WHISTLER

AGENDA | **REGULAR MEETING OF MUNICIPAL COUNCIL**
TUESDAY, JANUARY 26, 2016, STARTING AT 5:30 PM

In the Franz Wilhelmsen Theatre at Maury Young Arts Centre – Formerly Millennium Place
4335 Blackcomb Way, Whistler, BC V0N 1B4

ADOPTION OF AGENDA

Adoption of the Regular Council agenda of January 26, 2016.

ADOPTION OF MINUTES

Adoption of the following Council Minutes:
- Regular Council minutes of January 12, 2016
- Public Hearing Minutes of January 12, 2016 Bylaw No. 2104

PUBLIC QUESTION AND ANSWER PERIOD

PRESENTATIONS/DELEGATIONS

Whistler RV Park

A presentation by Gordon Calder regarding the re-zoning draft of the Whistler RV park - formerly of the SLRD.

First Night Policing Results

A presentation by Inspector Neil Cross, Whistler RCMP regarding First Night Policing Results.

WORCA

A presentation by Nina Cairns, Director of Trails and Craig Mackenzie, President of WORCA regarding a fee for service agreement.

MAYOR'S REPORT

INFORMATION REPORTS

Third Quarter Financial Report - 2015
Report No. 16-009
File No. 4527

A presentation by municipal staff.

That council receive Information Report No.16-009 Quarterly Financial Report for the nine months ended September 30, 2015.

ADMINISTRATIVE REPORTS

Comprehensive
Emergency Plan -
Annex 4 Evacuation
Plan
Report No. 16- 004
File No. 850

A presentation by municipal staff.

That Council endorse the Comprehensive Emergency Management Plan - Annex 4 Evacuation Plan to replace the 2009 Draft Evacuation Plan.

Zoning Amendment
Bylaw Whistler RV Park
(55 HWY 99)
Report No. 16 - 005
File No. RZ 1117

A presentation by municipal staff.

That Council authorize staff to prepare a zoning amendment bylaw for Whistler RV Park and Campground (55 Highway 99), proposing a custom zone for the property including uses currently allowed under Crown land lease No. 240674 and applicable uses from the Rural 1 zone of SLRD Zoning Bylaw 20, 1970.

2016 WORCA Fee for
Service Agreement
Report No. 16-004
File No. 3004.02

A presentation by municipal staff.

That Council authorizes the Mayor and Corporate Officer to execute a Fee for Service Agreement with the Whistler Off Road Cycling Association in the amount of $50,000.00 for the 2016, 2017 and 2018 calendar years subject to approval of the annual Municipal budget.

Civic Platform
Report No.16-008
File No. 4028.01

A presentation by municipal staff.

That Council authorizes staff to begin contract negotiations with Avocette Technologies Inc. in regards to the supply, configuration and implementation of Accela Inc.'s Civic Platform software solution.

POLICY REPORT

Community Enrichment
Program – Council
Policy Amendment
Report No. 16-007
File No. 3004/Vault

That Council amend the Community Enrichment Program Council Policy A-7 as attached as Appendix A of Policy Report No. 16-007; and

That Council approve the updated Community Enrichment Program Application Form attached as Appendix B to Policy Report No. 16-007; and

That Council approve the Community Enrichment Program Report Back Form attached as Appendix C to Policy Report No. 16-007, and further,

That Council authorize the Manager of Legislative Services to update the Community Enrichment Program Application Form and the Community Enrichment Program Application Report Back form when relevant.

BYLAWS FOR ADOPTION

Zoning Amendment Bylaw (1320 Cloudburst Drive) No. 2101, 2015.	***This bylaw is revised according to Zoning and Parking (Miscellaneous Revisions) Amendment Bylaw No. 2105, 2015.*** The purpose of the proposed Bylaw is to modify the existing RM65 Zone to enable subdivision of the existing parcel into 2 lots and development of a proposed Whistler Housing Authority rental apartment building on one lot and a future residential development on the second lot.
Zoning Amendment Bylaw (Temporary Use Permits) No. 2096, 2015 File No. 7647.01	***This bylaw is revised according to Zoning and Parking (Miscellaneous Revisions) Amendment Bylaw No. 2105, 2015.*** The purpose of this Bylaw is to amend the Zoning Bylaw to allow the issuance of Temporary Use Permits to authorize sales from Home-Based Artist Studios and to establish guidelines to be considered prior to approval of Temporary Use Permits
Sign Bylaw Amendment Bylaw (Home-Based Artist Studios) No. 2098, 2015	The purpose of Sign Bylaw Amendment Bylaw (Home-Based Artist Studios) No. 2098, 2015 is to permit freestanding and sandwich board signs for approved home-based working studios.
Land Use Procedures Amendment Bylaw (Temporary Use Permits) No. 2097, 2015	The purpose of Land Use Procedures Amendment Bylaw (Temporary Use Permits) No. 2097, 2015 is to amend procedures and fees for temporary use permits and to delegate the authority to issue temporary use permits to the General Manager of Resort Experience.
Board of Variance Bylaw No. 2100, 2015	In general terms the purpose of the proposed bylaw is to replace the former board of variance procedures bylaw, with updates including: application fee increase, requirement for applicant to post a notification sign, and application form prescribed by the General Manager of Resort Experience.
Land Use Procedures and Fees Amendment Bylaw (Tree Preservation Covenant Modification) No. 2099, 2015	In general terms the purpose of this bylaw is to allow for the delegation of authority to the General Manager of Resort Experience to modify existing tree preservation covenants.

OTHER BUSINESS

CORRESPONDENCE

Highway Traffic Through Whistler File No. 3009	Correspondence from Gary Smith dated January 11, 2016, regarding traffic problems through Whistler.

Highway Congestion and Public Transportation File No. 3009	Correspondence from Neil Hrankowski dated January 13, 2016, regarding road congestion on the Highway.
Human Trafficking and Sexual Exploitation in Canada File No. 3009	Correspondence from Cathy and Allan Peters, dated January 17, 2016, regarding human trafficking and sexual exploitation in Canada and locally.
National Health and Fitness Day. File No. 3009	Correspondence from Marilyn McIvor, National Health and Fitness Day Project Coordinator for the office of Senator Nancy Greene Raine, dated January 18, 2016, regarding a free webinar and request for support at the Federation of Canadian Municipalities meeting in Winnipeg on June 4th, 2016.

ADJOURNMENT

WHISTLER

MINUTES

REGULAR MEETING OF MUNICIPAL COUNCIL
TUESDAY, JANUARY 12, 2016, STARTING AT 5:30 PM

In the Franz Wilhelmsen Theatre at Maury Young Arts Centre – Formerly
Millennium Place
4335 Blackcomb Way, Whistler, BC V0N 1B4

PRESENT:

Mayor N. Wilhelm-Morden

Councillors: S. Anderson, J. Crompton, J. Ford, J. Grills, A. Janyk,
S. Maxwell

ABSENT:

Chief Administrative Officer, M. Furey
General Manager of Infrastructure Services, J. Hallisey
General Manager of Corporate and Community Services, N. McPhail
General Manager of Resort Experience, J. Jansen
Acting Director of Planning, M. Laidlaw
Corporate Officer, S. Story
Manager of Communications, M. Comeau
Senior Planner, J. Belobaba
Planning Analyst, K.Creery
Planning Technician, R. Licko

Recording Secretary, M. Kish

ADOPTION OF AGENDA

Moved by Councillor A. Janyk
Seconded by Councillor S. Maxwell

That Council adopt the Regular Council agenda of January 12, 2016.
                                                                              CARRIED

ADOPTION OF MINUTES

Moved by Councillor S. Anderson
Seconded by Councillor J. Crompton

That Council adopt the
- Regular Council minutes of December 15, 2015.
- Public Hearing Minutes of December 1, 2015 Bylaw 2096
- Public Hearing Minutes of December 15, 2015 Bylaw 2101

- Public Hearing Minutes of December 15, 2015 Bylaw 2102

CARRIED

PUBLIC QUESTION AND ANSWER PERIOD

There were no questions from the public.

PRESENTATIONS/DELEGATIONS

Community Enrichment
Program Report Back

A presentation was given by Chelsey Walker, Executive Director, Whistler Adaptive Sports Program Society reporting back on the 2015 community Enrichment Program grant.

Community Enrichment
Program Report Back

A presentation was given by Craig Mackenzie, President and Martine Lafontaine, Fundraising Director of Whistler Off Road Cycling Association (WORCA) reporting back on the 2015 Community Enrichment Program grant.

Community Enrichment
Program Report Back

A presentation was given by Christine Reimer, Parent and Tot Facilitator for the Sea to Sky Community Services Society reporting back on the 2015 community Enrichment Program grant.

MAYOR'S REPORT

On December 16 at the Whistler Library, almost 100 people attended the Community Engagement Session on the Syrian Refugees. Since then there have been several meetings of community members who are planning and taking first steps in moving towards sponsoring some Syrian Refugee families here. There will be a further report coming to council in the coming weeks.

On December 27, The American Friends of Whistler held its board meeting and made the following grants:
- $15,000 to the Whistler Sailing Association for adaptive sailing equipment
- $23,370 to the Canadian Society for Mountain Medicine for a portable CPR machine
- $17,000 to Whistler Community Services Society for outreach, food bank and support networks for Whistler

Mayor Wilhelm-Morden said she is on the Board and is partially responsible for the grants and commented that this is from our true friends of Whistler.

The holiday season was a great success this year, where 1,700 people attended Whistler Presents: New Year's Eve. 3,000 people watched the midnight Fire and ice show at Skiers Plaza and 400 people attended each Family Après on Mondays and Wednesdays at Whistler Olympic Plaza. Mayor Wilhelm-Morden commented that the village and merchants were very busy and noticed how much the international visitors were enjoying the village.

Mayor Wilhelm-Morden reminded users that Whistler lakes are not monitored for ice thickness, and everyone should be aware of factors contributing to ice stability. While the Whistler Fire Rescue Service are educated and trained to do ice rescues, by the time they respond, it may be too late. Owners should also keep an eye on pets around the lakes.

The 3.8 kilometre section of the Valley Trail between Meadow Park and Rainbow Park has been trackset on a regular basis for cross-country skiing. Mayor Wilhelm-Morden said she used the trail today and saw many users out. Snowshoers, walkers and dogs are welcome on the Valley Trail, which is free of charge. As well, Lost Lake offers twenty-five kilometres of cross-country trails and fifteen kilometres of snowshoe and Nordic hiking trails. Mayor Wilhelm-Morden reminded everyone that the Lost Lake trails are not open to walkers or dogs.

Mayor Wilhelm-Morden commented that your Christmas tree can be dropped off for free composting at the Nesters and Function depots from 7 a.m. to 7 p.m. until January 15. After January 15, you can drop your tree off at the Callaghan Waste Transfer Station. Please remove all decorations before dropping off your tree.

BC Assessment recently sent out the 2016 property assessments, which inform Whistler property owners of the market value of their property as of July 1, 2015. The overall market value for residential properties in Whistler has increased by 11.87 per cent. Business and other property values have increased by 3.6 per cent.

Two Whistler businesses have made it to the Top 10 in this year's Small Business BC Awards, beating out 533 other candidates. Mayor Wilhelm-Morden congratulated Lighthouse Visionary Strategies and Lighthouse Mentor Network, as well as Canada's Best Apps for making it this far. The finalists will be announced on January 29, 2015. She wished both businesses good luck.

The Colorado Association of Ski Towns is visiting Whistler on January 20 and 21. Much like the RMOW mission to Colorado in October, this visit is to learn about Whistler's best practices. In particular, they will be looking at how Whistler's organizations collaborate, long-term planning, and the Whistler Housing Authority model and programs. Mayor Wilhelm-Morden looks forward to meeting some of the representatives they met while in Colorado and welcoming new people, and continuing their collaboration within the community of mountain resorts.

Council appointed eight members to the to the Advisory Design Panel for the 2016 term:
- Mr. Duane Siegrist, Mr. Tony Kloepfer and Ms. Brigitte Loranger as the three professional architects who are registered members of the Architectural Institute of B.C.
- Ms. Kristina Salin 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
- Two regular public-at-large members Pat Wotherspoon and Rylie Thiessen. The public-at-large members include a professional with expertise in the development industry.

Mayor Wilhelm-Morden thanked the volunteers for joining the ADP and commented that this is an important organization and that she values the expertise and interest that they bring to the panel.

Council appointed nine members to the Measuring Up Select Committee of Council for the 2016 term:

- Mr. Doug Andrews as the representative for the Hotel Association Whistler
- Mrs. Sue Lawther as the representative from the Mature Action Committee;
- Ms. Mary Ann Collishaw as the representative from Tourism Whistler;
- Ms. Chelsey Walker as the representative from Whistler Adaptive Sports Program;
- Mr. Matt Davies as the representative from Whistler Blackcomb;
- Mrs. Sarah MacWilliams as the representative from the Whistler Chamber of Commerce;
- Ms. Cathy Martin as the representative from Whistler Community Services Society;
- Mr. Ted Winkle as the at-large representative representing a family member with a disability; and
- Ms. Wendy Aiken as the at-large representative representing a family member with a disability.

Mayor Wilhelm-Morden thanked the volunteers for joining this very important committee.

Councillor Janyk thanked staff for the lights and how the Village was maintained over the holidays. Everyone enjoyed the Celebration Plaza. Councillor Janyk commented that it was much appreciated by everyone and thanks to WB for the condition of the mountain grooming.

Councillor Maxwell reported that AWARE will be hosting an event on January 21, where Elizabeth May will be reporting back on COP 21 in Paris and anyone who is interested in hearing more about climate change and Elizabeth May's perspective is encouraged to go to AWARE's website and purchase tickets.

Councillor Grills congratulated Her Worship, Mayor Wilhelm-Morden on being one of thirty-nine B.C. lawyers to have been appointed the honorary title of Queen's Counsel on December 18th. She is the first lawyer in the Sea to Sky Corridor to receive this title. The title is given to members of the B.C. bar who have been nominated by their peers for exceptional merit and contribution. QCs are known as advocates for continuing legal education, community volunteerism and mentorship of new legal professionals. Her Worship gives back in many ways: as a mentor at her practice Race and Company, through her other volunteer commitments, and of course as

Mayor. She also received a Queen Elizabeth Diamond Jubilee Medal in 2012 for her civic work.

ADMINISTRATIVE REPORTS

Board of Variance Bylaw
No. 2100, 2015
Report No. 16-003
File No. 7007.6, 7649

Moved by J. Crompton
Seconded by J. Ford

That Council consider giving first, second and third readings to Board of Variance Bylaw No. 2100, 2015.

CARRIED

Land Use Procedures
and Fees Amendment
Bylaw (Tree
Preservation Covenant
Modification) No. 2099,
2015
Report No. 16-002
File No. RZ 1113

Moved by A. Janyk
Seconded by S. Anderson

That Council consider giving first, second and third reading to Land Use Procedures and Fees Amendment Bylaw (Tree Preservation Covenant Modification) No. 2099, 2015

CARRIED

Whistler Valley Housing
Society
Report No. 16-001
File No. 7724

Moved by A. Janyk
Seconded by S. Maxwell

THAT Council of the Resort Municipality of Whistler (RMOW), appoints Jonathan Decaigny, Cheryl Skribe, Gord Low and Marla Zucht as the four RMOW appointees to the Whistler Valley Housing Society (WVHS).

CARRIED

MINUTES OF COMMITTEES AND COMMISSIONS

Advisory Design Panel

Moved by S. Anderson
Seconded by J. Crompton

That minutes of the Advisory Design Panel Committee meeting of August 26, 2015 be received.

CARRIED

Audit and Finance
Standing Committee of
Council

Moved by J. Crompton
Seconded by J. Grills

That minutes of the Audit and Finance Standing Committee of Council meeting of September 15, 2015 be received.

CARRIED

BYLAWS FOR FIRST, SECOND AND THIRD READINGS

Board of Variance Bylaw
No. 2100, 2015

Moved by A. Janyk
Seconded by J. Crompton

That Board of Variance Bylaw No. 2100, 2015 receive first, second and third readings.

CARRIED

Land Use Procedures and Fees Amendment Bylaw (Tree Preservation Covenant Modification) No. 2099, 2015

Moved by A. Janyk
Seconded by S. Maxwell

That Land Use Procedures and Fees Amendment Bylaw (Tree Preservation Covenant Modification) No. 2099, 2015receive first, second and third readings.

CARRIED

At 6:00 p.m. The Public Hearing for Bylaw 2104 took place and the meeting was recessed. The meeting was reconvened at 6:01 p.m.

BYLAWS FOR THIRD READING

Land Use Contract Discharge and Zoning Amendment Bylaw (4914 Horstman Lane) No. 2104, 2015

Moved by J. Grills
Seconded by J. Ford

That Land Use Contract Discharge and Zoning Amendment Bylaw (4914 Horstman Lane) No. 2104, 2015 receive third reading.

CARRIED

BYLAW RESCINDING THIRD READING

Land Use Procedures Amendment Bylaw (Temporary Use Permits) No. 2097, 2015

Moved by A. Janyk
Seconded by S. Maxwell

That 3rd reading of Land Use Procedures Amendment Bylaw (Temporary Use Permits) No. 2097, 2015 be rescinded.

CARRIED

BYLAW FOR THIRD READING AS AMENDED

Land Use Procedures Amendment Bylaw (Temporary Use Permits) No. 2097, 2015

Moved by J. Crompton
Seconded by J. Ford

That Land Use Procedures Amendment Bylaw (Temporary Use Permits) No. 2097, 2015 be revised as follows and given third reading as amended:

1. By changing item 2.j. in the list of changes that are being made to the Land Use Procedure and Fees Bylaw to read as follows:
> j. by replacing the word "delegated" with the words "renewal, or reissuance" in Item 7 of Schedule A Application Fees, and by changing the fee amount to $250.

2. By adding as item 2.L. in the list of changes that are being made to the Land Use Procedure and Fees Bylaw to read as follows:

L. By adding as section 19 the following:

19. An applicant for the issuance of a temporary use permit may elect to pay the required fee in three installments, with each installment being equal to 1/3rd of the required fee, in accordance with the following schedule, and the permit shall, despite paragraph 31(6)(f) of Part 5 of Zoning and Parking Bylaw 303, 2015, expire upon the permit holder failing to pay either the second or third installment by the date on which it is due:

a. the first installment payable when an application for a temporary use permit is made,

b. the second installment payable on the 1st anniversary date of the issuance of the permit, and

c. the third installment payable on the 2nd anniversary date of the issuance of the permit.

and by renumbering subsequent sections of the bylaw accordingly.

CARRIED

BYLAWS FOR ADOPTION

Zoning Amendment Bylaw (Temporary Use Permits) No. 2096, 2015

Moved by A. Janyk
Seconded by J. Crompton

That final consideration of Zoning Amendment Bylaw (Temporary Use Permits) No. 2096, 2015 be postponed until the January 26th regular meeting of Council.

CARRIED

Sign Bylaw Amendment Bylaw (Home-Based Artist Studios) No. 2098, 2015

Moved by A. Janyk
Seconded by S. Maxwell

That final consideration of Sign Bylaw Amendment Bylaw (Home-Based Artist Studios) No. 2098, 2015 be postponed until the January 26th regular meeting of Council.

CARRIED

Zoning and Parking (Miscellaneous Revisions) Revision Bylaw No. 2105, 2015

Moved by S. Anderson
Seconded by S. Maxwell

That Zoning and Parking (Miscellaneous Revisions) Revision Bylaw No. 2105, 2015 be adopted.

CARRIED

OTHER BUSINESS

Councillor Anderson acknowledged and identified Manager of Infrastructure James Hallisey in his new job after Joe Paul's retirement.

CORRESPONDENCE

Bear Relocation During
Ironman
File No. 3009

Moved by A. Janyk
Seconded by S. Maxwell

That correspondence from Nicole Fitzgerald dated December 13, 2015, regarding bear relocation issues during the Ironman race be received and referred to staff.

CARRIED

Pride Week Proclamation
File No. 3009.1

Moved by J. Crompton
Seconded by J. Ford

That correspondence from Dean Nelson, CEO and Executive Producer of Alpenglow Productions Corporation dated December 14, 2015, requesting that Council proclaim January 23 -31st , 2016 "Pride Week" be received and proclaimed.

CARRIED

Variety The Children's
Charity of BC 50th
Anniversary Proclamation
File No. 3009.1

Moved by S. Anderson
Seconded by S. Maxwell

That correspondence from Bill Senghera, President and Telethon Co-Chair of Variety The Children's Charity dated December 12, 2015, requesting that Council proclaim February 8th – 14th as Variety Week be received and proclaimed.

CARRIED

Affordable Rental
Housing
File No. 3009

Moved by J. Ford
Seconded by J. Grills

That correspondence from Alan Sailer, dated December 16, 2015, regarding affordable rental housing in Whistler be received and referred to staff.

CARRIED

13th Annual Small
Business BC Award
Nominations
File No. 3009

Moved by J. Crompton
Seconded by J. Grills

That correspondence from Mark Blendheim, Communications Manager with Small Business B.C. dated December 16, 2015, regarding the top 10 for 2 Whistler businesses; Lighthouse Visionary Strategies - Lighthouse Mentor Network and Canada's Best Apps In Whistler be received.

CARRIED

Cheakamus Crossing -
District Energy System
Complaint Letter
File No. 3009

Moved by A. Janyk
Seconded by S. Maxwell

That correspondence from Suzanne Adamson, dated December 20, 2015, regarding ongoing cost and issues with the District Energy System (DES) at Cheakamus Crossing be received and referred to staff.

CARRIED

| Run of River Project information and complaint File No. 3009 | Moved by A. Janyk
Seconded by S. Maxwell

That correspondence from Correspondence from Mike Suggett, dated December 29, 2015, regarding Run of River Projects and hydro consumption in Whistler be received. |

CARRIED

| Smoking in Public Places File No. 3009 | Moved by A. Janyk
Seconded by J. Crompton

That correspondence from David Stapells dated January 6, 2016 requesting a ban on smoking in Village Plaza's be received and referred to staff. |

CARRIED

| Refugee Request File No. 3009 | Moved by A. Janyk
Seconded by S. Maxwell

That correspondence from Celia Utley, on behalf of Whistler Refugee Response Group dated January 4, 2016 requesting free annual sports passes from Meadow Park Sports Centre for Refugees be received and referred to staff. |

CARRIED

| Community Enrichment Program Report Backs File No. 3004 | Moved by S. Maxwell
Seconded by A. Janyk

That the correspondence from the Whistler Area Residents for the Environment (AWARE) concerning the 2015 Community Enrichment grant be received and that an extension until May 2016 be granted. |

CARRIED

Moved by A. Janyk
Seconded by S. Anderson

That correspondence regarding 2015 Community Enrichment Program report backs from the following organizations be received:

- Get Bear Smart Society
- Whistler Naturalists
- Sea to Sky Invasive Species Council
- Whistler Centre for Sustainability
- North Shore Schizophrenia Association
- Sea to Sky Community Services Society Innovations in Metal Health
- Sea to Sky Community Services Society Communities that Care
- Sea to Sky Community Services Society Whistler Parent Tot Report
- Howe Sound Women's Shelter – Children Who Witness Abuse and Whistler Parent Tot Drop In
- Whistler Waldorf School
- Zero Ceiling Society
- Whistler Writers Group

- BC Luge Association
- Whistler Adaptive Sports Program
- Whistler Gymnastics Club
- Whistler Minor Hockey
- Whistler Nordics
- Whistler Off Road Cycling Association (WORCA)
- Whistler Roller Girls Society
- Whistler Sailing Association
- Whistler Sea Wolves
- Whistler Skating Club
- Whistler Youth Soccer Club
- Whistler Outdoor Volleyball Association
- The Point-Artist Run Centre
- Whistler Children's Chorus
- Whistler Valley Quilters Guild

CARRIED

ADJOURNMENT

Moved by J. Crompton

That Council adjourn the January 12, 2016 Council meeting at 6.26 p m.

CARRIED

_____   _____
Mayor N. Wilhelm-Morden   Corporate Officer: S. Story

WHISTLER

MINUTES

In the Franz Wilhelmsen Theatre at Maury Young Arts Centre – Formerly Millennium Place
4335 Blackcomb Way, Whistler, BC V0N 1B4

PRESENT

Mayor N. Wilhelm-Morden

Councillors: S. Anderson, J. Crompton, J. Ford, J. Grills, A. Janyk,
                  S. Maxwell

Chief Administrative Officer, M. Furey
General Manager of Infrastructure Services, J. Hallisey
General Manager of Corporate and Community Services, N. McPhail
General Manager of Resort Experience, J. Jansen
Acting Director of Planning, M. Laidlaw
Corporate Officer, S. Story
Manager of Communications, M. Comeau
Senior Planner, J. Belobaba
Planning Technician, R. Licko
Planning Analyst, K. Creery
Recording Secretary, M. Kish

The Public Hearing is convened pursuant to Section 890 of the Local Government Act R.S.B.C. 1996, c. 323 to allow the public to make representations to Council respecting matters contained in "**Land Use Contract Discharge and Zoning Amendment Bylaw (4914 Horstman Lane) No. 2104, 2015**" (the "proposed Bylaw").

Everyone present shall be given a reasonable opportunity to be heard or to present written submissions respecting matters contained in the proposed bylaw. No one will be discouraged or prevented from making their views known. However, it is important that remarks be restricted to matters contained in the proposed Bylaw.

When speaking, please commence your remarks by clearly stating your name and address.

Members of Council may, ask questions following presentations however, the function of Council at a Public Hearing is to listen rather than to debate the merits of the proposed Bylaw.

As stated in the Notice of Public Hearing, In general terms, the purpose of the proposed Bylaw is to discharge the Blackcomb Land Use Contract from Lands at

4914 Horstman Lane, and rezone the parcel to RS3 (Residential Single Family Three).

Submissions
Mayor Wilhelm-Morden called three times for submissions by the public.

No submissions were made by the public.

Correspondence
Shannon Story, Corporate Officer, indicated that no correspondence was received regarding the proposed Bylaw.

ADJOURNMENT

Hearing no further comments, the Public Hearing adjourned at 6.01 p.m.

_____   _____
Mayor N. Wilhelm-Morden   Corporate Officer: S. Story

WHISTLER

REPORT | INFORMATION REPORT TO COUNCIL

PRESENTED: January 26, 2016	**REPORT:** 16-009
FROM: Corporate and Community Services	**FILE:** 4527
SUBJECT: THIRD QUARTER FINANCIAL REPORT - 2015	

COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

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

RECOMMENDATION

That Council receive Information Report No. 16-009 Quarterly Financial Report for the nine months ended September 30, 2015.

REFERENCES

Appendix A – Quarterly Financial Report for the nine months ended September 30, 2015.

PURPOSE

The purpose of the report is to provide council with a comparison of the annual budget amounts with year to date actual revenues and expenditures for operating departments and projects and, to advise Council of the investment holdings as of September 30, 2015.

DISCUSSION

Quarterly financial reporting is being prepared by the Resort Municipality of Whistler as a means to provide the community, council and the organization, with a regular overview of financial information. Quarterly financial reporting is a priority identified by council as part of its Council Action Plan priorities of fiscal responsibility and accountability.

Nine months into the 2015 fiscal year overall operating revenues were at ninety five percent and expenditures seventy two percent of their annual budgeted amounts. This compares to ninety seven percent and seventy four percent respectively in the prior fiscal year. As of September 30, 2015, actual net project expenditures were twenty six point eight percent of total budgeted expenditure for the year.

Investment income, including changes in market values, for the nine months ended September 30, 2015 was $1,672,460 (unaudited). This is 80% of the total budgeted investment income for the year and an overall annualized return of 2.21% on the average monthly investment balances. Additional commentary and financial information is provided in the report attached as Appendix A.

WHISTLER 2020 ANALYSIS

W2020 Strategy	TOWARD Descriptions of success that resolution moves us toward	Comments
Finance	The long term consequences of decisions are carefully considered.	The investment strategy, with one exception, is compliant with the Policy and seeks to maximize investment returns while preserving principal.
Finance	Common evaluation criteria are used to assess actions.	The Policy is readily understood and complied with. Investment performance is reported and evaluated on a regular basis.
Finance	Common evaluation criteria are used to assess actions.	A financial overview is reported and evaluated on a regular basis.

OTHER POLICY CONSIDERATIONS

Council Policy A-3 Investments requires reporting of investment holdings, investment performance on an annual basis, as well as reporting deviations from policy. As of September 30, 2015, the investment portfolio was in compliance with the investment policy except, holdings with one financial institution were five percent greater than the stated policy balance of twenty five percent. This variance is due to the value and timing of investment redemptions.

BUDGET CONSIDERATIONS

There are no direct external costs to prepare the quarterly financial report. All internal costs are accommodated within the annual operating budget of the municipality.

COMMUNITY ENGAGEMENT AND CONSULTATION

Financial information continues to be reported publicly on a regular basis.

SUMMARY

Municipal operating and project revenues and expenditures are reported with comparison to annual budget. Investment holdings and performance are reported as required by the investment policy.

Respectfully submitted,

Ken Roggeman
DIRECTOR OF FINANCE

THIRD QUARTER FINANCIAL REPORT

FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2015

The Resort Municipality of Whistler | January 26, 2016

THE PREMIER MOUNTAIN RESORT COMMUNITY
MOVING TOWARD A SUSTAINABLE FUTURE

WHISTLER

INTRODUCTION

Quarterly financial reporting is being prepared by the Resort Municipality of Whistler as a means of providing the community, council and the organization with a regular overview of financial information. Quarterly financial reporting is a priority identified by council as part of its Council Action Plan in the priority areas of fiscal responsibility and accountability.

The primary information provided in the quarterly report is a comparison of the annual budget amounts to actual revenues and expenditures for operating departments and projects. All financial information is based on preliminary, unaudited information reported from the municipal financial system as of the report date. Seasonal variations in municipal operations may affect the proportion of revenues achieved or expenditures incurred to date. This is particularly evident with projects as the project activity may not have commenced or may have incurred few actual expenditures as at the end of the reporting period.

This quarterly report provides information in five parts:

Commentary, pages 3-5
➢ Charts and comments

Summary of Operational Results, pages 6-7
➢ Summary of primary revenue categories
➢ Summary of expenditures by division
➢ Other expenditures and allocations
Operational results are revenues and expenses that the municipality normally carries out on an annual basis. Operational costs are paid for by current year revenues.

Statements of Operational Results, pages 8-15
➢ Revenues and expenditures by department

Statements of Net Project Expenditures, pages 16-22
➢ Summary of net project expenditures
Net project expenditures are project costs less funding, if any, from sources outside of the municipality. Projects are used to plan and account for transactions that do not take place every year. Examples are; construction of a bridge, infrastructure maintenance and one-time activities or events.

Investments, pages 23-24
➢ Investment commentary
➢ Summary of investment holdings and returns
Council Policy A-3 "Investments" sets out quarterly reporting requirements to Council for municipal investments. Previously prepared as a separate report, investment holdings, performance and any deviations from the policy are now consolidated into the quarterly financial report.

All amounts are presented on a non-consolidated basis which may give rise to some variations from amounts included in the actual Five-Year Financial Plan Bylaw. Non-consolidated means that subsidiary companies of the municipality (Whistler Housing Authority for example) are not included and, interdepartmental sales and purchases have not been removed. The Statements of Operational Results and, Net Project Expenditure are
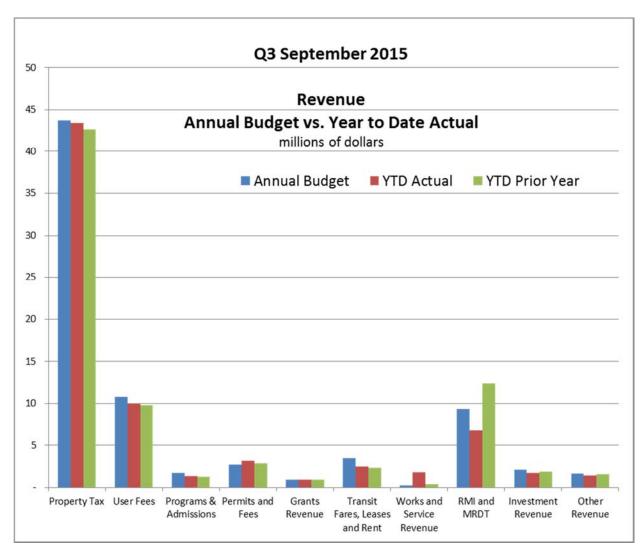
supplementary information and provide additional detail for readers. Quarterly financial reporting follows the fiscal year of the municipality which is January 1 through December 31.

Questions or comments about this report can be made by:

Email – budget@whistler.ca
Phone – 604-932-5535 (Toll free 1-866-932-5535)

COMMENTARY

Nine months into the 2015 fiscal year overall operating revenues were at ninety five percent and expenditures seventy two percent of their annual budgeted amounts. This compares to ninety seven percent and seventy four percent respectively in the prior fiscal year. A significant amount of revenue is accounted for by midyear primarily due to completion of the property tax and utility user fee billing cycle during the second quarter. Most revenue line items are about the same or greater than the prior year with the exception of Resort Municpality Initiative (RMI) amounts. RMI payments from the province are expected during the fourth quarter or possibly early in the following year.

Q3 September 2015

Revenue
Annual Budget vs. Year to Date Actual
millions of dollars

■ Annual Budget   ■ YTD Actual   ■ YTD Prior Year

Other seasonal variations and factors that impact the proportion of revenue achieved as of the end of the reporting period include:

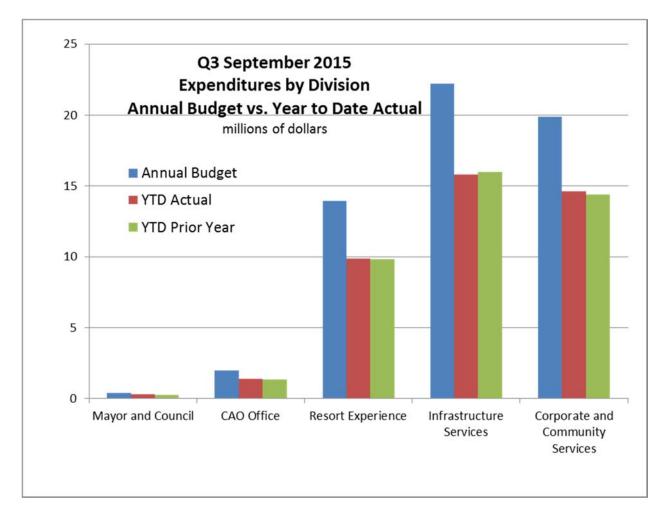Municipal and Regional District Tax (MRDT – Hotel Tax)
- Year to date increase of two hundred ninety five thousand or ten percent over the same period last year.
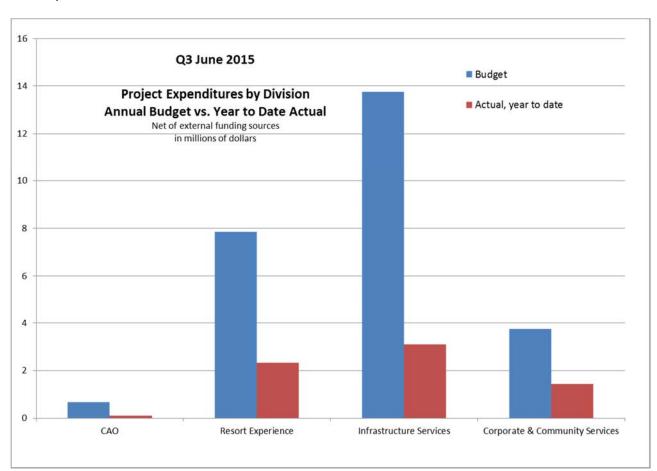
Permits and Fees
- Revenue from permits and fees have increased by more than two hundred seventy thousand over to the same period last year due to increased user volume of pay parking and Building Department services. Building department revenues are already at one hundred sixty five percent of budget revenue for the year.

Works and Services Revenue
- Revenue is exceptionally greater than budget and prior year amounts. Related to increase in Building department revenues, this reflects the increased volume and value of construction in the municipality.

Total operating expenditures at the end of the second quarter are seventy two percent of annual budget compared to seventy four percent in the prior year. Operating expenditures in the third quarter were two hundred eighteen thousand greater compared to the end of the same period in the prior year.

Operating revenues and expenditures for individual departments can be found on the Statements of Operational Results.

As of September 30, 2015, actual net project expenditures were twenty six point eight percent of total budgeted expenditure for the year.

A significant amount of project costs are not received until later in the fiscal year, and not all budgeted project activities will necessarily take place during the fiscal year due to unplanned or unforeseen factors. As projects are usually funded from municipal reserves, financial resources not used during the year will remain in the reserves until required and this does not directly impact the operating surplus or deficit for future fiscal planning purposes.

Net expenditures by individual project can be found on the Statements of Net Project Expenditures.

Resort Municipality of Whistler
Summary of Operational Results
For the Quarter ended September 30, 2015, (Unaudited)

|	Budget Annual	Actual Year to Date	% Budget	Prior Year Year to Date	Notes
Revenues					
Property Tax	43,734,399	43,463,053	99%	42,640,697	(1)
User Fees	10,763,675	9,905,438	92%	9,778,534	(1)
Programs & Admissions	1,709,010	1,288,488	75%	1,268,888	
Permits and Fees	2,728,824	3,154,418	116%	2,875,635	(2)
Grants Revenue	936,696	964,405	103%	966,969	
Transit Fares, Leases and Rent	3,429,191	2,427,815	71%	2,285,875	
Works and Service Revenue	278,434	1,742,335	626%	403,905	(3)
RMI and MRDT	9,293,739	6,700,635	72%	12,395,530	(4)
Investment Revenue	2,085,353	1,695,128	81%	1,852,243	
Other Revenue	1,622,462	1,430,457	88%	1,535,750	
	76,581,783	72,772,174	95%	76,004,027	
Divisional Operating Expenditures					
Mayor and Council	376,804	311,417	83%	270,708	
CAO Office	1,984,606	1,404,923	71%	1,326,354	
Resort Experience	13,958,164	9,881,902	71%	9,810,818	
Infrastructure Services	22,225,230	15,834,711	71%	16,029,145	
Corporate and Community Services	19,924,348	14,608,089	73%	14,385,530	
	58,469,151	42,041,041	72%	41,822,555	
Corporate Expenditures, Debt, Reserves and Transfers					
Internal Revenue Transfers	(4,248,556)	(3,186,417)	75%	-	(5)
Miscellaneous Services	95,000	105,525	111%	67,673	
Interest and Admin Costs	25,300	23,107	91%	16,774	
External Partner Contributions	3,280,217	2,373,835	72%	2,336,919	(6)
Internal Charges	50,000	57,541	115%	98,193	
Long Term Debt	1,561,833	340,068	22%	(1,490,558)	(7)
Debt Interest	1,370,982	688,327	50%	685,433	
Transfers to Other Funds	15,977,855	582,926	4%	602,313	(8)
	18,112,631	984,912		2,316,746	
Future Expenditures, Transfers, Reserve Contributions	0	29,746,221		31,864,726	

See next page for notes

Notes:
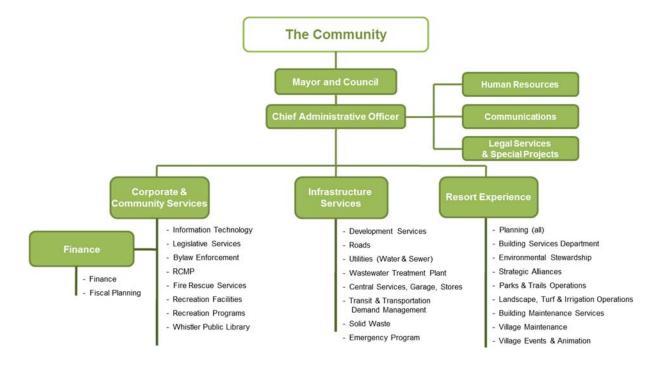
(1)   Virtually all property taxes and a significant portion of user fees for water, sewer and solid waste are billed on the annual property tax notice and accounted for during the month of May.

(2)   Most permit and fee revenue, especially building and parking, is tracking at greater than seventy five percent
of budget and, all business licence revenue is billed and accounted for at the beginning of the fiscal year.

(3)   Works and service revenue is directly related to the timing of development and construction, is not known in advance and, is tracking well above budgeted amounts.

(4)   As of Sep 30, 2015 , MRDT is tracking ahead of budget but not all RMI payments have been received from the province.

(5)   This amount reflects internal recoveries to offset internal charges included in the divisional operating expenditures reported above. Internal revenues are not included in the revenue section.

(6)   External partner expenditures are primarily made up of Municipal and Regional District Tax (MRDT) paid to Tourism Whistler and Community Enrichment Program grants and fee for service agreements.

(7)   Long term debt in the current year includes only payments. Prior year amount included the receipt of loan proceeds, resulting in the negative amount.

(8)   Transfers to reserves are mostly accounted for at the end of the fiscal year.

STATEMENTS OF OPERATIONAL RESULTS

Information is categorized by division and reported for each department within the division.

Revenues and expenses are reported separately for each department.

The diagram below illustrates the RMOW's organizational structure.

Resort Municipality Of Whistler
Statement of Operational Results by Department
For the nine months ended September 30, 2015 (unaudited)

Division 1100 Mayor and Council	Annual Budget	Actuals YTD	% Budget Used to Date	Notes
Mayor & Council				
Expenses	376,804	311,417	83%	
Total	**376,804**	**311,417**		
Mayor and Council Total	**376,804**	**311,417**		

Resort Municipality Of Whistler
Statement of Operational Results by Department
For the nine months ended September 30, 2015 (unaudited)

Division 1200 CAO Office	Annual Budget	Actuals YTD	% Budget Used to Date	Notes
Administrator				
Expenses	1,164,229	801,598	69%	
Total	**1,164,229**	**801,598**		
Policy & Program Development				
Expenses	0	0	0%	
Total	**0**	**0**		
Human Resources				
Revenues	0	0	0%	
Expenses	820,377	603,325	74%	
Total	**820,377**	**603,325**		
CAO Office Total	**1,984,606**	**1,404,923**		

Resort Municipality Of Whistler
Statement of Operational Results by Department
For the nine months ended September 30, 2015 (unaudited)

Division 5000 Resort Experience	Annual Budget	Actuals YTD	% Budget Used to Date	Notes
Strategic Alliances				
Revenues	(83,241)	0	0%	**(1)**
Expenses	172,170	124,600	72%	
Total	**88,929**	**124,600**		
Village Events and Animation				
Revenues	(3,776,264)	(122,428)	3%	**(1)**
Expenses	3,890,366	2,491,271	64%	
Total	**114,102**	**2,368,843**		
Division Administration				
Revenues	(100,000)	0	0%	**(1)**
Expenses	431,025	305,287	71%	
Total	**331,025**	**305,287**		
Resort Operations				
Revenues	(1,704,544)	(465,652)	27%	**(2)**
Expenses	6,656,670	4,928,361	74%	
Total	**4,952,126**	**4,462,709**		
Planning (ALL)				
Revenues	(67,750)	(65,263)	96%	**(3)**
Expenses	1,559,713	1,018,898	65%	
Grants & Contributions	(98,000)	(116,599)	119%	**(3)**
Project Expenditures	62,500	122,847	197%	**(3)**
Total	**1,456,463**	**959,883**		

Resort Experience continued……..

Division 5000 Resort Experience	Annual Budget	Actuals YTD	% Budget Used to Date	Notes
Environment Stewardship				
Revenues	(10,000)	(18,287)	183%	
Expenses	276,949	234,412	85%	
Total	**266,949**	**216,125**		
Building Department Services				
Revenues	(686,874)	(1,162,126)	169%	**(4)**
Expenses	908,772	656,226	72%	
Total	**221,898**	**(505,900)**		
Resort Experience Total	**7,431,491**	**7,931,548**		

Notes:

(1) Most budgeted revenue is Resort Municipality Initiative (RMI) funding that will be allocated at the end of the fiscal year.

(2) A significant amount of budgeted revenue is MRDT and RMI funding that will be allocated at the end of the fiscal year.

(3) The Planning Department includes contributions and costs resulting from develop;ment applications. Cost of processing development applications are recovered from the applicant. Timing and amount of costs and contributions is dependent on the timing and number of development applications received. Volume and value has been greater than budget.

(4) Building Department revenues are significantly greater in volume and value than budget.

Resort Municipality Of Whistler

Statement of Operational Results by Department

For the nine months ended September 30, 2015 (unaudited)

Division 6000 Infrastructure Services	Annual Budget	Actuals YTD	% Budget Used to Date	Notes
General Manager				
Expenses	410,981	282,910	69%	
Project Expenditures	0	0	0%	
Total	**410,981**	**282,910**		
Development Services/Engergy Mgmt				
Revenues	(8,500)	(104,574)	1230%	
Expenses	572,681	378,953	66%	
Total	**564,181**	**274,379**		
Transportation				
Revenues	0	(22,374)	0%	
Expenses	2,315,617	1,499,940	65%	
Total	**2,315,617**	**1,477,566**		
Central Services				
Revenues	(2,771,794)	(1,692,389)	61%	
Expenses	2,223,761	1,426,144	64%	
Total	**(548,033)**	**(266,245)**		
Environmental Operations				
Revenues	(2,306,686)	(1,674,991)	73%	**(1)**
Expenses	2,306,686	1,674,991	73%	**(1)**
Total	**0**	**0**		

Infrastructure Services continued……..

Division 6000 Infrastructure Services	Annual Budget	Actuals YTD	% Budget Used to Date	Notes
Solid Waste				
Revenues	(5,320,345)	(4,250,114)	80%	**(2)**
Expenses	4,908,379	3,591,303	73%	
Total	**(411,966)**	**(658,811)**		
Transit				
Revenues	(3,789,000)	(1,798,620)	47%	**(4)**
Expenses	6,365,400	4,603,625	72%	
Total	**2,576,400**	**2,805,005**		
Water Fund				
Revenues	(6,556,679)	(6,473,715)	99%	**(2)**
Expenses	3,071,172	1,797,906	59%	**(3)**
Total	**(3,485,507)**	**(4,675,809)**		
Sewer Fund				
Revenues	(7,432,433)	(7,224,139)	97%	**(2)**
Expenses	4,591,764	2,834,572	62%	**(3)**
Total	**(2,840,669)**	**(4,389,567)**		
Infrastructure Services Total	**(1,418,994)**	**(5,150,571)**		

Notes:

(1) All expenditures of the Environmental Operations Department are allocated to the Water and Sewer Funds.

(2) All or most of these revenues are billed on the annual property tax notice in the second quarter of the fiscal year.

(3) Budgeted expenditures include administration costs allocated from the operating fund and are not accounted for until the end of the fiscal year.

(4) A greater proportion of the transit revenues are earned during the first and last quarters of the fiscal year.

Resort Municipality Of Whistler

Statement of Operational Results by Department

For the nine months ended September 30, 2015 (unaudited)

Division 7000 Corporate and Community Services	Annual Budget	Actuals YTD	% Budget Used to Date	Notes
Finance				
Revenues	(91,500)	(52,002)	57%	
Expenses	1,779,996	1,500,033	84%	**(1)**
Total	**1,688,496**	**1,448,031**		
Legislative Services				
Revenues	(12,800)	(7,792)	61%	
Expenses	1,094,472	786,125	72%	
Total	**1,081,672**	**778,333**		
Information Technology				
Revenues	(25,000)	(49,230)	197%	
Expenses	1,336,502	978,361	73%	
Total	**1,311,502**	**929,131**		
Bylaw				
Revenues	(2,126,250)	(2,046,031)	96%	**(2)**
Expenses	1,319,190	924,137	70%	
Total	**(807,060)**	**(1,121,895)**		
RCMP				
Revenues	(441,089)	(336,491)	76%	
Expenses	3,872,150	2,853,088	74%	
Total	**3,431,062**	**2,516,597**		

Corporate and Community Services continued……..

Division 7000 Corporate and Community Services	Annual Budget	Actuals YTD	% Budget Used to Date	Notes
Fire Rescue Service				
Revenues	(71,500)	(9,518)	13%	
Expenses	3,842,071	2,743,351	71%	
Total	**3,770,571**	**2,733,833**		
Whistler Public Library				
Revenues	(150,800)	(144,915)	96%	
Expenses	1,055,289	802,726	76%	
Total	**904,489**	**657,811**		
Recreation				
Revenues	(1,142,088)	(784,354)	69%	
Expenses	1,940,498	1,350,496	70%	
Total	**798,410**	**566,142**		
Meadow Park Sports Centre				
Revenues	(1,585,600)	(1,192,490)	75%	
Expenses	3,280,953	2,443,009	74%	
Total	**1,695,353**	**1,250,519**		
Corporate and Community Services General				
Revenues	0	0	0%	
Expenses	403,227	226,763	56%	**(3)**
Total	**403,227**	**226,763**		
Corporate and Community Services Total	**14,277,721**	**9,985,265**		

Notes:
(1)   A larger proportion of costs are incurred during the first and second quarters due to external audit and insurance expenditures.
(2)   Parking revenues have been greater than budget and most business license fee revenue is accounted for during the first quarter of the fiscal year.
(3)   Less than half of the budget has been utilized due to Customer Service Counter budget and operations beginning after June 30.
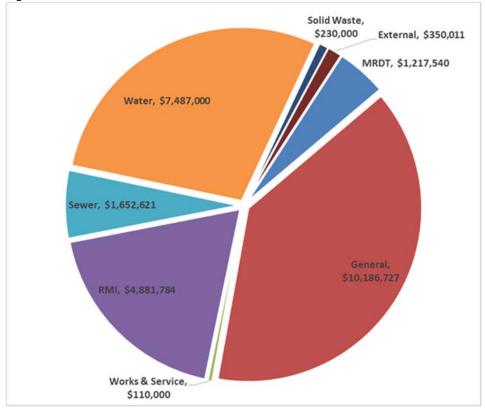
STATEMENTS OF NET PROJECT EXPENDITURE

Projects are used to plan and account for transactions that do not take place every year and are most often funded from municipal reserves. Projects can vary in size and carry over many years. At any given time, a division may have several projects in progress. Current policy is to allocate an annual budget to the project based on the work anticipated for the coming year.

For 2015 the budgeted amount to be funded from reserves and external sources is twenty six point one million. The chart below provides a breakdown of funding sources for projects in 2014 and the amount that each will be contributing.

Projects are sorted by division and categorized as follows:

Annual Recurring Projects

> Projects that are carried out on a regular, periodic basis but he type and scope of the work may change. Maintenance and reconstruction projects for example.

Continuing Projects

> Projects that were planned for a prior year and will continue into the next year.

New Projects

> Projects that have a start and end date within the five year financial plan and, are not an annual recurring project.

Other Projects

> Projects that have been included in prior financial plans and are subject to discussion with senior levels of government.

Resort Municipality of Whistler

Statement of Project Position

For the nine months ended September 30, 2015, (unaudited)

DIVISION 1200 CAO Office	Annual Budget	Actuals YTD	% Budget YTD
Annual Recurring Projects			
Website	47,000	13,206	28%
Corporate Communications	10,000	5,125	51%
Collective Bargaining	36,000	11,537	32%
Continuing Projects			
Home Energy Assessment Rebate	28,000	10,200	36%
Community Energy & Climate Action Plan	65,000	250	0%
Learning and Education Initiatives	95,000	1,212	1%
Conference Centre Expansion Study	50,000	0	0%
Spearhead Hut Project Support	150,000	0	0%
Village Gate and Taxi Loop Enhancement	0	975	0%
New Projects			
Large Group & Conference Growth	130,000	23,900	18%
Whistler 40th Anniversary Celebration	40,000	27,609	69%
EPI Model Update	20,000	11,737	59%
CAO Office Total	**671,000**	**105,750**	

Resort Municipality of Whistler

Statement of Project Position

For the nine months ended September 30, 2015, (unaudited)

DIVISION 5000	Annual	Actuals	% Budget	
Resort Experience	Budget	YTD	YTD	Notes
Annual Recurring Projects				
Olympic Plaza Enhancements	60,000	54,905	92%	
Conference Centre Improvements	323,284	(32,000)	-10%	(1)
General Improvements - Environment	30,000	18,915	63%	
Village Enhancement	150,000	78,823	53%	
Parks Accessibility Program	25,000	7,667	31%	
Community Wildfire Protection	685,200	294,732	43%	
Bear Management Program	30,000	6,600	22%	
Valley Trail Reconstruction	110,000	1,643	1%	
Air Quality Management Plan	5,000	0	0%	
Annual Building Maintenance	90,000	44,091	49%	
Cheakamus Community Forest / Forestry Co	7,000	1,066	15%	
Recreation Trail Program	50,000	48,981	98%	
Park Operations General Improvement	200,000	116,269	58%	
Ecosystem Monitoring Program	25,000	23,341	93%	
Building Asset Replacement Program	150,000	26,417	18%	
WVLC Parkade Rehabilitation Program	158,400	20,578	13%	
Annual Electrical Maintenance	45,000	8,382	19%	
Continuing Projects				
Games Legacy Art	150,000	80,157	53%	
Recreation Leisure Master Plan	10,000	11,234	112%	
Village Square & Mall Rejuvenation	1,370,215	202,618	15%	
Valley Trail Mons RR Xing to Cypress Pl	1,009,000	7,685	1%	
Building Department File Scanning	139,000	0	0%	
Cultural Connector	600,000	204,688	34%	
REX GIS Project	15,000	2,128	14%	
Skate Park Rejuvenation Plan	807,600	224,833	28%	
Cheakamus Bridge Sea to Sky	0	4,304	0%	
Bayly Park (Cheakamus Crossing Park)	0	0	0%	
Alpine Trail Program	300,000	259,941	87%	
Municipal Hall Continuing Improvements	185,000	56,014	30%	
Blackcomb Way Valley Trail Lights	10,000	4,041	40%	
Emerald Valley Trail Segmented Retaining V	309,890	281,718	91%	
Former Hostel Site Improvements	110,000	77,225	70%	
Train Wreck Pedestrian Bridge	30,000	0	0%	

………continued on next page

Resort Experience continued……..

DIVISION 5000 Resort Experience	Annual Budget	Actuals YTD	% Budget YTD	Notes
New Projects				
Public Art Project	0	110	0%	
Park and Trail Summer Survey	0	0	0%	
Games Cauldron Repair	40,000	0	0%	
Meadow Park Sport Field	15,000	0	0%	
WOPL Washroom Expansion	15,000	0	0%	
Valley Trail cycling Review	20,000	0	0%	
Artificial Turf Field & Structure	45,000	11,525	26%	
Environmental Bylaw Amendment	10,000	0	0%	
Lost Lake Park North Bridge Replacements	0	(72,217)	0%	(2)
Fitzsimmons Creek Trail Upgrades	0	6,005	0%	
Alta Vista Works Yard Upgrade	89,100	43,010	48%	
BMX Track	95,000	38,039	40%	
Irrigation Central Control Upgrade	231,000	103,553	45%	
Lost Lake Light Replacement	110,000	1,401	1%	
Lost Lake Special Events	58,400	51,950	89%	
Rainbow Park Volleyball Court	20,000	15,059	75%	
Public Works Yard Mechanics Shop HVAC	50,000	0	0%	
MYMP Waterproofing & Landscape Repair	100,000	0	0%	
Resort Experience Total	**8,088,089**	**2,335,430**		

(1) **Conference Centre Improvements**
Reconciliation and adjustment of prior year costs.

(2) **Lost Lake Park North Bridge Replacements**
$75,000 grant received in 2015 for prior year project.

Resort Municipality of Whistler
Statement of Project Position
For the nine months ended September 30, 2015, (unaudited)

DIVISION 6000 Infrastructure Services	Annual Budget	Actuals YTD	% Budget YTD	Notes
Annual Recurring Projects				
Water Annual Reconstruction	260,000	106,497	41%	
Water Loss Reduction Program	100,000	4,010	4%	
Sewer Annual Reconstruction	537,500	326,397	61%	
WWTP Annual Reconstruction	445,000	95,486	21%	
Environmental Monitoring - Cheakamus Riv	40,000	9,732	24%	
Reservoir Upgrades	50,000	0	0%	
Fire Hydrant Maintenance	90,000	31,576	35%	
Benchmarking Water	11,000	0	0%	
Reservoir Cleaning	100,000	0	0%	
Solid Waste Annual Reconstruction	150,000	111,389	74%	
Groundwater Monitoring for Final Capital	26,000	1,885	7%	
Workplace Safety-Maint. and Oversight - WA	20,000	0	0%	
LWMP Review	50,000	18,076	36%	
Water Conservation Program	22,000	3,657	17%	
Annual Reconstruction - Roads	150,000	5,252	4%	
Fitz Creek Gravel Removal	370,000	312,416	84%	
Bridge Reconstruction Program	110,000	59,208	54%	
Fleet Replacement	2,327,018	150,556	6%	
Central Services Annual Reconstruct	75,000	26,844	36%	
Continuing Projects				
WWTP Process - Energy Optimization	0	(15,304)	0%	(1)
West Side Alta Lake Sewers	207,954	0	0%	
Zone 775 Water Infrastructure Update	450,000	11,886	3%	
Major Water Infrastructure Renewal Program	4,966,000	1,332,249	27%	
PLC Replacement Program	100,000	41,781	42%	
Cross Connection Prevention Program	92,362	29,366	32%	
Long Term Water Supply Plan Update	5,000	5,872	117%	
Infra. Capacity Analysis-GFA Exclusions Wa	20,000	0	0%	
Infra. Capacity Analysis-GFA Exclusions Sev	20,000	0	0%	
Workplace Safety-Maint. and Oversight - SE	60,000	15,350	26%	
Master Sewer Plan	70,000	58,967	84%	
Function or 21 Mile Supply Well	280,000	0	0%	
Alpine Reservoir Level Control	200,000	13,753	7%	
SCADA Site Telemetry & Alarms	20,000	0	0%	
Emerald Well Water Quality	750,000	26,586	4%	
Fortis Site Master Plan	40,000	12,480	31%	
Mapping Updates - Orthophotos and LiDAR	39,413	0	0%	
Earthquake Hazard Mitigation	15,000	0	0%	
Fitz Creek Debris Barrier & Sediment Basin	25,000	1,530	6%	
Flood Plain Mapping	30,000	0	0%	
Bus Shelter - Cheakamus Lake Rd at Hwy 99	35,000	34,756	99%	
Rebuild PWY Stores/Reception Area	85,000	27,325	32%	

Infrastructure Services continued……..

DIVISION 6000 Infrastructure Services	Annual Budget	Actuals YTD	% Budget YTD	Notes
New Projects				
DES Boiler Replacement	235,000	196,002	83%	
Gateway Loop Reconstruction	600,000	218	0%	
Biosolids Disposal Options Assessment	40,000	1,315	3%	
21 Mile Creek Source Water Protection Pro	25,000	13,356	53%	
DES Energy Efficiency Study	40,000	0	0%	
Whistler Cay Entrance Reconstruction	85,000	0	0%	
Development Services Renovations	30,000	1,609	5%	
Pedestrian Crossing Light - Alta Lk Road	0	0	0%	
Air Quality Equipment	50,000	0	0%	
Highway Intersection Capacity Analysis	50,000	5,725	11%	
LED Streetlight Assessment	15,000	0	0%	
Tapley's Flood Protection Options Assessme	33,000	(2,234)	-7%	(2)
Traffic Studies to support reactivation of TA(	50,000	17,250	35%	
Transit Tracking APP	50,000	0	0%	
Infrastructure Services Total	**13,747,247**	**3,092,820**		

(1) WWTP Process - Energy Optimization
$15,000 grant received in 2015 for prior year project.

(2) Tapley's Flood Protection Options Assessment
Provincial grant was subsequently applied for and received. Some project costs were incurred in the prior year.

Resort Municipality of Whistler

Statement of Project Position

For the nine months ended September 30, 2015, (unaudited)

DIVISION 7000 **Corporate and Community Services**	Annual **Budget**	Actuals YTD	% Budget YTD	Notes
Annual Recurring Projects				
Municipal Elections	0	314	0%	
Computer Systems Replacement	214,424	132,468	62%	
Library Furniture and Equipment	98,750	7,711	8%	(1)
Library Collection	100,000	78,992	79%	
Recreation Equipment	184,750	166,338	90%	
Recreation Infrastructure Replacement	1,190,350	414,148	35%	
Recreation Accessibility Upgrades	15,000	0	0%	
Recreation Services Equipment	0	836	0%	
Recreation Services Infrastructure Replacen	0	614	0%	
Whistler Olympic Plaza Ice Rink	20,000	9,630	48%	
Firefighting Equipment Replacement	50,000	44,184	88%	
Fire Smart Neighbourhood Program	84,895	0	0%	
Project Fires Record Management System	48,860	2,431	5%	
Continuing Projects				
Financial Systems Modifications	0	52,119	0%	(2)
Property Appraisal Insurance Purposes	13,600	4,388	32%	
Whistler Coat of Arms	8,500	608	7%	
Customer Service Strategy	375,000	122,302	33%	
Reserve Policy Planning	17,420	0	0%	
GIS Platform Change to ESRI	152,500	35,757	23%	
Local Infrastructure & Server Room	212,250	39,208	18%	
Corporate Software	437,178	177,163	41%	
Fiber-Optic Network Improvements	40,000	5,415	14%	
Strategic Planning	5,000	24,232	485%	
Asset Inventory Audit	5,000	0	0%	
RCMP Facility Maintenance	67,930	9,731	14%	
New Projects				
Supplies Cupboard for Front Reception	5,000	1,509	30%	
Postage Machine	10,000	4,360	44%	
PS Building Space Utilization - Fire Bylaw IT	0	6,464	0%	
Council Camera Flute COTW	18,400	21,637	118%	
Library Website Feasibility Study	10,000	0	0%	
Technical Rescue Program	161,140	39,455	24%	
Fire Hall Infrastructure Improvements	100,000	0	0%	
Alta Lake Station House Envelope Repair	105,000	26,347	25%	
Corporate and Community Services Total	**3,750,947**	**1,428,362**		

(1) Library Furniture and Equipment	Budget	Actual
Grants & Contributions	-	(69,750)
Project Expenditures	98,750	77,461
Library Furniture and Equipment	**98,750**	**7,711**

Grant has been fully accounted for but project costs have not been fully realized.

(2) Financial Systems Modifications

IT support costs to be allocated to other projects.

INVESTMENTS

Investment holdings of the Municipality at September 30, 2015, had a market value of $119,558,209 (2014 - $109,556,360). A list of investment holdings and returns is provided below.

The Municipality holds investment balances in order to earn investment income on cash that is not currently required for operations, projects or capital purposes. Cash held for capital purposes often makes up the largest portion of the investment holdings, as it is savings accumulated over time and will not be expended until years in the future. Operating cash balances also exist, particularly in June and July when most property tax payments are received by the Municipality. Conversely investment holdings are often at their lowest in the months just prior to the property tax collection date.

Investment income, including changes in market values, for the nine months ended September 30, 2015 was $1,672,460 (unaudited). This is 80% of the total budgeted investment income for the year and an overall annualized return of 2.21% on the average monthly investment balances. Future investment income however, is dependent upon the market conditions at the time. Most investment income is allocated to reserves to fund future expenditures with the remainder is allocated to operations throughout the year.

Resort Municipality of Whistler
Investment Holdings and Returns
As at September 30, 2015

Holder	Fund	30-Sep-15	30-Sep-14	Market Value 30-Sep-13
RBC Operating Account		10,449,238	6,126,120	7,590,968
RBC Dominion Securities	Renaissance Real Return Bond Fund	2,100,607	4,560,534	4,392,552
	CDN Western Bank, GIC		-	3,076,488
	VanCity, GIC, 1.85% Due 09/04/2014		-	1,501,977
	ING, GIC, 2.00% Due 09/04/2015		2,002,849	2,002,849
	National Bnk Of Can, 2.9% Due Jan 7/2019	4,084,537	4,084,537	
	Bank of Montreal, 2.210% Due 07/17/2017	3,013,805	3,013,805	
	Tangerine Bank, 2.45% Due 07/16/2018	3,015,304	3,015,304	
	RBC, 2.45% Due 09/24/2018	2,501,342	2,501,342	
	Tangerine Bank, 2.70% Due 07/16/2019	3,016,866	3,016,866	
	Nat'l Bank of Can, 2.70% Due 09/23/2019	2,501,479	2,501,479	
	Bank of Montreal, 2.110% Due 09/22/2016	2,553,918	2,501,155	
	HSBC 2.55% Due 10/17/2019	2,560,781	-	
	Tangerine Bank, 2.60% Due 10/22/2019	2,561,082	-	
	HSBC 2.15% Due 7/23/2020	2,008,129		
	Tangerine Bank, 2.20% Due 7/23/2020	3,012,477		
	Nat'l Bank of Can, 2.20% Due 07/23/2020	3,012,477		
Mid-Term Investments	Prov BC Bond, Due 07/09/2017, YTM 2.19%	3,209,438	3,117,441	3,003,261
	Prov Ont Bond, Due 08/07/2017, YTM 2.28%	2,679,761	2,599,169	2,503,004
	Prov NS Bond, Due 06/01/2022, YTM 2.0%	2,968,388		
Municipal Finance Authority	Short term bond fund	42,034,064	40,719,548	39,436,611
	Intermediate fund	1,719,411	2,679,400	4,122,441
Blueshore Financial	Term deposits	20,555,105	27,116,811	18,060,418
		119,558,209	109,556,360	83,321,777
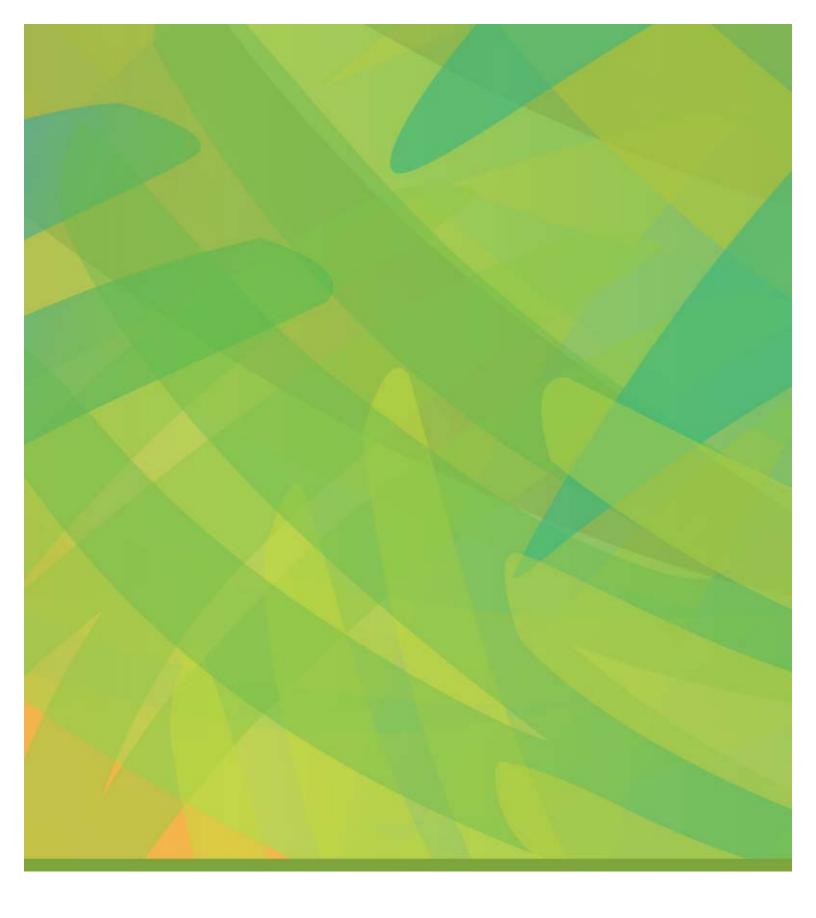
Investment Returns
As at September 30, 2015

	RMOW Actual Returns ***		
	Year-to-Date Non-annualized	YTD Actual Annualized %	1 year actual Annualized %
	9/30/2015	9/30/2015	Dec 31/14
MFA Intermediate Fund *	**1.11**	**1.43**	**1.28**
*FTSE TMX Canada 365 -Day T-Bill Index ** *	*0.77*	**0.98**	*0.79*
MFA Bond Fund *	**1.94**	**2.85**	**3.15**
FTSE TMX Canada Short Term Overall Bond Index	*1.96*	*2.85*	*2.86*
Renaissance Real Return Bond Fund	**2.82**	**3.76**	**13.76**
Prov of BC Bonds	**2.03**	**2.71**	**3.27**
Prov Of Ont Bonds	**2.13**	**2.85**	**3.37**
Prov of NS Bonds	**-1.06**	**-2.56**	
ING, GIC, 2.00% Due 09/04/2015	**1.50**	**2.00**	**2.00**
National Bnk Of Can 5 yr GIC	**2.17**	**2.90**	**2.90**
Bank of Montreal 5yr GIC	**1.65**	**2.31**	**2.21**
Tangerine Bank 4 yr GIC	**1.83**	**2.45**	**2.45**
Royal Bank 4yr GIC	**1.83**	**2.45**	**2.45**
Tangerine Bank 5yr GIC	**2.02**	**2.70**	**2.70**
Nat'l Bank of Can 5yr GIC	**2.02**	**2.70**	**2.70**
Bank of Montreal 2yr GIC	**1.58**	**2.11**	**2.11**
HSBC 5yr GIC	**1.91**	**2.55**	**NA**
Tangerine Bank 5yr GIC	**1.94**	**2.60**	**NA**
HSBC 5yr GIC	**0.41**	**2.15**	**NA**
Tangerine Bank 5yr GIC	**0.42**	**2.20**	**NA**
Nat'l Bank of Can 5yr GIC	**2.03**	**2.71**	**NA**
Blueshore ST Deposits	**1.17**	**1.64**	**1.87**
RBC Operating Account	**0.76**	**1.01**	**1.24**

* All results/indices presented after net fees of 20 basis points (Bond, & Intermediate Funds) and 15 basis points (Money Market Fund) have been applied.

** Represents custom benchmark: changed from FTSE TMX Canada 91-day T-Bill Index to FTSE TMX Canada 30-day T-Bill Index effective January 1, 2013

Pooled investment results are provided by MFA and prepared by Phillips, Hager & North Investment Management Ltd.

Investment returns includes interest, capital gains and mark to market changes.

WHISTLER

REPORT │ ADMINISTRATIVE REPORT TO COUNCIL

PRESENTED:	January 26, 2016	**REPORT:**	16-004
FROM:	Infrastructure Services	**FILE:**	850
SUBJECT:	COMPREHENSIVE EMERGENCY MANAGEMENT PLAN - ANNEX 4 EVACUATION PLAN		

COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

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

RECOMMENDATION

That Council endorse the Comprehensive Emergency Management Plan - Annex 4 Evacuation Plan to replace the 2009 Draft Evacuation Plan.

PURPOSE OF REPORT

The purpose of this report is to provide Council with the final draft of the Comprehensive Emergency Management Plan - Annex 4 Evacuation Plan (attached as Appendix "A") and to seek Council's endorsement of the plan.

REFERENCE

Appendix "A" – Annex 4 Evacuation Plan

DISCUSSION

Annex 4 Evacuation Plan (herein referred to as the Evacuation Plan or the plan) is an annex to the Resort Municipality of Whistler (RMOW) Comprehensive Emergency Management Plan (CEMP).

The RMOW CEMP was endorsed by Council in November of 2014. The CEMP is an all-hazards plan that details the RMOW's emergency responsibilities, emergency organization, concept of operations, emergency facilities, and emergency legislation. The CEMP is complemented by emergency functional annexes that are specific to a task or activity that the RMOW may perform in response to a major emergency or disaster, such as emergency communications or evacuation. The newest Annex, the Evacuation Plan, follows the plan format established in the CEMP and previous annexes.

The Evacuation Plan outlines the provisions for a safe and orderly evacuation of residents, tourists, businesses, and others in response to an emergency affecting part, or all, of the RMOW. The Evacuation Plan is intended for use by Emergency Operations Centre (EOC) staff to coordinate an evacuation in the RMOW. The plan is organized such that the first section of the plan contains 'quick reference guides' that provide a basic, handy reference containing key information needed by EOC staff to coordinate an evacuation quickly.

The rest of the plan contains detailed information to supplement the 'quick reference guides.' The specific components of the Evacuation Plan include:

- Types of protective measures including evacuation and shelter-in-place;
- Evacuation scales including area to area evacuation and mass evacuation;

- The decision to evacuate or shelter-in-place and the three-stage evacuation process of Evacuation Alert, Order and Evacuation Lifted;
- Public notification strategies and messaging when an evacuation is expected, imminent or occurring;
- An evacuation map that includes evacuation zones, perimeter control points, neighborhood muster points (and alternates), critical traffic choke points, mass assembly points, Emergency Social Services Reception Centres, location of bridges, and population information;
- Local transportation resources and available fuel supplies;
- Roles and responsibilities of the staff and agencies specific to evacuation; and
- A series of templates for Evacuation Alerts, Orders and instructions for door-knockers.

Evacuation Planning Working Group and Collaboration

A working group was established to coordinate and develop this plan. Representatives from the Infrastructure Services department, Whistler Fire Rescue Service, Whistler RCMP, and the Emergency Program formed the working group. Additional agencies such as Whistler Transit Ltd. and Whistler Blackcomb, and the Measuring-Up Committee of Council provided input into the plan. The Evacuation Plan was endorsed by the Emergency Planning Committee of Council in November, 2015.

WHISTLER 2020 ANALYSIS

W2020 Strategy	TOWARD Descriptions of success that resolution moves us toward	Comments
Health & Social	The resort community is safe for both visitors and residents, and is prepared for potentially unavoidable emergency events.	This Evacuation Plan outlines the provisions for a safe and orderly evacuation of residents, tourists, businesses, and others in response to an emergency; increasing the safety of visitors and residents in an emergency.
Visitor Experience	The resort is comfortable, functional, safe, clean and well-maintained.	A well-prepared and effective evacuation plan will enhance the safety of visitors and residents.

W2020 Strategy	AWAY FROM Descriptions of success that resolution moves away from	Mitigation Strategies and Comments
All	None.	The Evacuation Plan will not move the RMOW away from W2020 Descriptions of Success.

OTHER POLICY CONSIDERATIONS

An evacuation plan is a requirement mandated by the Local Authority Emergency Management Regulation of the *B.C. Emergency Program Act*. The responsibility to develop and maintain municipal emergency plans, including an evacuation plan, falls to the Emergency Program, a division of the Infrastructure Services department.

BUDGET CONSIDERATIONS

There are no budget implications associated with this report.

COMMUNITY ENGAGEMENT AND CONSULTATION

The Evacuation Plan will become a public document available on the RMOW web-site. Specific content in the Evacuation Plan that is strictly for internal use will not be contained in the public version of the Evacuation Plan; examples include personnel contact information.

SUMMARY

This report provides an overview of the Annex 4 Evacuation Plan that replaces the 2009 Draft Evacuation Plan.

The Annex 4 Evacuation Plan includes:

- Quick Reference Guides for evacuation and shelter-in-place; and
- Information for decision-makers regarding the decision to evacuate, acquiring permission and the necessary documentation, roles and responsibilities, and procedures and strategies to implement an evacuation, including a transportation plan.

Respectfully submitted,

ERIN MARRINER
EMERGENCY MANAGEMENT COORDINATOR
for
JAMES HALLISEY,
GENERAL MANAGER OF INFRASTRUCTURE SERVICES

ANNEX 4
Evacuation Plan

Resort Municipality of Whistler
whistler.ca/emergencyprogram

WHISTLER

EVACUATION QUICK REFERENCE GUIDE

When to use this Quick Reference Guide: This guide will be used to implement a Planned Evacuation for part, or all, of the RMOW.

Objective: The objective of this Quick Reference Guide is not to be a detailed instruction manual, but to provide a basic, handy reference containing key information needed by Emergency Operations Centre Staff in the event of an evacuation.

Note: This Quick Reference Guide does not apply to Tactical Evacuations, meaning an evacuation that is directed by the Incident Commander for emergencies that are imminent or have already occurred.

This Quick Reference Guide should be used with the Evacuation Plan Template found on page 8.

RMOW EVACUATION QUICK REFERENCE GUIDE	
DATE: TIME: OPERATIONAL PERIOD:	
NOTIFICATIONS	**ASSIGNED TO:**
Gather as much information as possible from the Incident Commander (IC) including the nature of the threat and the potential threat area.	EOC Director or Operations Chief
If not already activated, activate the RMOW Emergency Operations Centre. See CEMP Annex 1 Emergency Operations Centre Activation Guide or EOC APP.	EOC Director
Notify the **Provincial Emergency Coordination Centre** at **1-800-663-3456**, if not already notified. Confirm a Task Number.	EOC Director
DETERMINE TYPE OF EVACUATION	**ASSIGNED TO:**
<u>IF NEED TO EVACUATE IS URGENT, THE INCIDENT COMMANDER IS AUTHORIZED TO CONDUCT AN IMMEDIATE TACTICAL EVACUATION AT SITE</u>.	IC
Determine type of evacuation – Evacuation Alert, Order or Shelter-in-Place. See Evacuation Alert, Order, or Shelter in Place Flowchart on page 27 to help you choose the best course of action. Follow this Quick Reference Guide for Evacuation (Alert and Order); for Shelter in Place emergencies see the Shelter in Place Quick Action Checklist on page 6.	IC & EOC Director Ops Chief
PROCEDURES FOR EVACUATION ALERT	**ASSIGNED TO:**
Communicate decision to the IC, EOC staff and all involved including supporting agencies.	EOC Director, Ops Chief & Liaison Officer
Determine potential threat area (the area that will be put under Evacuation Alert). Indicate the Evacuation Alert boundaries on large Evacuation Map in the EOC.	IC & EOC Director
Prepare and print Evacuation Alert notices. See Appendix C, on page 48, for an Evacuation Alert Template. The Evacuation Alert should include the following information: the nature of the threat, a map of the Evacuation Alert boundaries, what residents and businesses should do to prepare, the phone number for the	Planning Section

RMOW Public Information Call Centre, how updates will be provided, and information on what to expect if an Order is issued.	
Establish a Public Information Call Centre to handle public inquiries and provide emergency support information. Include the number of the Public Information Call Centre on evacuation information being issued to the public and media. CEMP Annex 3: Information Officer Materials provides detailed instructions for implementing and staffing a Public Information Call Centre.	Information Officer, EOC Director, IT Branch
Issue a media release. The media release should include detailed information about the Evacuation Alert, including the information listed above. See section titled Public Notification and Message Delivery for Planned Evacuations on page 28 for the various methods available to deliver evacuation information to the public. Note: It is a legislated requirement that once an Evacuation Alert is issued, the RMOW must effectively communicate the Evacuation Alert to people within the Evacuation Alert area.	Information Officer
Call the Operations Section at the Provincial Regional Emergency Operations Centre at 604-586-4333 and tell them an Evacuation Alert has been issued. Forward a copy of the Evacuation Alert and map to the Operations Section at preoc2.ops1@gov.bc.ca. If for some reason the PREOC is not operational, call the Provincial Emergency Coordination Centre at 1-800-663-3456, and tell them an Evacuation Alert has been issued.	EOC Director, Liaison Officer
Confirm agency in charge of distributing Evacuation Alerts. This is usually the RCMP. Evacuation Alerts should be distributed door-to-door. See Appendix C, on page 50, for an Evacuation Alert Instructions for Door-Knockers and an Evacuation Alert Spreadsheet. Door-knockers should gather information on the numbers of people that may require: assistance evacuating, food and lodging, and transportation in the event that an Evacuation Order is issued.	EOC Director, Operations Chief
Coordinate with special care facilities and special need populations (Whistler Health Care Centre, those with accessibility issues or medical conditions, etc.) regarding precautionary evacuation. People who require more than 2 hours' notice to evacuate should consider evacuating during the Evacuation Alert phase.	Liaison Officer, EOC Director
Coordinate with School District #48 regarding closure of schools.	Liaison Officer
Alert the ESS Director by phone **604-966-4845**. Direct the ESS Director to ready ESS Reception Centres for use.	EOC Director or Liaison Officer
Continue to monitor the situation. Determine 'trigger points' (water levels, fire size, etc.) for escalating the Evacuation Alert to an Evacuation Order.	EOC Director, EOC Management Team
Begin preparing for an Evacuation Order in case threat becomes imminent. Follow the list of activities below titled 'Evacuation Order'.	Planning Section

PROCEDURE FOR EVACUATION ORDER	ASSIGNED TO:
Communicate decision to the IC, EOC staff and all involved including supporting agencies.	EOC Director, Ops Chief & Liaison Officer
If not already done, declare a local state of emergency for the affected area. **Note:** A declaration of a State of Local Emergency must be declared for the RMOW to issue an Evacuation Order. Boundaries of the declaration of a State of Local Emergency **must cover all areas under evacuation.** Prepare documents as required. See Appendix G (page 57) for a Declaring a Local State of Emergency Flowchart & Order Template.	EOC Director & EOC Management Team Planning Section
Call the Operations Section at the Provincial Regional Emergency Operations Centre at 604-586-4333 and tell them the RMOW has declared a State of Local Emergency. Forward a copy of the declaration to the Operations Section at preoc2.ops1@gov.bc.ca. If for some reason the PREOC is not operational, call the Provincial Emergency Coordination Centre at 1-800-663-3456, and tell them the RMOW has declared a State of Local Emergency.	EOC Director, Liaison Officer
Alert the ESS Director by phone **604-966-4845**. The ESS Director will want to know approximately how many people are/may be displaced.	EOC Director or Liaison Officer
Establish a Public Information Call Centre to handle public inquiries and provide emergency support information. Include the number of the Public Information Call Centre on evacuation information being issued to the public and media. CEMP Annex 3: Information Officer Materials provides detailed instructions for implementing and staffing a Public Information Call Centre.	Information Officer, EOC Director, IT Branch
Determine potential threat area (the area that will be put under Evacuation Order). Indicate the Evacuation Order boundaries on large Evacuation Map in the EOC.	IC & EOC Director
Designate evacuation routes. Display on the large Evacuation Map in the EOC. Communicate evacuation routes to public works/engineering branch and ensure evacuation routes are maintained. I.e. in winter, snow plows should be prepared to keep evacuation routes clear. Determine the status of transportation routes within and around the affected area. Mark unsafe or closed routes on map.	EOC Director, Planning Chief, Operations Chief
Develop a transportation plan to transport the autoless and those that are not able to evacuate themselves (people with disabilities). Consider the characteristics of the effected population. Transient, elderly, etc.? This will help determine the level of assistance that will be required for evacuees.	Transportation Unit, Planning Section
Designate Reception Centre locations and coordinate staffing and supplies. Consider the RC location in relation to the threat as well as the number of potential evacuees.	ESS Branch

Prepare and print Evacuation Order notices. Include a copy of the declaration of State of Local Emergency and map of evacuation boundaries, evacuation routes, Reception Centres, and instructions for those without transportation or those that require assistance. Ensure the phone number for the RMOW Public Information Call Centre is included in the Order. See Appendix D for an Evacuation Order Template on page 48.	Planning Section
Call the Operations Section at the Provincial Regional Emergency Operations Centre at 604-586-4333 and tell them an Evacuation Order has been issued. Forward a copy of the Evacuation Alert and map to the Operations Section at preoc2.ops1@gov.bc.ca. If for some reason the PREOC is not operational, call the Provincial Emergency Coordination Centre at 1-800-663-3456, and tell them an Evacuation Order has been issued.	EOC Director, Liaison Officer
Issue a media release. Ensure public within the affected area is provided life safety information and evacuation details. Include the number of the Public Information Call Centre on Evacuation Order.	Information Officer & EOC Director
Confirm agency in charge of distributing Evacuation Orders. This is usually the RCMP but may include Whistler Fire Rescue Service, Bylaw, Search and Rescue and other agencies as required. Evacuation Orders should be delivered door-to-door to ensure people are made aware of the Order. In addition, and if time allows, door-knockers should gather information from evacuees to determine numbers of evacuees, number of evacuees that require transportation and accommodation, evacuees that refuse to comply with the order, and if any people with disabilities require assistance. Door-knockers should be equipped with flagging tape so they are able to label each property as described in Section 4 on Page 39.	Operations Section Chief, RCMP Branch
Establish a perimeter excluding people from entering the threat area by diverting vehicle and pedestrian traffic. Secure the area. Indicate traffic control points on map.	RCMP Branch Coordinator
Support and monitor evacuation efforts. Keep Policy Group and PREOC updated.	Operations Section Chief, EOC Director
Provide status reports to evacuated population on a regular basis.	Information Officer

PRIOR TO RETURN OF EVACUEES	ASSIGNED TO:
In consultation with IC, determine that RMOW Council can lift the Evacuation Alert or Evacuation Order for designated areas. Prepare 'Evacuation Lifted' documentation.	EOC Director, IC, Planning Section
If evacuated areas have been damaged, conduct damage assessments of critical infrastructure (roads, bridges, utilities, etc.), residences, and businesses and eliminate health and safety hazards as necessary.	Operations Section
If incident requires, assess re-energizing areas. If damaged determine when utilities may be restored to areas under consideration for rescind.	Utilities Branch
RETURN OF EVACUEES	**ASSIGNED TO:**
Evacuation Order is officially lifted and access is opened. At the discretion of the IC the RCMP may provide an escort for returning residents, depending on traffic volume and the number of persons returning to the area. This may also be done in phases at the direction and discretion of the IC on site and in consultation with other agencies. Barriers and/or personnel may be used at closed side to direct traffic.	IC & RCMP Branch
Issue a media release listing instructions for returning residents and business owners. Address the following: • Lifting the Evacuation Order, the authority, and the area affected. • The status of the areas will [or will not] be under Evacuation Alert. • Areas that will remain under Evacuation Order and that no access will be permitted to these areas. • Time and date access will be allowed. • Suggested routes to gain access. • Location of checkpoints. • Potential hazards in area. • Instruction for remaining on Alert and that evacuation may be ordered again.	Information Officer & EOC Director
Notify PREOC/EMBC of the Evacuation Lift.	EOC Director or Liaison Officer
Terminate Reception Centres and mass care operations.	ESS Branch
Maintain control of areas that cannot be safely reoccupied.	RCMP Branch

SHELTER IN PLACE QUICK REFERENCE GUIDE

When to use the Shelter in Place Quick Reference Guide: The guide will be used to implement a Shelter-in-Place Order to all, or part, of the RMOW. Shelter-in-Place Order is an alternative protective measure to evacuation where people are asked to stay inside and close windows and doors. Shelter-in-place may be used as a protective measure during a hazardous materials release, severe weather event or a threat of criminal violence.

Who should use the Shelter in Place Quick Reference Guide: The guide will be used by the Emergency Operations Centre, in consultation with the Incident Commander.

RMOW SHELTER IN PLACE QUICK REFERENCE GUIDE	
DATE: TIME: OPERATIONAL PERIOD:	
NOTIFICATIONS	**ASSIGNED TO:**
IF NEED TO EVACUATE IS URGENT, THE INCIDENT COMMANDER IS AUTHORIZED TO CONDUCT AN IMMEDIATE TACTICAL EVACUATION AT THE SITE.	IC
Gather as much information as possible from the Incident Commander (IC) including the nature of the threat and the potential threat area. If you haven't already, contact Scientific Advisor at CANUTEC [1-888-CAN-UTEC (226-8832) or *666 on cell] or Ministry of Environment [1-800-663-3456] to get plume modeling.	EOC Director or Operations Chief
If not already activated, activate the RMOW Emergency Operations Centre. See CEMP Annex 1 Emergency Operations Centre Activation Guide or EOC APP.	EOC Director
Notify the **Provincial Emergency Coordination Centre** at **1-800-663-3456**, if not already notified and confirm a Task Number.	EOC Director
Notify supporting agencies, municipalities, and ministries as necessary including but not limited to: School District 48, MOTI, Whistler Transit Ltd., SLRD.	Liaison Officer
Establish a Public Information Call Centre to handle public inquiries and provide emergency support information. Include the number of the Public Information Call Centre on the information being issued to the public and media. CEMP Annex 3: Information Officer Materials provides detailed instructions for implementing and staffing a Public Information Call Centre.	Information Officer & EOC Director
SHELTER IN PLACE PROCEDURES	**ASSIGNED TO:**
Identify the affected area – the area to be sheltered in place. Indicate area on large map in EOC.	IC & EOC Director
Establish a perimeter excluding people from entering the threat area by diverting vehicle and pedestrian traffic. Secure the area. Indicate traffic control points on map.	RCMP Branch Coordinator
Alert effected populations to the need to shelter in place. Use door knockers, public address systems, sirens, loudspeakers, or any method available to issue the message. Provide instructions for sheltering-in-place and accessing further information.	Operations Section
Issue a media release. Ensure public within the affected area is provided shelter in	Information

place information.	Officer & EOC Director
Determine the status of transportation routes within and around the affected area to ensure safe access and egress for first responders. Communicate emergency traffic routes to public works/engineering branch and ensure emergency routes are maintained. I.E. In winter, snow plows should be prepared to keep accessible emergency routes clear.	Public Works & Engineering Branch, Transportation Unit
Alert the ESS Director by phone **604-966-4845**. Designate a Reception Centre location for people who are not at home at the time of the incident and that cannot return home. Coordinate staffing and supplies. Consider the Reception Centre location in relation to the hazard as well as the number of potential people.	ESS Branch
Continue to monitor the situation. Determine 'trigger points' for changing the strategy of Shelter-In-Place to Evacuation Order.	EOC Director, EOC Management Team
If necessary, begin preparing for an Evacuation Order in case strategy changes. Follow the list of activities above titled 'Evacuation Order'.	Planning Section
LIFTING THE SHELTER IN PLACE ORDER	**ASSIGNED TO:**
In consultation with IC, determine that the Shelter in Place Order can be Lifted.	EOC Director, IC
If affected areas have been damaged, conduct damage assessments of critical infrastructure (roads, bridges, utilities, etc.), residences, and businesses and eliminate health and safety hazards as necessary.	Operations Section
If incident requires, assess re-energizing areas. If damaged determine when utilities may be restored to areas under consideration for rescind.	Utilities Branch
If safe to do so, remove the security from the perimeter and allow traffic back in to affected areas. At the discretion of the IC the RCMP may provide an escort for returning residents, depending on traffic volume and the number of persons returning to the area.	RCMP Branch
Issue a media release stating that Shelter in Place Order has been lifted and instructions for people in the affected area.	Information Officer & EOC Director

EVACUATION PLAN TEMPLATE

When to use the Evacuation Plan Template: This plan template can be used by the Incident Commander or Emergency Operations Centre to develop a strategy to evacuate all or section of the RMOW.

EVACUATION PLAN TEMPLATE			
DATE:	TIME:	OPERATIONAL PERIOD:	
LEAD AGENCY:			
THREAT INFORMATION			
Type of Threat			
Location			
Effect on Population			
Effect on Property			
Effect on Critical Infrastructure			
Effect on Environment			
STATE OF LOCAL EMERGENCY REQURED?			
Declaration of State of Local Emergency	Yes ☐	No ☐	Other
POPULATION AND LOCATION			
Population Estimate			
Density	High ☐	Medium ☐	Low ☐
Type	Residential ☐	Commercial ☐	Industrial ☐
EVACUATION ZONES AND GEOGRAPHIC BOUNDARIES			
Briefly describe Evacuation Area:			

EVACUATION ROUTES	
Briefly describe Evacuation Routes:	

NEIGHBORHOOD MUSTER POINTS	
Neighborhood Muster Points for Auto-less Evacuees	
Muster Point	
Muster Point	
Muster Point	
Muster Point	
Muster Point	

TRAFFIC CONTROL POINTS	
Intersection requiring Traffic Control Point during Evacuation	
Traffic Control Point	
Traffic Control Point	
Traffic Control Point	
Traffic Control Point	
Traffic Control Point	

PERIMETER CONTROL POINTS	
Perimeter control points required after the Evacuation Order has been issued	
Perimeter Control Point	
Perimeter Control Point	
Perimeter Control Point	
Perimeter Control Point	
Perimeter Control Point	
Perimeter Control Point	

RECEPTION CENTRES	
Primary Reception Centre:	
Secondary Reception Centre:	

PEOPLE REQUIRING ASSISTANCE			
The following hazards have been identified that, if impacted, could increase the severity of the event, increase the time for recovery or have special requirement during evacuation			
Organization:	Address:	Contact Info:	Hazard:

PUBLIC INFORMATION
Attach all Press Releases (including Orders, Alerts, etc.) provided to the public.
Provide Public Information Call Centre # if possible.

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List of Terms

Area-to-area evacuation	An area-to-area evacuation requires evacuating people from a hazardous area of the municipality to an area of the municipality that is safe.
Emergency Operations Centre	A facility established by the Resort Municipality of Whistler to coordinate the overall jurisdictional emergency response and coordinate support to emergency response agencies.
Evacuation	Evacuation is the act of temporarily moving people away from a hazardous area to a safe area.
Evacuation Alert	An Evacuation Alert warns the public of a potential threat and lets them know they could be asked to, and should be ready to, evacuate at a moment's notice.
Evacuation Order	A legal document that when issued, legally requires that people within the geographical boundaries described in the Order evacuate the area immediately.
Evacuation Trigger Point	An evacuation trigger point is an agreed upon point or location whereby an evacuation is recommended if an advancing threat crosses this point. For example, a ridgeline may be an evacuation trigger point for a wildfire, whereas a certain river level may be a trigger point for a flood.
Evacuee	A person who has evacuated a hazardous area, either through their own initiative and resources (self-evacuated) or through the direction and assistance of municipal officials and emergency responders.
Hazard	A hazard is something that is a potential danger to people. A hazard can be a potentially damaging physical event, phenomenon, or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.
Incident Commander	The individual responsible for the management of all incident operations at the site of the emergency.
Mass evacuation	A mass evacuation requires evacuating the entire municipality to a safe destination outside of the municipality.
Tactical evacuation	When an emergency response agency (police, fire, wildfire management branch) directs a person to leave a hazardous area immediately without an evacuation order in place. Tactical evacuations are at the direction of the on-site incident commander and are implemented when there is no time to coordinate a planned evacuation because the emergency is imminent or has already occurred.
Planned evacuation	A planned evacuation is one where emergency responders, municipal officials, and subject matter experts have determined that there is a necessity to evacuate people from a hazardous area and there is enough time to prepare residents to evacuate and implement an organized evacuation from the area.
Public Notification	Public Notification is the process of informing the community of a potential or existing emergency situation.
Shelter in place	Shelter-in-place is an alternative protective measure to evacuation where people are asked to stay inside and close windows and doors. Shelter-in-place may be used as a protective measure during a hazardous materials release, severe weather event or a threat of criminal violence.

Shelter in Place advisory (measure)	An advisory to the public in the hazard or threat area that people should shelter-in-place.
Threat	An active hazard or a hazard that is likely to cause danger or damage.

1. General Information

The Annex 4 Evacuation Plan is a supplement to the RMOW Comprehensive Emergency Management Plan (CEMP).

Annex 4 Evacuation Plan outlines the provisions for the safe and orderly evacuation of residents, tourists, businesses, and others in response to an emergency effecting part, or all, of the RMOW.

1.1 Plan Organization

Annex 4 Evacuation Plan is separated into three parts: Quick Reference Guides, the Main Annex and Appendices. The Quick Reference Guides provide step-by-step operational information that can be found and used quickly when there is a need to organize an evacuation. The Main Annex is a supplement to the Quick Reference Guides and contains detailed information regarding the decision to evacuate, acquiring permission and the necessary documentation, roles and responsibilities, and procedures and strategies to implement an evacuation, including a transportation plan.

> *Annex 4 Evacuation Plan is separated into three parts: Quick Reference Guides, the Main Annex and Appendices.*

The Appendices on page 48 include templates for the required legal documentation as well as instructions for door-knockers and the affected public.

1.2 Scope

Annex 4 Evacuation Plan is intended for use by the RMOW EOC, to support the Incident Commander (IC) in the event of an emergency that requires part, or all, of the RMOW to evacuate or Shelter in Place. Depending on the nature of the emergency, evacuations or Shelter in Place advisories may be limited to a single building, group of buildings, a neighbourhood, or in rare events, the entire municipality. Annex 4 Evacuation Plan is intended for use within the jurisdictional boundaries of the RMOW.

Types of Evacuations

There are two types of evacuations, planned evacuations and tactical evacuations. A planned evacuation is implemented when the municipality is given enough warning of the threat to carry out an organized evacuation. In some emergencies, there is not enough notice given to plan an evacuation and a tactical evacuation is directed. Tactical evacuations are carried out on a spontaneous or ad hoc basis by the Incident Commander (IC) at the site because the threat is imminent, or the emergency has already occurred, and the area is hazardous. Factors such as magnitude, intensity, spread of onset, and duration of the emergency will determine the type of evacuation required.

> *There are two types of evacuations, **planned evacuations** and **tactical evacuations**. A planned evacuation is used when there is enough warning of a threat to implement an organized evacuation. A tactical evacuation is implemented on an ad hoc basis at the site because the threat is imminent or the emergency has already occurred. Tactical evacuations are implemented when there is no time to coordinate a planned evacuation. Most threats provide sufficient warning time to implement a planned evacuation.*

Note: Although referenced in some sections, Tactical Evacuations are outside the scope of this document. Procedures for Tactical Evacuations are taken care of by the IC at the site.

Scale of the Evacuation

Generally speaking, there are two scales of evacuations, **area-to-area** and **mass evacuation**. An area-to-area evacuation requires evacuating one area of the community to another area of the community that is not effected. A mass evacuation requires evacuating the entire community to a safe destination outside of the community. Most threats and emergencies require an area-to-area evacuation rather than a mass evacuation. Area-to-area evacuations might be required for localized emergencies such as a hazardous materials accident, avalanche, transportation accident, or flooding. Mass evacuations may be necessary for extreme natural disasters such as a rapidly spreading wildfire.

> *There are two scales of evacuations, **area-to-area** and **mass evacuation**. An area-to-area evacuation requires evacuating only part of the community. A mass evacuation requires evacuating the entire community to a safe destination outside of the community.*

An alternate protective measure to evacuation is Shelter in Place where people take immediate shelter in a building and take steps to prevent outside air from coming in. Shelter in Place is most often used for hazardous materials spills but can also be used for severe weather events like tornadoes that offer little advanced warning.   Shelter in Place uses a structure and its indoor atmosphere to temporarily separate people from a hazardous outdoor atmosphere. Shelter in Place is typically a tactical measure because hazardous material releases' rarely provide advanced warning. If there is advanced warning, a planned evacuation is usually implemented to remove people from the threat area completely.

> *Shelter in Place is an alternative protective measure to evacuation where people take immediate shelter inside a building. Shelter in Place is usually implemented as a tactical measure because there is not enough advanced warning to carry out a planned evacuation.*

It is important to note that Shelter in Place only offers a temporary protective measure during a hazardous materials release because the outdoor air infiltrates the building as the plume passes, however, for short term chemical releases (less than 4 hours) it can provide substantial protection from toxic doses.[1] The effectiveness of Shelter in Place has been validated through modelling and experimental research. Research results support Shelter in Place over evacuation as a public protective action during short-duration hazardous release accidents.

The area-to-area, mass, planned, and tactical evacuations and Shelter in Place measures all have different characteristics, varying resource requirements and different levels of support from the EOC. The chart below summarizes the various types and scales of evacuation and how they may be combined.

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[1] Sorenson, J., Vogt, B., Shumpert, B., 2004. "Planning for Protective Action Decision Making: Evacuate of Shelter-In-Place", Journal of Hazardous Materials, Vol.109, No. 1, pp. 1-11.

SUMMARY OF SCALES & TYPES OF EVACUATION			
Type and Scale of Evacuation	Description	Order Required	EOC Coordinates Evacuation?
Planned Area-to-Area Evacuation	Municipality has adequate warning about a threat, and enough time to coordinate an evacuation of one area of Whistler. Evacuees relocate to a safe area of Whistler until the threat or emergency resolves.	Yes	Yes
Tactical Area-to-Area Evacuation	Incident Commander directs an ad hoc evacuation at the site of a dangerous emergency for the purpose of saving lives.	No	No. EOC will distribute messaging and information to the media and people in the threat/emergency area. EOC will coordinate Emergency Social Services for evacuees. EOC will support IC as required.
Planned Mass Evacuation	Municipality has adequate warning about a threat, and enough time to coordinate an evacuation of all of Whistler. Evacuees relocate to a safe community outside Whistler until the threat or emergency resolves.	Yes	Yes
Tactical Mass Evacuation	Ad hoc evacuation of the entire community at the direction of the Incident Commander (very rare).	No	Yes. EOC will distribute messaging and information to the media and people in the threat/emergency area. EOC will coordinate Emergency Social Services for evacuees in a neighboring community that is safe. EOC will support IC as required.
Shelter-In-Place	Incident Commander directs people in emergency area to stay inside and close windows and doors.	No	No. EOC will distribute messaging and information to the media and people in the threat. EOC will support IC as required.

*Evacuation Orders are not required for Tactical Evacuations and Shelter in Place. However, if it is anticipated that people will be effected for an extended period, the EOC should consult with the Provincial Regional Emergency Operations Centre (PREOC) and consider declaring a State of Local Emergency and Evacuation Order to ensure proper legal authority is in place.

1. 3 Hazards in Whistler

Whistler is subject to a number of hazards which could pose a threat to all, or part, of the RMOW requiring an evacuation to protect people.

> *Explanation of **Hazard** versus **Threat***
>
> *A hazard is something that is a potential danger to people. The situation presents a potential hazard, but no people, property, or environment is currently affected. A threat is as an active hazard that has the potential to harm people, property, or the environment.*
>
> ***Example:** A volcano is a hazard. If the volcano erupts, the lava is a threat to people downhill, and the ash cloud is a threat to airplanes (i.e. the potential hazard has materialized into something tangible - a threat).*

The chart below displays the hazards the RMOW has identified that could have the potential to require the evacuation of parts or all of the community. Each hazard is assigned a rating of low, medium, or high based on an assessment of probability and level of impacts.

Hazard	Risk Rating		
	Low	**Medium**	**High**
Aircraft Crash		X	
Avalanche	X		
Civil Disorder / Riot		X	
Debris Flow/Debris Flood		X	
Earthquake			X
Flood		X	
Geotechnical Event		X	
Hazardous Materials Accident		X	
Hazardous Materials Accident - Rail		X	
Industrial Accident		X	
Interface Fire			X
Landfill Gas Emergency	X		
Natural Gas Distribution System Failure		X	
Structure Fire		X	
Terrorism		X	
Volcano			X
Note: Refer to RMOW Hazard, Risk, and Vulnerability Assessment for full details on hazards.			

> *A simple definition of risk is a multiple of probability of a hazard occurring times the consequence of the hazard.*

1. 4 Authority for Evacuation

There are a number of ways to order an evacuation in British Columbia and these vary depending on the type of threat and the amount of time before the emergency occurs. There are several agencies and jurisdictions that have legal authority to close areas and order evacuations under various statutes, these are provided in Figure 1 'Legal Authority for Evacuation' below.

LEGAL AUTHORITY TO ORDER EVACUATION IN BRITISH COLUMBIA		
Category	**Legal Authority**	**Description**
Category 1: **Powers Exercised by Municipality**	BC Community Charter	The *BC Community Charter, Chapter 26*, states that a municipal council may, by bylaw, authorize the municipal fire chief or another person designated in the bylaw to take measures to prevent and suppress fires, including the demolition of buildings and other structures to prevent the spreading of fire; and to exercise some or all of the powers of the fire commissioner under section 25 of the Fire Services Act.
	Emergency Program Act	Section 12(1) of the *Emergency Program Act* permits Council via bylaw or resolution, or the Mayor by Order, to declare a local state of emergency. This then allows implementation of procedures to protect people and resolve the emergency, including evacuation 13(1). Section 9(1) of the *Emergency Program Act*, permits the Solicitor General to declare a provincial state of emergency. Under a provincial declaration, the Solicitor General has the authority to order an evacuation as deemed necessary.
	RMOW Emergency Measures Bylaw No.1593, 2002	Section 5.1 of the RMOW *Emergency Measures Bylaw* states that Council, by bylaw or resolution, or the Mayor by order, may declare a State of Local Emergency to effectively deal with an emergency or disaster in any part of the Municipality. This then allows implementation of procedures to prevent, respond to or alleviate the effects of an emergency or a disaster including causing the evacuation of persons, animals, and personal property from any part of the municipality that is or may be affected by an emergency or a disaster.
	RMOW Fire Protection and	The RMOW *Fire Protection and Fireworks*

	Fireworks Bylaw No. 2046, 2014	*Bylaw* allows the Fire Chief (or any person duly authorized by the Fire Chief to exercise any of the Fire Chief's powers) to enforce the *Fire Code*, the *Fire Protection and Fireworks Bylaw,* and any other bylaws, rules, orders and regulations of the Municipality for the prevention and suppression of fire and the protection of life and property; and to exercise the powers of the Fire Commissioner under section 25(1) to (4) of the *Fire Services Act,* including evacuation of a building or area due to threat from fire or explosion.
Category 2: **Powers Exercised by External Agency**	Criminal Code of Canada	The *Criminal Code of Canada* authorizes the RCMP to evacuate buildings or areas for criminal investigations or activities (i.e. bomb threats, hostage taking, drug laboratory, etc.). The RCMP have the authority to arrest and charge individuals who are obstructing the evacuation process or hindering emergency responder's in the performance of their duties.
	Environmental Management Act	Section 80 (2.1 c) of the Environmental Management Act enables an officer[2] (usually a Conservation Officer) to take whatever action is necessary to address a spill that has occurred that may pose a hazard to health or the environment including evacuate persons.
	Fire Services Act	Section 25 (1) of the *Fire Services Act* enables the Fire Commissioner to evacuate a building or area due to threat from fire or explosion.
	Forest Practices Code of British Columbia Act	Section 85 (1) of the *Forest Practices Code of British Columbia Act* enables a designated forest official to, by order, require a person to leave an area specified in the order if the government is engaged in fire control or suppression operations.

Figure 1 Legal Authority for Evacuation

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[2] In the Environmental Management Act an officer means a person or class of persons employed by the government, a government corporation or a municipality and designated in writing by a director as an officer or a conservation officer. A director means a person employed by the government and designated in writing by the minister as a director of waste management or as an acting, deputy or assistant director of waste management.

	Highway Act	Section 23 of the *Highway Act*, allows the Minister of Transportation to close highways for the protection of persons using the highway, or to enable permitted traffic to be handled safely and expeditiously.
	Petroleum and Natural Gas Act	When the [Oil and Gas] commission believes that, because of hazardous conditions in a field or at a well, it is necessary or expedient to close an area and to shut out all persons except those specifically authorized, the commission may make an order in writing setting out and delimiting the closed area.
	Public Health Act	Section 63 (161) of the *Public Health Act* allows Minister of Health or any medical health officer to order a person, or persons, to remain in a specified place, or not enter a place, to prevent the transmission of an infectious agent or a hazardous agent (i.e. epidemics, pandemics).
	Wildfire Act	Section 11 of the *Wildfire Act* enables the Minister of Forests, Lands, and Natural Resource Operations to designate, by order, a specified area as a restricted area for a specified period if the minister considers it necessary or desirable to limit the risk of a fire, to address a public safety concern or to avoid interference with fire control.
	Workers Compensation Act	Under the *Workers Compensation Act*, WorkSafeBC can evacuate a workplace, and isolate it with fences, barricades, etc., if it reasonably believes that an immediate danger of serious injury, illness or death exists.

1. 5 Declaration of Local State of Emergency

The legal authority for municipal officials to order an evacuation rests within the *Emergency Program Act* (1993) Section 12(1). Under this section the municipal Council via bylaw or resolution, or the Mayor by order, is permitted to declare a State of Local Emergency giving legal power to "cause the evacuation of persons and the removal of livestock, animals and personal property that is or may be affected by an emergency or a disaster and make arrangements for the adequate care and protection of those persons, livestock, animals and personal property." To access the emergency measures listed in the *Emergency Program Act*, the RMOW must declare a State of Local Emergency.

Council via bylaw or resolution, or the Mayor or delegate by Order, is permitted to declare a State of Local Emergency which accesses legal authority to evacuate people.

The EOC Director will oversee the process of preparing the documentation required to declare a local state of emergency and is responsible for briefing Mayor and Council and for attaining the appropriate approval and signature from the Mayor. See Appendix G (page 57) for a Declaring a Local State of Emergency Flowchart & Order Template. The Comprehensive Emergency Management Plan Section 6.7 provides detailed information on the process and requirements for declaring a local state of emergency.

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2. Evacuation

The purpose of Annex 4 Evacuation Plan is to facilitate the movement of people away from a hazardous area to a safe area when an emergency, or threat of an emergency, necessitates such action. An evacuation is an enormous undertaking, requiring careful coordination of numerous agencies.

2.1 Decision to Evacuate

In most cases, the IC, based on a combination of factors, decides if it is necessary to evacuate an area. Where there is time to coordinate a Planned Evacuation, the IC will contact the RMOW EOC, providing the geographical boundaries of the threatened area and request that the necessary legal authority be sought and required documentation be prepared. In most cases, the EOC Director in consultation with the IC and other subject matter experts, will agree that an evacuation is required. Ordering an evacuation is a very serious step and many factors should be considered. Ordering an evacuation too far in advance, in cases when the threat recedes, can expose the evacuees to unnecessary risk and decrease their willingness to evacuate in the future. Waiting too long to make the decision may force the community to evacuate under high risk conditions.

> *Ordering an evacuation is a very serious step and many factors should be considered. Ordering an evacuation too far in advance, in cases when the threat recedes, can expose the evacuees to unnecessary risk and decrease their willingness to evacuate in the future. Waiting too long to make the decision may force the community to evacuate under high risk conditions.*

2.2 Three-Stage Evacuation Process

In British Columbia the evacuation process has **three key stages**. The Three Stage Evacuation Process is used for Planned Evacuations during events that provide adequate warning and preparation time. Examples of this type of event may include forecasted flood or approaching wildfire. The Three Stage Evacuation Process pertains to Planned Evacuations only as Tactical Evacuations, and Shelter in Place advisories do not provide enough warning to implement a three-stage evacuation process.

> *The evacuation process in BC has three key stages: Evacuation Alert, Evacuation Order, and Evacuation Lifted.*

STAGE 1 EVACUATION ALERT

The Evacuation Alert is the phase in which the public is warned of the threat. An Evacuation Alert is issued when municipal officials and emergency response agencies believe that it is highly likely that the threat will evolve and make the area hazardous. During the Evacuation Alert phase the threat has not yet reached a threshold to pose immediate danger. The RMOW EOC will issue an Evacuation Alert to highlight the nature of the threat and inform people in the threatened area that they may need to evacuate. People will be advised to be prepared to leave their homes and property at a moment's notice. When an Evacuation Alert is issued, people may choose to voluntarily self-evacuate, and should be encouraged to do so if they wish as this will ease congestion if an Evacuation Order is issued. In addition, it may be wise to

encourage transient populations, including vacationers, to evacuate at this time.

During the Evacuation Alert phase, the municipality should focus on helping people evacuate who may need more time or assistance leaving the area; in particular people with disabilities or functional limitations, seniors, and people with medical conditions, or other conditions that hinder their ability to self-evacuate. See Assisting People with Disabilities during Evacuations on page 42 for more information on evacuation considerations for people disabilities.

Evacuation Alerts do not require a declaration of a State of Local Emergency. See Appendix C on page 48 for an Evacuation Alert Template. In some instances an Evacuation Order is issued and no Evacuation Alert is given first.

STAGE 2 EVACUATION ORDER

When an Evacuation Order is issued, people in the threatened area are ordered to immediately evacuate. An Evacuation Order is a formal written Order signed by the RMOW Mayor. See Appendix D on Page 48 for an Evacuation Order Template. When an Evacuation Order is issued, all people in the threatened area are to be told that, in the interest of their own safety they are **ordered** to leave. The written Evacuation Order is to be in a consistent form with no allowance for discretion clearly indicating immediate evacuation.

A declaration of a State of Local Emergency must be declared for an **Evacuation Order** to be valid. Boundaries of the declaration of a State of Local Emergency **must cover all areas under evacuation.** See Appendix G (page 57) for a Declaring a Local State of Emergency Flowchart & Order Template.

STAGE 3 EVACUATION LIFTED

When the threat or emergency which necessitated the evacuation is under control and the threatened area or emergency site is declared safe, the Evacuation Alert or Order can be lifted.

In many situations the population should be advised that although they are being allowed to return to their homes, the threat may reoccur and an Evacuation Alert or Order may be reinstated. Should a second evacuation of the same area be required, the process recommences from Stage 1 Evacuation Alert or 2 Evacuation Order depending on the situation. In cases where an Evacuation Alert continues to exist when an Evacuation Order has been lifted, the Evacuation Order Lifted notice and Evacuation Alert notice may be together.

If it is determined that an Evacuation Alert or Order can be lifted for only a portion of the area under evacuation, it is recommended that the original Evacuation Order be lifted and a new Evacuation Order be issued with the new boundaries.

All Evacuation Alerts and Orders must be formally lifted. When the Evacuation Order is lifted, allowing the public back into evacuated areas requires planning for an orderly re-entry.

2.3 Evacuation Verses Shelter in Place

The IC, and in some cases the EOC, must determine whether an evacuation or Shelter in Place advisory is appropriate.
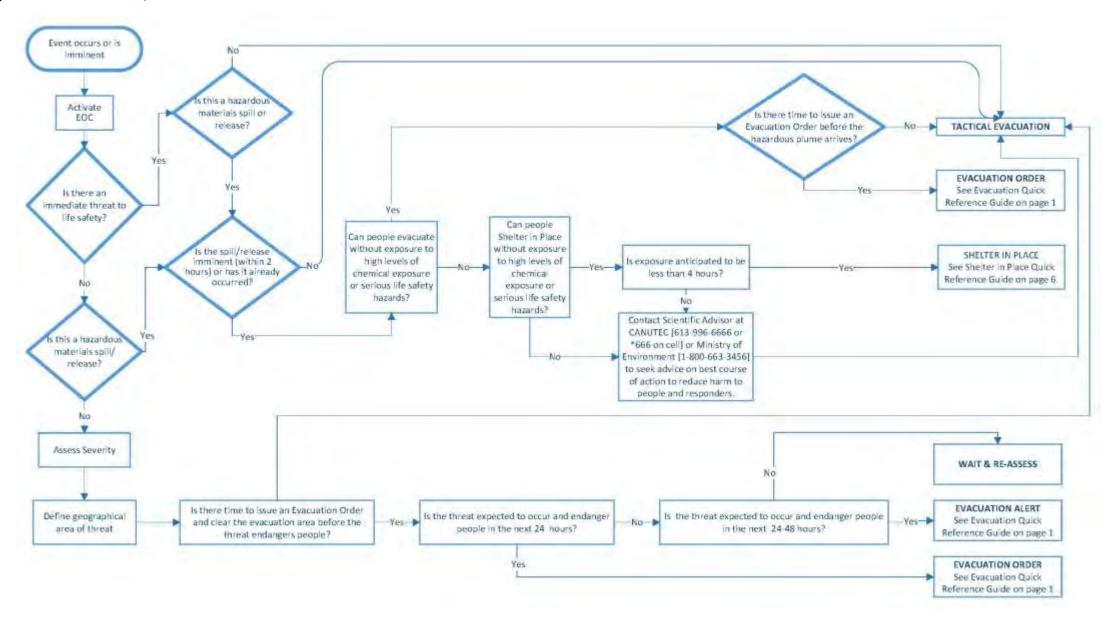
Evacuation is preferable when:
- The risks of evacuating are less than the risks of sheltering in place
- People can be evacuated before onset of hazardous conditions
- Hazardous conditions will be present for an extended period of time

Shelter in Place is preferable when:

- Evacuation risks are too high – going outside would expose people to greater harm or dangerous conditions
- Time constraints or other cause making evacuation impossible (roads closed, population cannot be moved)
- The incident will be short-lived

The Evacuation Alert, Order, or Shelter in Place Flowchart on the next page (page 27) is designed to help the IC and/or EOC choose the best protective measure for the specific scenario.

Figure 2 Evacuation Alert, Order or Shelter in Place Flowchart

3. Public Notification

Prompt public notification and communication of evacuation messaging is very important. It is a legislated requirement that once an Evacuation Alert or Evacuation Order has been issued, it must be effectively communicated to everyone in the evacuation area.

3.1 Public Notification and Message Delivery for Planned Evacuations

All public notifications and information for planned evacuations will be coordinated through the EOC Information Officer and approved by the EOC Director. The EOC will print evacuation notices for emergency responders to distribute to people in the evacuation area. See Appendix C on page 48 for an Evacuation Alert Template and Appendix D on page 48 for an Evacuation Order Template. Annex 3: Information Officer Materials contains detailed information for the Information Officer team for the purpose of keeping the public and media informed.

The chart below lists the available systems that the RMOW will use to deliver information to evacuees and the media.

Public Notification Options for Planned Evacuations	
Type	**Description**
Door to Door Notifications	If time permits and enough resources are available, emergency responders will issue evacuation notices to people in the evacuation area by going door-to-door. Emergency responders will provide people with the printed Evacuation Alert or Order and advise them of the actions they need to take and the location of Reception Centres.
Public Address System	During rapidly changing situations, emergency responders may not have time, or it may not be safe, to go to each door in the evacuation area. In this case emergency responders may drive through the evacuation area making public notifications via public address systems on a police car or fire truck.
Media Briefings	The EOC Information Officer will keep the media informed, through regular updates and press conferences, so that emergency information flows to the public. A Media Contact List is available in Annex 3: Information Officer Materials.
Radio & Television Broadcasts	Evacuation information and updates will be broadcast on Radio and Television. The EOC Information Officer will provide regular updates to Radio and Television broadcasters so that the information can be broadcasted to the public. A Media Contact List, including Radio and Television broadcasters, is available in Annex 3: Information Officer

	Materials.
Emergency Information Line/Call Centre	Depending on the size of the evacuation a municipal Emergency Information Line/Call Centre may be established to provide the community with a telephone option for emergency and evacuation information.
	Call Centre Coordinator and Team Tasks and Duties are outlined in Annex 3: Information Officer Materials.
Whistler.ca	An Emergency Alert will be posted on the main page of the municipal website Whistler.ca. Emergency Alerts will only be issued for immediate emergency events, including Evacuation Alerts and Orders. Instructions for people in the evacuation area, regular updates and situation reports will be posted on the municipal website as new information becomes available.
Social Media	In addition to Whistler.ca, Facebook and Twitter will be utilized to share timely information regarding the evacuation.
	Information regarding social media is available in Annex 3: Information Officer Materials.
Public Meetings	Depending on the size of the evacuation, and at the discretion of the EOC Information Officer and EOC Director, public meetings may be held to deliver briefings to evacuees.
Information at Reception Centres	Evacuation information will be made available at Reception Centres to provide information to evacuees.
Posting Notices	Evacuation Alert and Evacuation Order notices should be posted at the perimeter of all evacuation areas. In the case of an Evacuation Alert, notices should be posted at central places in neighborhoods like post office boxes, apartment entrances, etc.

3.2 Messaging

STANDARDIZED MESSAGING

Every effort should be made to maintain a streamlined information management process to avoid inaccurate, conflicting, or misleading information spreading during evacuations. A standardized message should be used to increase credibility and avoid confusion.

> Message to Public: Monitor Whistler.ca or listen to Mountain FM 102.1 for information and updates. If an emergency responder or municipal official comes to your door, follow the instructions they give you.

MESSAGE CREDIBILITY AND CONSISTENCY

The clarity, consistency, accuracy and credibility of information in the evacuation message

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directly influences the public's willingness to comply. Signs listing evacuation information should be displayed with the RMOW, Whistler Fire Rescue Service or RCMP logo. Social media posts and email messages should be sent from corporate email addresses and RMOW social media channels. Messaging should originate from the EOC Information Officer, who will ensure that messages have been signed off by the EOC Director.

SPOKESPERSON

The Mayor is the official spokesperson for the RMOW during regular business and emergencies. Depending on the specific circumstances, and at the discretion of the EOC Director and EOC Information Officer, emergency responders and subject matter experts may speak to provide specific and technical information about the evacuation or emergency.

The Mayor is the official spokesperson for the RMOW during regular business and emergencies.

INFORMATION UPDATES

Ongoing communications will be maintained through the length of the evacuation until the emergency is resolved and the Evacuation Alert or Order is lifted. The purpose of ongoing communications is to provide:

- news about the status of the emergency situation and progress in responding to it
- information for evacuees
- information for the general public about how to get in touch with evacuees
- updates on the estimated length of the evacuation

3.3 Shelter in Place Messaging

During a hazardous materials spill, prompt public warning and messaging is essential, and community members may need to take shelter inside their homes ("shelter in place") to avoid exposure. See Shelter in Place section on page 17 for information.

The Incident Command, in collaboration with the RCMP, is responsible for issuing warnings to affected populations and agencies. Door knocking by RCMP and other emergency services can be used to notify residents to Shelter in Place if time permits. A Public Announcement system and broadcast media can also be used.

Shelter in Place messaging can be found in the Annex 3: Information Officer Materials and will be posted on whistler.ca.

4. Transportation Management Plan for Evacuations

Managing an evacuation is resource intensive, especially from a transportation perspective.

This section outlines the framework for developing and implementing a transportation plan for evacuating people from a threat area, after the people in the threat-area have been warned. Although the type of threat, location of impact, and demographics of the population in the area may be different, the basic elements of a transportation plan are the same.

During an evacuation, most people will "self-evacuate" using their own vehicle (i.e., self-evacuees), while others without privately owned vehicles will require access to transit to evacuate (i.e. auto-less evacuees). People with disabilities or functional needs may require assistance evacuating and access to specific types of transportation. The EOC should consider the needs of all people in the evacuation area when developing an evacuation transportation plan.

4.1 Evacuation Mapping

An EOC Evacuation Map has been developed for the RMOW, to help the EOC coordinate a planned evacuation. The map displays several pieces of information that are described on the chart below.

EVACUATION MAP ELEMENTS

The information on the table below explains the information found on the EOC Evacuation Map.

Mapped Transportation Elements	Description
Evacuation Zones	Whistler has been divided into 22 Evacuation Zones. Evacuation Zones are divided by neighborhood as a way to build on the public's existing familiarity with these geographic zones. Each zone contains a Muster Point for evacuation transportation where people without vehicles can access transportation.
Evacuation Routes	During an evacuation, Evacuation Routes will primarily be used to move residents, tourists, emergency response vehicles, equipment and personnel out of the threat or hazard area. The main evacuation route is Highway 99. Alta Lake Road is marked as an alternate evacuation route.
Perimeter Control Points	Perimeter control points for each evacuation zone have been identified. Once an evacuation zone is evacuated, perimeter controls must be established, and manned by police, to prevent entry by unauthorized people.
Critical "Choke" Points	Intersections or merge points that are anticipated to "choke" or clog during an evacuation have been identified for the purpose of knowing where to have police to keep things moving.
Neighborhood Muster Point	Neighborhood Muster Points have been identified for auto-less evacuees. This is where evacuation transportation will pick up evacuees and take them to Reception Centres in the case of an area-to-area evacuation, or Mass

	Assembly Points for transport out of Whistler in the case of a mass evacuation out of Whistler.
Mass Assembly Points (Multiple Bus Capability)	Designated Mass Assembly Points have been identified to serve as collection points for evacuees who have walked or ridden evacuation transportation from the evacuated area, and who now must wait for transport (buses, vans, etc.) to longer-term sheltering facilities or other communities in mass evacuations.
Reception Centres	Designated Emergency Social Services Reception Centres have been identified on the map.
Highway 99 Message Board	Location of static changeable message board on Highway 99 to disseminate real-time conditions and messages to evacuees en route. The Regional Traffic Management Centre updates this sign. Contact 1-866-707-7862.
Vulnerable Transportation Infrastructure (Bridges)	Location of vulnerable transportation infrastructure, such as bridges are marked on the map.
Population Information	Population estimates are included on the evacuation maps. Population estimates are based on Whistler's dwelling unit count by neighborhood.

4.2 Traffic Control Measures for Evacuations

There are a variety of traffic control measures and operational strategies available to the RMOW during an evacuation. Specific evacuation strategies and tools are listed below.

PERIMETER CONTROL

As an area is evacuated, the perimeter of the evacuation zone should be secured to prevent unauthorized entry into the evacuated area and to safeguard property. The RCMP or EOC will arrange for perimeter control of evacuated areas when an evacuation is ordered.   Perimeter control can be achieved by three methods: manned, barricade, or a combination of manned and barricade. All vehicle entry points into an evacuated area will be monitored. RCMP or other trained security representatives will control inbound vehicles and foot traffic. The evacuated area will be patrolled regularly as long as resources are available and it is safe to do so.

EVACUATION ROUTE SUPERVISION

Main evacuation routes, such as Highway 99, will be supervised by RCMP who will direct traffic at known choke points.

DAMAGE ASSESSMENT OF EVACUATION ROUTES

Depending on the type of emergency, damage assessments of evacuation routes may be required to ensure that the route is safe prior to an evacuation.

VARYING TRAFFIC SIGNAL CONTROL

RCMP have the ability to adjust traffic signal control as needed.

SIGNAGE AND PORTABLE MESSAGE BOARDS

Signage and portable message boards can be used to provide information to evacuees en route. Information concerning routes, ESS Reception Centres, and/or upcoming detours may be displayed on signs and portable message boards. The frequencies of radio stations broadcasting evacuation information can also be displayed. On arterial routes, signs are typically placed in advance of major arterials where decisions may likely occur.

CLEARING BLOCKAGES

Disabled vehicles should be removed from the evacuation route, along with any parked vehicles. The EOC should arrange for tow trucks or heavy equipment to be ready to remove stalled vehicles.

PHASED EVACUATIONS

Based on the location and type of threat, the RMOW can prioritize which areas should evacuate first. Phased evacuations help to avoid congestion or to ensure that special-needs groups can be evacuated in time.

TRANSPORTING THE AUTO-LESS

Some people in Whistler, both permanent and seasonal, as well as visitors to the area may not have access to a vehicle to self-evacuate when an Evacuation Order is issued. If necessary, auto-less evacuees will be directed to Neighborhood Muster Points where evacuation transportation will pick-up them up and transport them to an ESS Reception Centre, Mass Assembly Point, or another safe area identified by the EOC.

4.3 Transportation Resources

The chart below lists local agencies that may be able to supply transportation-related resources during an evacuation.

LOCAL TRANSPORTATION RESOURCES

Transportation Type	Owner	Quantity	Capacity	Contact Info
Public Transit	BC Transit	25 Buses + 2 Commuter Buses from Pemberton that are stored in Whistler when not in use.	**sSections of this document have been intentially left blank**	
School Buses	School District #48	6		
RMOW Fleet	RMOW, Recreation Department	2 vans, located at Myrtle Phillip		

LOCAL TRANSPORTATION RESOURCES				
Transportation Type	**Owner**	**Quantity**	**Capacity**	**Contact Info**
Other Private Transportation (Coaches)	Greyhound	Variable	**sSections of this document have been intentially left blank**	
	Glacier Coach Lines	Coach Buses & Vans		
	Whistler Connection Tour & Travel	Coaches & Vans		
Private Companies with Buses/Vans	Whistler Blackcomb	Buses & Vans		
	Ziptrek EcoTours	4 Vans, 1 Bus		

LOCAL TRANSPORTATION RESOURCES

Transportation Type	Owner	Quantity	Capacity	Contact Info
Floatplanes	Whistler Air	Variable	**sSections of this document have been intentially left blank**	
Helicopters	Number are variable, on average 2-3 aircraft at Whistler Heliport	Variable depending on number and type of aircraft		
Private Security Companies	Sea to Sky Security	Security Guard Services		
	Black Tusk Security	Security Guard Services		
Fuel Sources	Public Works Yard	Gasoline & Diesel Storage		
	Columbia Fuels Cardlock (Sabre)	Gasoline & Diesel Storage		

LOCAL TRANSPORTATION RESOURCES

Transportation Type	Owner	Quantity	Capacity	Contact Info
			sSections of this document have been intentially left blank	
	Husky Market	Gasoline & Diesel		
	BC Transit	Diesel Fuel		

LOCAL TRANSPORTATION RESOURCES

Transportation Type	Owner	Quantity	Capacity	Contact Info
Portable Bathrooms	Carney's Waste Systems Ltd.	Varies but around 100	**sSections of this document have been intentially left blank**	
Tow trucks	Payless Towing	2 Whistler; 1 Pemberton		

COMMANDEERING TRANSPORTATION VEHICLES

Under a Declaration of Local Emergency (Emergency Program Act), the RMOW can, if necessary, commandeer the vehicles of private companies or transportation agencies for use in the response, this includes drivers.

4.4 Other Considerations for Evacuations

DOOR-KNOCKERS

During Planned Evacuations where an Evacuation Alert or Order has been issued, emergency responders will travel door-to-door to notify people of the Alert or Order. Door-knockers will use this interface as an opportunity to advise people of the actions they need to take, and to determine if people require assistance. In the case of an Evacuation Order, door-knockers will ask if people plan to comply with the Order. Detailed Evacuation Alert Instructions for Door-Knockers and Evacuee Information Spreadsheet (Appendix C on page 50) and Evacuation Order Instructions for Door-Knockers and Evacuee Information Spreadsheet (Appendix D on page 50) are available in the Appendices.

During rapid onset emergencies requiring tactical evacuations, there may not be time, or it may not be safe, for emergency responders to knock on every door in the evacuation area. If there is not enough time for emergency responders to safely issue door-to-door notifications, alternate forms of public notification will be used such as driving through affected neighborhoods issuing notification public address systems.

FLAGGING TAPE

Door knockers will attach flagging tape to visible areas of buildings in the evacuation area when Evacuation Orders are delivered. Flagging tape will be attached to the front door handles of houses and individual apartment suites / building offices in the evacuation area, either by homeowners, RCMP, fire or designated volunteers. The RCMP, Whistler Fire Rescue Services, and Search and Rescue have been given flagging tape. The colours are represented below:

EVACUATION TAPE COLOURS

BLUE	NO ANSWER / NO ONE HOME
PINK	RESIDENTS NOTIFIED
YELLOW	RESIDENTS EVACUATED
ORANGE	RESIDENTS REFUSE TO LEAVE

TEMPORARY ENTRY PASSES

In some instances, special provisions may be made to allow a select group of individuals to enter an Evacuation Order area on a temporary basis for specific purposes (i.e., evacuees returning to close up their house, check on property and to gather family members or pets). This is usually accomplished with Temporary Entry Passes that are checked by security personnel at the perimeter control points. Issuing Temporary Entry Passes are at the discretion of the EOC Director.

```
                    TEMPORARY ENTRY PASS

(Name)_____ is/are
authorized to re-enter their premises, situated at:
_____

Between ____:____ and ____:____ on _____

Form of Identification:_____

EOC Director Signature: _____

++++++++++++++++++++++++++++++++++++++++++++++++++++++++
   (Tear here when resident(s) enters, keep top portion and collect bottom portion when resident
                                    exits)

(Name)_____ exited the
evacuation area at: ____:____ on _____.

Authorization:_____
```

EVACUATION OF PETS & LIVESTOCK

Pet owners should be told to bring their pets with them when they evacuate. Likewise, livestock owners will want to arrange to move or otherwise keep their stock safe during an evacuation.

Residents with animals are expected to adhere to the following guidelines:

- Personal and family pets may accompany their owners to the Reception Centres. However, pets cannot be housed in ESS Group Lodging facilities.

- Owners are expected to bring cages for their animals and enough pet food for three days.

- Livestock owners are requested to make prior arrangements for transporting and stabling their livestock, should that become necessary. Owners of large animals can take them to Whistler Animals Galore.

  Where hazards do not permit an orderly evacuation of livestock, owners are expected to open pens and corrals and allow stock to run free. In such instances, the owners bear responsibility for any loss or damage done by animals, and for retrieving their stock when safe to do so.

The RMOW has an Animal Disaster Preparedness Manual that identifies how evacuated pets will be housed and cared for if they cannot remain in the care of their owners. The Animal Disaster Preparedness Manual is available on SharePoint and a printed copy is available in the municipal EOC.

The RMOW has identified Whistler Animals Galore (WAG) as a pet shelter for emergencies. Requests to use WAG as a pet shelter should be directed to Sandra Smith, RMOW Bylaw Supervisor.

Contacts
Chris Riess, Animal Control for Bylaw Work: 604-935-8288 Cell: 604-938-4048

PEOPLE WHO REFUSE TO EVACUATE

Regardless of the threat or attempts to encourage evacuation, some residents or business persons may refuse to evacuate when notified of an Evacuation Order. Door-knockers must provide the written Evacuation Order to all homes, to confirm that people must comply with the Order. People who refuse to evacuate challenge emergency responders in several ways:

> *Research indicates that on average 19.4% of people will not evacuate.*

- The presence of people in an area may make some response options difficult or dangerous. For example: Air resources fighting interface fires cannot drop water or fire retardant in an area where there are people.

- Increased risk to responders in later rescuing reluctant evacuees.

- Concern that the municipality will be held liable if a person that refuses to evacuate is harmed.

Procedures for Door-Knockers if people refuse to evacuate:

The RCMP will determine what measures to take, if any, to deal with people who refuse to evacuate. If children (under age 18) are present, RCMP and Min. Children and Family Development have the authority under Section 27 of the BC *Child, Family and Community Service Act* to take children into custody immediately and to transport them to a Reception Centre for care.

> Door-knockers will ask occupants at each dwelling if they intend to evacuate. **If occupants refuse to evacuate, door-knockers will not force them.** Door-knockers will ask occupant(s) for the names of their next of kin and dentist. If time permits, the occupant(s) will be asked to sign a simple statement that they understand and accept the risks and that emergency services may not be able to assist them if the threat worsens.
>
> Door-knockers will note the occupants name and address on the Evacuee Information Spreadsheet and provide the information to the EOC. If occupants **have children under the age of 19, the RCMP and EOC will be notified immediately.**

This information is listed on the [Evacuation Order Instructions for Door-Knockers and Evacuee Information Spreadsheet](#) in Appendix D on page 50.

4.5 Reception Centres

The Municipality will encourage evacuees to utilize their own resources to obtain food, clothing, and shelter until the Evacuation Order is lifted. For any evacuee requiring emergency care, the municipal Emergency Social Services (ESS) program and partners will provide assistance. ESS has designated a number of suitable Reception Centres that will be equipped and staffed to receive and care for evacuees. When community members are ordered to evacuate they will be advised on the location of active Reception Centres. If hazards permit Reception Centres to be safely activated in Whistler they may be located at one or more of the following locations:

Reception Centre & Group Lodging Information				
Type	Name	Location	Owner	Contact Info
Primary Reception Centre (North)	Myrtle Phillip Community School	6195 Lorimer Road	RMOW/SD#48	**Section intentially left blank**
Primary Reception Centre (South)	Spring Creek Community School	1509 Spring Creek Dr.	RMOW/SD#48	

When hazards do not permit sufficient Reception Centres within Whistler, evacuees will be advised to proceed to adjacent centres with mutual-aid agreements for ESS services.

4.6 Assisting People with Disabilities during Evacuations

During evacuations, people with disabilities may have different needs than the general public and may not be able to obtain or understand information, or evacuate safely on their own.

During an emergency requiring evacuations, emergency responders will issue evacuation notices to people in the evacuation area by going door-to-door. Emergency responders will provide people with the printed Evacuation Alert or Order information and advise them of the actions they need to take and the location of Reception Centres. A phone number for people requiring assistance will also be listed. Emergency responders will ask at each door if anyone requires assistance and communicate specific needs back to the municipal Emergency Operations Centre (EOC) to organize assistance.

People with disabilities may require specific types of transportation to accommodate mobility needs. The EOC will establish alternate forms of transportation for people who do not have access to private vehicle or cannot access public transit. A list of accessible form of transportation is listed below.

ACCESSIBLE TRANSPORTATION RESOURCES			
Company	Location	Capacity	Contact Info
Whistler Transit Ltd.	Nesters Rd.	**Sections of this document have been intentially left blank**	
School District #48	2 Accessible buses		
Sea to Sky Community Services Society (Squamish)	2 Accessible Vehicles		
Squamish Handi-Dart	2 Accessible Vehicles		
Hilltop House	1 Accessible Vehicle		

5. Roles and Responsibilities

The following section provides an overview of the roles and responsibilities of the participating and support agencies prior to, and during, a Planned Evacuation (non-tactical). Reminder: Tactical evacuations are implemented by the Incident Commander at the site when an immediate evacuation is required.

5.1 Site Level – Planned Evacuation

In most Planned Evacuations, the IC decides whether evacuation is the needed course of action. If the EOC has been activated the final decision to evacuate will be made in consultation with the EOC Director. Where there is time to issue a formal Evacuation Alert or Order the IC will contact the EOC, providing the geographical area of concern and hazard location.

Responders at the site level are responsible for activating "on-the-ground" aspects of the evacuation plan such as determining the geographical area that requires evacuation; delivering Evacuation Alerts or Orders, implementing the transportation plan, and providing security within evacuated areas.

In most evacuation scenarios, RCMP has on-scene responsibility for evacuation operations including traffic control to facilitate the safe and orderly movement of evacuees, security patrols through evacuated areas to prevent theft, and perimeter controls to restrict people from entering the evacuation zone.

5.2 Emergency Operations Centre – Site Support Level – Planned Evacuation

To issue a formal Evacuation Order a State of Local Emergency must be declared under the authority of the *Emergency Program Act*. See section titled Declaration of Local State of Emergency on page 23 for more information and See Appendix G (page 57) for a Declaring a Local State of Emergency Flowchart & Order Template.

In addition the municipality/EOC is also responsible for:

- Planning and implementing the evacuation transportation plan;
- Preparing and facilitating the authorization of Evacuation Alerts and Orders;
- Providing concise, consistent and accurate information to the public and the media;
- Ensuring senior officials such as the Mayor and Council have been alerted and kept informed;
- Tracking all evacuation costs and resources;
- Supporting the Incident Commander and Reception Centres as required.

External agencies that have tactical people on the ground at the site should have representatives in the municipal EOC. If possible these agencies should also coordinate and release information through the EOC.

See the Evacuation Quick Reference Guide Appendix A: RMOW on page 1 of this binder which is written for a major incident to assist the EOC in effectively responding to an evacuation scenario.

The Emergency Social Services Branch, the RCMP Branch, and the Health Branch are all part of the Operations Section of the municipal EOC and may play an important role in evacuations. They are described in some better detail below.

EMERGENCY SOCIAL SERVICES BRANCH

The ESS Director should be notified by phone at 604-966-4845 if an evacuation is anticipated or implemented. The ESS Director is responsible for establishing and managing Reception Centre and/or Group Lodging facilities and providing food, clothing, shelter, and other essential services to evacuees. During emergencies where less than 25 are evacuated and a Reception Centre or Group Lodging facility are not required, the responsibility for ESS rests with the Canadian Red Cross; the phone number is the same - 604-966-4845.

See CEMP Annex 2 EOC Checklists, Activities, and Forms for more information in regards to the ESS Branch responsibilities.

RCMP BRANCH

The RCMP Services Branch coordinates and supports evacuation operations, including:

- Coordinating door-knocking teams to deliver Evacuation Alerts and Orders door-to-door to ensure people are aware of the Alert or Order. Door-knocking teams will gather information from evacuees, including information of people that require assistance or refuse to evacuate, and report this information to the Emergency Operations Centre;

- Provides information to the EOC regarding the viability of evacuation routes;

- Provides traffic and crowd control for evacuations;

- Assist ambulance, snow-plows, tow trucks to get through traffic if needed;

- Be notified when if people inside the evacuation order area refuse to comply with the Evacuation Order and take appropriate measures if necessary;

- Manages access to and protects property within evacuated areas and shelters.

- Coordinates removal of stalled vehicles and equipment from evacuation routes.

See CEMP Annex 2 EOC Checklists, Activities, and Forms for more information in regards to the RCMP Branch responsibilities.

AMBULANCE BRANCH

In the event of an evacuation the Ambulance Branch will assist with evacuations of people that require the support of paramedics and advanced medical equipment to evacuate. For example, people with medical conditions that require regular or advanced life support ambulances to be moved. The Ambulance Branch will coordinate with the Health Branch to assist with evacuations of the Whistler Health Care Centre if required.

See CEMP Annex 2 EOC Checklists, Activities, and Forms for more information in regards to the Ambulance Branch responsibilities.

HEALTH BRANCH

The Health Branch ensures that patient levels have been managed, individuals have been evacuated as necessary from the Whistler Health Care Centre and other local care facilities, and that transportation and medical care is facilitated for evacuated patients. The Health Branch may assist Operations in identifying the locations of people with disabilities that may require assistance, while maintaining patient confidentiality.

See CEMP Annex 2 EOC Checklists, Activities, and Forms for more information in regards to the Health Branch responsibilities.

INFORMATION OFFICER

The Information Officer will work with the EOC Director to provide information to the RCMP, public and the media including notice of threat, evacuation areas, Reception Centre locations, instructions for personal protective measures and ongoing and ongoing support to citizens while evacuated.

See CEMP Annex 2 EOC Checklists, Activities, and Forms for more information in regards to the Information Officer responsibilities.

See CEMP Annex 3 Information Officer materials for public information templates.

PUBLIC WORKS/ENGINEERING BRANCH

The Public Works/Engineering Branch may provide support to the IC during an evacuation including:

- Assist with the identification of evacuation routes;

- Assist with damage assessment including roadway and bridge safety assessment;

- Remove waste and debris from municipal evacuation routes and roadways;

- In the event of a flood, may provide flood protection operations to maintain municipal evacuation routes – sandbagging, drainage, etc;

- Work with the RCMP on issues of traffic control. This may include the provision of barricades, signs and other traffic control devices to control traffic and pedestrians. This may also require temporary road construction, snow and ice control on roads, and/or inspection of viable transportation systems;

- As otherwise directed by the IC or EOC.

See CEMP Annex 2 EOC Checklists, Activities, and Forms for more information in regards to the Public Works/Engineering Branch responsibilities.

5.3 Support Agencies

WHISTLER TRANSIT LTD

During evacuations, the Whistler Transit Ltd. will, as required:

- Provide a representative to the RMOW EOC;

- Communicate the status and availability of transportation resources for use in evacuating people without private vehicles;

- Update the EOC on the status of transportation resources (buses and drivers) to move people from Neighborhood Muster Points to designated Reception Centres or other safe locations; and

- Provide input into the transportation plan.

MINISTRY OF TRANSPORTATION AND INFRASTRUCTURE/HIGHWAY CONTRACTOR

The EOC will coordinate with the Ministry of Transportation and Infrastructure (MOTI) to ensure that the transportation plan is coordinated between municipal roads and Highway 99. During evacuations, MOTI will coordinate damage assessments and assist with traffic control on Highway 99.

SCHOOL DISTRICT #48

SD#48 will use their transportation resources to move children, teachers, and staff to areas of safety. SD#48 will make buses available for use for municipal evacuation activities when school is not in session or after ensuring the safety and evacuation of students, teachers, and staff.

WHISTLER ANIMALS GALORE

Prior to, and during an evacuation, Whistler Animals Galore (WAG) will coordinate with RMOW Bylaw Services to care for domestic animals lost, impacted, or displaced by the emergency. WAG will work closely with ESS and will coordinate the sheltering and feeding of animals that cannot remain with their owners during the evacuation.

The RMOW has an [Animal Disaster Preparedness Manual](#) that identifies how evacuated pets will be housed and cared for if they cannot remain in the care of their owners. The Animal Disaster Preparedness Manual is available on SharePoint and a printed copy is available in the municipal EOC.

Requests to use WAG as a pet shelter should be directed to Sandra Smith, RMOW Bylaw Supervisor.

Contacts	
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CANADIAN RED CROSS

The Canadian Red Cross is contracted by the RMOW to coordinate ESS for evacuations of less than 25 people. If more than 25 people are evacuated, or a Reception Centre or Group Lodging Facility is required, the RMOW will coordinate ESS and the Canadian Red Cross will support as necessary. The Canadian Red Cross can be contacted at **604-966-4845**.

EMERGENCY MANAGEMENT BC, MINISTRY OF TRANSPORTATION & INFRASTRUCTURE (MOTI)

At the request of the RMOW EOC, Emergency Management BC will provide support to the RMOW EOC and coordinate with provincial ministries as required.

EMBC is available to provide support 24/7 at **1-800-663-3456.**

6. Appendices

Appendix A: Evacuation Alert Template

EVACUATION ALERT

NOTIFICATION OF POSSIBLE EVACUATION

Due to [description of emergency], the Resort Municipality of Whistler (RMOW) has issued an **Evacuation Alert** to prepare you to evacuate your premises or property should it be necessary. Although **you are not required to evacuate at this time;** you are being given advanced notice that an Evacuation Order may be issued in the near future. Residents will be given as much advance notice as possible prior to evacuation; however you may receive limited notice (less than two hours) due to changing conditions. If you think it will take you longer than two-hours to evacuate, we encourage you to consider evacuating now.

If it becomes necessary to issue an Evacuation Order, a notice will be delivered to your home by a uniformed official, and information will also be available through Mountain FM 102.1 and on the RMOW's website at **www.whistler.ca**.

The Evacuation Alert applies to the following areas:

[Insert affected areas or neighborhoods and a description of the boundaries].

The potential evacuation routes for these areas are:

[Insert a description of evacuation routes].

See the attached maps for the exact geographical boundaries and potential evacuation routes.

WHAT YOU SHOULD DO WHILE THE ALERT IS IN EFFECT

- Locate all family members or co-workers and designate a safe meeting place, should an evacuation be called while separated.
- Gather essential items such as medications, eyeglasses, valuable papers (i.e. insurance, passports), immediate care needs for dependents and, if you choose, keepsakes (photographs, etc). Have these items readily available for quick departure. Pack an overnight bag if possible.
- Arrange to transport your household members in the event of an Evacuation Order. Prepare to move any people with disabilities and consider doing so now.
- Arrange alternate accommodation for your family AND also for pets if possible. In the event of In the event of an Evacuation Order, emergency shelter for your family may also be provided if required.
- Monitor the RMOW website www.whistler.ca and Mountain FM 102.1 and for updates and information of emergency reception centres, etc.

Should you have specific questions not addressed in this advisory, or you require assistance to evacuate, you may call the RMOW's Public Information Call Centre at [*Insert #*].

_____

[Name, Mayor]

Resort Municipality of Whistler

Appendix B: Evacuation Order Template

EVACUATION ORDER ISSUED

[Insert Date & Time]

Pursuant to Section 12(1) of Division 3 of the *Emergency Program Act of British Columbia* an **Evacuation Order** has been issued by the Resort Municipality of Whistler due to immediate danger to life safety due to a [insert description of emergency]. Members of the Whistler RCMP will be overseeing the evacuation.

The Evacuation Order is in effect for the following areas:

 [Insert affected areas or neighborhoods and a description of the boundaries].

The designated evacuation routes for these areas are:

 [Insert a description of designated evacuation routes].

The Neighborhood Muster Points for evacuation transportation for people without a vehicle are:
[Insert locations of Neighborhood Muster Points for Evacuation Transportation].

See the attached maps for the exact geographical boundaries, the evacuation area, and the location of Neighborhood Muster Points for people without vehicles.

WHAT YOU SHOULD DO:

- You must leave the area immediately.
- If you would like to register in the Provincial database so friends and family can ask for your location, or you require assistance with food and lodging, you can register at the Emergency Social Services Centre located at [Name, address of the Reception Centre with directions].
- If you do not have transportation – go to the Muster Point in your neighborhood. See the attached map for the location of Neighborhood Muster Points. Evacuation transportation will be coming every [insert bus intervals].
- If you are not able to get to the muster point and require assistance please call the RMOW Public Information Call Centre at [Insert #].
- Close all windows and doors.
- Gather your family: take a neighbour or someone who needs help.
- Close gates (latch) but do not lock.
- Take critical items (medicine, purse, wallet, and keys) only if they are immediately available. Take pets in pet kennels. If you do not have a kennel bring a leash. Do not leave your pet behind.
- Do not use more vehicles then you have to.
- For more information, or if you require assistance to evacuate, contact the RMOW Public Information Call Centre at: [Insert #].

YOU MUST LEAVE THE AREA IMMEDIATELY

_____

[Name, Mayor]

Resort Municipality of Whistler

Appendix C: Evacuation Alert Instructions for Door Knockers & Evacuee Information Spreadsheet

EVACUATION ALERT INSTRUCTIONS FOR DOOR KNOCKERS

1. Go to door. Knock loudly or ring doorbell.

2. Advise occupants of the Evacuation Alert and give them a copy of the Evacuation Alert and map. Make sure occupants understand that they are not required to leave at this time, but must leave the area immediately if an Evacuation Order is issued.

3. Advise occupants to have their emergency kit and important documents ready to go, which should include things like insurance and personal papers such as birth certificates. They should also pack:

   - Several days' clothing.
   - Medicines, prescriptions and mobility aids.
   - Consider pets and get leashes, carriers and pet food ready to go.
   - Also consider the kids and bring some comfort items, like a favourite toy or colouring books to help keep them busy.
   - Don't forget to check in on family, friends and neighbours who may have mobility or other issues to contend with.
   - This is a good time to collect precious photos and mementos that can't be replaced.

4. Tell occupants to stay tuned to Mountain FM and the RMOW website or follow the RMOW Facebook page for updated emergency information.

5. Complete the Evacuee Information Spreadsheet. Make sure you ask if any of the occupants may require assistance to evacuate if an Evacuation Order is issued. Note their names, address and phone number and report this information to the Emergency Operations Centre.

6. People that are not able to evacuate independently, or who need more time to evacuate, should consider evacuating at this time. While the Municipality will try to give as much notice as possible, Evacuation Orders may be issued very quickly. The Emergency Operations Centre can help arrange transportation for people who want to voluntarily evacuate at this time.

7. If the occupants are not home, leave the Evacuation Alert in a visible location. Note the address of the home on the Evacuation Alert Information Spreadsheet and note that occupants were not home.

8. Advise occupants that a Reception Centre will be established if an Evacuation Order is issued. Evacuees can bring their pets with their leash and/or kennel. Animals will not be allowed in the Reception Centre (Exception: Seeing eye dogs and special service dogs) but will be kept in a secure location outside the Reception Centre.

EVACUATION ALERT EVACUEE INFORMATION SPREADSHEET

Address	Last Name(s) of Occupants	Number of occupants at the address?	Do occupants have personal transportation and/or friends or family to stay with if an Evacuation Order is issued?				Are there any occupants with disabilities that will require assistance evacuating if an Evacuation Order is issued?		If yes, note the type of assistance required and a phone number
			Transportation?		Accommodation?				
			☐ Yes	☐ No	☐ Yes	☐ No	☐ Yes #__	☐ No	
			☐	☐	☐	☐	☐	☐	
			☐	☐	☐	☐	☐	☐	
			☐	☐	☐	☐	☐	☐	
			☐	☐	☐	☐	☐	☐	
			☐	☐	☐	☐	☐	☐	
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EVACUATION ORDER INSTRUCTIONS FOR DOOR KNOCKERS

1. Go to door quickly. Knock loudly or ring doorbell.

2. Advise occupants of the Evacuation Order and give them a copy of the Evacuation Order and map. Make sure occupants understand that they must leave the area immediately.

3. Complete the Evacuee Information Spreadsheet. Make sure you ask if any of the occupants require assistance to evacuate. If yes, report this information to the Emergency Operations Centre.

4. If the occupants are not home, leave the Evacuation Order in a visible location. Note the address of the home on the Evacuee Information Spreadsheet and note that occupants were not home.

5. Advise occupants that a Reception Centre has been established and provide the location. Evacuees can bring their pets with their leash and/or kennel. Animals will not be allowed in the Reception Centre (Exception: Seeing eye dogs and special service dogs) but will be kept in a secure location outside the Reception Centre.

6. If evacuees do not have transportation, provide the location of evacuation transportation muster points.

7. Ask occupants if they intend to evacuate. **If occupants refuse to leave do not force them.** If they have children under the age of 19 note the address and notify your Supervisor the Emergency Operations Centre. Ask for the name of their next of kin and dentist. Record this information. If time permits, ask them to sign a simple statement that they understand and accept the risks and that emergency services may not be able to assist them if the threat worsens.

8. Tie the appropriate colour flagging tape in a location visible from the road:

   - If the occupants leave immediately, tie a YELLOW ribbon
   - If the occupants are home and agree to leave, tie a PINK ribbon. Also give them a YELLOW ribbon and have them replace the PINK with a YELLOW when they leave.
   - If the occupants are not home, tie a BLUE ribbon.
   - If the occupants refuse to leave tie an ORANGE ribbon.

EVACUATION FLAGGING TAPE	
BLUE	No Answer
PINK	Occupants Notified
YELLOW	Occupants Evacuated
ORANGE	Occupants Refuse to Leave

EVACUATION ORDER EVACUEE INFORMATION SPREADSHEET

Address	Last Name(s) of Occupants	Number of occupants at the address?	Do occupants have transportation and/or accommodation?				Note the colour of ribbon left at property.				Are there any occupants with disabilities that need assistance evacuating?	
			Transportation?		Accommodation?							
			☐ Yes	☐ No	☐ Yes	☐ No	☐ Blue	☐ Pink	☐ Yellow	☐ Orange	☐ Yes #__	☐ No
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Appendix E: Shelter-In-Place Instructions for Door Knockers

SHELTER IN PLACE INSTRUCTIONS FOR DOOR KNOCKERS

1. Go to door quickly. Knock loudly or ring doorbell.

2. Advise occupants of the need to Shelter In Place.

3. Advise occupants to take the following measures: Advise occupants to get everyone inside, including pets, immediately. Close all doors, windows, fireplaces, vents and other openings. Turn off all heating, ventilation and air conditioning systems and close or block vents. Close drapes curtains and shades. If possible, stay in rooms without windows and seal the door with tape, foil, or plastic wrap.

4. Give Occupants a copy of the "Shelter In Place Instructions for Residents."

5. Gather information from the occupants and complete the Shelter In Place Information Spreadsheet below. The purpose of this spreadsheet is to gather information in case an Evacuation Order is issued.

6. Tell occupants to monitor media for updates. Listen to Mountain FM (102.1) or go to Resort Municipality of Whistler web-site www.whistler.ca for updates.

SHELTER IN PLACE INFORMATION SPREADSHEET

Address	Last Name(s) of Occupants	Were occupants home?		Number of occupants living at the address?	Do occupants have transportation and/or accommodation if an Evacuation Order is issued?				Are there any occupants with disabilities that may need assistance evacuating if an Evacuation Order is issued?	
					Transportation?		Accommodation?			
		☐ Yes	☐ No		☐ Yes	☐ No	☐ Yes	☐ No	☐ Yes #___	☐ No
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		☐ Yes	☐ No		☐ Yes	☐ No	☐ Yes	☐ No	☐ Yes #___	☐ No

Page ___ of ____

Appendix F: Shelter in Place Instructions for Residents

- Get everyone inside immediately, including pets.

- Close all doors and windows.

- Shut down furnace, air conditioners, and exhaust fans and vents.

- Close fireplace dampers.

- If possible, enter a room with no or few windows and seal any doors, windows, vents with plastics sheeting and tape.

- Place wet towels at base of door/s.

- Monitor media for updates. Listen to Mountain FM (102.1) or go to Resort Municipality of Whistler web-site www.whistler.ca for updates.

- Remain inside until an "All Clear" message has been given by emergency officials.

Appendix G: Declaring of State of Local Emergency Flowchart & Order Template

DECLARING A LOCAL STATE OF EMERGENCY FLOWCHART

WHISTLER | Emergency Operations Centre

```
Major emergency or
disaster occurs or is
imminent
        |
        v
```

Emergency Powers in brief:
1. Acquire or use any real or personal property, services, resources or equipment;
2. Authorize or require people to render assistance;
3. Control or prohibit travel;
4. Restore essential facilities;
5. Evacuate people, personal property, livestock, and animals and arrange for their care and protection;
6. Authorize entry into any building or on any land, without warrant;
7. Demolish or remove trees, structures or crops;
8. Construct necessary works; or
9. Obtain, fix prices for or ration food, clothing, fuel, equipment, medical services or other essential supplies.

```
Are any of the nine
extraordinary powers listed in
the Emergency Program Act
required?
```

NO → Declaration NOT required

YES →

Declaration of State of Local Emergency required. See page 21 for Declaration of Local State of Emergency Template (EOC400)
        |
        v
Clearly define specific geographical boundaries of RMOW Declaration
        |
        v
Consult with EMBC/PREOC on powers and geographical boundaries
        |
        v
Complete Declaration for submission to elected officials

Include Delegation Matrix as part pf the Order – see Delegation of Powers Matrix on page 22; Include map of area covered by Declaration

```
Submit to
Council for
passing of a
Bylaw or
Resolution
```
← **YES** — Is there time to convene a Council meeting? — **NO** →
```
Submit to Mayor
for signing of
Order
```

Remember: The Mayor, or designate, must use their best efforts to obtain the consent of the other members of Council before declaring a state of local emergency.

        |
        v
Submit completed and signed Declaration to EMBC/PREOC [EMBC will forward to Minister]
        |
        v
Immediately publish notice of Declaration to affected population and media
        |
        v
As soon as practicable after making a declaration the Mayor must convene a meeting of Council to assist in directing the response to the emergency. [Sec. 12(3)].

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This Order template can be used to declare a Local State of Emergency. Declaring a Local State of Emergency enables the RMOW to exercise the emergency powers listed in the 'Emergency Program Act'. The template includes areas to record the required emergency-specific information and the Mayor [or designate's], signature. The second page of the template includes a delegation matrix for the the Mayor, or designate, to authorize others to exercise the emergency powers or his or her behalf.

<u>Declaration</u> of State of Local Emergency
ORDER

WHEREAS _____ in the Resort Municipality of Whistler;

<div align="center">type of hazard</div>

AND WHEREAS

_____

_____

_____

<div align="center">explanation of ongoing or imminent threat to life or property</div>

AND WHEREAS this _____ emergency requires prompt

<div align="center">type of hazard</div>

coordination of action or special regulation of persons or property to protect the health, safety or welfare of people or to limit damage to property;

NOW THEREFORE:

IT IS HEREBY ORDERED pursuant to Section 12 (1) of the *Emergency Program Act* (RS, 1996, Chap 111) that a state of local emergency exists in the Resort Municipality of Whistler due to _____ and

<div align="center">type of hazard</div>

_____.

<div align="center">short consequence statement</div>

IT IS FURTHER ORDERED THAT the Resort Municipality of Whistler, its employees, servants and agents are empowered pursuant to Section 13 (1) of the *Emergency Program Act* to do all acts and implement all procedures that are considered necessary to prevent or to alleviate the effects of the emergency. Council authorizes the persons and/ or agencies, as listed in the Delegation of Emergency Powers Matrix on page 2, to exercise the extraordinary powers granted under the *Emergency Program Act* on thier behalf.

ORDERED by the _____ head of local authority _____ this date _____ to remain in force for seven days until this date _____ at midnight unless cancelled by order of the Resort Municipality of Whistler or the Minister responsible.

_____
(Head of local authority)

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WHISTLER

Using the matrix below, the Mayor [or designate] may authorize, in writing, the selected persons or agencies approved to use the emergency powers assumed by the RMOW under a declared state of local emergency. This must be attached to the Order. *Remember: The RMOW is responsible for the use of the emergency powers by any person or agency authorized to act on their behalf.

Delegation of Emergency Powers Matrix

Emergency Powers	Delegated To:			
Acquire or use any land or personal property considered necessary to prevent, respond to or alleviate the effects of an emergency or disaster.				
Authorize or require any person to render assistance of a type that the person is qualified to provide or that otherwise is or may be required to prevent, respond to or alleviate the effects of an emergency or disaster.				
Control or prohibit travel to or from any area of British Columbia.				
Provide for the restoration of essential facilities and the distribution of essential supplies and provide, maintain and coordinate emergency medical, welfare and other essential services in any part of British Columbia.				
Cause the evacuation of persons and the removal of livestock, animals and personal property from any area of British Columbia that is or may be affected by an emergency or a disaster and make arrangements for the adequate care and protection of those persons, livestock, animals and personal property.				
Authorize the entry into any building or on any land, without warrant, by any person in the course of implementing an emergency plan or program or if otherwise considered by the minister to be necessary to prevent, respond to or alleviate the effects of an emergency or disaster.				
Cause the demolition or removal of any trees, structures or crops if the demolition or removal is considered by the minister to be necessary or appropriate in order to prevent, respond to or alleviate the effects of an emergency or disaster.				
Construct works considered by the minister to be necessary or appropriate to prevent, respond to or alleviate the effects of an emergency or disaster.				
Procure, fix prices for or ration food, clothing, fuel, equipment, medical supplies or other essential supplies and the use of any property, services, resources or equipment within any part of British Columbia for the duration of the state of local emergency.				

Reference: *Emergency Program Act* Section 10

59

PRESENTED: January 26, 2016   **REPORT:** 16-005

FROM: Resort Experience   **FILE:** RZ 1117

SUBJECT: ZONING AMENDMENT BYLAW - WHISTLER RV PARK (55 HWY 99)

COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

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

RECOMMENDATION

That Council authorize staff to prepare a zoning amendment bylaw for Whistler RV Park and Campground (55 Highway 99), proposing a custom zone for the property including uses currently allowed under Crown land lease No. 240674 and applicable uses from the Rural 1 zone of SLRD Zoning Bylaw 20, 1970.

REFERENCES

Owners: Coldsmoke Land BC Ltd.

Location: 55 Hwy 99, Whistler, BC

Legal Description: BLOCK A DISTRICT LOT 4097 NEW WESTMINSTER DISTRICT LEASE # 240674, GROUP 1.

Current Zoning: Unzoned (the Rural 1 zone in SLRD Zoning Bylaw 20, 1970 applies)

Appendices: 'A'   Location and Site Maps

PURPOSE OF REPORT

This report seeks Council authorization to proceed with a zoning amendment for Whistler RV Park and Campground, a project on the planning department's 2015/16 work plan. The amendment would apply a custom zone to the property, permitting those uses that are currently allowed under Crown land lease No. 240674 and applicable clauses within the Rural 1 zone of SLRD Zoning Bylaw 20, 1970. This report contains a brief history of the property and an overview of the proposed zoning.

DISCUSSION

Background

Whistler RV and Campground was brought into the municipality with the 2007 boundary expansion. Zoning for the campground has not yet been adopted, so the property remains unzoned in RMOW Zoning and Parking Bylaw No. 303, 1994. The SLRD Zoning Bylaw No. 20, 1970 Rural 1 zone continues to apply until such time that the RMOW adopts zoning for the property.

The campground is located 18 km south of Whistler Village, near Brandywine Provincial Park. It is a 42.1 hectare property with 102 serviced RV sites for year round use, and 44 seasonal tent sites. Accessory buildings include a storage building, washing facilities, and a log cabin for custodian use. Recreation facilities on the site include trails, an 18 hole frisbee golf course, a whiffle golf course, and a pump track. The campground is serviced with a well and septic field.

SLRD Rural 1 zone

The SLRD Rural 1 zone that currently applies to the property permits the following uses:

A. agriculture, horticulture, silviculture, poultry raising, animal and stock raising, excluding mink farms and piggeries;
B. the extraction of raw materials from the land, provided that no further processing is permitted on the site;
C. parks and playgrounds, golf course, and recreational uses;
D. a single family dwelling or mobile home;
E. professional practice, homecraft or occupation, provided that the use is conducted by the resident and is confined to the interior of a dwelling;
F. garbage dumps operated and maintained by the Regional District;
G. campsite, subject to the following special conditions:
    i.   the maximum number of recreational vehicle spaces shall be 100;
    ii. the maximum number of tenting spaces shall be 50;
    iii. the occupancy of any lands or buildings for permanent residential use shall be prohibited, except for a custodian;
    iv. a recreational vehicle space shall not be occupied by the same recreational vehicle for more than 30 consecutive days;
    v.   the use of land for campfires shall be restricted to designated areas;
    vi. the floor area of auxiliary commercial uses to a campsite, such as a small retail outlet or commercial laundry facilities, shall not exceed a combined total area of 100 square meters; and
    vii. [several other clauses pertaining to signage, water quality protection, and screening from Highway 99].

The SLRD Zoning Bylaw No. 20, 1970 specifies that cabins, park model recreation vehicles, or other permanent buildings for overnight guest accommodation are not permitted within the campground.

Crown Land Lease No. 240674

The campground is also regulated by the Ministry of Forests, Lands, and Natural Resources via a 30 year Crown land lease. The uses permitted under the Crown land lease differ from the SLRD zoning. Under the lease's management plan, the following uses are permitted:

A. 102 serviced RV sites for year round use, and 44 seasonal tent sites,
B. washing facilities,
C. a caretaker's cabin,
D. a maintenance building,
E. mountain biking trails,

F. a paintball course, and,

G. events hosting up to 900 people.

Owner Consultation

Staff have been in contact with the owner of the campground on several occasions over the last few years. Bylaw Enforcement staff have worked with the owner to:

- ensure building permits were issued for the accessory buildings,
- to ensure accessory buildings were not used for residential use, and,
- to have storage sheds removed from RV sites.

Beginning in October 2013, the owner has discussed with planning staff, and most recently the General Manager of Resort Experience, the possibility of allowing guest cabins on the property to support winter snowmobile activity. In part, the rationale for allowing the cabins is that Whistler RV is in close proximity to a large network of snowmobile trails, and that convenient snowmobiler accommodation is not being provided for in Whistler. The Village is some distance north, and there is little secure parking for their equipment.

Whistler's 1993 Official Community Plan does not designate the Whistler RV and Campground lands as a development area. To permit cabins on the property, an amendment to Whistler's OCP would be required, and rezoning.

Staff have consistently indicated that a rezoning and OCP amendment to allow for guest cabins on the property would not be supported by staff due to the following:

1. The property is located outside of Whistler's proposed Urban Development Containment Area,
2. The proposal would increase the bed unit capacity of the municipality, requiring clear and substantial benefits to the community and resort, and,
3. Current efforts are focused on improving occupancy of Whistler's existing tourist accommodation inventory.

In 2014, the owner consulted with staff as to whether the zoning permitted music festivals and events on the property. Staff responded that the SLRD temporary use zoning regulations apply, and therefore, they could apply for a temporary use permit from the RMOW.

Proposed Zoning

Staff are proposing to apply a custom zone to the property that reflects the uses currently allowed under Crown land lease No. 240674 (including events), as well as continuing to allow a single family dwelling on the property as per the Rural 1 zone of SLRD Zoning Bylaw 20, 1970.

OTHER POLICY CONSIDERATIONS

Whistler 2020

The proposed zoning supports Whistler 2020 economic, built environment, and recreation and leisure strategies:

W2020 Strategy	TOWARD Descriptions of success that resolution moves us toward	Comments
Built Environment	1. Limits to growth are understood and respected.	Applying a custom zone to the property that reflects the uses allowed under the Crown land lease will comply with Whistler's OCP and not increase bed units.
Economic	4. To maintain vibrancy, Whistler Village is the core of the resort community.	The proposed zoning amendment will support occupancy of existing tourist accommodation within the Village.
	5. Locally owned and operated businesses thrive and are encouraged as an essential component of a healthy business mix.	
	10. Whistler's core accommodation base and long-term investments made in the community are protected.	
Recreation and Leisure	9. Recreation and leisure is a core contributor to the Whistler economy.	The proposed zoning amendment will support the existing recreation uses at Whistler RV and Campground.

W2020 Strategy	AWAY FROM Descriptions of success that resolution moves away from	Mitigation Strategies and Comments
Economic	4. Whistler proactively seizes economic opportunities that are compatible with tourism, and effectively adapts to changing external conditions.	The proposed zoning amendment may result in some loss of opportunity to provide accommodation to snowmobilers recreating on the southern boundary of the community.

Official Community Plan

The proposed zoning amendment will be consistent with Whistler's 1993 OCP, as well as the proposed OCP, and will support applicable OCP objectives and policies, including the following:

Policy No.	OCP Policy	Comments
4.1.1	The lands outlined in Schedule B are designated for development of accommodation (campsites are excluded).	The recommended zoning amendment does not propose additional accommodation outside of the development areas specified in in Schedule B of the OCP.
4.1.3	The lands outlined in Schedule C are the primary focus for commercial accommodation.	The recommended zoning amendment does not propose additional accommodation outside of the areas specified in in Schedule C of the OCP.
4.13.2	Proposed OCP amendments or rezonings that increase the bed-unit capacity of the Municipality will only be considered if the development: a) provides clear and substantial benefits to the community and the resort; b) is supported by the community, in the opinion of Council; c) will not cause unacceptable impacts on the community, resort, or environment; and d) meets all applicable criteria set out in the Official Community Plan.	The recommended zoning amendment will reflect the existing campground uses. An increase the bed-unit capacity of the Municipality is not proposed, as it is not consistent with the OCP.

Legal Encumbrances

The proposed zoning amendment complies with the provisions of Crown land lease No. 240674.

Green Building Policy

No new buildings or renovations are proposed as part of this zoning amendment.

BUDGET CONSIDERATIONS

This project is on the Planning Department's 2015/16 work plan. Staff time and costs arising from public consultation are accounted for in the department budget.

COMMUNITY ENGAGEMENT AND CONSULTATION

Should the project proceed, an information sign will be posted on the property. A public hearing, which is subject to public notice requirements, will take place.

SUMMARY
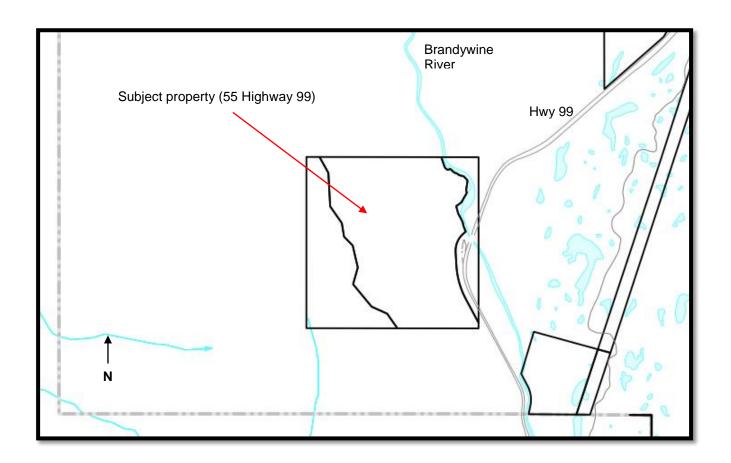
This report seeks Council authorization to proceed with a zoning amendment for Whistler RV Park and Campground, a project on the planning department's 2015/16 work plan. The amendment would apply a custom zone to the property, permitting those uses that are currently allowed under Crown land lease No. 240674 and applicable clauses within the Rural 1 zone of SLRD Zoning Bylaw 20, 1970. This report contains a brief history of the property and an overview of the proposed zoning.
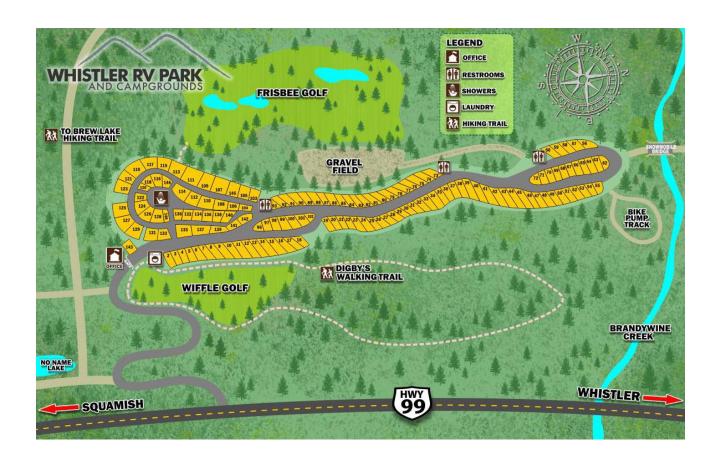
Respectfully submitted,

Amica Antonelli
PLANNER
For
Jan Jansen
GENERAL MANAGER OF RESORT EXPERIENCE

Appendix A – Location and Site Maps

REPORT | ADMINISTRATIVE REPORT TO COUNCIL

PRESENTED:	January 26, 2016	**REPORT:**	16-006
FROM:	Resort Experience	**FILE:**	3004.02
SUBJECT:	2016 WORCA FEE FOR SERVICE AGREEMENT		

COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

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

RECOMMENDATION

That Council authorizes the Mayor and Corporate Officer to execute a Fee for Service Agreement with the Whistler Off Road Cycling Association in the amount of $50,000.00 for the 2016, 2017 and 2018 calendar years subject to approval of the annual Municipal budget.

REFERENCES

Appendix A – Whistler Off Road Cycling Association Fee For Service Application
Appendix B - WORCA 2015 Budget Summary
Appendix C - Trail Rejuvenation Projects

PURPOSE OF REPORT

Fee for Service Agreements to community groups require Council approval as permitted under the Community Charter

DISCUSSION

The Resort Municipality of Whistler provides financial assistance on an annual basis to not for profit community organizations and societies delivering a service to the benefit of the Resort Municipality. Fee for Service agreements have been entered into with other community groups such as Whistler Animals Galore, Whistler Chamber of Commerce, Whistler Arts Council and, Whistler Museum and Archives Society.

Whistler Off Road Cycling Association is a non-profit society that has evolved over the years to become an integral part of Whistler. Today it has a ten-member volunteer board of directors that represents and services a mountain bike community of more than 1,800 members.

Since 1989, the Whistler Off-Road Cycling Association (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, raised funds and organized volunteer trail maintenance days; while also liaising with the Resort Municipality of Whistler (RMOW) and local land owners and developers to ensure the long term sustainability of Whistler's trail network. Over WORCA's 24 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 RMOW recognizes the significant economic value of mountain biking and the growing popularity of the activity. As a result the RMOW has provided annual support to WORCA through a Community Enrichment Program grant; in addition to expanding its own Municipal Recreational

Trails program to include municipally funded and maintained mountain biking and multi-use trails. Ongoing coordination and a close working relationship between WORCA and the RMOW has been critical to the development of a renowned trail network that has been enjoyed by hundreds of thousands of visitors and residents. Progressive trail building techniques, aimed at mitigating common trail issues, are employed to maximize durability and user safety.

WORCA has previously received CEP funding annually since 2006 for varying amounts. In 2015 the CEP amount was $21,500.00.

Significant increases in the biker and hiker use of the WORCA managed trail network by resort guests and community have put unreasonable demand on the WORCA trail maintenance resources available. WORCA would like to ensure continued investment into the 300+km of trails the Resort Community enjoys and relies on.

With a dedicated trail maintenance and rejuvenation budget, facilitated by a Fee For Service Agreement, WORCA will have confidence that the funding is secured to proceed with annual maintenance and multi-year rejuvenation projects on WORCA managed trails.

WORCA has come a long way over its nearly 25 year history. With careful planning and teamwork between local governments, community groups and land stakeholders, they have established and managed a legendary trail network that has become an integral part of our local economy and more important, a significant part of our identity.

The WORCA Fee for Service application has been included in the appendices. Although the applicant has provided a three year funding request Council may choose to enter into agreements for different period of time.

WHISTLER 2020 ANALYSIS

W2020 Strategy	TOWARD Descriptions of success that resolution moves us toward	Comments
Recreation and Leisure	The resort community is globally recognized as a leader in innovative recreation products and services. Recreational experiences reflect an appropriate balance between adventure, challenge and safety, and exist within the comfortable carrying capacity of the amenity	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

W2020 Strategy	AWAY Descriptions of success that resolution moves us toward	Comments
	none	

OTHER POLICY CONSIDERATIONS

The Municipality recognized that the not for profit organizations requesting funding offer 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 2016 budget.

BUDGET CONSIDERATIONS

Fee for Service funds are funded through variety of sources and staff are integrating the potential Fee For Service amount of $50,000 into the 2016 budget planning process.

COMMUNITY ENGAGEMENT AND CONSULTATION

The RMOW engages with the various organizations to foster a close working relationship and will continue to ensure goal and outcome reporting is clearly defined.

SUMMARY

Providing WORCA with a Fee For Service agreement for the maintenance a significant portion of Whistler's signature trail system will ensure certainty with respect to the ongoing maintenance of this valuable asset.

Respectfully submitted,

Dave Patterson
Manager Resort Operations
For
Jan Jansen
General Manager Resort Experience

Fee For Service Application 2016-2018

Introduction:

In the summer months Whistler opens its doors to around 1.2 Million visitors.
During that time Lost Lake and the Whistler trail network have traditionally seen around 30,000 mountain bikers out on the trails, and this amount continues to grow.
This figure accounts for a whopping 40% of the guests visiting the resort.

Whistler's well-developed off-road multi-use recreational trail network has continued to evolve through careful planning and collaborative work with local stakeholders. The valley trail network is a large part of Whistler's culture and the recreational trail options are optimized to provide an array of activities that appeal to a variety of users.

WORCA would like to make a Fee For Service Application for a three-year period, from 2016 to 2018 inclusively. The application amount per year would ideally be for $50,000 as illustrated in the attached 2016-2018 Trail Budget Spreadsheet.

WORCA's Role in Mountain Biking and Trail Maintenance:

WORCA has become one of the largest cycling advocacy groups in North America, if not the world. The club is a major driving force in the local trails community, maintaining trails for local residents and the tens of thousands of trail loving visitors to our town every year.
WORCA is Whistler's largest club with over 1800 members, and recognizes the significant role that multi-use trails continue to play in enhancing our local economy.
At every opportunity WORCA is attempting to open lines of communication with potential partners and look at ways to help better manage mountain biking and trail use in the Whistler area.

WORCA has a dedicated team of Trail builders over the summer months. In 2015 the crew consisted of 1 full-time project leader, 2 full-time builders, 3 full-time labourers and 2 part-time labourers.
In addition to the paid crew, WORCA ran 2 volunteer weekends over the July and September long weekends. During this time 2.4km of new trail including 14 bridges were completed.

Fee For Service Application 2016-2018

WORCA and Whistler Blackcomb's Habitat Improvement team coordinate several volunteer maintenance dates during the summer months.

Historical Maintenance Funding:

WORCA actively raises funds to help maintain recreational trails, and historically the RMOW has for several years provided WORCA with funds for trail maintenance and programs through the annual Community Enrichment Program.
Historically, WORCA has been fortunate enough to receive funding through the following avenues:
- Grants – such as the Community Enrichment Program (CEP)
- Donations
- Fundraising Events - such as the annual Bike Swap
- Membership Fees

Traditionally the annual maintenance budget has been ~ $25000. This amount covers spring-cleaning, weekly-prioritized maintenance, and refurbishment at the close of the season.
WORCA's funding has primarily been budgeted to cover the Bike Camp and Trail Maintenance expenditures. In 2015 this amounted to ~ $166,000. Please refer to the WORCA 2015 Budget for a further breakdown.

Proposed Scope of Maintenance and Rejuvenation:

WORCA would like to take a sustainable approach to rejuvenating and rebuilding a number of trails that have seen extremely high traffic over the past few years. This will be done on an annual basis for some trails, and as 3 year projects for longer trails such as Comfortably Numb which require more extensive work.
Annual work will be assessed at the end of each season and carried out as early as possible the following season. The longer-term projects will be completed in sections to ensure sustainable work.

We have based our projects on 2 builders per project, at a cost of $30 per hour. The bigger longer-term projects will require 2 – 4 builders in order to complete the desired work within each season.
$50,000 is the figure we would like to work with for annual rejuvenation projects. This will give stability to projects that focus on high traffic trails. We believe this will assist in keeping trails to high standard that will exceed the expectations of trail users.

Fee For Service Application 2016-2018

Standards to ensure that the Trail Network is Safe and Environmentally Sound:

WORCA hires and manages some of the best trail builders in the Sea to Sky corridor, oversees a world class trail maintenance program including volunteer trail days, and is the driving force in the local trail community, maintaining trails for local residents and the tens of thousands of trail loving visitors to our town every year.

Our trails are durable, and built with minimal impact on the terrain and environment. Safety and enjoyment are our top priority when working on the trails and when recreation enthusiasts are putting tread and sole to dirt.

With the amount of trail users increasing annually, WORCA would like to ensure the quality of the trail network is kept to the "Whistler Trail Standard", something for which our resort is well known. All maintenance and rehabilitation work will reflect environmental best practices.

1. Purpose of funding:

Additional funding, as outlined in the attached spreadsheet, will assist WORCA in focusing on a well-planned and solid maintenance schedule.

With the rising use of the Whistler trail network by bike and by foot, the demand on the trails has increased. This leads to more upkeep and increased rejuvenation costs. WORCA would like to ensure the trails are receiving the necessary care and attention that is needed. In doing so, the trails will remain in good condition, rather than becoming major projects due to lack of maintenance.

With a dedicated Trail Maintenance Budget, we hope to keep the assigned trails in the best condition possible.

WORCA is committed to the concept of well designed, well maintained trails that are suitable for all non-motorized users and has shown over the past 25 years to be a great steward of the trails for the whole community, residents and visitors alike. Non-motorized trail users share the same values, including majestic landscapes, well-maintained trails, and the great social experiences that help tie us to each other, and to the land, which we all believe in protecting for future generations.

By working with government, landowners and developers, WORCA continues to ensure

mountain bike trail access while providing a wide range of other services to the mountain bike community.
WORCA helps to maintain over 300km of trails to the highest environmental and management standard.

We recognize the significant economic value of trail recreation in Whistler and its growing popularity both for our community members and the tourists that travel here to experience our extensive trail system.

If provided with annual financial support from the RMOW, WORCA would like to expand the level of maintenance provided to our renowned trail network.

Ongoing teamwork between WORCA and the RMOW has been critical to the development of Whistler's trail network that has been enjoyed by hundreds of thousands of visitors, and will continue to grow as a valuable recreational resource thanks to adherence to sustainable trail maintenance and design. There will be a continued coordinated approach to trail maintenance with the RMOW, who also maintains a number of Whistler's recreational trails.

Progressive trail building techniques, aimed at mitigating common trail issues, are employed to maximize durability and user safety. Properly constructed trails require relatively little maintenance over the long term.

WORCA does not foresee making an application for the CEP Grant for the Bike Programs and Camps, due to this Fee For Service Application.

2. Current Year Activities and Community Benefit:

Current 2016 activities include but are not limited to board meetings; trail maintenance planning; fundraising events; weekly Toonie rides; bike camps and the annual bike swap.
WORCA benefits the community by providing the following:
- Worldwide recognition and exposure for the quality of our trails and the variety of our terrain (easy, intermediate, advanced, expert, multi-use trails.
- Good maintenance of our trail network ensures the safety of all the users, and provides a great experience while minimizing liabilities.

- Our trail network helps promote Whistler as a year-round destination, offering both family-friendly trails and more advanced options.

3. Proposed Fund-raising Activities:

1) Creekbread Fundraiser with silent auction: April 2016 - expected revenue $2,000
2) Bike Swap (May 2016) - expected revenue $10-12,000
3) Raffle tickets - throughout summer 2016 - expected revenue $4,000
4) Memberships, Toonies and Monday Night Rides expected revenue: $65,000-$68,000.
5) Phat Wednesdays, Enduros and Special Races expected revenue: $16,000

4. Number of Members/ Participants In Organization (if applicable):

WORCA currently has 1800 members, 10 dedicated board members and 2 paid members of staff.

5. Amount Requested:

	Annual Budget	Amount Requested
Salaries		0.00
General operations	50,000.00	50,000.00
One-time project / program		0.00
Physical asset		0.00
Rent (RMOW facilities)		0.00
Rent (other facilities)		0.00
		0.00
Totals		**$50,000.00**

%

6. Have you applied for any other loans or grants? NO If so:

Name of Grantor	Approved Yes	Approved No	Pending	Amount $	If rejected, state reason

7. A copy of the organization's most recent *financial statements* ☒ and *operating/project budget* ☒ are attached

8. Does the organization have any outstanding debts with the municipality? NO If so, please state the amount and date of the debt outstanding: $_____ Date: _____

8. Does the organization have any outstanding debts with the municipality? **NO** If so, please state the amount and date of the debt outstanding: $_____ Date: _____

Please read the following statements and sign the application only if in agreement with these statements.
- *If this application is accepted, it is agreed the funds will be used for the above described purpose. All organizations receiving funding must report back on an annual basis as outlined.*
- *Funding is provided on an individual basis each year and is not to be considered an ongoing source of funding. Funds are not automatically renewed or increased each year.*
- *The RMOW will not take an active involvement in the operation of the community organization and will not accept responsibility for any liabilities resulting from the actions of the organization.*

Date: 06/01/2016   **Name: Nina Cairns**   **Position: Director of Trails**

Signature: _____

By signing this application, I agree to the terms and conditions and confirm the statements made in this application are true and complete.

FUNDING CRITERIA

The RMOW Fee for Service Program is aligned with key initiatives contained within the Economic Partnership Initiative, and W2020 to help move the resort community toward our vision of success and provide services required by the RMOW.

Applicants must demonstrate how the requested funding will provide services required by the community and/or visitors. To do this, please provide a proposal outlining the scope of the services to be delivered for both in 2016, 2017 and 2018.

All proposed initiatives *must*:
1. Move Whistler toward success, as defined by the Whistler 2020 Vision, Priorities, and Directions
2. Support Focus Areas and Key Strategies within the Economic Partnership Initiative

Additionally, proposed initiatives *should*:
3. Provide a benefit to the resort community and contribute to organizational self-sufficiency

For more information regarding the details of the Economic Partnership Initiative, Whistler 2020 vision, Strategy area descriptions of success, or the application of Whistler's Sustainability objective, visit: Whistler 2020.ca or Whistler.ca.

Please complete this form and provide additional supporting documents and submit it to the General Manager of Resort Experience.

Submitted by: Nina Cairns

Organization: WORCA

Phone: 1 604 698 8973

Email: trails@worca.com

Date: 05/01/2016

Trail Rejuvenation Project

Work to be Completed	Description of Work	Hours planned	Estimated Cost
Redevelopment Project			
All work is based on a $30 per hour cost - with 2 builders dedicated to carrying out the work.			
3 Year Projects: Work will be carried out on an annual basis over 3 years			
Comfortably Numb		960	28,800
Danimal (Middle and North)		240	7,200
Jane Lakes Trails		240	7,200
		1440	**43,200**
1st Year Projects: Work will be carried out in 2016			
Comfortably Numb (North Secret to Young Lust)	Fix drainage issues & raise tread levels in sections, bridge upgrades	320	9,600
Danimal (Middle and North)	Raise Tread level & fix drainage issues	80	2,400
Jane Lakes Trails	Upgrade from Black Tusk Road to East Jane Lake, bridging, minor re-routes	80	2,400
High Line	Raise tread level & fix drainage issues	40	1,200
Business Time	Armouring, raise tread level & fix drainage iss	40	1,200
Kill Me, Thrill Me	Bridge work	80	2,400
Get Over It & Bob's Rebob	Clean up wet patches and refresh with WORCA kids in mind	160	4,800
Billy's Epic	Clean up Upper Jaws & Upper Billy's to maintain 2 paths into Billy's Epic	160	4,800
27 Switch Backs	Modernize as intermediate descent while maintaining a challenging climb	240	7,200
99'er	Armouring; Woodwork; Raise Tread level	80	2,400
Beaver Pass	Armouring and Bridge work	80	2,400
Cheap Thrills & High Society	Bridge work	80	2,400
Industrial Disease	Smooth out unclimbable sections; bridge work and armouring	160	4,800
Basalt Valley Spur	Redevelop rocky climb	160	4,800
Riparian Nature Trail	Raise tread level & fix drainage issues	40	1,200
		1800	**54,000**
2nd Year Projects: Work will be carried out in 2017			
Comfortably Numb (Yummy Numby to Foreplay)	Fix drainage issues & raise tread levels in sections, armouring and alignment work on Foreplay	320	9,600
Danimal (Middle and North)	Raise tread level & fix drainage issues	80	2,400
Jane Lakes Trails	Alignment, armouring from Cheakamus River FSR Side to middle lake.	80	2,400
Additional high traffic trails to be assessed and added accordingly in 2016		*~ 1186*	*~ 35,580*
		1666	**50,000**
3rd Year Projects: Work will be carried out in 2018			
Comfortably Numb (Young Lust Junction to Yummy Numby Junction)	Raise tread levels in sections & fix drainage issues	320	9,600
Danimal (Middle and North)	Raise tread level & fix drainage issues	80	2,400
Jane Lakes Trails	Work on alignment, armouring and re-routes between upper and east Jane Lakes.	80	2,400
Additional high traffic trails to be assessed and added accordingly in 2016		*~ 1186*	*~ 35,580*
		1666	**50,000**

PRESENTED:	January 26, 2016	**REPORT:**	16-008
FROM:	Corporate and Community Services	**FILE:**	4028.01
SUBJECT:	CIVIC PLATFORM		

COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

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

RECOMMENDATION

That Council authorizes staff to begin contract negotiations with Avocette Technologies Inc. in regards to the supply, configuration and implementation of Accela Inc.'s Civic Platform software solution.

REFERENCES

Appendix A – Customer Service Strategy

Appendix B - RMOW Work Order System – Requirements – ITAC Mar 30 2015

PURPOSE OF REPORT

The purpose of this report is to update Council on the work to date in regards to fulfilling the gaps identified in the 2014 RMOW Customer Service Strategy and to seek Council's authorization to begin contract negotiations with a vendor to purchase a comprehensive work order system.

DISCUSSION

Background

The 2014 RMOW Customer Service Strategy identified the lack of an organizational-wide work order fulfillment process as a deterrent to increasing the customer service levels. The report stated:

- *The lack of a broadly available service request (work order) system is a significant barrier to customer service automation. Improvements in this area would provide significant service improvements and could meaningfully reduce the overall cost of customer service delivery and improve the ability to manage, integrate and measure customer service across the organization.*

Furthermore:

- *A variety of current organization level technical systems (ex. financial, Geographical Informations Systems (GIS), document management, online services, asset management and work order) lack effective integration of broader enterprise level data. This fact makes it*

> *difficult to develop (maintain and continually improve) integrated customer service processes and notifications.*

Based upon the analysis provided by the Customer Service Strategy, staff were tasked with defining business requirements, drafting and issuing a Request for Quotations (RFQ), evaluating, shortlisting and selecting a lead vendor to commence contract negotiations for a work order system.

This solution is a software application that, among its features, allows citizens to submit a request to the RMOW and receive status notifications via their laptop, tablet or SmartPhone. From an internal point of view, the software application will automate and archive all staff work related to the service requests.

In practical terms, the software allows a citizen to use their Smartphone or tablet device to inform the RMOW of a deficiency (ex. pothole) as well as submit a service request (ex. Freedom of Information request). After clicking 'submit', the request is electronically sent to the appropriate department and within seconds of its submission, staff will receive the notification (i.e. "Pothole on Lorimer") on their desktop or mobile device. The workflow activities associated with filling the pothole are stored electronically and accessible on the worker's computer, tablet and SmartPhone. When complete the software automatically notifies the requestor with an email informing that the pothole is filled and stores all work activities in its database. This data is accessible in report form, for management analysis of service level performance.

There are several vendors that develop work order systems and the RFQ process was designed to identify and select the best solution for RMOW's immediate and future needs.

RFQ Process and Lead Candidate Selection

The Project Team
The software solution would be used by all departments for service request submissions, RMOW acknowledgement, department and staff assignment and completion for day to day tasks. Because of its intended use by all staff, a cross-departmental project team was created and included representatives from:

- Information Technology (IT)
- Recreation
- Capital Projects and Building Services
- Parks
- Communications
- Utilities
- Planning
- Legislative Services

IT took the lead role and the project team was tasked with the following:

- Business requirements for RFQ;
- RFQ review and approval;
- Response evaluation and shortlist selection;
- Shortlist presentation evaluation; and
- Lead vendor selection and recommendation to Senior Management.

The RFQ

The RFQ – Work Order Management System – was released April 30, 2015. Prior to the submission deadline (May 29) RMOW issued five (5) addendums which provided answers to questions submitted by potential respondents. When closed, RMOW received twelve (12) formal responses.

The key focus for the solution was for the project team to be confident that the software solution would be adopted by all users and would replace or augment, and thereby improve existing business processes. Furthermore, the project team needed to be confident that the software solution would be an intuitive, easy to use online and mobile tool for RMOW customers to report a service incident (ex. pothole on Lorimer), be automatically notified (by email) the request was received, and subsequently closed when completed.

The final shortlist presentation was in the latter half of September and after its conclusion the project team met on multiple occasions to discuss and select the software system and the software vendor partner who would supply, configure and implement the solution. BC-based Avocette Technologies Inc. was selected as the lead candidate and the software platform that they would supply, configure and implement is The Civic Platform from Accela Inc.

Prior to submitting its recommendation to Senior Management, the project team contacted three Avocette client references and their feedback reinforced the project team's evaluation process and candidate selection. The project team proceeded to submit its recommendation to Senior Management to proceed to contract negotiate with Avocette Technologies Inc. for the procurement and implementation of Accela's Civic Platform as the RMOW work order and asset management system.

The Civic Platform

Throughout the RFQ process, the project team learned that the software solution had additional built-in and optional functionality above and beyond service request fulfillment. The Civic Platform software is purpose-built for municipal, regional and federal government agencies and also offers electronic, automated tools for Legislative, Right of Way and Business License management. To ensure the naming convention reflects the software's government specific usage, the solution title has evolved to The Civic Platform.

The Civic Platform is an online and mobile software solution that connects citizens and their government. It aligns with themes identified in the Customer Service Strategy as well as corporate strategies from the Corporate Plan including:

- Execute on organizational commitment to improve customer service; and
- Demonstrate excellence in the delivery of core municipal services and facility management.

At the most basic level, the software will:

- Establish a Citizen Access Portal for online service and information requests; and
- Automate, record and provide immediate access to all work scheduled and completed on an asset and non-asset (ex. service complaint).

Accela's Civic Platform is designed for government and public agencies. In addition to its citizen access portal and work order and asset management functionality, the Civic Platform's capability

also includes modules for business licensing, land, right of way and legislative management. The solution provides RMOW the immediate benefit of an online and mobile citizen engagement portal and work order automation system and is future-proof for RMOW to increase its utilization for different parts of the business.

Citizen Access Portal

This software module provides the technology to realize one of the key corporate strategies: Execute on the organizational commitment to improve customer service. It can achieve this by:

- Creating two-way communications between RMOW and its customers through the use of online tools such as websites, mobile apps and email;
- Providing online self-service tools – such as a RMOW Wiki – for customers to resolve their inquiries on their own and therefore reduce the number of incoming service requests;
- Creating service issue reports that are created through a 'single click' giving staff and management immediate visibility to a customer's service issue or request and all actions associated with these activities.

Asset Management

This software module provides the technology to realize one of the key corporate strategies: Demonstrate excellence in delivery of core municipal services and facility management. The software can increase operational efficiencies by:

- Optimizing and extending the useful life of an asset – thereby increasing the ROI with RMOW assets;
- Automating and streamlining the 'field to finish' service request workflow;
- Reducing time and costs associated with service incident location validation by integrating with RMOW's GIS and provide users online, graphical maps to improve the accuracy of the incident's location; and
- Collecting and archiving service request and work order fulfillment data to support evidence-based decision making for activities such as staff and asset utilization, operational and capital budget forecasting and validation.

Benefits Realization Statements (Potential Operational Savings)

By aligning to the key corporate strategy of *"demonstrate excellence in delivery of core municipal services and facility management",* the Civic Platform will yield annual operating costs savings that can be greater than the capital and operating expenditures for the software. Although difficult to quantify, the Civic Platform is expected to have a positive ROI achieved through optimizing and extending the useful lives of assets and infrastructure and through efficiencies gained by having a single electronic repository for all workflow for service request records.

The table below shows a snapshot of some of the potential operational cost benefits achieved through the investment in the Civic Platform:

Department	Potential Costs Savings	Potential 5 Year Total
Building Services	Extending a building system's life from 20 to 25 years potentially reduces annual	$80,000

	replacement and energy costs by up to $16,000.	
Water Systems	3% cost avoidance reduces annual replacement costs on $100M infrastructure by $23,487.	$117,435
Sewer Systems	3% cost avoidance reduces annual replacement costs on $90M infrastructure by $51,080.	$255,400
Waste Water Treatment Plant	3% cost avoidance reduces annual replacement costs replacement costs on infrastructure by $8,100.	$40,500
Resort Operations	Improved workflow through mobile and online tools can reduce 30 minutes of daily travel per field staff creating an estimated $4,000 (per staff) in increased service delivery.	$600,000
5-Year Potential Costs Savings directly related to the implementation of Civic Platform*		$1,093,335

In addition to the above anticipated costs savings, by automating all preventative maintenance tasks for assets and infrastructure, the Civic Platform will help RMOW reduce the risks associated with major incidences such as sewer line breakage – similar to the one that occurred in 2012 and had a repair costs exceeding $100,000. Furthermore, the higher levels of service availability – obtained through optimizing asset utilization, will reduce the current intake levels and operational costs associated with fulfilling service requests.

Additionally, the RMOW is currently undertaking a Building Systems Management Review that will provide a greater understanding of the condition of Municipal buildings and their associated systems, areas that need to be addressed and, recommendations on a comprehensive integrated approach to building management. A work order/tracking tool (ex. The Civic Platform) is integral to the future success of this program. Although not quantifiable at this time, there will certainly be long term cost saving realized as an outcome to this process.

*The combination of the anticipated potential cost savings listed in the table through costs avoidance and mitigation against major infrastructure incidents should provide a positive ROI and this is without inclusion of costs avoidance to minor incidents or savings obtained from other departments.

As referenced in a case study for Westminster, Colorado, the town implemented the Accela's Civic Platform software solution and this resulted in a reduction of annual sewer overflow incidents from 3 to 0 and a reduction in water main breaks from 163 to 38. The Westminster, Colorado example as well as a case study for the Waterford Township of Michigan (who realized a 80% processing time reduction resolving utility location requests) gives confidence of the monetary and operational benefits directly attributed to the deployment of Accela's Civic Platform.

WHISTLER 2020 ANALYSIS

W2020 Strategy	TOWARD Descriptions of success that resolution moves us toward	Comments
Built Environment	Building design, construction and operation is characterized by efficiency, durability and flexibility and long-term uses.	The automated preventative maintenance functionality can extend the anticipated useful life for building operations.
Economic	Physical and local infrastructure attract and support work and investment.	The physical and local infrastructure is proactively maintained through the use of the Civic Platform – and therefore can continue to be relied upon to attract and support work and investment.
Energy	The energy system is continuously moving towards a state, whereby a build up of emissions and wastes into air, land and water is eliminated.	The system provides work flow data and graphical maps for incident location identification to optimize operational efficiencies by mitigating vehicle trips to a site. Citizen Access Portal allows customer to submit service requests without needing to travel to Municipal Hall or another RMOW location.
Materials and Solid Waste	Whistler offers the same or higher quality services using less materials than in the past. Increased business performance and economic opportunities are being realized as a result of smart materials management.	Infrastructure and assets' useful life are extended. Infrastructure and asset work order data can be analyzed and used for evidence-based decision making to assess current business performance, identify areas for improvement and devise strategies to enhance the overall performance.
Visitor Experience	The resort is comfortable, functional, safe, clean and well-maintained.	RMOW infrastructure and assets are proactively maintained to ensure high availability and safe usage by all users.

W2020 Strategy	AWAY FROM Descriptions of success that resolution moves away from	Mitigation Strategies and Comments
	N/A	

OTHER POLICY CONSIDERATIONS

None.

BUDGET CONSIDERATIONS

The 2015 Customer Service Strategy Project had a carry-over of $212,000 to 2016. This carry-over is to be used to help fund the Civic Platform as well as other Customer Service improvement initiatives such as enhancing the website and launching a public facing GIS (i.e. online mapping) tool. A project fund will be entered into the 2016 budget process to fund the remainder of the costs associated with purchasing the software. This will be presented to Council in the budget process as well as staff reporting back to Council with a request to enter into a contract for the software at a negotiated amount. There are no anticipated operating costs for the first year of the deployment and operating costs attributed to the Civic Platform starting in year 2 should be offset by costs and operational efficiencies gained from the system. Lastly, as a cloud-based service, there will be no investment or operational support for network equipment to host and enable the software.

SUMMARY

The benefits that include the anticipated gains to customer service levels and reductions to annual operating costs align the Civic Platform to RMOW key corporate strategies. As an online and mobile software solution, the Civic Platform connects citizens and government.

The citizen engagement portal is an online and mobile application that enables a citizen to submit a service request, check the status of an active work order and be notified when the work has been completed – all through the convenience of their laptop, tablet or SmartPhone. The Civic Platform allows the citizen to conduct business with the RMOW on their terms and technology rather than forcing the customer to call or travel to RMOW facilities.

By proactively maintaining RMOW assets and infrastructure as well as having a single, electronic repository for immediate ('single-click') access to all information related to the asset will improve operational efficiencies. Asset and infrastructure utilization will be optimized and useful lives will be extended. Asset and infrastructural optimization improves ROI for the equipment and also reduces service calls associated with the assets.

It is staff's recommendation that Council approve and endorse the process for the Civic Platform and for staff to begin contract negotiations with Avocette Technologies Inc. for the supply, configuration and implementation of Accela's Civic Platform.

Respectfully submitted,

Kerry Ing
Manager, Information Technology
for
Norm McPhail
General Manager, Corporate and Community Services

WHISTLER

RESORT MUNICIPALITY OF WHISTLER

CUSTOMER SERVICE STRATEGY

2014 - 2018

NOVEMBER, 2014

Resort Municipality of Whistler
whistler.ca

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MESSAGE FROM THE MAYOR

I am pleased with the Resort Municipality of Whistler's (RMOW) 2014-2018 Customer Service Strategy—a document which includes principles, key findings, a strategic framework, and an implementation plan for improving the efficiency and effectiveness of client-focused service delivery by the municipality.

Customer service has always been a priority for this Council, and the Strategy helps to identify gaps and priorities to meet the changing needs of employees, Whistler residents, visitors, and businesses over the next five years.

The Strategy supports priority areas defined in the 2012-2014 Council Action Plan and both goals and deliverables in the 2012-2014 RMOW Corporate Plan related to customer service.

In addition, the Customer Service Strategy supports recommended actions in the Economic Partnership Initiative Key Findings Report. Excellent customer service is not only vital for our community operations, but also for the competitiveness and success of Whistler, as a destination resort.

I would like to acknowledge staff, the project leads, and our resort partners and community members for their feedback, insights and experience, which were considered in the development of this strategy. I would also like to commend RMOW employees for demonstrating their commitment to serving internal and external clients on a daily basis.

This Strategy is a great step forward for the municipality and I look forward to seeing the implementation of its recommendations.

Sincerely,

Nancy Wilhelm-Morden
Mayor

MESSAGE FROM THE CAO

The 2014-2018 Customer Service Strategy is an important document for the Resort Municipality of Whistler (RMOW).

It builds on recommendations of three recent plans (the 2012-2014 Council Action Plan, the RMOW Corporate Plan, and the Economic Partnership Initiative Summary of Key Findings Report) and provides direction for our organization moving forward.

The RMOW's employees, management, and Council are committed to working together to continue to improve the efficiency of municipal operations and access to information and services, as part of our mandate as an open and accountable local government. This Strategy supports current directions, while recommending new opportunities and the implementation of new processes, tools, training, and technology to ensure its success.

Some of the recent and ongoing work led by the municipality related to the Customer Service Strategy includes Whistler's annual community life survey (now in its seventh year); a recent building information campaign; investment in a significant upgrade of whistler.ca, the municipal website, in the last year; geographic information system (GIS) improvements; implementation of a customer service tracking tool as research for this strategy; implementation of customer service training for employees through the Whistler Chamber of Commerce's new Whistler Experience program; the Wayfinding Master Plan project focused on visitors' experiences in Whistler; and continuing to provide and explore new online services and options for Whistler constituents (e.g. an option to sign up for email delivery of tax notices beginning in 2015).

As a local government organization, we are here to serve the public and also to deliver the same quality of service to our internal clients and resort partners.

This Customer Service Strategy describes best practices for high quality client-focused service delivery and sets the stage for our organization for the next five years. It is our intention to implement the recommendations of this Strategy and to continue to be flexible and responsive to the changing needs of our resort community and customers.

Sincerely,

Mike Furey
Chief Administrative Officer

EXECUTIVE SUMMARY

The Resort Municipality (RMOW) has a long history of providing high levels of customer service, but like many government organizations is currently facing many customer service challenges and opportunities. Changing stakeholder expectations and priorities, demographic shifts, economic fluctuations, regulatory changes, process complexities, and financial constraints all contribute to the need for government organizations to adapt and evolve their customer service strategies to both meet expectations and to improve overall operational efficiencies. Customer service is at the heart of municipal service delivery.

For the most part, traditional customer service within government has been reactive and restricted to employee training and independent department process improvements. However, since 2011 the RMOW has been building on a number of initiatives designed to drive customer service improvements for all customer service areas. From service-centric renovations at the Municipal Hall, website, communications and procedure improvements, to recent Library service improvements and employee service training program planning, the Resort Municipality of Whistler continues to increase its focus on customer service.

This Customer Service Strategy is the next step in the organization's commitment to ongoing service improvements. Through this document the RMOW has set out to develop, plan and implement customer service improvements over the next five years. The Strategy establishes a path toward the ongoing enrichment of its people and culture, the enhancement of its service delivery processes and systems, as well as the rigorous application of planning and leadership competencies.

Built on a strong (and growing) empirical foundation, this Strategy focuses on activities designed to reduce the effort and cost associated with high volume or high frequency and inefficient service processes through the development of:

- Service request and notification automation (common in local government 311 strategies);
- Expanded self-service options;
- Consolidated and aligned service standards;
- Expanding service partnerships; and
- An ongoing commitment to employee training, as well as stakeholder communications.

The Strategy focuses on three key service themes:

1. **Enriching Service Culture** – Knowledge and Capabilities
2. **Planning and Leading Change** – Plans, Standards and Measurement
3. **Enhancing Service Delivery** – Technology, Processes and Systems

This Strategy has been informed by a broad cross-section of customer service input; was created in consultation with Council, employees, and key community stakeholder groups; and fulfills commitments in the RMOW's Corporate Plan and Council Action Plan.

Finally, it is worth noting that the Strategy development process itself re-established the municipal commitment to continual customer service improvements based on strong empirical evidence, analysis of available service data, and most importantly, drawing on the passion, experience and on-the-ground insights of municipal employees.

1. INTRODUCTION

1.1 Purpose

The purpose of the Resort Municipality of Whistler's (RMOW's) Customer Service Strategy is to provide recommendations for evolving municipal customer service practices and performance. Building on a strong foundation of existing and ongoing service improvement initiatives, and premised on a commitment to evidence-based analysis and decision-making, the Strategy seeks to consolidate and align improvements to existing standards, processes, and systems to effectively support the municipality's vision, Council Action Plan, and Corporate Plan:

- Whistler 2020 Vision: "The premier mountain resort community moving towards a sustainable future"
- Council Action Plan: "Client-focused service delivery"
- Corporate Plan Strategy: "Improve client service delivery across all municipal functions"

1.2 Customer Definition

Due to the unique nature of Whistler as a resort community, the definition of a customers or clients was diverse and varied in discussions with employees, customers and stakeholder groups. For this Strategy, municipal customers are defined to include:

- **Whistler citizens** – residents, second home and recreational property owners, seasonal employees, property owners, and business owners;
- **Visitors** – a broad spectrum of day, overnight, regional and destination guests
- **Partner organizations and agencies** – government and non-government alike; as well as,
- **Internal RMOW relationships** – all divisions, departments, employees and members of Council

1.3 Scope

To maintain a focus on delivering key measureable outcomes in the three- to five-year timeframe, the operational scope of this Customer Service Strategy includes the following:

a) Standards, policy and procedures;

b) Service process enhancement and improvements;

c) Service data, measurement and feedback;

d) Service request integration and improvement (across departments and service areas);

e) Technology utilization, improvements and implementation;

f) Information management (documents, data, models, processes etc...) improvements; and,

g) People and culture practices – standards, role clarifications, learning, training and development, recognition, engagement and collaboration.

1.4   Customer Service Vision

The following is the RMOW's vision for customer service success:

- The Resort Municipality of Whistler has a customer-oriented approach to delivering municipal services founded on efficient service practices, strategically integrated policies, and effective use of available tools, resources, and technology

- The organization has a culture of continual improvement, and empowers staff to improve efficiency and effectiveness of internal and external client interactions.

- The organization is responsive and adapts to the changing needs of customers.

1.5   Principles

Guiding principles for the Strategy development process included the following:

a) The RMOW understands that supported and engaged people are a key and invaluable asset – employees, partners and customers;

b) The RMOW acknowledges that a detailed understanding of local citizen and business customer needs is critical – make decisions based on research rather than assuming what customers think;

c) The RMOW is committed to an evidence-based approach and will incorporate ongoing measurement and feedback into customer service delivery;

d) Municipal services are designed and delivered based on both needs and duties, not how the municipal government is structured or organized;

e) The RMOW understands that openness, transparency and accountability are critical, and provide the basis of a Whistler-service advantage;

f) The RMOW will focus on scaled and pragmatic department-level process improvements, while ensuring that these solutions integrate with the broader shared service commitments;

g) RMOW customer service experience success depends on the ability to organize, track and communicate service requests and fulfillments;

h) The RMOW is pragmatic, balanced and fiscally responsible when choosing service solutions;

i) The RMOW will partner, share and collaborate wherever possible – the organization does not need to own the solution; and,

j) The RMOW will utilize and leverage previous customer service work and existing information and data.

1.6   Current Context

Development of this Strategy considered important context related to the RMOW and its economic, social, political, geographic environment. An analysis of Strengths, Challenges, and Opportunities was developed based on the employee and stakeholder interviews, discussions with Council members, and the review of current programming and available service-related data.

STRENGTHS

- Whistler and the RMOW in general have a strong service culture, regularly demonstrated in the results of the Community Life Survey and Chamber of Commerce service measurement programs, and other feedback.
- Whistler citizens and RMOW employees are community-oriented;
- RMOW employees are skilled in their respective areas of expertise;
- RMOW employees are flexible and recognize the need for ongoing change and development;
- RMOW employees are generally collaborative by nature; and,
- The RMOW has built relationships with the business community and service partners (e.g. Whistler Blackcomb, Tourism Whistler, and the Whistler Chamber of Commerce).

CHALLENGES

- Service demand increases (e.g. increased visitation to the resort) may challenge financial and other resources in Whistler;
- Service demand diversity – residents and visitors often have diverse service expectations;
- Municipal work is diverse and complex by nature – essentially structured with multiple (and often diverse) small organizations all operating under one shared municipal umbrella;
- The need to balance customer needs and expectations with limited resources will continue to be a political reality;
- The Whistler community is service-sophisticated and has growing expectations for service request and delivery options.

OPPORTUNITIES

- Opportunities to translate existing positive partner and stakeholder relationships into service delivery partnerships through the sharing and integration of service request tools and processes;
- Enhance the RMOW's transparency and accountability through building on existing information sharing guidelines, tools and practices;
- Improve the integration of departmental and partner processes, technology and systems, databases (e.g. reviewing opportunities for a shared service request system);
- More clearly articulated, implemented, measured and reported customer service standards and levels of performance;
- Expansion of current use of electronic customer service tools such as the municipal website, online services, survey tools, social media and email communications, as these are preferred by our customers;
- Exploration of increased program and department specific customer communications, marketing and feedback tools.

2. KEY FINDINGS

2.1   Review Process

The development of this strategy involved a review of existing data, current service improvement projects and initiatives, and the experience and insights of key resort stakeholders and RMOW employees. The following activities and documents were reviewed and in some cases updated during this process:

- Stakeholder Interviews – internal and external
- Creation of a Service Tracking Tool - Database
- Departmental meetings and working sessions
- Employee Customer Service Strategy Survey
- Managers Customer Service Workshop
- RMOW Service and Service Improvement Project Inventory
- IT Service Strategy review
- Review and integration of RMOW reports, strategies and plans
- Research and review of common customer service strategies and practices (both public and private sector examples)
- Review of RMOW existing service channels
- Ongoing dialogue and feedback from Council members
- Results of service-oriented data from the annual Community Life Survey

2.2   Key Findings of the Review Process

The development of this Strategy began with increased measurement and evaluation of current municipal service delivery practices. The key findings below were derived from this evidence-based approach, feedback from employees and community leaders, and the community, as well as the review of previous and existing customer service initiatives. These key findings provide context for the proposed recommendations in this Strategy.

GENERAL

The following are some general observations:

1. While there are some service areas in need of improvement, the RMOW already provides high levels of service. Annual survey data indicates that visitor satisfaction with municipal services and facilities is 97%, and that the levels of resident satisfaction[1] with public library services is 92%; with municipal recreation programs and facilities, 90%; with municipal hall front counter service 75%.

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[1] Percentage of Respondents that indicated they were either 'satisfied' or 'very satisfied' in the 2013 Annual Community Life Survey: (http://www.whistler.ca/sites/default/files/related/2013_community_life_survey.pdf)

2. The volume and breadth of the customer service information and data collected during this Strategy development process has been very valuable; however there is still **additional service data tracking** and **stakeholder engagement** required to validate some of the recommended activities and determine where further opportunities for improvement exist.

3. Across municipal operations, there are a number of customer service improvement projects underway, and processes and tools in place, as well as others currently in planning and development stages. Despite this, **coordination across departments is not currently optimized** on these projects, and as a consequence there are missed opportunities to share plans, processes and implementation solutions across the organization.

PEOPLE

Stakeholder engagement is an important foundational component for customer service improvements. Previous and recent research identifies a direct connection between increases in employee engagement scores with increases in customer satisfaction scores. Citizen engagement has become a well-accepted and common focus for local governments. The people-focused key findings listed below were included as important considerations in the development of recommendations in this Strategy:

4. The Whistler **service culture is strong** within the RMOW; however the **lack of service process alignment, integration and standards** has room for improved consistency and efficiencies.

5. **Service improvements are typically restricted to a division or department**, and there are opportunities for greater coordination across the organization.

6. The RMOW has **effective citizen engagement practices** including a robust committee of council system, ongoing organization-wide and project-specific research and outreach, and a high level of access and visibility through the website, public council meetings, and community facilities and programs. Further evolution of citizen engagement opportunities should be explored.

7. RMOW has fostered **good relationships with external stakeholders** such as the Hotel Association of Whistler, retailers, the cultural Community, Whistler Blackcomb, Tourism Whistler, the Whistler Chamber of Commerce, and many others.

8. **RMOW employees believe high quality customer service is very important** to the overall success of the organization.

TECHNOLOGY

Technology is one of the most important elements in progressive customer service initiatives around the world. Technology does not solve all of the customer service issues; however, it does provide a critical tool for service culture and experience changes. The key technology-related findings are:

9. **RMOW's technology adaptation and integration are slower than most non-government organizations**; however, RMOW is on par or slightly ahead of most other Canadian municipal governments, even those serving larger populations.

10. The lack of a broadly available service request (work order) system and the technology resources required to implement it is **a significant barrier to customer service automation**. Improvements in this area would provide significant service improvements and could meaningfully reduce the overall cost of customer service delivery and improve the ability to manage, integrate and measure customer service across the organization.

11. A variety of current organization-level technical systems (Financial, GIS, Document Management, Online Services and Bookings, Asset Management, Work Order, etc.) currently **lack effective integration of broader enterprise level data.** This fact makes it difficult to develop integrated customer service processes and notifications.

12. The RMOW Information Technology department's leadership and **Information Technology approach are well positioned to lead the technology enhancements required** to drive customer service improvements.

13. The RMOW wishes to embrace more policies, processes, training and technology to support information sharing and transparency. **The growing public expectations for access to information, openness, transparency and accountability is increasingly driving municipal governments to create innovative systems and initiatives.** The ability to readily access data for service processes, performance measurement and decision-making is valuable to both employees and the public. RMOW should do a gap analysis to determine where improvements to information access would be most valuable.

14. RMOW's development and integration of **Geographic Information System (GIS)** related information for both internal and external customers and services is lagging behind most Canadian municipalities. Location based services and analysis through GIS is a significant opportunity for the RMOW.

15. The **high level of traffic to the whistler.ca website creates significant** opportunities for additional customer service interactions, communications and customer engagement.

16. The use of **social media has been established** within the RMOW and is utilized at a level similar to other municipalities; however there is room for growth in social media utilization and integration with website tools (i.e. report a problem application).

SERVICE DELIVERY

The current service delivery model at the RMOW is fairly typical of small and medium sized local governments and is based on a series of separate, department-specific processes, each primarily designed from an inside out perspective, and most not structured to provide a customer-centric view. The key service-delivery findings of the review process were:

17. The **RMOW receives a significant volume of phone calls** through its main phone numbers, which are mostly passed through to voicemail or other departments. There are many additional phone customer service interactions that occur directly with departments; however RMOW currently lacks the ability to track and measure the numbers, destination and duration.

18. Service level measurement and reporting is limited; however **recent monitoring of customer requests and activities has revealed the value of tracking customer service** interaction types as well as customer needs and behaviours.

19. **Citizens have clearly articulated a desire for more alternative service channels** than are currently available, such as more online and mobile services; however the RMOW services are still primarily phone and front counter (in-person) centric.

20. **RMOW employees have a desire to improve** or automate service requests and the feedback or notification to customers.

21. There is a current lack of consistent and ongoing processes and **systems for information management** (i.e. to create, share, store, retrieve, and archive information) **to support service goals.**
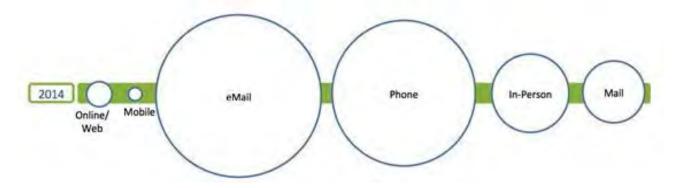
CUSTOMER SERVICE CHANNELS

In recent years there have been significant changes in public and private service delivery. Both advances in technology and financial pressures are prompting organizations to reconsider how they deliver services.

Whistler's annual community life survey results have indicated that for both permanent residents and second home owners, the most 'preferred' channel for communicating with municipal representatives is electronically through 'email', and that both groups believe that best way for the municipality to provide administrative services is via 'email' or 'through the web.' These preferences have changed over time.

Moreover, the lower cost of delivering services through technology-enabled service and self-service channels is an opportunity too compelling to ignore. The benefits of such channels are appealing to customers, as they gain more control, more information and can benefit from an open door or 24/7 portal into relevant services. The growing interest in self-service is, therefore, not surprising.

Below is a graphic demonstrating of the current utilization of service channels by the RMOW in comparative volumes. The strategy and the future service channel vision is detailed in Section 3.

3. CUSTOMER SERVICE STRATEGY AND PLAN

3.1 Goal

The Goal of the RMOW Customer Service Strategy is to increase service consistency, quality and access.

To achieve this goal, this Strategy focuses on strategies and recommended activities designed to reduce the effort and cost associated with high volume and high frequency and inefficient service processes through:

- The development of service request and notification automation;
- Expanded self-service options;
- Consolidated and aligned service standards;
- Expanding service partnerships;
- An ongoing commitment to employee training as well as stakeholder communications; and
- A commitment to monitoring and measurement of the program.

This shift will produce an enriched customer service experience for in-person and phone interactions.

3.2 The Strategic Framework

The following are the three strategic themes for the Recommended Implementation Plan in Section 3.4.

Enriching Service Culture: People are the core of this service delivery framework and specific strategies for building capacity at this level and encouraging a customer service culture are required (e.g., The RMOW has embraced the Whistler Chamber of Commerce's innovative service training program for managers and employees.).
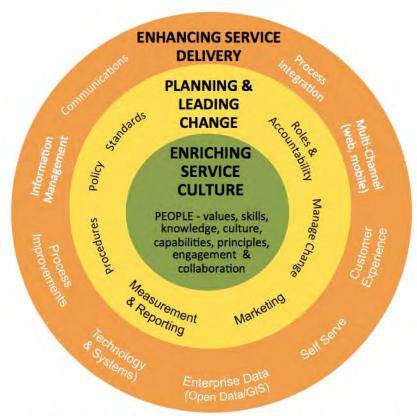
Planning and Leading Change: Employees and management must be supported by leadership and effective tools, policies and procedures to leverage improvements in customer service training, knowledge and literacy. For this reason, the second ring of the framework identifies a series of strategies and actions designed to improve that layer of the service improvement model.

Enhancing Service Delivery: Finally, the outer ring of the framework represents the actual point of contact between those who deliver the services and those who use them. This is the layer where all of the planning, tools, technology and employee capacity culminates in the actual service interactions. This is the point of contact that will ultimately define the success of the service model. For these reasons, the framework includes strategies and recommended actions that leverage the two interior rings of the framework, but at the same time focus on the actual delivery of the required or desired service.

The relationship between the strategic themes and the Recommended Implementation Plan activities is represented here:

Our approach for improving customer service

Evolving Customer Service Channels

One of the key tenets of this strategy is to shift the number and types of customer service interactions to service channels that are more effective, efficient and desired by customers. This approach creates the opportunity for employees to spend more effort on the customer services that are more complex or require more of the human touch and to provide simple, easy to access systems that deliver basic, straightforward services. As with most local government customer service initiatives, the RMOW expects an increase in customer service interactions with every improvement initiative implemented.

Continuing to assess customers' needs and behaviours will provide additional opportunities to continue this shift.

The figure below demonstrates the general shift the RMOW desires as an outcome of this Strategy.

Customer Service Channels by volume

Service Request - Service information or processes initiated by customer and fulfilled by staff via email, mail, phone or in-person
Self-Serve - Service information or processes initiated by customer alone and fulfilled electronically (online/email/text)

3.3   Overview of Key Strategies

The following strategic themes, outcomes and recommended action areas represent the best practices and the focus required for the RMOW to increase customer service quality and consistency. The Recommended Action Areas below are detailed in the "Recommended Implementation Plan" in the following section 3.4.

THEME	OUTCOME	AREAS of RECOMMENDED ACTIVITY
ENRICHING SERVICE CULTURE Knowledge and Capabilities	Grow Customer Service Centred Culture	Training and Development, Orientation, Cross Training, Success Stories, Service Coach, Employee Recognition and Engagement, Performance Management, Recruitment
	Develop Customer Service Collaboration	Service Partnerships, Service Improvement Team, Roles and Responsibilities, Enhance Information Management
PLANNING AND LEADING CHANGE Plans, Standards and Measurement	Create and Manage Customer Service Strategy Leadership	Leadership Role and Accountability
	Develop Customer Service Standards	Corporate Standards, Department Standards, Policy and Procedures, Accountability
	Manage the Change	Change Management Plans
ENHANCING SERVICE DELIVERY Technology, Process and Systems	Automate Customer Service Requests	Process Review, Service Request and Customer Database (CRM), Virtual 311, Self-Service, System Integration, Online Permits, Open Data
	Consolidate Customer Service Contacts	Publications, One Stop Shop, Departmental champions
	Enhance Access to Information	Web-based information tools, Social Media, Open Data Policy, GIS Renewal
	Measure and Share Service Outcomes	Customer Feedback, Customer Engagement, Dashboard, Service Measurement, Phone System Upgrade

3.4   Recommended Implementation Plan

The tables on the following few pages provide an overview of the Recommended Implementation Plan. Each Strategy is presented with a series of recommended actions and a suggested phasing plan over the next five years (**P** indicates a priority for that year).

In all cases, the following recommended activities will require an ongoing commitment to customer outreach to ensure that RMOW understands customers' needs and preferences. With this information the RMOW can continue to assess, adapt and improve service delivery and results.

RECOMMENDED ACTIVITIES	2014	2015	2015	2017	2018
ENRICHING THE SERVICE CULTURE Knowledge and Capabilities					
1. Grow a Customer Service Centred Culture					
1.1 Training and Development – Assess, create and deliver a training and development plan to support the Customer Service Strategy. This plan should focus on the skills, knowledge, and abilities required for new and revised service standards, processes and tools. Focus should be initially on the high volume front counter in person and phone interactions, as well as the high volume customer interactions for outside employees.	P	P			
1.2 Orientation – Revise and enhance the existing RMOW employee orientation program to include a focus on key customer service strategies. Ensure that these sessions include examples from a broad range of service experiences.					
1.3 Cross Training – Explore and establish training opportunities across departments to understand opportunities to integrate services across departments from customers' perspectives.					
1.4 Sharing Success Stories – Explore and establish a process for employees to capture service stories to be used for training and development opportunities to learn from each other. Consider the use of a social media based tool within the RMOW to facilitate this initiative.					
1.5 Service Coach – Explore the creation of Service Coach roles (e.g. technology super user model) for each department to help support and drive service change initiatives. Service Coaches will provide customer service consistency, knowledge expertise and leadership by acting as a departmental liaison with the customer service strategy initiatives.		P			
1.6 Employee Recognition and Engagement – Continue to promote and recognize service excellence through the employee recognition and engagement program.		P			
1.7 Performance Management – Integrate service standards and expectations into the performance management program. Begin with managers in 2015 and then extend to all employees in 2016		P	P		
1.8 Recruitment – Further identify customer service values, competencies, knowledge, skills and abilities required to build a customer service culture to include in the recruitment process.					
2. Develop Customer Service Collaboration					
2.1 Service Improvement Team – Create an RMOW Service Improvement Team that provides a corporate perspective and feedback on service improvements, processes and systems. Establish standards (who, when) for departments to work together on service process integration.	P	P			
2.2 Roles and Responsibilities – Assess, define and share service roles and responsibilities across the organization.		P			
2.3 Service Partnerships – Establish a forum and process for regular service improvement and integration planning with RMOW's key partners (Tourism Whistler, Whistler Blackcomb, Chamber of Commerce, etc.).	P	P			
2.4 Enhance Information Management – Conduct a review and provide recommendations to enhance existing information management processes (policy, records, file management, standards) to ensure there is a structured and consistent approach to creating, collaborating, sharing, storing, archiving, and destroying information.		P			

RECOMMENDED ACTIVITIES	2014	2015	2016	2017	2018
PLANNING AND LEADING CHANGE Plans, Standards and Measurement					
3. Create and Manage Customer Service Strategy Leadership					
3.1 Leadership Role – Assign leadership, oversight and project management role for the Customer Service Strategy and Recommended Implementation Plan.	P				
4. Develop Customer Service Standards					
4.1 Corporate Policies and Standards - Create a service standards program, which identifies the core corporate service standards to be used when developing departmental services. Initial focus should be on phone call standards – language, forwarding, voicemail, etc.		P			
4.2 Department Policies and Procedures – Assess and pursue departmental service specific policy and procedures where process integration and efficiencies are required.		P			
4.3 Accountability - Create a process and assign responsibility for managing corporate customer service policies.			P		
5. Manage the Change					
5.1 Project Management – Assess, develop and implement pragmatic project management and monitoring processes (methodology) to provide oversight, rigor and measures of success to the implementation stages of projects.		P	P		
5.2 Change Management Plans – Assess, develop and implement organizational change management strategies and plans for all significant changes.		P	P		

RECOMMENDED ACTIVITIES	2014	2015	2016	2017	2018
ENHANCING SERVICE DELIVERY Technology, Process and Systems					
6. Automate Customer Service Requests					
6.1 Process Review – Each department to conduct a service process review to assess and prioritize which service processes could be improved through automation (self-service, service request work flow, etc.)		P			
6.2 Service Request System – Review, assess and consider the value in implementing a service request, track and communication (work order) system with a shared customer database (CRM – Customer Relationship Management) across the organization. Phase in the system based on priority customer service processes - frequency, complexity and impact.		P	P		
6.3 Self-Service – Expand multiple self-service channels to the service request system through web, mobile and kiosk.			P		
6.4 System Integration – Information Technology group to assess and propose an enterprise wide system integration project to capture opportunities to connect information and data to service channels (web, mobile, phone, etc.).		P			
6.5 Online Permits and Payments – Review and assess the value and options for implementing online permitting and payment systems that are integrated across all relevant departments.		P	P		
7. Consolidate Customer Service Contacts					
7.1 311 Agent – Review, assess and consider the value in consolidating the current multiple phone numbers published (see Appendix G) to a single phone number and then have the existing core service or front counter employees take calls in a queued process to answer, direct or create service request tickets to be routed to the responsible RMOW employee.		P			
7.2 Publications – Consolidate all RMOW service contact publishing in print and online applications (white pages, blue pages, yellow pages, website, printed material, media, signs). See Appendix G.		P			
7.3 One Stop Shop – As service processes are being reviewed and improvements considered, wherever possible, consider a shift to a one stop shopping experience for service process improvements.					
8. Enhance Access to Information					
8.1 Access to information – Conduct a review of current data and information availability to the public and employees and then develop a plan to expand access to RMOW data through policy, process, training, communication and system enhancements.		P	P		
8.2 Social Media – Review, assess and consider enhancements the use of social media for information sharing, service analytics, service request linkages to the website.					
8.3 Public Training – Review and assess possible public learning opportunities (e-learning, workshops, etc.) to enable the public to take advantage of online service tools and processes.					
8.4 GIS Renewal – Review and finalize the GIS draft strategic plan to include technology, training, governance, leadership, resourcing, and responsibilities. Develop a business case for changes and upgrades identified in the GIS draft strategic plan. Include consideration for municipal asset mapping to enhance service opportunities.		P	P		

8.5 GIS Resource – Consider moving the current GIS role from Infrastructure Services to the Information technology team (within the Corporate and Community Services division) as a means to further improving the cross-departmental GIS support services.	P				
8.6 Web Interface – Review and enhance current web development practices for all service channels (e.g. website, mobile browsers, mobile applications) and implement new practices, as required.	P	P			
8.7 Email communications – Expand municipal contact database for email communications (preferred channel) to include all departments, and review design and use of e-newsletters.					
8.8 Communications and Marketing – Implement expanded communications and marketing activities to support the delivery of municipal programs and services.					

9. Measure and Share Outcomes

9.1 Phone System Upgrade – Review the phone system to enable broader measurement of phone service transactions.	P	P			
9.2 Service Measurement – Build on and expand the service measurement work started through the development of this strategy to provide additional insight about which services require service improvements. Implement processes, such as the customer service tracking tool or database, to capture inputs on customer interactions and service processes. As well, review the Service Inventory to identify service areas that may benefit from service measurement.	P				
9.3 Customer Feedback - Create a customer feedback plan to provide opportunities for customer feedback for general and specific services.		P	P		

3.6   Monitoring Success and Oversight

As with most large initiatives, the success of this strategy will depend on communicating, monitoring, and measuring performance relative to the tasks assigned here.

To this end, it is recommended that the municipality create the following oversight structure to ensure the successful delivery of this Strategy:

- **A Customer Service Improvement Team** – A cross-divisional team that will provide cross-departmental perspective, input and oversight to the initiatives. This group should meet quarterly, and report to a designated Customer Service Strategy Lead;

- **Departmental Accountability** – Each department will be responsible for managing, executing and reporting on any independent service improvement initiatives or contributions to organization-wide initiatives; and

- **New Service Reporting** – New service level standards and tracking information (data) will need to be developed to provide ongoing reporting.

3.7   Resources

The following section provides an overview of resources allocations required to support the execution of the Recommended Implementation Plan included in Section 3.5

BUDGET

Specific budgets for strategies, activities, and projects in this plan will be determined through the RMOW's annual Five-Year Financial Planning process. The key budget impacts over the next five years will be:

- **Information Technology systems** – acquiring, optimizing, and integrating the systems required;
- **Training and Development** – developing and delivering the standards; and providing training for skills required to drive the customer centric culture;
- **Process Review and Business Requirement Resources** – seeking out and assigning experts to review and implement improvements for each service process;
- **Project Management** – enhancing the RMOW's program and project management capabilities with appropriate project management tools.
- **Website and mobile applications** – enhancing existing content, services and applications.
- **Communications and marketing** – enhancing current communications and marketing activities to support new and expanded customer service initiatives.

HUMAN RESOURCES

The execution of this strategy will be experienced by most employees. Most employees will need to dedicate some time to participate in the implementation and execution of organization-wide and specific department service improvement initiatives. For some employees, adjusting to new processes or systems will be their contribution. For other employees, a more active role in the review, design and implementation of the changes will be required. The more active roles will be required in the following resource areas:

RESOURCES	ROLE	DURATION	LEAD
1. Employee Training and Development	Lead the development and implementation of the strategy related to training and development.	As required	Human Resources
2. Change Management – plan and manage change	Develop and deliver stakeholder engagement and communications	As required for each large project	Human Resources and Communications
3. Business and Systems Analysts	Provide both business and technology system analysts to support improvements	As required for each large project	Information Technology and select departments
4. Service Process Reviews	Service process review sessions and documentation to establish improvements of service before automation	As required for each service process improvement review	All

4. CLOSING COMMENTS

As evidenced by this Strategy, customer service continues to be a key priority of RMOW staff, management and Council.

Through this Customer Service Strategy the RMOW has identified gaps, set priorities, and compiled a plan to better meet the changing needs of employees, residents, visitors, and businesses over the next five years.

The Strategy includes a summary of the key findings of the review process, establishes a common conceptual framework, and most importantly structures an implementation plan designed to effectively and efficiently advance municipal customer service performance.

In order to meet the evolving needs and interests of our resort and community customers, this Strategy builds on a solid base of internal research processes and knowledge, a detailed inventory of municipal services and service delivery processes, as well as an understanding of changing best practices in access to municipal service delivery channels. Moving forward this foundation of departmental research and internal data will need to be actively supplemented by an ongoing commitment to additional analytics, structured tracking of service delivery, and targeted customer insights to both inform, and guide the delivery of the recommended implementation plan.

In closing, RMOW's Corporate and Community Services Division would like to specifically acknowledge and thank the staff, project leads, resort partners, and community members for sharing their feedback, insights and experience throughout the development of this Strategy. This Strategy would simply not have been possible without this valuable input.

RMOW: Work Order System Requirements Document

Date: February 18, 2015

Version: 1.5 (Final draft)

Intended audience: Senior Management, Information Technology Advisory Committee (ITAC), RMOW staff – as required.

Contents

Version Control Table

Document History			
Version	Date	Editor	Comments
1.0	Jan 27	KI	First draft
1.1	Jan 30	KI	Changes to order and diagrams. Inclusion of project and phases' timelines.
1.2	Feb 3	KI	Edit of executive summary, introduction and conclusion. Formatting diagrams in appendix A.
1.3	Feb 5	KI	Re-prioritized phases: PM is Phase 2, Time Tracker Phase 3 and Parts Ordering Phase 4.
1.4	Feb 11	KI	Replaced Exec Summary and Intro. Added details to Phase 1 – Foundation.
1.5	Feb 17-18	KI	Inclusion of CRM – Telephony system information and appendix and diagram edits.

Definitions

This report will use acronyms and technical verbiage. The list below provides clarification for the acronyms and jargon most frequently used in the report.

AM – PM – Asset Management and Preventative maintenance databases and applications.

CRM – Customer Relationship Management system

CSS – RMOW's Customer Service Strategy

CTI – Computer Telephony Integration. The integration between the CRM and telephony system to provide customer details to the desktop screen of the staff receiving the customer call.

Customer – aligning to the definition in the Customer Service Strategy that includes Whistler residents, Visitors, Partner organizations and agencies and Internal RMOW relationships.

MACD - Moves, Adds, Changes and Deletes. Most common activities for administrators assisting with an end user request.

MTTR – Mean Time to Respond. Used a metric for measuring service level performance.

PBX – Private Branch Exchange. A telephone switching system that manages incoming, outgoing and internal (desk to desk) calls for a company's internal users. RMOW's NEC 8300 is the PBX for all users.

PSTN – Public Switched Telephone Network.

User - RMOW staff accessing the Work Order CRM system

Web-based, mobile friendly – an online form or application accessed through a user's Smartphone's Internet connection

Executive Summary

The RMOW Customer Service Strategy identified that the lack of an organizational-wide Work Order process is a deterrent to increasing its customer service levels. The report stated the following:

- The lack of a broadly available service request (work order) system – is a significant barrier to customer service automation. **Improvements in this area would provide significant service improvements and could meaningfully reduce the overall cost of customer service delivery** and improve the ability to manage, integrate and measure customer service across the organization.

Furthermore:

- A variety of current organization – level technical systems (financial, GIS, document management, online services, asset management, work order, etc.) **lack effective integration of broader enterprise level data**. This fact makes it difficult to develop (maintain and continually improve) integrated customer service processes and notifications.

An organization-wide Work Order system can automate and synchronize inter and intra-department activities associated with a service request. This integration will increase operational efficiencies by:

- Automating the work order fulfillment process flow - mitigating inertia caused by human error or lack of awareness for a specific task's owner or order flow;

- Improving communication channels between staff, departments and the customers by automatically capturing all work order data and providing work order status notifications;

- Providing multiple communication channels for all users (Customers, Partners, Staff) to access the work order system regardless of location (ex. Mobile unit, laptop, etc.); and

- Creating a database that can be mined to generate reports that management can analyze to assess and identify current service levels, process gaps and areas for improvement.

The gains in operational efficiencies provided by a work order platform will improve RMOW customer service levels. It is this report's recommendation that RMOW implement an organization-wide Work Order system. The benefits of the technology align to the objectives and themes identified in the Customer Service Strategy, the Whistler 2020 Vision and the Council Action Plan: RMOW's commitment to continual improvement to customer service delivery.

Introduction

RMOW's current work order processes are department-specific. Furthermore, the software applications that are used for service request fulfillment are tailored to the individual department and, after review, have limited capability to become the technology platform for an organizational-wide work order platform. The lack of inter-department technical integration for service request fulfillment creates inefficiencies and offers little (if any) empirical evidence (i.e. data) that can be reviewed by management to assess organizational service levels.

Of note, this report does not seek to condemn the current work order processes. RMOW's customer surveys have shown high levels of satisfaction and although improvements can be made, RMOW's service request fulfillment performance is good. That being said, the silo'd nature of work order fulfillment is not sufficient to react and respond to the ever increasing customer service level demands and expectations. The implementation of an automated, web-based, organizational-wide work order process will significantly raise operational efficiency and align to the continual rise in service level demand and diversity.

The table below highlights the key differences between RMOW's current work order systems and the desired, future-state:

Description	Current state	Future state
Customers can request a service by:	Phone, Email and In-Person	Web, Mobile, Email, Phone, In-Person
Work Order Process Technologies include:	One system, one department: Multiple applications with limited to zero integration capabilities with another department's systems.	A common platform for all departments. And, one that can integrate with key service applications such as GIS, Payroll (ADP) and supplier services (Agresso)
Work Order Status Visibility:	Limited to department and individuals tasked with the activity. Management /customers need to request a status update from the individuals assigned to the task.	Web-based visibility to the work order status: The system will capture all work order data and present the information on a web page that can be viewed on a Smartphone, table or laptop/PC.
Work Order Status Updates:	Anyone looking for an update must contact the department to get a status update. Updates may be delayed until the technician working on the task is contacted.	The system can automatically notify all parties at any stage during the work order. Examples – "Request received", "Work Order in Progress" and "Work Order Complete and Ticket Closed" updates are generated and distributed by email or text.
Business Intelligence:	Capturing work order data relies on users manually entering information from paper documents, email and voice conversations into the work order application. Data is department specific.	Work order data is automatically captured and archived in the work order application. This becomes the single database for activities related to the work order.

To summarize, an organization-wide Work Order technology platform:

- Offers multiple communication channels to request a service;
- Provides easy access to view work order status;
- Pushes notifications to all parties;
- Creates a single repository for work order data;
- Enables RMOW to improve overall efficiencies by tightening the link between service request and resource allocation.

Software Phases and Department Implementation

The Work Order CRM project will be comprised of two major activities; the Software Phases and the Department Implementation.

The Software Phases activities includes the procurement, design, configuration, testing, go-live and ongoing enhancement and support of the underlining software that powers the Work Order CRM. The Software Phases provides the technology platform that will enable an individual (customer or staff) to submit a service request through an online, mobile-friendly portal. The system receives the service request, provides the requester a reference number and initiates, tracks and closes the work flow processes associated with the service request.

The Department Implementation activities will commence during the first Software phase and continue as departments become active users on the system. IT will be the group to test the system in a lab environment. Upon test completion, the system will 'go-live' into production mode and IT will be the first user group. Capital Projects will be the second department to be on-boarded on the production system. Building and Electrical will the third department, followed by MPSC as the fourth active user group.

The Department Implementation Schedule will be developed through the collaboration of the project team and the department managers. A department's implementation timing will be based on several factors including:

- The department's existing work order system's status (for example if the application is current and fully supported by the vendor or if it has been announced as End of Life by the vendor); and
- The department's work order process requirements and the timing and complexity (i.e. scope) associated with mapping these needs to the work order system.

To ensure a smooth transition to the new work order system, the collaboration between the project team and the department's managers will create an analysis that will identify the department's specific use-case requirements. The outputs of the analysis will be used to develop the department-specific implementation plan.

The Customer Relationship Management System

A key component to the Work Order platform is the implementation of a Customer Relationship Management (CRM) system. Among its many features, a CRM is a central repository for client records. Private enterprise and public sector have been relying on CRMs to archive client data points and leveraging this information to optimize customer interactions.
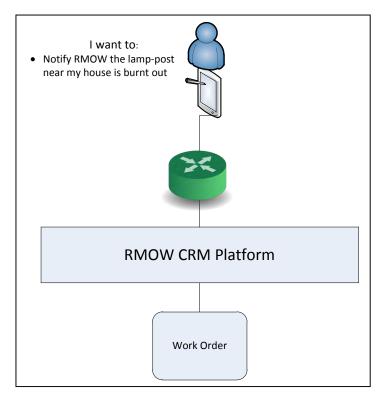
An example of this is when a customer phones their bank and, prior to connecting with an agent is asked to enter their account code. The CRM automatically captures this data, indexes it with the existing records and pushes the client specific information to the desktop screen of the agent who answers the call. Before the agent picks up the call their desktop screen shows information such as the client's name, account information, transactions, closed and current

service requests. The CRM has optimized the interaction because the agent has immediate visibility to the client's data.

> The above example is relevant to RMOW as the new telephony system will have the ability to integrate with a CRM. This Computer Telephony Integration provides the technology for information such as customer name and service request history to immediately appear on the desktop of the staff receiving the client's call. CTIs improve operational efficiency and raise customer service levels.
> **CTIs increase the instances of resolution on first contact.**

A CRM is the database that captures customer information within a service request. This data is readily available throughout the life of the work order as well as being easily retrieved for subsequent service requests. Lastly, and as example of being proactive, the CRM will automatically push email and / or text notifications such as "Work Order in Progress" and "Work Order Complete and Ticket Closed".

I want to:
- Notify RMOW the lamp-post near my house is burnt out

RMOW CRM Platform

Work Order

The diagram on the left shows a high level network topology for the Work Order CRM platform:

A Whistler resident wants to report that a lamppost is burnt out.
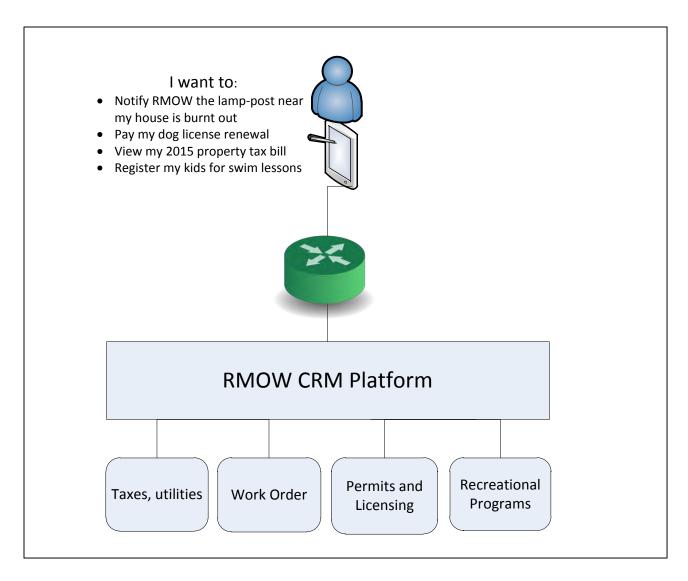
Using the RMOW Service Request application on their Smartphone, they enter details such as – name, contact details, service description and location;

Request is sent and electronically received by the RMOW CRM;

CRM captures all customer specific information and automatically forwards the request to the Work Order application;

The Work Order application categorizes the service request and routes to the appropriate department; kicking off the service fulfillment procedures by notifying the department of the work order request.

In future deployments, the CRM can be leveraged to facilitate additional service request related to bylaws, taxes and recreational programs:

I want to:
- Notify RMOW the lamp-post near my house is burnt out
- Pay my dog license renewal
- View my 2015 property tax bill
- Register my kids for swim lessons

RMOW CRM Platform

| Taxes, utilities | Work Order | Permits and Licensing | Recreational Programs |

With each scenario, the CRM captures the client information and routes the request to the specific application. The application (ex. Work Order) initiates the fulfillment procedures. All information about the customer and the service request is archived and easily retrievable.

Although the focus of this report is establishing a broadly available automated work order system, the importance of deploying a CRM cannot be overstated. The CRM will increase the effectiveness of common activities such as work order fulfillment and license renewal by capturing and storing customer information and using this data to streamline and in some cases, fully automate request resolution processes.

Work Order CRM – Project Description

Aligning to the Customer Service Strategy the Work Order CRM is the technology that will help RMOW increase its customer service levels. Providing a multi-channel point of entry for a customer to request information or a service and then streamline the activities and resources associated with completing the work order will reduce the time to resolution and result in increases to customer satisfaction levels.
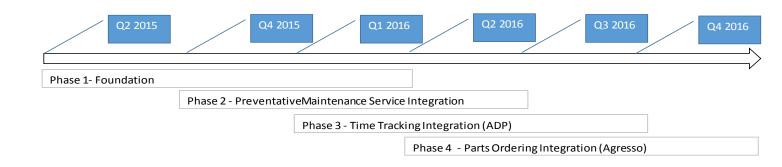
Although not ineffective, as evidence in customer service surveys, the current process for completing a work order varies by department and each group utilizes an independent technology system. Further compounding the challenges, customer communication channels (i.e. request method) is limited to voice, fax, in-person and email, there are no self-service options and it is difficult to collect useful stats to measure, organizational and department performance levels.

Limited points of entry, disperse systems and limited departmental integration scalability confirms that the existing work order processes will struggle to provide higher levels of customer service levels. This shortcoming is compounded with customers' increasing service level expectations and the existing work order systems cannot scale to meet tomorrow's demand. Without significant changes, the existing work order processes will decrease customer service levels. A new, Work Order CRM addresses capability and sustainability concerns by:

- Providing a multi-channel point of entry for a client to submit a request (example and in order of importance: Online, Mobile, Email, Phone; In-Person, Mail);
- Streamlining fulfillment processes directing the request to appropriate department on the first attempt;
- Enabling immediate job scoping and scheduling of human, assets and capital resources required for resolution;
- Empowering staff to review and action a task or tasks assigned to their division;
- Reducing lag time by integrating work order activity with systems such as asset management, suppliers and staff time entries and removing requirement for users to access other, disparate systems to complete components of the activity;
- Creating real-time updates to the 'master' database, giving management visibility to the data through dashboard reports;
- Offering status updates and ticket closure notification to the customer; and
- Aligning to customer preferred communication channels and creating an end to end system that only requires a mobile device for all commands, data entry and review.

The final Work Order CRM project will be the sum of four (4) phases, each providing additional levels of functionality.

Below is the Work Order CRM timeline. The phases will be staggered and the project kick off will be Q2 2015 and completion in Q4 2016.

Q2 2015 Q4 2015 Q1 2016 Q2 2016 Q3 2016 Q4 2016

Phase 1- Foundation

Phase 2 - PreventativeMaintenance Service Integration

Phase 3 - Time Tracking Integration (ADP)

Phase 4 - Parts Ordering Integration (Agresso)

Q2 2016 – Targeted Go-Live date for launching the web-based, mobile friendly Service Request application to the public.

The following section provides details to the activities and functionality for each of the phases.

Phase 1 – The Work Order CRM Foundation

Summary: The end-to-end framework of the service request platform. The system will automatically categorize and code each work order as a stand-alone activity, a project activity or an event activity (ex. Crankworks). This coding structure will follow the service activity until closed. Phase 1 is complete when RMOW releases the web-based, mobile friendly service request application to the public.

The Work Order CRM's phased deployment schedule adheres to the Customer Service Strategy Principle: RMOW will focus on scaled and pragmatic department-level process improvements, while ensuring these solutions integrate with the broader shared service commitments.

Phase 1 deliverables will include the functionality to:
- o Identify the requestor (RMOW Staff, Partner, Customer);
- o Categorize service request as follows:
    - ▪ A non-planned request for service from staff or customers – ex. Lamp post burnt out or pothole notification;
    - ▪ A scheduled work order such as a fire hydrant inspection or maintenance on an air conditioner unit;
    - ▪ A work order for a RMOW project;
    - ▪ A work order for an event such as Crankworks;
- o Assign the service request based on the following organizational tree:
    - ▪ Organization (ex. RMOW);
    - ▪ Division (ex. REX);
    - ▪ Workgroup (ex. Operations);
    - ▪ Department (Electrical Services). Provide both automatic or manager assignment of work order to staff based on:
        - • Skill set (ex. High Voltage / Low Voltage);
        - • Expertise
- o Integrate with existing GIS and provide available details of the service request's location. Information presented would vary by requestor type. For example:
    - ▪ Public would have map-only viewing;
    - ▪ Internal users would have access to data within GIS database;
- o Assign Agresso financial codes to the work order. Codes structure would be as follows:
    - ▪ Program (Operating expenses)
        - • Tasks
        - • Account
    - ▪ Project (Capital expenses)
        - • Work order
        - • Tasks
- o Provide read/write access to staff in the department assigned the work order. (Example – a service request could be started by one technician, reviewed and continued by another and completed by a third within the same department);
    - ▪ Each WO will show who is assigned and current status;
- o Provide read-only access to all work orders within a work group / division;
- o Make all work completed by a department on a work order default to the department-specific codes;
- o Establish an asset classification framework for real-time visibility to inventory levels and service maintenance schedules. The asset classification schema would be as follows:
    - ▪ Location of the asset - Campus-Building-Floor-Room;
    - ▪ Asset description - ex. HVAC;
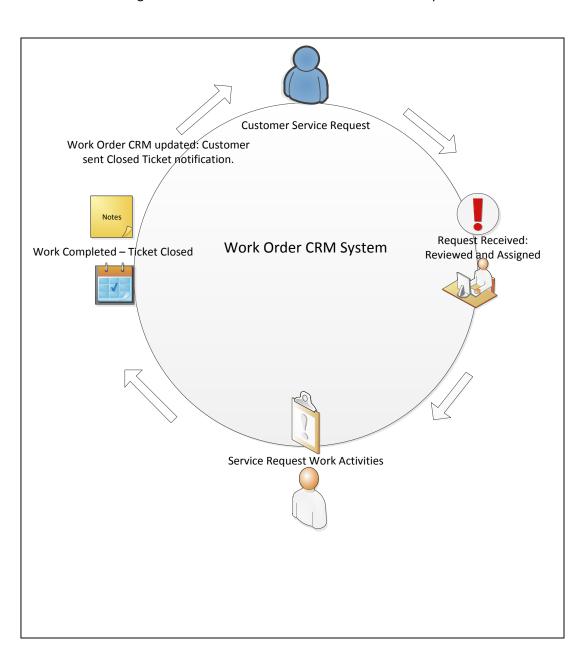
- Component that requires service - ex. Pump;
  (*Of note: This application would integrate with the GIS database allowing a user to locate the asset and view available information such as manufacturer, local suppliers, maintenance dates, product cut-sheets and technical guides. This application will be used as the foundation for Phase 2 – Preventative Maintenance Services.*)
  - o Include a management reports portfolio. Reports to include:
    - Total number of active and completed work orders by category and department;
    - Total number of completed work hours (by category and department) for active and closed work orders;
    - Total number of work orders in the queue that have not been actioned or assigned;
  - o Launch a web-based, mobile compatible application that allows users, customers and partners to electronically submit a service request.

Phase I – Work Order CRM Foundation – High Level End to End Process Diagram
Work Order begins as soon as customer submits their service request.

Customer Service Request

Work Order CRM updated: Customer sent Closed Ticket notification.

Notes

Work Completed – Ticket Closed

Work Order CRM System

Request Received: Reviewed and Assigned

Service Request Work Activities

In Phase 1, a request can be submitted on a mobile device or laptop through a web-based form. The system will:
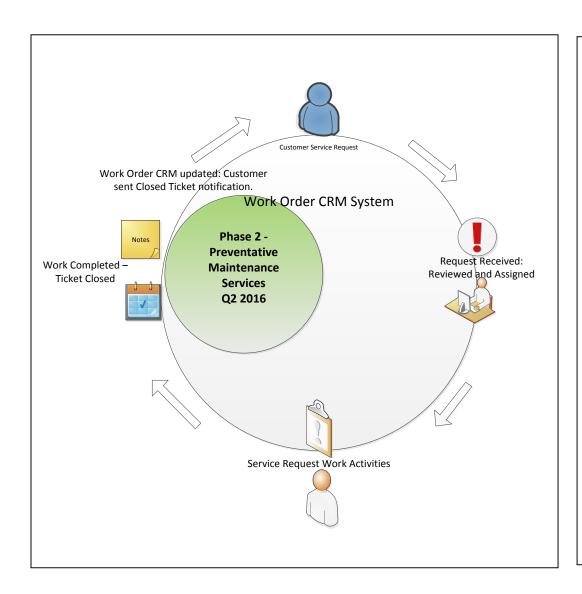
1. Categorize the request as a stand-alone work order, a scheduled maintenance activity, part of a RMOW project, part of an event such as Crankworks;

2. Route the request to department who prioritizes and assigns to a division and skill set;

3. Allow all within a division to view and action active work orders;

4. Allow all within in department to view active work orders;

5. Notify the original requestor of work order status: ex. "Work Order: Request Received, In Progress, Closed."

Phase 2 - Preventative Maintenance (PM) Services

Summary: Phase 2 expands the functionality of the asset classification framework that will be developed in Phase 1. When an asset has been repaired or replaced the Work Order CRM automatically updates the preventative maintenance database. The work order details, specific to the asset, will be automatically captured in the preventative maintenance database. The technician view the data on their mobile device, and can add new information to the database from their mobile device. Deliverables of the Preventative Maintenance service phase include:

- Implementation of an RMOW-wide preventative maintenance database and integration to the Work Order CRM;
- Creation of web-based, mobile friendly forms for users to enter asset information and updates that were part of the service request;
- Expanded integration and usability with GIS services; and
- Preventative maintenance service notifications that automatically triggers a service request in the Work Order CRM when an asset or component is scheduled for a service check;

Phase 2 – Work Order CRM Preventative Maintenance Services - High Level End to End Process Diagram

In Phase 2, the technician assigned to a service request, will access the preventative maintenance database through the Work Order CRM. The PM Service will:
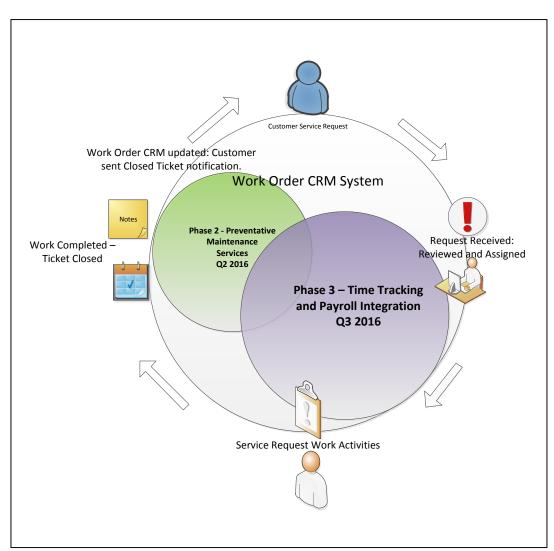
1. Include the most recent information about the asset;

2. Show upcoming service dates;

3. Allow technicians to add information to an asset already in the database;

4. Allow the technician to create a new record for an asset that is not listed in the PM and;

5. Automatically trigger a service request in the Work Order CRM when an asset requires a maintenance update.

Phase 3 - Time Tracker and Payroll Integration (ADP)

Summary: Enables the staff assigned to the service request to enter details such as hours, coding, project name and work description in the Work Order CRM application and have this information automatically sync to payroll services. This integration removes the need for users to connect to ADP and provide potentially, redundant information. Deliverables of this phase include:

- Creating the interface between Work Order CRM and RMOW HR financial systems;
- Capability of Work Order CRM to capture and submit multiple incidences of time tracking details to payroll service. Example: technician submitting project hours daily versus as a batch at the end of their assignment;
- Work Order CRM updating its database with each entry for near real-time reporting metrics for management; and
- Supervisor read/write access for audit control.

Phase 3 – Work Order CRM Time Tracker and Payroll Integration – High Level End to End Process Diagram

Work Order CRM System

Customer Service Request

Work Order CRM updated: Customer sent Closed Ticket notification.

Notes

Work Completed – Ticket Closed

Phase 2 - Preventative Maintenance Services Q2 2016

Request Received: Reviewed and Assigned

Phase 3 – Time Tracking and Payroll Integration Q3 2016

Service Request Work Activities

In Phase 3, a service request's work hours entered in the Work Order CRM are automatically synced with payroll services. The system will:

1. Collate the accounting codes for the project with the staff work order time submission.

2. Remove the need for a technician to submit their time sheet at the end of each day. The system captures their work activity – by each work order acted upon by the technician.
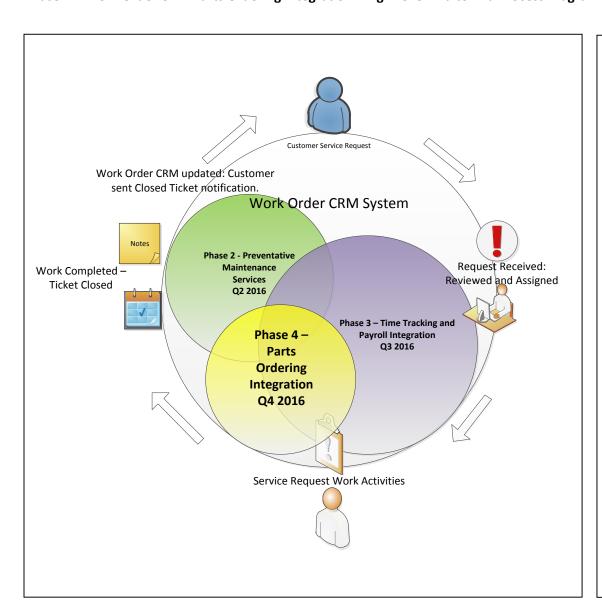
Of note – Phase 3 could include Work Order CRM sending work hours details that could auto-populate RMOW accounting systems – i.e. journal entries. These and other requirements will be identified and addressed during project implementation.

Phase 4 - Parts Ordering Integration (Agresso)

Summary: The Work Order CRM process will integrate with the RMOW parts ordering system (Agresso). This allows a technician to order parts from RMOW approved vendors without leaving the Work Order CRM system. Deliverables of this phase include:

- Integration of Work Order CRM with Agresso parts ordering system;
- Access to the RMOW approved supplier / vendor list for ordering parts;
- Automatic routing of PO request to manager for review, approval and PO issuance;
- Updating work order notes and placing service request on hold until part arrived;
- Using PO # as tracking tool for system: once part is received at Central Stores, user accesses work order by the PO # and updates the status – "Part received";
- Automatic notification to the technician that the part has been delivered and to resume work activities.

Phase 4 – Work Order CRM Parts Ordering Integration - High Level End to End Process Diagram

In Phase 4, a technician can order a part from an approved supplier without existing the Work Order CRM. The system will:

1. Integrate with Agresso for staff to look up a part, select an approved vendor and issue a PO;

2. Automatically place the work order on hold while the part is in transit;

3. Notify the technician when the part has been delivered and re-start the work order;

> **At the completion of Phase IV, all activities related to the service request will be completed through the Work Order CRM. At no stage during a work order activity would a user need to log out of the Work Order CRM to access information from another database or system.**

Leveraging CRM capabilities to other RMOW systems and processes (Post Phase IV - 2017+)

The primary benefit of a CRM is the capability to augment or replace existing service platforms – and ultimately provide a unified platform to increase customer service levels. An example of this is a CRM's capability to capture and archive user information such as name, contact details (email / phone) and address. The single source for user information can be leveraged to offer a resident a User and Password that can be used as their single sign-in to submit service request and complete self-serve online activities such as view and settle their tax bills, register for swim lessons and pay for parking tickets.

A key benefit to providing single sign-on, fully automated online services, all user information and online activities are captured and archived in the CRM database. This data will be readily accessible to help identify areas of strength, neutrality and weakness and to develop the strategies to continually improve customer service levels.

By adopting an agile approach to the Work Order CRM project, the team will use each phase's lessons-learned and increasing expertise with the system to identify business areas that the platform can be further leveraged to improve customer service levels. With each iteration the team will select potential expansion areas and engage the business units to discuss an approach to upgrading their existing systems and processes with the CRM.

Conclusion

A Work Order CRM platform is required for RMOW to increase its overall service levels. The CRM is the central repository for customer records and the Work Order application provides the automated tools that tightens the link between service request and resource allocation. Together the system provides the technology for RMOW to implement a streamlined, multi-channel, collaborative and consistent service request (Work Order) process.

The Work Order CRM will provide:

- Customer preferred service request channels and automatic status notification:
    o The Work Order CRM provides the platform that enables a customer to submit a service request through their preferred channel – online, an application on their Smartphone, email or phone. RMOW staff, partners such as Whistler Blackcomb, residents and non-residents can request a service, be automatically issued a reference number and be notified when the issue has been resolved;

- Integrated back-end systems that will minimize the Time to Resolution:
    o The Work Order CRM will integrate with existing systems such as Agresso and ADP, minimizing the time required for staff to order parts and submit their time and job activity details. In addition, the Work Order CRM project will create an asset management and preventative maintenance sub-system. As components to the work order process, the sub-system will speed the time for a technician to locate parts or review a component's service history. And, to optimize asset performance, the system will automatically issue a service request when the asset is scheduled for a maintenance update;

- Consolidated and aligned service standards:
    o The Work Order CRM captures and archives the data points associated with receiving, responding and resolving request for services. This empirical evidence can be used to establish current service level baselines. Service level targets can be developed and the ongoing data generated by the Work Order CRM can be used to evaluate current performance against desired service level; and

- Expanded self-service options:
    o This first iteration of the Work Order CRM will provide multiple channels for a customer to request a services. The system will be scalable and subsequent iterations can include self-service functionality for common activities such as recreational program registration and property tax and utility payments.

The Work Order CRM provides the technical platform that can enable RMOW to increase its customer service level by creating a multi-channel, fully automated, organization-wide service request system. The first iteration of an end to end, work order process will minimize the amount and frequency of customer touch points and streamline inter-department service fulfillment processes. The result will include a significant reduction in the time to resolve service issues and an increase to customer service levels. Lastly, the Work Order CRM provides management visibility to current service level data to compare the current performance against the desired targets.

RMOW requires a Work Order CRM as it will be the technical foundation for the transition from RMOW's current operation mode to the desired state of Client Focused Service Delivery.

This report was prepared by Kerry Ing – Consultant RMOW IT Department. Mr. Ing's professional experience includes over 15 years in the telecommunications' and information technologies' industries. Working for technology pioneers such as Motorola Solutions and Bell Canada Mr. Ing engaged with the public and private sectors to help these organizations utilize technology solutions to achieve their goals.

Appendix A - Detailed Descriptions of the Work Order CRM Project Phases

The Work Order CRM will be implemented in phases. Each phase will have common and unique sets of requirements. Although there will be inter-phase dependencies there will be scenarios when two phases overlap.
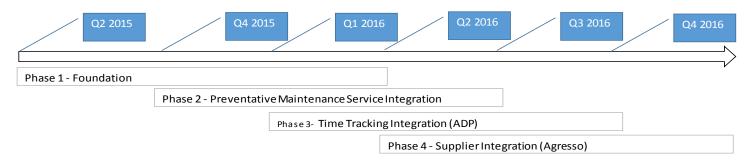

Utilization of Agile Methodologies:
The Work Order CRM project will adopt traditional and agile project management methodologies. Agile concepts will be required because the definitive technical, business and resource requirements will not be known at the start of the project. In addition to regular progress discussions, all phases will include a retrospective meeting to identify areas of concerns and newly defined requirements that will be applied to subsequent iterations.

The Work Order CRM will be deployed in 4 phases. The diagram below shows the project's timeline. Key targets are as follows:

- Q3 2015 – Work Order CRM ready for testing;
- Q1 2016 – All departments enabled and using Work Order CRM; and
- **Q2 2016 – External Customers can use web-based, mobile friendly online form to submit a service request**.

| Q2 2015 | Q4 2015 | Q1 2016 | Q2 2016 | Q3 2016 | Q4 2016 |

Phase 1 - Foundation

Phase 2 - Preventative Maintenance Service Integration

Phase 3- Time Tracking Integration (ADP)

Phase 4 - Supplier Integration (Agresso)

The following section discusses the objectives, timeline and activities associated with each phase.

Phase 1: Foundation
Summary: Completion of broadly available service request (work order) system that is web-based and mobile compatible.
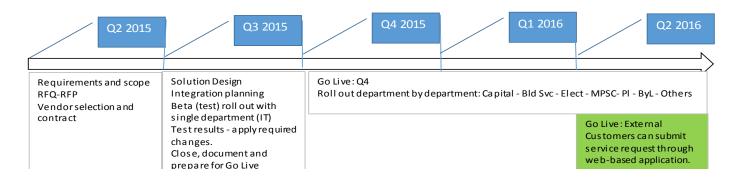
Timeline: Q2 2015 - Q2 2016

Activities include:
- Requirements finalized;
- RFQ-RFP release;
- Vendor / Service Provider shortlist, selection and contract;
- Solution procurement, system planning and design – including integration requirements for systems such as GIS;
- Begin Preventative Maintenance and asset classification system framework;
- Implementation for Proof of Concept. IT will be the test group for the POC;
- POC complete and necessary changes implemented: Move to full production mode with Capital Projects becoming second group on the system;
- Enroll groups without work order systems;
- Enroll groups with existing work order system;
- Enable functional to allow a customer to submit service request through web-based, mobile friendly entry point;
- Document Phase 1's lessons learned and update project files
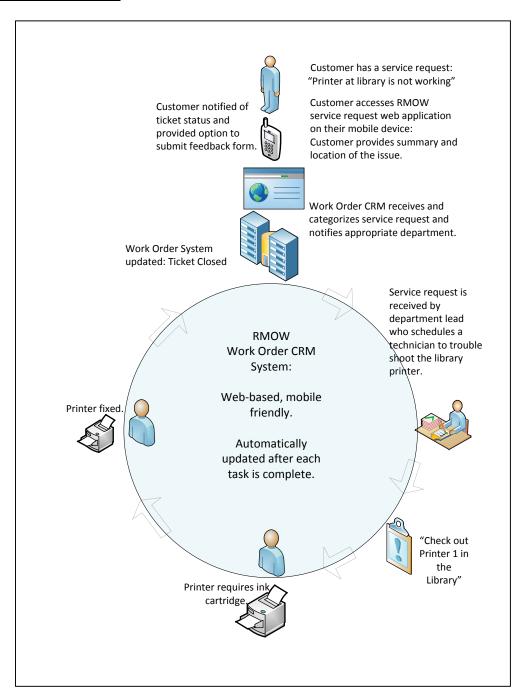
> All Activities within a phase should be considered 'Work Packages'. Completion of a Work Package will be dependent on scoping and finishing a set of sub-activities and tasks.

Phase 1 – Foundation - Timeline

| Q2 2015 | Q3 2015 | Q4 2015 | Q1 2016 | Q2 2016 |

Requirements and scope
RFQ-RFP
Vendor selection and contract

Solution Design
Integration planning
Beta (test) roll out with single department (IT)
Test results - apply required changes.
Close, document and prepare for Go Live

Go Live: Q4
Roll out department by department: Capital - Bld Svc - Elect - MPSC- Pl - ByL - Others

Go Live: External Customers can submit service request through web-based application.

Phase 1 – Work Order CRM Diagram

Customer has a service request: "Printer at library is not working"

Customer accesses RMOW service request web application on their mobile device: Customer provides summary and location of the issue.

Customer notified of ticket status and provided option to submit feedback form.

Work Order CRM receives and categorizes service request and notifies appropriate department.

Work Order System updated: Ticket Closed

Service request is received by department lead who schedules a technician to trouble shoot the library printer.

RMOW
Work Order CRM System:

Web-based, mobile friendly.

Automatically updated after each task is complete.

Printer fixed.

"Check out Printer 1 in the Library"

Printer requires ink cartridge.

Phase 1: Preventative Maintenance Framework

The first phase will include the development of the asset management / preventative maintenance framework that will capture information such as asset location, component to be repaired or replaced and next service maintenance date. The information will populate the preventative maintenance database. In Phase 2 the PM database will expand to a state that captures the current condition and service schedules for the majority of RMOW assets. Furthermore, Phase 2 will include the functionality for the PM application to generate a service requests in the Work Order CRM when an asset is scheduled for a maintenance update.

The PM framework will allow the user to locate the asset by the following menu-driven hierarchy:
Organization – Campus –Building – Floor –Room – Asset – Component – Task(s).

The diagram below shows the hierarchical structure for the PM database:

Organization	• RMOW - Phase 1
	• Partner - WB/TW/WSL (latter phases)
Campus	• Municipal Hall
Building	• 4325 Blackcomb Way
Floor	• Two
Room	• Server Room
Asset	• Telephone System
Component	• PBX
Task	• Firmware update - 01/01/16

Of note – the project will explore the feasibility to integrate components of the RMOW GIS database with the Work Order CRM. Leveraging the GIS tool to provide service incident and asset location details will further increase the operational efficiencies gained through the Work Order CRM.

Phase 2: Preventative Maintenance Services Integration
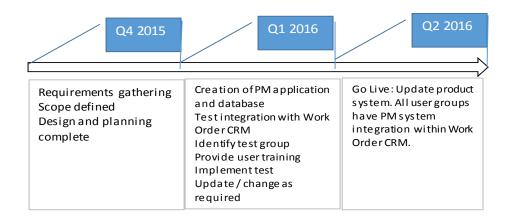
Summary: A preventative maintenance service will display the maintenance schedules of RMOW's assets. A key component for the PM application will be the calendaring for events such as a HVAC's pump maintenance check or a software update for Microsoft applications. The PM application will integrate with the Work Order CRM ensuring that any work done to an asset is captured in the PM database. And, when an asset's scheduled maintenance date is nearing, the PM application will automatically trigger a service request notification in the Work Order CRM.

Timeline: 2016
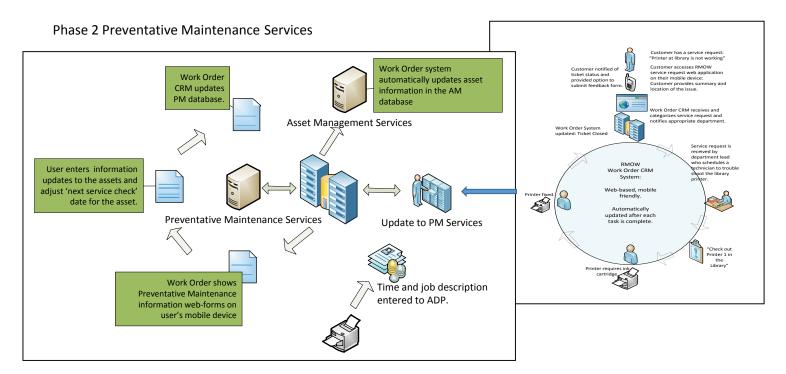
Activities include:
- Completion of Phase 1's Preventative Maintenance application and database;
- Planning and design for integration of Work Order CRM and PM services;
- Test PM services integration with one active Work Order CRM department – ex. Building services;
- Complete testing phase and make any necessary modifications;
- Roll out functionality to all Work Order CRM active user groups;
- Document Phase 2's lessons learned and update project files.

Phase 2 - Preventative Maintenance Services Integration – Timeline

Q4 2015	Q1 2016	Q2 2016
Requirements gathering Scope defined Design and planning complete	Creation of PM application and database Test integration with Work Order CRM Identify test group Provide user training Implement test Update / change as required	Go Live: Update product system. All user groups have PM system integration within Work Order CRM.

Phase 2 Preventative Maintenance Services

Phase 3: Time Tracker and Payroll Integration
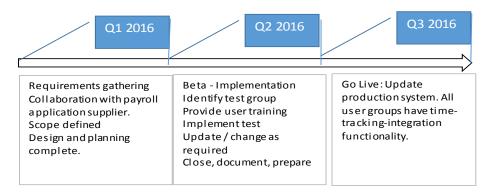
Summary: Work Order CRM to integrate with ADP payroll services enabling staff to enter information such as job hours, work descriptions and project coding within the Work Order CRM and not requiring a second and redundant entry in the payroll application. Additional functionality *could* include the Work Order CRM creating and submitting journal entry data to RMOW financial systems.

Timeline: 2016
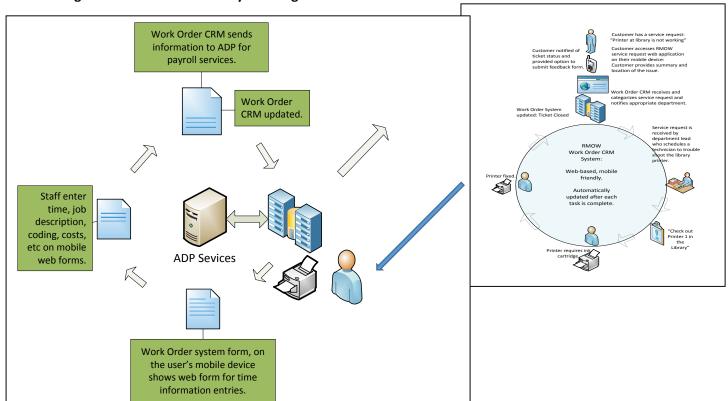
Activities include:
- Plan and design to integrate time tracking activities (including hour entry, coding information call-out to ADP) with Work Order CRM system foundation;
- Test time tracking integration functionality system with department currently active in the Work Order CRM system (ex. Capital Services);
- Upon successful test completion, implement time tracking integration for all active Work Order CRM system user groups;
- Document Phase 3's lessons learned and update project files

Phase II – Time Tracker and Payroll Integration - Timeline

Phase 3 Diagram: Time Tracker and Payroll Integration

Phase 4: Parts Ordering Integration
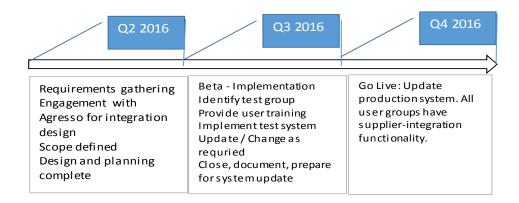
Summary: Work Order CRM will integrate with Agresso to allow staff to confirm if part/component is available in existing inventory, order parts from approved supplier and issue a PO for the part. Furthermore, system will notify staff when part has been received at RMOW.

Timeline: 2016
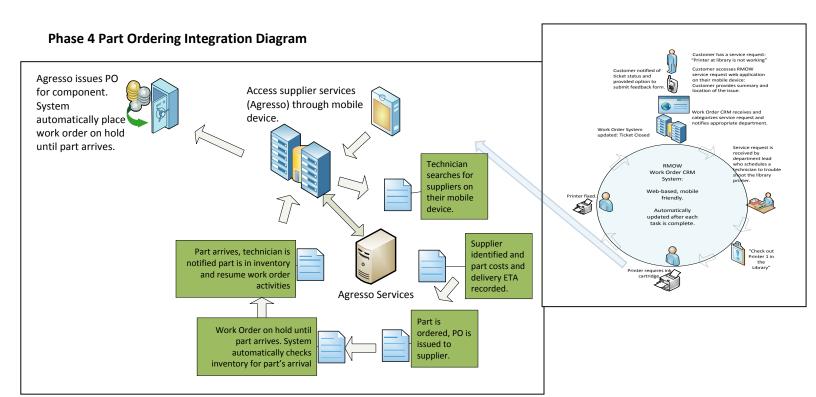
Activities include:
- Plan and design integration interface between Work Order CRM and Agresso supplier services;
- Identify most common use cases, test functionality and improve with each iteration;
- Identify one department (ex. Capital Services) as test department and roll out a POC;
- Roll out functionality to all Work Order CRM active user groups;
- Document Phase 4's lesson learned and update project files.
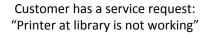
Phase 4 – Supplier Services (Agresso) Integration – Timeline

Phase 4 Part Ordering Integration Diagram
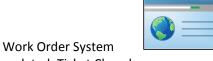
End to End Work Order CRM Diagram – ETA Q4 2016

Customer has a service request: "Printer at library is not working"
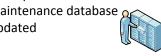
Customer notified of ticket status and provided option to submit feedback form.

Customer accesses RMOW service request web application on their mobile device: Customer provides summary and location of the issue.

Work Order System updated: Ticket Closed

Work Order CRM receives and categorizes service request and notifies appropriate department.

Asset preventative maintenance database updated

Service request is received by department lead who schedules a technician to trouble shoot the library printer.

Time and job description entered to ADP.

RMOW Work Order CRM System:

Web-based, mobile friendly.

Automatically updated after each task is complete.

Printer fixed.

"Check out Printer 1 in the Library"

Part received at RMOW inventory. Requester automatically notified.

Printer requires ink cartridge. Check inventory

Agresso issues PO for component. System automatically place work order on hold until part arrives.

Inventory shows no ink cartridges in stock. Order required.

Access supplier services (Agresso) through mobile device.

Appendix B – Telephony System and CRM Integration ("Computer Telephony Integration")

Computer Telephony Integration (CTI) combines telephony functionality with CRM information. CTI is a network to desktop strategy that provides a technical framework to improve productivity and enhance customer service. For incoming and outgoing calls, the combination of the systems creates a desktop pop-up that displays contextual information about the customer. The customer's CRM data, such as their name, address, service request history and outstanding issues is visually available as soon as the staff member picks up the incoming call.
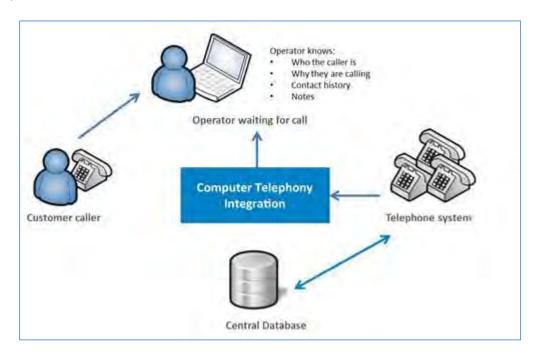
The real-time availability of client information significantly improves worker productivity. The 'pushing' of customer details saves the time and effort required to search for this data, which can be in multiple and dispersed databases – assuming that this information has been electronically recorded. By having the relevant information on their desktop screen staff are immediately aware of who they are speaking with and the nature of their call. And, as the call progresses and information is shared, the agent updates the client record and this data is recorded in the CRM and available for subsequent contact and case resolution tracking.

Improved operational efficiency translates to higher service levels. A CTI provides the foundation for positive interactions as well as increase the likelihood the customer's request will be resolved on first contact. Upon receiving the call the client is greeted by a staff member who knows their name and has immediate visibility to relevant information such as the status of an outstanding service request. Without needing to place the client on hold or promise to call back while they 'hunt' down the details, the agent can provide an update or resolve the request based on the information that is showing on their desktop monitor. Also, with the system's ability to recognize the availability of all team members, the agent can direct the caller to a teammate who may have greater knowledge of the specific activity all the while being assured that the transfer will be answered and not sent to voice mail.
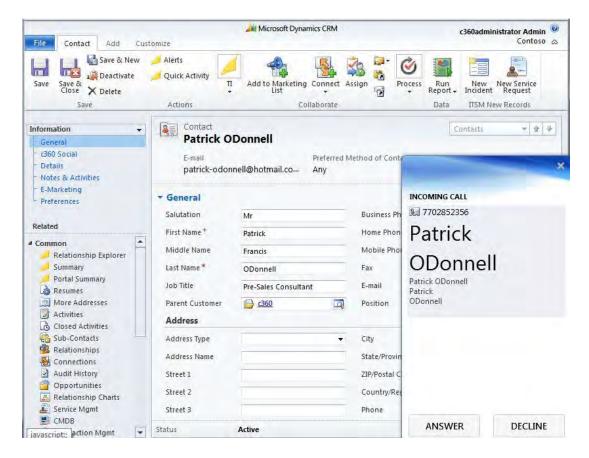
Integrating the functionality of the phone system with the CRM client records provides a technical capability that can improve operational efficiency and increase customer service levels. By delivering accurate customer details to a desktop screen enables staff to take immediate ownership of the customer's request. The result includes a positive user experience and the greater the likelihood that the customer's request will be resolved on the first contact.

The following pages show a CTI network diagram and a few screen shot examples.
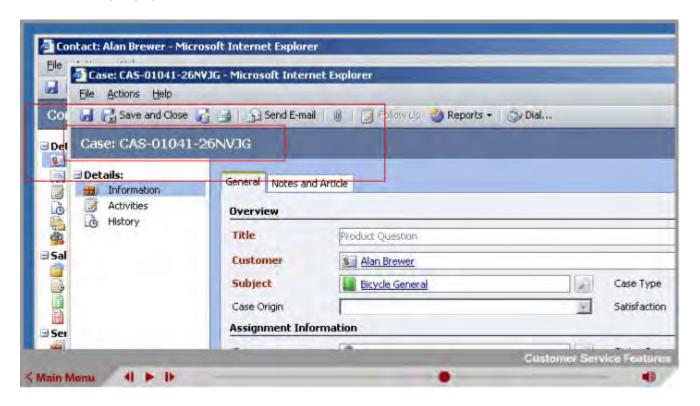
Below is an example of the common topology for a CTI deployment. As the customer calls the organization, the PBX (i.e. Telephony System) directs the voice component to the telephone set and the data component to the CRM. The CRM indexes the incoming call's phone number to its datasets. If there are existing records attached to the phone number the CRM sends this information to the operator's desktop screen. The operator has the client's information at the same time they answer the phone.
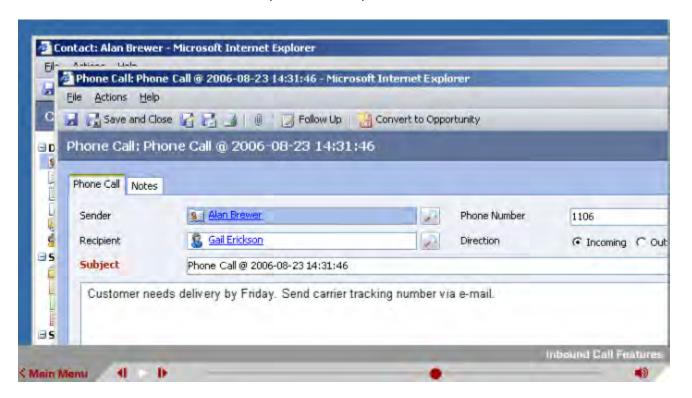

Below is an example of the desktop screen pop. At the same time their phone rings, the agent knows who is calling and can drill-down to specific information through the left hand navigation bar:

Below is an example of the desktop screen showing the specific case number assigned to the client's request. The immediacy of the information speeds up the resolution time as the case information is readily available for the agent to action and relay any updates to the client.

Below is an example of a staff member transferring a (live) customer call to a teammate. The CTI has shown that the receiving party is available and the sender is able to provide additional context to the customer's request by typing in the Notes section. This 'warm' transfer mitigates against sending the caller to voice mail or sending the caller to someone who does not have the necessary context to help resolve the client's issue.

Appendix C – RMOW Current Systems – Inability to Create a Work Order CRM

RMOW relies on several systems to complete a service request. Multiple, independent systems used by multiple departments limits an organization's ability to create the efficiencies necessary to raise the services levels. Furthermore, capturing and analyzing a service request's data points is difficult, time consuming and most often unreliable for management to use as empirical evidence to gauge existing service level performance.

Below is a list of the systems currently used for service request fulfillment by the RMOW:

Current system limitations

System	Department	Function
Worktech	Utilities and WWTP	Work management system to assign and track tasks and activities.
TrackIT	IT	IT Help Desk service request application and knowledge base. TrackIT is an end to end work order system – but specific to IT requests and not scalable to other departments.
Tempest (MyCity)	Bylaws	Ticket issuance, tracking and billing.
FDM	Fire	Records management for activities such as building inspections.
Agresso	Finance	PO creation, work order tracking, fixed asset costs management, budget planning and forecasting. Additional modules are available and could be a candidate for the next generation work order system.
ADP	HR	Payroll, time and labour management system.
Active Networks - CLASS	MSPC	Recreation-based software for class scheduling, registration, POS and CRM.
Mapguide	ByLaws – IT	Mapping application for internal and external use
ESRI	ByLaws – IT	GIS software – early stages of development for RMOW implementation.
Microsoft Office: Work, Excel and Access	All	Miscellaneous utilization by all departments.

A department will use their system to conduct their day to day operations. Although some applications have multiple purposes each should be considered as stand-alone with either zero or costly integration compatibility with another system or systems. Furthermore, there is limited capacity to capture each systems' data points, collate and provide management a holistic view of the existing service levels and how these track against customer service level targets.

With the exception of Agresso, none of the systems can provide the framework that will enable and end to end, web-based, mobile friendly Work Order CRM. Agresso and Work Order and CRM-specific service offerings are being investigated and will be evaluated for their feasibility as an organization wide service request fulfillment technology platform.

REPORT | POLICY REPORT TO COUNCIL

PRESENTED: January 26, 2016   **REPORT:** 16-007

FROM: Corporate and Community Services   **FILE:** 3004/VAULT

SUBJECT: COMMUNITY ENRICHMENT PROGRAM - COUNCIL POLICY AMENDMENT

COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

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

RECOMMENDATION

That Council amend the Community Enrichment Program Council Policy A-7 as attached as Appendix A of Policy Report No. 16-007; and

That Council approve the updated Community Enrichment Program Application Form attached as Appendix B to Policy Report No. 16-007; and

That Council approve the Community Enrichment Program Report Back Form attached as Appendix C to Policy Report No. 16-007, and further,

That Council authorize the Manager of Legislative Services to update the Community Enrichment Program Application Form and the Community Enrichment Program Application Report Back form when relevant.

REFERENCES

Appendix A – Amended Community Enrichment Program Council Policy A-7

Appendix B – Updated Community Enrichment Program Grant Application Form

Appendix C – Community Enrichment Program Report Back Form

Appendix D – Council Policy A-7 Community Enrichment Program as amended in 2007

PURPOSE OF REPORT

The purpose of this policy report is to ask Council to approve the amended Community Enrichment Program (CEP) Council Policy A7 (Appendix A), the updated CEP Grant Application Form (Appendix B) and the new CEP Report Back Form (Appendix C).

DISCUSSION

The Community Enrichment Program (CEP) provides funding on an annual basis to non-profit organizations or societies based within the Resort Municipality of Whistler that are considered by Council to be contributing to the general interest and advantage of the Whistler community.

Council Policy A-7 Community Enrichment Program (Appendix D) was adopted in 2004 and later amended in 2007. Staff have received feedback that applicants found the application form difficult to understand and complete causing applicants to complete the required information in separate

documents and then attach it to the application form. The new form is designed to be user-friendly and easy to complete.

The CEP Report Back process has never had a standardized form for organizations to use. This policy aims to introduce a standardized form for the ease of the applicants as well as Council when reviewing the Report Backs.

The amendments to the Council Policy A-7 Community Enrichment Program (Appendix A) include:

1. Clearer application process instructions.
2. Removing the CEP Grant Application Form as part of the policy to become a stand-alone form that can be updated when necessary without having to amend the Council policy. Formerly, the CEP Grant Application Form (Appendix B) was attached as part of the Council Policy, however, the form requires administrative changes every year, which require Council's approval for the changes. Removing the CEP Grant Application Form from the Policy will allow the form to be updated yearly by the Legislative Services Department and will decrease the amount of staff time and Council time needed to approve minor administrative changes in the form. Any non-administrative changes to the forms or the CEP Policy A-7 will still require Council approval.

The updated CEP Grant Application Form (Appendix B) changes include:

1. Introductory instructions, grant information and clearly stated deadlines.
2. User-friendly fields and generously allotted space for descriptive grant explanations thus preventing the need for applicants to attach extra pages to their application.
3. Demographic data questions including the age range, number of volunteers and organizational history of each organization.
4. Clearer and specific questions pertaining to Whistler 2020 Community Performance Indicators and how they directly relate to the grant monies requested or the applicant organization's goals.
5. Additional space for new programs or activities not previously funded by CEP to be further explained in detail.
6. Checklist for required attachments and supporting documentation (financial statements, etc.)
7. Simplified grant budget breakdown table and budget calculation chart.
8. Acknowledgement section for grant application authors including Council presentation requirements and CEP Report Back form requirements.

The new CEP Report Back Form (Appendix C) includes:

1. A detailed process to report back including clearly stated instructions and deadlines.
2. Grant-specific questions indicating how the organization used the grant monies in direct relation to the grant application submitted to Council.
3. Checklist for required attachments and supporting documentation (financial statements, receipts, etc.)

WHISTLER 2020 ANALYSIS

W2020 Strategy	TOWARD Descriptions of success that resolution moves us toward	Comments
Finance	Common evaluation criteria are used to assess actions and spending priorities, ensuring that all resource allocations strategically move Whistler toward its vision	Creating clear and user-friendly application and reporting forms will increase the quality of responses, thus providing additional and measurable criteria when grant allocation decisions are made.

	Partners support each other and live up to the agreements established within partnerships Partners work toward aligned budgeting processes that leverage limited resources for increased effectiveness and efficiency Partners participate in policy making and other decisions at various levels of government where relevant	Providing a clear reporting structure once grants have been issued will allow monitoring of grant funding allotments. Simplifying the budget reporting and breakdown analysis in the applications will allow Council to make more informed decisions on CEP budget allotments and grants. Feedback from previous grant recipient groups was considered in making the changes to the policy, form and creation of the report back form.
Partnership		

W2020 Strategy	AWAY FROM Descriptions of success that resolution moves away from	Mitigation Strategies and Comments
N/A	N/A	N/A

OTHER POLICY CONSIDERATIONS

Council Policy A-7 is in accordance with section 8 of the *Community Charter* which provides for the fundamental powers of the municipality, and subsection (2) states a "…municipality may provide any service that the council considers necessary or desirable, and may do this directly or through another public authority or another person or organization…" Section 25(1) limits this authority, stating "…council must not provide a grant, benefit, advantage or other form of assistance to a business…"

BUDGET CONSIDERATIONS

There are no budget considerations in respect to the proposed amendments.

COMMUNITY ENGAGEMENT AND CONSULTATION

Notices of the 2015 CEP program application period will be placed in the Pique Newsmagazine on January 28 and February 4, 11, 2016.

Each organization requesting funding will also be required to present their application at a Committee of the Whole Council meeting on March 1, 2016.

To complete the funding process, organizations that receive funding will also be required submit a report back to the RMOW for inclusion in the correspondence section of a Regular Council package.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications in respect the proposed amendments.

SOCIAL IMPLICATIONS

Improving the CEP Grant Application Form and the creation of the CEP Report Back form aims to improve the ease of access and reporting to the many groups that apply for funding each year. Providing structured and clear questions to each group will help generate better applications and information sharing, allowing Council to make more informed funding decisions.

HUMAN RESOURCES IMPLICATIONS

There are no human resources considerations in respect to the proposed amendments.

SUMMARY

In summary, this policy report aims to update the CEP Council Policy A7, update the CEP Grant Application Form and introduce the new CEP Report Back Form to better serve grant applicant organizations and provide Council with the relevant information to make informed funding decisions.

Respectfully submitted,

Nikki Best
LEGISLATIVE SERVICES COORDINATOR
For
Shannon Story
MANAGER OF LEGISLATIVE SERVICES
For
Norm McPhail
GENERAL MANAGER of CORPORATE AND COMMUNITY SERVICES

COUNCIL POLICY

WHISTLER

| POLICY NUMBER: | A-7 | DATE OF RESOLUTION: _____ |

COMMUNITY ENRICHMENT PROGRAM

1. The Community Enrichment Program (CEP) funding, will provide funding to non-profit organizations or societies based within the Resort Municipality of Whistler that are considered by Council to be contributing to the general interest and advantage of the Whistler community.

2. Funding under this Program will not be approved for special events.

3. CEP applications are to be received no later than February 15 of each year.

4. All applications are to be submitted to:

   Legislative Services Department
   (Community Enrichment Program)
   Resort Municipality of Whistler
   4325 Blackcomb Way
   Whistler, BC   V0N 1B4
   corporate@whistler.ca
   Fax: 604-935-8109

5. All applicants must submit their application on the prescribed application form which will be provided by the Legislative Services Department each year. All questions must be answered, or include written reasons for incomplete questions. In addition, applicants will be requested by Council to provide a brief presentation at a scheduled meeting to present their grant application.

6. Requests for funding are reviewed on an individual basis each year and are not to be considered by applicants as an automatic, ongoing source of annual funding. Neither renewals nor increases in funding are automatic.

7. The non-profit organizations must be a registered society or charity and must provide evidence of the same by attaching the information to the funding request form.

8. All applicants must raise a minimum of 50% of their annual budget from other sources.

9. All applicants must provide their most recent financial statements and/or valid financial information supporting the request for funding.

10.   Applicants must provide an itemized budget of their project, or an operating budget, to disclose how the grant will be spent. Salaries, rent, physical assets etc. must be identified specifically.

11.   All approved funding will be issued no later than April 30.

12.   The cost of renting municipal facilities is not to be part of a grant request as the rental rates set for non-profit organizations are already subsidized.

13.   Non-compliance with any part of the policy may disqualify the application.

14.   Under special conditions, Council shall have the discretion to exempt any of the above terms.

15.   Reporting back to the RMOW:

All grant recipients must report back to the RMOW by December 31st of each year that the grant was awarded by the following methods:

a. **ORGANIZATIONS THAT RECEIVED $10,000 OR LESS MUST:**

    I. Complete the CEP Report Back Form and send it to the attention of the RMOW Legislative Services Department.

    II. Include a financial statement, which reflects the spending of the grant (audited preferred).

    III. Include copies of receipts (if applicable).

b. **ORGANIZATIONS THAT RECEIVED $10,000 OR MORE MUST:**

    I. Complete the CEP Report Back Form and send it to the attention of the RMOW Legislative Services Department.

    II. Write a press release to be distributed to local media on the organization's website and on their social media platforms (where applicable) that outlines the project and acknowledges the RMOW's contribution.

    III. Include a financial statement, which reflects the spending of the grant (audited preferred).

    IV. Include copies of receipts (if applicable).

        Make a five (5) minute presentation at a regular council meeting outlining to council and senior staff how the grant money was used.

16. **WHISTLER SECONDARY SCHOOL GRANT**

As part of the yearly CEP Grant Budget, Council will award two $1,000 scholarships to two Members of the Whistler Secondary School graduating class. The Scholarship Committee of the Whistler Secondary School will put forward to Council a list of recommendations and Council will make two selections based on the following criteria:

I. Strong Academic Performance: The student must achieve a "B" average or higher;

II. Demonstrated school and community involvement: Applicants should indicate on their application form any extra-curricular activities and community involvement.

III. Preference will be given to those identifying financial need: If applicable, students should identify financial need on their application form and include any initiatives taken to help offset post-secondary costs (i.e. summer and/or part-time employment etc.)

Certified Correct:

_____

Shannon Story, Manager of Legislative Services

COMMUNITY ENRICHMENT PROGRAM
2016
APPLICATION FORM

APPLICATION PROCESS

Council may provide Community Enrichment funding to any not-for-profit organization or society pursuant to the *Community Charter*. Grants are issued on an annual basis and are subject to the availability of funds in the Resort Municipality of Whistler's (RMOW) current year's budget. Approval of a funding application in any year does not imply or suggest that approval will be received in any subsequent year.

Funding will be evaluated in accordance with Council Policy A-7 Community Enrichment Program to be contributing to the general interest and advantage of the Whistler community.

In the absence of completing the required application, the funding request will not be forwarded to Council for consideration. The submission of an application is required in support of all requests, regardless of the circumstances, including Council's approval of a funding for the same purpose as in previous years.

Please complete this application form and submit it, with detailed supporting documentation, to:

<div align="center">

Legislative Services department
Resort Municipality of Whistler
4325 Blackcomb Way
Whistler, BC
V0N 1B4
FAX: (604) 935-8109
EMAIL: corporate@whistler.ca

Applications are due by Monday, February 15, 2016 at 4:00 p.m.
Late submissions will not be considered.

</div>

REPORTING REQUIREMENTS

All grant recipients must report back to the RMOW by December 31st of each year that the grant was awarded by the following methods:

a. Organizations that received $10,000 or less must:
    I. Complete the CEP Report Back Form and send it to the attention of the RMOW Legislative Services department.
    II. Include a financial statement, which reflects the spending of the grant (audited preferred).
    III. Include copies of receipts (if applicable).

b. Organizations that received over $10,000 must:
    I. Complete the CEP Report Back Form and send it to the attention of the RMOW Legislative Services department.
    II. Write a press release to be distributed to local media on the organization's website and on their social media platforms (where applicable) that outlines the project and acknowledges the RMOW's contribution.
    III. Include a financial statement, which reflects the spending of the grant (audited preferred).
    IV. Include copies of receipts (if applicable).
    V. Make a five (5) minute presentation at a regular council meeting outlining to Council how the grant money was used.

GENERAL INFORMATION

Name of Organization:	
Society Registration Number:	
Mailing Address:	
Contact Name & Title (if applicable):	
Phone Number:	
Email Address:	
Purpose of Organization:	

ORGANIZATION INFORMATION

How many years has the organization existed?	
How many active members/participants does the organization have in the current year?	
How many volunteers/executive/staff are required to administer the organization in the current year?	
Age range of participants in the organization?	
Please list active website URLs and active social media accounts (Facebook, Twitter, Instagram, etc.)	
Can anyone join the organization or participate? If no, please specify the restrictions and/or requirements for membership/participation:	
Does the organization have any outstanding debts to the RMOW? If yes, please state the amount and reason:	

GRANT INFORMATION

Purpose of Grant	*Explain in detail how the funding will be spent.*

Is This a New Program or Activity?	*If yes, who are your targets and/or goals for this program/activity?*

Current Year Activities and Community Benefits:	*Detail the specifics of activities and community benefits your organization provides.*

Existing Funding and Grant Applications:	1. *List the specific grants, funding and fundraising planned, approved or pending for the existing year, and;* 2. *Please also list rejected or non-approved funding (and reasons).*

GRANT INFORMATION (CONTINUED):

Grant Request – Financial Breakdown			
	Annual Budget ($)	**Grant Requested ($)**	*Provide a brief description of the specific amount.*
Salaries:			
General operations:			
One-time project / program:			
Physical asset(s):			
Rent (RMOW facilities):		N/A	
Rent (other facilities):			
Other:			
Total	**$**	**$**	**_____% *(Grant Request ÷Annual budget amount)***

Reminder: The grant amount requested cannot be more than 50% of the annual budget of the organization.

Additional Information:	*Please list any additional information regarding your grant request you would like to be considered by Council.*

Attachments:	*Please indicate which attachments you are including in your application:*

❑ Financial Statement (audited preferred) or Organization Budget *(Required)*

❑ Proof of registered not-for-profit society status or registered charity status *(Required)*

❑ _____

❑ _____

WHISTLER 2020 ANALYSIS

Please list any areas your organization may improve Whistler 2020's Community Performance Indicators:	*First, please visit www.whistler.ca/monitoring to learn about the five areas of Whistler 2020's Community Performance Indicators (CPI):* 1. *Enriching Community Life* 2. *Enhancing the Resort Experience* 3. *Protecting the Environment* 4. *Ensuring Economic Viability* 5. *Partnering for Success* *Secondly, identify how your grant (or organization) may improve any CPIs described in the five areas listed above.* *Note: Each CPI listed above has numerous areas of measurement to choose from and all are listed with their existing statistical trend at www.whistler.ca/monitoring*
Example: This grant addresses the CPI of "Enriching Community Life" because it improves personal health status, a sense of belonging and increases resident volunteer rates. Specifically, this is because…	

GRANT APPLICATION AUTHORIZATION:

Submitted by:	
Phone number:	
Email:	
Acknowledgement:	❑ I confirm that the information provided in this CEP Grant Application form is true; ❑ I confirm that a representative is required to present this grant request at a Council meeting (after your application is submitted, RMOW staff will contact you to arrange this); ❑ I confirm that if any amount in this grant application is approved to complete and submit the required CEP Report Back Form by December 1st of this year; and ❑ I confirm that if any amount in this grant application is approved it will be used only for its intended purpose unless otherwise approved by Council.
Signature:	

Funding decisions will be announced during a Regular Council meeting in April, 2016.
Please contact the Legislative Services department at corporate@whistler.ca if you require any assistance.

COMMUNITY ENRICHMENT PROGRAM
REPORT BACK FORM

REPORT BACK PROCESS

Council may provide a Community Enrichment Grant (CEP) to any not-for-profit organization or society pursuant to the *Community Charter*. Funding is issued on an annual basis and are subject to the availability of funds in the Resort Municipality of Whistler's (RMOW) current year's budget. Approval of a grant application in any year does not imply or suggest that approval will be received in any subsequent year.

Report Backs are a required reporting function when and organization receives a CEP grant. Report Backs will be evaluated in accordance with Council Policy A-7 Community Enrichment Program to ensure the grant monies issued were spent under the prescribed direction of Council based on the original CEP grant application form.

In the absence of completing the required Report Back, future grant requests will not be considered by Council.

Grant recipients that received $10,000 or more in the current year are also required to appear before Council for a five minute presentation on the use of the grant. The Legislative Services Coordinator will contact those applicable groups to arrange a meeting date and time for the presentation.

Please complete this form and submit it, with the required supporting documentation, to:

<div align="center">

Legislative Services department
Resort Municipality of Whistler
4325 Blackcomb Way
Whistler, BC
V0N 1B4
FAX: (604) 935-8109
EMAIL: corporate@whistler.ca

</div>

Completed Report Back forms are due by December 1st of each year a grant was issued.

GENERAL INFORMATION

Name of Organization:	
Society Registration Number:	
Mailing Address:	
Contact Name & Phone Number:	
Email Address:	
Grant Amount Issued:	

GRANT INFORMATION

Purpose of Grant	*Explain in detail how the funding was spent and if it met the purpose/goals of the grant request.*

Was This a New Program or Activity?	*If yes, please describe if the program was a success or needed improvement, and if it will continue in future years.*

GRANT INFORMATION

Grant Results – Financial Breakdown			
	Annual Budget ($)	**Grant Requested ($)**	*Provide a brief description of the specific amount that was spent.*
Salaries:			
General operations:			
One-time project / program:			
Physical asset(s):			
Rent (RMOW facilities):		N/A	
Rent (other facilities):			
Other:			
Totals	$		**%** *(Grant amount ÷ Annual budget amount)*

Additional Information:	*Please list any additional information regarding your grant you would like report.*

Attachments:	*Please indicate which attachments you are including in your Report Back:*

❑ Financial Statement (audited preferred) or proof reflecting the spending of the grant *(Required)*

❑ Copies of receipts where the grant was spent *(Required)*

❑ Copy of a news release or organizational collateral recognizing the RMOW as a supporter (Ex: social media posts, website content, printed collateral, newspaper ads, etc.) *(Required only if your organization received $10,000 or more)*

❑ Other:_____

❑ Other:_____

ORGANIZATION AUTHORIZATION:

Submitted by:	
Phone number:	
Email:	
Date:	
Signature:	

Thank you for submitting your Community Enrichment Program Report Back.

Financial statements and receipts will not be disclosed in the public Council package.

Please contact the Legislative Services Deaprtment at corporate@whistler.ca if you require assistance regarding the Report Back process.

COUNCIL POLICY

WHISTLER

| POLICY NUMBER: | A-7 | DATE OF RESOLUTION: DECEMBER 6, 2004 |
| | | AMENDED ON: JANUARY 22, 2007 |

COMMUNITY ENRICHMENT PROGRAM

1. The Community Enrichment Program (CEP) funding, formerly Grants in Aid, will provide funding to non-profit organizations or societies based within the municipality that are considered by Council to be contributing to the general interest and advantage of the municipality.

2. Funding under this Program will not be approved for special events.

3. A contribution will be considered for travel expenses to compete at provincial, national and international competitions for a team or individuals who are regional or provincial champions. The majority of players must be both residents of Whistler and under 21 years of age.

   Contribution:
   Provincial $100.00
   National $200.00
   International $300.00

4. CEP applications are to be received no later than February 15 of each year.

5. All applications are to be submitted to:

   Manager of Legislative Services
   (Community Enrichment Program)
   Resort Municipality of Whistler
   4325 Blackcomb Way
   Whistler, BC   V0N 1B4

6. All applicants must submit their application on the attached form with all questions answered, or written reasons for incomplete questions. Please refer to the attachments and complete the Funding Criteria section. This section is to be submitted in support of your application. In addition, applicants may be requested by Council to provide a brief presentation at a scheduled meeting.

7. Requests for funding are reviewed on an individual basis each year and are not to be considered by applicants as an automatic, ongoing source of annual funding. Neither renewals nor increases in funding are automatic.

8. The non-profit organizations must be a registered society and must provide evidence of the same by attaching the information to the funding request form.

9. All applicants must raise a minimum of 50% of their annual budget from other sources.

10. All applicants must provide their most recent financial statements and/or valid financial information supporting the request for funding.

11. Applicants must provide an itemized budget of their project, or an operating budget, to disclose how the grant will be spent. Salaries, rent, physical assets etc. must be identified specifically.

12. All approved funding will be issued no later than April 30.

13. The cost of renting municipal facilities is not to be part of a grant request as the rental rates set for non-profit organizations are already subsidized.

14. Non-compliance with any part of the policy may disqualify the application.

15. Under special conditions, Council shall have the discretion to exempt any of the above terms.

16. REPORTING BACK TO THE RMOW

All grant recipients must report back to the RMOW by December 31st of each year that the grant was awarded by the following methods:

Organizations that received $10,000 or less must:

- Send a one-page outline of how the grant was used to the attention of the RMOW - Manager of Legislative Services

- Include a Financial Statement, which reflects the spending of the grant (audited preferred)

- Include copies of receipts (if applicable)

Organizations that received over $10,000 must:

- Send a one-page outline of how the grant was used to the attention of the Manager of Legislative Services

- Include a Financial Statement, which reflects the spending of the grant (audited preferred)

- Include copies of receipts (if applicable)

- Make a 5-minute presentation at a Regular Council Meeting outlining to Council and senior staff how the grant money was used

17.   WHISTLER SECONDARY SCHOOL GRANT

As part of the yearly CEP Grant Budget, Council will award two $1,000 scholarships to two Members of the Whistler Secondary School graduating class. The Scholarship Committee of the Whistler Secondary School will put forward to Council a list of recommendations and Council will make two selections based on the following criteria:

-    Strong Academic Performance: The student must achieve a "B" average or higher

-    Demonstrated school and community involvement: Applicants should indicate on their application form any extra-curricular activities and community involvement

-    Preference will be given to those identifying financial need: If applicable, students should identify financial need on their application form and include any initiatives taken to help offset post-secondary costs (i.e. summer and/or part-time employment etc.)

Certified Correct:

_____

Shannon Story, Manager of Legislative Services

RESORT MUNICIPALITY OF WHISTLER
COMMUNITY ENRICHMENT PROGRAM APPLICATION FORM

Name of Organization:	
Society Registration Number:	
Main Activity:	
Mailing Address:	
Contact Name & Daytime Phone Number:	
Email Address:	

1. Purpose of Grant:

2. Current Year Activities and Community Benefit:

3. Proposed Fund-raising Activities:

4. Number of Members/Participants in Organization (if applicable): _____

5. Amount Requested   *Note: Applicants must raise a minimum of 50% of their annual budget from other sources.)*

	Annual Budget	Grant Requested
Salaries		
General operations		
One-time project / program		
Physical asset		
Rent (RMOW facilities)		n/a
Rent (other facilities)		
Totals			%

6. Have you applied for any other loans or grants? If so:

Name of Grantor	Approved?			Amount $	If rejected, state reason
	Yes	No	Pending		

7. A copy of the organization's most recent *financial statements* ☐   and *operating/project budget* ☐   are attached

8. Does the organization have any outstanding debts with the municipality? If so, please state the amount and date of the debt outstanding: $_____ Date:_____

Please read the following statements and sign the application only if in agreement with these statements.

- *If this application is accepted, it is agreed the funds will be used for the above described purpose.*
- *All organizations receiving a Grant must report back on an annual basis as outlined in the Community Enrichment Program Council Policy A-7.*
- *A grant is provided on an individual basis each year and is not to be considered an ongoing source of funding. Grants are not automatically renewed or increased each year.*
- *The RMOW will not take an active involvement in the operation of the community organization and will not accept responsibility for any liabilities resulting from the actions of the organization.*

Date:_____   Name:_____   Signature:_____

By signing this application, I agree to the terms and conditions and confirm the statements made in this application are true and complete.

WHISTLER 2020 FUNDING CRITERIA

Introduction

The RMOW Community Enrichment Program, formerly Grant in Aid, has been aligned with Whistler 2020 to help move the resort community toward our vision of success and sustainability.

Whistler 2020 is the vision and strategic plan for Whistler's continued success to the year 2020 – and an ambitious first step on our longer journey to a sustainable future. To effectively achieve our vision, it must be actively supported by the individuals who live, work and play here, along with major stakeholder groups and partners. By aligning the RMOW funding program with Whistler 2020, we will help our non-profit partners contribute toward achieving the resort community's vision of success and long-term sustainability.

Funding Criteria

Applicants must demonstrate how their initiative meets these criteria. To do this, please complete the attached form.

All proposed initiatives *must*:
1. Move Whistler toward success, as defined by the Whistler 2020 Vision, Priorities, and Directions
2. Move Whistler toward sustainability, as defined by Whistler's Sustainability Objectives
3. Be a flexible platform for ongoing progress toward sustainability

Additionally, proposed initiatives *might*:
4. Provide a financial return to the organization and contribute to organizational self-sufficiency

Reference and Support Materials

For more information regarding the details of the Whistler 2020 vision, Strategy area descriptions of success, or the application of Whistler's Sustainability objective, visit: Whistler 2020.ca or Whistler.ca.

Community Enrichment Program
Page 6
December 6, 2004

INSTRUCTIONS: Please complete this form with your application and submit it to the Administrative Assistant of Legislative Services by 4:30 p.m. Friday, February 14, 2014.

1. **SUCCESS:** How does the initiative help move Whistler toward success, as defined by the Whistler 2020 Vision, Priorities and Descriptions of Success? (see reference and support materials)

   (i) Identify which Priorities and Descriptions of Success are addressed, and explain how the initiative moves Whistler toward them.

   (ii) It is possible that the initiative moves Whistler away from some Priorities and/or Descriptions of Success. If this is the case, please identify which ones and explain how this impact/tradeoff could be minimized or mitigated.

i. Toward:	Explain movement toward:
Key Priorities:	
1. _____	
2. _____	
_____	
_____	
_____	
Key Descriptions of Success:	
1. _____	
2. _____	
3. _____	
_____	

i. Away: **Key Priorities:** 1. _____ 2. _____ _____ _____ **Key Descriptions of Success:** 1. _____ 2. _____ 3. _____ 4. _____	Explain proposed mitigation:

2. **SUSTAINABILITY:** How does the initiative move Whistler toward our four Sustainability Objectives (see reference and support materials) as defined by The Natural Step sustainability principles?

i. Does the initiative *increase OR decrease* Whistler's dependence on fossil fuels and on extracted metals and minerals that will accumulate in the environment? How?	Check one: Increase* Decrease Explain how:
ii. Does the initiative *increase OR decrease* Whistler's dependence on chemicals and other manufactured substances that build up in the environment? How?	Check one: Increase* Decrease Explain how:

iii. Does the initiative physically *harm OR help* life-supporting natural systems? How?	Check one: Harms* Helps Explain how:
iv. Does the initiative *interfere with OR support* others' abilities to meet their basic needs? How?	Check one: Interferes with* Supports Explain how:

*Where impacts are negative, please describe potential solutions, i.e. ways that the negative impacts/tradeoffs can be minimized/mitigated over time.

3. **FLEXIBLE PLATFORM:** Is the initiative a flexible platform for future progress toward sustainability? How? Sustainability is generally not achieved by a single initiative, so initiatives must be flexible platforms or stepping-stones for future improvements. Identify the next steps that can be taken (from the initiative) toward meeting our sustainability objectives in the future.

4. **FINANCIAL RETURN:** Does the initiative provide a financial return to the organization and contribute to organizational self-sufficiency? Will the initiative: a) create any economic spin-off effects; b) help to better use existing community infrastructure (social and physical) and defer expenditures; c) save the use of other resources; d) be an 'easy win' or a 'low-hanging fruit', requiring few resources; or provide other financial returns?

> **WHISTLER HOLDS A SPECIAL PLACE IN THE HEARTS OF THE PEOPLE WHO LIVE, WORK AND PLAY HERE.**
>
> **TOGETHER WE CAN CONTINUE WHISTLER'S SUCCESS AND MOVE TOWARD A FUTURE THAT IS SUSTAINABLE.**
>
> Whistler was created by partnerships and a shared vision. Continuing Whistler's success and moving toward a sustainable future relies on partnerships and a shared vision as ever before.
>
> As partners, we share Whistler's values, vision, priorities, directions and sustainability objectives, as set out in Whistler2020: Moving Toward a Sustainable Future. We know that the journey will not be easy. However, it challenges us to work collaboratively and be innovative and creative. It presents the opportunity to create the future we choose and envision.

MANAGING TRADEOFFS/NEGATIVE IMPACTS

As we strive toward social and environmental sustainability and a healthy economy in the long-term, we know that there will be some short-term tradeoffs along the way. Tradeoffs happen when a step toward one aspect of success and sustainability means there is no progress toward, or even a short-term step away from another element of success and sustainability. Where possible, tradeoffs should be minimized or offset, for example, if the initiative requires travel, purchasing carbon offsets (e.g. paying an organization to plant trees) can mitigate the related greenhouse gas emissions. The initiative causing the tradeoff must be a stepping-stone for future progress toward sustainability so that the tradeoff can eventually be avoided completely.

Submitted by:_____

Organization:_____

Phone:_____

Email:_____

Date:_____

RESORT MUNICIPALITY OF WHISTLER

ZONING AMENDMENT BYLAW (1310 Cloudburst Drive) No. 2101, 2015

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

WHEREAS Council has adopted a zoning and parking bylaw and wishes to amend the bylaw;

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

1.   This Bylaw may be cited for all purposes as "Zoning Amendment Bylaw (1310 Cloudburst Drive) No. 2101, 2015".

2.   Zoning and Parking Bylaw No. 303, 2015 is amended by deleting the regulations for the RM65 zone and substituting the regulations attached to and forming part of this bylaw.

Given first and second readings this 3rd day of November, 2015.

Pursuant to Section 890 of the Local Government Act, a Public Hearing was held this 15th day of December, 2016.

Given third reading this 15th day of December, 2016.

Adopted by the Council this _____ day of _____, ____.

_____   _____
Nancy Wilhelm-Morden,   Shannon Story,
Mayor   Corporate Officer

I HEREBY CERTIFY that this is a true copy
of Zoning Amendment Bylaw (1310
Cloudburst Drive) No. 2101, 2015.

_____
Shannon Story,
Corporate Officer

66.   RM65 Zone (Residential Multiple Sixty-Five)

Intent

(1)   The intent of this zone is to provide medium density employee housing residential development.

Permitted Uses

(2)   The following uses are permitted and all other uses are prohibited:

(a)   Apartments

(b)   Apartments for employee housing

(c)   Auxiliary buildings and uses

(d)   Duplex dwellings

(e)   Duplex dwellings for employee housing

(f)   Parks and playgrounds

(g)   Townhouses

(h)   Townhouses for employee housing

Density

(3)   The maximum permitted gross floor area of all buildings on Parcel 1 shown on the Key Plan provided for this Zone is 3,870 square metres and on Parcel 2 shown on the Key Plan is 2,130 square metres.

(4)   The maximum permitted gross floor area for a dwelling unit is 175 square metres for an apartment or townhouse and 233 square metres for a duplex.

(5)   The maximum permitted floor area for auxiliary parking use contained in a principal or auxiliary building or structure is shown in the accompanying table:

Use	Maximum Enclosed Parking Area
Duplexes	50 square metres per dwelling unit
Townhouses	40 square metres per dwelling unit

Height

(6) The maximum permitted height of a principal use building is shown in the accompanying table:

Use	Maximum Building Height
Apartments	18.0 m
Duplexes	8.2 m
Townhouses	10.7 m

Parcel and Site Area

(7) The minimum permitted parcel area and site area for Parcel 1 shown on the Key Plan is 3,846 square metres and for Parcel 2 shown on the Key Plan is 5,134 square metres, provided that the area of either of the parcels may be up to 10 percent less than the specified area as long as the other parcel is increased accordingly.

Setbacks and Siting

(8) No building shall be located within 6 metres of any parcel line, except that a duplex or townhouse may be constructed with a party wall or walls at a side parcel line.

(9) No principal use building shall be located within 4 metres of any other principal use building.

Off-Street Parking and Loading

(10) Off-street parking and loading spaces shall be provided and maintained in accordance with the regulations contained in Section 6 of this Bylaw except that, in relation to duplex dwellings, the owner must provide at least 1.5 spaces per dwelling unit, and in relation to townhouse and apartment dwellings, the owner need only provide 75 percent of the number of parking spaces that would normally be required under Section 6.

Other Regulations

(11) The maximum occupancy is two persons per bedroom.

Zoning Amendment Bylaw (1310 Cloudburst Drive) No. 2101, 2015

Key Plan to RM 65 Zone

RESORT MUNICIPALITY OF WHISTLER
ZONING AMENDMENT BYLAW (Temporary Use Permits) NO.
2096, 2015

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

WHEREAS Council may in a zoning bylaw pursuant to the Local Government Act, designate areas where temporary uses may be allowed and may specify general conditions regarding the issue of temporary use permits in those areas;

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

1. This Bylaw may be cited for all purposes as "Zoning Amendment Bylaw (Temporary Use Permits) No. 2096, 2015".

2. Zoning and Parking Bylaw No. 303, is amended as follows:

by adding the following under section 12(1) Home Occupation Use in Part 5 General Regulations:

(e) A Home-based Artist Studio home occupation is permitted by temporary use permit only.

by adding the following text as section 31 under Part 5 General Regulations:

31. Temporary Use Permits for Home-based Artist Studios

Definitions

(1) For the purpose of subsections (2)-(22):

Artist: means a person who creates works of aesthetic or expressive value including paintings, sculpture, literary works or drawings.

Artisan: means a skilled craftsperson who produces distinctive, usually handcrafted, works in small quantities and which have an aesthetic or expressive value.

Customer: means a person who attends a Home-based Artist Studio to purchase, view or otherwise experience art or artisan crafts and includes a person who is attending a class, or exhibition on the property and does not include an employee of the Home-based Artist Studio.

General Manager: means the General Manager of Resort Experience or a person fulfilling the role of the General Manager of Resort Experience in their absence.

Handcrafted: means created with manual skill including the use of small power tools, printers and photo developing equipment but excluding the use of automated manufacturing systems or equipment, mass production processes and the use of heavy industrial equipment.

Home-based Artist Studio: means the use of a dwelling unit by an artist or artisan to produce, exhibit and sell artwork or artisan crafts and includes the provision arts or crafts instruction. **Designation of temporary use permit areas**

(2) All zones in which residential uses are permitted are designated as temporary use permit areas for Home-based Artist Studios.

Conditions of issuance

(3) Subject to the terms of a temporary use permit under this section, a Home-based Artist Studio must comply with the provisions for home-occupations under section 12.

(4) Home-based Artist Studios are subject to a business licence requirement under Business Licence Bylaw 567, 1987.

(5) During the one-year period following the date of adoption of Zoning Amendment Bylaw (Temporary Use Permits) No. 2096, 2015, only uses in existence prior to November 17, 2015 shall be eligible for a temporary use permit under this part.

General Considerations

(6) In considering an application for a temporary use permit for a Home-based Artist Studio the General Manager must consider the proposal's impact on:

(a) the coordinated advancement of cultural tourism development opportunities as identified in Whistler's Corporate Plan, Economic Partnership Initiative, Community Cultural Plan and Cultural Tourism Development Strategy;

(b) the quality and extent of Whistler's inventory of cultural assets and the related impact on the quality of visitors' cultural experiences;

(c) the Home-based Artist Studio's ability to contribute to Whistler's draw of visitors seeking cultural experiences;

(d) opportunities for Whistler's artists, artisans and related businesses to generate income from their work;

(e) the cumulative impact and compatibility of Home-based Artist Studios on the surrounding neighbourhood, including the number and types of Home-based Artist Studios that have been established; and

(7) Subject to the permit holder's right to have the permit renewed once, every temporary use permit issued for a Home-Based Artist Studio expires 3 years after the permit was issued, unless the General Manager specifies an earlier expiry date in the permit.

Additional Application Information

(8) Upon review of an application for a temporary use permit, the General Manager may require the applicant to provide:

(a) A description of production methods proposed to be used by the Home-based Artist Studio;

(b) Hours of operation including hours where production activities will occur and hours when the Home-based Artist Studio will be open for customer visits;

(c) Information related to deliveries;

(d) Information related to customer visits;

(e) Site and layout characteristics; and

(f) other information related to the operation of the Home-based Artist Studio that, in the opinion of the General Manager, is necessary to evaluate potential nuisances that may be created by the operation of the Home-based Artist Studio.

Permit Conditions

(9) A temporary use permit for a Home-based Artist Studio may contain conditions related to noise and other nuisances including:

(a) Limits on the types and sizes of tools and equipment that may be used and limits on the duration and frequency of their use.

(b) Limits on the types and scale of production methods and limits on their duration and frequency.

(c) Structural alterations to prevent or minimize the transfer of noise, odors, dust, glare or other potential nuisances to nearby properties.

(d) Limits on the hours of operation of the Home-based Artist Studio and the number of customers who may visit the Home-based Artist Studio at any one time.

(e) Restrictions on the types and quantities of materials that may be stored on the premises and requirements for storing materials.

(f) Limits on the size of production space.

(g) Limits on the amount of space used to sell products produced in the Home-based Artist Studio.

(10) A temporary use permit for a Home-based Artist Studio may authorize the outdoor display of a single sculpture or artisan craft with a maximum volume of 1 cubic meter and a maximum height of 1.5 meters, during the period of time specified in the permit.

(11) It is a condition of all temporary use permits for Home-based Artist Studios that the premises are open for customer visits only between 8am and 8pm.

(12) Notwithstanding subsection (10), a temporary use permit for a Home-based Artist Studio may authorize customer visits between the hours of 8pm and midnight to accommodate special events, exhibitions, or similar activities for up to 12 evenings per year, as specified in the permit.

(13) It is a condition of all temporary use permits for Home-based Artist Studios that motor vehicles of residents and employees of a Home-based Artist Studio must be parked on the lot on which the Home-based Artist Studio is located and not on the abutting street.

(14) It is a condition of all temporary use permits for Home-based Artist Studios that not more than one person who does not normally occupy the dwelling unit in which it is located may be employed in the Home-based Artist Studio.

(15) It is a condition of all temporary use permits for Home-based Artist Studios that no more than five customers may attend a studio at any one time to receive arts or crafts instruction.

(16) Any product sold from a Home-based Artist Studio must be produced on the premises where the Home-based Artist Studio is located.

(17) A temporary use permit for a Home-based Artist Studio may include a condition that the owner demolish or remove a sign or other structure associated with the temporary use, or restore land described in the permit to a condition specified in the permit, within a specified period of time prior to the expiry of the permit.

Health and safety

(18) The General Manager must refuse to issue or renew a temporary use permit for a Home-based Artist Studio if the premises do not substantially comply with RMOW bylaws or applicable health and safety regulations and for that purpose may require inspections, at the applicant's cost, by the RMOW Building or Fire Department.

Eligible works

(19) In determining whether to issue or renew a temporary use permit for a Home-based Artist Studio, the General Manager may consider the recommendations of an advisory committee convened to advise the General Manager on the artistic or aesthetic merit of objects that are proposed to be produced in the Home-based Artist Studio, and the General Manager may refuse to issue or renew a permit in the case of objects having insufficient merit.

(20) For the purposes of the preceding section, the Council establishes an advisory committee consisting of the following:

(a) One member of Council to be appointed by Council resolution;
(b) One person appointed by the Whistler Arts Council; and
(c) One person appointed by the Whistler Chamber of Commerce.
(d) One person appointed by Tourism Whistler.
(e) One staff person from the RMOW Resort Experience Division, appointed by the General Manager of Resort Experience.

(21) In making its recommendations the advisory committee must consider only whether objects proposed to be produced or being produced in a Home-based Artist Studio are artfully or skilfully made or crafted, whether they are original or unique or have original or unique aspects, and whether they express or exhibit qualities or incorporate materials that are particularly related to the cultural, historical, social or environmental character of the Resort Municipality or its surroundings.

(22) The General Manager may prescribe procedures for the advisory committee, including procedures by which applicants for temporary use permits may familiarize members of the committee with the work they propose to produce in a Home-based Artist Studio. The advisory committee shall not hold public hearings or undertake any other form of public consultation, but shall provide its own recommendations to the General Manager as it sees fit.

(23) Members of an advisory committee shall not be entitled to remuneration in respect of the performance of their duties as members of the advisory committee.

Given first and second readings this 17th day of November, 2015.

Pursuant to Section 890 of the *Local Government Act,* a Public Hearing was held this 1st day of December, 2015.

Given third reading this 15th day of December 2015 as revised.

Approved by the Minister of Transportation this 5th day of January, 2016.

Adopted by the Council this __ day of _____2016.

_____   _____
Nancy Wilhelm-Morden,   Shannon Story,
Mayor   Corporate Officer

I HEREBY CERTIFY that this is a true
copy of Zoning Amendment Bylaw
(Temporary Use Permits) No. 2096,
2015.

RESORT MUNICIPALITY OF WHISTLER
SIGN BYLAW AMENDMENT BYLAW (HOME-BASED ARTIST STUDIOS) NO. 2098, 2015

A BYLAW TO AMEND SIGN BYLAW NO. 558, 1987

WHEREAS Council has enacted a bylaw under Section 908 of the *Local Government Act* and Section 8(4) of the *Community Charter,* to regulate and impose requirements relating to the number, size, type, form, appearance and location of signs, and wishes to amend the bylaw;

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

1. This Bylaw may be cited for all purposes as "Sign Bylaw Amendment Bylaw (Home-Based Artist Studios) No. 2098, 2015".

2. Sign Bylaw No. 558, 1987 is amended as follows:

by adding under Section 2 Definitions

"Home-based Artist Studio: means a home-based Artist Studio as defined under Zoning and Parking Bylaw 303 for which a valid temporary use permit has been issued."

by adding under section 6.2

"6.2.2 In addition to a facia sign permitted under section 6.3.2, one permanent freestanding sign with a maximum area, including all supporting structures and surrounding framework, of 2m² and a maximum height of 2.4 metres is permitted on the premises of a Home-Based Artist Studio."

, and

by adding the following after section 6.11:

6.12 Sandwich Board Signs

6.12.1 On the premises of a Home-Based Artist Studio, one sandwich board sign with a maximum height of 1.2m, and a maximum area of 1.0m^2 for each side of the sign, is permitted.

, and

By adding the following after section 10.2.4

"10.2.5 for permit to erect a sandwich board sign for a Home-Based Artist Studio $30"

,and by renumbering subsequent sections accordingly.

Given first and second readings this 17th day of November, 2015.

Given third reading this 15th day of December, 2015.

Adopted by the Council this __ day of _____2015.

_____   _____

Nancy Wilhelm-Morden,   Shannon Story,

Mayor   Corporate Officer

I HEREBY CERTIFY that this is a true
copy of Sign Bylaw Amendment Bylaw
(Home-Based Artist Studios) No. 2098,
2015.

RESORT MUNICIPALITY OF WHISTLER
LAND USE PROCEDURES AMENDMENT BYLAW (Temporary Use Permits) NO.
2097, 2015

A BYLAW TO LAND USE PROCEDURES AND FEES BYLAW NO. 2019, 2012

WHEREAS a local government that has adopted an official community plan bylaw or a zoning bylaw must, by bylaw, define procedures under which an owner of land may apply for an amendment to the plan or bylaw or for the issue of a permit under this Part;

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

1. This Bylaw may be cited for all purposes as "Land Use Procedures Amendment Bylaw (Temporary Use Permits) No. 2097, 2015".

2. Land Use Procedures And Fees Bylaw No. 2019, 2012 is amended as follows:

   a. By adding, in the first sentence of subsection a under section 10, the words "or a temporary use permit" after "development variance permit".

   b. By deleting, under section 10, subsections b, c, d and e.

   c. By adding, under section 10, to subsection f, between "s. 892(7)" and "of", the words "and s.921(4)".

   d. By adding to the beginning of section 11 "Except for an application for a temporary use permit,".

   e. By adding as subsection j, under section 19, "issue or renew temporary use permits".

   f. By adding to the first line of section 28 between the words "of" and (925(2.1)" the words "s. 921(12) and".

   g. By adding as subsection d. under section 28 "In the case of a temporary use permit, an amount of security that will forfeit to the Resort Municipality if the permit holder fails, prior to the expiry of the permit, to demolish or remove a sign or other structure related to the temporary use or to restore land to the condition specified in the permit."

   h. By adding as section 28 "Notwithstanding 19(j) The General Manager may refer a temporary use permit application to Council for consideration of issuance." And by renumbering subsequent sections accordingly

   i. By deleting from Schedule A, under the heading "APPLICATION FEES" from item 6 the word "(not delegated)".
   j. by replacing the word "delegated" with the words "renewal, or reissuance" in Item 7 of Schedule A Application Fees, and by changing the fee amount to $250.

k. By adding to the beginning of the paragraph at the bottom of Schedule A, before the words "In addition to the above noted…" the words "Except for an application for a temporary use permit,".

l. By adding as section 19 the following:
19. An applicant for the issuance of a temporary use permit may elect to pay the required fee in three installments, with each installment being equal to 1/3rd of the required fee, in accordance with the following schedule, and the permit shall, despite paragraph 31(6)(f) of Part 5 of Zoning and Parking Bylaw 303, 2015, expire upon the permit holder failing to pay either the second or third installment by the date on which it is due:
   a. the first installment payable when an application for a temporary use permit is made,
   b. the second installment payable on the 1st anniversary date of the issuance of the permit, and
   c. the third installment payable on the 2nd anniversary date of the issuance of the permit.

and by renumbering subsequent sections of the bylaw accordingly.

Given first and second readings this 17 day of November, 2015.

Given third reading this 12 day of January, 2016.

ADOPTED this _____day of _____, 2016.

_____   _____
Nancy Wilhelm-Morden,   Shannon Story,
Mayor   Corporate Officer

I HEREBY CERTIFY that this is a
true copy of Land Use Procedures
Amendment Bylaw (Temporary Use
Permits) No. 2097, 2015.

RESORT MUNICIPALITY OF WHISTLER
BOARD OF VARIANCE BYLAW NO. 2100, 2015

A BYLAW TO ESTABLISH A BOARD OF VARIANCE AND ITS PROCEDURES

WHEREAS pursuant to ss. 899, 900 and 931 of the *Local Government Act*:

A. A local government that has adopted a zoning bylaw must, by bylaw, establish a board of variance and in that bylaw set out the procedures to be followed by the board;
B. The Resort Municipality of Whistler has adopted a zoning bylaw and established a board of variance;
C. The board of variance of the Resort Municipality of Whistler is to consist of 3 persons appointed by council, who must elect one of their number as chair; and,
D. A local government may, by bylaw, impose fees for an application to a board of variance.

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

Citation

1. This Bylaw may be cited as "Board of Variance Bylaw No. 2100, 2015"

Definitions

2. In this bylaw:

    "Board" means the Board of Variance of the Municipality.

    "Council" means the municipal council of the Municipality.

    "General Manager" means the General Manager of Resort Experience, and includes any person holding such a position whether or not the title is changed, any duly appointed deputy of the General Manager, any person duly appointed to act in the position of General Manager, and any person the General Manager may in writing designate to perform that function in his/her absence or while he/she is otherwise unable to act.

    "Member" means a person who is eligible, pursuant to the *Local Government Act*, to be a member of the Board and is appointed by Council to the Board.

    "Municipality" means the Resort Municipality of Whistler.

    "Secretary" means the Secretary to the Board.

Repeal

3. "Board of Variance Bylaw No. 1528, 2002" is repealed.

Board Continued

4. The Board, established by previous bylaws of the Municipality and consisting of three members, is continued.

5. The Board members shall elect one of their number as chair.

Secretary

6. The duties of the Secretary shall be performed by the Corporate Officer of the Municipality, or such other employee of the Municipality as the Corporate Officer may from time to time assign to perform one or more of the duties of the Secretary.

7. The Secretary shall:
    a. Receive applications to the Board;
    b. Provide copies of all applications to the members of the Board;
    c. Keep minutes of all meetings of the Board;
    d. Maintain a record of all decisions of the Board and make the record available for public inspection at the offices of the Municipality during regular business hours;
    e. Give all notices required to be given by the Board under this bylaw or the *Local Government Act*; and
    f. Notify applicants of Board decisions.

Meetings

8. The Board shall convene a meeting on the last Tuesday of each month except for December, unless 35 days before a scheduled meeting the Secretary has not received any applications for the Board to consider, in which case the Secretary shall notify the Board and the meeting shall be cancelled.

9. The Board may change the date of a meeting.

10. Regular meetings of the Board shall be open to the public unless the Chair in consultation with the Secretary and the other members determines the meeting is to be closed to the public pursuant to s. 90 of the *Community Charter*.

11. A quorum for a meeting of the Board is two members.

12. The Chair is a member and is entitled to vote on all matters coming before the Board.

13. If the number of votes cast by the members is equally divided for and against a motion, the motion is defeated.

Application Requirements

14. An application to the Board shall be made in the application form prescribed by the General Manager and shall include all of the information required, as set out in the application form and any attachments to it.

15. An application to the Board shall be accompanied by payment of the application fee of $800.

16. If a person applies for an order under s. 901(1) of the *Local Government Act* the applicant shall, within seven days of the date the application is delivered, post an information sign on the land that is the subject of the application and notify the Secretary that the sign has been posted.

17. An information sign required by this bylaw shall:
    a. be placed in a conspicuous location, be clearly legible from adjoining highways, and not be obstructed by vegetation or structures on the land;
    b. include the words "Board of Variance Application", and the application number assigned to the application by the Municipality;
    c. state the name of the applicant and the legal description and civic address of the subject land, and provide a brief description of the proposed variance with any measurements shown in metric units;
    d. indicate the telephone number of the person or department at the Municipality where a person can obtain more information about the application; and
    e. remain posted on the land and be kept in good repair until the application has been approved or refused by the Board.

Application and Notification Procedures

18. If the Secretary receives an incomplete application, or an application for an order the Board is not authorized to make, the Secretary shall notify the applicant in writing.

19. If a person delivers an application to the Secretary the Secretary shall acknowledge receipt of the application and, unless s. 18 applies, inform the applicant of the date of the meeting at which the Board will consider the application.

20. If an application is delivered to the Secretary at least 35 days before the date of a scheduled meeting of the Board, the Board shall consider the application at that meeting unless:
    a. s. 18 applies; or,
    b. the Secretary determines that the Board cannot properly consider the application until a subsequent meeting.

21. At least ten days before the date of the meeting at which the Board will consider an application the Secretary shall deliver by regular mail a notice:
    a. identifying the land that is the subject of the application;
    b. stating in general terms the nature of the proposed variance; and
    c. stating the time and place of the meeting.

22. The notice required to be delivered under s. 21 shall be delivered to all owners and tenants in occupation of the land that is the subject of the application, and land that is adjacent to land that is the subject of the application, and for the purpose of this section adjacent land

includes land directly opposite land that is the subject of the application but separated by a street, lane, railway right of way or creek.

23. During the meeting at which the Board is considering an application, the Chair shall provide the applicant and any other persons who believe their interest in property is affected by the application a reasonable opportunity to make oral or written submissions, or both.

24. Any person who has a right to make submissions to the Board may be represented by his or her solicitor or agent.

25. If the applicant, or his or her representative, does not attend a hearing and has not notified the Secretary in advance that he or she wishes to have the application adjourned, the Board may make a decision on the application or adjourn the hearing.

26. After considering an application at a meeting the Board may make, or decline to make, the order requested in the application, or may adjourn its consideration of the application.

27. If the Board adjourns it shall give notice to the applicant and to anyone present at the hearing of the time and date of the meeting at which the application will be considered again and no further or other notice of the adjournment is required.

28. The notice required under s. 27 may be given either orally at the meeting when it is adjourned, or in writing no less than five days before the date on which the meeting will be reconvened.

GIVEN FIRST READING on this _____ day of _____, 201_.

GIVEN SECOND READING on this __ day of _____, 201_.

GIVEN THIRD READING on this __ day of _____, 201_.

ADOPTED by the Council on this ___ day of _____, 201_.

_____   _____

Nancy Wilhelm-Morden   Shannon Story
Mayor   Corporate Officer

I HEREBY CERTIFY that this is a true copy of "Board of Variance Bylaw No. 2100, 2015."

_____

Shannon Story
Corporate Officer

RESORT MUNICIPALITY OF WHISTLER
LAND USE PROCEDURES AMENDMENT BYLAW (Tree Preservation Covenant
Modification) No. 2099, 2015

A BYLAW TO AMEND LAND USE PROCEDURES AND FEES BYLAW NO. 2019, 2012

WHEREAS a municipal council may, by bylaw pursuant to s. 154 of the *Community Charter*, delegate its powers duties and functions to an officer or employee of the municipality;

NOW THEREFORE the Council of the Resort Municipality of Whistler enacts as follows:

1. Land Use Procedures and Fees Bylaw No. 2019, 2012 is amended by:

   a. adding the following text as subsection k, under section 19:

   "on behalf of the Resort Municipality, execute any modification of a s. 219 covenant that requires the preservation of trees, provided that the owner is required to plant at least two replacement trees for every tree that is removed, and the modification results in no net loss to the size of the tree preservation area"

   and,

   b. replacing section 23 with the following text:

   The General Manager may, in lieu of determining any particular permit application, or an application to modify a s. 219 covenant that requires the preservation of trees, make a recommendation to the Council that a decision on the issuance of the application be made by the Council, and in such cases the Council and not the General Manager shall make the decision and the provisions of this Bylaw dealing with reconsideration shall not apply.

Given first and second readings and third reading on this 12th day of January, 2016.

Adopted by Council on this _____ day of _____, 2016.

_____   _____
Nancy Wilhelm-Morden,   Shannon Story,
Mayor   Corporate Officer

I HEREBY CERTIFY that this is a
true copy of Land Use Procedures
Amendment Bylaw (Tree
Preservation Covenant Modification)
No. 2099, 2015

_____
Shannon Story,
Corporate Officer

Subject: Re: Highway traffic

Please address to Mayor and council,

I am sure you have heard much on the traffic problems in Whistler. The solution is quite simple. We need 4 lanes.

In most urban and suburban areas there are 4 lanes of traffic plus sidewalks. They virtually never have wide paved shoulders as in Whistler. If this requires enhancements of the Valley trail, that should suffice and the wide shoulders would not be needed for bicycle and pedestrian traffic.

I realize you are under control of the highways department with all the red tape that entails but at some point some practical person needs to say that one hour to get from Village North to Function Junction is not what one expects at a world class resort!

Thanks to you and your council for doing such a good job on our behalf. Except for traffic, I am pleased with how you have directed the staff and spent my tax money. I have never written to council before but this issue is very important to me.

Best regards,
Gary Smith
Taxpayer for over 30 years.

PS we left our home at 3:45 yesterday (Northern Lights in the village) as we had things to do in the city. It took 45 minutes to get to Function Junction. Apart from a 10 minute delay at Murrin Lake it was clear sailing to the city. Very obviously the two lane bottlenecks just do not move traffic.

My address in the city is 9126 222 Street Langley BC V1M3T7 and my easiest phone contact is 604 657 0077. Our address in Whistler is No. 20 Northern lights.
My email address is
garygsmith@telus.net

To the Mayor and council,

  I have worked in Whistler for the past 25 years and have done the commute from Squamish to Whistler for the past 24. Though the highway has been improved over time, public transit between the communities of Squamish and Whistler has never been worse.
With all the talk of 'sustainability', I find this hypocrisy. The first step was when the B.C. liberals cancelled the passenger train from North Vancouver through Whistler, up to Prince George, 12 years ago. Two years ago, Greyhound has cut service from eight buses a day, down to four. Now, millions are being spent on changing speed signs for the highway. Everyone in my carpool thinks this is a absolute wast of money.
  It's time more money and focus was invested in public transit between the communities. Run a train from North Vancouver to Whistler on weekends.
Every Sunday, traffic is over conjusted going south bound out of Whistler. On snow days, it's ridiculous. As a commuter, it has reach the point where I find the commute more stressful then my job!
 Over time traffic is only going to get worse and public transit needs to be re-discussed.

 - Neil Hrankowski nhnelloh@gmail.com
210-40100 Willow Crescent
Squamish B.C.

From: Cathy Peters [mailto:ca.peters@telus.net]
Sent: Sunday, January 17, 2016 12:24 PM
To: Mayor's Office
Subject: Email #7 ; Human Trafficking and Sexual Exploitation in BC

Dear Mayor and Councillors,
Happy New Year!
As we begin 2016, we want to continue to raise awareness on the issue of Human Trafficking and Sexual Exploitation in BC and locally.
I was asked to compile all of my information on Human Trafficking by a national NGO.
I have included the attachment, and please use any of the information.
Also, I have included the 2 Resolutions that passed in September at the UBCM.

Please NOTE: with the focus on a National Inquiry on Murdered and Missing Indigenous Women; the key is their **vulnerability.** They are the most vulnerable group in this country to be controlled, used, abused, trafficked, prostituted and ultimately murdered. IF prostitution was EVER decriminalized or legalized, the First Nations girls and women would be hit like a TIDAL WAVE…making the Residential School situation look insignificant.

You have a very important role as civic leaders! Thank you for all that you do to serve your communities! You are the men and women who make this country vibrant, healthy, working and safe. THANK YOU.
It is a pleasure to hear from you, and let us know if we can provide more information.
Most Sincerely, Cathy and Allan Peters

From: Cathy Peters [mailto:ca.peters@telus.net]
Sent: November-01-15 7:30 AM
To: mayorsoffice@whistler.ca
Subject: Email #6; Human Trafficking and Sexual Exploitation in BC

Dear Mayor and Councillors,
The United Nations Trafficking in Persons Protocol has established the most widely accepted international definition of human trafficking and a **4 pillar approach** to combat human trafficking.   (Their link: http://www.unodc.org/undoc/en/treaties/CTOC/index.html)
The 4-P's are:
1**. Prevention** of human trafficking
2**. Protection** of victims
3. **Prosecution** of offenders
4. **Partnerships** with others
We would encourage your Council to evaluate specifically what you are doing in each of these areas.

Prevention involves raising awareness; which is what we are trying to do throughout BC with our information emails. Reaching out to the schools in your communities will be a key. Our youth are very vulnerable. **We believe education is our greatest weapon**.

Protection of victims and **Prosecution** of offenders is the intent of Bill C-36 (a form of the Nordic Model of Law) "The Protection of Communities and Exploited Persons Act".   We believe police forces and judges need to be mandated to enforce this Federal Law. Until they do, trafficking will continue unabated in BC, because Human Trafficking is very lucrative and traffickers will have no incentive to curb their activities and criminality.

Partnerships are crucial to stopping Human Trafficking. We are grateful for the passing of the Resolution B53 (and B80) at the recent UBCM Convention, but would now encourage cities and municipalities **to implement** these Resolutions, and to **prepare a Resolution for the National FCM**.

The 2 reports with complete and specific Action Plans (referred to in the UBCM Resolution B53) are below:

http://www.pssg.gov.bc.ca/octip/docs/action-plan.pdf

http://canadianwomen.org/sites/canadianwomen.org/files/NO%20MORE.%20Task%20Force%20Report.pdf

Also, in your individual Government Associations around the Province of BC, we encourage you, as Councils to put together a delegation to speak to the issue of Human Trafficking at your Annual Conventions. Share your stories, your issues, your solutions. **Collaboration is key**.

OCTIP (Office to Combat Trafficking in Persons) in Vancouver is an excellent resource, as is the BC/Yukon RCMP Coordinator for Human Trafficking, Jassy Bindra (jassy.bindra@rcmp-grc.gc.ca) . Both will put on presentations and workshops.

Please watch an exited prostitution survivor speak; Trish Baptie for NGO "Exploited Voices Now Educating" at her SFU TED talk:

https://www.youtube.com/watch?v=wzC7BU6m7gg

An excellent resource for men is from Dr. Jackson Katz in the USA. Please watch his timely TED talk on "Men, Violence and Silence":

https://www.youtube.com/watch?v=KTvSfeCRxe8

And lastly, I (Cathy) presented to the Nanaimo City Council last Monday evening.
Here is the link, FYI.

http://www.nanaimo.ca/meetings/VideoPlayer/Index/COW151026V?time=190139

We hope to hear from you.
We do not want to be complicit, complacent or silent.
We are asking for your help.

Most sincerely, Cathy and Allan Peters
#302-150 W. 15th St., North Vancouver, BC V7M 0C4

HUMAN TRAFFICKING AND SEXUAL EXPLOITATION IN CANADA AND LOCALLY

Topic Summary:

This would be an executive summary (2 paragraphs maximum) of the issue of Human Trafficking. It can be updated/adjusted over time.

Human Trafficking is the recruitment, transportation, or harboring of persons for the purpose of **exploitation**, typically in the sex trade or forced labor. It is the fastest growing and one of the most lucrative criminal enterprises globally. This form of **modern day slavery** occurs daily in Canadian communities.

The Criminal Intelligence Service of Canada estimates that a single Canadian victim of sex trafficking is worth approximately **$280,000 per year** to her exploiter. Middle class females between ages 12-25 years of age are being recruited by male peers. Victims are controlled through direct (rape,assaults) and indirect (threatening family members) forms of coercion. The daily earning off of one victim can range from $300-$1500 and the average age of entry into the sex trade in North America is 12-14 years of age.

Action Victories-

This is where you record victories that have taken place, from little wins, to campaign highlights to legislation changes.

Bill C-36 passed by the Federal Government in December, 2014.

To address the issue of prostitution, The Federal Government of Canada passed Bill C-36 December, 2014 which

1. Targets the buyer of sex; the predator, pimp, trafficker, john are criminalized
2. Recognizes the seller of sex is a victim; usually female and is not criminalized
3. Exit strategies put in place to assist the victim out of the sex trade.

It is called the "Nordic Model of Law" and is successful in Sweden. This is in contrast to "the New Zealand Model" or decriminalization of prostitution, or legalization of prostitution as currently exists in the Netherlands and Germany.

The Facts-
Here you can give background facts on the issue, with downloadable fact sheets. We can add to this section as more info becomes available.
Facts: about Prostitution and Sex Trafficking

Human sex trafficking is the fastest growing crime in the country and the world.

People everywhere in this world are being bought and sold like merchandise. Men, women, children. 30 million to date is a conservative estimate. This is **MODERN DAY SLAVERY**.

Today's new slavery has low costs and huge profits. In Canada, a pimp, trafficker or predator will earn about $280,000 per year, per victim. The average pimp will have 4-5 girls working for him as prostitutes.

In Canada the average age of entry into prostitution is 14-16 years of age. However, every year it is younger and younger. Johns, pimps and predators prefer younger girls because they are disease free and easy to manipulate. For aboriginal girls it can be as young as 7- 11 years old.

 The vast majority (89-98%) of prostituted women are lured, tricked or trafficked into prostitution. **It is not a choice.** The pro-prostitution lobby is strong and well financed. They have "prostitutes" or "sex workers" speak publicly that they "chose" this profession; but they only represent 2-8 % of prostituted women. 89-98% who did not choose prostitution as a lifestyle cannot speak for themselves. They are the voiceless majority.

92% of prostituted women would quit immediately if they could. It is easy to enter prostitution and very difficult to get out.

85% of the prostituted were sexually abused as children.

In BC, as in most of Canada, Aboriginal women are grossly overrepresented in prostitution and trafficking. In BC, look at the Downtown Eastside in Vancouver and the Highway of Tears (the long islolated stretch of Highway #16 from Prince Rupert to Prince George).

Trafficking of girls and women is driven by the demand to buy sex. The internet is fueling this demand through pornography. Pornography creates sexual appetite, and this causes a dramatic demand for sexual services. Result? The supply has to increase. Where does this supply come from? Local girls and women are now being targeted here in Canada to satisfy the rapidly growing demand for paid sex. Sex recruiters even stand outside high schools and in malls…

In the countries where prostitution is legalized: the Netherlands, Germany, Australia, New Zealand, human trafficking has exploded. Child prostitution has exploded, and sex tourism has exploded. Organized crime increases and crime syndicates move in.

Since we have such a long border with the USA, if Canada legalized prostitution, Americans would come to Canada in huge numbers for sex tourism.

The pro-prostitution lobby state that prostitution can be "safe" with appropriate employment laws. Employment laws do not apply to prostitution because prostitutes are "independent contractors" and do not fall into traditional employer/employee roles.

The magic trio: wherever there are drugs, gangs and prostitution, there is trafficking. There are serious gang issues in all of our Canadian cities.

RCMP estimate 15,000-20,000 missing children in Canada currently per year. This is considered a conservative estimate. These children are probably trafficked. In the USA it is 100,000-300,000 missing children per year. Think about that number; it is the size of a good-sized city.

Of deepest and recent growing concern is the sudden and dramatic increase in child porn: production and consumption. Statistics show that once men start

viewing child porn, a very high percentage will act out and assault a child with I year ("Pornland", by Dr. Gail Dines- expert in the world on pornography research).

The average life span of an adult in the sex trade is 7 years; then they are murdered, commit suicide, become mentally ill or are drug addicted. Very few escape the lifestyle successfully. The average life span of a child caught up in the sex trade is 2 years; they are beaten to death, contract HIV/AIS, contract bacterial meningities, or overdose on the drugs forced on them.

When children are involved in the sex industry, this is an indication that society at its core is no longer vibrant, healthy, safe or working.

Nail spas, massage parlours, casinos, escort services, modelling agencies with their ads are popping up everywhere. There is "brothel" activity often associated with these "businesses". Municipalities issue the business licenses.

Politicians, law enforcement and judges need to make the connections between pornography, prostitution and trafficking. They form a toxic lucrative mix that profits organized crime.

There is only 1 human trafficking conviction in BC (compared to numerous convictions in all the other provinces); Reza Moazami, a 29 year old male from North Vancouver. He had a "stable" of 11 girls, 9 of them underage. He had these girls sexually servicing men from hotels and condos in North Vancouver, Vancouver, Richmond, and Nanaimo.

According to Vancouver police officer, Rich Akin, human trafficking is happening in every community in BC. Every home has a computer. **Every computer has a red light district**.

The pro-prostitution pro-brothel lobby is strong and well-supported financially. This lobby frequently overwhelms the media with their point of view. There is a huge effect and influence of pornography, prostitution, trafficking and the sex industry on our culture today. These activities must not become "normalized". With the apparent re-sexualisation of women and girls today, this is a very real and tangible fear.

Language is very important. Pro-prostitution lobbyists call prostitution "sex work". It is not work; it is exploitation, degradation, commodification of women and girls (in its most heinous form) in order to please men.

Action Options-
This becomes a growing collection of ways that people can impact this issue. Every time the issue comes up on our radar, this section could be reviewed and updated if needed.
A link to the main Action Options page that explains all the standard ways an active citizen can make a difference, complete with tips (e.g. how to write an effective letter, etc.)
 2 major Canadian reports with complete and specific Action Plans:
http://www.pssg.gov.bc.ca/octip/docs/action-plan.pdf
http://canadianwomen.org/sites/canadianwomen.org/files/NO%20MORE.%20Task%20Force%20Report.pdf

A (Personal) Action Plan: What can be done to stop Human Trafficking

1. Tell someone: share what you have learned with your family, friends or colleagues.
2. Help frontline workers, NGO's and the organizations that help survivors by volunteering your time, language abilities, or professional skills. Donate money, clothes, or equipment to them, and perhaps plan a fundraising event to help one of the organizations listed.
3. Raise awareness; host an awareness event with your friends, work associates, church group, or service club to tell them about human trafficking and commit to doing something to address the problem. Have a movie night, ie. "Red Light, Green Light", with discussion afterwards.
4. Call for change; email, call, and/or write a letter to your municipal, provincial/territorial, and federal politicians asking what they are doing to address the problem of human trafficking, and ask them to implement the

recommendations for government shown above- the are supposed to be working for you, after all. (ie. We have new Federal MP's now).

5. Take a stand; become an advocate for Bill C-36, for any anti-human trafficking policies, and support exit programs for prostituted/trafficked women.
6. Buy fair trade products where possible.
7. Speak up; raise the issue of human trafficking in letters to the editor, at political debates, in the classroom and at town hall meetings.
8. Be a woman against human trafficking; talk to you husband, boyfriend, partner, or male friends and family members about the realities of women and girls exploited in the sex industry.
9. Be a man against human trafficking; Don't pay for sex or go to places where commercial sex acts take place, either in Canada or when travelling abroad, and discourage your friends from doing so if you are invited to go along to such places. Explain your concerns. Watch Dr. Jackson Katz TEDtalk on men, violence and silence.
10. Report it. Know the warning signs of human trafficking in your community, at work, and when travelling. Call the police immediately.

What parents can do to protect their children:

Educate yourselves about the issue. Read the resource page included here.

If you have concerns about someone being trafficked or sexually exploited, call Crime-Stoppers to report: 1-800-222-8477, Kids Help Phone: 1-800-668-6868.

Take the BC OCTIP Human Trafficking Awareness Online Program offered for free by the BC Ministry of Justice. Google it- it is easy to find!

Research anti-trafficking organizations in this community. Get involved with the human trafficking/sexual exploitation issue by supporting organizations who are addressing it; volunteer, fundraise, lobby on their behalf.

Watch videos (most can be Googled), for example: Hope for the Sold's documentaries' "Enslaved and Exploited" and "Red Light Green Light". Shared

Hope International documentary, "Chosen". Documentary "Nefarious", National film Board Documentary "Buying Sex".

Online watch 2015 CNN special report called "Children for Sale: The Fight to End Human Trafficking" produced by Jada Pinkett Smith.

Educate your children. Pimps and predators will recruit children as young as 10 years of age. Give your children and grandchildren the love and hope they need so they can dream, thrive and reach their individual and awesome potential. Monitor your children's outings: Are they with a trusted adult? Are they alone? Stay connected with your children. Know where they are and what they are doing.

Hang out with your children and grandchildren. Sit and listen to your children. Let them talk to you. If you don't, some "pimp" will.

Know your children's friends and their parents.

Watch your daughters, specifically for older boyfriends. Older boyfriends can be pimps who do not kidnap, but who manipulate.

Internet safety- There are websites to help parents protect their children. Learn how the internet works, and its strengths and weaknesses. Be computer literate, for your children's sake.

Children need to understand the danger of posting pictures online. These photos can put children at risk.

Have open communication with your children and build bridges of trust and unconditional love for your children.

Key Dates
- This would be a historical timeline of important dates for this topic (e.g. Legislation dates, Supreme Court decision dates, dates, rallies,

Historically: First Study of Human trafficking in Canada and Original Offence in **2005**, Standing Committee on the Status of Women's February **2007** Report "Turning Outrage into Action to Address Trafficking for the Purpose of Sexual Exploitation in Canada" by MP Joy Smith, Bill C-268 in **2010** by MP Joy Smith, which gave a minimum sentence for offences involving trafficking of persons under the age of 18 years, Canada's First National Action Plan (a comprehensive blueprint to guide the fight against the crime of human trafficking in Canada) in **2010** called "Connecting the Dots" by MP Joy Smith, and Bill C-310 in **2012** by MP Joy Smith allows the long arm of the Canadian law into other countries by allowing Canadian police to go abroad and bring back to Canada for trial any suspect who was trafficking people overseas. **February 22** is Canada's National Human Trafficking Awareness Day.

Videos With Information on This Topic-
A link to any YouTube videos you may have done that include info about this (your presentations?).
2nd: October 26, 2015 Nanaimo City Council Presentation on Human Trafficking and Sexual Exploitation in BC and locally
http://www.nanaimo.ca/meetings/VideoPlayer/Index/COW151026V?time=190139
1st: October 6, 2014, Nanaimo City Council Presentation on Human Trafficking and Sexual Exploitation in BC and locally
http://www.nanaimo.ca/meetings/VideoPlayer/Index/COW141006V?time=180459

An **exited prostitution survivor** speaks; Trish Baptie for NGO "Exploited Voices Now Educating" at her **SFU TED talk:**
https://www.youtube.com/watch?v=wzC7BU6m7gg
An excellent **resource for men** is from Dr. Jackson Katz in the USA. Please watch his timely TED talk on "**Men, Violence and Silence**":
https://www.youtube.com/watch?v=KTvSfeCRxe8

 YouTube video produced by NGO Hope for the Sold; **"Enslaved and Exploited; the story of sex trafficking in Canada".**
It is 46 minutes long and is an excellent summary of what is happening in Canada.

CBC aired this program on human trafficking April 12, 2015:
http://www.cbc.ca/fifth/episodes/2014-2015/too-young-to-lose

Key Contacts for Action-
Government contacts (e.g. PM, Opposition a Leader, cabinet minister, etc.)

In the fight to end Human Trafficking in Canada, it is important to involve all 3
levels of government; **municipal, provincial and federal.** This issue can only
be solved with a **collaborative approach**. Police, Educators, Judges, Health
Practioners also have contributing roles in exposing and addressing human
trafficking in their respective domains. Please write these leaders!

Education is our greatest weapon. Raising awareness of the problem is a first
step. A robust letter writing campaign has huge impact. Concerned citizens need
to contact their local City Councillors and Mayors, their local MLA's and MP's, as
well as Provincial/Federal Ministers of Justice, Ministers of Health, Ministers of
Education, Ministers of Family and Child Development, Minsters of Aboriginal
Affairs, and Ministers of Public Safety. Write to your Provincial Premier and to the
Federal Prime Minister. It is easy to Google their contact information, email
addresses and street addresses. Courteous, factual emails and letters go a long
way to effect change. We have a "working democracy" and it is important that
citizens use their rights to access and inform elected officials.

This letter below is a sample of what can be written and mailed or emailed (do
both!) to local municipal City Councillors and Mayors, MLA's, and MP's., Premiers
and the Prime Minister.

Letter to Government leaders in Support of Abolition and Bill C-36; the "Nordic Model of Law"

Dear _____   Date:_____
I write with regard to the December 2014 decision by the Canadian Parliament establishing Bill
C-36 "The Protection of Communities and Exploited Person Act". I strongly urge you to work
with your colleagues to enforce and endorse this law addressing prostitution based on the legal

and social framework of the Nordic Model of Law implemented in Sweden in 1999. This Model of Law, often called the Nordic Model, is based on the recognition that prostitution is a form of sexual exploitation and violence against women and girls. It penalizes the buyers of sex (johns, pimps, predators), while decriminalizing those who are being sold.

I ask you to support the lead of Sweden, Norway and Iceland (nations with stable democratic traditions) who have this legislation successfully in place that follows this model. Each country has seen a reduction in prostitution and sex trafficking and increase in the stigma of buying and selling of people for sexual acts since enacting this legislation.

We must continue to take a firm stand against the demand for paid sexual access to women and children.

Countries that have legalized or decriminalized prostitution (New Zealand, Australia, Netherlands, Germany etc.) have seen a dramatic increase in Human Trafficking, child and juvenile prostitution, illegal brothels and organized criminal activity.

The former mayor of Amsterdam called the experiment with legalization "an abysmal failure" due to the increase in organized crime, human trafficking and drug trafficking. The city of Amsterdam has already closed one third of the Red Light Districts in hopes of curbing criminal activity. In New Zealand, the Legal Brothel Owners Association has complained of Chinese women being trafficked into the country, undercutting their prices, and being coerced to offer riskier sex acts. These are just two current examples that demonstrate the fact that any time prostitution has been legalized there is an expansion of both the legal and illegal industry, an increase in human trafficking and a normalization of sexual exploitation.

Prostitution is a form of systemic violence against women and children and a major deterrent to women's equality. As a world leader, Canada has the opportunity to model sexual equality because it has clearly named prostitution as a violation of women and children's right to safety. The Government of Canada has rewritten our laws to reflect this fact, and we request all levels of government (municipal, provincial, and federal) to continue to support these laws, raise awareness about these laws and to train our police forces and judges in the prosecution of these laws. I desire to see **Prevention** and increased education about this issue**, Protection** of victims, **Prosecution** of traffickers and an increase in **Partnerships** that promote cooperation among countries in order to stop prostitution and sexual exploitation.

In the vast majority of cases, prostitution cannot be viewed as a choice but rather a lack of choice due to systemic issues including-but not limited to- gender inequality, poverty and racial discrimination. The laws of Canada must protect victims of exploitation rather than reinforcing their marginalization.

Aboriginal women and children are disproportionately overrepresented in street prostitution as a result of far reaching systemic injustices. These same injustices have also resulted in the hundreds of missing and murdered Aboriginal women and girls that have recently been brought to international attention. In criminalizing the demand for prostitution and decriminalizing the prostituted, Canada has an opportunity to demonstrate its commitment to addressing the systemic injustices that so profoundly affect all Aboriginal peoples, but Aboriginal women and children in particular.

The September 2014 UBCM (Union of British Columbia Municipalities) convention for civic leaders recently passed the following B53 on Human Trafficking: **Therefore be it resolved that UBCM call on the RCMP, local police forces and local governments to continue to work**

collaboratively in order to implement the recommendations found with in the National Task Force on Sex Trafficking of Women and Girls in Canada's recent report (NO MORE" Ending Sex-Trafficking in Canada) as well as the Province of British Columbia's Action Plan to Combat Human Trafficking.

As a constituent, I strongly urge you to speak out and act to protect the vulnerable (especially women and children) by actively endorsing and enforcing the Criminal Code (Bill C-36) to criminalize the purchasing of sex and decriminalize the person being sold. I encourage you to read and implement the recommendations in the above 2 reports.

Please advise me as to the actions you choose to take in bringing this to pass.

Signed:_____

Additional Resources-

British Columbia has an excellent Action Plan to Combat Human Trafficking, put together by the **OCTIP (Office to Combat Trafficking in Persons**).

This office, which is a part of the Provincial Ministry of Justice has a wealth of resources and information on this issue (for free).

OCTIP office: 1-604-660-5199; OCTIP email: octip@bc.ca

Here are links to their **Action Plan, Toolkit and recent update on trafficking in BC**. Every City Councillor and Mayor in BC should be aware of this contact and information. You all will be "up-to-date" on the subject Human trafficking and Sexual Exploitation if you go through these excellent links. The OCTIP is the only office of its kind in Canada. Please contact them!

http://www.pssg.gov.bc.ca/octiptraining/toolkit/index.html

 http://www.pssg.gov.bc.ca/octip/docs/2014StatusReport.pdf

ORGANIZATIONS COMBATTING HUMAN TRAFFICKING (Google any of these organizations and there is a wealth of information on the topic)

Local: BC Office to Combat Trafficking in Persons, REED (Resist Exploitation, Embrace Dignity), Servants Anonymous Society, Vancouver Rape Relief and Women's Shelter, Covenant House, Safe Online Outreach Society, Children of the Street, Children of the Street is an excellent and effective organization that has programs for schools. Please check out their website.

Their founder is Dianne Sowden, whose daughter was trafficked 20 years ago at age 14 years. Dianne is doing her best to equip young people to protect themselves from predators.

http://www.childrenofthestreet.com/celebrate.html.

EVE (Exploited Voices Now Educating), Mothers Against Trafficking Humans, Safe Online Outreach Society

National: Canadian Association of Sexual Assault Centres, Canadian Centre for Child Protection Inc., Stop the Trafficking Coalition, The Salvation Army, Beyond Borders, Walk with Me, The Joy Smith Foundation, RCMP Human trafficking National Coordination Center, Free-Them, Help us help the Children Anti-Trafficking Initiative, Ottawa Coalition to End Human Trafficking, PACT Ottawa-Persons against Crime of Trafficking Humans, Alliance Against Modern Slavery, Chab Dai Canada, International Justice Mission, MSAST- Men Against Sex Trafficking, Chrysalis Network and National Human Trafficking Support Line, Crime-Stoppers, London Abused Women's Center, Sextrade 101, Northern Women's Connection, The Future Group, Defend Dignity, End Modern Slavery- Canadian Advocacy, Face It Canada, Hope for the Sold

International: International Justice Mission, Not for Sale, World Vision, Shared Hope International, The Ratanak Foundation, Human Smuggling and Trafficking Center (Washington, DC), Coalition to Abolish Slavery and Trafficking, Free the Slaves, Love 146, Polaris Project, Stop Child Trafficking, Stop the Traffick, Ukrainian World Congress Taskforce to Stop Human Trafficking.

RCMP Human Trafficking kit (phone in Ottawa 613-993-2325). These are available to pass on to your local schools, youth workers, or any victim service groups. Excellent 14 minute DVD.

Crime-Stoppers pamphlet on Human Trafficking

References-
Books: "Invisible Chains" by Benjamin Perrin. This book is the first comprehensive book (of research) on human trafficking in Canada.

"Half the Sky" by Nicolas Kristoff- New York bestseller describing the global sex trade.

 "**The Natashas**" by Victor Malarek, "**The Johns**" by Victor Malarek- Fifth Estate and W5 Investigative Reporter on CBC/CTV. Both books give research on the victims and the perpetrators globally.

"**Not for Sale**" by David Batstone- founder of the American NGO who works on stopping human trafficking internationally.

"**Pornland**" by Dr. Gail Dines- New York bestseller that exposes porn culture and how it is manstream.

"**No Choice, No Job**" by Dr. Janice Raymond- expert in global sex trade research.

"**Prostitution in Nevada**" by Dr. Melissa Farley- a 2 year study of the prostitution culture in Nevada, USA

"**Girls Like Us**" by Rachel Lloyd- a memoir by a prostituted sex survivor who helps others exit the sex industry.

More Information- links to news articles, links to other webpages, recommended reading materials
Recent Reports, Articles on Human Trafficking in Canada:

"Tipping Point" Report by MP Joy Smith

"Oldest Profession or Oldest Oppression" Report to the MacDonald-Laurier Institute by Benjamin Perrin

Janine Benedet's legal report opinion to the Bedford case, Supreme Court of Canada.

Nanaimo Daily Newspaper: January 27, 2014 article by Ben Ingram

CTV news September 15, 2014 Dene Moore, Canadian Press on the recent Reza Moazami case.

CTV W5 program with Victor Malarek; "How porn effects young minds".

This link in the New York Times endorses Canada's Bill C-36, the "Nordic Model of Law" in addressing prostitution/exploitation. http://mobile.nytimes.com/2015/08/29/opinion/buying-sex-should-not-be-legal.html?mwrsm=Facebook&_r=1&referrer=

Air Canada has run these videos on their flights:
http://www.beyondborders.org/wp/air-canada-flight-videos/

News articles/videos on Human Trafficking:
http://bc.ctvnews.ca/mobile/accused-pimp-convicted-on-30-charges-including-human-trafficking-1.2007662#

http://www.ipolitics.ca/2014/06/05/call-prostitution-what-it-is-sexual-abuse/

http://m.theglobeandmail.com/globe-debate/who-really-speaks-for-sex-workers/article19012903/?service=mobile&utm_source=Shared+Article+Sent+to+User&utm_medium=E-mail:+Newsletters+/+E-Blasts+/+etc.&utm_campaign=Shared+Web+Article+Links

http://www.cbc.ca/news/canada/toronto/human-trafficking-probe-leads-to-8-arrests-44-charges-1.2667062
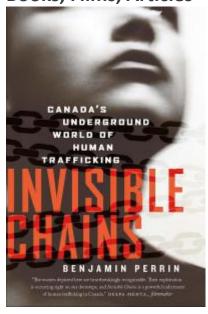
http://www.sunnewsnetwork.ca/video/featured/straight-talk-and-hard-news/868018287001/tories-defend-new-hooker-laws/3609406153001

http://www.sabinabecker.com/2014/09/german-psychologists-and-the-scientific-case-against-prostitution.html

http://www.cbc.ca/news/canada/nova-scotia/halifax-police-lay-human-trafficking-charges-against-teen-man-1.3047474

http://www.cbc.ca/news/canada/montreal/pimps-target-teens-at-montreal-malls-1.3017126

Books, Films, Articles: (source: Hope for the Sold website)
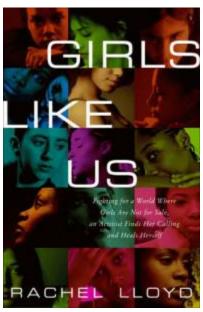
Invisible Chains: Canada's Underground World of Human Trafficking

BY BENJAMIN PERRIN

LEARN MORE!

An award-winning law professor and policy expert exposes cases of human trafficking, recording in-depth interviews with people on the front lines—police officers, social workers, and the victims themselves—and bringing to light government records released under access-to-information laws.
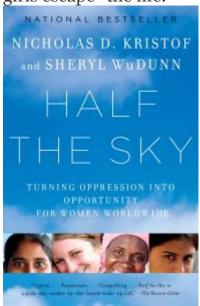
Girls Like Us: Fighting for a World Where Girls Are Not for Sale (A Memoir)

BY RACHEL LLOYD

LEARN MORE!
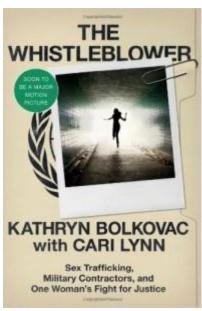
Rachel Lloyd's riveting survivor story is the true tale of her hard-won escape from the commercial sex industry and her bold founding of GEMS, New York

City's Girls Education and Mentoring Service, to help countless other young girls escape "the life."

Half the Sky: Turning Oppression into Opportunity for Women Worldwide
NICHOLAS D. KRISTOF & SHERYL WUDUNN

From two of our most fiercely moral voices,*Half the Sky* is a passionate call to arms against our era's most pervasive human rights violation: the oppression of women and girls in the developing world. With Pulitzer Prize-winning journalists Nicholas Kristof and Sheryl WuDunn as our guides, we undertake an odyssey through Africa and Asia to meet with extraordinary women struggling there. Deeply felt, pragmatic, and inspirational, *Half the Sky* is essential reading for every global citizen.
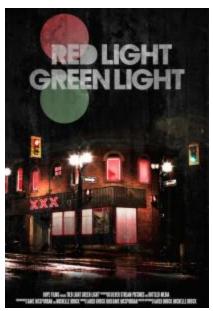
The Whistleblower: Sex Trafficking, Military Contractors, and One Woman's Fight for Justice
BY KATHRYN BOLKOVAC WITH CARI LYNN
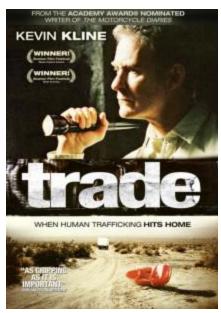
LEARN MORE!

When Nebraska police officer Kathryn Bolkovac saw a recruiting announcement for private military contractor DynCorp International, she applied and was hired. Bolkovac was shipped out to Bosnia, where DynCorp had been contracted to support the UN peacekeeping mission. At great risk to her personal safety, she began to unravel the ugly truth about officers involved in human trafficking and forced prostitution and their connections to private mercenary contractors, the UN, and the U.S. State Department.

FILMS:
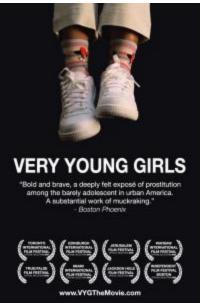
Red Light Green Light

DOCUMENTARY

LEARN MORE!

As nations around the globe attempt to fight sex trafficking, many consider legalizing prostitution. Two filmmakers travel across ten countries to explore the issue, attempting to answer the question: *How can we prevent sexual exploitation before it happens in the first place?* Though governments are getting better at prosecuting traffickers and providing aftercare to victims, it is time we begin to ask the question of what lies at the root.
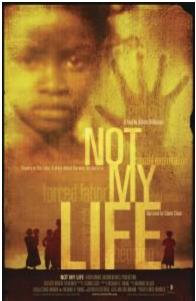
TRADE

FEATURE FILM

LEARN MORE!

When 13-year-old Adriana is kidnapped by sex traffickers in Mexico City, her 17-year-old brother, Jorge, sets off on a desperate mission to save her. As Jorge dodges overwhelming obstacles to track the girl's abductors, he meets Ray, a Texas cop whose own family loss leads him to become an ally. This film is a thrilling story of courage and a devastating expose of one of the world's most heinous crimes.

Very Young Girls

DOCUMENTARY

Critically acclaimed by the *New York Times* and film festivals around the world, *Very Young Girls* is an expose of human trafficking that follows thirteen and fourteen year old American girls as they are seduced, abused, and sold on New York's streets by pimps, and treated as adult criminals by police.

Not My Life

DOCUMENTARY
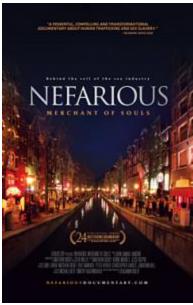
Filmed on five continents, in a dozen countries, *Not My Life* takes viewers into a world where millions of children are exploited, every day, through an astonishing array of practices including forced labor, domestic servitude, begging, sex tourism, sexual violence, and child soldiering.

The Whistleblower

FEATURE FILM

Inspired by actual events, Kathy (Academy Award winner Rachel Weisz) is an American police officer who takes a job working as a peacekeeper in post-war Bosnia. Her expectations of helping to rebuild a devastated country are dashed when she uncovers a dangerous reality of corruption, cover-up and intrigue amid a world of private contractors and multinational diplomatic doubletalk.

Nefarious: Merchant of Souls

DOCUMENTARY
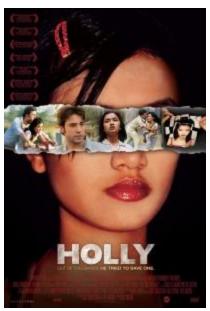
LEARN MORE!

From the first scene, *Nefarious* gives an in-depth look at the sex trafficking industry, showing where slaves are sold (often in developed, affluent countries), where they work, and where they are confined. With footage shot in over nineteen different countries, *Nefarious* exposes the nightmare of sex slavery as experienced by hundreds of thousands daily, through the eyes of both the enslaved and their traffickers.

It's a Girl

DOCUMENTARY

LEARN MORE!
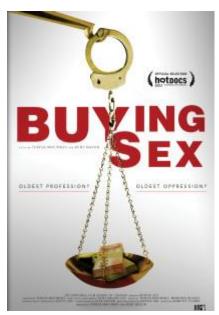
In many parts of the world today, girls are killed, aborted and abandoned simply because they are girls. The United Nations estimates as many as 200 million girls are missing in the world today because of this so-called gendercide. Shot on location in India and China, *It's a Girl* tells the stories of abandoned and trafficked girls, of women who suffer extreme dowry-related violence, of brave mothers fighting to save their daughters' lives, and of other mothers who would kill for a son. Global experts and grassroots activists put the stories into context, and advocate different paths towards change.
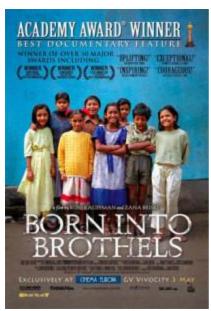
HOLLY

FEATURE FILM

Patrick (Ron Livingston), an American card shark and dealer of stolen artifacts, has been 'comfortably numb' in Cambodia for years, when he encounters Holly (Thuy Nguyen), a 12-year-old Vietnamese girl in the K11 red light village. Holly's virginity makes her a lucrative prize, and when she is sold to a child trafficker, Patrick embarks on a frantic search in an attempt to bring her to safety.
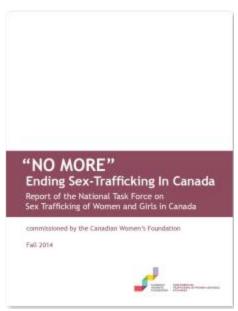
Buying Sex

DOCUMENTARY

Timely and wise, this feature documentary explores the state of prostitution laws in Canada. *Buying Sex* captures the complexity of the issue by listening to the frequently conflicting voices of sex workers, policy-makers, lawyers and even the male buyers who make their claim for why prostitution is good for society. With the landmark Supreme Court decision in Canada, the film examines the realities in Sweden and New Zealand. The film also challenges us to think for ourselves and offers a gripping and invaluable account of just what is at stake for all of us.

Born Into Brothels

DOCUMENTARY

LEARN MORE!

Winner of the 2005 Academy Award for Best Documentary Film, *Born Into Brothels*, was produced and directed by Ross Kauffman and Zana Briski. Zana Briski, a New York based photographer, gives each of these youngsters a camera and teaches them how to take pictures, simultaneously causing them to look at their world with new eyes. Their photographs are prisms into their souls, rather than anthropological curiosities, and a true testimony to the power of the indelible creative spirit.

"NO MORE"
Ending Sex-Trafficking In Canada
Report of the National Task Force on
Sex Trafficking of Women and Girls in Canada

commissioned by the Canadian Women's Foundation

Fall 2014

No More: Ending Sex Trafficking in Canada

REPORT OF THE NATIONAL TASKFORCE ON SEX TRAFFICKING OF WOMEN AND GIRLS IN CANADA (2013)

LEARN MORE!

This report thoroughly highlights what sex trafficking looks like in Canada, addressing issues like recruitment methods, prevention strategies, demand for paid sex, Indigenous vulnerabilities, the child welfare system, and best practices. Survivor stories bring in a human element as well, making this one of the most comprehensive reports on sex trafficking in Canada.
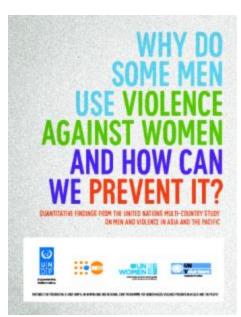
Targeting the Sex Buyer: The Swedish Example -Stopping Prostitution & Trafficking Where It All Begins

BY KAJSA CLAUDE (2011)

LEARN MORE!

Swedish law focuses on the men who purchase sex rather than on the young girls and women they exploit. Why? The thinking behind the law is that it is the demand for sexual services that maintains prostitution and human trafficking for sexual purposes. The legal approach to this problem is often referred to as "the Swedish example."

Why Do Some Men Use Violence Against Women and How can We Prevent It?

QUANTITATIVE FINDINGS FROM THE UN MULTI-COUNTRY STUDY IN ASIA & THE PACIFIC (2013)

LEARN MORE!
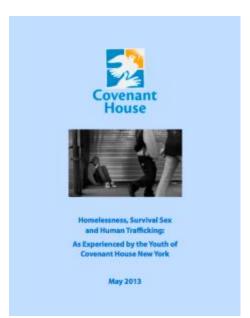
This UN Study looks at the prevalence of violence and rape in Asia & the Pacific, highlighting factors associated with violence perpetration. What makes a man more likely to use violence? What percentage of men who rape experience legal consequences? How do these trends vary across regions? Understanding these issues helps the effort to promote gender equality and prevent violence against women.

Apparel Industry Trends: The Truth Behind the Barcode

BY BAPTIST WORLD AID AUSTRALIA IN PARTNERSHIP WITH NOT FOR SALE (2015)

Companies are beginning to see the importance of preventing slavery and exploitation in their supply chains, but it's easier said than done. This report grades companies in four areas: policies, traceability & transparency, monitoring & training, and worker rights. In each stage of the manufacturing process (raw materials, textiles & cut-make-trim), these critical elements come into play.

Homelessness, Survival Sex & Human Trafficking: As Experienced by the Youth of Covenant House New York

COVENANT HOUSE REPORT (2013)

Shelter is the number one commodity traded in return for for sexual activity. Of the youth who engaged in commercial sex activity, almost half said they did it because they did not have a place to stay. This report examines the overlap between homelessness and sexual exploitation.

Forgotten No More: Male Child Trafficking in Afghanistan

HAGAR INTERNATIONAL REPORT (2013)

LEARN MORE!
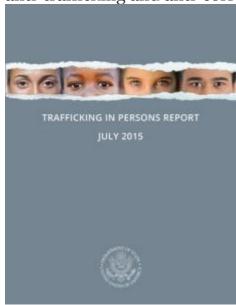
In Afghanistan, trafficking in persons is still viewed primarily as a problem for Afghan women and girls. However, as early as 2004, reports began to emphasize that boys were potentially more at risk of trafficking than girls. Based on the existing gaps in knowledge, Hagar Afghanistan conducted a qualitative research study of male child trafficking in the region.

The Role of Corruption in Trafficking in Persons

BY THE UNITED NATIONS OFFICE ON DRUGS AND CRIME (2011)

Corruption is central to the success of traffickers and therefore criminals consider it a necessary investment. Bribery in its various forms is possibly the main cost factor for traffickers, requiring a renewed, united response from anti-trafficking and anti-corruption departments.

Trafficking in Persons Report

U.S. STATE DEPARTMENT (2015)

LEARN MORE!

The annual TIP report is the world's most comprehensive resource of governmental anti-human trafficking efforts, representing a global look at the nature and scope of human trafficking and the broad range of government actions to confront it. Complete with country profiles, global updates, and statistics, the TIP report is one of the most important resources for governments and NGOs.

UBCM Resolutions on Human Trafficking and Rape Culture- September 2015

B53
HUMAN TRAFFICKING; NCLGA Executive
WHEREAS human trafficking is a real and devastating issue in British Columbia;
AND WHEREAS significant work & research has been done as of late to aid in the prevention and prosecution of human trafficking throughout Canada:
THEREFORE BE IT RESOLVED that UBCM call on the RCMP to work collaboratively with respective local governments in order to implement the recommendations found within the National Task Force on Sex Trafficking of Women and Girls in Canada's recent report ("'NO MORE' Ending Sex -Trafficking In Canada") as well as the Province of British Columbia's "Action Plan to Combat Human Trafficking."
ENDORSED BY THE NORTH CENTRAL LOCAL GOVERNMENT ASSOCIATION
UBCM RESOLUTIONS COMMITTEE RECOMMENDATIO

B80
RAPE CULTURE IN CANADA; NCLGA Executive
WHEREAS sexual assaults continue to be committed across Canada, and victims are of every age, race, income and gender;
AND WHEREAS sexual assaults are under reported, and prosecution and conviction rates are low:
THEREFORE BE IT RESOLVED that UBCM advocate for an intergovernmental task force to be convened to determine the steps needed to erase the "rape culture" that is pervasive in schools, universities, workplaces and elsewhere across Canada;
AND BE IT FURTHER RESOLVED that the task force be mandated to elicit testimony from victims in order to determine the steps needed to improve the reporting, arrest and conviction rates across Canada.
ENDORSED BY THE NORTH CENTRAL LOCAL GOVERNMENT ASSOCIATION
UBCM RESOLUTIONS COMMITTEE RECOMMENDATION:

To Mayor and Council;

To Communities supporting National Health and Fitness Day:

Thank you for your interest in this initiative to make Canada the Fittest Nation on Earth!

I write to highlight an upcoming webinar to support you and your colleagues in celebrating National Health and Fitness Day this June 4th.

We are convening a **free, one hour webinar** in partnership with the Canadian Parks and Recreation Association next Wednesday, January 27th and invite you to join us. Details are attached.

Please note our new website is listed below, where you will find information and tools for the 244 cities and towns like yours which have already proclaimed the Day.

Let me know if there is someone else in your organization we should be connecting with and we will update our distribution list.

Lastly, I am looking for a "Running Mayor". ☺. We would like to offer a run/walk to the delegates at the Federation of Canadian Municipalities (FCM)meeting in Winnipeg on Saturday, June 4th (which is, coincidentally, National Health and Fitness Day this year). Running Room will help us with the logistics, but I need a Mayor to champion it to the delegates, please.

Best regards,

Marilyn McIvor, MN
National Health and Fitness Day Project Coordinator in the offices of
Senator Nancy Greene Raine
Room 103, 140 Wellington St.
Ottawa, Ontario
K1A 0A4
http://sen.parl.gc.ca/nraine/NHFD.htm
613 402 5154

Canadian Parks and Recreation Association (CPRA) presents a webinar on
National Health and Fitness Day

Wednesday January 27, 2016 at 12:00 – 1:00 pm EST

Presenters:
Senator Nancy Greene Raine by video recording
Marilyn McIvor, NHFD Project Coordinator
Marta Gregor, Community Coordinator, City of Prince George, BC
Michelle Kusiar, Supervisor, Community Recreation, Collingwood, ON
Steve Burns, General Manager, Queens Place Emera Centre, Liverpool, NS

National Health and Fitness Day (NHFD) is an initiative to make Canada the Fittest Nation on Earth, starting with marking one day, the first Saturday in June, as the day when Canadians get out and get active in any way they wish. More info is at www.sen.parl.gc.ca/nraine/nhfd.htm.

Join us for this **free 1 hour webinar** to learn about the program, how your city or town can proclaim the day and mark it with local events.

Participants will:
1. Gain knowledge about the background of National Health and Fitness Day, what and when it is, and how they can get involved.
2. Learn practical strategies from experienced colleagues across Canada to celebrate National Health and Fitness Day.
3. Become aware of tools to assist in this work including Twitter, Facebook, the website and the "toolkit".

Register today at www.cpra.ca

For more information please contact CPRA at info@cpra.ca

Senator Nancy Greene Raine – Nancy Greene Raine, O.C., OBC was named Canada's Female Athlete of the Century. She won gold and silver medals in alpine skiing at the 1968 Grenoble Olympics and overall World Cup titles in 1967 and 1968. Since retiring from active competition, Nancy has worked to promote the sport and was instrumental in the early development of Whistler-Blackcomb Ski Resort. Since 1994 she has been Director of Skiing at Sun Peaks Resort. She was appointed to the Senate in 2009.

Marilyn McIvor, MN – with a background in Public Health Nursing, Marilyn has applied her Health Promotion skills to the Coordination of National Health and Fitness Day since the fall of 2012. She resides between Vancouver, Ottawa and West Hawk Lake and is an avid cyclist and grandmother.

Marta Gregor - has been working for the City of Prince George for over 12 years. Marta initially worked in the Aquatics Division, and now has worked as a Community Coordinator for the Community Partnerships Division (Community Services Department) for over 2 years. Her role includes marketing of parks and trails, active living marketing (various publications including the Active Living Guide), promoting active living and working with various partners in the City to support their work in the community.

Michelle Kusiar - has been with the Town of Collingwood for 15 years. In that timeframe, she's worn many hats starting as the Municipal Receptionist, then Facility Booking Coordinator assisting with the Ontario Winter Games 2002-2012. Michelle's experience also includes 2 years as acting Manager of Arts, Culture, and Special Events. In her current role, as Community Recreation Supervisor, Michelle is the key contact to all the local sport organizations.

Steve Burns - started this career 3 years ago as the General Manager of Queens Place Emera Centre. His background has been with Sobeys as a store manager. He has two grown daughters, one living as far away as Alberta and lives with his spouse minutes from his wonderful facility. He likes to spend time as a sports pool fanatic, "baseball' and log miles running. Favorite quote would be from Josh Donaldson "this isn't the try league, it's the GET IT DONE league".