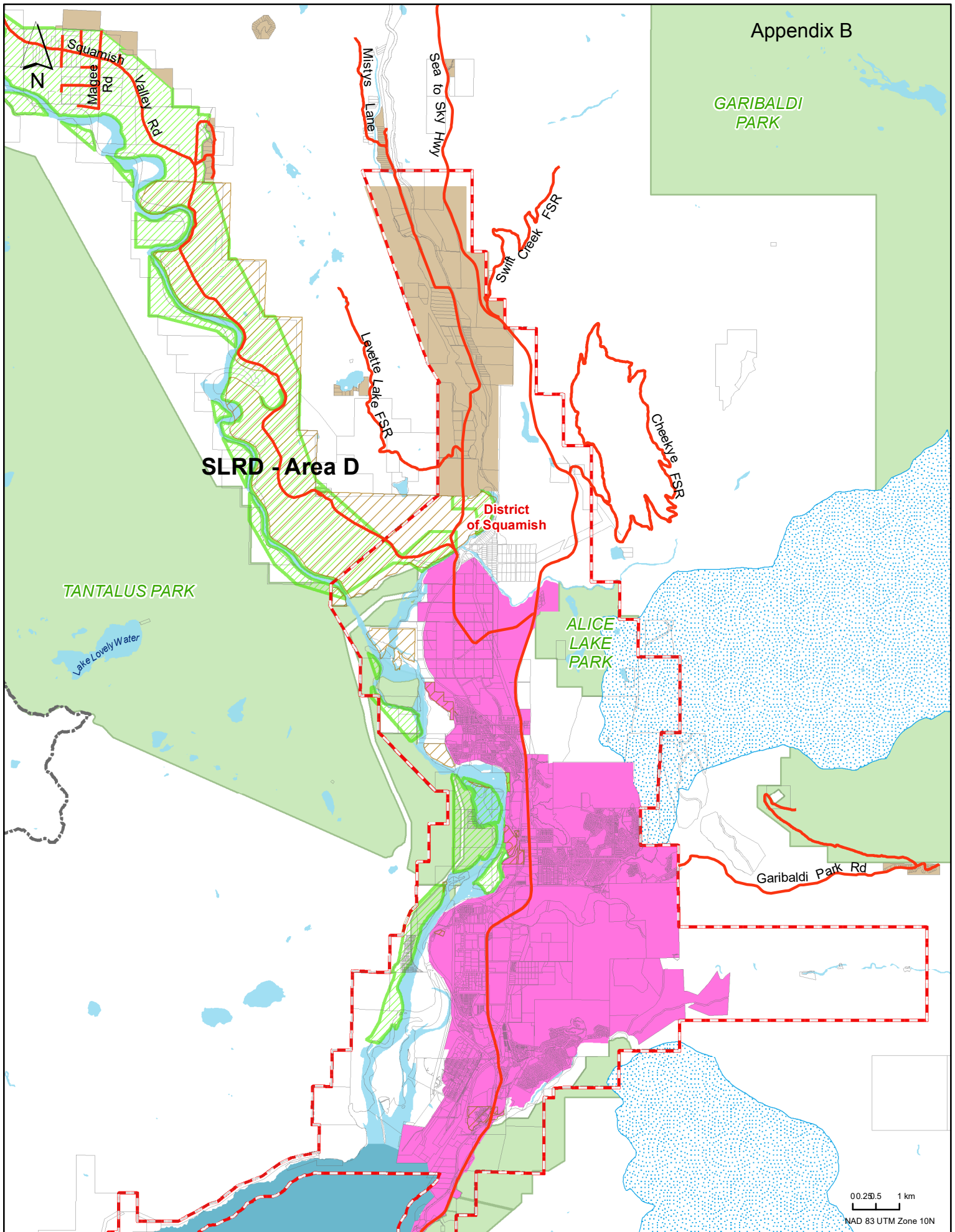


# Whistler Settlement Plan

Squamish - Lillooet  
Regional District  
Bylaw No. 1062  
Map 1d

-  Parks & Protected Areas
-  Community Watersheds
-  Municipal Boundaries
-  Electoral Area Boundaries
-  Urban
-  Rural Community
-  Master Planned Community
-  Rural Residential
-  Serviced Residential
-  Non-Settlement Area





# Squamish Settlement Plan

Squamish - Lillooet Regional District  
Bylaw No. 1062  
Map 1e

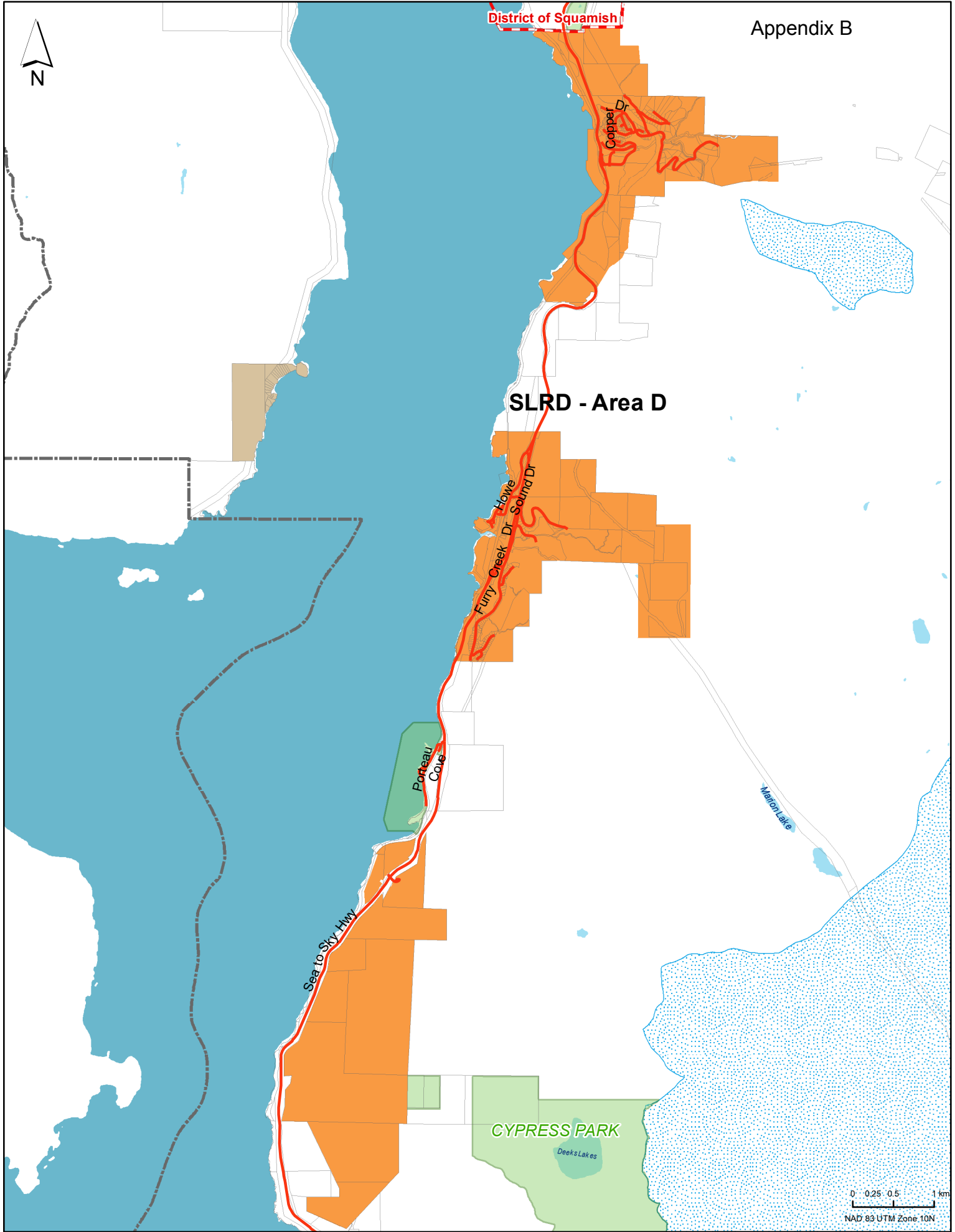
- Indigenous Reserves
- Agricultural Land Reserve
- Parks & Protected Areas

- Community Watersheds
- Municipal Boundaries
- Electoral Area Boundaries

- Urban
- Rural Residential
- Non-Settlement Area





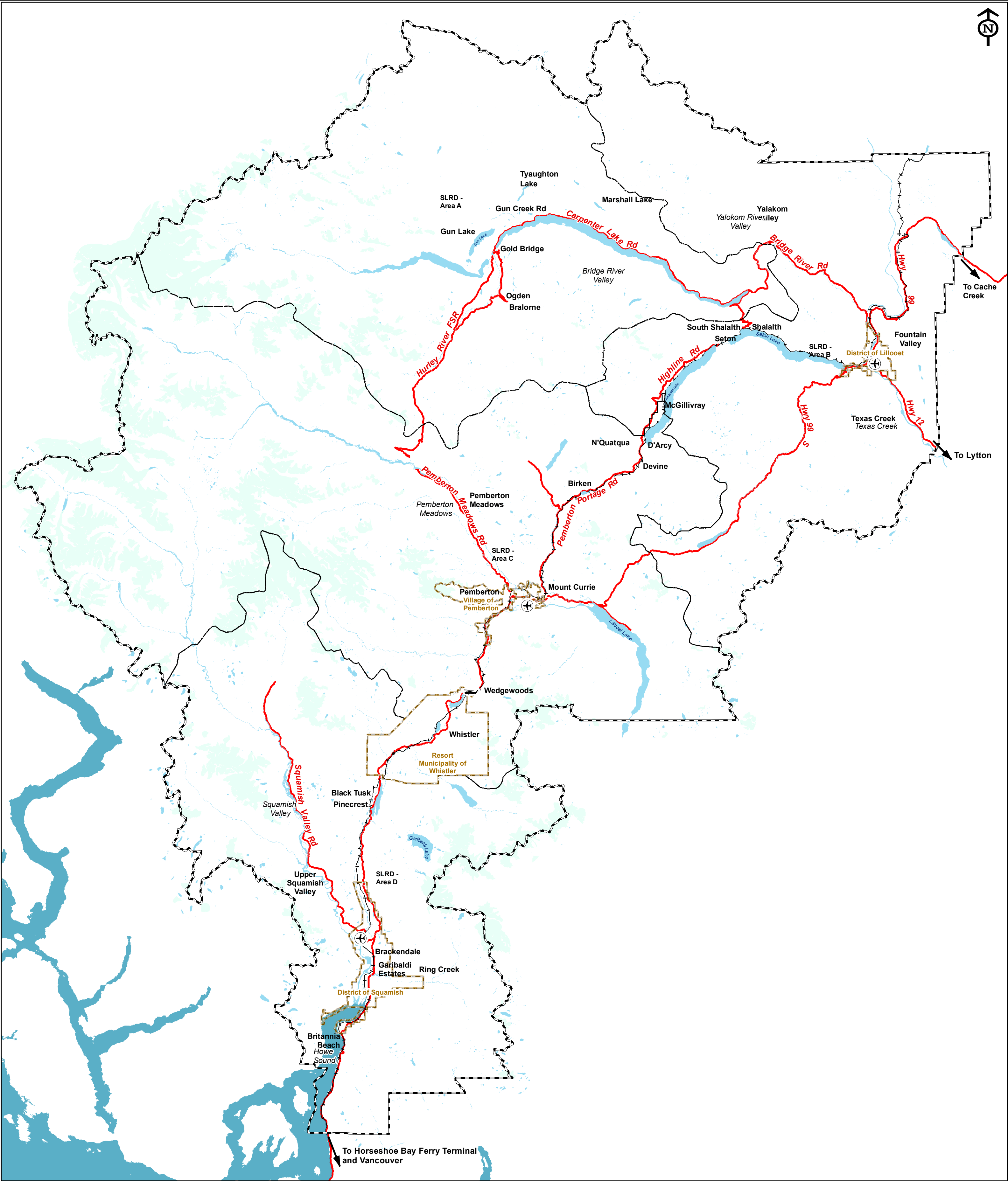


# Howe Sound Settlement Plan

Squamish - Lillooet Regional District  
Bylaw No. 1062  
Map 1f






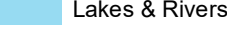

- |                           |                          |
|---------------------------|--------------------------|
| Parks & Protected         | Master Planned Community |
| Community Watersheds      | Rural Residential        |
| Municipal Boundaries      | Non-Settlement           |
| Electoral Area Boundaries |                          |





Squamish - Lillooet Regional District  
Bylaw 1062 Map 2

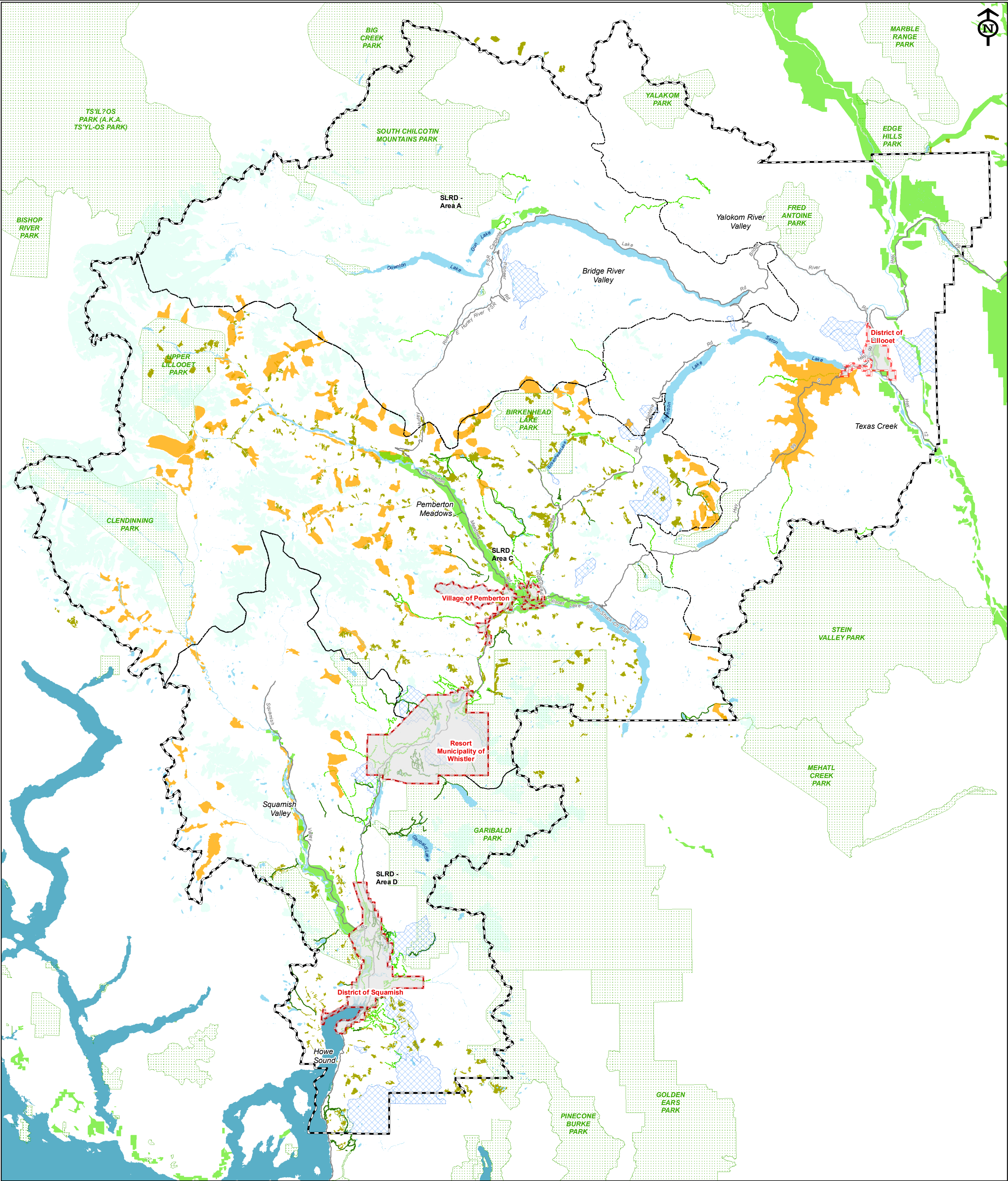
REGIONAL TRANSPORTATION

- |  |  |   |  |
|--|--|---|--|
|  Municipal Boundaries       |  Heliport |  Railway |  Ocean          |
|  Electoral Area Boundaries |  Airstrip |  Road    |  Lakes & Rivers |
|  SLRD Boundary              |  |   |  |

0 5 10 km  
NAD 83 UTM Zone 10N







Squamish - Lillooet Regional District  
Bylaw 1062 Map 3

REGIONAL NATURAL ASSETS

- |                           |                |                             |                          |
|---------------------------|----------------|-----------------------------|--------------------------|
| SLRD Boundary             | Ice Masses     | Wildlife Habitat Areas      | Forest Tenure Rec Trails |
| Municipal Boundaries      | Ocean          | Old Growth Management Areas | Recreation Trails        |
| Electoral Area Boundaries | Lakes & Rivers | Agricultural Land Reserve   | Parks & Protected Areas  |
| Community Watersheds      |                |                             |                          |

0 5 10 km  
NAD 83 UTM Zone 10N





## REPORT | ADMINISTRATIVE REPORT TO COUNCIL

**PRESENTED:** February 12, 2019  
**FROM:** Corporate and Community Services  
**SUBJECT:** OPERATING RESERVE ESTABLISHMENT AMENDMENT BYLAW NO. 2221, 2019

**REPORT:** 19-014  
**FILE:** 2221

### 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 “Operating Reserve Establishment Amendment Bylaw No. 2221, 2019”.

### REFERENCES

Operating Reserve Establishment Amendment Bylaw No. 2221, 2019 – not attached.

### PURPOSE OF REPORT

This Report is to amend the “Operating Reserve Establishment Bylaw No. 1850, 2008” to allow for unallocated surplus from the general fund to be allocated to any capital or operating reserve as deemed appropriate by Council.

### DISCUSSION

Operating Reserve Establishment Bylaw No. 1850, 2008 allows for unallocated surplus from the general fund to be transferred only to the general operating reserve. There is no legal requirement to keep unallocated surplus in the fund in which it was earned, therefore management recommends this policy be amended to provide for greater flexibility in where the unallocated surplus funds can be directed. Management recognizes it is important that unallocated surplus funds be directed to reserves, however, the capital reserves support the infrastructure of the municipality and it is deemed prudent that the revised policy allows for unallocated surplus to be directed to capital reserves in addition to operating reserves.

### WHISTLER 2020 ANALYSIS

W2020 Strategy	TOWARD Descriptions of success that resolution moves us toward	Comments
Finance	Whistler lives within its financial means	Reallocating unallocated surplus to reserves allows the RMOW to plan and utilize these funds for future capital investments.

The “Operating Reserve Establishment Amendment Bylaw No. 2221, 2019” does not move our community away from any of the adopted Whistler2020 Descriptions of Success.

## **OTHER POLICY CONSIDERATIONS**

There are no other policy considerations.

## **BUDGET CONSIDERATIONS**

There are no current year budget considerations with this proposal, reallocating the unallocated surplus into the operating and capital reserves will allow for future long term investment planning.

## **COMMUNITY ENGAGEMENT AND CONSULTATION**

The “Operating Reserve Establishment Amendment Bylaw No. 2221, 2019” is included in the Agenda of a Regular Council Meeting and is consistent with Council direction.

## **SUMMARY**

This Bylaw, the “Operating Reserve Establishment Amendment Bylaw No. 2221, 2019” will provide greater flexibility in the allocation of unallocated surplus from the general reserve to both capital and operating reserves.

Respectfully submitted,

Maureen Peatfield  
MANAGER OF FINANCIAL SERVICES

for

Carlee Price  
DIRECTOR OF FINANCE

for

Ted Battiston  
GENERAL MANAGER OF CORPORATE AND COMMUNITY SERVICES





**PRESENTED:** February 12, 2019 **REPORT:** 19-013  
**FROM:** Corporate and Community Services **FILE:** 2217  
**SUBJECT:** FIVE-YEAR FINANCIAL PLAN 2018 – 2022 AMENDMENT  
 BYLAW NO. 2217, 2019

At December 31, 2017 the balance of unallocated surplus was \$18,291,110 as reported in the 2017 audited financial statements.

## 12. Accumulated Surplus

Accumulated surplus consists of:

	2017	2016
Reserve funds (Schedule 1)	\$ 73,145,777	\$ 84,334,627
Investment in Olympic Village held for future development	1,777,635	3,334,883
Unallocated surplus	18,291,110	14,011,451
Investment in tangible capital assets	439,893,981	422,141,550
	<b>\$ 533,108,503</b>	<b>\$ 523,822,511</b>

The unallocated surplus account was reconciled by fund at December 31, 2017. Management deemed it appropriate to keep \$3,000,000 in the general fund unallocated surplus and \$364,513 in the water utility fund unallocated surplus account to be available for unplanned emergencies. There is no requirement to keep unallocated surplus in the fund in which it was earned, therefore, management is proposing that \$4.0 million earned in the sewer utility be transferred to the general capital reserve. The 2017 combined balance of the sewer capital and works and service reserves was \$19.6M; the general capital reserve balance at the end of 2017 was \$10.9M. The general capital reserve supports significantly more infrastructure than the general sewer reserve and therefore management felt it prudent to transfer \$4.0M of unallocated surplus from the sewer utility to the general capital reserve. The following chart details the reallocation of the unallocated surplus to the general, sewer and solid waste capital reserves:

Unallocated Surplus by Fund 2017	Balance	Keep in unallocated	Reallocation	Reallocate to Reserve
General	10,315,734.17	3,000,000.00	4,000,000.00	11,315,734.17
Water	364,513.23	364,513.00		0.23
Sewer	8,984,305.72	-	(4,000,000.00)	4,984,305.72
Solid Waste	592,639.61	-		592,639.61
WHA	(1,966,083.73)	(1,966,083.73)		-
Total	18,291,109.00	1,398,429.27	-	16,892,679.73

## WHISTLER 2020 ANALYSIS

W2020 Strategy	TOWARD Descriptions of success that resolution moves us toward	Comments
Finance	Whistler lives within its financial means	Reallocating unallocated surplus to reserves allows the RMOW to plan and utilize these funds for future capital investments.

The “Five-Year Financial Plan 2018-2022 Amendment Bylaw No. 2217, 2019” does not move our community away from any of the adopted Whistler2020 Descriptions of Success.

## **OTHER POLICY CONSIDERATIONS**

Section 165 of the *Community Charter* requires municipalities to prepare a five-year financial plan to be adopted annually by bylaw. Once adopted, the plan is in effect until it is amended, and may be amended by bylaw at any time.

## **BUDGET CONSIDERATIONS**

There are no current year budget considerations with this proposal, reallocating the \$16.9M into the capital reserves will allow for future long term investment planning. The five-year financial plan sets the budget for the next five years, and is reformulated annually. It can be revised at any time by bylaw, and is being revised to reflect proposed changes.

## **COMMUNITY ENGAGEMENT AND CONSULTATION**

The “Five-Year Financial Plan 2018-2022 Amendment Bylaw No. 2217, 2019” is included in the Agenda of a Regular Council Meeting and is consistent with Council direction.

## **SUMMARY**

This Bylaw, the “Five-Year Financial Plan 2018-2022 Amendment Bylaw No. 2217, 2019” is to amend “Five-Year Financial Plan 2018-2022 Bylaw No. 2176, 2018” to reallocate \$16,892,680 from unallocated surplus to the following capital reserve accounts:

- \$11,315,734 to the general capital reserve
- \$4,984,306 to the sewer capital reserve
- \$592,640 to the solid waste capital reserve.

Respectfully submitted,

Maureen Peatfield  
MANAGER OF FINANCIAL SERVICES

for

Carlee Price  
DIRECTOR OF FINANCE

for

Ted Battiston  
GENERAL MANAGER OF CORPORATE AND COMMUNITY SERVICES





# WHISTLER

## REPORT | ADMINISTRATIVE REPORT TO COUNCIL

**PRESENTED:** February 12, 2019                      **REPORT:** 19-017  
**FROM:** Resort Experience                      **FILE:** 3004.02  
**SUBJECT:** WORCA 2019 FEE FOR SERVICE APPLICATION

### COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

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

### RECOMMENDATION

**That** Council authorize the Mayor and Corporate Officer to execute a Fee for Service Agreement with the Whistler Off Road Cycling Association in the amount of \$53,060 for 2019 and \$54,121 for 2020, subject to approval of the annual Municipal budget.

### REFERENCES

Appendix “A” – Whistler Off Road Cycling Association (WORCA) Fee For Service Application  
Appendix “B” – WORCA Trail Matrix  
Appendix “C” – WORCA Trail Master Plan  
Appendix “D” – WORCA Final Financial Statement for 2018  
Appendix “E” – WORCA Fee for Service Letter

### PURPOSE OF REPORT

Fee for Service Applications to community groups submitted to Council for consideration in the context of the annual budget and Five Year Financial Plan.

### DISCUSSION

The Resort Municipality of Whistler (RMOW) provides funding on an annual basis through Fee for Service Agreements to not for profit community organizations that deliver services for the benefit of the RMOW. The RMOW requests Fee for Service Applications from the not-for-profit organizations best suited to deliver the desired services.

Three-year Fee for Service Agreements have been entered into with Whistler Animals Galore, Whistler Chamber of Commerce, Arts Whistler and Whistler Museum and Archives and are currently in effect (2018 – 2020). The RMOW also entered into a three-year (2016 – 2018) Fee for Service Agreement with Whistler Off-Road Cycling Association (WORCA) which has now expired and in turn, they have submitted an application for a new three year term (2019 – 2021).

WORCA’s Fee for Service Application is attached as Appendix “A” to this Report and Council has had the benefit of presentations from the applicant at the January 8, 2019 Committee of the Whole Meeting.

Supplemental information provided by WORCA includes the Trail Matrix (Appendix "B") and, WORCA Trail Master Plan (Appendix "C").

A brief overview of the organization's services is summarized as follows:

WORCA is a non-profit society that has evolved over the years to become an integral part of Whistler. 2019 represents the organizations 30<sup>th</sup> year and targeted to achieve the 2,000 member mark.

Since 1989, the WORCA has been maintaining the extensive network of trails on Crown and private lands in and around the Whistler valley. Recognizing the need to maintain this valuable recreational resource, WORCA has developed a local trail advocacy program, bike camps, raised funds and organized volunteer trail maintenance days; while also liaising with the RMOW and local land owners and developers to ensure the long term sustainability of Whistler's trail network. Over WORCA's 29 year history, mountain biking in the Sea to Sky corridor has seen exponential growth and the area has become a major destination and one of the leading tourism generators in the non-winter months; while WORCA has become a world leader in trail stewardship.

The 2016 Social Economic Impact Study identified nearly 260,000 individual riders utilizing trails WORCA maintains (excludes Lost Lake and Whistler Blackcomb CRA) with an estimated total GDP impact in Whistler of \$6.5million, a local industry output of \$16 million, and nearly \$250,000 in direct municipal taxes. The RMOW recognizes the significant economic value of mountain biking and the growing popularity of the activity, and has provided Fee for Service funding over the past three years to support trail maintenance and repair work. Prior to that funding was provided through the CEP program.

Since 2016 numerous "new" trails have fallen under WORCA's purview. Key trails include, but are not limited to: Lord of the Squirrels, Happy Hour, Working Class, New Pura Entrance, Korova/Rockwork, Jane East, Jane Loop (brushing only), Hind Sight, Heavy Flow, Kick it Numb, North of Town, Out There (supported by builder), Flowers & Butterflies, Hot Dog Alley, Cut Above, Get Over It, Howler (upper and lower), Delineator, Gargamel (now formalized). These trails are estimated to add 50km of new trail that was not under WORCA's management and maintenance in 2016 when the initial Fee for Service Agreement was entered into.

Funding request overview is as follows:

The 2016 – 2018 Fee for Service Agreement provided \$50,000 annually to supplement trail maintenance work. The 2019 – 2021 application requests \$150,000 annually of which \$105,400 is applied to trail repair and \$4,000 to recurring maintenance work. The balance of annual funds (\$44,600) would be allocated to emergency repairs (\$15,000), tools and equipment (\$5,000-\$10,000) and, administration (\$7,500) totalling an annual spend of \$136,900 - \$141,900. The majority of the requested funding is associated with bringing on an additional crew to undertake trail repair/reconstruction works. Other than re-routes on existing trails, no new trail construction is proposed from Fee for Service funding.

Although the applicant has provided a three-year funding request, Council may choose to enter into an agreement for different period of time. A two-year term would bring the terms of all Fee for Service Agreements into alignment.

## WHISTLER 2020 ANALYSIS

W2020 Strategy	TOWARD Descriptions of success that resolution moves us toward	Comments
Recreation and Leisure	<p>The resort community is globally recognized as a leader in innovative recreation products and services.</p> <p>Recreational experiences reflect an appropriate balance between adventure, challenge and safety, and exist within the comfortable carrying capacity of the amenity</p>	WORCA adoption of the Whistler and IMBA trail standards and adapted them to better suite our local environment and building constraints.
Economic	Whistler's tourism economy is progressive and ensures the highest and best use of limited financial, social and natural resources in the long run.	WORCA trail revitalization programs continue to enhance the visitor experience and contribute to Whistler visitor based economy.
Finance	Common evaluation criteria are used to assess actions and spending priorities, ensuring that all resource allocations strategically move Whistler toward its vision.	Limited funding is judiciously allocated to non-profit societies to maximize community and resort benefits.
Partnership	Partners work toward aligned budgeting processes that leverage limited resources for increased effectiveness and efficiency.	The RMOW continues to foster relationships with community partners to deliver necessary services to the Resort Community

The WORCA Fee for Service application does not move our community away from any of the adopted Whistler2020 Descriptions of Success.

## OTHER POLICY CONSIDERATIONS

The Municipality recognized that the not for profit organization requesting funding offers valuable services directly and/ or indirectly to the community and visitors however, funding is limited and the benefits must be carefully considered within the constraints of the proposed 2019 budget.

## BUDGET CONSIDERATIONS

Fee for Service funds are funded through variety of sources and are considered with the annual budget planning process.

It should be noted that 2018 – 2020 Fee for Service application by Whistler Animals Galore, Whistler Chamber of Commerce, Arts Whistler and Whistler Museum and Archives were significant and, to manage expenditures and ever increasing cost of services, were held to a two per cent annual increase.

The undernoted details are provided for reference:

Funding request:

Fee for Service Contributions	2012 -2014 (annual)	2015 -2017 (annual)	% Increase	2018-2020 Request	\$ Increase over 2015-2017	% Increase
Whistler Animals Galore	60,000	80,000	33%	90,000	10,000	13%
Arts Whistler	536,800	618,700	15%	874,000	255,300	41%
Whistler Museum and Archives	150,000	165,000	10%	191,000	26,000	16%
Whistler Chamber of Commerce	110,000	145,000	32%	250,000	105,000	72%
<b>Total</b>	<b>\$856,800</b>	<b>\$1,008,700</b>	<b>18%</b>	<b>1,405,000</b>	<b>396,300</b>	<b>39%</b>

Fee for Service amounts approved are as follows:

Annual increment	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Year	2015	2016	2017	2018	2019	2020
Organization	Actual	Actual	Actual	Actual	Actual	Actual
Whistler Animals Galore	80,000	81,600	83,232	<b>84,897</b>	<b>86,595</b>	<b>88,326</b>
Whistler Arts Council	618,700	631,074	643,695	<b>656,569</b>	<b>669,701</b>	<b>683,095</b>
Whistler Museum and Archives	165,000	168,300	171,666	<b>175,099</b>	<b>178,601</b>	<b>182,173</b>
Whistler Chamber of Commerce	145,000	147,900	150,858	<b>153,875</b>	<b>156,953</b>	<b>160,092</b>
Total	1,008,700	1,028,874	1,049,451	1,070,441	1,091,849	1,113,686
Annual change		20,174	20,577	20,989	21,409	21,837

By comparison WORCA's 2019 application is as follows:

<b>Fee for Service Contributions</b>	<b>2016 -2018 (annual)</b>	<b>2018-2020 Request</b>	<b>\$ Increase over 2016-2018</b>	<b>% Increase</b>
WORCA	50,000	150,000	100,000	200%

On a percentage basis WORCA's 2019 Fee for Service request is significantly greater than what other services providers have previously requested. To manage increased costs to the RMOW Fee for Services increases were capped at 2% per annum. On that basis, it would be equitable to limit WORCA's increase to 2% per annum, limit the Fee for Service term to two years and, revisit increased funding when applications are received from all FFS applicants in the Fall of 2020. This would enable WORCA to continue to deliver services at the current levels while the RMOW undertakes a review of municipal wide trail planning and management along with associated operating responsibilities and costs.

<b>Annual increment</b>	<b>2016</b>	<b>2.0% - 2017</b>	<b>2.0% - 2018</b>	<b>2.0% - 2019</b>	<b>2.0% - 2020</b>
WORCA	50,000	51,000	52,020	53,060	54,121

## **COMMUNITY ENGAGEMENT AND CONSULTATION**

The RMOW engages with the various organizations to foster a close working relationship and will continue to ensure outcome reporting is provided on an annual basis as stipulated in the Fee for Service Agreement.

WORCA provided a presentation to Council and the public at the Committee of the Whole Meeting January 8, 2019 outlining their services and funding request.

## **SUMMARY**

Fee for Service applications are submitted to Council for consideration and alignment with the annual RMOW budget.

Respectfully submitted,

Jan Jansen  
GENERAL MANAGER OF RESORT EXPERIENCE

Please note: the template below will expand to accommodate as much content as you wish to provide.

Name of Organization: <b>Whistler Offroad Cycling Association (WORCA)</b>
Society Registration Number: <b>S-46776</b>
Primary Function: <b>Maintenance and operations of Multi-Use trails in the Whistler valley</b>
Mailing Address: <b>PO Box 308, Whistler, BC, V0N 1B0</b>
Contact Name & Phone Number: <b>Dale Mikkelsen, President - 604-763-2453</b>
Email Address: <b>president@worca.com</b>

1. Purpose of 2018-20  
Fee-for-Service funds:

WORCA is seeking continued and additional funding in order to continue it's current work and enhance legacies facilitated by the 2016-2108 FFS and better prepare our trails for the higher levels of use that we've seen by multiple user types

Funding of 150,000/annum will allow WORCA to implement an annual trail maintenance and rejuvenation program for sustainable trails, inclusive of trail construction where major re-routes/decommissioning is required (see attached detailed request).

2. Current Year (2017) activities and benefits to Whistler:

In 2017, WORCA trail activities, inclusive of labour, supplies, training, and administration had a total cost of \$97,996, of which \$50,000 was supported by the 2018 FFS. 38 trails received extensive work with routine work on other trails

3. Proposed fundraising activities 2018-20:

For 2019-2021, WORCA will follow our proven fundraising program (Bike Swap, Memberships, weekly rides/races, Events, Phat race series, Trail Supporter) and will seek additional grants from funding organizations (MEC, Rural Dividend, etc)

4. Number of staff and number of members in your organization:

5. Amount of Fee-for-Service funding requested:

	Annual Operating Budget 2018	Fee-for-Service Requested for 2018	
Salaries	215,000		
General operations	135,000	150,000	
One-time project / program			
Physical asset			
Rent (RMOW facilities)			
Rent (other facilities)	2500		
<b>Totals</b>	<b>\$ 352,500</b>	<b>\$ 150,000</b>	<b>%</b>

6. Do you anticipate the Annual Operating budget and allocation of Fee-for-Service will be similar in 2019 and 2020?

YES.

7. Have you applied for any other grants for 2018 and beyond? If so:

Name of Grantor	Yes	Approved No	Pending	Amount \$	If rejected, explain why.
BC Gaming Grant			X	10,000	
MEC Community Grants			X	5,000	

8. Please append your organization's most recent financial statements and 2017 operating budget with the application.

9. Does your organization have any outstanding debts to the RMOW? No.

- If so, please state the amount and date of the debt outstanding: \$ \_\_\_\_\_ Date: November 30, 2018

Please read the following statements and sign the Application only if in agreement with these statements.

1. If Fee-for-Service funds are approved, it is agreed that:
  - The funds will be used for the purpose(s) identified in this application.
  - Your organization will provide the RMOW with a report and/or presentation annually regarding the use of those funds.
2. Notwithstanding that a Fee-for-Service Agreement may be for more than one year, the RMOW reserves the right to review and, if required and/or warranted, revise Fee-for-Service funding on an annual basis.
3. The RMOW will not take an active role in the operation of your organization and will not accept responsibility for any liabilities resulting from the actions of the organization.

By signing this application, I agree to the terms and conditions above and confirm the statements made in this application are true and complete.

Signature: 

Name: Dale Mikkelsen  
Please Print

Organization: Whistler Offroad Cycling Association (WORCA)

Title: President

Date: November 30, 2018

# Appendix B

Zone	manager	Work plan	repairs days	hours	\$	Annually recurring days	hours	\$	New building costs metres	\$30/m
North										
	?	<a href="#">Ancient Cedars Loop</a>	2,432 m	Re-open existing link to Shown lakes (600m)	3	120	3600	0		0
	WORCA	<a href="#">Comfortably Numb</a>	15.6 km					0		0
	WORCA	<a href="#">comfortably numb (secret north)</a>		2 bridge replacements. Swamp zone add 2 bridges and replace long skinnie	6	240	7200	0		0
	WORCA	<a href="#">Comfortably numb (AI grey to door)</a>		annual brushing				1	40	1200
	WORCA	<a href="#">Comfortably numb (land of Confusion)</a>		several bridge replacements, armouring, choking	9	360	10800	0		0
	WORCA	<a href="#">Comfortably Numb (Foreplay Descent)</a>		2 bridge replacements, armouring	3	120	3600	0		0
	WORCA	<a href="#">Comfortably Numb (Foreplay Descent)</a>	3,684 m	2 bridge replacements, armouring throughout	6	240	7200	0		0
	WORCA	<a href="#">Golden Door</a>	120 m					0		0
	HIDDEN	<a href="#">Happiest Days</a>	1,931 m					0		0
	WORCA	<a href="#">Have a Cigar</a>	270 m					0		0
	HIDDEN	<a href="#">Hold My Beer</a>	2,052 m					0		0
	WORCA	<a href="#">Jeff's</a>	619 m	add bridge, armour, improve powerline alignment	3	120	3600	0		0
	WORCA	<a href="#">Kick N it Numb</a>	461 m					0		0
	WORCA	<a href="#">Kill Me Thrill Me</a>	5.5 km	woodwork upgrades throughout	6	240	7200	0		0
	WORCA	<a href="#">Kill Me Thrill Me I'm Done</a>	99 m	annual brushing	0.5	20	600	0.5	20	600
	HIDDEN	<a href="#">Mack Daddy Pass</a>	7.9 km	2 new bridges	2	80	2400	0		0
	WORCA	<a href="#">North of Town</a>	1,547 m	Upgrade woodwork, armour transitions	6	240	7200	0		0
	WORCA	<a href="#">Out There</a>	1,751 m	annual brushing	0.5	20	600	0.5	20	600
	RMOW	<a href="#">Parkhurst</a>	2,597 m	Armouring throughout	3	120	3600	0		0
	RMOW	<a href="#">Parkhurst Ghost town loop</a>	809 m					0		0
	WORCA	<a href="#">RCRR</a>	91 m					0		0
	WORCA	<a href="#">Sasquatch Alley</a>	166 m	rogue shortcut needs armouring	1	40	1200	0		0
	RMOW	<a href="#">Sea to Sky (Green Lake 2)</a>	143 m					0		0
	RMOW	<a href="#">Sea to Sky Trail</a>	3,310 m					0		0
	?	<a href="#">Showh Lake Loop</a>	558 m					0		0
	?	<a href="#">Whistler Cay Trail</a>	210 m					0		0
	WORCA	<a href="#">Wish You Were Here</a>	1,393 m					0		0
	PRIVATE	<a href="#">Yeezus Walks</a>	993 m					0		0
	WORCA	<a href="#">Young Lust</a>	1,032 m	armour holes, transitions	1	40	1200	0		0
	?	<a href="#">Yummy Connector</a>	70 m					0		0
	WORCA	<a href="#">Yummy Numby (Lower)</a>	1,053 m					0		0
	WORCA	<a href="#">Yummy Numby (Upper)</a>	1,479 m					0		0
	WORCA	Yummy Numby phase 3	800 m	New trail, singletrack (305/metre)					800	24000
								60000		0
No Flow										
	WORCA	<a href="#">Anal Intruder</a>	1,423 m	Armouring throughout	2	80	2400	0		0
	WORCA	<a href="#">Anal Intruder (Lower)</a>	350 m	Make 2-way blue rating (50m re-route)	3	120	3600	0		0
	WORCA	<a href="#">Arael</a>	1,457 m	Upgrade to blue rating (from 1 duck to Cougar)	6	240	7200	0		0
	WORCA	<a href="#">Big Kahuna</a>	1,546 m	armouring	1	40	1200	0		0
	WORCA	<a href="#">Creamsicle Rainbow</a>	365 m	make 2-way (2x40m re-route)	4	160	4800	0		0
	WORCA	<a href="#">Delineator</a>	1,467 m					0		0
	WORCA	<a href="#">Gargamel</a>	3379m	armouring and bridge upgrades	3	120	3600	0		0
	WORCA	<a href="#">Gargamel (Lower)</a>	261 m	Clear rescue road annually				1	40	1200
	WORCA	<a href="#">No Girlie man</a>	909m	Choking and armouring	1	40	1200	0		0
	WORCA	<a href="#">No Girlie Man (alt)</a>	243 m					0		0
	WORCA	<a href="#">Section 102</a>	2,183 m	Bridge upgrades, re-route (100m) switchback	6	240	7200	0		0
	WORCA	<a href="#">Shit Happens</a>	1,132 m	Make 2-way, upgrade to blue rating	3	120	3600	0		0
	WORCA	<a href="#">Shit Happens (canyon)</a>	695 m	upgrade and re-route for blue rating to delineator (2x 30m re-route)	6	240	7200	0		0
	WORCA	<a href="#">Shit Happens (Climb)</a>	1,214 m	build 2 bridges and upgrade to Blue rating (2-way)	4	160	4800	0		0
	WORCA	<a href="#">Shit Happens (South)</a>	626 m	Bridge replacement (12m) and tread upgrades	2	80	2400	0		0
	WORCA	<a href="#">Shortcut</a>	147m	bridge upgrades (2)	2	80	2400	0		0
	WORCA	<a href="#">Trial and Error</a>	1,369 m	Armouring and choking	1	40	1200	0		0
	WORCA	<a href="#">Trial and Error (Lower)</a>	209 m					0		0
	WORCA	<a href="#">Up Shit Creek</a>	278 m	extend to Big Kahuna (150m) for 2-way blue trail	4	160	4800	0		0
	WORCA	<a href="#">White Knuckles</a>	1,798 m	bridge upgrades (2)	2	80	2400	0		0
	WORCA	<a href="#">Zanarchy</a>	1942m					0		0
Rainbow										
	WORCA	<a href="#">Billy Climb</a>	906 m	extensive bridging and rockwork	4	160	4800	0		0
	WORCA	<a href="#">Billy Epic</a>	1,034 m	armouring	2	80	2400	0		0
	WORCA	<a href="#">Binty's</a>	705 m	connect trail (eliminate shared section with flow trail)	3	120	3600	0		0
	Hidden	<a href="#">Binty's Mid</a>	666 m					0		0
	WORCA	<a href="#">Bintys Alt Line</a>	156 m					0		0
	WORCA	<a href="#">Bluey Epic</a>	378 m					0		0



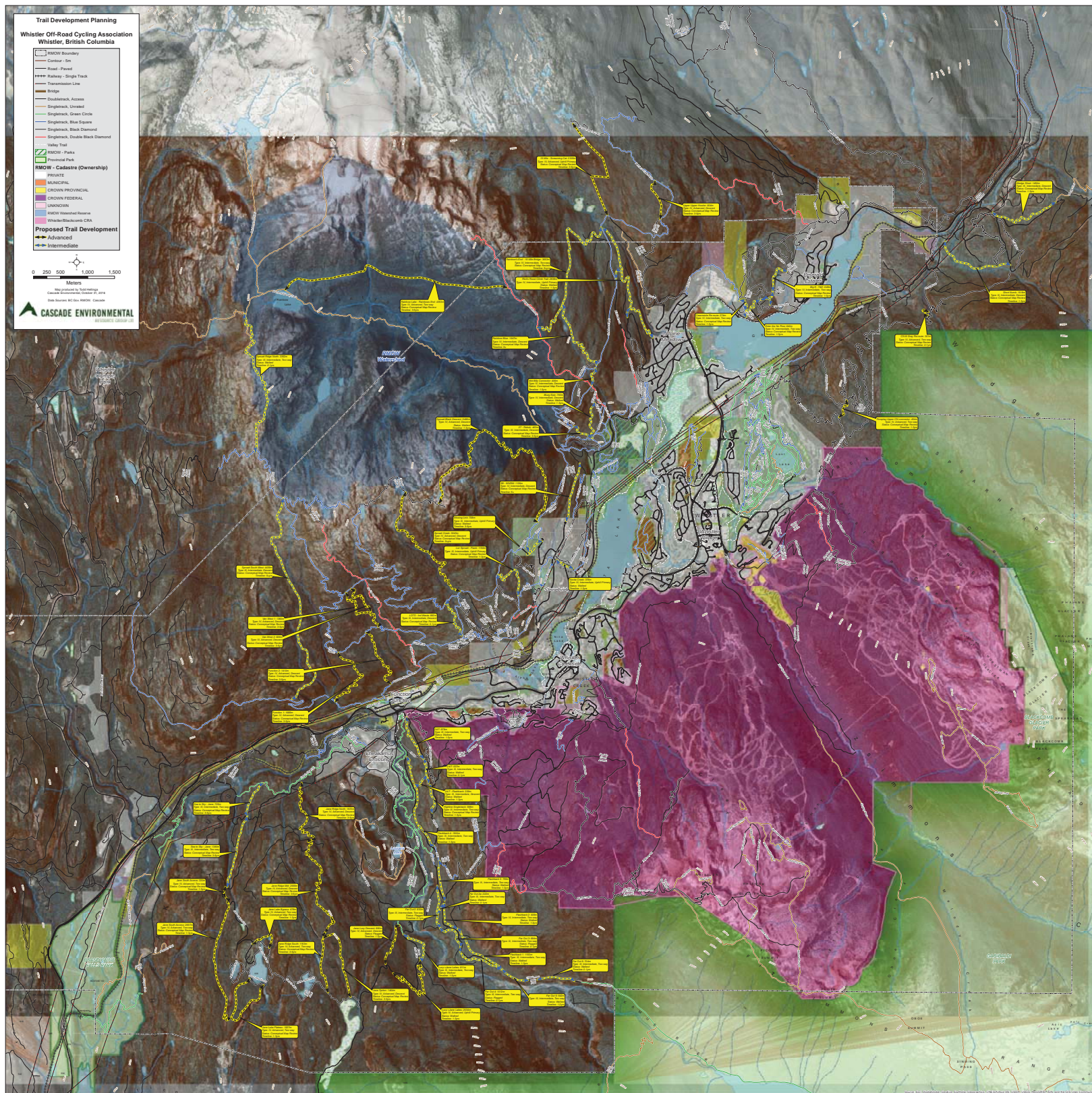
	<a href="#">Bluey Epic (Lower) p</a>	901 m	Pending approval, New trail, singletrack (305/metre)						901	27030
	<a href="#">Bluey Epic (Upper) p</a>	843 m	Pending approval, New trail, singletrack (305/metre)						843	25290
	<a href="#">Bob's Rebob</a>	1,018 m								
WORCA	<a href="#">Bob's Rebob Lower</a>	383 m								
WORCA	<a href="#">Bob's Rebob (middle)</a>	192 m	re-route wet spots	2	80	2400				
WORCA	<a href="#">Bob's Rebob Upper</a>	813 m								
WORCA	<a href="#">Cat Scratch Fever</a>	779 m	connect lower sections (75M)	3	120	3600				
WORCA	<a href="#">Cat Scratch Left</a>	326 m	re-route crux (50m) to make blue rating	2	80	2400				
WORCA	<a href="#">Cultured Climb</a>	509 m								
	<a href="#">Cultured Climb 2 p</a>	1,663 m								
Hidden	<a href="#">Donyland Drifter</a>	911 m								
WORCA	<a href="#">Get Over It</a>	762 m	bridge upgrades (100m+)	6	240	7200				
WORCA	<a href="#">Green Monster</a>	1,265 m	improve slab armouring	1	40	1200				
WORCA	<a href="#">Howler</a>	2,208 m	armouring throughout	2	80	2400				
WORCA	<a href="#">Howler (Upper)</a>	464 m	Armouring throughout	1	40	1200				
	<a href="#">Jaws</a>	781 m								
RMOW	<a href="#">Lower 27 Switchbacks</a>	613 m								
PRIVATE	<a href="#">Mandatory Suicide</a>	402 m								
PRIVATE	<a href="#">Mandatory Suicide Right</a>	344 m								
PRIVATE	<a href="#">Miel's Dilemma</a>	1,069 m								
WORCA	<a href="#">Nectar Connector</a>	585 m	Improve bridge alignment	0.5	20	600				
WORCA	<a href="#">No View</a>	564 m								
RMOW	<a href="#">North Flank Lookout</a>	252 m								
WORCA	<a href="#">Old Binty's</a>	460 m								
WORCA	<a href="#">Old Old Binty's (traverse)</a>									
TRIALS 99	<a href="#">Rainbow's End</a>	4,298 m								
RMOW	<a href="#">Rainbow-Flank North</a>	1,564 m								
RMOW	<a href="#">Rainbow-Flank North (Ridge/Howler)</a>	2,200 m								
RMOW	<a href="#">Rainbow-Sproatt Flank</a>	784 m								
RMOW	<a href="#">Rainbow-Sproatt Flank (North)</a>	5.3 km								
RMOW	<a href="#">Screaming Cat Lake</a>	1,090 m								
WORCA	<a href="#">Surf's Up</a>	242 m								
RMOW	<a href="#">Twenty-Seven Switchbacks</a>	1,156 m								
						31800				
WESTSIDE										
WORCA	<a href="#">29er</a>	737 m	upgrade bridge near exit	1	40	1200				
WORCA	<a href="#">A Cut Above</a>	1,089 m	armouring and major enhancements near bottom. Bridge top	4	160	4800				
WORCA	<a href="#">A La Mode</a>	411 m	Connect to Whipped Cream (400m) road bypass	10	400	12000				
RMOW	<a href="#">A River Runs Through It</a>	2,436 m								
RMOW	<a href="#">A River Runs Through It (North)</a>	1,027 m								
RMOW	<a href="#">A River Runs Through It (South)</a>	757 m								
WORCA	<a href="#">A Rockwork Orange</a>	437 m								
WORCA	<a href="#">AC/DC</a>	411 m								
WORCA	<a href="#">ACDC Alt</a>	149 m	Convert to climbing singletrack, connect to Piece of Cake (200m)	5	200	6000				
WORCA	<a href="#">Alt-Industrial</a>	324 m								
WORCA	<a href="#">Baby Snakes</a>	343 m	Upgrade connection to High Industry, re-anchor exit swoops	2	80	2400				
RMOW	<a href="#">Bart's Dark Trail</a>	969 m								
WORCA	<a href="#">Beaver Pass</a>	532 m	Armouring throughout	1	40	1200				
WORCA	<a href="#">Lower Beaver Pass</a>	601 m	Re-align bridge (new bridge) and armouring	2	80	2400	0.5	20	600	
WORCA	<a href="#">Beaver Pass Slab</a>	146 m								
WORCA	<a href="#">Beaver Pass South</a>	394 m								
WORCA	<a href="#">Beaver Pass Summit</a>	452 m								
	<a href="#">Beaver Pond</a>	602 m					0.5	20	600	
RMOW	<a href="#">Beverley Lake p</a>	3,579 m					0.5	20	600	
WORCA	<a href="#">Bush Doctor</a>	626 m	Bridge replacement, armouring	2	80	2400				
WORCA	<a href="#">Cheap Thrills</a>	1,280 m	Lower bridge upgrades (3), slab armouring	2	80	2400				
WORCA	<a href="#">Cherry On Top</a>	224 m	Extend to Whipped cream (150m)	3	120	3600				
WORCA	<a href="#">Chimpunk Rebellion p</a>	1800 m	approved, New trail (\$30/m)						1800	54000
HIDDEN	<a href="#">Dairy of a Milkman</a>	379 m								
WORCA	<a href="#">Danimal Middle</a>	1,425 m	Safer bridge alignment (2 new) at stonebridge, add viewpoint	2	80	2400				
WORCA	<a href="#">Danimal South</a>	905 m	Major upgrade to blue rating for top half (to THC)	9	360	10800				
WORCA	<a href="#">Danimal North</a>	1,230 m					0.25	10	300	
	<a href="#">Darwin's</a>	360 m	Armouring and capping	1	40	1200				
hidden	<a href="#">Dirty Beasts 1</a>	784 m								

hidden	<a href="#">Dirty Beasts 2</a>	1,318 m			0			0		0
hidden	<a href="#">Dirty Deeds Done Dirt Cheap</a>	625 m			0			0		0
RMOW	<a href="#">Don't Look Back</a>	928 m			0			0		0
WORCA	<a href="#">Extra Scoop</a>	144 m			0			0		0
Hidden	<a href="#">Fantastic Mr Fox</a>	655 m			0			0		0
WORCA	<a href="#">Flowers and Butterflies</a>	385 m	Armouring	1	40	1200		0		0
WORCA	<a href="#">Green Jello</a>	517 m			0			0		0
RMOW	<a href="#">Hanging Lake Connector (Trail 21)</a>	3,429 m			0			0		0
RMOW	<a href="#">Happy Hour</a>	2,506 m			0			0		0
WORCA	<a href="#">High Industrv</a>	234 m			0			0		0
WORCA	<a href="#">High Society</a>	1,018 m	bridge upgrades, armouring	3	40	1200		0		0
WORCA	<a href="#">Hot Dog Alley</a>	1,020 m	Rock work and capping, bridge at north end	3	40	1200		0		0
WORCA	<a href="#">Hotdog Pass</a>	113 m	annual brushing			0	1	40	1200	0
WORCA	<a href="#">Industrial Disease Chute Bypass</a>	140 m	annual brushing			0	0.25	10	300	0
WORCA	<a href="#">Industrial Disease</a>	1,137 m			0			0		0
WORCA	<a href="#">Industrial Society</a>	344 m			0			0		0
WORCA	<a href="#">Industrial Waste</a>	1,010 m	bench ride-in sections, armour brake ruts	3	120	3600		0		0
RMOW	<a href="#">Into the Mystic</a>	8.6 km			0			0		0
WORCA	<a href="#">Korova Milk Bar</a>	631 m			0			0		0
WORCA	<a href="#">Legalize It</a>	758 m	armouring throughout	2	80	2400		0		0
WORCA	<a href="#">LESS</a>	1,686 m	Major armouring	3	120	3600		0		0
WORCA	<a href="#">Lord of the Squirrels</a>	6.8 km	Continue armouring new ruts. 1 new bridge @ tombstone alley	8	320	9600		0		0
WORCA	<a href="#">Lower AC/DC</a>	127 m			0			0		0
WORCA	<a href="#">Lower Sproatt (Private Land)</a>	231 m	decommission (too steep)	1	40	1200		0		0
WORCA	<a href="#">Moose Knuckles</a>	673 m	Major armouring			0		0		0
			annual brushing			0	0.25	10	300	0
	<a href="#">Myrtle Phillips Trail</a>	216 m			0			0		0
WORCA	<a href="#">Mystic-Function Black p</a>	1,056 m	Pending approval, New Trail (\$30/m)			0				1056
WORCA	<a href="#">Mystic-Function Blue p</a>	2,454 m	Pending approval, New Trail (\$30/m)			0				2454
RMOW	<a href="#">On the Rocks</a>	3,583 m			0			0		0
WORCA	<a href="#">Piece of Cake</a>	325 m	extend up to extra scoop (250m) to bypass road	7	280	8400		0		0
WORCA	<a href="#">Pigs on the Wing</a>	606 m	re-route crux (50m), armour exit	2	80	2400		0		0
WORCA	<a href="#">POTW Access</a>	186 m			0			0		0
WORCA	<a href="#">Pura Vida</a>	1,019 m			0			0		0
WORCA	<a href="#">Pure Vida Upper Entrance</a>	452 m	armouring	1	40	1200		0		0
RMOW	<a href="#">Rainbow Express</a>	302 m			0			0		0
RMOW	<a href="#">Rainbow Falls</a>	646 m			0			0		0
RMOW	<a href="#">Rainbow-Flank South</a>	5.0 km			0			0		0
RMOW	<a href="#">Rainbow-Sproatt Flank (Westside)</a>	8.2 km			0			0		0
WORCA	<a href="#">Scotia Creek Climbing Trail</a>	701 m			0			0		0
WORCA	<a href="#">Short Bus</a>	610 m	replace 2 bridges, armouring slabs	3	40	1200		0		0
WORCA	<a href="#">Short Bus Alt</a>	176 m			0			0		0
WORCA	<a href="#">Sirloin</a>	592 m	bridge wet spots	1	40	1200		0		0
HIDDEN	<a href="#">Sneaky Mid-UUAA</a>	103 m			0			0		0
RMOW	<a href="#">South Flank Connector</a>	211 m			0			0		0
RMOW	<a href="#">South Flank Function</a>	688 m			0			0		0
WORCA	<a href="#">Sproatt Summit Black Descent p</a>	5.2 km	Pending approval, New Trail (\$30/m)			0				5200
WORCA	<a href="#">THC</a>				0			0		0
WORCA	<a href="#">Three Birds</a>	422 m			0			0		0
WORCA	<a href="#">Tower Hill Connector (THC)</a>	231 m	re-route punchy climb for blue rating	1	40	1200		0		0
WORCA	<a href="#">Unicorn Petting Zoo</a>	968 m	annual brushing			0	0.25	10	300	0
WORCA	<a href="#">Up Up and Away (Lower)</a>	555 m	armouring	2	80	2400		0		0
WORCA	<a href="#">Up Up and Away (Middle)</a>	1,244 m	re-routes (several), bridging	9	360	10800		0		0
HIDDEN	<a href="#">Up Up and Away (Top)</a>	2,470 m			0			0		0
WORCA	<a href="#">Whipped Cream</a>	300m	Upgrade to Blue standard	3	120	3600		0		0
RMOW	<a href="#">With a Twist</a>	3,332 m			0			0		0
WORCA	<a href="#">Wizard Burial Ground</a>	669 m	step chute needs armouring, open granite catch-berm	1	40	1200		0		0
WORCA	<a href="#">Working Class</a>	925 m	amrouring loam holes	1	40	1200		0		0
WORCA	<a href="#">Yoda's</a>	402 m			0			0		0
					111600			0		0
SOUTH										
WORCA	<a href="#">AM/PM</a>	736 m			0			0		0
WORCA	<a href="#">Cable Guy</a>	793 m			0			0		0
WORCA	<a href="#">Cable Guy (return)</a>	448 m	Annual brushing			0	0.25	10	300	0
WORCA	<a href="#">Cable Guy bie Rock Roll</a>	135 m	Annual brushing			0	0.25	10	300	0
BC Parks	<a href="#">Cal-Cheak Mid</a>	644 m			0			0		0

BC Parks	<a href="#">Cal-Cheak MID-BPPP</a>	1,117 m								0							0
BC Parks	<a href="#">Cal-Cheak North</a>	706 m								0							0
BC Parks	<a href="#">Cal-Cheak South</a>	651 m								0							0
BC Parks	<a href="#">Cheakamus Lake Trail</a>	7.1 km								0							0
RMOW	<a href="#">Cheakamus River Suspension Bridge</a>	396 m								0							0
HIDDEN	<a href="#">D-Railment</a>	520 m								0							0
WORCA	<a href="#">Duncan's (It's Business Time)</a>	2,233 m	Armour and capping throughout. 2 bridges to replace near start		3	120	3600			0							0
WORCA	<a href="#">End of the Line</a>	678 m	Hole filling to remain Blue grade		1	40	1200			0							0
RMOW	<a href="#">Enter Riverside</a>	631 m								0							0
WORCA	<a href="#">Far Out p</a>	3,976 m								0							0
WORCA	<a href="#">Far Out 1</a>	375 m	Approved, New Trail (\$30/m)							0					3976	119280	0
RMOW	<a href="#">Farside</a>	2,944 m								0							0
WORCA	<a href="#">Flashback pt1 p</a>	2,640 m								0							0
WORCA	<a href="#">Flashback pt2 p</a>	1,996 m	Approved, New Trail (\$30/m)							0					2640	79200	0
WORCA	<a href="#">Garbage</a>	881 m	Approved, New Trail (\$30/m)							0					1996	59880	0
WORCA	<a href="#">High Side</a>	594 m	2 large bridges need replacement (12m, 10m)		3	120	3600			0							0
WORCA	<a href="#">High Side</a>	594 m	Annual brushing					0.25	10	300							0
WORCA	<a href="#">HIHj</a>	387 m	3 major armouring spots, 2 re-routes		2	80	2400			0							0
WORCA	<a href="#">HIHj</a>	387 m	3 armouring spots		1	40	1200			0							0
WORCA	<a href="#">Jake Lake East</a>	1,559 m								0							0
WORCA	<a href="#">Jake Lake North</a>	684 m	4 bridges to build		4	160	4800			0							0
WORCA	<a href="#">Jane Lake North</a>	1,234 m	3 new bridges (5m, 10m, 10m) re-route around wet spot, bench exit		5	200	6000			0							0
WORCA	<a href="#">Jane Lake South</a>	1,083 m	Major brushing/deadfall							0							0
WORCA	<a href="#">Jane Lake South</a>	1,083 m	1 bridge to upgrade (12m), Consider re-route to little jane lake and road		2	80	2400			0							0
WORCA	<a href="#">Jane Lake South</a>	1,083 m	Major brushing/deadfall							0							0
WORCA	<a href="#">Jane-Jake</a>	629 m	2 bridges to build, re-route canyon and hike-a-bike (250m)		4	160	4800			0							0
WORCA	<a href="#">Just Another Bike Trail</a>	731 m								0							0
RMOW	<a href="#">Logger's Lake East</a>	356 m	Annual brushing					0.25	10	300							0
RMOW	<a href="#">Lower Ridge</a>	2,127 m								0							0
WORCA	<a href="#">Lower Yer Saddle</a>	510 m						0.25	10	300							0
RMOW	<a href="#">LSD</a>	1,708 m	Annual brushing							0							0
WORCA	<a href="#">old trash</a>	120 m								0							0
RMOW	<a href="#">Ridge Shortcut</a>	229 m	Annual brushing					0.25	10	300							0
RMOW	<a href="#">Riverside</a>	2,837 m								0							0
RMOW	<a href="#">Riverside Connector</a>	50 m								0							0
HIDDEN	<a href="#">Roca Verde</a>	472 m								0							0
WORCA	<a href="#">Rubbish</a>	308 m								0							0
WORCA	<a href="#">Runaway Train</a>	1,225 m	bridge upgrades (5), Upgrade start to Blue grade, re-route exit (75m)		6	240	7200			0							0
HIDDEN	<a href="#">Salsa Verde</a>	1,098 m	Annual brushing					0.5	20	600							0
RMOW	<a href="#">Sea To Sky (Brandywine/Cal-Cheak)</a>	7.8 km								0							0
RMOW	<a href="#">Sea to Sky Trail Access</a>	126 m								0							0
WORCA	<a href="#">See Colours and Puke</a>	1,849 m								0							0
HIDDEN	<a href="#">Slap Chop</a>	314 m	Annual brushing					0.5	20	600							0
HIDDEN	<a href="#">Southern Accent</a>	1,108 m								0							0
RMOW	<a href="#">Spring Creek School Loop</a>	409 m								0							0
WORCA	<a href="#">Train Wreck</a>	789 m	serious upgrades to make blue rating		3	120	3600			0							0
HIDDEN	<a href="#">Train Wreck (CN Private Property)</a>	1,286 m								0							0
RMOW	<a href="#">Train Wreck Express</a>	315 m								0							0
WORCA	<a href="#">Trash</a>	1,829 m	Armouring to retain black rating, 1 re-route (50m)		2	80	2400			0							0
RMOW	<a href="#">Trash to Train Wreck Suspension Bridge</a>	100 m								0							0
RMOW	<a href="#">Upper Ridge</a>	1,233 m								0							0
VILLAGE							43200			0							0
WORCA	<a href="#">Area 56</a>	506 m								0							0
	<a href="#">Blueberry</a>	996 m	Annual brushing					0.25	10	300							0
WORCA	<a href="#">Cut Yer Bars blue</a>	1,879 m	Armour descent, armour and cap lorimer climb		1	40	1200			0							0
WORCA	<a href="#">Cut Yer Bars slabs</a>	959 m	Annual brushing					0.75	30	900							0
			replace skinnie, re-route away from cell tower road (75m)		2	80	2400			0							0
WORCA	<a href="#">Cut Yer Bones</a>	68 m								0							0
	<a href="#">Emerald Forest</a>	1,390 m								0							0
	<a href="#">Emerald Forest 2</a>	1,046 m	replace 2 bridges, re-route out of wetland (100m)		5	200	6000			0							0
	<a href="#">Emerald Forest Connector</a>	98 m								0							0
	<a href="#">Emerald Forest Connector</a>	121 m								0							0
	<a href="#">Enter BRTI</a>	226 m								0							0
WORCA	<a href="#">ESP</a>	248 m								0							0
WORCA	<a href="#">Hand of Doom</a>	326 m								0							0
	<a href="#">Myrtle Phillips Trail</a>	216 m								0							0
WORCA	<a href="#">Robin Yer Eggs</a>	507 m								0							0
WORCA	<a href="#">Roll Connector</a>	49 m								0							0
WORCA	<a href="#">Roll Yer Bones</a>	377 m								0							0
WORCA	<a href="#">Shits and Giggles</a>	234 m								0							0

	<a href="#">Short Connector</a>	230 m			0
WORCA	<a href="#">Suicycle</a>	250 m			0
			9600		0
TOTALS			316200	12000	649980







# Whistler Off Road Cycling Association 2018 Year-End Financial Statements



## Income and Expenditure Statement Final figures for the year 1 Nov 2017 to 31 Oct 2018

	ACTUAL	BUDGET	
	1 Nov 2017 - 31 Oct 2018	1 Nov 2017 - 31 Oct 2018	Budget details
<b>INCOME</b>			
Membership Fees	78,947	71,000	Based on minimal membership growth from 2017
Donations	24,514	13,500	\$5k Crankworx, further \$5k crankworx events \$1k trail karma and other \$2.5k
Trail Supporter	7,975	4,000	
Bike Camp Fees	112,623	98,000	
Gaming Grant income	10,000	10,000	
Fee for service - RMOW	50,000	100,000	Revised contract
Alpine Trail fees - RMOW	20,000	20,000	
Cultured Climb income - RMOW	5,000	0	
Bike swap revenue	81,597	12,500	Declining sales due to more people using Facebook Buy and Sell pages
Toonie rides	6,513	4,000	Based on declining numbers at Toonies
Other events/races	2,365	1,000	One grass roots community event like this per year
LOTS t-shirts revenue	6,353	2,000	Further LOTS t-shirt sales and other programs
Raffle sales	-	1,500	
<b>TOTAL INCOME</b>	<b>405,887</b>	<b>337,500</b>	
<b>COST OF GOODS SOLD</b>			
<b>PROGRAMS</b>			
Camps - Secretary/Admin	344	5,000	
Camps WCB	2,306	2,368	2.56% of actual payroll
Camp expense - Labour	99,279	92,500	
Bike camp office expenses	602	0	
Bike Camp Expenses	1,447	0	
Coaching - training	1,378	3,500	Additional training may be required with new head coach and staff
Coaching - Kids & High School	8,249	10,000	Assume no increase from prior year
Rent - Red Roof Building	2,200	2,100	
<b>TOTAL PROGRAM EXPENSES</b>	<b>115,806</b>	<b>115,468</b>	
<b>RACES</b>			
Toonies - Secretary/Admin	311	1,500	
Toonie Ride expenses	948		
Toonie Ride prize money	1,500		
Toonie Ride First Aid Responder expense	1,050		
Pique adverts for Toonie Rides	1,737	2,500	Pique advertising - 2017 included catchup on missed bills from 2016
Toonie Permits	666	1,200	
Special Events - other races	2,179	2,500	
<b>TOTAL RACE EXPENSES</b>	<b>8,391</b>	<b>7,700</b>	
<b>BIKE SWAP</b>			
Bike Swap payments	69,006		
Bike Swap - volunteer expenses	328		
Bike Swap coordinator	1,093	0	
Bike Swap supplies	1,589	3,000	
<b>TOTAL BIKE SWAP EXPENSES</b>	<b>72,017</b>	<b>3,000</b>	
<b>MERCHANDISE</b>			
Trail Supporter t-shirts purchased	5,141		
LOTS t-shirts purchased	4,054		
<b>TOTAL MERCHANDISE EXPENSES</b>	<b>9,195</b>	<b>0</b>	
<b>TRAILS &amp; OPERATIONS</b>			
Trail Supplies	3,814	2,500	
Trail Labour - Alpine	20,958	20,000	
Trail Labour - Maintenance	58,317	90,000	85k from RMOW, 5% membership plus 5k from Crankworx
Trail Labour - Cultured Climb	10,638		
Trail Volunteer expense	1,068	1,000	
Trail Signage	131	1,000	
Trail crew training	1,935		

Trails Administration	-	4,500	
WCB - Trails	1,134	1,465	1.55% of labour costs
<b>TOTAL TRAILS &amp; OPERATIONS EXPENSES</b>	<b>97,996</b>	<b>120,465</b>	
<b>TOTAL COST OF GOODS SOLD</b>	<b>303,404</b>	<b>246,633</b>	
<b>GROSS PROFIT</b>	<b>102,483</b>	<b>90,867</b>	
<b>MEMBERSHIP &amp; ADMIN EXPENSES</b>			
WCB expense	587	2,198	1.55% of Ops Manager salary plus other staff
Advertising & Promotions	827		
Association fees & licenses	165	500	
Secretary	5,382	4,000	
Credit card and database fees	16,139	15,000	
Accounting Fees	951	1,500	Bookkeeper - assume no additional BDO costs in 2018
Technical Coordinator	3,528	6,000	Reduced input from Suki re Manager of Operations hired in 2018
Manager of Operations	33,496	35,000	New position for 2018 contract 1 May to 31 Oct 2018
Bank charges	662	850	
Office supplies	499	250	
Meetings	2,509	4,500	
Telephone & Utilities	504	0	
Website	318	2,250	
Miscellaneous expenses	968	200	
Donations and Awards	100	1,000	
Books, Subscriptions, Licenses	712		
Postage	248	300	
Strategic Planning	1,680		
Grant costs	-	1,000	
Rent, Parking, Utilities	1,727	0	
Insurance	19,100	19,000	
Depreciation charge for fixed assets	1,123		
<b>TOTAL MEMBERSHIP &amp; ADMIN EXPENSES</b>	<b>91,224</b>	<b>93,548</b>	
<b>OTHER INCOME</b>			
Interest earned	39		
<b>TOTAL OTHER INCOME</b>	<b>39</b>	<b>0</b>	
<b>OTHER EXPENSES</b>			
CRA penalties relating to prior years	2,049	-	
Loss on disposal of fixed assets	-		
<b>TOTAL OTHER EXPENSES</b>	<b>2,049</b>	<b>0</b>	
<b>SURPLUS/(DEFICIT)</b>	<b>9,249</b>	<b>(2,681)</b>	



## **WORCA Fee For Service Request - 2018**

### **INTRODUCTION**

The Whistler Off Road Cycling Association (WORCA) will be celebrating its 30<sup>th</sup> year in 2019 and are proud to have the RMOW as one of our long-standing partners throughout this period. Without the original Community Enrichment Program (CEP) funding and the following 2016-18 Fee For Service (FFS) funding, WORCA would not be able to claim the successes and growth that we have achieved in our trail network, quality of trails, and world class events that we are undertake on an annual basis. WORCA intends to continue developing and maintaining durable trails with minimal impact on terrain and environment to protect the trail network that serves as a key driver for visitors to Whistler. Despite being a member-driven organization, WORCA does not work in a bubble, so collaborations and partnerships are valued to ensure that all stakeholders are involved in trail planning.

In 2016, the Social Economic Impact Study, a collaboration between Tourism Whistler, Whistler Blackcomb and WORCA identified that WORCA managed and maintained trails were seeing over 31,000 riders per season. This did not include RMOW trail networks such as Lost Lake or the Blackcomb CRA networks (which WORCA helps to maintain). This number represents nearly 260,000 individual rides (or on average, 8 rides per unique rider) each year. It is not a stretch to imagine the amount of energy, coordination, and financial resources it takes for organizations like WORCA to manage this asset – an asset that is worth nearly \$13 million in attributable spending to the Whistler economy. This spending and these user numbers account for a total GDP impact in Whistler of \$6.5 million, a local industry output (related industry and services) of \$16 million, and nearly \$250,000 in direct municipal taxes.

### **WORCA's ROLE**

WORCA remains a leading edge cycling advocacy group and is looked upon world-wide, as witnessed by external groups such as the Les Deux Alpes team, and the features on WORCA run by major international and national publications and syndicates. In our 30<sup>th</sup> year, we will seek to hit the 2,000 member mark, managing and maintaining trails for local residents and visitors. It is important to note that nearly all of WORCA's trails are designed as multi-use, so the benefits of the trail network extend well beyond our traditional membership base, and WORCA is committed to work with those other user groups for shared access and to help coordinate events that support our maintenance and construction efforts.

WORCA currently has a dedicated trail crew, with one full time lead builder and four to five contracted builders per season. In addition, WORCA runs "trail nights" throughout the spring and fall, attracting over 400 volunteers and delivering more 1,200 hours of trail work every season.

### **FEE FOR SERVICE REQUEST**

Going forward, WORCA is seeking a new 3-year Fee for Service contract with the RMOW for a total value of \$150,000 annually. In 2016, we were generously provided with \$50,000/year for ongoing maintenance of WORCA managed trails and have been able to add \$5,000 each year from Crankworx trail support and 5% from membership fees. \$150,000 is a significant increase over our previous contract, but given an estimated 50-75% growth in trail user numbers since 2016, and a considerably expanded trail network for WORCA maintenance (due to the formalization of many previously 'rogue' trails through Section 57 approval and an expanded 'legal' network), the request is both defensible and necessary for the ongoing delivery of the current trail experience. This is bolstered by the above-mentioned value of the WORCA managed and maintained trail network to the Whistler economy.





## **WORCA Fee For Service Request - 2018**

Through this new Fee for Service contract, WORCA commits to:

- continue with careful trail planning and collaborative work with local stakeholders to ensure mountain bike trail access;
- develop, construct, and maintain trails that are durable, and built with minimal impact on the terrain and environment;
- ensure the quality of the trails are kept to the 'Whistler Trail Standards' and continue a coordinated approach to trail maintenance with the RMOW;
- implement a trail maintenance program that will reflect best practices and optimizes recreational opportunities that exceed the expectations of trail users;
- use progressive trail building techniques, aimed at mitigating common trail issues to maximize durability and user safety;
- understand, collaborate, and incorporate new or growing trail users that fit within the trail character that we manage and maintain.

Attached to this letter is WORCA's 3-year trail maintenance plan for the trails that we manage and maintain and shows a total cost of maintenance of \$316,200 (\$105,400/year). This value does not include annual tool replacement, coordination and delivery of volunteer trail nights, emergency repairs (bridge wash-outs, unforeseen damages, undo erosion), and trail signage. In 2018, WORCA allocated nearly \$15,000 of our maintenance budget to repairing significant damage due to unusual spring storms and BC Hydro clearing along Lower Sproatt. This plan has been reviewed by our Trails Subcommittee and our lead builder to verify its integrity. The plan assumes "status quo" operations and use and is designed to maintain these trails to a sustainable manner that is in alignment with the Whistler Trail Standards and identifies current level of use and repair. As we work through the trail network to maintain and upgrade to these standards, trails should need less frequent major repair. That said, our builders are sensitive to ensure that the integrity and style of the trail is maintained so as not to create a homogenous style of riding in Whistler.

### **CURRENT FUNDING – OTHER B.C. TRAIL ORGANIZATIONS**

The RMOW has been a leader in establishing precedence for government support of a local trail organization, and that leadership has been replicated across British Columbia. WORCA has been able to identify at least 6 other local not-for-profit trail organizations that are now operating under similar Fee for Service or Community Grant programs tied directly to trail maintenance and/or trail development. While Whistler was a leader in this initiative, many of these other municipalities and districts have recognized the growing costs of trail work, increasing costs of staffing and insurance, and more intensive use of trails with growing user numbers. As such, WORCA is not an outlier in asking for greater funding than our previous Fee for Service agreement. Below is a list of other local trail organizations and the funding they receive directly from either the local municipality, land trust, or regional district (RD). Of note, is that while most of these municipalities do have a significant amount of local income derived by tourism, the majority of them do not have either the visitor numbers of Whistler, or the same total kilometers of trail under maintenance contract. The closest parallel would be Squamish, but we still have significant additional kilometers of trails and higher user numbers as noted by the 2016 Economic Impact Report.

Pemberton:	\$80,000 (RD)
Squamish:	\$85,000 (RD) plus Squamish Nation Summer Program (\$20,000 in build labour)
North Shore:	\$110,000 (District)
Revelstoke:	\$35,000 (City of Revelstoke)
Rossland/Kootenay:	\$80,000 (RD) plus \$20,000 (City of Rossland)
Nelson	\$80,000 (RD) plus \$20,000 (CB Trust)



## **WORCA Fee For Service Request - 2018**

### **NEW TRAIL DEVELOPMENT**

WORCA does not intend to utilize FFS funds for new trail development. The 3 year plan does show our program for currently approved or under approval Section 56/57 trails, but WORCA will seek to fund these through our membership, other grants, volunteer trail nights/days, and other opportunities as they arise. These trails represent a total un-funded cost of \$650,000. Alpine trail development was solely possible through the \$20,000/year contribution from the RMOW for *Lord of the Squirrels*.

WORCA does wish to highlight that three key trails in the approved alpine trail network will be approved for development in 2018/19. With an expected cost of \$54,000, *Chipmunk Rebellion* will provide a blue exit from *Lord of the Squirrels* to the new RMOW Lower Sproatt parking area, a much needed completion to the *Lord of the Squirrels* descent. Capitalizing on options from RMOW's *Into the Mystic Climb*, WORCA expects approvals on both a blue and a black line connecting *Into the Mystic* to Function Junction, providing a second significant staging opportunity for alpine and Westside riding. The blue descent is estimated at \$74,000 and the black at \$54,000 (given its more direct alignment and shorter distance). All three of these trails are currently not funded, with the exception of \$5,000 in seed money from Arbutus Routes and Giant Bicycles Canada for *Chipmunk Rebellion*.

Should the RMOW wish to speak to WORCA about new funding opportunities for approved trails related to the alpine network, WORCA would be excited to engage. These three trails are particularly important, as they build on assets that already exist (*Into the Mystic*, *Lord of the Squirrels*, and *LESS*), providing more value to the existing trail network. Most importantly, these three trails lie below the expected new "alpine closure" elevation, allowing considerably more use of these alpine assets even at times of closure due to either weather or animal migration/habitat.

### **PROPOSED FUND-RAISING**

For 2018, WORCA will maintain its proven and successful fundraising initiatives, outlined below. WORCA will also continue to apply for government and private grants that are available to organizations that deliver recreation, environmental, social, or youth driven programming. That said, these are challenging applications that cannot be relied upon given the number of applicants. Furthermore, the Board will be pursuing charitable status for WORCA in 2018. We believe we have the capacity and maturity with our new Operations Manager, Trevor Ferrao, where we can manage the additional tax burden and management that comes with charitable status. This opens considerable new fundraising opportunities for WORCA with the capacity to provide tax receipts and to attract funders that only look to registered charities.

Current fund-raising initiatives are:

- Bike Swap (\$6,000-\$8,000)
- Memberships and Trail Supporter (\$90,000-\$100,000)
- Gaming Grant (\$10,000 – kids camps only)
- Weekly Ride/Race Program (\$6,500-\$9,000)
- Events (\$2,500-\$5,000)
- Products/Merchandise (\$8,000-\$10,000)
- BC Gaming Grant (\$10,000)
- Whistler Blackcomb (in-kind contribution estimated at \$2,500-\$5,000)
- WB Foundation (unknown at this time)
- American Friends of Whistler (\$10,000)
- Small Donations (\$30,000)
- Crankworx Trail Support (\$5,000/trail used for EWS)



## **WORCA Fee For Service Request - 2018**

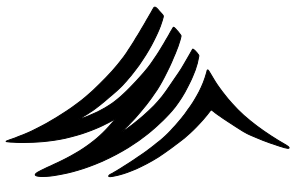
### **WHISTLER 2020**

Through strong partnerships, engagement with stakeholders and adhering to trail standards to provide a safe and sustainable improved trail network, WORCA's ongoing trail work contributes to all five of the Whistler 2020 Priorities:

- Enriching Community Life
- Enhancing the Resort Experience
- Protecting the Environment
- Ensuring Economic Viability
- Partnering for Success

WORCA is immensely grateful for the funding from the Resort Municipality of Whistler, which has enabled the organization to maintain and rejuvenate more trails than ever before. Continued investment in the form of the FFS Agreement in 2019-2021 will enable WORCA to keep trails to a high standard that will exceed the expectations of all trail users.

Ongoing teamwork between WORCA and the RMOW remains critical to the development of Whistler's trail network that is enjoyed by thousands of visitors and will continue to grow as a valuable recreational resource thanks to adherence to sustainable trail maintenance and design.



# WHISTLER

## REPORT | ADMINISTRATIVE REPORT TO COUNCIL

**PRESENTED:** February 12, 2019      **REPORT:** 19-015  
**FROM:** Corporate and Community Services      **FILE:** 0540  
**SUBJECT:** COUNCIL MEMBER APPOINTMENTS TO THE GOVERNANCE COMMITTEE

### COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

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

### RECOMMENDATION

**That** Council reconvene the Governance and Ethics Standing Committee;

**That** Mayor J. Crompton appoint three members of Council to the Governance and Ethics Standing Committee as per the Committee's Terms of Reference; and further,

**That** Mayor J. Crompton appoint the Chair of the Committee.

### REFERENCES

Appendix "A" – Governance and Ethics Standing Committee Terms of Reference

Appendix "B" - *Council Policy A-21: Council Governance Manual*

### PURPOSE OF REPORT

The purpose of this Report is for Council to reconvene the Governance and Ethics Standing Committee ("the Governance Committee") and to have Mayor J. Crompton appoint three Council members to the Governance Committee and to appoint the Chair of the Governance Committee.

### DISCUSSION

#### Background

The primary function of the Governance Committee is to provide a focus on governance and ethics that will enhance the performance of Council while maintaining the highest level of trust and confidence. The Governance Committee assesses and makes recommendations regarding Council effectiveness and, within the limits of the *Community Charter* and the Bylaws, establishes and leads the process for the ongoing development of Councillors.

The Governance Committee's Terms of Reference are included within *Council Policy A-21: Council Governance Manual* and attached as Appendix "A" to this Report. The Terms of Reference speak to composition of the Committee as follows:

- The Committee shall be comprised of three Councillors;
- Committee members shall be appointed by the Mayor; and
- The Chair of the Committee shall be appointed by the Mayor.

## WHISTLER 2020 ANALYSIS

W2020 Strategy	TOWARD Descriptions of success that resolution moves us toward	Comments
Partnership	Trust is established and maintained among Whistler Partners and stakeholders	The Governance Committee will provide a focus on governance and ethics that will enhance the performance of Council while maintaining the highest level of trust and confidence.

Reconvening the Governance Committee and determining the appointment of Council members to this Committee does not move our community away from any of the adopted Whistler2020 Descriptions of Success.

## OTHER POLICY CONSIDERATIONS

*Council Policy A-21: Council Governance Manual*, attached as Appendix "B" to this Report, notes that Standing Committees of Council may be created by the Mayor for the purposes of undertaking specific work of Council and providing advice and recommendation to Council as a whole. The current Standing Committees of Council are: Audit and Finance, Governance and Ethics, and Human Resources. This structure is subject to change from time to time as Council considers which of its responsibilities can best be fulfilled through the more detailed review of matters in a committee format.

Furthermore, the *Council Governance Manual* also includes the Code of Conduct and Conflict of Interest Guidelines for Councillors. These guidelines commit the RMOW to excellent local government by engaging in relationships that are ethical and transparent, will withstand the highest degree of public scrutiny, and will assure public confidence in the RMOW and the processes by which it will achieve its vision.

The Governance Committee is responsible for developing and recommending changes to these guidelines to Council for approval and provides oversight advice and direction with respect to implementation of the guidelines.

The *Community Charter* speaks to standing committees and requires the Mayor to establish standing committees for matters the Mayor considers would be better dealt with by committee and to appoint persons to those committees. With respect to membership the *Community Charter* states that at least half of the members of a standing committee must be Council members, and, subject to this rule, persons who are not Council members may also be appointed to a standing committee.

## BUDGET CONSIDERATIONS

There are no budget considerations at this time.

## **COMMUNITY ENGAGEMENT AND CONSULTATION**

In accordance with its Terms of Reference, membership on the Governance Committee is limited to Council members. This is consistent with the other Standing Committees of Council. Therefore, members of the public were not considered for appointment to this Committee. The Governance Committee will report its discussions to Council by distributing the minutes of its meetings and, where appropriate, by oral report at a following Council Meeting.

## **SUMMARY**

This Report is for Council to reconvene the Governance Committee and to have Mayor J. Crompton appoint three Council members to the Governance Committee and to appoint the Chair of the Governance Committee.

Respectfully submitted,

Brooke Browning  
MUNICIPAL CLERK

for  
Ted Battiston  
GENERAL MANAGER OF CORPORATE AND COMMUNITY SERVICES

## COUNCIL SELF-GOVERNANCE STRUCTURE AND PROCESSES

### IX. TERMS OF REFERENCE FOR THE GOVERNANCE AND ETHICS STANDING COMMITTEE

#### A. Purpose

The primary function of the Governance and Ethics Committee (the “GAESC”) is to provide a focus on governance and ethics that will enhance the performance of Council while maintaining for the highest of public trust and confidence. The Committee assesses and makes recommendations regarding Council effectiveness and, within the limits of the Community Charter and the Bylaws, establishes and leads the process for ongoing development of Councillors. Further, the committee develops and recommends changes to the Code of Conduct and Conflict of Interest Guidelines to Council for approval and provides oversight advice and direction with respect to the implementation of the guidelines.

#### B. Composition

- i. The Committee shall be comprised of three (3) Councillors.
- ii. Committee members shall be appointed by the Mayor.
- iii. The Chair of the Committee shall be appointed by the Mayor.

#### C. Duties and Responsibilities

Subject to the powers and duties of Council, the Committee will exercise the following authority, powers, and duties:

##### i. Governance

The GAESC will review current standards in governance and the Council Governance Manual, and make recommendations for changes to Council. Specifically, the GAESC is responsible for:

1. Reviewing annually the characteristics of a high-performing Council;
2. Preparing the annual Council Calendar for approval by the Council and reviewing the Council Terms of Reference and Operating Guidelines;
3. In consultation with each Committee, review the terms of reference for that Committee; and
4. Reviewing annually the Corporation’s legislative compliance reporting.

##### ii. Ethics

The GAESC will be responsible for developing and managing the Code of Conduct and Conflict of Interest Guidelines as follows:

## **COUNCIL SELF-GOVERNANCE STRUCTURE AND PROCESSES**

- I. Develops and periodically reviews the Code of Conduct and Conflict of Interest Guidelines for recommendation to Council.
2. Monitors the implementation of the Code of Conduct and Conflict of Interest Guidelines.
3. Assists Councillors and senior staff in interpreting and implementing the Code of Conduct and Conflict of Interest Guidelines.
4. Recommends the appointment and mandate of the Ethics Commissioner to Council for approval.
5. Reports out annually to Council.

### **iii. Council Evaluation**

Council will undertake a Council performance evaluation at least once a year. This process will be managed by the GAESC, as follows:

- I. Prepare Council Evaluation Questionnaire based on the Council Terms of Reference and Operating Guidelines and the characteristics of a high performance Council;
2. Review the Questionnaire with Council and distribute it to each Councillor;
3. Summarize the results of the Questionnaires and discuss with Council; and
4. Recommend change improvements as appropriate.

### **iv. Policies**

The GAESC will annually review the policies pertaining to governance and recommend amendments to Council. As well, the GAESC will consider issues of policy interpretation and in conjunction with legal counsel where necessary, provide guidance to Council.

### **D. Accountability**

The Committee shall report its discussions to Council by distributing the minutes of its meetings and where appropriate, by oral report at the next Council meeting.



## COUNCIL SELF-GOVERNANCE STRUCTURE AND PROCESSES

### E. Committee Timetable

The timetable below outlines the Committee's schedule of activities.

Activity	Who	When
<ul style="list-style-type: none"> <li>• Prepare Annual Council Calendar for review with Council</li> </ul>	<ul style="list-style-type: none"> <li>• GAESC</li> <li>• Council</li> <li>• CAO</li> </ul>	<ul style="list-style-type: none"> <li>• December</li> </ul>
<ul style="list-style-type: none"> <li>• Review Council Terms of Reference and Operating Guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• GAESC</li> <li>• Council</li> <li>• CAO</li> </ul>	<ul style="list-style-type: none"> <li>• December</li> </ul>
<ul style="list-style-type: none"> <li>• Review Standing Committee Terms of Reference</li> </ul>	<ul style="list-style-type: none"> <li>• GSC</li> <li>• CAO</li> </ul>	<ul style="list-style-type: none"> <li>• December</li> </ul>
<ul style="list-style-type: none"> <li>• Review with Council characteristics of high-performing Councils</li> </ul>	<ul style="list-style-type: none"> <li>• GAESC</li> <li>• Council</li> </ul>	<ul style="list-style-type: none"> <li>• January</li> </ul>
<ul style="list-style-type: none"> <li>• Council Performance Self-Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• GAESC</li> <li>• Council</li> </ul>	<ul style="list-style-type: none"> <li>• June</li> </ul>
<ul style="list-style-type: none"> <li>• Report to Council on Council Performance</li> </ul>	<ul style="list-style-type: none"> <li>• GAESC</li> <li>• Council</li> </ul>	<ul style="list-style-type: none"> <li>• July</li> </ul>
<ul style="list-style-type: none"> <li>• Review annually the ethics policy</li> </ul>	<ul style="list-style-type: none"> <li>• GAESC</li> <li>• Council</li> </ul>	<ul style="list-style-type: none"> <li>• December</li> </ul>

### X. TERMS OF REFERENCE FOR THE HUMAN RESOURCES STANDING COMMITTEE

#### A. Purpose

The purpose of the Human Resources Standing Committee (HRSC) is to assist Council in fulfilling its obligations relating to human resource and compensation matters, including the establishment and maintenance of a plan for continuity and development of senior management.

#### B. Composition

- i. The HRSC shall be comprised of three Councillors, and one of whom is the Mayor.
- ii. The HRSC shall meet at least three times per year, with additional meetings at the discretion of the Committee Chair.
- iii. Committee members shall be appointed by the Mayor.



# **Resort Municipality of Whistler**

## **Council Governance Manual**



June, 2005

# **WHISTLER**

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## Resort Municipality of Whistler – Council Governance Manual

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# Introduction

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## INTRODUCTION

Corporate Governance sets the framework and provides the tools to ensure that organizations operate in an effective and accountable manner. Although Corporate Governance has always been important, it has gained renewed importance in recent years due to major challenges in the Corporate world.

In a local government context, the governance framework is aligned with the statutory authority and responsibilities while assisting elected officials and appointed staff in the efficient and effective delivery of services to the local community.

An essential element of good governance is the engagement of key stakeholders and the community in the development and implementation of strategic initiatives and programs designed to make the community a better place.

Good governance is not possible without the clear definition of the roles and responsibilities the corporate body, elected officials and appointed staff. The Governance Manual for the Resort Municipality of Whistler is set out in five sections and has been developed to provide greater clarity between governance and management.

### **1. The Strategic Framework for Governance**

- Defines the strategic framework for the Resort Municipality of Whistler:
  - Sets out the community's values, vision, and strategic priorities;
  - Defines the service and relationship philosophy;
  - Defines the risk philosophy.

### **2. The Role of Council**

- Outlines the custodial powers of Council;
- Outlines Council duties and responsibilities in exercising the powers of the corporation;
- Outlines legal obligations and other matters.

### **3. Council Self-Governance Structure and Processes**

- Outlines the structure and processes necessary to ensure effective functioning of the Council as a governance body:
  - Establishes the roles and responsibilities of the Mayor and Councillors;
  - Establishes a code of conduct for Council;
  - Outlines the terms of reference for standing committees;
  - Sets out how Council evaluates its own performance.

### **4. Council Guidelines and Accountabilities**

- Outlines how Council will carry out its operating duties and the manner in which Council delegates authority to the CAO to conduct the activities of the municipality:
  - Provides guidelines for how the Council will carry out its operating duties and be held accountable for these;
  - Describes the roles and responsibilities of the CAO;
  - Outlines how Council evaluates CAO performance;

## INTRODUCTION

- Provides other necessary guidelines for Councillors to ensure effective relationships with the CAO and municipal staff;
- Establishes processes to ensure thorough and timely reporting to and effective oversight and decision-making at the Council level.

### 5. **Guiding Principles and Policies for Constituency Relations**

- Outlines the manner in which Council, the CAO and staff interact with constituents and stakeholders:
  - Describes principles for communication and constructive dialogue;
  - Defines guidelines for advocacy on behalf of the municipality.



# The Strategic Framework for Governance



## THE STRATEGIC FRAMEWORK FOR GOVERNANCE

This section defines the Strategic Framework for Governance, including the resort community's values, sustainability principles, vision, strategic priorities and implementation strategies; the service and partnership philosophy with stakeholders; and the corporation's risk philosophy.

### I. WHISTLER 2020 - MOVING TOWARDS SUSTAINABILITY

Whistler 2020 describes what Whistler aspires to be in 2020: our shared values, sustainability principles, vision, priorities and directions that define success and sustainability for the resort community. Whistler 2020 also outlines how we will achieve our vision – the strategies and actions that will move us in the right direction.

#### A. What We Value

Our values are the foundation for all we do. They represent what is important to us as a resort community. Guided by our values, we are able to make difficult decisions about Whistler's future, and formulate the priorities and actions necessary to achieve our vision.

- A sustainable community – where social and ecological systems are sustainable and supported by a healthy economy, today and in the future.
- A strong, healthy community – where the needs of its residents are met, where community life and individual well-being are fostered, where the diversity of people is celebrated, and where social interaction, recreation, culture, health services and life-long learning are accessible to all.
- A well planned community – where growth and development are managed and controlled.
- Our natural environment – and our role as responsible stewards of it, respecting and protecting the health of natural systems today and for generations to come.
- A strong tourism economy – where a healthy tourism economy is sustainable through thoughtful, long –range planning, strategic marketing and business partnerships.
- A safe community – where diverse residents and guests are comfortable and secure.
- The people who live, work and play here – our families, children, neighbours, colleagues and friends.
- Our guests – and our desire to provide exceptional service in all we do.



## THE STRATEGIC FRAMEWORK FOR GOVERNANCE

- Our partners – and the positive, co-operative relationships that recognize the values of all the communities in the corridor.

### B. Our Sustainability Principles

Whistler aspires to achieve environmental and social sustainability, and a healthy economy. To strategically move towards sustainability, Whistler has adopted The Natural Step framework.

The Natural Step framework is a ‘systems perspective lens’ for looking upstream to understand and plan for a sustainable society. It covers all aspects of sustainability, where the ultimate goals are social and ecological sustainability, and a vibrant economy is the means to ensure we achieve these goals.

There are many unknowns about Whistler’s future, however we do know the four basic principles that we need to respect for this future to be sustainable.

#### Sustainability Principles

In a sustainable society, nature is not subject to systematically increasing:

1. concentrations of substances extracted from the Earth’s crust;
2. concentrations of substances produced by society;
3. degradation by physical means,

**and in that society,**

4. people are not subject to conditions that systematically undermine their capacity to meet their needs.

The Natural Step sustainability principles are based on scientific consensus, are concrete and non-overlapping, define our sustainability goals and guide our thinking and planning.

### C. Our Vision

This is what we aspire to be. It helps guide our actions and strategic planning over time.

**Whistler will be the premier mountain resort community**

**– as we move toward sustainability**

## THE STRATEGIC FRAMEWORK FOR GOVERNANCE

We are committed to achieving social and environmental sustainability and a healthy economy. We will continue to build a thriving resort community that houses 75 percent of the workforce in Whistler. We will continue to offer world-class recreational and cultural opportunities for our visitors and residents. We will foster sustained prosperity in our local tourism economy and retain our local businesses. We will continue to strive to protect the ecological integrity of our natural environment. We will meet the social, health and learning needs of residents and visitors. We will be a safe community that provides peaceful enjoyment of our activities and places. We will foster cooperation between regional communities and the province government on initiatives to expand prosperity and well being for all. We will monitor our performance at achieving Whistler's vision and report back to the community on an ongoing basis.

### D. Our Strategic Priorities

Whistler's vision is guided by five strategic priorities of equal importance:

1. Enriching Community Life;
2. Enhancing the Resort Experience;
3. Protecting the Environment;
4. Ensuring Economic Viability; and
5. Partnering for Success.

Each strategic priority is supported by more definitive strategic directions.

### E. Our Strategies

Whistler's vision is an inspiring picture of the type of community we want to have in 2020. How the vision is implemented is critical to achieving success and sustainability. The key strategies setting out how we will move toward our vision have been identified to focus our sustainability planning.

1. **Resident Housing Strategy:** How to meet the housing needs of diverse permanent residents and seasonal employees in an affordable and sustainable way, primarily through restricted housing and including a variety of ownership and rental opportunities.
2. **Resident Affordability strategy:** How to make Whistler affordable for residents to live and play here.
3. **Health & Social Strategy:** How to meet the health and social needs (including physical, mental, spiritual and emotional) of the resort community.

## THE STRATEGIC FRAMEWORK FOR GOVERNANCE

4. **Recreation & Leisure Strategy:** How recreation and leisure activities for both residents and visitors will be delivered to exceed expectations while protecting the environment.
5. **Arts, Culture & Heritage Strategy:** How arts, culture, and heritage will be supported, enhanced and delivered.
6. **Learning Strategy:** How to meet resident and visitor needs for formal and informal lifelong learning.
7. **Built Environmental Strategy:** How Whistler's buildings, neighbourhoods and facilities will contribute to making the resort unique, livable and sustainable.
8. **Transportation Strategy:** How to move residents, employees, visitors, and materials to, from and within the resort community in a more sustainable manner.
9. **Energy Strategy:** How to meet Whistler's energy needs in a efficient, sustainable and reliable way, while managing air quality and greenhouse gas emissions.
10. **Materials & Solid Waste Strategy:** How to meet Whistler's need for material supply and disposal through the most efficient use and reuse of the most sustainable materials and keeping waste out of the natural environment.
11. **Water Strategy:** How to provide a dependable supply of high quality water in a way that maintains healthy aquatic environments and uses water efficiently.
12. **Visitor Experience Strategy:** How visitors are welcomed and serviced before their visit, upon arrival and during their stay in Whistler, and upon leaving Whistler.
13. **Natural Areas Strategy:** How Whistler will protect and where possible restore ecosystem integrity and biodiversity in Whistler and the surrounding region.
14. **Economic Strategy:** How Whistler will create a strong tourism economy and develop and maintain successful, resilient businesses that help Whistler move toward success and sustainability.
15. **Partnership Strategy:** How Whistler stakeholders partner and collaborate to ultimately achieve Whistler's vision, as well as the complimentary objectives of the partners.
16. **Finance Strategy:** How the resort community will finance the strategies and actions for moving Whistler toward meeting the vision for 2020.

## THE STRATEGIC FRAMEWORK FOR GOVERNANCE

### II. WHISTLER – SERVICE AND RELATIONSHIP PHILOSOPHY

#### A. Entrepreneurial Government

The Resort Municipality of Whistler is in the process of transforming itself from a traditional “bureaucratic” local government organization to an “entrepreneurial” model, better capable of working in partnership with various stakeholders and realizing the community’s vision.

Gaebler and Osborne indicate that the original meaning of the term “entrepreneur” describes someone who “shifts economic resources out of an area of lower and into an area of higher productivity and greater yield”.

Gaebler and Osborne note that entrepreneurial governments:

- Are driven by their *missions* and pursuing their *vision*, not by rules and regulations;
- Redefine their clients as *customers* and offer them choices;
- *Prevent* problems before they occur;
- Put energies into *earning* money, not simply spending it;
- *Decentralize* authority, embracing participatory management;
- Focus not simply on providing services, but on *catalyzing* all sectors – public, private and voluntary – to provide community services;
- Promote *competition* between service providers;
- *Empower* citizens by pushing control out of the bureaucracy into the community;
- Measure performance, focusing not on inputs but on *outcomes*.

#### B. Relationships

Relationships are a barometer of success.

Organizations which have strong, positive internal and external relationships are capable of addressing their agendas and accomplishing their priorities. Conversely, organizations which are beset with relationship-based problems are less successful.

Relationships are dependent upon **trust**. Without trust, true relationships will not materialize. Trust does not guarantee a relationship but it is a pre-condition to the establishment and sustenance of a relationship.

## THE STRATEGIC FRAMEWORK FOR GOVERNANCE

Trust, however, is dependent upon **respect**. It will not occur in the absence of respect. Only when respect is present, can trust emerge. Respect will not guarantee trust, however, respect is a pre-condition for trust.

Respect starts with the individual and involves principle-based behaviour, including honesty, integrity, and fairness. It is incumbent upon each person to act respectfully toward others. When this pattern of behaviour is present, there will be a strong likelihood that respectful behaviour will be reciprocated by others.

Once respectful behaviour is reciprocated, trust can form. This prospect is enhanced as positive experiences emerge and become the pattern or history.

Once trust exists, relationships are possible. Relationships are more likely to materialize and be sustained if they are open and transparent.

Council can provide critical leadership in relationship-building. Given the importance of relationships to the success of the Corporation, it is essential that each Councillor and staff member commit to acting in a respectful manner towards one another, and towards other stakeholders and constituents. There is a strong likelihood that mutually respectful behaviour will translate into an environment of trust, and from trust into relationships.

The existence of solid relationships will constructively impact the RMOW corporate culture and provide the organizational strength to meet the leadership challenges facing the community.

### III. RISK PHILOSOPHY

The Corporation is continuously faced with the challenge of effectively managing risk.

To assist the Corporation in addressing its legal obligations, and managing risk, the municipality endeavours, through its policies and procedures, to meet or exceed statutory requirements and various standards (e.g. for such matters as workplace safety, accounting practice, and development approvals). As a further safeguard, the Corporation maintains appropriate insurance.

The Corporation also assesses risks as part of its due diligence when considering entrepreneurial (commercial) partnerships. Part of this due diligence includes the preparation of an exit strategy.

The remainder of the risk, and greatest ongoing challenge, relates to the Corporation's "credibility" and "good will". Managing this risk is critical to the long-term fiscal health and prosperity of the community and is greatly impacted by the conduct of the Council and professionalism of the Corporation's staff.



# The Role of Council



## THE ROLE OF COUNCIL

### I. INTRODUCTION

This section defines the objectives of Municipal government; council powers and limitations; the duties and responsibilities; and decision making.

### II. OBJECTIVES OF MUNICIPAL GOVERNMENT

Municipal governments in Canada are governed by their Provinces and have generally been given four basic goals:

- A. Provide for good government for the community, including physical, social, and fiscal health, and sustainability;
- B. Deliver local public services are effectively and seamlessly delivered, including water, sewer, roads, police and fire protection, parks and recreation services and other things that Council considers, necessary or desirable for the community;
- C. Regulate individual conduct to protect the community, such as building inspection, licensing of businesses, animal control, bylaw enforcement, noise control, zoning and land use; and
- D. Respond to the community's needs and desires by formulating partnerships with other stakeholders and permitting maximum participation of its citizens at the local level.
- E. Provide for stewardship of assets.

The authority and the basic form of government for Whistler to accomplish these goals are derived from the Province, by way of the Community Charter, the Local Government Act and the Resort Municipality of Whistler Act. The Community Charter gives a Municipal Council broad responsibilities to meet community needs and an equally broad measure of authority to discharge these obligations. The onus is on Council to propose, initiate and achieve worthwhile objectives. The more specific these objectives, the more likely they will be realized.

### III. COUNCIL POWERS AND LIMITATIONS

#### A. Role of the Council

Council is the governing body of the municipal corporation and the custodian of its powers.

It is a continuing body, notwithstanding changes in membership through the election process.

## THE ROLE OF COUNCIL

Council is responsible for establishing strategic direction, policy, monitoring and evaluating the implementation of programs, and authorizing the revenue collection and expenditures required to fund the Municipality's operations.

### **B. Exercise of Council Powers**

The Community Charter and the Resort Municipality of Whistler Act (the provincial enabling legislation) require that Council only exercise the powers of the corporation in the proper form, either by bylaw or resolution passed at a regular or special meeting when a quorum is present.

It is important to understand that individual members of Council cannot make a valid and binding commitment on behalf of Council. All such actions must be made as a collective judgment by a quorum at a properly constituted Council meeting.

Council may not grant special privileges or immunities to individuals or corporations unless the Community Charter or the Resort Municipality of Whistler Act specifically provide for those powers.

### **C. Indemnification**

Members of Council are covered under "Indemnification Bylaw 786, 1990".

The Bylaw indemnifies Council members against claims for damages arising out of the performance of their duties and in addition, pay the actual costs incurred in a court proceeding arising out of the claim. There are some exceptions to this indemnity such as knowingly misappropriating funds.

### **D. Conflict of Interest**

Members of Council are bound by the Conflict of Interest provisions set out in the Community Charter.

## **IV. DUTIES AND RESPONSIBILITIES**

### **A. Management and Human Resources**

Council has responsibility for:

- i. The appointment and replacement of the Chief Administrative Officer (CAO); monitoring of the CAO's performance; approval of CAO's compensation; and provision of advice and counsel to the CAO in the execution of the CAO's duties;
- ii. Approving terms of reference for the Chief Administrative Officer;
- iii. Reviewing the performance of the CAO, at least annually, against agreed upon written objectives;



## THE ROLE OF COUNCIL

- iv. Ensuring that succession plans are in place, including programs to train and develop management; and
- v. Approving certain matters relating to all employees, including:
  - 1. The annual salary policy/program for employees; and
  - 2. Benefit programs or material changes to existing benefit programs.

### **B. Planning and Strategy**

Council is a strategic body and has a responsibility to:

- i. Participate, with management, in the development of, and ultimately approve the values, vision, and priorities of the Corporation;
- ii. Participate, with management, in the development of, and ultimately approve the Strategic Business Plan; and
- iii. Approve the Financial Plan which supports the Strategic Business Plan.

### **C. Financial and Legal Matters**

Council has the responsibility to:

- i. Evaluate and assess information provided by management and others (e.g. external auditors) about the effectiveness of internal control and management information systems;
- ii. Review progress in respect to the achievement of the priorities established in the annual operating and capital budgets;
- iii. Approve annual financial statements and the release thereof by management;
- iv. Approve contracts, leases, and other arrangements or commitments that may have a material impact on the Corporation;
- v. Approve banking resolutions and significant changes in banking relationships;
- vi. Review coverage, deductibles, and key issues regarding Corporate insurance policies;
- vii. Approve the commencement or settlement of litigation that may have material impact on the Corporation;
- viii. Approve the appointment of external auditors; and
- ix. Approve the borrowing of money.

## THE ROLE OF COUNCIL

### **D. Risk Management**

Council has the responsibility to:

- i. Ensure management identifies the principal risks of the Corporation's business and implements appropriate systems to manage these risks; and
- ii. Receive, at least annually, reports from management and/or committees on matters relating to, among others, ethical conduct, environmental management, and related party transactions.

### **E. Establishing Policy**

Council is a policy making body and has the responsibility to:

- i. Approve, and monitor compliance with, all significant policies by which the Corporation is operated; and
- ii. Direct management to ensure that the Corporation operates at all times within the applicable laws and regulations and to the highest ethical and moral standards.

As a policy making body Council recognizes that the development and implementation of administrative plans to achieve Council policies and priorities are the primary concern of management.

### **E. Compliance Reporting and Corporate Communications**

Council has the responsibility to:

- i. Ensure that the financial results are reported fairly and in accordance with generally accepted accounting principles;
- ii. Ensure the financial performance of the Corporation is adequately reported to the public, any security holders, and regulators on a timely and regular basis;
- iii. Ensure the timely reporting of any other developments that have a significant and material impact on the Corporation;
- iv. Ensure the Corporation has in place a policy to enable effective communication with the public;
- v. Direct the preparation of an annual report, including performance measurement reporting and other information required by the Community Charter; and
- vi. Hold an annual general meeting.

## THE ROLE OF COUNCIL

### F. Relationships with Key Stakeholders

Council has a responsibility to:

- i. Establish and sustain relationships with key stakeholders, including but not limited to First Nations, Tourism Whistler, Chamber of Commerce, Whistler/Blackcomb, corridor municipalities, and School District No. 48; and
- ii. Generate partnership agreements to clarify roles and responsibilities.

### V. GENERAL LEGAL OBLIGATIONS OF COUNCIL

- A. Council is responsible for directing management to ensure that legal requirements have been met, and that documents and records have been properly prepared, approved and maintained.
- B. Council approves bylaws for application within the Resort Municipality of Whistler.
- C. British Columbia law and the Community Charter identify the following as legal requirements for Council:
  - i. To act honestly and in good faith with a view to the best interests of the Corporation;
  - ii. To exercise the care, skill, and diligence of a reasonably prudent person in comparable circumstances; and
  - iii. To manage or supervise the management of the affairs of the Resort Municipality of Whistler.

### VI. DECISION-MAKING

#### A. Making a Decision

There are various modes of decision-making which can be applied as circumstances warrant.

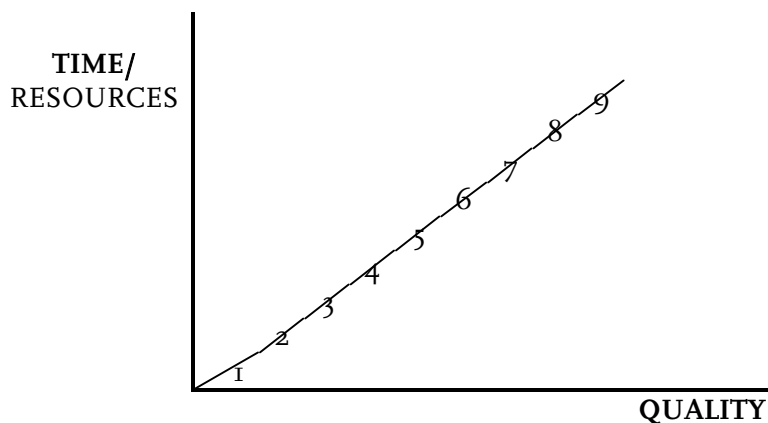
In determining the preferred mode, consideration should be given to two factors:

1. **Time and Resources** – Each mode has a different time/resource requirement. The choice of modes may be influenced by the availability of time and/or resources. For example, if a decision is urgent or resource-intensive, it may be impractical to apply a time-consuming mode.
2. **Quality** – Each mode will result in a different degree of ownership and/or comfort. For more significant decisions, it may be desirable to employ a mode which generates broader participation/"buy-in".

## THE ROLE OF COUNCIL

Various modes are presented in Graph #1. Time and Quality are depicted on the two axis:

### Modes of Decision Making



1. Decision by individual (no input)
2. Decision delegated to individual
3. Decision delegated to expert(s)
4. Decision delegated to committee
5. Decision by largest minority bloc
6. Decision by simple majority
7. Decision by stronger majority e.g. 2/3
8. Decision by "informed consent"
9. Decision by consensus

Decisions which are considered "less significant" should be addressed utilizing modes 01 – 04, inclusive. Such decisions require limited time and involvement of others. Usually, there is little concern regarding process and the extent to which stakeholders identify with the decision.

For matters which are deemed more significant, involvement and ownership are higher priorities. Input is often invited and a greater amount of time is warranted.

Consensus generally generates the highest quality of decision. It necessitates complete agreement by all who are involved in making the decision. Although highly desirable, consensus can be difficult, if not impossible, to achieve.

"Informed consent" is when all persons involved can agree with a decision despite the fact that it may not be their ideal outcome. Accordingly, for some, it represents a compromise, albeit one which is acceptable to everyone. "Informed consent" is often more attainable than consensus and, consequently, is considered a more realistic target for complex decision-making.

## THE ROLE OF COUNCIL

Council typically will utilize modes 06 – 09 inclusive. Where time allows and the prospect of greater unanimity is possible, it is recommended that “informed consent” and/or consensus be pursued.

### **B. Supporting Decisions**

Decisions should generate an atmosphere of confidence and a basis for action. For this to result, it is vital that decisions, once made, be accepted and supported.

Communication, including an explanation of the process used in arriving at a decision, is critical to the acceptance of and support for decisions.

Does the expectation that decisions be supported mean that different viewpoints should not be represented by individual Councillors? Are Councillors expected to refrain from expressing dissenting opinions?

No, indeed Councillors should feel free and confident to voice their views throughout the period prior to the decision. Once the vote has been taken, however, the decision is that of Council, acting as a whole, on behalf and in the best interests of, the Corporation and citizenry. Despite one’s personal viewpoint and preference, each Councillor, as a part of the Council, has a duty to respect the decision.



# **Council Self-Governance Structure and Processes**

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## **COUNCIL SELF-GOVERNANCE STRUCTURE AND PROCESSES**

### **I. INTRODUCTION**

Council is composed of individual Councillors including the Mayor who is the head and Chief Executive Officer of the municipality.

As a collective body, Council has duties and responsibilities as defined in the previous section of this manual.

- Defines the role of Councillors in serving the best interests of the Corporation.
- Outlines how Council evaluates its own performance.
- Establishes the roles and responsibilities of Councillors.
- Establishes the roles and responsibilities of the Mayor.
- Defines teamwork.
- Establishes a code of conduct for Council.
- Outlines the nature of and terms of reference for standing committees.

### **II. THE BEST INTERESTS OF THE CORPORATION**

#### **A. Good Faith**

Councillors, in exercising their powers and performing their duties, must act honestly and in good faith with a view to the best interests of the Corporation. The key elements of the standard of behaviour are that a Councillor:

- i. Must act honestly and in the best interests of the Corporation and not in his or her self-interest or the interest of his or her family or private business;
- ii. Must not act in the best interest of some special interest group, constituency, or any particular member of the public if such action would be contrary to the best interests of the Corporation or act as a director or officer of such a group while sitting and considering or voting on a Council matter;
- iii. Not take advantage personally of opportunities that come before him/her in the course of performing his/her Council duties;
- iv. Must disclose to the Corporation any personal or private interests which he/she holds that may conflict with the interests of the Corporation;
- v. Must not disclose matters which are considered the confidential business affairs of the Corporation, subject to prior authorization by Council; and
- vi. Must not use his or her office for personal gain.

## **COUNCIL SELF-GOVERNANCE STRUCTURE AND PROCESSES**

### **B. Standard of Care**

The Councillor must be proactive in the performance of his/her duties by attending meetings; participating in a meaningful way; and being vigilant to ensure the Corporation is being properly managed and is complying with the laws affecting the Corporation.

### **C. Cohesion and Teamwork**

Recognizing that cohesiveness of Council and teamwork with management are important elements in Council effectiveness, each Councillor will:

- i. Work toward ensuring cohesion and teamwork among Councillors and management with the aim of developing an authentic working partnership with the CAO and municipal management, acknowledging each other's mutually dependent, but differentiated roles;
- ii. Establish an effective, independent, and respected presence and a collegial relationship with other Councillors and management; and
- iii. Be a positive force with a demonstrated interest in the long-term success of the Corporation.

### **D. Council Development**

To ensure Council is performing effectively in the overall interests of the Corporation, Council will ensure the following development activities take place:

- i. Orientation for New Councillors

New Councillors will be provided with an orientation program which will include a package of written information about the duties and obligations of Councillors, the operations of the Corporation, and documents from recent Council meetings. As well, opportunities will be made for meetings and discussion with senior management and other Councillors.

- ii. Evaluation of Council

The overall performance of the Council and its committees will be assessed at least once a year. It is expected the results of such reviews will identify any areas where the Councillors or management believe that Council should address to enhance its effectiveness in overseeing the affairs of the Corporation.



## **COUNCIL SELF-GOVERNANCE STRUCTURE AND PROCESSES**

### **E. Council Remuneration**

- i. Council's annual remuneration is provided by "Council Remuneration and Expenses Bylaw No. 1251, 1997" (Consolidated) and is paid out of general revenue. A portion of the remuneration is paid as an allowance for expenses incurred in the discharge of duties associated with the office. The remuneration is paid, in part, in recognition of the time Council members must spend away from their families, businesses or employment to fulfill the requirements of public office.
- ii. Subject to paragraph iii, annual adjustments to Council remuneration are based on policy which uses the Consumer Price Index published by the Government of Canada for Greater Vancouver.
- iii. Council should consider whether a review and update of Council remuneration should occur during the last year of each three year term.

### **III. DUTIES AND RESPONSIBILITIES OF INDIVIDUAL COUNCILLORS**

Councillors, in exercising their powers and meeting their obligations, have the following duties and responsibilities:

#### **A. Council Activity**

As a member of Council, each Councillor will:

- i. Exercise good judgment;
- ii. Use his/her ability, experience, and influence constructively;
- iii. Respect confidentiality and in particular not disclose to the public confidential Council or Corporation information or documents;
- iv. Whenever possible, advise the Mayor and the CAO in advance of introducing significant and previously unknown information at a Council meeting;
- v. As necessary and appropriate, communicate with the Mayor and CAO between meetings;
- vi. Be available as a resource to the Mayor, CAO, and Council;
- vii. Demonstrate a willingness and availability for individual consultation with the Mayor or the CAO; and
- viii. Ensure that his or her personal contact information is current and distributed.

## **COUNCIL SELF-GOVERNANCE STRUCTURE AND PROCESSES**

### **B. Preparation and Attendance**

To enhance the effectiveness of Council and committee meetings, each Councillor will:

- i Prepare for each Council and committee meeting by reading the reports and background materials provided for the meeting;
- ii Maintain an excellent Council and committee meeting attendance record; and
- iii Ensure there is adequate information necessary for decision-making.

### **C. Committee Work**

In order to assist Council committees in being effective and productive, a Councillor will:

- i. Participate on committees when appointed and become knowledgeable about the purpose and goals of the committee; and
- ii. Understand the process of committee work, and the role of management and staff supporting the committee.

### **D. Internal Council Communication**

Communication is fundamental to Council effectiveness and, therefore, each Councillor will:

- i Participate fully and frankly in the deliberations and discussions of Council;
- ii Encourage free and open discussion of the affairs of the Corporation by Council;
- iii Ask questions and seek clarification, in an appropriate manner and at proper times; and
- iv. Provide Council with regular briefings regarding appointments to and the progress of various committees, commissions, and stakeholder organizations.

### **E. Knowledge of the Corporation, Stakeholders and Public**

Recognizing that decisions can only be made by well-informed Councillors, each Councillor will:

- i. Become generally knowledgeable of the business of the Corporation and its stakeholders;
- ii. Develop an understanding of the unique role of the Corporation in the success of Whistler;

## **COUNCIL SELF-GOVERNANCE STRUCTURE AND PROCESSES**

- iii. Maintain an understanding of the regulatory, legislative, business, social, and political environments within which the Corporation operates; and
- iv. Become professionally acquainted with senior management of the Corporation.

### **IV. DUTIES AND RESPONSIBILITIES OF THE MAYOR**

The Mayor is the head and Chief Executive Officer of the municipality. In addition to the responsibilities as a member of Council, the Mayor has the following responsibilities:

#### **A. The Public**

- i. Preside at public meetings;
- ii. Be one of the primary spokespersons for the Corporation and the community, ensuring that the will of Council is reflected;
- iii. In conjunction with the CAO, ensure that Council and management are appropriately represented at official functions and meetings with stakeholder groups and members of the public; and
- iv. Undertake public service activities, as requested by Council and the CAO, in connection with the Corporation's communication objectives.

#### **B. Council**

- i. Establish standing committees and appoint persons to those committees and if necessary remove persons;
- ii. Recommend the appointment of Council members to various commissions committees and stakeholder organizations;
- iii. Maintain a close effective liaison with the CAO to facilitate the efficient conduct of Council related activities;
- iv. Act as a sounding board for Councillors and be the liaison between Council and Management;
- v. Ensure the timeliness of actions set by Council and ensure that the Council's fiduciary responsibilities are fulfilled;
- vi. Attend committee meetings as appropriate and ensure the committee's functions and responsibilities are fulfilled;

## **COUNCIL SELF-GOVERNANCE STRUCTURE AND PROCESSES**

- vii. Together with the CAO, keep abreast of evolving governance practices and recommend for consideration of Council any changes in practices, policies, bylaws or administration support which might enhance the performance of the Council or otherwise be in the best interests of the Corporation and/or the community;
- viii. Ensure Council and committee meetings are conducted in an efficient, effective and focused manner, and ensure the Council is performing effectively overall;
- ix. Provide leadership to the Council, including recommending bylaws, resolutions and other measures that assist the peace, order and good government of the Municipality and assist the Council in reviewing and monitoring the strategy, policy and direction of the Corporation and the achievement of its objectives;
- x. Maintain a liaison and communication with all Councillors and Committee Chairs to co-ordinate input from Councillors, and optimize the effectiveness of the Council and its committees;
- xi. Provide Council with regular briefings regarding appointments to, and the progress of, various committees;
- xii. As necessary and appropriate, communicate with individual Councillors and the CAO between meetings;
- xiii. Review and assess Councillor attendance at meetings and address any concerns with the Councillor in question;
- xiv. In collaboration with the CAO, ensure information requested by Councillors or committees is provided and meets their needs;
- xv. In conjunction with the Chair of committees of Council, review and assess the meeting attendance and performance of Committee members; and
- xvi. Help ensure that Council performs at a strategic level.

### **C. Management**

- i. Guide Council in monitoring and evaluating the performance of the CAO, ensuring the accountability of the CAO;
- ii. Provide advice to the CAO on major policy issues and new strategic initiatives;
- iii. Act as the principal sounding board, counsellor and confidante for the CAO, including helping to review strategies, define issues, maintain accountability, and build relationships;

## **COUNCIL SELF-GOVERNANCE STRUCTURE AND PROCESSES**

- iv. Work with the CAO to ensure effective relations with Councillors, stakeholders and the public;
- v. Ensure that the CAO is made aware of any issues or concerns held by individual Councillors or by the Council collectively;
- vi. Work closely with the CAO to ensure that management strategies, plans and performance are appropriately presented to Council; and
- vii. Suspend municipal officers and employees in accordance with the Community Charter.

### **V. TEAMWORK**

The Corporation has a mandate to facilitate the realization of the community's aspirations. Furthermore, the Corporation is a large, complex, multi-dimensional organization which is responsible for delivering a diverse range of services.

Teamwork is essential. Teamwork, however, requires effective communication, knowledge, effort, and will. The concepts central to teamwork must be understood and applied (e.g. goal-setting, focus, coaching, effort, commitment, synergy, pursuit of excellence, solidarity/mutual support, positive outlook, practice, starting with the end in mind). As well, each individual must be genuinely committed to the team and must be willing to "elevate" the team's needs and interests.

In reality, the Corporation operates as a "team of teams". The "macro" team is the Council. It determines the context in which the various "micro" teams function and sets the tone and standard for the "micro" teams. Of particular importance, is the respect-trust-relationship orientation which Council brings to its dealings with staff and one another.

### **VI. CODE OF CONDUCT AND CONFLICT OF INTEREST GUIDELINES FOR COUNCILLORS**

#### **A. Purpose**

The commitment of the Resort Municipality of Whistler (the Corporation) is to excellent local government by engaging in relationships that:

- i. Are ethical and transparent;
- ii. Will withstand the highest degree of public scrutiny; and
- iii. Will assure public confidence in the Corporation and the process(es) by which it will achieve its vision.

This commitment requires that the affairs of the Corporation be managed in an environment that ensures stringent standards of ethical behaviour, demonstrating honesty, integrity, and fairness in everything we do.

## COUNCIL SELF-GOVERNANCE STRUCTURE AND PROCESSES

The purpose of this guideline is to establish standards of conduct expected and required of all Councillors of the Corporation, consistent with this overriding commitment.

The following standards are not intended to be exhaustive. If questions arise, they should be settled in accordance with the general principles in this document, the exercise of sound business and ethical judgment, and consultation with the Chair of the Governance Ethics Committee and CAO.

These standards consist of principles, duties, ethical and conflict of interest standards, and requirements for implementation. All of these elements are of equal importance.

### B. Standards of Conduct Imposed By Law

Standards of conduct and duties of Councillors emanate from common law obligations and the Community Charter. In general, these duties can be described as follows:

#### i. Duty of Loyalty

A Councillor must act in what he/she believes to be the best interests of the Corporation as a whole so as to preserve its assets, further its business and promote the purposes for which it was formed, and in such a manner as a faithful, careful, and ordinarily skilled Councillor would act in the circumstances.

A Councillor must avoid situations where the Councillor could personally gain or profit from the Corporation, appropriate a business opportunity of the Corporation, or otherwise put him/herself in a position of conflict, real or apparent, between their own private interests and the best interests of the Corporation.

(Please Note: A **private interest** is not limited to a pecuniary or economic advantage and can include any real or tangible interest that personally benefits the Councillor, a member of his/her household, or an organization with which the Councillor is affiliated. A private interest does not include an interest that applies to the general public or affects an individual as one of a broad class of the public. An **apparent conflict** exists when there is a reasonable perception, which a reasonably well informed person could have that a Councillor's ability to exercise his duty was or will be affected by the Councillor's private interest.

A Councillor must maintain the confidentiality of information received by him/her in his/her capacity as a Councillor.

## **COUNCIL SELF-GOVERNANCE STRUCTURE AND PROCESSES**

### **ii. Duty of Care**

Councillors owe a duty of care to the Corporation and must exercise the degree of skill and diligence expected from an ordinary person of his or her knowledge and experience. This means:

- a. The standard of behaviour expected of a Councillor will depend upon the particular skills or experience that the Councillor brings to the Corporation in relation to the particular matters under consideration.
- b. The Councillor must be proactive in the performance of his or her duties by:
  1. Attending meetings
  2. Participating in a meaningful way; and
  3. Being vigilant to ensure the Corporation is being properly managed and is complying with laws affecting the Corporation.
- c. In fulfilling their duty of care, Councillors have a responsibility to the Corporation to ensure that systems are in place to provide Councillors with the information they need to make informed decisions.

### **iii. Duty to Disclose**

The duty of loyalty requires a Councillor to avoid situations that place them in a position of conflict, real or perceived, between their private interests and the interests of the Corporation. However, if a conflict of interest should arise, a Councillor has a duty to disclose fully and properly the nature and extent of the interest to the Mayor and CAO and to declare the general nature of any direct or indirect pecuniary or other interest in a matter at a Council or Committee meeting before participating in respect of the matter and leave the meeting during consideration of the matter.

### **iv. Other Duties**

Federal and provincial legislation extends to Councillors for various actions or omissions (e.g. environmental protection legislation). Councillors should be familiar with the relevant legislation applicable to the Corporation and Corporation Officials and should be satisfied that appropriate safeguards are in place to ensure the Corporation's compliance with the legislation.

## **COUNCIL SELF-GOVERNANCE STRUCTURE AND PROCESSES**

### **C. Appropriate Conduct**

#### **i. Avoid Conflict of Interest**

- a. Councillors shall avoid situations a) that may result in a conflict or perceived conflict between their personal interests and the interest of the Corporation, and b) where their actions as Councillors are influenced or perceived to be influenced by their personal interests.
- b. In general, a direct or indirect pecuniary interest exists for Councillors who use their position as elected officials to benefit themselves, friends or families. As well, a common law conflict of interest or bias may exist when Councillors consider matters at Council or Committee Meetings.
- c. Full disclosure enables Councillors to resolve unclear situations and gives an opportunity to address conflicting interests before any difficulty arises.

#### **ii. Compliance with the Law**

- a. Each Councillor must at all times fully comply with applicable law and should avoid any situation, which could be perceived as improper or unethical. As well, a Councillor should avoid displaying a cavalier attitude toward compliance with the law.
- b. Councillors are expected to be sufficiently familiar with any legislation and bylaws that apply to their position as members of Council and to recognize potential liabilities, seeking legal advice where appropriate.

#### **iii. Corporate Information and Opportunities**

- a. Each Councillor shall ensure that the confidentiality of confidential information is maintained.
- b. A Councillor must not engage in any financial transactions, contracts, or private arrangements for personal profit, which accrue from or are based upon confidential or non-public information, which the Councillor gains by reason of his/her position as a Councillor.
- c. Confidential information that Councillors receive through their office must not be divulged to anyone other than persons who are authorized by Council to receive the information. A Councillor must not use information that is gained due to his or her position or authority, which is not available to the general public, in order to further the Councillor's private interest. Councillors must also not offer such information to spouses, associates, immediate family, friends, or persons with whom the Councillor is connected by frequent or close association.



## COUNCIL SELF-GOVERNANCE STRUCTURE AND PROCESSES

### iv. Preferential Treatment

Councillors must not act in their official role to assist organizations in their dealings with the Corporation if this may result in preferential treatment to that organization or person.

### v. Corporate Property

Councillors must not use corporate property to pursue their private interests or the interests of their spouse, their minor children, or a private corporation controlled by any of these individuals. Corporate property includes real and tangible items such as land, buildings, furniture, fixtures, equipment, and vehicles and also includes intangible items such as data, computer systems, reports, information, proprietary rights, patents, trademarks, copyrights, logos, name, and reputation.

### vi. Gifts, Benefits, and Entertainment

- a. Councillors must not solicit or accept benefits, entertainment, or gifts in any way related to the Councillor's duties or responsibilities with the Corporation.
- b. A Councillor generally may only accept gifts, hospitality, or other benefits associated with their official duties and responsibilities if such gifts, hospitality or other benefits:
  1. Are received as an incident of the protocol or social obligation that normally accompany the responsibilities of office;
  2. Are a lawful representation,;
  3. Are a lawful campaign contribution; and
  4. Subject to the requirement to disclose permitted gifts worth more than \$250 each or \$250 accumulated during a 12 month period.
- c. Any other benefit should be returned to the person offering it as soon as practicable. If there is no opportunity to return an improper gift or benefit, or where the return may be perceived as offensive for cultural or other reasons, the gift must immediately be disclosed and turned over to the Mayor who will make a suitable disposition of the item.
- d. Councillors will comply with all laws relevant to their conduct in relation to Corporation activities. These laws include, without limiting the generality of the foregoing, the Community Charter, Criminal Code and the Competition Act.

## **COUNCIL SELF-GOVERNANCE STRUCTURE AND PROCESSES**

### **vii. Working Relationships**

Councillors and individuals who are direct relatives or who permanently reside together may be employed or hold office but Council must ensure that sufficient safeguards are in place to ensure that the Corporation's interests are not compromised.

### **viii. Allegations of Wrongdoing**

- a. Councillors have a duty to report any activity which:
  1. They believe contravenes the law;
  2. Represents a real or apparent conflict of interest, a breach of these standards, or a breach of the Corporation's Code of Conduct;
  3. Represents a misuse of Corporation funds or assets; or
  4. Represents a danger to public health, safety, or the environment.
- b. The Corporation will treat any reports of wrongdoing in confidence unless disclosure of the information is authorized and permitted by law. Councillors will not be subject to discipline or reprisals for bringing forward, in good faith, allegations of wrongdoing

### **D. Implementation**

#### **i. Administration and Enforcement of the Code of Conduct and Conflict of Interest Guidelines**

The Corporation has designated the Municipal Clerk as responsible for the administration and monitoring of these guidelines. The Municipal Clerk has the responsibility to:

- a. Act as a resource to provide central responsibility for administering this Code of Conduct and Conflict of Interest Guidelines; and
- b. Monitor the degree of compliance with these guidelines and report thereon to the Governance and Ethics Committee.

The Chair of the Governance and Ethics Committee and Municipal Clerk will ensure Councillors receive appropriate guidance and training on ethical subjects, as well as the content and meaning of these guidelines.

## **COUNCIL SELF-GOVERNANCE STRUCTURE AND PROCESSES**

### **ii. Reporting an Alleged Breach**

- a. A Councillor shall report an alleged breach of these guidelines first to the Governance and Ethics Committee, with a copy to the Municipal Clerk.
- b. The role of the Governance and Ethics Committee will be to:
  1. Ensure a copy of the report is immediately provided to the Councillor who is the subject of the report, with an invitation to provide a response;
  2. Review the documents which describe the report and response;
  3. Identify the issues which are raised in these documents;
  4. In conjunction with management, facilitate an opportunity for cooperative dialogue among management, the Councillor(s) who has lodged the report and the Councillor(s) who is the subject of the report in an effort to satisfactorily resolve the matter; or alternatively, reach a common understanding of the facts; narrow and define the unresolved issues, and refer them, together with specific questions to the Ethics Commissioner for adjudication and response.
  5. The Ethics Commissioner may inspect documents and interview individuals regarding matters, which, in his/her discretion, are or may be relevant to a report of an alleged breach of these Guidelines.
  6. The Ethics Commissioner shall submit his/her conclusions regarding the alleged breach of these Guidelines with recommendations as to the appropriate course of action to the Chair of the Governance and Ethics Committee who will, in turn, refer such report and recommendations to the next meeting of Council.
  7. Time will always be of the essence in dealing with any report of an alleged breach of these Guidelines.

### **iii. Disclosure of Interests**

The following outlines the procedures for disclosure of interests by Councillors:

## COUNCIL SELF-GOVERNANCE STRUCTURE AND PROCESSES

- a. Completion, upon election as a Councillor, and annually thereafter, of a formal written declaration of interests of the Councillor. Such interests should include all corporations or other legal entities of which such Councillor is an officer, a director, a significant investor, or is in some manner able to exercise, directly or indirectly, influence over the affairs of such entity. Indirect influence includes, in this context, influence through the Councillor's spouse, a member of his/her household or a private corporation controlled by any of these individuals;
- b. Supplementary written declarations of interest by Councillors when and if they have a change in their circumstances;
- c. In the case where a real or apparent conflict of interest arises that has not previously been realized or disclosed in the Councillor's written declaration of interests, the legal requirement is that the Councillor declare the conflict at the meeting of Council at which the question of entering into the contract is first taken into consideration, or if the Councillor is not at the date of that meeting interested in the proposed contract, at the next meeting of the Council after he/she becomes so interested, and in a case where the Councillor becomes interested in a contract after it is made, the declaration is to be made at the first meeting of Council held after the Councillor becomes so interested.
- d. The Municipal Clerk will ensure declarations of interest and/or declared conflicts of interest are shared with all members of Council and that they are regarded as confidential to the extent they contain personal information provided by Councillors.

It is understood and agreed that completion and delivery by a Councillor of the formal written declaration of interests described herein is intended to assist the Councillor in carrying out his/her obligation to disclose a real or apparent conflict of interest. However, it does not relieve the Councillor from his/her personal legal obligations to disclose and remedy a specific conflict and potential consequences or sanctions for breach thereof.

- e. Compliance with the Financial Disclosure Act.
- iv. **Actions where a Councillor Identifies a Conflict of Interest Involving Him/Herself**

- a. The minimum first step is to ensure the interest has been disclosed fully and properly to Council in accordance with section D. ii. above;

## COUNCIL SELF-GOVERNANCE STRUCTURE AND PROCESSES

- b. If the conflict of interest is one that involves a contract for pecuniary gain with the Corporation that is subject to the procedure set forth in Section D. iii. c. above, then the Councillor must notify management and/or the Mayor, and, if the contract is approved by Council, submit his/her resignation forthwith;
- c. If the conflict of interest is not one that requires the Councillor to resign and he/she is present at a meeting considering the matter, then the Councillor will:
  - 1. Disclose the conflict and the general nature of his/her interest and/or remind the meeting participants of his/her previous disclosure of the interest;
  - 2. Withdraw from deliberations or debates, avoid giving recommendations or advice or in any way assuming responsibility for or participation in the decision-making relating to the matter;
  - 3. Remove him/herself, for the period of time during which the matter is being discussed and decided, from the meeting room; and
  - 4. Abstain from voting on the matter.

**v. Consequences/Sanctions for a Breach**

In the event of a breach of these Guidelines, appropriate actions should reflect the nature, magnitude, and seriousness of the breach. The Ethics Commissioner will recommend appropriate action for approval by Council.

The following are examples of consequences a Councillor may face if found to be in breach of these Guidelines:

- a. The Councillor may be required to make full restitution to the Corporation;
- b. The Councillor may be offered the opportunity to resign his/her position with the Corporation;
- c. The Corporation or member of the public may consider taking legal action against the Councillor to recover moneys or to disqualify the Councillor;
- d. Council or the Mayor may remove the Councillor from a Committee or Acting Mayor duties; and
- e. The council may pass or motion of censure.

## **COUNCIL SELF-GOVERNANCE STRUCTURE AND PROCESSES**

The foregoing is not an exhaustive list and does not preclude any other sanctions or courses of action that might be available.

### **VII. THE ROLE OF COMMITTEES OF COUNCIL**

Standing Committees of Council may be created by the Mayor for the purposes of undertaking specific work of Council and providing advice and recommendation to Council as a whole.

Committees and taskforces other than Standing Committees of Council may be established by Council.

The current Standing Committees of Council are:

- i. Audit and Finance;
- ii. Governance and Ethics; and
- iii. Human Resources.

This structure is subject to change from time to time as Council considers which of its responsibilities can best be fulfilled through more detailed review of matters in a committee format.

### **VIII. TERMS OF REFERENCE FOR THE AUDIT AND FINANCE STANDING COMMITTEE**

#### **A. Purpose**

- i. The primary function of the Audit and Finance Standing Committee (AFSC or the Committee) is to assist Council in fulfilling its oversight responsibilities by reviewing:
  - a. The financial information that will be provided to Council;
  - b. The systems of internal controls that have been established by management and Council and their adequacy to ensure the Corporation meets its financial commitments; and
  - c. All audit processes.
- ii. Primary responsibility for the financial reporting, information systems, risk management and internal controls of the Corporation is vested in management and is overseen by Council.

#### **B. Composition**

- i. The Committee shall be comprised of three (3) Councillors.
- ii. Committee members shall be appointed by the Mayor.

## **COUNCIL SELF-GOVERNANCE STRUCTURE AND PROCESSES**

- iii. The Chair of the Committee shall be appointed by the Mayor.

### **C. Duties and Responsibilities**

Subject to the powers and duties of Council, the Committee will exercise the following authority, powers and duties:

#### **i. Financial Statements and Other Financial Information**

The Committee will review and recommend for approval to Council, financial information that will be made available by the Committee Chair to Council. This includes:

- a. Review and recommend approval of the Corporation's annual financial statements and report to Council before the statements are approved;
- b. Review and approve for release the Corporation's quarterly financial statements;
- c. Review and recommend to Council for approval, the financial content of the annual report and any reports required by government or regulatory authorities;
- d. Review the appropriateness of accounting policies and financial reporting practices used by the Corporation; and
- e. Review any significant proposed changes in financial reporting and accounting policies and practices to be adopted by the Corporation.

#### **ii. Risk Management, Internal Control and Information Systems**

The Committee will review and obtain reasonable assurance that the risk management, internal control and information systems are operating effectively to produce accurate, appropriate and timely management and financial information. This includes:

- a. Review the Corporation's risk management controls and policies;
- b. Obtain reasonable assurance that the information systems are reliable and the systems of internal controls are properly designed and effectively implemented through discussions with and reports from management and the external auditor;
- c. Monitor compliance with statutory and regulatory obligations; and
- d. Monitor compliance with Levels of Financial Authority.

## COUNCIL SELF-GOVERNANCE STRUCTURE AND PROCESSES

### iii. External Audit

The Committee will review the planning and results of external audit activities and the ongoing relationship with the external auditor. This includes:

- a. Review and recommend to Council for approval, engagement of the external auditor;
- b. Review the annual external audit plan;
- c. Meet with the external auditor to discuss the Corporation's annual financial statements and the auditor's report including the appropriateness of accounting policies and underlying estimates;
- d. Review and advise Council with respect to the planning, conduct, and reporting of the annual audit, including but not limited to:
  1. Any difficulties encountered, or restriction imposed by management, during the audit;
  2. Any significant accounting or financial reporting issue;
  3. The auditor's evaluation of the Corporation's system of internal controls, procedures, and documentation; and
  4. The post audit or management letter containing any findings or recommendation of the external auditor, including management's response thereto, and the subsequent follow-up to any identified internal control weaknesses; and any other matters the external auditor brings to the Committee's attention; and
- e. Meet periodically, and at least annually, with the external auditor without management present.

### iv. Other

- a. Review insurance coverage of significant risks and uncertainties;
- b. Review material litigation and its impact on financial reporting; and
- c. review the terms of reference for the Committee annually and make recommendations to Council, as required.

### D. Accountability

The Committee shall report its discussions to Council, by distributing the minutes of its meetings and where appropriate, by oral report at the next Council meeting.



## COUNCIL SELF-GOVERNANCE STRUCTURE AND PROCESSES

### E. Committee Timetable

The timetable, to follow, outlines the Committee's schedule of activities.

Activity	Who	When
<ul style="list-style-type: none"> <li>Review material litigation and its impact on financial reporting</li> </ul>	<ul style="list-style-type: none"> <li>AFSC</li> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>November</li> </ul>
<ul style="list-style-type: none"> <li>Review the annual external audit plan</li> </ul>	<ul style="list-style-type: none"> <li>AFSC</li> </ul>	<ul style="list-style-type: none"> <li>November</li> </ul>
<ul style="list-style-type: none"> <li>Review annual financial statements</li> </ul>	<ul style="list-style-type: none"> <li>AFSC</li> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>May</li> </ul>
<ul style="list-style-type: none"> <li>Review financial content of annual report</li> </ul>	<ul style="list-style-type: none"> <li>AFSC</li> </ul>	<ul style="list-style-type: none"> <li>May</li> </ul>
<ul style="list-style-type: none"> <li>Review and recommend engagement of the external auditor</li> </ul>	<ul style="list-style-type: none"> <li>AFSC</li> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>May</li> </ul>
<ul style="list-style-type: none"> <li>Monitor compliance with Levels of Financial Authority</li> </ul>	<ul style="list-style-type: none"> <li>AFSC</li> </ul>	<ul style="list-style-type: none"> <li>May</li> </ul>
<ul style="list-style-type: none"> <li>Monitor compliance with statutory and regulatory obligations</li> </ul>	<ul style="list-style-type: none"> <li>AFSC</li> </ul>	<ul style="list-style-type: none"> <li>May</li> </ul>
<ul style="list-style-type: none"> <li>Review risk management controls and policies</li> </ul>	<ul style="list-style-type: none"> <li>AFSC</li> </ul>	<ul style="list-style-type: none"> <li>May</li> </ul>
<ul style="list-style-type: none"> <li>Review information and internal control systems</li> </ul>	<ul style="list-style-type: none"> <li>AFSC</li> </ul>	<ul style="list-style-type: none"> <li>May</li> </ul>
<ul style="list-style-type: none"> <li>Review insurance coverage of significant risks and uncertainties</li> </ul>	<ul style="list-style-type: none"> <li>AFSC</li> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>November</li> </ul>
<ul style="list-style-type: none"> <li>Review terms of reference for the Committee</li> </ul>	<ul style="list-style-type: none"> <li>AFSC</li> <li>GSC</li> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>November</li> </ul>

## **COUNCIL SELF-GOVERNANCE STRUCTURE AND PROCESSES**

### **IX. TERMS OF REFERENCE FOR THE GOVERNANCE AND ETHICS STANDING COMMITTEE**

#### **A. Purpose**

The primary function of the Governance and Ethics Committee (the “GAESC”) is to provide a focus on governance and ethics that will enhance the performance of Council while maintaining for the highest of public trust and confidence. The Committee assesses and makes recommendations regarding Council effectiveness and, within the limits of the Community Charter and the Bylaws, establishes and leads the process for ongoing development of Councillors. Further, the committee develops and recommends changes to the Code of Conduct and Conflict of Interest Guidelines to Council for approval and provides oversight advice and direction with respect to the implementation of the guidelines.

#### **B. Composition**

- i. The Committee shall be comprised of three (3) Councillors.
- ii. Committee members shall be appointed by the Mayor.
- iii. The Chair of the Committee shall be appointed by the Mayor.

#### **C. Duties and Responsibilities**

Subject to the powers and duties of Council, the Committee will exercise the following authority, powers, and duties:

##### **i. Governance**

The GAESC will review current standards in governance and the Council Governance Manual, and make recommendations for changes to Council. Specifically, the GAESC is responsible for:

1. Reviewing annually the characteristics of a high-performing Council;
2. Preparing the annual Council Calendar for approval by the Council and reviewing the Council Terms of Reference and Operating Guidelines;
3. In consultation with each Committee, review the terms of reference for that Committee; and
4. Reviewing annually the Corporation’s legislative compliance reporting.

##### **ii. Ethics**

The GAESC will be responsible for developing and managing the Code of Conduct and Conflict of Interest Guidelines as follows:

## **COUNCIL SELF-GOVERNANCE STRUCTURE AND PROCESSES**

- I. Develops and periodically reviews the Code of Conduct and Conflict of Interest Guidelines for recommendation to Council.
2. Monitors the implementation of the Code of Conduct and Conflict of Interest Guidelines.
3. Assists Councillors and senior staff in interpreting and implementing the Code of Conduct and Conflict of Interest Guidelines.
4. Recommends the appointment and mandate of the Ethics Commissioner to Council for approval.
5. Reports out annually to Council.

### **iii. Council Evaluation**

Council will undertake a Council performance evaluation at least once a year. This process will be managed by the GAESC, as follows:

- I. Prepare Council Evaluation Questionnaire based on the Council Terms of Reference and Operating Guidelines and the characteristics of a high performance Council;
2. Review the Questionnaire with Council and distribute it to each Councillor;
3. Summarize the results of the Questionnaires and discuss with Council; and
4. Recommend change improvements as appropriate.

### **iv. Policies**

The GAESC will annually review the policies pertaining to governance and recommend amendments to Council. As well, the GAESC will consider issues of policy interpretation and in conjunction with legal counsel where necessary, provide guidance to Council.

## **D. Accountability**

The Committee shall report its discussions to Council by distributing the minutes of its meetings and where appropriate, by oral report at the next Council meeting.

## COUNCIL SELF-GOVERNANCE STRUCTURE AND PROCESSES

### E. Committee Timetable

The timetable below outlines the Committee's schedule of activities.

Activity	Who	When
<ul style="list-style-type: none"> <li>• Prepare Annual Council Calendar for review with Council</li> </ul>	<ul style="list-style-type: none"> <li>• GAESC</li> <li>• Council</li> <li>• CAO</li> </ul>	<ul style="list-style-type: none"> <li>• December</li> </ul>
<ul style="list-style-type: none"> <li>• Review Council Terms of Reference and Operating Guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• GAESC</li> <li>• Council</li> <li>• CAO</li> </ul>	<ul style="list-style-type: none"> <li>• December</li> </ul>
<ul style="list-style-type: none"> <li>• Review Standing Committee Terms of Reference</li> </ul>	<ul style="list-style-type: none"> <li>• GSC</li> <li>• CAO</li> </ul>	<ul style="list-style-type: none"> <li>• December</li> </ul>
<ul style="list-style-type: none"> <li>• Review with Council characteristics of high-performing Councils</li> </ul>	<ul style="list-style-type: none"> <li>• GAESC</li> <li>• Council</li> </ul>	<ul style="list-style-type: none"> <li>• January</li> </ul>
<ul style="list-style-type: none"> <li>• Council Performance Self-Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• GAESC</li> <li>• Council</li> </ul>	<ul style="list-style-type: none"> <li>• June</li> </ul>
<ul style="list-style-type: none"> <li>• Report to Council on Council Performance</li> </ul>	<ul style="list-style-type: none"> <li>• GAESC</li> <li>• Council</li> </ul>	<ul style="list-style-type: none"> <li>• July</li> </ul>
<ul style="list-style-type: none"> <li>• Review annually the ethics policy</li> </ul>	<ul style="list-style-type: none"> <li>• GAESC</li> <li>• Council</li> </ul>	<ul style="list-style-type: none"> <li>• December</li> </ul>

### X. TERMS OF REFERENCE FOR THE HUMAN RESOURCES STANDING COMMITTEE

#### A. Purpose

The purpose of the Human Resources Standing Committee (HRSC) is to assist Council in fulfilling its obligations relating to human resource and compensation matters, including the establishment and maintenance of a plan for continuity and development of senior management.

#### B. Composition

- i. The HRSC shall be comprised of three Councillors, and one of whom is the Mayor.
- ii. The HRSC shall meet at least three times per year, with additional meetings at the discretion of the Committee Chair.
- iii. Committee members shall be appointed by the Mayor.

## **COUNCIL SELF-GOVERNANCE STRUCTURE AND PROCESSES**

- iv. The chair of the Committee shall be appointed by the Mayor.

### **C. Duties and Responsibilities**

The HRSC will:

- i. Recommend a performance evaluation process for the Chief Executive Officer and, when approved, ensure the process is implemented.
- ii. Review and recommend the compensation policy and guidelines for the Corporation.
- iii. Review with the CAO, hiring and dismissal decisions concerning senior management.
- iv. Review annually the CAO's succession plans for senior management, including specific development plans and career planning for potential successors.
- v. Review with the CAO his or hers proposed major changes in the management organizational structure.
- vi. Review with the CAO any significant outside commitments that the CAO is considering before the commitment is made. This includes commitments to act as a director or trustee of for-profit and not-for-profit organizations.
- vii. Review and recommend to Council the annual compensation package for the CAO.
- viii. Review annually the Committee's term of reference and recommend changes if necessary.

### **D. Accountability**

The HRSC shall report its discussions to Council by distributing the minutes of its meetings and where appropriate by oral report at the next Council Meeting.

## COUNCIL SELF-GOVERNANCE STRUCTURE AND PROCESSES

### E. Committee Timetable

The timetable below outlines the Committee's schedule of activities:

Activity	Who	When
<ul style="list-style-type: none"> <li>Review succession plans for senior management</li> </ul>	<ul style="list-style-type: none"> <li>HRSC</li> <li>CAO</li> </ul>	<ul style="list-style-type: none"> <li>February</li> </ul>
<ul style="list-style-type: none"> <li>CAO Performance Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>HRSC</li> <li>CAO</li> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>February - March</li> <li>(CAO Evaluation Process)</li> </ul>
<ul style="list-style-type: none"> <li>Review compensation policy and guidelines</li> </ul>	<ul style="list-style-type: none"> <li>HRSC</li> <li>CAO</li> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>September</li> </ul>
<ul style="list-style-type: none"> <li>Review CAO's compensation package</li> </ul>	<ul style="list-style-type: none"> <li>HRSC</li> <li>CAO</li> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>October</li> </ul>
<ul style="list-style-type: none"> <li>Review HRSC terms of reference</li> </ul>	<ul style="list-style-type: none"> <li>HRSC</li> <li>GESC</li> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>October</li> </ul>



# **Council Guidelines and Accountabilities**



## COUNCIL GUIDELINES AND ACCOUNTABILITIES

This section outlines how Council will carry out its duties and the manner in which Council delegates authority to the Chief Administrative Officer (CAO) to conduct the activities of the municipality.

### I. OPERATING GUIDELINES FOR COUNCIL

The terms of reference for Council define its role. The operating guidelines describe how Council will carry out its duties in achieving the goals of municipal government.

#### A. Corporate Strategic Planning

The Resort Municipality of Whistler is committed to planning for the future of the community. Addressing this priority involves significant attention to process and open, responsive communication with stakeholders and citizens.

Accordingly, the Municipality also seeks input from its partners and citizens before significant planning or strategic decisions are made. Such input is achieved through workshops, open houses, public meetings, telephone and mail-in surveys and ad hoc task forces involving interested residents, businesses or property owners, Municipal Councillors and Municipal staff.

Additional tools are constantly being developed or updated to ensure that the communities aspirations are well understood, and that services are appropriate.

Whistler 2020 – Moving Towards Sustainability is the overarching strategic community wide plan that sets out a shared vision for Whistler and outlines how the vision will be achieved. Progress towards achieving the shared vision will be determined by the *Whistler 2020 Monitoring and Reporting Program*, which will help us learn and adapt as required.

#### B. Five Year Financial Plan

The Community Charter requires municipalities to prepare a Five Year Financial Plan to be adopted annually by bylaw.

- i. The Five Year Plan must be adopted annually by bylaw prior to the date (before May 15) on which the Annual Property Tax Bylaw is adopted.
- ii. The Act requires Council to undertake a public consultation process to review the proposed Financial Plan before it is adopted.
- iii. The Five Year Financial Plan can be compared to a Business Plan in the private sector. Like the Business Plan, the Plan takes all the known financial policies and strategies and integrates them with the proposed operating, capital and investment plans to develop a financial blueprint that guides the Municipality's future. The Five Year Financial Plan will be integrated with Whistler 2020 – Moving Towards Sustainability.



## COUNCIL GUIDELINES AND ACCOUNTABILITIES

- iv. In the private sector, a sound Business Plan is important for success. It is one of the ways financial institutions, investors, suppliers and shareholders evaluate their future relationships with a firm.
- v. In the public sector, a Financial Plan allows the opportunity for current and future stakeholders (citizens, taxpayers, developers, merchants and potential partners) to evaluate and participate in planning the Municipality's financial future.
- vi. The Plan will ensure that the Municipality's limited resources are used in the most cost effective manner.

### **C. Annual Audit**

- i. The Community Charter requires that Council appoint an auditor and that audited financial statements be prepared and presented to Council annually with a report from the auditor.
- ii. The Act outlines the requirements for auditors and the audit. The year-end for the Municipality is December 31, and the audited financial statements must be prepared by May 15th and submitted to Council at a public meeting by June 30th.

### **D. Risk Management**

Council should have a continuing understanding of the principal risks associated with the activities of the Corporation. It is the responsibility of management to ensure Council is kept well informed of changing risks.

The principal mechanisms through which Council reviews risks are:

- i. On-going reports by the management;
- ii. The strategic planning process; and
- iii. The Audit and Finance Committee.

### **E. Internal Controls and Management Information Systems**

Fundamental to the discharge of Council's overall responsibilities is the existence and review of control systems. A balance has to be achieved between appropriate controls relating to financial or other matters and unnecessary bureaucracy and costs.

### **F. Performance Planning and Evaluation**

Council will take responsibility for decisions, performance and achievements of agreed outcomes in the Municipality. It will set goals and targets as part of the Five Year Financial Plan process and will monitor and evaluate progress towards these.

## **COUNCIL GUIDELINES AND ACCOUNTABILITIES**

Council will ensure that an annual Monitoring and Reporting Program is provided to the public that includes information on progress toward achieving Whistler 2020.

The plan will serve three key functions:

- i. Provide a high level statement of Council priorities that helps set the parameters within which the Council will take its decisions during the subsequent year;
- ii. Provide a source of information for Council and management, as well as the public, about the Council's performance and aspirations;
- iii. Provide the baseline and targets against which performance will be monitored during the year.

Fundamental to the governance and operating responsibilities of Council will be regular evaluation of the performance of the Municipality based on the Monitoring and Reporting Program.

### **II. THE PERFORMANCE EVALUATION FOR THE CAO**

The CAO is evaluated annually to ensure that he/she receives constructive and timely feedback on his/her performance. The performance evaluation of the CAO takes into account the responsibility and authority granted to the CAO. The performance evaluation of the CAO will be lead by the Human Resources Standing Committee.

#### **A. The Performance Evaluation Criteria**

The following documents constitute the benchmarks against which the review takes place:

- i. A written statement of goals or primary objectives for the year under review. These goals have been agreed to by the CAO and Council at the beginning of the year under review.
- ii. The performance of the Corporation against objectives set out in the Business Plan.
- iii. Council approved terms of reference for the CAO (refer to Appendix II).

#### **B. CAO's Self-Appraisal**

- i. The CAO writes his/her own self-appraisal judging his/her performance against the benchmarks outlined in the Performance Evaluation Criteria.
- ii. The CAO discusses his/her self-appraisal with the Human Resources Committee in advance of their evaluation of him/her.

## COUNCIL GUIDELINES AND ACCOUNTABILITIES

- iii. The General Manager of Human Resources acts in an advisory capacity to the Human Resources Committee and Council.

### **C. Council Involvement**

- i. Each member of the HRSC develops an assessment of the CAO's performance and communicates this to the HRSC Chair. In developing their assessments, HRSC members will invite input from other Councillors.
- ii. The HRSC Chair consolidates the individual assessments into a draft Council Appraisal Statement and then reviews the draft statement with the HRSC.
- iii. The Mayor and the HRSC Chair discuss the draft Council Appraisal Statement (as modified) in general terms with the full Council before meeting with the CAO.
- iv. The HRSC Chair and the Mayor discusses the statement with the CAO.

### **D. CAO Feedback**

The CAO may provide a written response to the review to Council through the Mayor.

### **E. Timing and Responsibilities**

Activity	Who	When
<ul style="list-style-type: none"> <li>Business Plan is approved by Council for the coming year</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> <li>CAO</li> </ul>	<ul style="list-style-type: none"> <li>January</li> </ul>
<ul style="list-style-type: none"> <li>CAO develops a set of objectives for the coming year that are approved by Council</li> </ul>	<ul style="list-style-type: none"> <li>CAO</li> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>February</li> </ul>
<ul style="list-style-type: none"> <li>CAO prepares self-appraisal for past year and submits to HRSC</li> </ul>	<ul style="list-style-type: none"> <li>CAO</li> <li>HRSC</li> </ul>	<ul style="list-style-type: none"> <li>February</li> </ul>
<ul style="list-style-type: none"> <li>CAO discusses self-appraisal with HRSC</li> </ul>	<ul style="list-style-type: none"> <li>President</li> <li>HRSC</li> </ul>	<ul style="list-style-type: none"> <li>February</li> </ul>
<ul style="list-style-type: none"> <li>HRSC members submit their written assessments of CAO to HRSC Chair</li> </ul>	<ul style="list-style-type: none"> <li>HRSC</li> </ul>	<ul style="list-style-type: none"> <li>February</li> </ul>
<ul style="list-style-type: none"> <li>HRSC Chair summarizes input from HRSC members and reviews with the HRSC and Mayor</li> </ul>	<ul style="list-style-type: none"> <li>HRSC Chair</li> <li>HRSC</li> <li>Mayor</li> </ul>	<ul style="list-style-type: none"> <li>February</li> </ul>

## COUNCIL GUIDELINES AND ACCOUNTABILITIES

Activity	Who	When
<ul style="list-style-type: none"> <li>HRSC Chair and Mayor discuss the appraisal in general terms with Council</li> </ul>	<ul style="list-style-type: none"> <li>HRSC Chair</li> <li>Mayor</li> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>February</li> </ul>
<ul style="list-style-type: none"> <li>HRSC Chair and Mayor finalize appraisal and review with CAO</li> </ul>	<ul style="list-style-type: none"> <li>HRSC Chair</li> <li>Mayor</li> <li>CAO</li> </ul>	<ul style="list-style-type: none"> <li>February</li> </ul>
<ul style="list-style-type: none"> <li>CAO (if she/he wishes) provides written response to the Council through the Mayor</li> </ul>	<ul style="list-style-type: none"> <li>CAO</li> </ul>	<ul style="list-style-type: none"> <li>March</li> </ul>

### III. COUNCIL RELATIONS WITH MANAGEMENT AND STAFF

#### A. Contacts With Management and Staff

Council acknowledges that individual Councillors and management staff will have occasion to be in contact with one another outside Council meetings.

Councillors, individually, must use judgment in their contact with management and recognize that they do not have the authority to direct management or any other employee.

Written communications from Councillors to management staff will be copied to the Mayor and CAO. The expectation is that the Mayor and CAO will be kept advised of such discussions by either the Councillor or manager.

### IV. GUIDELINES FOR COUNCIL IN ITS RELATIONSHIP WITH MANAGEMENT

#### A. Introduction

There are three parts to the following guidelines:

- Agreement on Basic Principles
- Outline of Responsibilities
- Governance Dos and Don'ts

The first part outlines overall principles of Council-Management relations. The second part maps out responsibilities of Council and management. The third part provides everyday guidelines for behaviour.

## COUNCIL GUIDELINES AND ACCOUNTABILITIES

### B. Agreement on Basic Principles <sup>1</sup>

To better understand Council's relationship to management, it is first important to establish agreement on the following:

- i. Council's primary relationships as a governing body are **outside the organization**—with the community whose welfare and interests it serves—rather than inside the organization, with staff. Council's primary responsibility is to define the services, facilities and other benefits that, in its opinion, are desirable for all or part of the community—rather than directly controlling the implementation of programs and policies inside the municipal organization.
- ii. Council's commitment is to representing the **ownership** interests of the community it serves; in effect the community are the "owners" of the municipality. A Council with a legitimate ownership relationship with the community will not act as if its job is to represent individual consumers of municipal services, special interest groups, or even staff. It will see its relationship with management as a way of ensuring that the resources of the overall community "owners" are effectively applied and shepherded—for the benefit of those consumers Council chooses, on behalf of "owners", to serve.
- iii. As the ultimate policy-making authority of the municipality, Council serves its community **as a collective group**, not as individual Council members. The roles and responsibilities of the Council are defined first as a group and, only then, can the roles and responsibilities of individual Councillors be derived from these. Therefore, Council's primary relationship with management is as a group.
- iv. The Council speaks authoritatively when it passes an official motion at a properly constituted meeting. Statements by individual Councillors have no authority. When the Council speaks, it is with "**one voice**" or not at all. "One voice" does not however require unanimous votes nor does it prevent individual Councillors from informing the group with their views and insights. But it does require all Councillors, even those who lost the vote, to respect the decision that was made. Once again, this principle applies to how Council and Councillors exert authority over management—collectively rather than independently.

<sup>1</sup> Much of the above discussion is based on the principles of the "Carver Policy Governance Model".

## COUNCIL GUIDELINES AND ACCOUNTABILITIES

- v. The **broad role** of Council is as a governing group. This defines its key relationships with management. Council's role is to be a proactive:

<b>Advocate</b>	Represent the community and bring their views into the Council's decision-making process; respond to enquiries fairly and impartially
<b>Leader</b>	Set strategic and policy direction and empower management
<b>Overseer</b>	Evaluate performance measures and hold management accountable
<b>Steward</b>	Shepherd resources of the Regional Municipality
<b>Reporter</b>	Report to the public, other governments, stakeholders, others

Based on *Board Roles and Accountabilities*, as defined by the BC Board Resourcing and Development office of the Province of BC. [WMC addition of the Advocacy role].

- vi. While the Council has total authority over and accountability for the municipality, it **relies on management** to carry out the work of the municipality—that is to exercise most of the authority and fulfill most of the accountability. This belief in the need for professional management requires Council to clearly define the expectations that it has of management in helping Council fulfill its roles. These expectations are generally based on sound principles of delegation and include:

<b>Council Role</b>	<b>Expectation of Management</b>
<b>Advocate</b>	<ul style="list-style-type: none"> <li>▪ Assist Council with information about community needs and in responding to community enquiries</li> <li>▪ Act as an “ambassador” for the municipality along with the Mayor and Council, deriving authority from Council as a whole</li> </ul>
<b>Leader</b>	<ul style="list-style-type: none"> <li>▪ Provide professional advice and leadership to inform the strategic direction of Council</li> <li>▪ Contribute proactively to development and evaluation of the policies and programs of the municipality</li> <li>▪ Ensure that the policies and programs are implemented</li> <li>▪ Provide overall corporate and operational management and exercise overall management responsibility for all staff</li> </ul>
<b>Overseer</b>	<ul style="list-style-type: none"> <li>▪ Assist Council with defining appropriate performance indicators and measures of “success”</li> <li>▪ Advise and inform Council on the operation and affairs of the municipality in a consistent, effective and timely fashion</li> </ul>
<b>Steward</b>	<ul style="list-style-type: none"> <li>▪ Shepherd the resources of the Resort Municipality on a day-to-day basis</li> <li>▪ Partner with Council in defining future resource requirements</li> </ul>

## COUNCIL GUIDELINES AND ACCOUNTABILITIES

Council Role	Expectation of Management
<b>Reporter</b>	<ul style="list-style-type: none"> <li>▪ Assist Council with informing and dealing with the needs of the community and other constituents and seeking input from community leaders</li> <li>▪ Be responsible for record keeping for all Council's decisions</li> <li>▪ Be responsible, on behalf of Council, for reporting to the community on accomplishments and issues</li> </ul>

- vii. It is a common principle in governing bodies that a board, and hence Council, should use a **single point of delegation** for meeting all the Council's expectations for organizational performance and should hold this position appropriately accountable. It is essential in this situation that the Council delegate to this position (of Chief Administrative Officer) all the authority that such extensive accountability deserves. By using a CAO, Council can express its expectations for the entire organization without having to work through all the internal divisions of labour.
- viii. The principle of single point of delegation is **clearly understood and applied** by both Council and staff in daily activities. If Council or Councillors bypass the authority of the CAO by directing their expectations at staff, not only is the principle of delegation undermined but so is the ability of the CAO to run the organization effectively. At the same time, if staff take note of what individual Councillors say to do, as if they work for individual Council members rather than the CAO, then Council should recognize this to be inappropriate behaviour and counter to the authority it has invested in the CAO.
- ix. There are some areas where Council steps in to define staff parameters, establishing certain limits to delegated authority—this is in areas which can jeopardize the **prudent and ethical conduct** of the organization. Council has the responsibility to be proactive in identifying unacceptable situations, such as conflicts of interest, or specifying ethical standards as well as creating values to guide the organization and staff in their behaviours. Council also has the responsibility of listening to staff who have legitimate complaints of misconduct that cannot be safely communicated through normal management channels and of putting in place procedures for staff “whistle-blowing”.
- x. In all its relationships with management, Council should be mindful of the **detail** in which it involves itself, not only in matters requiring Council approval or decisions, but also in matters coming to Council or member attention for review or advice. In the continuum of size of issues, Council generally owns the broadest level, then successively smaller levels until it decides to delegate remaining decisions to be made by others. In deciding at which point to delegate, Council will remain mindful that excessive detail not only slows down decision and policy making but consumes the time of staff resources. Also, excessive detail in policies leaves little room for interpretation or flexibility that may be needed as circumstances change.

## COUNCIL GUIDELINES AND ACCOUNTABILITIES

xi. For those matters which require Council decision, Council should be clear about its **expectations for management support**. It should also be mindful of distinguishing matters which require its approval from those about which it simply wishes to be informed. It should be clear in all such matters about:

- Who will prepare the case for decision or review
- Who will propose solutions
- Who will provide information
- Who will recommend solutions
- Who will review or advise
- Who will decide
- Who will execute/report after a decision is made.

### B. Outline of Responsibilities

The following sets out an outline of responsibilities related to governance issues. They are indicative rather than comprehensive but provide general guidance.

<i><b>Responsibility</b></i>	<i><b>Prepare/ Propose/ Inform</b></i>	<i><b>Recommend to Deciding Authority</b></i>	<i><b>Review/ Advise</b></i>	<i><b>Approve/ Decide</b></i>	<i><b>Execute/ Report</b></i>
<b>Direction</b>					
Strategic Plan	Management	CAO	Council/ Community	Council	Management
Strategic Direction	Management/ Council	CAO	Council/ Community	Council	Management
Community Values (e.g. Sustainability)	Management/ Council	CAO	Council/ Ad Hoc Committee of Council/ Community	Council	Management Council
Vision and Mission	Mayor/ Councillors/ Management	Mayor/ Councilors/ CAO	Council	Council	Management Council
Strategic Initiatives	Mayor/ Councillors/ Management	CAO/ Management/ Ad Hoc Committee of Council	Mayor/ Council/ CAO/	Council	Management Council



## COUNCIL GUIDELINES AND ACCOUNTABILITIES

<i><b>Responsibility</b></i>	<i><b>Prepare/ Propose/ Inform</b></i>	<i><b>Recommend to Deciding Authority</b></i>	<i><b>Review/ Advise</b></i>	<i><b>Approve/ Decide</b></i>	<i><b>Execute/ Report</b></i>
<b>Organizational Performance</b>					
Annual Business Plan	Management	CAO	Council/ Community	Council	Management
Annual Operating & Capital Budgets	Management	CAO	Council/ Community	Council	Management
Organizational Structure	CAO/ Management	CAO	Council/ HR Committee	CAO upon Advice of Council at senior levels	Management
Effectiveness of Processes & Practices	Management	CAO	Council	CAO	Management
<b>Financial, Asset and Risk Management</b>					
External Auditor	Management	CAO/ Finance & Audit Committee	Finance & Audit Committee	Council	Management
Investment and Asset Management	Management	CAO/ Finance & Audit Committee	Finance & Audit Committee	Council	Management
Assessment Rate and specified other charges	Management	CAO/ Finance & Audit Committee	Finance & Audit Committee	Council	Management
Risk Management Plan	Management	CAO/ Finance & Audit Committee of Council	Finance & Audit Committee	Council	Management

## COUNCIL GUIDELINES AND ACCOUNTABILITIES

<i><b>Responsibility</b></i>	<i><b>Prepare/ Propose/ Inform</b></i>	<i><b>Recommend to Deciding Authority</b></i>	<i><b>Review/ Advise</b></i>	<i><b>Approve/ Decide</b></i>	<i><b>Execute/ Report</b></i>
<b>Human Resource Management</b>					
CAO Appointment	Council (may delegate to HR Committee)	Mayor/ HR Committee	Council	Council	Mayor
CAO Compensation	Council (may delegate to HR Committee) / CAO	Mayor/ HR Committee/ CAO	Council	Council	Mayor
CAO/Sr. Management Succession Plan	CAO	CAO	Council/HR Committee	CAO	CAO
CAO Objectives & Performance Evaluation	CAO/ Council/HR Committee	Mayor/ HR Committee	Council	Council	Mayor/ HR Committee
Executive Objectives & Performance Evaluation	CAO/ Executives	CAO	Council	CAO	CAO
Ethics, Conflict of Interest, Organizational Values	CAO/ Governance & Ethics Committee	Mayor/ Governance & Ethics Committee	Governance & Ethics Committee/ Council	Council	Management
<b>Legal and Operational Issues</b>					
By-Laws	CAO/ Management	CAO	Council	Council	CAO/ Management
Planning & Development	CAO/ Management	CAO	Council	Council	CAO/ Management
Municipal Services	CAO/ Management	CAO	Council	Council	CAO/ Management
Emergency & Security Planning	CAO/ Management	CAO	Council	Council	Management

## COUNCIL GUIDELINES AND ACCOUNTABILITIES

<i><b>Responsibility</b></i>	<i><b>Prepare/ Propose/ Inform</b></i>	<i><b>Recommend to Deciding Authority</b></i>	<i><b>Review/ Advise</b></i>	<i><b>Approve/ Decide</b></i>	<i><b>Execute/ Report</b></i>
<b>Governance Functions</b>					
Governance Policies	CAO/Mayor/ Councilors/ Governance & Ethics Committee	Mayor/ Councilors/ CAO/ Governance & Ethics Committee	Council or Governance & Ethics Committee	Council	Council/ Mayor/ CAO
Meetings/ Agenda	CAO/Mayor/ Council/ Management	Mayor/ CAO/ Management	Council	Council	Management
Terms of Reference for Committees	Mayor/ Council Delegated to Governance & Ethics Committee	Mayor	Mayor/ Council Delegated to Governance & Ethics Committee	Council	Governance Committee
Appointment of Standing Committees/ Chairs	Mayor	Mayor	Council	Mayor	Mayor
Council Development & Orientation	CAO/Mayor/ Governance & Ethics Committee	CAO/Mayor/ Governance & Ethics Committee	Council	Council	CAO/ Management
<b>External Relations and Communication</b>					
Communica- tions Policy	Mayor/ Management	CAO	Council	Council	Management
Constituency Relations— Major Issues	Mayor/ Councillors/ CAO	Mayor/ Councillors/ CAO	Council	Council	Mayor/ Councillors/ CAO

## COUNCIL GUIDELINES AND ACCOUNTABILITIES

### C. Governance Do's and Don'ts

To better assist Council in defining its governance relationship to management, the following do's and don'ts are provided for each of the Council's key roles.

#### Council Guidelines in its Governance Relationship with Management

Role	What to do	What not to do
Advocate	<ul style="list-style-type: none"> <li>▪ Be committed to the well-being and viability of the community as a whole</li> <li>▪ Prioritize community objectives and issues to be addressed</li> <li>▪ Encourage and respect diverse points of view and vigorous debate</li> <li>▪ Be fair and impartial in responding to constituent representations</li> <li>▪ Deal with individual concerns or grievances and act as an advocate for constituents in a manner that respects the delegated authority and municipal priorities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advocate individual interests as if they represent the community as a whole</li> <li>▪ Expect management to respond to each new issue</li> <li>▪ Encourage detailed debate over minor issues or discourage debate</li> <li>▪ Promote particular points of view to staff rather than take to Council for overall discussion</li> <li>▪ Address individual constituent concerns or grievances without appropriate understanding of delegated authority and other points of view</li> </ul>
Leader	<ul style="list-style-type: none"> <li>▪ Be proactive in strategic thinking and provide clarity of long-term aims and objectives</li> <li>▪ Make collective decisions and stand by them</li> <li>▪ Provide leadership on ethics and integrity; be honest</li> <li>▪ Have a positive, supportive and enthusiastic perspective; be open and constructive</li> <li>▪ Consult and take professional advice from management</li> </ul>	<ul style="list-style-type: none"> <li>▪ Engage in unbalanced or random operational and tactical debates that take time away from strategic issues</li> <li>▪ Fail to respect or attempt to reverse collective decisions</li> <li>▪ Fail to demonstrate ethics and integrity as individuals</li> <li>▪ Assume a critical perspective in all matters; challenge all proposals unduly</li> <li>▪ Discourage or dismiss management input without cause</li> </ul>
Overseer	<ul style="list-style-type: none"> <li>▪ Focus on ends—such as community outcomes and their measures</li> <li>▪ Ensure that the powers, duties and functions of the municipality are appropriately carried out</li> </ul>	<ul style="list-style-type: none"> <li>▪ Focus unduly on means—such as individual processes and practices</li> <li>▪ Exercise powers or perform duties that are delegated to the CAO or designated staff</li> </ul>

## COUNCIL GUIDELINES AND ACCOUNTABILITIES

Role	What to do	What not to do
	<ul style="list-style-type: none"> <li>▪ Independently and collectively obtain information from the CAO or designated staff</li> <li>▪ Spend appropriate time on oversight of important issues</li> <li>▪ Monitor Council's own performance and that of the CAO</li> <li>▪ Empower and support the CAO</li> <li>▪ Diligently prepare for meetings and use meeting time wisely; participate in development and training opportunities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Independently take enquiries or complaints to department staff</li> <li>▪ Spend equal time on all issues, regardless of importance</li> <li>▪ Monitor the performance of individual staff</li> <li>▪ Undermine authority of the CAO</li> <li>▪ Rely on individual updates or training from management</li> </ul>
Steward	<ul style="list-style-type: none"> <li>▪ Demonstrate professionalism in making decisions, by-laws and policies for effective community development, quality services and wise use of resources</li> <li>▪ Focus on key stewardship issues and decisions that involve significant community impact, expenditure, political sensitivity or large numbers of staff</li> <li>▪ Seek appropriate information to understand and manage overall financial and other assets</li> <li>▪ Ensure effective succession planning for the CAO and the management team</li> <li>▪ Show respect and commitment toward municipal employees and for the dignity and worth of the services provided; learn about the organization and the capabilities of its human resources</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reverse or fail to respect prior decisions without regard to consequences on the community and staff</li> <li>▪ Be involved in issues discussion and decision-making at all levels regardless of impact on the community</li> <li>▪ Micromanage details of programs, services, operating and capital budgets and municipal assets</li> <li>▪ Fail to respect the CAO's authority to select and manage his/her executive team</li> <li>▪ Question the efficacy of the municipal organization and individual staff capabilities/performance in front of the public or other staff</li> </ul>
Reporter	<ul style="list-style-type: none"> <li>▪ Disclose conflicts of interest, real and perceived and act in a manner that clearly indicates no improper influence</li> <li>▪ Define and adhere to a communications policy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Fail to address conflicts of interest or take on appointments that compromise ability to maintain public confidence</li> <li>▪ Communicate own opinions rather than Council views</li> </ul>

## COUNCIL GUIDELINES AND ACCOUNTABILITIES

Role	What to do	What not to do
	<ul style="list-style-type: none"><li>▪ Keep in confidence matters discussed in private at a council or council committee meeting</li><li>▪ Keep track of options considered as well as reasons for decisions made</li></ul>	<ul style="list-style-type: none"><li>▪ Openly comment on Council disagreements when these were discussed in confidence</li><li>▪ Fail to respect and ignore reasons for prior decisions</li></ul>



# Guiding Principles and Policies for Constituency Relations



## **GUIDING PRINCIPLES AND POLICIES FOR CONSTITUENCY RELATIONS**

### **I. INTRODUCTION**

This section outlines the manner in which Council and management interact with constituents and stakeholders and underscores the need to develop meaningful partnerships if Whistler is to achieve its shared vision.

### **II. RELATIONSHIPS WITH CONSTITUTENTS AND STAKEHOLDERS**

Council has a responsibility to:

- a. Develop an understanding of the key stakeholders and the unique political, business, social and environmental factors affecting the success of Whistler
- b. Establish and sustain relationships with key stakeholders, including but not limited to First Nations, Tourism Whistler, Chamber of Commerce, Whistler/Blackcomb, corridor municipalities, and School District No. 48 and to generate partnership agreements to clarify roles and responsibilities; and
- c. Seek community input before significant planning or strategic decisions are made.

### **III. COUNCIL COMMUNICATIONS POLICY**

- a. Council has responsibility to approve the Corporation's Communications Policy.
- b. The principal spokespersons for the Corporation in its communications with stakeholders and the public are the Mayor, CAO and the Public Information Officer. It is understood that other Councillors, the Deputy Administrator and General Managers may, from time to time, be requested to assist with such communications.
- c. It is expected that when communications from stakeholders are made to the Mayor or other individual Councillors, management will be informed and consulted to determine an appropriate response to be made by the Corporation.

### **IV. EXTERNAL COMMUNICATIONS**

Each Councillor is responsible for understanding and adhering to the guidelines regarding Councillor external communications which are outlined in the Communications Policy. When there is some doubt in a Councillor's mind regarding his/her external communications role, the Councillor must seek clarification from the Mayor or CAO.



## **GUIDING PRINCIPLES AND POLICIES FOR CONSTITUENCY RELATIONS**

### **V. PUBLIC REPRESENTATION**

In conjunction with the CAO, the Mayor ensures that Council and management are appropriately represented at official functions and meetings with stakeholder groups and members of the public.

### **VI. CONSULTATION AND PARTICIPATION**

Consultation and participation are the cornerstone of modern democracy. The views and aspiration of the diverse range of interests within our community must be considered as we identify, plan for and respond to important issues.

It is important that citizens feel that they can have their concerns and opinions heard and considered by their local government representatives. Citizen satisfaction in this area indicates a healthy democratic process at work.

The Municipality will:

- Create mechanisms for citizen's participation in decision-making and policy development;
- Encourage the participation of people in decisions affecting their lives;
- Seek and use feedback from customers to improve customer satisfaction;
- Practice the most effective communication methods for the initiative or program;
- Make available on line relevant Municipal services;
- Provide consultation guides, including a citizens guide; and
- Provide e-consultation capacity.

### **VII. PARTNERSHIPS**

The issues facing Whistler can not be addressed by any one agency working alone. Working together is essential if we are to achieve success and sustainability in the future.

Partnerships are fundamental to achieving Whistler 2020 – Moving Towards Sustainability. Whistler 2020 is a community wide plan that must be owned and actively supported by those who live, work and play in Whistler, along with major stakeholder groups, local and regional organizations.

Partnership Agreements with key stakeholders will form the foundation for moving forward collectively.



# APPENDICES

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CHARACTERISTICS OF A HIGH PERFORMANCE/ HIGH VALUE COUNCIL	
CHARACTERISTICS	
1.	Councillors recognize their primary obligations are to provide advice and counsel to management and to monitor management, and organization performance, <u>not to manage the organization</u> .
2.	Councillors place the interests of the organization above any representative or constituent interests they may hold.
3.	The Council has the tools and knowledge to effectively monitor the organization's performance.
4.	Councillors have a solid understanding of:
	(a) the organization;
	(b) the industry environment; and
	(c) the political and social environment in which the organization operates.
5.	Councillors receive information on a regular basis about the organization's:
	(a) financial performance; and
	(b) non-financial performance.
6.	The Council is regularly exposed to the senior management team and key managers on a formal and informal basis.
7.	The Council annually approves:
	(a) the strategic objectives; and
	(b) has the opportunity to work with management to provide input and advice prior to their finalization.
8.	The Council annually approves the organization's operating and capital plans.

<b>CHARACTERISTICS OF A HIGH PERFORMANCE/ HIGH VALUE COUNCIL</b>	
<b>CHARACTERISTICS</b>	
9.	There are clear terms of reference for:
	(a) the Council;
	(b) the Mayor;
	(c) the CAO;
	(d) the Committees; and
	(e) an individual Councillor.
10.	There is:
	(a) an annual comprehensive CAO evaluation process;
	(b) involves input from each Councillor and the CAO.
11.	The Council reviews and approves the compensation plan for:
	(a) the CAO; and
	(b) the senior management reporting to the CAO.
12.	The Council annually reviews and approves succession plans for:
	(a) the CAO; and
	(b) the senior management team report to the CAO.
13.	There are mechanisms in place that allow the Council to act independently of the CAO as necessary.
14.	There is an annual review process for the evaluation of:
	(a) the performance of the Council as a whole;

<b>CHARACTERISTICS OF A HIGH PERFORMANCE/ HIGH VALUE COUNCIL</b>	
<b>CHARACTERISTICS</b>	
	(b) the performance of committees, and
	(c) the performance of individual Councillors.
15.	The Councillors communicate freely with one another – with and without management.
16.	Councillors:
	(a) understand their common objectives;
	(b) are willing to dedicate the time to accomplish them; and
	(c) Committ to acting in a respectful manner towards one another.
17.	There is a clear and well communicated set of Council guidelines or operating procedures to which the Council is committed.
18.	The Council and CAO have mutual respect and an effective open relationship.

## TERMS OF REFERENCE FOR THE CAO

### A. Role of the Chief Administrative Officer

The Chief Administrative Officer of the Resort Municipality of Whistler is responsible for managing the affairs of the organization in accordance with the policies and programs approved by Council.

The Chief Administrative Officer, under the direction of Council and in accordance with the Community Charter, relevant statutes, bylaws, and resolutions, maintains overall responsibility for effective and efficient coordination, directions and control of all financial and general administrative affairs and operations of the Municipality.

This position is responsible for providing leadership and guidance to Council and staff in the development and implementation of strategies, policies and programs that meet the needs of the resort community.

The Chief Administrative Officer plays a role within the SLRD on strategic issues affecting the Region and the Municipality.

### B. Environment and Scope

This position reports to Mayor and Council, and provides leadership for the organization through visioning, strategic planning, and special projects. This position refers to and/or consults with the Deputy Administrator and contributes as a member of the leadership team in the communication of municipal corporate objectives and adherence to the business plan.

The Chief Administrative Officer directly oversees the Deputy Administrator and provides guidance to the General Managers.

This position is challenged to develop and implement a plan to ensure the acquisition and effective management of the fiscal, physical, and human resources required by the Municipality to fulfill its mandate.

This position also assists Council by guiding, mentoring and educating Council and individual members as well as assisting the Council's Standing and Ad Hoc Committees to carry out their duties and responsibilities.

### C. Major Duties and Responsibilities

#### i. Advice and Support to Council

- a. Provide advice and support to Mayor and Council by recommending policies, programs, and services designed to meet the needs of the resort community, consistent with the strategic plan.
- b. Inform the Mayor and Council of issues and developments of an operational or political nature that relate to the interests of the Municipality.

- c. Provide advice to Council by recommending solutions to community issues and strategies for developing positive relationships with the community, resort partners, and other levels of government.

**ii. Strategic Plan**

- a. Coordinate the development of strategic plans that guide the actions of the municipality, charting the future, identifying critical issues to be addressed and setting annual objectives and strategies.
- b. Develop multi year plans as well as annual work programs.
- c. Guide and support the Deputy Administrator and General Managers in the annual business planning process.
- d. Prepare and present to Council by November 30 each year a draft list of goals and objectives for the organization to achieve over the ensuing twelve months.
- e. Submit to Mayor and Council on a regular basis an analysis of progress towards objectives established in the strategic plan, including rationale for any variances and potential recommendations for appropriate modifications of the plan.

**iii. Serve as the principal municipal liaison on external committees, commissions, and boards and with all other levels of government.**

- a. Maintain effective contact with municipalities, regional districts, relevant provincial government departments where the interests of the Municipality are affected.
- b. Provide regular updates to Council on the activities of key external committees and commissions.

**iv. Municipal Operations**

- a. Develop and maintain an effective organizational structure that reflects the operational needs.
- b. Carry out periodic reviews of the organization structure and staff evaluations to ensure attainment of Council's objectives.
- c. Monitor emerging issues and trends to assess the potential impact on the Municipality.

**iv. Leadership**

- a. Provide leadership to the employees of the Municipality in order to capitalize on their full potential.

- b. Communicates the vision, values, and strategic direction of the Municipality to all employees so as to create an understanding of each individual's role in accomplishing Council's goals and objectives.
  - c. Ensure the staff are committed to providing a high level of public service, creating a climate that supports a continual search for new and more effective approaches to fulfilling the Municipality's mandate.
- v. **Human Resources and Labour Relations**
  - a. Recommend for consideration of Council the appointment, promotion, demotion, suspension and dismissal of Officers of the Municipality, subject to the provisions of applicable legislation and bylaws.
  - b. Recommend for approval of Council corporate compensation policies.
  - c. Prepare succession plans for all direct reports.
- vi. **Financial and Administrative Management**

Ensures effective financial and administrative systems are in place, which maximize the effectiveness of resource utilization within the objectives, policies, plans, and budgets established by Council.





## REPORT | ADMINISTRATIVE REPORT TO COUNCIL

**PRESENTED:** February 12, 2019

**REPORT:** 19-019

**FROM:** Corporate and Community Services

**FILE:** Vault

**SUBJECT:** WHISTLER.COM SYSTEMS INC. 2018 ANNUAL FILING

### COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

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

### RECOMMENDATION

**That** the Council of the Resort Municipality of Whistler in open meeting assembled, hereby resolve that the Municipality, as one of the shareholders of Whistler.com Systems Inc., pass the consent resolutions of the shareholders of Whistler.com Systems Inc., copies of which are attached to Administrative Report to Council No.19-019 as Appendix "B", and that the Mayor and Municipal Clerk execute and deliver the attached resolutions on behalf of the Municipality.

### REFERENCES

Appendix "A" – Whistler.com Systems Inc. – Financial Statements ended June 30, 2017  
(**CONFIDENTIAL**)

Appendix "B" – Whistler.com Systems Inc. – 2018 Shareholders' Consent Resolutions

Appendix "C" – Whistler.com Systems Inc. – 2018 Directors' Consent Resolution

Appendix "D" – Whistler.com Systems Inc. – 2018 Annual Report

### PURPOSE OF REPORT

The purpose of this Report is to ask that Council approve the Shareholders' Consent Resolutions and to demonstrate approval by directing the Mayor and Municipal Clerk to sign the 2018 Shareholders' Consent Resolutions of Whistler.com Systems Inc.

### DISCUSSION

Whistler.com Systems Inc. is a reservations, call centre and event booking system; 51 per cent of its shares are owned by the Resort Municipality of Whistler (the "RMOW") and 49 per cent of its shares are owned by Tourism Whistler. The RMOW purchased half of the shares from a private owner in 2004.

The filing of the 2018 Annual Report of Whistler.com Systems Inc. is now due for filing with the Registrar of Companies.

The Shareholders' Consent Resolutions for the 2018 Annual Report include: Selecting December 10, 2018 as the annual reference date for the Company; acknowledging the receipt of the financial statements of the Company for its last completed fiscal year; and waiving the appointment of an Auditor for Whistler.com Systems Inc.

Additionally the Shareholders' Consent Resolutions also ask that the shareholders appoint the following persons (each of whom has consented in writing to act) as Directors of Whistler.com Systems Inc.:

- Barrett Fisher,
- Mike Furey, and
- Roger Soane.

## **POLICY CONSIDERATIONS**

Pursuant to Section 182 of the *Business Corporations Act*, the company may consent in writing to all of the business required at the Annual General Meeting of the Company.

Pursuant to Section 203 of the *Business Corporation Act*, the Company may consent in writing to waive the appointment of an auditor.

## **BUDGET CONSIDERATIONS**

There are minimal costs incurred for the filing of the documents with the Registrar of Companies, (less than \$300). All costs are accommodated within the existing Legislative Services Department budget.

## **SUMMARY**

The 2018 Annual Report of Whistler.com Systems Inc. is now due to be filed with the Registrar of Companies. This Report seeks the approval of the Shareholders' Consent Resolutions of Whistler.com Systems Inc. and permits affirming this approval by signature of the Mayor and Municipal Clerk.

Respectfully submitted,

Wendy Faris  
LEGISLATIVE AND PRIVACY COORDINATOR  
for

Brooke Browning  
MUNICIPAL CLERK

for  
Ted Battiston  
GENERAL MANAGER, CORPORATE AND COMMUNITY SERVICES

WHISTLER.COM SYSTEMS INC.

**SHAREHOLDERS' CONSENT RESOLUTIONS**

The undersigned, being all the voting shareholders of **WHISTLER.COM SYSTEMS INC.** (the "Company"), hereby consent in writing to the following resolutions as of December 10, 2018:

1. **ANNUAL MATTERS**

RESOLVED that:

- (a) the shareholders of the Company hereby select December 10, 2018 as the annual reference date for the Company;
- (b) the shareholders acknowledge receipt of the financial statements of the Company for its last completed fiscal year; and
- (c) the shareholders waive the appointment of an auditor for the Company.

2. **DIRECTORS**

RESOLVED that:

the shareholders appoint the following persons (each of whom has consented in writing to act) as directors of the Company to hold office in accordance with the Articles of the Company until the Company's next annual general meeting, until the date of the annual resolutions of the shareholders consented to in writing or until a successor is appointed in accordance with the Articles of the Company:

Barrett Fisher  
Mike Furey  
Roger Soane


These resolutions may be executed in any number of counterparts or pdf or fax counterparts, each of which when executed and delivered (by email, fax or otherwise) shall be deemed to be an original, and all of which together shall constitute one document.

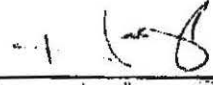
Resort Municipality of Whistler

Per: \_\_\_\_\_  
Jack Crompton, Mayor

Per: \_\_\_\_\_  
Name:  
Title:

Tourism Whistler

Per:   
Name: Barrett Fisher  
Title: President + CEO

Per:   
Name: Heather Quinn  
Title: VP Finance & Operations

WHISTLER.COM SYSTEMS INC.

**DIRECTORS' CONSENT RESOLUTION**

The undersigned, being all the directors of WHISTLER.COM SYSTEMS INC. (the "Company"), hereby consent in writing to the following resolution as of December 10, 2018:

FINANCIAL STATEMENTS

RESOLVED that:

the directors approve the financial statements of the Company for its last completed fiscal year and that any one director of the Company is authorized to sign the balance sheet included in the financial statements as evidence of such approval.

This resolution may be executed in any number of counterparts or pdf or fax counterparts, each of which when executed and delivered (by email, fax or otherwise) shall be deemed to be an original, and all of which together shall constitute one document.

  
\_\_\_\_\_  
Barrett Fisher

  
\_\_\_\_\_  
Mike Porey

  
\_\_\_\_\_  
Roger Soane



Ministry  
of Finance  
BC Registry Services

Mailing Address:  
PO Box 9431 Stn Prov Govt  
Victoria, BC V8W 9V3  
Location:  
2nd Floor - 840 Blanshard Street  
Victoria BC  
www.fin.gov.bc.ca/registries

## ANNUAL REPORT FORM 6 - BC COMPANY

Section 51 Business Corporations Act

Telephone: 250 356-8628

DO NOT MAIL THIS FORM to BC Registry Services unless you are instructed to do so by registry staff. The Regulation under the *Business Corporations Act* requires the electronic version of this form to be filed on the internet at [www.corporateonline.gov.bc.ca](http://www.corporateonline.gov.bc.ca)

Filing Fee for paper filing: \$43.39

If you are instructed by registry staff to mail this form to the Corporate Registry, submit this form with a cheque or money order made payable to the Minister of Finance, or provide the registry with authorization to debit the fee from your BC OnLine Deposit Account. Please pay in Canadian dollars or in the equivalent amount of US funds.

**Freedom of Information and Protection of Privacy Act (FOIPPA).** Personal information provided on this form is collected, used and disclosed under the authority of the FOIPPA and the *Business Corporations Act* for the purposes of assessment. Questions regarding the collection, use and disclosure of personal information can be directed to the Executive Coordinator of the BC Registry Services at 250 356-1198, PO Box 9431 Stn Prov Govt, Victoria BC V8W 9V3.

### A. INCORPORATION NUMBER OF COMPANY

BC0618930

### B. NAME OF COMPANY

WHISTLER.COM SYSTEMS INC.

### C. DATE OF RECOGNITION

2000 / 12 / 08

### D. DATE OF ANNUAL REPORT

2018 / 12 / 08

**E. OFFICER NAME(S) AND ADDRESS(ES)** -- Enter the full name, delivery address, mailing address (if different) and office held of each of the company's officers, if any. The officer may select to provide either (a) the delivery address and, if different, the mailing address for the office at which the individual can usually be served with records between 9 a.m. and 4 p.m. on business days or (b) the delivery address and, if different, the mailing address of the individual's residence. The delivery address must not be a post office box. Attach an additional sheet if more space is required.

*Note: Listing officer appointments on the annual report is optional. If you choose to include officer information, you cannot file any change to this information until you file the annual report for next year.*

LAST NAME	FIRST NAME	MIDDLE NAME	OFFICE(S) HELD (e.g. president, secretary, vice-president)	DELIVERY ADDRESS (INCLUDING PROVINCE/STATE, COUNTRY AND POSTAL/ZIP CODE)	MAILING ADDRESS (INCLUDING PROVINCE/STATE, COUNTRY AND POSTAL/ZIP CODE)
Fisher,	Barrett		President and Chief Executive Officer	4010 Whistler Way Whistler, BC V0N 1B4	4010 Whistler Way Whistler, BC V0N 1B4

### F. COMPANY CHANGES

A company must file with the registrar a notice of any change to the information shown in the Corporate Register. Please visit our Web site at [www.fin.gov.bc.ca/registries](http://www.fin.gov.bc.ca/registries) or phone 250 356-8628 for information on how to file these notices.

### G. CERTIFIED CORRECT -- I have read this form and found it to be correct.

NAME OF AUTHORIZED SIGNING AUTHORITY FOR THE COMPANY

SIGNATURE OF AUTHORIZED SIGNING AUTHORITY FOR THE COMPANY

DATE SIGNED

YYYY / MM / DD

BARRETT FISHER

X

2019/01/14



## REPORT | ADMINISTRATIVE REPORT TO COUNCIL

**PRESENTED:** February 12, 2019

**REPORT:** 19-020

**FROM:** Corporate and Community Services

**FILE:** Vault

**SUBJECT:** TOURDEX.COM SYSTEMS INC. 2018 ANNUAL FILING

### COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

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

### RECOMMENDATION

**That** the Council of the Resort Municipality of Whistler in open meeting assembled, hereby resolve that the Municipality, as one of the shareholders of Tourdex.com Systems Inc., pass the Consent Resolutions of the shareholders of Tourdex.com Systems Inc., copies of which are attached to this Administrative Report No. 19-020 as Appendix "A", and that the Mayor and Municipal Clerk execute and deliver the attached resolutions on behalf of the Municipality.

### REFERENCES

Appendix "A" – Tourdex.com Systems Inc. – 2018 Shareholders' Consent Resolutions  
Appendix "B" – Tourdex.com Systems Inc. – 2018 Directors' Consent Resolution  
Appendix "C" – Tourdex.com Systems Inc. – Financial Statements ended July 31, 2017  
(**CONFIDENTIAL**)

### PURPOSE OF REPORT

The purpose of this Report is to ask that Council approve the Shareholders' Consent Resolutions and to demonstrate approval by directing the Mayor and Municipal Clerk to sign the 2018 Shareholders' Consent Resolutions of Tourdex.com Systems Inc.

### DISCUSSION

The filing of the 2018 Annual Report of Tourdex.com Systems Inc. is now due for filing with the Registrar of Companies.

Tourdex.com is a reservations and event booking system; 51% of its shares are owned by the Resort Municipality of Whistler and 49% of shares are owned by Tourism Whistler. Tourdex.com is a holding company that owns the URL [www.whistler.com](http://www.whistler.com) and has no other assets.

The Shareholders' Consent Resolutions for the 2018 Annual Report are as follows: Selecting December 10, 2018 as the annual reference date for Tourdex.com Systems Inc.; acknowledging the receipt of the financial statements of Tourdex.com Systems Inc. for its last completed fiscal year; and waiving the appointment of an auditor for Tourdex.com Systems Inc.

In addition, the Shareholders' Consent Resolutions ask that the shareholders appoint the following persons (each of whom has consented in writing to act) as Directors of Tourdex.com Systems Inc.:

- Barrett Fisher
- Mike Furey
- Roger Soane.

## **POLICY CONSIDERATIONS**

Pursuant to Section 182 of the *Business Corporations Act*, Tourdex.com Systems Inc. may consent in writing to all of the business required at the annual meeting of Tourdex.com Systems Inc.

Pursuant to Section 203 of the *Business Corporation Act*, Tourdex.com Systems Inc. may consent in writing to waive the appointment of an auditor.

## **BUDGET CONSIDERATIONS**

There are minimal costs incurred for the filing of the documents with the Registrar of Companies, (less than \$300). All costs are included within the existing Legislative Services Department budget.

## **SUMMARY**

The 2018 Annual Report of Tourdex.com Systems Inc. is now due to be filed with the Registrar of Companies. This Report seeks Council's approval of the Shareholders' Consent Resolutions of Tourdex.com Systems Inc. and permits affirming this approval by signature of the Mayor and Municipal Clerk.

Respectfully submitted,

Wendy Faris  
LEGISLATIVE AND PRIVACY COORDINATOR

for  
Brooke Browning  
MUNICIPAL CLERK

for  
Ted Battiston  
GENERAL MANAGER, CORPORATE AND COMMUNITY SERVICES

**TOURDEX.COM SYSTEMS INC.**

**SHAREHOLDERS' CONSENT RESOLUTIONS**

The undersigned, being all the voting shareholders of **TOURDEX.COM SYSTEMS INC.** (the "Company"), hereby consent in writing to the following resolutions as of December 10, 2018:

**1. ANNUAL MATTERS**

RESOLVED that:

- (a) the shareholders of the Company hereby select December 10, 2018 as the annual reference date for the Company;
- (b) the shareholders acknowledge receipt of the financial statements of the Company for its last completed fiscal year; and
- (c) the shareholders waive the appointment of an auditor for the Company.

**2. DIRECTORS**

RESOLVED that:

the shareholders appoint the following persons (each of whom has consented in writing to act) as directors of the Company to hold office in accordance with the Articles of the Company until the Company's next annual general meeting, until the date of the annual resolutions of the shareholders consented to in writing or until a successor is appointed in accordance with the Articles of the Company:


Barrett Fisher  
Mike Furey  
Roger Soane

These resolutions may be executed in any number of counterparts or pdf or fax counterparts, each of which when executed and delivered (by email, fax or otherwise) shall be deemed to be an original, and all of which together shall constitute one document.


Resort Municipality of Whistler

Tourism Whistler

Per: \_\_\_\_\_  
Jack Crompton, Mayor

Per:   
Name: Barrett Fisher  
Title: President & CEO

Per: \_\_\_\_\_  
Name:  
Title:

Per:   
Name: Heather Brauer  
Title: VP - Finance & Operations



TOURDEX.COM SYSTEMS INC.

**DIRECTORS' CONSENT RESOLUTION**

The undersigned, being all the directors of TOURDEX.COM SYSTEMS INC. (the "Company"), hereby consent in writing to the following resolution as of December 10, 2018:

**FINANCIAL STATEMENTS**

RESOLVED that:

the directors approve the financial statements of the Company for its last completed fiscal year and that any one director of the Company is authorized to sign the balance sheet included in the financial statements as evidence of such approval.

This resolution may be executed in any number of counterparts or pdf or fax counterparts, each of which when executed and delivered (by email, fax or otherwise) shall be deemed to be an original, and all of which together shall constitute one document.



Barrett Fisher



Mike Furey



Roger Soane



## REPORT | ADMINISTRATIVE REPORT TO COUNCIL

**PRESENTED:** February 12, 2019

**REPORT:** 19-021

**FROM:** Corporate and Community Services

**FILE:** VAULT

**SUBJECT:** WHISTLER HOUSING AUTHORITY LTD. - 2018 ANNUAL FILING

### COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

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

### RECOMMENDATION

**That** the Council of the Resort Municipality of Whistler in open meeting assembled, hereby resolve that the Municipality, as the sole shareholder of Whistler Housing Authority Ltd., pass the consent resolutions of the Whistler Housing Authority Ltd. shareholders, which is attached to Administrative Report to Council No. 19-021 as Appendix "A", and that the Mayor and Corporate Officer execute and deliver the attached resolutions on behalf of the Municipality.

### REFERENCES

Appendix "A" – 2018 Shareholder's Resolutions – Whistler Housing Authority Ltd.

Appendix "B" – 2018 Directors' Resolutions – Whistler Housing Authority Ltd.

Appendix "C" – 2017 Year End Financials – Whistler Housing Authority Ltd.

Appendix "D" – 2018 Annual Report – Whistler Housing Authority Ltd.

### PURPOSE OF REPORT

The purpose of this Report is to seek Council's approval for the Mayor and Municipal Clerk to execute the annual Shareholder's Resolutions of Whistler Housing Authority Ltd. ("the Company").

### DISCUSSION

The filing of the 2018 Annual Report of the Company is now due for filing with the Registrar of Companies.

The Company is a wholly owned subsidiary of the Resort Municipality of Whistler (RMOW); the RMOW owns all of the shares in the Company.

The Shareholder's Resolutions for the 2018 Annual Report include:

1. The appointment of Directors, namely:

Jonathan Decaigny  
Michael Hutchison  
Brian Good  
Jennifer C. Ford  
Mike Furey  
Duane Jackson  
John Grills

2. The appointment of an Auditor:

BDO Canada

3. Waive the holding of the 2018 Annual General Meeting:

The holding of the Annual General Meeting may be waived by a unanimous resolution of the shareholder of the Company. The Company's annual reference date for the holding of the Annual General Meeting is December 7, 2018.

4. Financial Statements:

The 2017 Financial Statements of Whistler Housing Authority Ltd. are attached to this Report for acceptance by Council.

## **OTHER POLICY CONSIDERATIONS**

Pursuant to Section 182 of the *Business Corporations Act*, the shareholder may consent in writing to all the business required to be transacted at the Annual General Meeting of the Company.

## **BUDGET CONSIDERATIONS**

There will be minimal costs incurred for the filing of the documents with the Registrar of Companies. All costs associated with the filing of the documents will be accommodated within the existing Legislative Services Department budget.

## **SUMMARY**

The 2018 Annual Report of Whistler Housing Authority Ltd. must be filed with the Registrar of Companies. This Report seeks Council's approval of the Shareholder's Resolutions of Whistler Housing Authority Ltd. and permits affirming this approval by signature of the Mayor and Municipal Clerk.

Respectfully submitted,

Wendy Faris  
LEGISLATIVE & PRIVACY COORDINATOR

for  
Brooke Browning  
MUNICIPAL CLERK

for  
Ted Battiston  
GENERAL MANAGER OF CORPORATE AND COMMUNITY SERVICES

**WHISTLER HOUSING AUTHORITY LTD.**  
(the "Company")

**SHAREHOLDER'S RESOLUTIONS**

WHEREAS the Resort Municipality of Whistler is the sole shareholder of Whistler Housing Authority Ltd.;

PURSUANT to the Articles of the Company, the following resolutions are passed as resolutions of the sole shareholder of the Company, duly consented to in writing by all of the directors of the sole shareholder of the Company.

**ANNUAL GENERAL MEETING**

RESOLVED that the requirement of holding the Annual General Meeting of Shareholders of the Company for the current year, deemed to be held the 7<sup>th</sup> day of December, 2018, is hereby waived.

**FINANCIAL STATEMENTS**

RESOLVED that the presentation of a report of the Directors to the Shareholders on the affairs of the Company and financial statements dated December 31, 2017 be accepted and that all acts and proceedings of the Directors since the date of the last Annual General Meeting be confirmed and approved.

**APPOINTMENT OF DIRECTORS**

RESOLVED that the following persons be and are hereby appointed directors of the Company, so that the Board of Directors is therefore composed of the following persons, to hold office until the next Annual General Meeting or until their successors are elected or appointed.

Jonathan Decaigny  
Brian Good  
Mike Furey  
John Grills

Michael Hutchison  
Jennifer C. Ford  
Duane Jackson

**AUDITOR**

RESOLVED that the appointment of BDO Canada as auditor of the Company for the current fiscal year of the Company be endorsed.

Signed by the Mayor and Corporate Officer of the Resort Municipality of Whistler on the \_\_\_\_ day of \_\_\_\_\_, 2019.

\_\_\_\_\_  
Mayor, Jack Crompton

\_\_\_\_\_  
Municipal Clerk, Brooke Browning

Certificate of Incorporation  
No. BCD810519

**WHISTLER HOUSING AUTHORITY LTD.  
(the "Company")**

**DIRECTORS' RESOLUTIONS**

Pursuant to the articles of the Company, the following resolutions are passed as resolutions of the directors of the Company, duly consented to in writing by all the directors of the Company.

**RESOLVED THAT:**


1. the following persons be and are hereby appointed officers of the Company to hold the offices set opposite their names until their successors are appointed, at the pleasure of the Board of Directors:

President -- Jennifer C. Ford  
Vice-President / Secretary -- Duane Jackson

2. the financial statements of the Company dated December 31, 2017 be approved and that any two directors of the Company be authorized to sign the balance sheet included in the financial statements as evidence of such approval.

DATED this 24 day of January, 2019.

  
Jonathan Detaigny

  
Michael Hutchison

  
Brian Good

  
Jennifer C. Ford

  
Mike Furey

  
Duane Jackson

  
John Grills

## Appendix C

### **Whistler Housing Authority Ltd. Financial Statements For the year ended December 31, 2017**

**Whistler Housing Authority Ltd.**  
**Financial Statements**  
**For the year ended December 31, 2017**

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## Management's Responsibility for Financial Reporting

The financial statements are the responsibility of the management of the Whistler Housing Authority Ltd. The financial statements have been prepared in accordance with Canadian public sector accounting standards.

The financial statements include, where appropriate, estimates based on the best judgment of management. The Whistler Housing Authority Ltd. maintains systems of internal accounting and administrative controls of high quality, consistent with reasonable cost. Such systems are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate, and that the Whistler Housing Authority Ltd.'s assets are appropriately accounted for and adequately safeguarded.

The Board of Directors of the Whistler Housing Authority Ltd. reviews and approves the annual financial statements and other information contained in the annual report.

Signed by:

A handwritten signature in cursive script that reads "marla zucht".

General Manager, Whistler Housing Authority Ltd.

February 26, 2018





Tel: 604 932 3799  
Fax: 604 932 3764  
www.bdo.ca

BDO Canada LLP  
202 - 1200 Alpha Lake Road  
Whistler BC V0N 1B1 Canada

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## Independent Auditor's Report

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### To the Board of Directors of Whistler Housing Authority Ltd.:

We have audited the accompanying financial statements of Whistler Housing Authority Ltd., which comprise the statement of financial position as at December 31, 2017 and the statements of operations, changes in net debt and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

#### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Whistler Housing Authority Ltd. as at December 31, 2017 and the results of its operations, changes in net debt, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.



*BDO Canada LLP*

Chartered Professional Accountants  
Whistler, British Columbia  
February 26, 2018

**Whistler Housing Authority Ltd.**  
**Statement of Financial Position**

December 31	2017	2016
<b>Financial Assets</b>		
Cash (Note 1)	\$ 1,050,193	\$ 1,047,184
Short term investments	-	1,039,511
Accounts receivable (Note 2)	544,971	113,251
Refundable deposits (Note 6)	121,806	-
	<u>1,716,970</u>	<u>2,199,946</u>
<b>Liabilities</b>		
Accounts payable and accrued liabilities	454,159	437,313
Construction holdbacks	390,698	86,463
Tenant deposits (Note 1)	157,298	135,509
Deferred government grants	-	421,936
Construction loans (Note 4)	75,000	110,000
Due to related party (Note 6)	2,308,983	-
Long term debt (Note 5)	8,276,580	9,112,547
	<u>11,662,718</u>	<u>10,303,768</u>
<b>Net debt</b>	<u>(9,945,748)</u>	<u>(8,103,822)</u>
<b>Non-financial assets</b>		
Tangible capital assets (Note 3, Schedule 2)	28,338,763	21,964,396
Prepaid expenses	232,118	221,323
	<u>28,570,881</u>	<u>22,185,719</u>
<b>Accumulated surplus</b>	<u>\$ 18,625,133</u>	<u>\$ 14,081,897</u>

Approved on behalf of the Board of Directors:

  
 \_\_\_\_\_ Director  
  
 \_\_\_\_\_ Director

**Whistler Housing Authority Ltd.**  
**Statement of Operations**

For the year ended December 31	Budget 2017	2017	2016
<b>Revenue</b>			
Rental revenue	\$ 2,952,852	\$ 2,981,792	\$ 2,924,495
Government grants (Notes 6 and 8)	-	4,084,838	2,458,712
Waitlist fee revenue	25,000	62,774	49,498
Interest revenue	20,000	26,981	5,574
Other income	-	26,536	20,938
	<u>2,997,852</u>	<u>7,182,921</u>	<u>5,459,217</u>
<b>Rental Expenses</b>			
Bank charges and interest	2,684	2,753	2,635
Insurance	128,141	135,304	122,629
Interest on long term debt	424,304	411,405	458,382
Management fees	150,062	155,295	151,454
Professional fees	24,647	43,823	33,174
Property taxes and fees (Note 6)	311,489	288,074	308,237
Recycling and garbage removal	52,890	54,256	49,457
Repairs and maintenance	304,177	300,904	302,482
Snow removal	43,450	37,534	25,745
Utilities	143,479	141,579	133,716
	<u>1,585,323</u>	<u>1,570,927</u>	<u>1,587,911</u>
<b>Capital Expenses</b>			
Amortization	633,597	635,537	658,047
Loss on disposal of tangible capital assets	-	16,914	-
Capital reserve expenses	183,451	122,832	141,188
	<u>817,048</u>	<u>775,283</u>	<u>799,235</u>
<b>Administrative Expenses</b>			
Office expenses (Schedule 1)	280,450	293,475	278,973
	<u>2,682,821</u>	<u>2,639,685</u>	<u>2,666,119</u>
<b>Total Expenses</b>			
	<u>315,031</u>	<u>4,543,236</u>	<u>2,793,098</u>
<b>Annual Surplus</b>			
	<u>14,081,897</u>	<u>14,081,897</u>	<u>11,288,799</u>
<b>Accumulated surplus, beginning of year</b>			
	<u>\$ 14,396,928</u>	<u>\$ 18,625,133</u>	<u>\$ 14,081,897</u>
<b>Accumulated surplus, end of year</b>			

**Whistler Housing Authority Ltd.**  
**Statement of Changes in Net Debt**

<b>For the year ended December 31</b>	<b>Budget 2017</b>	<b>2017</b>	<b>2016</b>
<b>Annual surplus</b>	<b>\$ 315,031</b>	<b>\$ 4,543,236</b>	<b>\$ 2,793,098</b>
Acquisition of tangible capital assets	(2,000,000)	(7,976,818)	(3,174,156)
Amortization of tangible capital assets	633,597	635,537	658,047
Disposal of tangible capital assets	-	966,914	-
Change in prepaid expenses	-	(10,795)	(2,654)
<b>Change in net debt</b>	<b>(1,051,372)</b>	<b>(1,841,926)</b>	<b>274,335</b>
<b>Net debt, beginning of year</b>	<b>(8,103,822)</b>	<b>(8,103,822)</b>	<b>(8,378,157)</b>
<b>Net debt, end of year</b>	<b>\$ (9,155,194)</b>	<b>\$ (9,945,748)</b>	<b>\$ (8,103,822)</b>

**Whistler Housing Authority Ltd.**  
**Statement of Cash Flows**

**For the year ended December 31** **2017** **2016**

**Cash provided by (used in)**

**Operating activities**

Annual surplus \$ 4,543,236 \$ 2,793,098

Items not involving cash:

Amortization of capital assets 635,537 658,047  
Land transfer recorded as government grant (796,354) (969,900)  
Loss on disposal of capital asset 16,914 -

4,399,333 2,481,245

**Changes in non-cash working capital balances:**

Accounts receivable (431,720) (67,309)  
Prepaid expenses (10,795) (2,654)  
Refundable deposits (121,806) -  
Accounts payable and accrued liabilities 16,846 253,962  
Tenant deposits 21,789 (9,078)  
Construction holdbacks 304,235 86,463  
Deferred revenue (421,936) 421,936

3,755,946 3,164,565

**Capital activities**

Proceeds from sale of tangible capital assets 950,000 -  
Acquisition of tangible capital assets (7,180,464) (2,204,256)

(6,230,464) (2,204,256)

**Investing activities**

Sale (purchase) of short term investments 1,039,511 (55,191)

**Financing activities**

Repayment of long term debt (835,967) (1,310,513)  
Proceeds of long term debt issued - 513,200  
Proceeds (repayment) of construction loans (35,000) 92,680  
Proceeds from related party loan (Note 6) 2,308,983 -

1,438,016 (704,633)

Increase in cash during the year 3,009 200,485

Cash, beginning of year 1,047,184 846,699

**Cash, end of year** **\$ 1,050,193** **\$ 1,047,184**

**Supplemental Information**

Interest Paid \$ 415,908 \$ 462,470  
Land transfer at nominal value (Note 6) (796,354) (969,900)

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements

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**Whistler Housing Authority Ltd.**  
**Summary of Significant Accounting Policies**

**December 31, 2017**

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<b>Basis of Accounting</b>	The financial statements of the Whistler Housing Authority Ltd. (the "WHA") have been prepared by management in accordance with Canadian public sector accounting standards.
<b>Nature of Business</b>	<p>WHA was incorporated in 1988 to construct and operate affordable housing units in the Resort Municipality of Whistler (the "RMOW") and facilitate the resale of restricted housing units. WHA is wholly owned by the RMOW.</p> <p>WHA owns 229 (2016 - 202) rental units in the Whistler area and manages another 29 units owned by the Whistler Valley Housing Society and the RMOW.</p>
<b>Financial Instruments</b>	WHA's financial instruments consist of cash, accounts receivable, refundable deposits, accounts payable and accrued liabilities, tenant deposits, construction holdbacks, construction loans, and long term debt. WHA initially measures all of its financial instruments at fair value and subsequently at amortized cost using the effective interest rate method.
<b>Use of Estimates</b>	The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements. Significant items subject to such estimates and assumptions include the useful life of tangible capital assets, provision for uncollectible receivables, and completeness of accrued liabilities. Actual results could differ from those estimates and may impact the results of future periods.
<b>Revenue</b>	<p>Rental revenue is recognized monthly when received or receivable, on the first day of each month for all occupied units, as per rental agreements.</p> <p>Interest revenue is recognized as earned.</p> <p>Waitlist revenue is non refundable and is recognized when proceeds are received.</p>
<b>Government Transfers</b>	Government transfers, excluding inter-entity transactions, are recognized in the financial statements in the period in which events giving rise to the transfers occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amount can be made.

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**Whistler Housing Authority Ltd.**  
**Summary of Significant Accounting Policies**

**December 31, 2017**

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<b>Inter-entity transactions</b>	WHA recognizes inter-entity transactions with related parties at their carrying value as determined at the date of transaction when the transferred asset and liabilities satisfy the definition of an asset or liability in accordance with Canadian public sector accounting standards. Any difference between the exchange value and the amounts recognized in the statement of financial position are recognized as revenue or expense in the statement of operations.
<b>Tangible Capital Assets</b>	<p>Tangible capital assets are recorded at cost less accumulated amortization. Costs includes all costs directly attributable to acquisition or construction of the tangible capital asset including transportation costs, installation costs, design and engineering fees, legal fees and site preparation costs.</p> <p>Buildings are recorded at cost, including interest capitalized on construction, and amortized at 4% on a diminishing balance.</p> <p>Equipment and furniture and fixtures are recorded at cost and amortized at 20% on a diminishing balance.</p>
<b>Construction in progress</b>	<p>Construction in progress includes all costs directly attributable to acquisition and ongoing construction of the tangible capital asset including transportation costs, installation costs, design and engineering fees, legal fees and site preparation costs.</p> <p>Amortization of construction in progress will commence when these tangible capital assets are substantially completed and ready to be put into service.</p>
<b>Income Taxes</b>	WHA is wholly owned by the Resort Municipality of Whistler, and as such, is not subject to income tax per section 149(1)(d.5) of the income tax act.

**Whistler Housing Authority Ltd.**  
**Notes to the Financial Statements**

**December 31, 2017**

**1. Cash**

Cash includes WHA's bank accounts and any money market instruments that have maturities of 90 days or less.

WHA's bank accounts are held at three financial institutions and earn interest at prevailing market rates. Included in cash is \$141,407 (2016 - \$132,254) of tenant security deposits held in a separate interest bearing account.

**2. Accounts Receivable**

	2017	2016
GST receivable	\$ 473,711	\$ 99,247
Grant receivable	50,601	-
Tenant receivables	12,051	6,456
Other	8,608	7,548
	<u>\$ 544,971</u>	<u>\$ 113,251</u>

**3. Tangible Capital Assets**

	Open Net Book Value	Additions	Disposals	Amortization	Close Net Book Value
Land	\$ 3,939,296	\$ 836,114	\$ 139,328	\$ -	\$ 4,636,082
Buildings	15,773,163	57,055	-	(632,068)	15,198,150
Equipment & furniture	3,327	28,039	-	(3,469)	27,897
Construction in progress	2,248,610	7,055,610	827,586	-	8,476,634
	<u>\$ 21,964,396</u>	<u>\$ 7,976,818</u>	<u>\$ (966,914)</u>	<u>\$ (635,537)</u>	<u>\$28,338,763</u>

Construction in progress represents the costs incurred to date on the development of two new WHA rental buildings in Cheakamus Crossing and Rainbow.



**Whistler Housing Authority Ltd.**  
Notes to the Financial Statements

**December 31, 2017**

**3. Tangible Capital Assets (continued)**

Net book value at December 31, 2017 consists of:

	Cost	Accumulated Amortization	Net Book Value
Land	\$ 4,636,082	\$ -	\$ 4,636,082
Buildings	26,249,333	(11,051,183)	15,198,150
Equipment & furniture	61,572	(33,675)	27,897
Construction in progress	8,476,634	-	8,476,634
	<u>\$ 39,423,621</u>	<u>\$ (11,084,858)</u>	<u>\$ 28,338,763</u>

Net book value for the comparative period, December 31, 2016, consists of:

	Cost	Accumulated Amortization	Net Book Value
Land	\$ 3,939,296	\$ -	\$ 3,939,296
Buildings	26,192,278	(10,419,115)	15,773,163
Equipment & furniture	33,532	(30,205)	3,327
Construction in progress	2,248,610	-	2,248,610
	<u>\$ 32,413,716</u>	<u>\$ (10,449,320)</u>	<u>\$ 21,964,396</u>

**4. Construction Loan**

	2017	2016
Canadian Mortgage and Housing Corporation, Interest free seed funding loan on 1310 Cloudburst Drive, Repayable upon first advance of capital financing.	10,000	10,000
Canadian Mortgage and Housing Corporation, Interest free proposal development loan on 1310 Cloudburst Drive repayable upon first advance, of capital financing.	65,000	100,000
	<u>\$ 75,000</u>	<u>\$ 110,000</u>

**Whistler Housing Authority Ltd.**  
**Notes to the Financial Statements**

**December 31, 2017**

**5. Long Term Debt**

	<u>2017</u>	<u>2016</u>
Royal Bank Term Loan on Dave Murray Place property, interest at 2.80%, repayable at \$32,845 per month, due July 31, 2021	\$ 1,671,720	\$ 2,001,127
Royal Bank Mortgage on 1060 Legacy Way property, interest at 3.886%, repayable at \$21,107 per month, due October 1, 2020	3,262,816	3,387,697
Sunlife Assurance Company of Canada Mortgage on Seppo's property, interest at 6.8%, repayable at \$41,206 per month, due October 1, 2025	3,008,901	3,291,247
Royal Bank Term one on Lorimer property, interest at 2.75%, repayable at \$9,165 per month, due February 1, 2019	333,143	432,476
	<u>\$ 8,276,580</u>	<u>\$ 9,112,547</u>

The mortgages are secured by a first charge on the land and buildings for each loan, a General Security Agreement and an assignment of rents.

Mortgage payments due in the next five years are as follows:

	<u>Interest</u>	<u>Principal</u>	<u>Total</u>
2018	\$ 385,817	\$ 885,584	\$ 1,271,401
2019	344,378	1,050,476	1,394,854
2020	279,207	3,715,231	3,994,438
2021	158,004	955,009	1,113,013
2022	125,540	394,446	519,986
Thereafter	125,170	1,275,834	1,401,004
	<u>\$ 1,418,116</u>	<u>\$ 8,276,580</u>	<u>\$ 9,694,696</u>

**Whistler Housing Authority Ltd.**  
**Notes to the Financial Statements**

**December 31, 2017**

**6. Related Party Transactions**

During the year, WHA engaged in the following transactions with the Resort Municipality of Whistler (RMOW), sole shareholder of WHA:

	<u>2017</u>	<u>2016</u>
<b>Revenue</b>		
Employee Housing Fund (a)	\$ 791,936	\$ 1,488,812
Transfer of land 1310 Cloudburst	-	969,900
Transfer of land 1020 Legacy Way (b)	795,364	-
Transfer of land 8350 Bear Paw Trail (b)	990	-
	<u>\$ 1,588,290</u>	<u>\$ 2,458,712</u>
<b>Expenses</b>		
Property tax expense	\$ 288,074	\$ 308,237
Building permit fees	8,622	-
	<u>\$ 296,696</u>	<u>\$ 308,237</u>
<b>Related party balances</b>		
Due to related party (c)	\$ (2,308,983)	\$ -
Refundable deposits	<u>\$ 121,806</u>	<u>\$ -</u>

- a) The RMOW advanced \$331,848 of funding from the employee housing fund to WHA and \$421,936 of deferred employee housing fund revenue was recognized during the year.
- b) The RMOW transferred two parcels of land located at 1020 Legacy Way and 8350 Bear Paw Trail to the WHA for total consideration of \$10 each. The carrying value of the land on the date of the transfer was \$795,374 and \$1,000 respectively.
- c) The RMOW advanced \$2,308,983 in short term debt to finance the construction of employee restricted housing. The debt has a variable rate of interest calculated daily and compounded monthly. The interest rate as at December 31, 2017 was 1.94%. The debt is to be repaid upon the third anniversary of the advancement date. The loan is secured by a first charge on the land.

All related party transactions have been measured at their carrying values on the date of the transactions.

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**Whistler Housing Authority Ltd.**  
**Notes to the Financial Statements**

**December 31, 2017**

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**7. Financial Instrument Risks**

WHA through its financial assets and liabilities is exposed to certain financial risks. The following analysis provides an assessment of those risks as at December 31, 2017.

**Interest Rate Risk**

WHA is exposed to interest rate risk arising from the possibility that changes in interest rates will affect the future cash flows related to its mortgages payable. WHA's objective is to minimize interest risk by locking in fixed rates on its mortgages when possible.

**Liquidity Risk**

Liquidity risk is the risk that WHA will not be able to meet its financial obligations as they fall due. WHA has a planning and budgeting process in place to help determine the funds required to support the normal operating requirements on an ongoing basis. WHA ensures that there are sufficient funds to meet its short term requirements, taking into account its anticipated cash flows from operations and cash reserves.

**Credit Risk**

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. WHA is exposed to credit risk through its cash. WHA mitigates its risk by holding its cash at one Canadian charter bank and two BC credit unions, which provide deposit insurance coverage via the Canadian Deposit Insurance Corporation and the Credit Union Insurance Corporation.

It is management's opinion that WHA is not exposed to any significant currency risks arising from their financial instruments, and that there has been no change to financial instrument risk exposure since prior years.

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**8. Grant Revenue**

	<u>2017</u>	<u>2016</u>
British Columbia Housing Management Commission	\$ 2,436,548	\$ -
Resort Municipality of Whistler (Note 6)	1,588,290	2,458,712
Canadian Housing and Mortgage Corporation	60,000	-
	<u>\$ 4,084,838</u>	<u>\$ 2,458,712</u>

As at December 31, 2017, WHA had received \$1,990,000 and \$446,548 in the form of grant revenue from the British Columbia Housing Management Commission (BC Housing). These funds were restricted for the development of employee restricted rental buildings at 1310 Cloudburst Drive and 8350 Bear Paw Trail respectively.

**Whistler Housing Authority Ltd.**  
**Schedule of Office Expenses (Schedule 1)**

For the year ended December 31	Budget 2017	2017	2016
<b>Office Expenses</b>			
Administrative office	\$ 6,000	\$ 4,009	\$ 5,025
Advertising	800	156	1,052
Board expenses	650	224	276
Banking fees	1,000	2,023	662
Professional fees	45,000	31,714	33,773
Research	12,000	10,100	10,375
Telecommunications	1,000	3,740	3,667
Wages and benefits	212,000	238,022	222,179
Training and conferences	2,000	3,487	1,964
	<u>\$ 280,450</u>	<u>\$ 293,475</u>	<u>\$ 278,973</u>

**Whistler Housing Authority Ltd.**  
**Schedule of Tangible Capital Assets (Schedule 2)**

For the year ended December 31			2017	2016
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Land - 6320 Lorimer	\$ 514,656	\$ -	\$ 514,656	\$ 514,656
Land - 2400 Dave Murray Pl	460,826	-	460,826	460,826
Land - 7325 Seppo's Way	1,633,885	-	1,633,885	1,633,885
Land - 2110 Sarajevo #3	61,863	-	61,863	61,863
Land - 2120 Nordic Court	122,451	-	122,451	122,451
Land - 1060 Legacy Way	36,287	-	36,287	36,287
Land - 7253 Spruce Grove	-	-	-	139,328
Land - 1310 Cloudburst	579,828	-	579,828	564,796
Land - 1330 Cloudburst	415,672	-	415,672	405,204
Land - 1020 Legacy Way	798,534	-	798,534	-
Land - 8350 Bear Paw Trail	12,080	-	12,080	-
Construction in progress	8,476,634	-	8,476,634	2,248,610
Building - 6320 Lorimer	1,730,037	915,353	814,684	848,628
Building - 2400 Dave Murray Pl	7,401,055	3,581,919	3,819,136	3,920,022
Building - 7325 Seppo's	6,756,387	3,191,843	3,564,544	3,713,068
Building - 2110 Sarajevo #3	26,512	11,841	14,671	15,284
Building - 2120 Nordic Court	2,782,710	1,317,119	1,465,591	1,526,657
Building - Balsam	342,532	132,659	209,873	218,617
Building - 1060 Legacy Way	7,210,100	1,900,449	5,309,651	5,530,887
Equipment & furniture	61,572	33,675	27,897	3,327
	\$ 39,423,621	\$ 11,084,858	\$ 28,338,763	\$ 21,964,396





**BC Registry  
Services**

**Annual Report Reminder  
BC Company  
BUSINESS CORPORATIONS ACT  
Section 51**

Telephone: 1 877 526-1526

**A NAME OF COMPANY**

WHISTLER HOUSING AUTHORITY LTD.  
1616 - 808 NELSON STREET  
BOX 12147 NELSON SQUARE  
VANCOUVER BC V6Z 2H2

**B INCORPORATION NUMBER**

BC0810519

**C ACCESS CODE**

Retain for electronic filings - **IMPORTANT**

**D DATE OF RECOGNITION (Date of Incorporation, Amalgamation, or Continuation In)**

December 7, 2007

**E DATE OF ANNUAL REPORT (Anniversary Date)**

December 7, 2018

**CHOOSE FROM THE FOLLOWING OPTIONS TO SUBMIT THE ANNUAL REPORT**

**FILE ONLINE**

Visit [www.corporateonline.gov.bc.ca](http://www.corporateonline.gov.bc.ca) and complete your filing using a credit card to pay OR, for BC OnLine customers, visit [www.bconline.gov.bc.ca](http://www.bconline.gov.bc.ca).

Filing fee is \$43.39 + \$1.50 service fee, a total of \$44.89.

The Corporate Online system is available for online filing from 6:00 a.m. to 10:00 p.m. Monday through Saturday and from 1:00 p.m. to 10:00 p.m. on Sunday, including statutory holidays. Note that due to system maintenance, the Sunday opening at 1:00 p.m. is not guaranteed, although every effort will be made to ensure the system is available at that time.

For questions about using the system, contact the BC OnLine help desk at 1 800 663-6102 from 8:00 a.m. to 5:00 p.m. Monday to Friday except statutory holidays.

**FILE BY MAIL**

You can mail your Annual Report filing to:

**Dye & Durham**  
301-1321 Blanshard Street  
Victoria BC V8W 0B6

Sign this form in box **F** and mail it with a cheque payable to Dye & Durham for \$57.75. Your cancelled cheque will be your receipt.

For more information, call toll free 1 800 665-6211 or visit [www.dyedurham.com](http://www.dyedurham.com)

**F NAME OF AUTHORIZED SIGNING AUTHORITY FOR THE COMPANY**

Jennifer Ford

**SIGNATURE OF AUTHORIZED SIGNING AUTHORITY FOR THE COMPANY**

JCFord

**Date Signed  
YYYY/MM/DD**

12/09/01/15

**IMPORTANT**

Section 51 of the Business Corporations Act requires every B.C. company to file an annual report within two months after its anniversary date of recognition.

The registrar may dissolve a company if the company fails in each of two consecutive years to file with the registrar an annual report required by the Business Corporations Act.

If there have been changes to the registered and/or records office addresses or directors' information, you should file these changes. Visit [www.corporateonline.gov.bc.ca](http://www.corporateonline.gov.bc.ca) and complete your filing using a credit card to pay OR, for BC OnLine customers, visit [www.bconline.gov.bc.ca](http://www.bconline.gov.bc.ca).

**Freedom of Information and Protection of Privacy Act (FOIPPA)**

Personal information provided on this form is collected, used and disclosed under the authority of the FOIPPA and the Business Corporations Act for the purposes of assessment. Questions regarding the collection, use and disclosure of personal information can be directed to the Manager of Registries Operations at 1 877 526-1526, PO Box 9431 Stn Prov Govt, Victoria BC V8W 9V3.



# WHISTLER

## MINUTES

### REGULAR MEETING OF LIQUOR LICENCE ADVISORY COMMITTEE THURSDAY, DECEMBER 13, 2018 STARTING AT 10:00 A.M.

**In the Flute Room at Municipal Hall  
4325 Blackcomb Way, Whistler, BC V8E 0X5**

#### **PRESENT:**

Food & Beverage Sector Representative (Pubs), Chair, Mike Wilson  
Food & Beverage Sector Representative (Nightclubs), Vice-Chair, Terry Clark  
Food & Beverage Sector Representative (Restaurants), Kevin Wallace  
Accommodation Sector Representative, Colin Hedderson  
Whistler Community Services Society Representative, Jackie Dickinson  
Public Safety Department Representative, RCMP, Rob Knapton  
RMOW Resort Experience Staff Representative, Secretary, Frank Savage  
Whistler Fire Rescue Service Representative, Chris Nelson  
Recording Secretary, Shannon Perry

#### **REGRETS:**

Liquor and Cannabis Regulation Branch (LCRB) Inspector, Holly Glenn  
Councillor, John Grills

Meeting called to order at 10:09 a.m.

#### **ADOPTION OF AGENDA**

Moved by K. Wallace  
Seconded by T. Clark

**That** Liquor Licence Advisory Committee adopt the agenda of December 13, 2018 Liquor Licence Advisory Committee meeting.

CARRIED

#### **ADOPTION OF MINUTES**

Moved by T. Clark  
Seconded by R. Knapton

**That** Liquor Licence Advisory Committee adopt the regular Liquor Licence Advisory Committee minutes of September 6, 2018.

CARRIED

#### **COUNCIL UPDATE**

No council update due to Council retreat. Staff advised that the new LLAC Council representative is Councillor Grills.



## PRESENTATIONS/DELEGATIONS

### Regulation of Liquor Licences for Non- Traditional Businesses

A presentation by Frank Savage of a report with a proposed municipal framework for the regulation of non-traditional businesses (businesses other than those primarily engaged in food, hospitality, entertainment or beverage service) applying for a liquor licence.

- The recent (January 2017) provincial LCRB policy for non-traditional businesses applying for a liquor licence:
  - Any business, even businesses without a primary focus on food service, can apply for a food primary licence.
  - Any business, except those that operate in a motor vehicle or are primarily directed at minors, can apply for a liquor primary licence.
- Municipal policy guidelines for non-traditional businesses ("Other Businesses") applying for a liquor primary licence – from Section 7.0 of *Municipal Liquor Licensing Policy*:
  - Liquor service must be complementary and subordinate to primary business
  - Liquor service only when primary business operating
  - No liquor service past 10 p.m.
  - Access by minors must be considered
  - Impacts on community must be considered/mitigated
  - The level of community support must be considered
  - Serving It Right certification required
- Municipalities in B.C. that have granted liquor primary licences to non-traditional businesses include Prince George, Victoria, Kelowna, North Vancouver, Maple Ridge, Langford, West Kelowna: mostly for hair salons with a capacity of under 50. City of Vancouver policy will only consider such licences for arts and cultural organizations.
- Applicants would go through the full LCRB liquor primary application process, as well as the complying with RMOW policy guidelines.
- Application fee breakdown presented to the committee - total fees for liquor primary application RMOW and LCRB combined would be ~\$7000; total fee for food primary application RMOW and LCRB combined would be \$1250.

*Colin Hedderson entered the meeting 10:29 a.m.*

- Community open house on December 14, 2017 and a December 2017 online survey yielded the following feedback:
  - Generally supportive of innovative offerings
  - Concern about promoting liquor consumption
  - Potential negative impact on other businesses
  - Some businesses might not be appropriate for a liquor primary licence
  - What if the business becomes a problem for the community?
- LLAC Comments from January 11, 2018 meeting:
  - Applications should be considered case-by-case



## MINUTES

Regular Liquor Licence Advisory Committee Meeting

December 13, 2018

Page 3

- LCRB liquor primary terms and conditions should be adequate
  - Concern about minors as customers and/or employees
  - Temporary Use Permit cost and renewal uncertainty may prevent businesses from applying
- Municipal staff are investigating use of the business licence to designate that the service of liquor is subordinate to the primary business.
  - RMOW staff are further proposing to use Temporary Use Permits (TUPs) to regulate liquor licences for non-traditional businesses. The staff report included draft amendments to *Zoning and Parking Bylaw No. 303*, with definitions, general considerations and permit conditions for the proposed TUP regulations.
  - The Temporary Use Permits would only be required for liquor primary licences, not food primary licences. Food primary licences, such as a licensed café in a museum, art gallery, bookstore or grocery store, would have a separate service area, always have food service available and would not likely be a problem for the community.
  - Proposed next steps:
    - Report to Council: January 8 or 22, 2019
    - Zoning bylaw amendment introduction: January 22 or February 12, 2019
    - Public hearing: February 12 or 26, 2019
    - Adoption of amended bylaws: February 26 or March 12, 2019
    - RMOW accepting application from businesses: Spring 2019

Discussion was held regarding the proposed municipal regulatory framework.

Q: TUP Permit Areas: Where would RMOW allow for these businesses?

A: It is suggested that non-traditional business in commercial and industrial zones only (not residential zones) be permitted to have a liquor primary licence.

Q: Why restricted to commercial and industrial locations? What about business owners within their homes such as; salons, bed and breakfast?

A: This suggestion will be considered in the next draft of the regulatory framework. Every application for a liquor licence would be considered on its own merits.

Q: Is there anything in place to say that the business owner needs to contact the property owner before applying for or being approved for a liquor licence?

A: It would be the responsibility of the lessee of a property to advise the property owner of lessee's intention to apply for a liquor licence.

Q: What if minors are employed by the businesses?

A: Minors can serve liquor in a food primary establishment but cannot open or pour liquor. If minors are employed by a liquor primary establishment, they may not sell or serve liquor. These LCRB terms and conditions would apply to a non-traditional business with a liquor primary licence.

Q: Can RMOW dictate liquor service hours for businesses such as hair salons? Suggest that they be restricted to hours that they normally operate without liquor.

A: RMOW policy restricts liquor service at non-traditional businesses to 9 a.m. to 10 p.m. If a business normally has shorter hours, then the RMOW could restrict liquor service hours to earlier than 10 p.m.

Q: Can the RMOW say businesses are only permitted to serve liquor in conjunction with the provision of a service, e.g. a haircut? This would help to prevent a hair salon from becoming a bar selling liquor to anyone.

A: The TUP and business licence should be able to include that in permit conditions. In addition, the TUP renewal process would allow the RMOW the opportunity to review the businesses operations and not renew the right to serve liquor, if the business had become a problem.

Q: Who will regulate?

A: The LCRB can regulate and enforce liquor licence terms and conditions including hours of service, capacity, service areas, minors, etc. The RMOW, through TUP conditions and business licensing, could impose further conditions. Municipal enforcement could be a challenge. The TUP renewal (or rejection of renewal) could be an effective deterrent to non-compliance.

Q: What happens when a business with a liquor licence wants to do after-hours events outside of their normal licence operating hours?

A: They would have to apply for a temporary extension of hours (LLAC comment/RMOW approval, maximum of six times/year) or temporarily de-licence and apply for a Special Event Permit (SEP). With an SEP an establishment can provide complimentary liquor – with a liquor primary licence liquor must be sold. There is a limit to the number of SEPs a business can have in a year.

Q: How would a liquor primary licence for other types of non-traditional businesses work? What about a bike shop offering beer during a tune-up?

A: The shop would have to sell the drink or include the drink in the cost of a tune-up. A Colorado bike shop has a bar in the same store, with a divider between – working in conjunction but separate.

Q: Would the business's insurance limit the service of alcohol? We don't need to protect the business from themselves.

A: The approval of a TUP is at the discretion of the RMOW. If the RMOW (with comment from the LLAC) does not find a liquor licence compatible with a certain business, then the RMOW does not have to approve it.

Q: Could the RMOW limit the number of permits. Such as a pilot project?

A: The RMOW will have discretion to do approve only those applications it sees fit. There are currently no interested applicants.

Q: Can a TUP be retracted during the initial 1 to 3 year period?

A: If a TUP holder was in contravention of the conditions of the permit, then the RMOW would have enforcement authority. The authority to revoke or suspend a TUP will be investigated.

Q: Will these businesses require BST (basic security training)?

A: No, though managers and those serving liquor will need a Serving It Right certificate, which qualifies a person to understand monitoring patrons, safe consumption of liquor, etc. LCRB Liquor primary guidelines say that it's the establishment's responsibility to control the behaviour of patrons. If businesses chooses to have a security person at the door, that person would have to be licenced.

Q: What are the occupant load requirements, e.g. square metres per person, washrooms?

A: Licensed capacity (occupant load) will be in accordance with *Municipal Liquor Licensing Policy*. RMOW will review washroom and other requirements for each individual application.

Moved by R. Knapton  
Second by C. Hedderson

**That** the Liquor Licence Advisory Committee support the Municipal framework to regulate the issuance of temporary use permits (TUP) in accordance with Appendix B of LLAC report with the following changes:

- Removal of the limitation to commercial and industrial zones only – leave it up to the RMOW General Manager or Council to determine suitable locations. Make available for all zones.
- Require that the service of liquor in a non-traditional business be in conjunction with the purchase of a service or product.

LLAC discussion of motion:

LLAC members felt this second additional requirement should help to ensure that the sale of liquor would be complementary and subordinate to the primary business. The sale of liquor at a non-traditional business is intended as an additional service for customers of the primary business, not for members of the public to drop in for drinks.

CARRIED

## OTHER BUSINESS

Completion of LLAC terms

Colin Hedderson and Terry Clark have both completed their second two-year terms and are not eligible by the LLAC Terms of Reference to be appointed to more than two consecutive terms. Both Colin and Terry were thanked for their service to the committee. Council will consider the appointment of new accommodation sector and nightclub sector representatives at the next closed council meeting.

LLAC Pub Sector representative

Pub sector representative and LLAC chair Mike Wilson, formerly General Manager of the Garibaldi Lift Company (GLC), has been promoted to another position with Whistler Blackcomb and will no longer be as directly connected with the pub sector. Mike's second two-year LLAC term will expire in August 2019, but a replacement LLAC pub sector representative should be appointed as soon as possible. Mike will remain on the committee until a replacement is appointed.

Next meeting: Thursday, January 10, 2019 starting at 10 a.m.

**MOTION TO TERMINATE**

Moved by J. Dickinson


Second by R. Knapton

**That** Liquor Licence Advisory Committee meeting of December 13, 2018 be terminated at 11:38

CARRIED



Chair: Mike Wilson



Recording Secretary: Shannon Perry

**RESORT MUNICIPALITY OF WHISTLER**

**OPERATING RESERVE ESTABLISHMENT AMENDMENT BYLAW NO. 2221, 2019**

**A BYLAW TO AMEND "OPERATING RESERVE ESTABLISHMENT BYLAW NO. 1850, 2008"**

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**WHEREAS** Council has adopted "Operating Reserve Establishment Bylaw No. 1850, 2008";

**AND WHEREAS** The Council of the Resort Municipality of Whistler deems it necessary and expedient to amend the "Operating Reserve Establishment Bylaw No. 1850, 2008"

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

1. This Bylaw may be cited for all purposes as the "Operating Reserve Establishment Amendment Bylaw No. 2221, 2019".
2. "Operating Reserve Establishment Bylaw No 1850, 2008" is amended by replacing Section 4 with the following: "4. Amounts will be allocated to the reserve in the annual budgeting process at the discretion of Council. Any surplus occurring in the general fund will be transferred to any capital or operating reserve deemed appropriate by Council."

GIVEN FIRST, SECOND, and THIRD READINGS this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

ADOPTED by Council this \_\_\_\_ day of \_\_\_\_\_, 2019.

---

Jack Crompton,  
Mayor

---

Brooke Browning,  
Municipal Clerk

I HEREBY CERTIFY that this is a true copy  
of "Operating Reserve Establishment  
Amendment Bylaw No. 2221, 2019".

---

Brooke Browning,  
Municipal Clerk

**RESORT MUNICIPALITY OF WHISTLER**

**FIVE-YEAR FINANCIAL PLAN 2018 – 2022 AMENDMENT BYLAW NO. 2217, 2019**

**A BYLAW TO AMEND “FIVE-YEAR FINANCIAL PLAN 2018 – 2022 BYLAW NO. 2176, 2018”**

---

**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 amend the five-year financial plan for the years 2018 to 2022;

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

1. This Bylaw may be cited for all purposes as the “Five-Year Financial Plan 2018 – 2022 Amendment Bylaw No. 2217, 2019”.
2. Schedule “A” of the “Five-Year Financial Plan 2018 – 2022 Bylaw No. 2176, 2018” is replaced by Schedule “A” attached to and forming part of this Bylaw.
3. Schedule “B” of the “Five-Year Financial Plan 2018 – 2022 Bylaw No. 2176, 2018” is replaced by Schedule “B” attached to and forming part of this Bylaw.

GIVEN FIRST, SECOND, and THIRD READINGS this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

ADOPTED by Council this \_\_\_\_ day of \_\_\_\_\_, 2019.

---

Jack Crompton,  
Mayor

---

Brooke Browning,  
Municipal Clerk

I HEREBY CERTIFY that this is a true copy  
of “Five-Year Financial Plan 2018 – 2022  
Amendment Bylaw No. 2217, 2019”.

---

Brooke Browning,  
Municipal Clerk

**RESORT MUNICIPALITY OF WHISTLER  
FIVE-YEAR FINANCIAL PLAN 2018 - 2022  
CONSOLIDATED PROJECT SUMMARY**

**AMENDMENT BYLAW 2217, 2019  
SCHEDULE A**

	2018	2019	2020	2021	2022
<b>REVENUE</b>					
<b>General Fund</b>					
Property Taxes	38,076,411	38,933,130	39,809,125	40,704,831	41,620,689
Other Property Tax	1,002,567	1,006,728	1,012,418	1,018,183	1,024,025
Government Grants	747,782	747,782	747,782	747,782	747,782
Fees and Charges	10,797,111	11,093,677	11,396,174	11,704,722	12,019,440
Investment Income	1,534,566	1,506,404	1,455,146	1,573,807	1,867,302
RMI Grant	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000
2% MRDT	7,153,332	7,224,866	7,297,114	7,370,085	7,443,786
Works and Service Charges	520,951	520,951	520,951	520,951	520,951
<b>Water Fund</b>					
Parcel Taxes	3,889,402	3,960,281	3,992,818	4,025,621	4,058,691
Fees and Charges	2,956,397	3,009,010	3,032,637	3,056,451	3,080,452
Works and Service Charges	39,653	39,653	39,653	39,653	39,653
<b>Sewer Fund</b>					
Parcel Taxes	4,088,852	4,130,492	4,172,576	4,215,108	4,258,094
Fees and Charges	3,777,805	3,816,903	3,856,409	3,896,328	3,936,665
Works and Service Charges	188,697	188,697	188,697	188,697	188,697
<b>Solid Waste Fund</b>					
Parcel Taxes	-	-	-	-	-
Fees and Charges	5,721,632	5,872,144	6,038,826	6,209,706	6,384,890
Government Grants	470,000	470,000	470,000	470,000	470,000
	87,465,157	89,020,717	90,530,328	92,241,925	94,161,117
<b>EXPENDITURE</b>					
<b>General Fund</b>					
Payroll and Goods & Services	51,272,821	52,293,412	53,341,394	54,409,287	55,497,471
Debt Interest & Principal	680,569	239,299	239,301	239,301	239,301
Residents & Partners	5,177,677	5,236,796	5,296,720	5,357,462	5,419,035
Contingency	617,078	629,773	642,791	656,060	669,584
<b>Water Fund</b>					
Payroll and Goods & Services	1,690,870	1,740,650	1,791,425	1,843,216	1,896,042
Debt Interest & Principal	-	-	-	-	-
<b>Sewer Fund</b>					
Payroll and Goods & Services	2,930,306	3,008,313	3,087,912	3,169,136	3,252,017
Debt Interest & Principal	1,376,486	1,376,486	1,376,486	1,376,486	1,376,486
<b>Solid Waste Fund</b>					
Payroll and Goods & Services	5,813,816	5,934,892	6,058,390	6,184,358	6,312,845
Debt Interest & Principal	510,490	510,490	510,490	510,490	510,490
	70,070,112	70,970,110	72,344,909	73,745,796	75,173,271

**RESORT MUNICIPALITY OF WHISTLER  
FIVE-YEAR FINANCIAL PLAN 2018 - 2022  
CONSOLIDATED OPERATING SUMMARY**

**AMENDMENT BYLAW 2217, 2019  
SCHEDULE A Cont'd**

	2018	2019	2020	2021	2021
<b>TRANSFERS TO (FROM )</b>					
<b>OTHER FUNDS / RESERVES</b>					
Interest Paid to Reserves	1,318,719	1,101,902	1,064,839	1,096,294	1,288,633
Recreation Works Charges Reser	277,950	277,950	277,950	277,950	277,950
Transportation Works Charges R	211,532	211,532	211,532	211,532	211,532
Employee Housing Charges Rese	31,469	31,469	31,469	31,469	31,469
RMI Reserve	2,253,100	2,253,100	2,253,100	2,253,100	2,253,100
2% MRDT Reserve	153,380	187,203	221,364	255,867	290,715
General Capital Reserve	15,696,324	4,783,247	4,653,586	4,653,551	4,653,551
Vehicle Replacement Reserve	932,506	999,222	999,222	999,222	999,222
General Operating Surplus (Defic -	7,423,734 -	0	0	0 -	0
General Operating Reserve	1,545,507	1,726,103	1,968,710	2,188,848	2,428,836
Water Works Charges Reserve	39,653	39,653	39,653	39,653	39,653
Water Capital Reserve	3,089,414	3,100,000	3,100,000	3,100,000	3,100,000
Water Operating Reserve	452,376	499,043	487,643	475,343	462,121
Water Operating Surplus (Deficit -	0 -	0	0	0 -	0
Sewer Works Charges Reserve	188,697	188,697	188,697	188,697	188,697
Sewer Capital Reserve	6,947,162	1,962,856	1,962,856	1,962,856	1,962,856
Sewer Operating Reserve	346,109	341,219	335,436	328,734	321,086
Sewer Operating Surplus (Deficit -	8,984,306 -	0 -	0	0	0
Solid Waste Capital Reserve	969,966	989,636	1,008,296	1,028,407	1,050,303
Solid Waste Operating Reserve -	58,138 -	49,583 -	26,294 -	2,753	20,764
Solid Waste Surplus (Deficit) -	592,640 -	592,640 -	592,640 -	592,640 -	592,640
	17,395,046	18,050,608	18,185,419	18,496,130	18,987,847
<b>REVENUE LESS EXPENDITURE</b>					
<b>AND TRANSFERS</b>					
	0	0	0	0	0



**RESORT MUNICIPALITY OF WHISTLER  
FIVE-YEAR FINANCIAL PLAN 2018 - 2022  
CONSOLIDATED PROJECT SUMMARY**

**AMENDMENT BYLAW 2217, 2019  
SCHEDULE B**

	2018	2019	2020	2021	2022
<b>REVENUE AND OTHER SOURCES OF FUNDING</b>					
<b>General Fund</b>					
Government Grants	773,105	593,847	546,134	537,826	510,347
Contribution from Developers	-	-	-	-	-
Equipment disposal proceeds	640,075	100,000	100,000	100,000	100,000
WHA construction loan	2,700,000	-	-	-	-
Other Contributions	312,993	392,916	5,928	10,163	-
WCSS loan payments	38,000	50,000	50,000	50,000	50,000
<b>Water Fund</b>					
Government Grants	557,500	12,500	-	-	-
Other Contributions	9,459	11,949	34,215	10,910	6,468
<b>Sewer Fund</b>					
Government Grants	1,200,000	300,000	-	-	-
<b>Solid Waste Fund</b>					
Government Grants	-	-	-	-	-
	6,231,132	1,461,212	736,278	708,899	666,815
<b>EXPENDITURE</b>					
<b>General Fund</b>					
Non-capital Expenditure	5,911,755	964,426	746,314	535,216	481,881
Infrastructure Maintenance	10,760,653	8,482,792	5,557,534	5,053,855	3,735,702
Capital Expenditure	12,117,805	5,586,805	2,518,486	2,279,665	545,330
WCSS loan	1,000,000	-	-	-	-
<b>Water Fund</b>					
Non-capital Expenditure	230,500	150,000	110,000	110,000	80,000
Infrastructure Maintenance	3,343,000	785,000	1,865,000	925,000	475,000
Capital Expenditure	1,150,000	670,000	2,615,000	285,000	-
<b>Sewer Fund</b>					
Non-capital Expenditure	540,000	415,000	350,000	350,000	300,000
Infrastructure Maintenance	2,735,000	1,670,000	2,340,000	1,485,000	340,000
Capital Expenditure	3,457,000	1,940,000	5,655,000	3,140,000	727,500
<b>Solid Waste Fund</b>					
Non-capital Expenditure	70,000	30,000	30,000	30,000	30,000
Infrastructure Maintenance	250,000	170,000	150,000	150,000	-
Capital Expenditure	75,000	75,000	50,000	-	-
<b>All Funds</b>					
Depreciation	11,846,893	12,012,329	12,229,099	12,343,192	12,368,649
	53,487,607	32,951,353	34,216,434	26,686,928	19,084,061

**RESORT MUNICIPALITY OF WHISTLER  
FIVE-YEAR FINANCIAL PLAN 2018 - 2022  
CONSOLIDATED PROJECT SUMMARY**

**AMENDMENT BYLAW 2217, 2019  
SCHEDULE B Cont'd**

	2018	2019	2020	2021	2022
<b>TRANSFERS (TO) FROM OTHER FUNDS (RESERVES)</b>					
RMI Reserve	4,429,690	3,578,000	543,000	523,000	223,000
2% MRDT Reserve	645,270	537,000	767,000	537,000	537,000
General Capital Reserve	12,544,397	3,817,254	5,527,594	2,568,779	1,742,330
Recreation Works Charges	43,000	-	-	-	-
Parking Reserve	-	-	-	-	-
Parkland Reserve	-	-	-	-	-
Vehicle Replacement Reserve	2,589,925	1,830,000	1,480,000	1,230,000	(100,000)
Library Reserve	74,963	37,378	29,072	49,837	-
General Operating Reserve	4,236,653	2,354,846	2,156,106	1,902,130	1,815,235
Housing Works Charges	-	-	-	-	-
WVLC Surplus	-	-	-	-	-
Transportation Works Charges	2,637,643	1,942,782	217,500	1,710,000	210,000
Water Capital Reserve	3,650,041	1,297,051	5,054,785	1,433,090	395,032
Water Operating Reserve	344,000	293,500	193,500	193,500	163,500
Water Works and Service Charges	-	-	-	-	-
Sewer Capital Reserve	4,942,000	3,170,000	4,745,000	3,000,000	775,000
Sewer Operating Reserve	602,500	395,000	357,500	357,500	307,500
Sewer Works and Service Charges	-	-	-	-	-
Solid Waste Capital Reserve	325,000	245,000	200,000	150,000	-
Solid Waste Operating Reserve	82,500	30,000	30,000	30,000	30,000
	<u>37,147,582</u>	<u>19,527,812</u>	<u>21,301,057</u>	<u>13,684,836</u>	<u>6,098,598</u>
<b>ADJUSTMENTS FOR NON CASH ITEMS AND CHANGES TO NET FINANCIAL ASSETS</b>					
Depreciation	11,846,893	12,012,329	12,229,099	12,343,192	12,368,649
WCSS loan	962,000	(50,000)	(50,000)	(50,000)	(50,000)
WHA construction loan	(2,700,000)	-	-	-	-
	<u>10,108,893</u>	<u>11,962,329</u>	<u>12,179,099</u>	<u>12,293,192</u>	<u>12,318,649</u>
<b>REVENUE AND TRANSFERS LESS EXPENDITURE</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>



Pamela Goldsmith-Jones

Member of Parliament  
West Vancouver - Sunshine Coast - Sea to Sky Country

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December 21, 2018

The Honourable Dominic LeBlanc, P.C., M.P.  
Minister of Intergovernmental and Northern Affairs and Internal Trade  
House of Commons  
Ottawa, ON K1A 0A6

Dear Minister LeBlanc,

Thank you for your leadership of intergovernmental affairs. As you may know, I have been involved with the Federation of Canada Municipalities (FCM) for almost thirty years, and am grateful for its work and its recent contribution to our election platform and delivery of significant infrastructure investment.

I am pleased to present the FCM's top priorities in the spirit of renewed federalism, as all levels of government can address national challenges together.

I believe it should be a priority for our government to address these key FCM goals:

- 1) Establish a permanent intergovernmental forum.
- 2) Establish an ongoing commitment to public transit.
- 3) Invest \$400 million per year for ten years to increase broadband access to connect communities to one another and the world.
- 4) Extend the Disaster Mitigation and Adaptation Fund, instrumental to local communities in coping with climate change.

Together with local government, our government will continue to create positive change for Canadian communities.

Sincerely,

Pamela Goldsmith-Jones, M.P.  
West Vancouver-Sunshine Coast-Sea to Sky Country

cc : Vicki-May Hamm, Mairesse, Ville de Magog, FCM President  
The Hon. Navdeep Bains, P.C., M.P.  
Mayor and Council, District of West Vancouver  
Mayor and Council, Village of Pemberton  
Mayor and Council, District of Squamish  
Mayor and Council, Resort Municipality of Whistler

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Mayor and Council, Town of Gibsons  
Mayor and Council, Village of Lions Bay  
Mayor and Council, District of Sechelt  
Mayor and Council, District of Lillooet  
Mayor and Council, Bowen Island Municipality  
Chair and Board of Directors, Squamish-Lillooet Regional District  
Chair and Board of Directors, Sunshine Coast Regional District

**From:** [REDACTED]  
**To:** [corporate](mailto:corporate@whistler.ca)  
**Cc:** [REDACTED]  
**Subject:** letter to Mayor and Council Re: Function Sidewalk expansion  
**Date:** Tuesday, February 05, 2019 10:11:48 PM

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To Mayor and Council

Email: [corporate@whistler.ca](mailto:corporate@whistler.ca)

To follow up from tonight's meeting at the function art gallery thank you for taking the time to hear our comments and concerns on the sidewalk expansion project in function.

After voicing my concerns about the phase 1 sidewalk sample at the meeting and the proposed continuation of the same sidewalk style my concerns are even greater as this will not provide the required pedestrian safety.

I am a 25 year resident of Whistler and a 9 year resident of Cheakamus. The biggest new family oriented community in Whistler utilizing the services and shops in Function thereby significantly changing its use since it was originally planned. I also work in Function five days a week and generally commute by bike or foot. It is clear to me that the proposed next phase if sidewalks is not going to be a sufficient solution to the problem because the sidewalk must have curbs or tall cement barricades to separate the increased vehicle traffic from the pedestrians.

My concerns are:

1. safety - not having curbs and only using painted street lines.
  - painted lines in the winter get covered with snow
  - painted lines will not prevent drivers from driving over them
  - there are many families and baby carriages walking from Cheakamus to the shops in Function.
2. Speed limit - the 50km speed is too fast for the narrowness and curviness of the road.
  - there is a significant increase in foot and bike traffic on roadways that are now competing with vehicles
  - speed limit should be reduced to 30kms with several posted speed limit signs
3. Drainage - in Function Junction there is improper drainage causing flooding and pooling of water
  - the Roads / engineering department of the municipality needs to take notice of the several locations in function Junction this winter where sizeable pools of water have formed to the point where people are walking in the middle of the road to detour around these flooded areas
4. Congestion at Entrance and Exits

- there is already long waits at the traffic light and the will be increased with the new gas station and commercial retail street next to highway
- the impact on traffic leaving Function, light timing, long waits

The underlying point that I would like to make to counsel is to be proactive to these problems - the existing sample of sidewalk is not a viable. The sidewalk needs to be separated from the roads with a curb or cement barriers and go the full distance of Alpha Lake and Miller Creek roads in Function.

Thank you  
Mike Boehm



**From:** [Paul Austin](#)  
**To:** [corporate](#)  
**Subject:** Additional funding for WORCA  
**Date:** Thursday, January 17, 2019 5:34:32 PM

---

Dear Mayor and Council,

I'm writing to you with respect to WORCA's request for additional funding for trail maintenance. As a home owner and tax payer of Whistler I fully support this proposal for additional funding. A big part of the reason that we own a property in Whistler is access to the amazing network of bike trails. Money provided to trail associations often is supplemented with volunteer labour. This makes our tax dollars achieve more.

I'd also like to thank you for previous funding for both WORCA and the ACC for the development and maintenance of the Alpine trail networks for both biking and hiking.

Regards,  
Paul Austin



Mayor and Council  
Resort Municipality of Whistler  
4325 Blackcomb Way  
Whistler, BC V8E 0X5  
cc: corporate@whistler.ca

January 21, 2019

**Regarding: Kidney Dialysis Machine Needed in Whistler Health Clinic Immediately**

Dear Mayor Crompton and Council:

My mother Mary Meratla has been a Whistler resident for over twenty (20) years, dutifully paying taxes and responsibly serving her community. As an ailing senior nigh on eighty years old with kidney failure she requires kidney dialysis three times weekly.

She is obliged to take a taxi to the bus to Squamish bus station and then another taxi to the Squamish Medical Center. After six (6) hours of dialysis she is then required to reverse this route, taxi to bus loop, taxi to her apartment. All this at the mercy of bus schedules and taxi availability in the elements and at considerable expense on a fixed income with no subsidy from health care or government programs. Note that is two (2) buses and (3) taxis per day and about four (4) hours total travel time. The bus schedule also has also been discontinued seasonally so when the bus is not available the taxi expense is \$200+ per day. This is ridiculous. Her expenses alone could subsidize a dialysis machine in the clinic.

How is this acceptable? There is adequate population and more than adequate tax payer dollars to support dialysis machines at the Whistler Health Clinic. You need to install these basic services immediately to serve your community! How is this not available?

Given the amount of resources dedicated to the transient population, it is critical that resources similarly be allocated to the community that sustains Whistler on a full-time basis. Instead of a standard bureaucratic response, please instead surprise me and provide an action plan of providing dialysis machines to serve your community.

I am sending this letter by mail also and will be calling to follow-up repeatedly and will also not be shy about scheduling an appointment to discuss the next time I am in town. I do not consider this a casual request but an absolute fundamental service lacking that your tax payers have already subsidized and demand accountability.

I would appreciate a response at your earliest convenience and copy my mother and brothers so you may share the feedback with them also.

Regards,

Nadia Meratla



**Nikki Cooper**

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**From:** [REDACTED] Matt Blackman  
**Sent:** Wednesday, January 16, 2019 6:11 PM  
**To:** corporate  
**Subject:** We need to hold fossil fuel companies accountable.

Dear Mayor and Council,

A big thank you for your leadership in demanding climate accountability from the top twenty fossil fuel producers, and ensuring that taxpayers are not left to pay 100% of the costs of climate change.

Climate change is one of the major threats facing our community. As residents we are already experiencing the impacts of climate change, and as taxpayers we are already paying the costs of dealing with and preparing for those impacts.

As long as the fossil fuel industry makes billions of dollars on the assumption that we alone will pay for the costs of climate change, big oil companies like Chevron and Exxon Mobil will have every incentive to continue to stand in the way of real action on climate change.

I encourage you to continue to work to demand climate accountability, and ensure that oil companies pay their fair share of climate change costs.

Sincerely,

Sincerely,  
Matt Blackman

[REDACTED]

[REDACTED]

**Nikki Cooper**

---

**From:** [REDACTED] on behalf of David Hollingowrth  
[REDACTED]  
**Sent:** Wednesday, January 16, 2019 4:28 PM  
**To:** corporate  
**Subject:** Thank you for demanding climate accountability

Dear Mayor and Council,

I'd like to thank you for your leadership in demanding climate accountability from the top twenty fossil fuel producers, and ensuring that taxpayers are not left to pay 100% of the costs of climate change.

Climate change is one of the major threats facing our community. As residents we are already experiencing the impacts of climate change, and as taxpayers we are already paying the costs of dealing with and preparing for those impacts.

As long as the fossil fuel industry makes billions of dollars on the assumption that we alone will pay for the costs of climate change, big oil companies like Chevron and Exxon Mobil will have every incentive to continue to stand in the way of real action on climate change.

I encourage you to continue to work to demand climate accountability, and ensure that oil companies pay their fair share of climate change costs.

Sincerely,

Sincerely,  
David Hollingowrth

[REDACTED]

[REDACTED]

**Nikki Cooper**

---

**From:** [REDACTED] Erin Maxwell  
**Sent:** Wednesday, January 16, 2019 6:17 PM  
**To:** corporate  
**Subject:** Thank you for looking out for Whistler tax payers

Dear Mayor and Council,

I'd like to thank you for your leadership in demanding climate accountability from the top twenty fossil fuel producers, and ensuring that taxpayers are not left to pay 100% of the costs of climate change.

Climate change is one of the major threats facing our community. As residents we are already experiencing the impacts of climate change, and as taxpayers we are already paying the costs of dealing with and preparing for those impacts.

As long as the fossil fuel industry makes billions of dollars on the assumption that we alone will pay for the costs of climate change, big oil companies like Chevron and Exxon Mobil will have every incentive to continue to stand in the way of real action on climate change.

I encourage you to continue to work to demand climate accountability, and ensure that oil companies pay their fair share of climate change costs.

Sincerely,

Sincerely,  
Erin Maxwell

[REDACTED]

**Nikki Cooper**

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**From:** [REDACTED] Leah Pomeroy  
[REDACTED] >  
**Sent:** Wednesday, January 16, 2019 11:03 PM  
**To:** corporate  
**Subject:** Thank you for demanding climate accountability

Dear Mayor and Council,

I'd like to thank you for your leadership in demanding climate accountability from the top twenty fossil fuel producers, and ensuring that taxpayers are not left to pay 100% of the costs of climate change.

Climate change is one of the major threats facing our community. As residents we are already experiencing the impacts of climate change, and as taxpayers we are already paying the costs of dealing with and preparing for those impacts.

As long as the fossil fuel industry makes billions of dollars on the assumption that we alone will pay for the costs of climate change, big oil companies like Chevron and Exxon Mobil will have every incentive to continue to stand in the way of real action on climate change.

I encourage you to continue to work to demand climate accountability, and ensure that oil companies pay their fair share of climate change costs.

Sincerely,

Sincerely,  
Leah Pomeroy

[REDACTED]

[REDACTED]

**Nikki Cooper**

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**From:** [REDACTED] Mary Stewart [REDACTED]  
**Sent:** Wednesday, January 16, 2019 5:45 PM  
**To:** corporate  
**Subject:** Thank you for your bold climate leadership

Dear Mayor and Council,

I'd like to thank you for your leadership in demanding climate accountability from the top twenty fossil fuel producers, and ensuring that taxpayers are not left to pay 100% of the costs of climate change.

Climate change is one of the major threats facing our community. As residents we are already experiencing the impacts of climate change, and as taxpayers we are already paying the costs of dealing with and preparing for those impacts.

As long as the fossil fuel industry makes billions of dollars on the assumption that we alone will pay for the costs of climate change, big oil companies like Chevron and Exxon Mobil will have every incentive to continue to stand in the way of real action on climate change.

I encourage you to continue to work to demand climate accountability, and ensure that oil companies pay their fair share of climate change costs.

Sincerely,

Sincerely,  
Mary Stewart

[REDACTED]

**Nikki Cooper**

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**From:** [REDACTED] RACHEL LEITERMAN  
**Sent:** Friday, January 18, 2019 8:10 AM  
**To:** corporate  
**Subject:** Climate change is happening now. We need to hold fossil fuel companies accountable.

Dear Mayor and Council,

I'd like to thank you for your leadership in demanding climate accountability from the top twenty fossil fuel producers, and ensuring that taxpayers are not left to pay 100% of the costs of climate change.

Climate change is one of the major threats facing our community. As residents we are already experiencing the impacts of climate change, and as taxpayers we are already paying the costs of dealing with and preparing for those impacts.

As long as the fossil fuel industry makes billions of dollars on the assumption that we alone will pay for the costs of climate change, big oil companies like Chevron and Exxon Mobil will have every incentive to continue to stand in the way of real action on climate change.

I encourage you to continue to work to demand climate accountability, and ensure that oil companies pay their fair share of climate change costs.

Sincerely,

Sincerely,  
RACHEL LEITERMAN

[REDACTED]

[REDACTED]

**Nikki Cooper**

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**From:** [REDACTED] Allison van Gruen  
**Sent:** Friday, January 18, 2019 7:34 AM  
**To:** corporate  
**Subject:** Climate change will cost us all

Dear Mayor and Council,

I'd like to thank you for your leadership in demanding climate accountability from the top twenty fossil fuel producers, and ensuring that taxpayers are not left to pay 100% of the costs of climate change.

Climate change is one of the major threats facing our community. As residents we are already experiencing the impacts of climate change, and as taxpayers we are already paying the costs of dealing with and preparing for those impacts.

Smoky summers are a reality now in Whistler. I'm afraid for my family and the long term effects of breathing that smoke. But my biggest fear is fire in our valley and losing our home and community. It is time that fossil fuel companies become accountable for their negligence.

As long as the fossil fuel industry makes billions of dollars on the assumption that we alone will pay for the costs of climate change, big oil companies like Chevron and Exxon Mobil will have every incentive to continue to stand in the way of real action on climate change.

I encourage you to continue to work to demand climate accountability, and ensure that oil companies pay their fair share of climate change costs.

Sincerely,

Sincerely,  
Allison van Gruen

[REDACTED]

[REDACTED]

**Nikki Cooper**

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**From:** [REDACTED] Shannon Klassen  
**Sent:** Friday, January 25, 2019 9:54 AM  
**To:** corporate  
**Subject:** Fossil fuel companies need to pay their fair share of climate costs

Dear Mayor and Council,

I'd like to thank you for your leadership in demanding climate accountability from the top twenty fossil fuel producers, and ensuring that taxpayers are not left to pay 100% of the costs of climate change.

Climate change is one of the major threats facing our community. As residents we are already experiencing the impacts of climate change, and as taxpayers we are already paying the costs of dealing with and preparing for those impacts.

As long as the fossil fuel industry makes billions of dollars on the assumption that we alone will pay for the costs of climate change, big oil companies like Chevron and Exxon Mobil will have every incentive to continue to stand in the way of real action on climate change.

I encourage you to continue to work to demand climate accountability, and ensure that oil companies pay their fair share of climate change costs.

Sincerely,

Sincerely,  
Shannon Klassen

[REDACTED]

[REDACTED]



**From:** [Dennis LaHue](#)  
**To:** [corporate](#)  
**Subject:** Hypocrisy  
**Date:** Friday, January 25, 2019 10:56:29 AM

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Dear Mayor and council,

In response to your mayors stance on the oil industry.. please read the following article..especially the section pertaining to Whistler.

Anyone, and I mean anyone who is environmentally conscious should join me in the movement # banwhistler as it is an intensively carbon intense industry...

It is unfortunate that your mayor was duped by the US funded activists

[https://nationalpost.com/news/canada/youre-all-hypocrites-why-its-a-colossal-cop-out-to-keep-blaming-canadas-sky-high-emissions-on-alberta?utm\\_medium=Social&utm\\_source=Facebook#Echobox=1548331902](https://nationalpost.com/news/canada/youre-all-hypocrites-why-its-a-colossal-cop-out-to-keep-blaming-canadas-sky-high-emissions-on-alberta?utm_medium=Social&utm_source=Facebook#Echobox=1548331902)

Goodbye Whistler  
W. Dennis La Hue

Sent from my iPhone, please excuse autocorrect errors.

**From:** [REDACTED] on behalf of [Angela Mellor](#)  
**To:** [corporate](#)  
**Subject:** Thank you for holding fossil fuel companies accountable  
**Date:** Friday, January 25, 2019 10:58:19 AM

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Dear Mayor and Council,

Some of you may regret taking such a stand but I think the action of signing the letter has raised this very urgent issue, caused conversation and made people think - this can only be a good thing - Thank You All.

As long as the fossil fuel industry makes billions of dollars on the assumption that we alone will pay for the costs of climate change, big oil companies like Chevron and Exxon Mobil will have every incentive to continue to stand in the way of real action on climate change.

I encourage you to continue to work to demand climate accountability, and ensure that oil companies pay their fair share of climate change costs.

Sincerely,

Sincerely,  
Angela Mellor

[REDACTED]

[REDACTED]

**From:** [Lucy Wyn-Griffiths](#)  
**To:** [Nikki Cooper](#)  
**Subject:** FW: Thank you for looking out for Whistler tax payers  
**Date:** Monday, January 28, 2019 8:24:58 AM

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From: [REDACTED] ] On Behalf Of  
Marie Binet  
Sent: Sunday, January 27, 2019 8:51 PM  
To: corporate <corporate@whistler.ca>  
Subject: Thank you for looking out for Whistler tax payers

Dear Mayor and Council,

I'd like to thank you for your leadership in demanding climate accountability from the top twenty fossil fuel producers, and ensuring that taxpayers are not left to pay 100% of the costs of climate change.

Though we've been seeing a few letters to the Editor oposed to the Municipality/Mayor taking this action, i feel thankful that it was done as it's certainly got people talking! I believe that we need more open discussion and ideas on how to change our behaviour(s) in order to maintain a liveable climate (and the letter from Whistler was part of doing that).

Climate change is one of the major threats facing our community. As residents we are already experiencing the impacts of climate change, and as taxpayers we are already paying the costs of dealing with and preparing for those impacts.

As long as the fossil fuel industry makes billions of dollars on the assumption that we alone will pay for the costs of climate change, big oil companies like Chevron and Exxon Mobil will have every incentive to continue to stand in the way of real action on climate change.

I encourage you to continue to work to demand climate accountability, and ensure that oil companies pay their fair share of climate change costs.

Sincerely,

Sincerely,  
Marie Binet

[REDACTED]

[REDACTED]

22 January 2019

RE: Lighting Request for Fitzsimmons Bridge

Hello Mayor and Council,

My name is Crystal Ceres from Hypertension Canada. I am writing regarding a lighting request for Fitzsimmons Bridge. Please find the required information below.

**The nature of the event**

World Hypertension Day is marked around the globe annually on May 17. It raises awareness of the importance of accurate blood pressure measurement through blood pressure screenings, among other initiatives. While this is not a physical event with attendees, landmarks across Canada such as Niagara Falls will be lit red to represent World Hypertension Day.

Hypertension (high blood pressure) is the leading preventable cause of death in Canada. An estimated 7.5 million Canadian adults have hypertension, characterized by blood pressure measurement of 140/90 mmHg or higher. Reduction of elevated blood pressure substantially reduces the risk of these complications and death in a highly cost effective manner. Hypertension Canada is Canada's only national non-profit organization dedicated solely to the prevention and control of hypertension and its complications.

**The requested date for the lighting**

May 17, 2019

**The requested colour for the lighting**

Red

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**Link to more information**

<http://www.hypertension.ca>

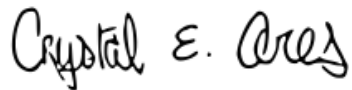
**Where will we be promoting the lighting, i.e. social media, website, etc.**

[Hypertension Canada website](http://www.hypertension.ca)

[Twitter](#)

[Facebook](#)

Warm Regards,



Crystal Ceres  
Communications Manager, Hypertension Canada



## Landmark Lighting Request Form

Please complete the form and scan/email to [corporate@whistler.ca](mailto:corporate@whistler.ca).

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

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

<b>Contact Name</b>	Crystal Ceres
<b>Organization</b>	Hypertension Canada
<b>Business Address</b>	3780 14th Avenue, Suite 211
<b>City/Province/Postal Code</b>	Markham, ON, L3R 9Y5
<b>Business Phone Number</b>	905-943-9400 EXT. 270
<b>Business Email</b>	crystal.ceres@hypertension.ca
<b>Website Address</b>	<a href="http://www.hypertension.ca">http://www.hypertension.ca</a>
<b>Brief description of the event associated with your request</b> <i>(Information here will be used for communications and the sign on the bridge. Max 75 words. RMOW will edit copy if necessary.)</i>	World Hypertension Day is marked around the globe annually on May 17. It raises awareness of the importance of accurate blood pressure measurement through blood pressure screenings, among other initiatives. Hypertension (high blood pressure) is the leading preventable cause of death in Canada. An estimated 7.5 million Canadian adults have hypertension, characterized by blood pressure measurement of 140/90 mmHg or higher.
<b>Optional: Social Media Campaign Title</b> <i>(include hashtags)</i>	#HypertensionMonth
<b>Landmark Choice</b>	<input checked="" type="checkbox"/> <b>Fitzsimmons Covered Bridge</b>
<b>Date of Event</b>	May 17, 2019
<b>Colour Request</b>	Red

Signature: Crystal E. Ceres

Date: January 22, 2019



ALZHEIMER'S FOUNDATION OF AMERICA

National Toll-Free Helpline:  
(866) 232-8484

Charles J. Fuschillo, Jr.  
President & Chief Executive Officer

February 1, 2019

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

Dear Mayor and Council:

Thank you for considering our request to light the Fitzsimmons Covered Bridge by joining the Alzheimer's Foundation of America's (AFA) "**Light the World in Teal**" initiative on Thursday, November 7, 2019. The color requested is teal.

Last year, more than 300 landmarks around the globe participated by turning their lights to TEAL and show their support of the Alzheimer's Foundation of America's (AFA) efforts to educate people about the Alzheimer's disease and the importance of early detection.

More than 5 million Americans are currently living with Alzheimer's disease and more than 46 million worldwide. The Alzheimer's Foundation of America (AFA) mission is to provide optimal care and services to individuals living with Alzheimer's disease and related illnesses and to their families and caregivers. AFA is committed to raising awareness of Alzheimer's disease.

Thank you for your time and consideration.

Sincerely,

Charles J. Fuschillo, Jr.  
President and Chief Executive Officer

CJF/plk



## Landmark Lighting Request Form

Please complete the form and scan/email to [corporate@whistler.ca](mailto:corporate@whistler.ca).

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

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

<b>Contact Name</b>	Peggy Kruger
<b>Organization</b>	Alzheimer's Foundation of America
<b>Business Address</b>	322 Eighth Avenue, 7th Floor
<b>City/Province/Postal Code</b>	New York, NY 10001 USA
<b>Business Phone Number</b>	866-232-8484
<b>Business Email</b>	pkruiger@alzfdn.org
<b>Website Address</b>	<a href="https://alzfdn.org">https://alzfdn.org</a>
<b>Brief description of the event associated with your request</b> <i>(Information here will be used for communications and the sign on the bridge. Max 75 words. RMOW will edit copy if necessary.)</i>	More than 5 million Americans are currently living with Alzheimer's disease and more than 46 million worldwide. AFA's mission is to provide optimal care and services to individuals living with Alzheimer's disease and related illnesses and to their families and caregivers. AFA is committed to raising awareness of Alzheimer's disease, and the "Light the World in Teal" initiative is one of the ways to raise awareness around the world about the importance of early detection.
<b>Optional: Social Media Campaign Title (include hashtags)</b>	
<b>Landmark Choice</b>	<input checked="" type="checkbox"/> Fitzsimmons Covered Bridge
<b>Date of Event</b>	November 7, 2019
<b>Colour Request</b>	TEAL

Signature: Peggy Kruger

Date: 2/1/19