

WHISTLER

AGENDA

**REGULAR MEETING OF MUNICIPAL COUNCIL
TUESDAY, NOVEMBER 3, 2015, STARTING AT 5:30 PM**

**In the Franz Wilhelmsen Theatre at Maurice Young Millennium Place
4335 Blackcomb Way, Whistler, BC V0N 1B4**

ADOPTION OF AGENDA

Adoption of the Regular Council agenda of November 3, 2015.

ADOPTION OF MINUTES

Adoption of the Regular Council minutes and Public Hearing minutes of October 20, 2015.

PUBLIC QUESTION AND ANSWER PERIOD

PRESENTATIONS/DELEGATIONS

- | | |
|----------------------------------|--|
| Civic Services Awards | A presentation by Mayor Wilhelm–Morden of the Civic Services Awards. |
| Service of Remembrance | A presentation by Brian Buchholz regarding Remembrance Day – Service of Remembrance. |
| Community Foundation of Whistler | A presentation by Carol Coffey, Executive Director of the Community Foundation of Whistler, regarding an update on the Community Foundation of Whistler and Vital Conversations. |

MAYOR'S REPORT

INFORMATION REPORTS

- | | |
|---|---|
| Planning & Building
Department Application
Activity Report – 2015
Third Quarter
Report No. 15-135
File No. 7006.01 | That Information Report No.15-135 summarizing the Planning Department and Building Departments application activity for the third quarter of 2015 be received. |
|---|---|

Fire Services Review
Report No.15-129
File No. 4800

A presentation by municipal staff.

That Information Report No.15-129 regarding the fire service review and related recommendations contained within, be received

ADMINISTRATIVE REPORTS

Renaming Of Maurice
Young Millennium Place
Report No. 15-131
File No. 8236

A presentation by municipal staff.

That Council endorse the renaming of the Maurice Young Millennium Place to the Maury Young Arts Centre as attached in Appendix A to Administrative Report No. 15-131; and,

That Council authorize staff to change the existing building signage.

RZ 1111 – 1310
Cloudburst Drive – 1st
and 2nd Readings of
Zoning Amendment Bylaw
to Amend the RM65 Zone
Report No.15-133
File No. RZ1111, Bylaw
2101

A presentation by municipal staff.

That Council consider giving first and second readings to Zoning Amendment Bylaw (1310 Cloudburst Drive) No. 2101, 2015; and,

That Council authorize staff to schedule a public hearing regarding Zoning Amendment Bylaw (1310 Cloudburst Drive) No. 2101, 2015 and to advertise for same in the local newspaper;

That Council direct staff to advise the applicant that before consideration of adoption of Zoning Amendment Bylaw (1310 Cloudburst Drive) No. 2101, 2015, the following matters shall be completed to the satisfaction of the General Manager of Resort Experience;

1. Registration of a Section 219 covenant in favour of the Resort Municipality of Whistler to:
 - a. Ensure the proposed development is consistent with the Green Building Project Checklist and with the objectives and goals of the municipality's Green Building Policy G-23;
 - b. Ensure the proposed development is consistent with the Cheakamus Area Legacy Neighbourhood Design Guidelines Council Policy G-22,
 - c. Ensure the Whistler Housing Authority development is subject to an employee housing agreement; and
2. Payment of outstanding rezoning application fees.

That Council authorize the Mayor and Corporate Officer to execute any necessary legal documents for this application; and further,

That Council authorize proceedings for the disposition of the proposed Lot 1a (as generally shown on the drawings included in this report) to the Whistler Housing Authority.

Tapley's and Crabapple
Drainage/Flood Protection
Improvement
Recommendations Report
No.15-134
File No.501.4

A presentation by municipal staff.

That Council endorse Option 1 for the Tapley's Farm neighbourhood area and the only developed option for the Crabapple Drive neighbourhood which will improve drainage and flood protection in these areas, and;

That Council direct staff to undertake a screening study for larger scale flood protection improvement options to address concerns of many of the residents of the Tapley's Farm and Crabapple Drive neighbourhoods.

Zoning Regulations For
Shipping Containers Report
No. 15-132
File No. RZ1107, Bylaw
2093

That Council consider giving third reading to Zoning Amendment Bylaw (Shipping Containers) No. 2093, 2015 as amended.

MINUTES OF COMMITTEES AND COMMISSIONS

Forest and Wildlife
Advisory Committee

Minutes of the Forest and Wildlife Advisory Committee meeting of July 8, 2015.

BYLAWS FOR FIRST AND SECOND READINGS

Zoning Amendment
Bylaw (1310 Cloudburst
Drive) Bylaw No. 2101,
2015
File No. RZ1111

The purpose of Zoning Amendment Bylaw (1310 Cloudburst Drive) Bylaw No. 2101, 2015 is to modify the RM65 Zone.

BYLAWS FOR THIRD READING AS AMENDED

Zoning Amendment Bylaw
(Shipping Containers)
Bylaw No. 2093, 2015
File No. RZ1107

The purpose of Zoning Amendment Bylaw (Shipping Containers) No. 2093, 2015 is to amend the Zoning Bylaw to prohibit shipping containers in residential areas, permit temporary uses of containers under certain circumstances and to add a new safety regulation for container venting.

ITEMS HAVING PRIOR NOTICE OF MOTION

SLRD Solid Waste &
Resource Management
Plan

WHEREAS the SLRD has asked for comments from Council on the draft Solid Waste & Resource Management Plan (SWRMP);

WHEREAS the draft SLRD SWRMP includes an option to explore waste incineration;

WHEREAS incineration is defined as any thermal treatment of waste such as mass burn, pyrolysis, gasification or others that is used on mixed waste at non-

biological temperature and pressure for the creation of heat, gas or other forms of energy and ash or slag;

WHEREAS the use of waste incineration as a disposal option is:

- contrary to the principles of zero waste and sustainability,
- known to emit more GHGs than recycling/compost and landfill options,
- known to be more harmful to human and environmental health than recycling/composting and landfill options,
- creates fewer jobs than recycling/compost and landfill options, and,
- directly competes for staff and financial resources with zero waste alternatives;

THEREFORE BE IT RESOLVED THAT Council direct staff to recommend changes to the draft plan that eliminate the option for waste incineration (also known as waste to energy) of mixed municipal waste.

OTHER BUSINESS

CORRESPONDENCE

Tapley's Farm/Whistler
Cay Flood Control
File No.501.4

Correspondence from G. Dyson dated October 19, 2015, regarding Tapley's Farm/Whistler Cay Flood Control.

Neighbourhood Parties –
Whistler Centre For
Sustainability
File No. 3009

Correspondence from C. Lamont dated October 21, 2015, regarding Neighbourhood Parties – Whistler Centre for Sustainability.

Snowridge Bridge
Replacement
File No. 508.3

Correspondence from Steve Bayly dated October 18, 2015, regarding the Snowridge Bridge replacement and requesting that the municipality share in the replacement cost along with the Snowridge Bareland Strata, the Snowridge Townhouse Strata, and Whistler Blackcomb.

Sea to Sky Clean Air
Society New Annual
Membership Program
File No. 3009

Correspondence from Kim Slater, Executive Director, Sea to Sky Clean Air Society, dated October 8, 2015, requesting membership to New Annual Membership Program and continued support.

British Columbia
Professional Firefighters
Association All Hazard
Response Support
File No. 3009

Correspondence from Mike Hurley, President of the British Columbia Professional Firefighters Association dated October 19, 2015, requesting support of the all hazard response of municipal firefighters.

Pedestrian Bridge on
Lorimer Rd
File No.3009

Correspondence from T. van Wollen dated October 24, 2015, requesting the construction of a pedestrian bridge over Highway 99 at Lorimer Road.

ADJOURNMENT



WHISTLER

MINUTES

**REGULAR MEETING OF MUNICIPAL COUNCIL
TUESDAY, OCTOBER 20, 2015, STARTING AT 5:30 PM**

**In the Franz Wilhelmsen Theatre at Maurice Young 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. Paul
General Manager of Corporate and Community Services, N. McPhail
General Manager of Resort Experience, J. Jansen
Director of Planning, M. Kirkegaard
Corporate Officer, S. Story
Manager of Communications, M. Comeau
Manager of Resort Parks Planning, M. Pardoe
Manager of Recreation, R. Weetman
Manager of Special Projects, T. Battison
Senior Planner, J. Belobaba,
Senior Planner, M. Laidlaw
Planner, F. Savage
Planning Analyst, K. Creery
Planning Analyst, B. McCrady
Council Coordinator, A. Winkle
Recording Secretary, M. Kish

ADOPTION OF AGENDA

Moved by Councillor J. Grills
Seconded by Councillor A. Janyk

That Council adopt of the Regular Council agenda of October 20, 2015.
CARRIED

ADOPTION OF MINUTES

Moved by Councillor J. Crompton
Seconded by Councillor J. Ford

That Council adopt the Regular Council minutes of October 6, 2015.
CARRIED

PUBLIC QUESTION AND ANSWER PERIOD

Dave Buzzard, 9295 Emerald Drive, asked, given the Federal election last night, if the RMOW had made any plans for the regulating and zoning of marijuana stores in the village.

Mayor Wilhelm-Morden replied that the RMOW has not made any plans at this point. The RMOW has only one licensed grow operation which is permitted under the bylaw. She will be speaking about the legalizing of marijuana more in the Mayor's Report based on her experience in Colorado where it is legal to sell marijuana. She commented that Attorney General Suzanne Anton spoke about it in the media today and that the RMOW position will be the same as hers in that we will see what the Federal Government's plans are. Once Mr. Trudeau is sworn in, we will see what they are intending and take their lead and the lead of the province and go from there.

PRESENTATIONS/DELEGATIONS

A presentation was given by Crosland Doak of Crosland Doak Design on behalf of the applicants regarding DVP 1106 at 2521 Whistler Road.

MAYOR'S REPORT

Mayor Wilhelm-Morden, on behalf of Council and the Resort Municipality of Whistler, shared her condolences to Tom Eddie and the family of Joan Baron following her passing. Joan was a positive and creative contributor to this community. In addition to her career as an artist, she volunteered on the Public Art Committee for six years. Joan won a public art competition with her proposal for the Poet's Pause sculptures, which are the big chairs and chimes now permanent elements of Alta Lake Park at the south end of the lake. The Poet's Pause concept inspired Whistler's annual poetry competition which is now part of the Mayor's Poetry Challenge. Her own poem, "Your Turn", won Whistler's 2013 poetry prize. Joan will be missed and her contributions will live on in our community.

Mayor Wilhelm-Morden congratulated Pamela Goldsmith-Jones for her win as the Liberal candidate in this riding and her new position as Whistler's Member of Parliament. She looks forward to working with Ms. Goldsmith-Jones in the coming weeks, months and years along with the federal Liberals. Mayor Wilhelm-Morden acknowledged John Weston as our Member of Parliament for his diligence and hard work over the years and on behalf of Council she wished him all the best in the coming years and whatever the future holds for him. Mayor Wilhelm-Morden has sent handwritten notes to Pamela Goldsmith-Jones and John Weston on behalf of Council.

Mayor Wilhelm-Morden reported that the fourteenth annual Whistler Writers Festival took place over the weekend. Over fifty Canadian and international authors took part. Most of the events were sold out in advance and over two thousand three hundred people attended—a fifty per cent increase on the number of people who attended last year. The festival attracted significant

incremental room nights because many participants travelled from Washington State, the Gulf Islands and the Lower Mainland. This festival strengthens Whistler's reputation as a destination for the arts. The RMOW invests in the Whistler Writers Festival as part of its Festivals, Events and Animation program.

Mayor Wilhelm-Morden reported that The Great BC ShakeOut took place on October 15 with more than 765,000 people participating in the "Drop! Cover! And Hold On! Great British Columbia ShakeOut." In addition to municipal staff, the public at the Whistler Public Library participated this year. Whistler is located within the Seismic Zone four, so Whistler is at high risk from earthquake damage. For more information go to whistler.ca/earthquake.

Mayor Wilhelm-Morden reported that Waste Reduction Week takes place this week, and the community is encouraged to get involved with reducing solid waste. The community has reduced landfill waste from 600 kilograms per person in 2009 to 516 kilograms per person last year. The Waste Transfer Station and Compost Facility have helped with that process. The RMOW will be working with restaurant owners and property managers to help them establish divided waste systems to separate landfill waste from recycling and compost. The Association of Whistler Area Residents for the Environment has been contracted to provide free toolkits and waste management training. To learn more, visit whistler.ca.

Mayor Wilhelm-Morden reported that the Transportation Advisory Group is being resurrected and is looking for three qualified volunteers to help with the committee's work advising Council on transportation matters. The citizen-at-large posts require attending quarterly meetings of around three hours over a two-year term. The group's purpose is to identify transportation issues within Whistler and the surrounding area, and to advise on strategic options with consideration to social, environmental and economic implications. The application deadline is October 26. Visit whistler.ca for more information. Mayor Wilhelm-Morden commented on transportation issues observed during their trip to Colorado.

Mayor Wilhelm-Morden reported that Tapley's Farm Halloween event runs from 5:30 p.m. to 8:00 p.m. on Saturday, October 31. The area will be closed to traffic from 5:00 p.m., and the Park and Spook shuttle will be available from Marketplace. The shuttle is provided by BC Transit and the RMOW, organized by Fast Park and decorated by the Whistler Waldorf School. Fireworks will be set off at 8:00 p.m. at Myrtle Philip School. Although entry to the Tapley's Farm Halloween is free, a donation to the Whistler Food Bank is requested and candy can be given to the Tapley's Farm residents at collection boxes at all schools, daycares and most grocery stores.

Mayor Wilhelm-Morden reported that this year the Extra Early Bird Passes for cross-country skiing are offering additional savings. Before November 1, Lost Lake Cross-Country season passes are available for \$199. Customers who purchased cross-country passes last winter can purchase passes for \$149. To read more about the deals on all Nordic passes visit whistler.ca/crosscountry.

Mayor Wilhelm-Morden reported that a screening of the acclaimed documentary *Marinoni* is being shown at 7:00 p.m. on Thursday, November 5 at Millennium Place. The event is dedicated to Kelly Blunden and Ross Chafe and part of the proceeds go to the B.C. Cycling Coalition to promote safety. Advance tickets can be purchased for \$20 at Race and Co., located at the third floor above TD Bank or online at marinonimovie.com.

Mayor Wilhelm-Morden reported that she led a fact-finding mission to Colorado last week from October 12 to 16 which Council has wanted to do for several years. It is critical for Whistler to stay competitive, and the mission was an opportunity to learn from other very successful ski resorts. Council, several staff and partner representatives participated. Mayor Wilhelm-Morden reported it was a very full week where they met with a number of towns elected representatives and senior staff and discussed shared experiences. They went to Aspen, Snowmass, Beaver Creek, Vail and Breckenridge. All these towns experienced similar challenges, although to differing degrees even though they are in the same geographic area they were quite different although they are faced with the same challenges in regards to employee housing and traffic management, parking and preservation of historical buildings. Mayor Wilhelm-Morden commented on how they addressed each of those challenges. Mayor Wilhelm-Morden reported that each of the towns visited had numerous and significant arts and cultural amenities which have been enabled by funding from private benefactors, for example Aspen Art Museum, Vilar Performing Arts Center in Vail, Anderson Ranch in Snowmass, Gerald Ford Amphitheatre and Betty Ford Gardens in Vail. Mayor Wilhelm commented on the Audain Art Museum in Whistler.

Mayor Wilhelm-Morden reported on challenges with how to respond to the growing shared economy. She commented on the differing perspectives on the issue and similarities in Whistler for issues such as transport, housing and the traffic congestion on I70. Mayor Wilhelm-Morden reported on transit being free in the towns and how they provided for that.

Mayor Wilhelm-Morden reported on affordable housing options and the targets for employees living within their boundaries. The RMOW has 82% of employees housed within our boundaries. In Aspen it was approximately 12%, Vail was around 20% and Breckenridge's goal is 45%. They have differing views for what they want to achieve.

Mayor Wilhelm-Morden reported on their mixed use recreational facilities.

Mayor Wilhelm-Morden said it was a very informative few days, everyone was welcoming and generous with their time that they spent with them. She reported that they will be seeing some of those same representatives at the Colorado Association of Ski Towns Conference which will be held in Whistler in January, welcoming more opportunity for communication and relationship building.

Mayor Wilhelm-Morden talked about the legalizing of marijuana in Colorado and spoke to people on the street, mayors and other elected representatives. She reported that she did not see anyone openly smoking.

She was told by the Mayor of Aspen that the only influx of people who are coming into the town for the purpose of purchasing marijuana are baby boomers. Mayor Wilhelm-Morden said it was interesting to hear about the revenue increases.

Mayor Wilhelm-Morden reported that she investigated the process of purchasing marijuana, and went into a store to look at the different products available. She purchased a marijuana cigarette at a cost \$18, and left it as a tip for the cleaning staff in the hotel.

Mayor Wilhelm-Morden reported that she and Council are putting together and sending all their notes to Toni Metcalf, Economic Development Officer for a report about lessons learned on the trip. The report will help Council inform their budgeting and Corporate Plan exercises in the coming months.

Mayor Wilhelm-Morden and Council had a historic meeting with the Lil'wat First Nation Council, as a council to council meeting. Mayor Wilhelm-Morden said it was a very informative four hour meeting and that they are looking at moving forward on the groundwork that was achieved at that meeting.

Councillor A. Janyk commented that the highlight of the Colorado visit for her was hearing how important the recreation piece was to the towns and their bottom line and how they focus on sports like soccer, rugby and lacrosse. She commented that due to the snow factor in their towns they felt the need to put in artificial sports fields and she was able to go and see some examples. She thanked staff for the patching on the Myrtle Philip Fields as they have been great for teams to play on this season.

Councillor A. Janyk commented on the setup of the marijuana stores in Colorado she was told they don't make any more money than any other business in Aspen. She commented on the weather during their trip.

Councillor J. Grills said he is looking forward to getting their comments and notes to Toni Metcalf.

Councillor J. Grills and Councillor J. Crompton stayed longer in Boulder, Colorado and visited Galvanize, a tech start-up company, and were interested to see if it was possible to have a satellite facility in Whistler. There are six operating in the USA. They met with the Economic Developer Officer in Boulder, which is similar to a resort town.

Councillor J. Grills and Councillor J. Crompton went to Powder Mountain in Utah and Park City to meet with Myles Rademan who has history with Whistler. Councillor J. Grills suggested having him come to Whistler to see what has been done in the fifteen years since he was last here. Councillor J. Grills thanked staff for setting up all the meetings and events for the week.

At 6:01 p.m. a Public Hearing was held regarding Zoning Amendment Bylaw (Shipping Containers) No. 2093, 2015.

At 6:31 p.m. the meeting resumed.

Councillor S. Maxwell and Councillor and A. Janyk talked to High Country Conservation, a company that partnered with multiple levels of government around energy and water conservation and waste reduction, and looked at food security by building green houses. Councillor S. Maxwell mentioned that many communities had banned plastic bags.

ADMINISTRATIVE REPORTS

DVP 1106-2521
Whistler Road –
Parking Variance
Report No. 15-122
File No. DVP 1106

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

That Council not approve the issuance of Development Variance Permit DVP 1106 for the proposed development located at 2521 Whistler Road to:

- a) Vary the parking requirement from 3 parking spaces to 0 parking spaces.

as shown on the plans prepared by Crosland Doak Design, dated June 22, 2015, attached as Appendix B to Administrative Report No. 15-122; and,

That Council direct staff to work with the property owner to attempt to achieve a compromise situation whereby:

1. The parking spaces required do not need to go the full 24 feet back; and,
2. As many as the mature trees as possible be preserved.

CARRIED

DVP 1110-8232
Rainbow Drive –
Setback Variances
Report No. 15-123
File No. DVP 1110

Moved by Councillor J. Crompton
Seconded by Councillor J. Ford

That Council approve the issuance of Development Variance Permit DVP 1110 for the proposed development located at 8232 Rainbow Drive to vary the setbacks as follows for a proposed addition to an existing detached dwelling:

1. Vary the front setback from 7.6 metres to 6.47 metres,
2. Vary the front roof overhang setback from 6.6 metres to 5.80 metres,

as shown on the plans prepared by S. McKinney, dated August 14, 2015, attached as Appendix B to Administrative Report No. 15-123.

CARRIED

DVP1109-3837 & 3839
Sunridge Drive – Side
Setback and Height
Variances
Report No. 15-122
File No. DVP 1109

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

That Council approve the issuance of Development Variance Permit DVP 1109 for the proposed development located at 3837 Sunridge Dr and 3839 Sunridge Drive to:

1. Vary the side setback from 6.0 metres to 2.0 metres to accommodate a covered driveway structure at 3837 Sunridge Drive;

2. Vary the side setback from 1.0 metres to 0.0 metres from the property line and vary the height from 0.6 metres to 4.5 metres for a proposed retaining wall at 3837 Sunridge Drive; and,
3. Vary the side setback from 1.0 metres to 0.0 metres from the property line and vary the height from 0.6 metres to 4.5 metres for a proposed retaining wall at 3839 Sunridge Drive;

all as shown on the plans pp. 1-5, prepared by Bromley Projects Limited, dated received September 17, 2015, and attached as Appendix B to Administrative Report No. 15-122.

That Council direct staff to advise the applicant that prior to issuance of DVP 1109, the following matters shall be completed to the satisfaction of the General Manager of Resort Experience:

- a) Registration on the title to 3837 Sunridge Drive a covenant that modifies building control covenants BJ342512 and CA3079614 to accommodate the construction of the covered driveway structure; and further,

That Council authorize the Mayor and Corporate Officer to execute the required amending covenant.

CARRIED

LLR1232/1233 -
Whistler and
Blackcomb Mountain
Temporary Use Areas
Report No. 15-124
File No. LLR 1232,
LLR 1233

Moved by Councillor S. Maxwell
Seconded by Councillor J. Grills

That Council pass the resolution attached as Appendix "A" to Administrative Report No. 15-124 providing Council's recommendation to the Liquor Control and Licensing Branch regarding an application from Whistler Blackcomb for a Permanent Change to Dusty's Liquor Primary Licence No. 072033 to add a Temporary Use Area Endorsement, including six designated temporary use areas on Whistler Mountain; and

That Council pass the resolution attached as Appendix "B" to Administrative Report No. 15-124 providing Council's recommendation to the Liquor Control and Licensing Branch regarding an application from Whistler Blackcomb for a Permanent Change to Merlin's Liquor Primary Licence No. 122183 to add a Temporary Use Area Endorsement, including six designated temporary use areas on Blackcomb Mountain.

CARRIED

LLR 128-Listel Hotel
Extension of Hours for
Cornucopia
Report No. 15-120
File No. LLR 128

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

That Council authorize hours of liquor sale to 4:00 a.m. on the night of Saturday, November 14, 2015 at the Listel Whistler Hotel for a Special Occasion Licence for the Revolutions event as part of the Cornucopia festival.

CARRIED

Recreation and Leisure
Master Plan
Report No. 15-126
File No. 8039.01

Moved by Councillor A. Janyk
Seconded by Councillor J. Grills

That Council endorse the *Recreation and Leisure Master Plan Report* and *Detailed Recommendations* attached as Appendices A and B to Administrative Report No. 15-126.

CARRIED

Whistler Village
Wayfinding Signage –
Award of Fabrication
and Installation
Contract
Report No. 15-127
File No. P032

Moved by Councillor J. Crompton
Seconded by Councillor J. Grills

That council Authorize the Mayor and Corporate Officer to execute a contract with Architectural Graphics Incorporated (AG) for the execution of the work described in *RFP #PO32-2015a: Whistler Village Wayfinding Signage – Fabrication & Installation* in the amount of \$1,094,168.

CARRIED

MINUTES OF COMMITTEES AND COMMISSIONS

Liquor Licence Advisory
Committee

Moved by Councillor J. Grills
Seconded by Councillor A. Janyk

That minutes of the Liquor Licence Advisory Committee meeting of March 5, 2015 and August 13, 2015 be received.

CARRIED

Recreation and Leisure
Advisory Committee

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

That minutes of the Recreation and Leisure Advisory Committee meeting of July 9, 2015 be received.

CARRIED

Forest and Wildland
Advisory Committee

Moved by Councillor S. Maxwell
Seconded by Councillor J. Grills

That minutes of the Forest and Wildland Advisory Committee meeting of September 9, 2015 be received.

CARRIED

BYLAWS FOR THIRD READING

Zoning Amendment
Bylaw (Shipping
Containers) No. 2093,
2015
File No. RZ1107

No action was taken on this item.

BYLAWS FOR ADOPTION

Taxation Exemption for
Not-For-Profit
Organizations
Amendment Bylaw No.
2094, 2015
File No. Bylaw 2094

Moved by Councillor J. Crompton
Seconded by Councilor J. Ford

That Taxation Exemption for Not-For-Profit Organizations Amendment Bylaw No. 2094, 2015 be adopted.

CARRIED

OTHER BUSINESS

Transportation Advisory
Group Appointments

Moved by Councillor J. Crompton
Seconded by Councillor J. Ford

That Council appoint Mayor N. Wilhelm-Morden and two Councillors to the Transportation Advisory Group from for a two year term of 2016 and 2017.

CARRIED

Notice of Motion

Moved by Councillor S. Maxwell

WHEREAS the SLRD has asked for comments from Council on the draft Solid Waste & Resource Management Plan (SWRMP);

WHEREAS the draft SLRD SWRMP includes an option to explore waste incineration;

WHEREAS incineration is defined as any thermal treatment of waste such as mass burn, pyrolysis, gasification or others that is used on mixed waste at non-biological temperature and pressure for the creation of heat, gas or other forms of energy and ash or slag;

WHEREAS the use of waste incineration as a disposal option is:

- contrary to the principles of zero waste and sustainability,
- known to emit more GHGs than recycling/compost and landfill options,
- known to be more harmful to human and environmental health than recycling/composting and landfill options,
- creates fewer jobs than recycling/compost and landfill options, and,
- directly competes for staff and financial resources with zero waste alternatives;

THEREFORE BE IT RESOLVED THAT Council direct staff to recommend changes to the draft plan that eliminate the option for waste incineration (also known as waste to energy) of mixed municipal waste.

CORRESPONDENCE

Flooding and Water
Meters
File No. 501.4

Moved by Councillor J. Crompton
Seconded by Councillor J. Ford

That correspondence from Hans Kögler dated October, 2015, regarding flooding in Whistler and water meters be received and referred to staff.

CARRIED

Sea to Sky Community
Services – Annual
Report
File No. 3009

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

That correspondence from Lois Wynne, Executive Director of Sea to Sky Community Services, dated October 2, 2015, regarding the Sea to Sky Community Services 2014/2015 annual report be received.

CARRIED

Climate Change
File No. 3009

Moved by Councillor J. Crompton
Seconded by Councillor J. Ford

That correspondence from Chris Rose, dated September 30, 2015, regarding a call for action on Climate Change be received and referred to staff.

CARRIED

I AM PRO SNOW
Campaign
File No. 3009

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

That correspondence from Lindsey Halvorson, dated October 13, 2015, inviting Whistler to support a letter on the Climate Reality Project's I AM PRO SNOW Campaign to world leaders as a representative of winter sports and mountain communities worldwide be received and a letter of support be issued.

CARRIED

A Day for Our Common
Future
3009.1

Moved by Councillor J. Ford
Seconded by Councillor J. Crompton

That correspondence from Laurie Gourlay, President of the Vancouver Island and Coast Conservation Society (VICCS), dated October 12, 2015, requesting December 11, 2015 be proclaimed "A Day for Our Common Future" be received and proclaimed.

CARRIED

Foster Family
Month
3009.1

Moved by Councillor J. Crompton
Seconded by Councillor J. Ford

That correspondence from Stephanie Cadieux, Minister of Children and Family Development, dated October 1, 2015, regarding recognition of Foster Family Month be received and proclaimed.

CARRIED

ADJOURNMENT

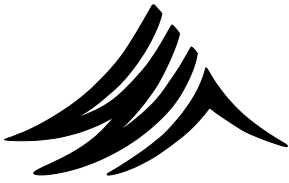
Moved by Councillor J. Ford

That Council adjourn the October 20, 2015 Council meeting at 8:15 p.m.

CARRIED

Mayor N. Wilhelm-Morden

Corporate Officer: S. Story



WHISTLER

MINUTES

**PUBLIC HEARING OF MUNICIPAL COUNCIL
TUESDAY, OCTOBER 20, 2015 STARTING AT 6:01 PM**

**In the Franz Wilhelmssen Theatre at Maurice Young 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. Paul
General Manager of Corporate and Community Services, N. McPhail
General Manager of Resort Experience, J. Jansen
Director of Planning, M. Kirkegaard
Corporate Officer, S. Story
Manager of Communications, M. Comeau
Manager of Resort Parks Planning, M. Pardoe
Manager of Recreation, R. Weetman
Manager of Special Projects, T. Battison
Senior Planner, J. Belobaba,
Senior Planner, M. Laidlaw
Planner, F. Savage
Planning Analyst, K. Creery
Planning Analyst, B. McCrady
Council Coordinator, A. Winkle
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 "Zoning Amendment Bylaw (Shipping Containers) No. 2093, 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.

MINUTES

Public Hearing: Zoning Amendment Bylaw (Shipping Containers) No. 2093, 2015

October 20, 2015

Page 2

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 amend the Zoning Bylaw to prohibit shipping containers in residential areas, permit temporary uses of containers under certain circumstances and to add a new safety regulation for container venting.

Explanation

An explanation was given by Jake Belobaba, Senior Planner concerning the proposed Bylaw.

Submissions

Dave Buzzard, 9295 Emerald Drive;

- Commented that he has had a container for 7 years after a fire destroyed part of his home after replacing an existing shed with a shipping container to store some of their building supplies and things from the home.
- Commented that the building inspector had no objections to it being on his property at the time.
- Said his plan was to clad it with cedar siding and put a roof on it and it has been painted and is tucked into the trees.
- Commented that he does not see much of a difference between a shed and a shipping container that has been made to look like a shed.
- Expressed concerns for venting requirements for containers that are coming on boats. Commented that there might be issues with the containers requiring venting which might be a problem for the Municipality.

Ken Achenbach, 8629 Drifter Way;

- Said that he is the Camp of Champion owner and one of the owners Powder Mountain
- Said that 13 years ago he was not told that he couldn't have a container on his property so he purchased new containers, painted them to match the house and sunk them in the ground to be less visible and unsightly.
- Commented that some people have unsightly containers too close to the road and this is what probably caught the Mayors attention and started this amendment to the bylaw.
- Commented that he supports bylaws to minimize the impact containers have on the view of the surroundings and the vibe of Whistler and the safety issues but not the outright ban of them.
- Made a suggestion that the RMOW bring in codes for them but banning containers outright when other communities are now starting to look at them for their small ecological footprint for sustainability is ridiculous.
- Comments that Whistler can continue to be the leader in the area of sustainability like we have done with the Whistler Way so we should give other municipalities another example as to how we can lead in this area.
- Commented that Whistler has two layers of government – one for the rich and everyone else.
- Said that illegal space issues should not be about sheds.
- Commented on municipal staff not doing their jobs (Bylaw, Building Inspector)

- Commented on the creation of monster houses that have gotten away with having large “crawl spaces” which have been approved by building inspectors and are hidden by large houses but that a shipping container behind a hedge is illegal.
- Commented on putting in a shipping container for \$10,000 as opposed to putting in the same space for a constructed shed for \$40,000.
- Commented on containers used during the Olympics and at MPSC that were plumbed and electrified.
- Asked that shipping containers be regulated not banned.

Steve Bayly, 2576 Snowridge Cres;

- Is the owner/developer of Nesters Crossing.
- Said his property is mainly used for back of house industrial storage for contractors, landscapers, yards and Whistler businesses.
- Commented that it doesn't just restrict containers in residential areas but permits use outright to just one zone in Function Junction.
- Commented that the bylaw is vague by mentioning where it is legally zoned but assumes by not mentioning anywhere else that it is not legal. Commented that it can be used in an industrial zone but you have to have a building there as an auxiliary use.
- Envisioned that his business at Nesters Crossing was zoned so that small businesses could afford property not in their driveway - not at their home.
- Commented that if it was in a landscapers home it would big part of a landscaper's yard for storage which could be vented.
- Would like CTI1 zone to be added as a place where containers could be as a development permit would authorize.
- Questioned why lighting and electricity would not be ok if properly inspected?
- Asked that Council consider allowing containers and remove the ban.

Spencer Charleton, 8224 Alpine Way;

- No issues with the zoning amendment bylaw but can see that the CTI1 zone as another zone that makes sense to have shipping containers permissible.
- Said he is a small business owner who has small industrial equipment and is concerned that without the provision of a building would not be able to use a shipping container as storage if he wanted if he was not in a zoned area.
- Would like all industrial areas considered equally so that we can store equipment.
- Agrees with no plumbing which might make a container livable but sees the use of electricity or heating would make sense.

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

Correspondence

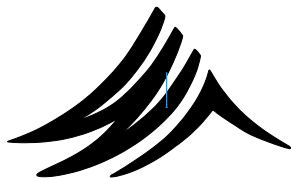
Mayor Wilhelm-Morden acknowledged a letter from Mons Holding Ltd. and Shannon Story, Corporate Officer, indicated there was one letter in support of the proposed Bylaw included in the Public Hearing package from Crosland Doak from June 2015.

ADJOURNMENT

Hearing no further comments, the Public Hearing adjourned at 6:31 p.m.

Mayor N. Wilhelm-Morden

Corporate Officer: S. Story



REPORT | INFORMATION REPORT TO COUNCIL

PRESENTED: November 3, 2015

REPORT: 15-135

FROM: Resort Experience

FILE: 7006.01

SUBJECT: PLANNING AND BUILDING DEPARTMENTS APPLICATION ACTIVITY
REPORT – 2015 THIRD QUARTER

COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

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

RECOMMENDATION

That Information Report No.15-135 summarizing the Planning Department and Building Departments application activity for the third quarter of 2015 be received.

REFERENCES

Appendix A – Table A.1: Planning Department New Applications By Type
Table A.2: Planning Department Application Processing Status
Table A.3: Building Department New Applications By Type
Table A.4: Building Department Application Processing Status
Table A.5: Summary of Active Rezoning and Development Permit Applications

PURPOSE

This report presents a summary of Planning Department and Building Departments application activity for the third quarter of 2015. This report also provides additional information on active rezoning and development permit files as requested by Council.

DISCUSSION

Background

Early in 2015, Council requested regular and on-going reporting of statistics on Planning and Building Department applications. Staff committed to providing quarterly reports to Council. Quarterly reports were presented to Council for the first quarter and second quarter of 2015, on April 28, 2015 and July 21, 2015, respectively. At the July 21, 2015 meeting Council requested some additional information on the status of rezoning and development permit applications. This current report, for the third quarter of 2015, also provides this additional information.

Activity Report

Summary tables presenting the number of applications by type of application, and their status as either active or approved, are presented in Appendix “A” for both the Planning Department and the Building Department.

As shown in Appendix A.1, in the 3rd quarter of 2015 the Planning Department received 51 new applications, compared to 62 for the 1st quarter and 70 for the 2nd quarter. The total for year to date 2015 through the first 3 quarters is 183 new applications, compared to the total of 258 new applications for all of 2014. The statistics also show the distribution of applications by type, with Development Permit applications continuing to represent the largest number of applications.

Appendix A.2 shows three tables that provide the processing status of new Planning Department applications received in the first 3 quarters of 2015, as well as outstanding applications from 2014 and their processing status as of the end of the 3rd quarter 2015. The addition of these two tables represents the total volume of applications being processed by the Planning Department in the first 3 quarters of 2015 and the status of these applications. In total, the Planning Department had 270 applications in process, of which 168 were approved, 2 denied, 19 withdrawn or cancelled and 81 remaining in progress.

Appendix A.3 shows that in the 3rd quarter of 2015 the Building Department had 310 new files, compared with 233 for the 1st quarter and 351 for the 2nd quarter. The total year to date 2015 through the first 3 quarters is 894 new files, compared to the total of 1,146 new applications for all of 2014. The statistics also show the distribution of files by type, with Building Permits and Information requests representing the majority of the files.

Appendix A.4 shows three tables that provide the processing status of new Building Department files received in the first 3 quarters of 2015, as well as outstanding applications from 2014 and their processing status at the end of the 2nd quarter 2015. The addition of these two tables represents the total volume of applications being processed by the Building Department in the first 3 quarters of 2015 and the status of these applications. In total, the Building Department had 1,337 files in process, of which 504 were approved, 0 denied, 14 withdrawn or cancelled, 656 completed or granted occupancy and 163 remaining in progress.

Rezoning and Development Permit Files

As requested by Council staff have also prepared a summary table of rezoning and development permit files, including a brief description of the nature of the file, the property location, and processing status. This is intended to Council more insight into these files which are in process and require Council approvals. This table is presented as Table A.5 in Appendix A.

WHISTLER 2020 ANALYSIS

W2020 Strategy	TOWARD Descriptions of success that resolution moves us toward	Comments
Built Environment	The built environment is attractive and vibrant, reflecting the resort community's character, protecting viewscales and evoking a dynamic sense of place.	The municipality's Planning and Building policies, regulations and application processes uphold and support this DOS. Quarterly reporting provides information on activity that furthers the DOS.
Built Environment	The built environment is safe and accessible for people of all abilities, anticipating and accommodating wellbeing needs and satisfying visitor expectations.	
Partnership	Residents, taxpayers, businesses and local government hold a shared vision for	

	the resort community and work in partnership to achieve that vision.	
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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

Planning and building applications are processed consistent with established municipal procedures and consistent with legislated requirements. The Planning and Building Department maintain on-going project tracking to monitor and manage work flow and project assignments. This information is also being utilized to inform work on the Customer Service Strategy and related initiatives within the Planning and Building departments.

BUDGET CONSIDERATIONS

The preparation of these quarterly reports is provided for within the existing operating budgets of the Planning and Building Departments. Review and monitoring of application volumes factor into staff resourcing.

The processing of applications by the Planning and Building Departments also generates revenues to the municipality, associated with these processing activities. The amounts of these revenues also reflect the level of application activity. Through the first 3 quarters, total Planning Department revenues associated with application processing fees and staff recoverables were \$131,323. This compares to total budgeted revenues for the entire year 2015 of \$131,500, which is more than double the 2014 budget amount of \$65,500. Through the first 3 quarters, total Building Department Building Permit revenues were \$1,121,953. This is almost double the total budgeted revenues for the entire year 2015 of \$654,874.

COMMUNITY ENGAGEMENT AND CONSULTATION

This report provides publicly available information regarding Planning and Building Department application activity on a regular and on-going basis.

SUMMARY

This report presents Council with summary information on Planning and Building Department application activities for the third quarter of 2015 along with comparisons to the first quarter and second quarters for 2015 and for the year 2014. This is the third of on-going quarterly reports that will be provided as requested by Council.

Respectfully submitted,

Mike Kirkegaard
DIRECTOR OF PLANNING
for

Jan Jansen
GENERAL MANAGER OF RESORT EXPERIENCE

Table A.1
Planning Department
New Applications Received By Type

Type	Q3-2015	Q2-2015	Q1-2015	Total 2015 YTD	Total 2014
Antenna Siting	1	0	0	1	2
Blackcomb Benchland Permit	0	0	1	1	0
Board of Variance	2	6	5	13	21
Covenant Modification	2	4	8	14	19
Crown Referral	0	1	0	1	8
Development Permit	16	21	24	61	79
Development Variance Permit	6	5	6	17	19
Liquor Licence	9	12	8	29	38
Land Use Contract	1	0	0	1	0
Official Community Plan		0	0	0	2
Rezoning	3	3	4	10	25
Section 219	2	2	1	5	5
Sign Permit	9	16	5	30	40
TOTAL Planning	51	70	62	183	258

Table A.2
Planning Department
Application Processing Status

New Applications Received 2015 - Q1 thru Q3

Type	Q3-2015	Q2-2015	Q1-2015	2015 YTD (Q1thruQ3)	Approved	Denied	Withdrawn/ Cancelled	In Progress
Antenna Siting	1	0	0	1			1	
Blackcomb Benchland Permit	0	0	1	1			1	
Board of Variance	2	6	5	13	11		1	1
Covenant Modification	2	4	8	14	5		2	7
Crown Referral	0	1	0	1	1			
Development Permit	16	21	24	61	40		3	18
Development Variance Permit	6	5	6	17	3		3	11
Land Use Contract	1	0	0	1				1
Liquor Licence	9	12	8	29	26			3
Official Community Plan	0	0	0	0				
Rezoning	3	3	4	10	2		1	7
Section 219	2	2	1	5	2		1	2
Sign Permit	9	16	5	30	23			7
TOTAL	51	70	62	183	113	0	13	57

2014 Applications Processed in 2015 Q1 thru Q3

Type	Q3-2015	Q2-2015	Q1-2015	2015 YTD (Q1thruQ3)	Approved	Denied	Withdrawn/ Cancelled	In Progress
Antenna Siting	0	0	2	2		1		1
Blackcomb Benchland Permit	0	0	0	0				
Board of Variance	0	0	0	0				
Covenant Modification	4	3	1	8	6			2
Crown Referral	0	2	0	2				2
Development Permit	1	3	22	26	14		4	8
Development Variance Permit	0	6	6	12	9	1		2
Land Use Contract	0	0	0	0				0
Liquor Licence	0	0	4	4	3		1	0
Official Community Plan	0	1	0	1				1
Rezoning	3	7	7	17	14			3
Section 219	0	2	1	3	2			1
Sign Permit	0	2	10	12	7		1	4
TOTAL	8	26	51	87	55	2	6	24

Total 2014 and 2015 Applications in Process 2015 Q1 thru Q3

Type	Q3-2015	Q2-2015	Q1-2015	Total	Approved	Denied	Withdrawn/ Cancelled	In Progress
Antenna Siting	1	0	2	3	0	1	1	1
Blackcomb Benchland Permit	0	0	1	1	0	0	1	0
Board of Variance	2	6	5	13	11	0	1	1
Covenant Modification	6	7	9	22	11	0	2	9
Crown Referral	0	3	0	3	1	0	0	2
Development Permit	17	24	46	87	54	0	7	26
Development Variance Permit	6	11	12	29	12	1	3	13
Land Use Contract	1	0	0	1	0	0	0	1
Liquor Licence	9	12	12	33	29	0	1	3
Official Community Plan	0	1	0	1	0	0	0	1
Rezoning	6	10	11	27	16	0	1	10
Section 219	2	4	2	8	4	0	1	3
Sign Permit	9	18	15	42	30	0	1	11
TOTAL	59	96	113	270	168	2	19	81

Table A.3
Building Department Department
New Applications Received By Type

Type	Q3-2015	Q2-2015	Q1-2015	Total 2015 YTD	Total 2014
Building Permit	84	86	55	225	307
Comfort Letter	0	3	1	4	8
Fireplace Permit	7	2	1	10	10
Information Request	129	153	121	403	495
Red File	4	7	2	13	29
Plumbing Permit	73	82	45	200	252
Demolition	10	18	8	36	45
Site Alteration	3			3	0
TOTAL Building	310	351	233	894	1146

Table A.4
Building Department
Application Processing Status

New Applications Received 2015 - Q1 thru Q3

Type	2015 YTD (Q1 thru Q3)	Approved	Denied	Withdrawn/ Cancelled	Completed/ Occupancy	In Progress
Building Permit	225	150		5	22	48
Comfort Letter	4				4	
Fireplace Permit	10	2		1	5	2
Information Request	403				398	5
Red File	13				6	7
Plumbing Permit	200	136		1	32	31
Demolition	36	26		1	3	6
Site Alteration	3	1				2
TOTAL Building	894	315	0	8	470	101

2014 Applications Processed in 2015 - Q1 thru Q3

Type	2015 YTD (Q1 thru Q3)	Approved	Denied	Withdrawn/ Cancelled	Completed/ Occupancy	In Progress
Building Permit	148	35		4	86	23
Comfort Letter	0	0		0	0	0
Fireplace Permit	6	6		0	0	0
Information Request	15	0		0	15	0
Red File	27	0		0	6	21
Plumbing Permit	212	124		1	69	18
Demolition	35	24		1	10	0
Site Alteration	0	0				
TOTAL Building	443	189	0	6	186	62

Total 2014 and 2015 Applications in Process 2015 - Q1 thru Q3

Type	Total	Approved	Denied	Withdrawn/ Cancelled	Completed/ Occupancy	In Progress
Building Permit	373	185	0	9	108	71
Comfort Letter	4	0	0	0	4	0
Fireplace Permit	16	8	0	1	5	2
Information Request	418	0	0	0	413	5
Red File	40	0	0	0	12	28
Plumbing Permit	412	260	0	2	101	49
Demolition	71	50	0	2	13	6
Site Alteration	3	1	0	0	0	2
TOTAL Building	1337	504	0	14	656	163

Table A.5
Planning Department
Development Permit and Zoning Applications

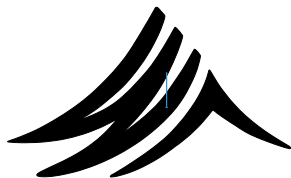
File #	Address	Subject	Application Date	Status
DP001408	INDIGO LANE 8413	Rainbow 12 unit condo development	18-Nov-14	Approved for issuance by Council 15-Sep-15 subject to conditions. Applicant working on fulfilling issuance conditions.
DP001430	VILLAGE GATE BLVD 4321 1	Village - Blue Shore Credit Union - canopy in road right of way for existing a/c units	13-Mar-15	Approved for issuance by Council 6-Oct-15 subject to conditions. Applicant working on fulfilling issuance conditions.
DP001033	VILLAGE GREEN 4154 7	Village - expansion to Beacon Pub (former Citta)	6-Aug-08	Staff reviewing concurrently with RZ001102. Refer to status of RZ001102.
DP001221	SUNSHINE PL 4211 LOBBY	Village - Hearthstone Lodge Entrance Canopy	29-Nov-11	Approved for issuance by Council 24-Jan-12 subject to conditions. Applicant working on fulfilling issuance conditions.
DP001222	SUNSHINE PL 4201 1	Village - Rainbow Condos Elevator addition	29-Nov-11	Approved for issuance by Council 24-Jan-12 subject to conditions. Applicant working on fulfilling issuance conditions.
DP001291	BLACKCOMB WAY 4295 20	Mongolie Grill - Covered patio on second floor	5-Apr-13	On 8-Apr-15 owner requested application to be placed on hold until they decide how they want to proceed.
DP001337		Function Junction First Nations Lands - development of vacant site with 4 buildings for light industrial, commercial services and office uses	29-Jan-14	Application on hold.
DP001342	SPRINGS LANE 4165	Village - GLC Patio Canopy	19-Feb-14	Approved for issuance by Council 19-Feb-14 subject to conditions. Applicant working on fulfilling issuance conditions.
DP001440	GOLFERS APPROACH 4111	Village - Tapley's - patio expansion & improvements	8-Apr-15	Applicant revising proposal to address 14-Sep-15 staff comments.
DP001442	BLACKCOMB WAY 4295	Village - Whistler Village Centre enhancements to pedestrian level shop fronts, plaza and circulation routes, and landscaping	20-Apr-15	Applicant revising proposal to address 19-Oct-15 staff comments.

Table A.5
Planning Department
Development Permit and Zoning Applications

DP001434	GLACIER DR 4700 37	Benchlands - Pinnacle Ridge Additions to Unit 37 (DPA#5 + LUC development approval)	10-Mar-15	Approved for issuance by Council 10-Mar-15 subject to conditions. Applicant working on fulfilling issuance conditions.
DP001435	GLACIER DR 4700 36	Benchlands - Pinnacle Ridge Additions to Unit 36 (DPA#5 + LUC development approval)	10-Mar-15	Approved for issuance by Council 10-Mar-15 subject to conditions. Applicant working on fulfilling issuance conditions.
DP001463	ALPHA LAKE RD 1220	Function Junction - warehouse/office building	14-Jul-15	Approved for issuance by Council 15-Sep-15 subject to conditions. Applicant working on fulfilling issuance conditions.
		Zoning amendment for Temporary Use Permits for Artist Studios in residential areas		To be presented to Council for direction to proceed, expected November 17, 2015.
RZ001065		General text amendment for retaining walls and roof height calculation	4-Sep-12	Application on hold. Integrate with GFA exclusion review.
RZ001068		Zoning & Parking Bylaw 303 Housekeeping Amendments	14-Feb-13	Ongoing.
RZ001077		GFA Exclusion Regulation Amendment	16-Jan-14	Upcoming report to Council on GFA exclusions.
RZ001107		RMOW initiated zoning amendment bylaw to prohibit shipping containers in residential areas	23-Apr-15	Public Hearing held on 20-Oct-15.
RZ001108		Zoning Numbering System upgrade	26-May-15	Underway.
RZ001104	LAKE PLACID RD 2121	Creekside - proposed rezoning to permit continued use of existing triplex	20-Feb-15	Applicant working on fulfilling conditions of bylaw adoption.
RZ001069	MOUNTAIN VIEW DR 8328	Alpine Meadows - LUC discharge, zoning & lot reconfig. at 8328, 8332 & 8340 Mountainview Drive	20-Feb-13	Public Hearing held on 14-July-15, given 3rd reading on 26-May-15. Applicant working on fulfilling conditions of bylaw adoption.
RZ001102	VILLAGE GREEN 4154 7	Village - Crystal Lodge Restaurant Expansion	30-Jan-15	Applicant addressing 13-Aug-15 staff comments re: servicing conflicts and additional solar analysis.
RZ001109	NORDIC PL 2004	Nordic - SFU Ski Cabin - proposal to change use from hostel use to detached dwelling use and increase density to permit subdivision to 2 lots for detached dwelling use	14-Jul-15	Application received. Under review.

Table A.5
Planning Department
Development Permit and Zoning Applications

RZ001095	BEAR PAW TRAIL 8200	Rainbow - rezoning and OCP amendment additional GFA u/g & above liquor and grocery store	23-Jul-14	Application on hold.
RZ001003	MONS CRT 8069	Mons - Pomroy Property - proposal to legitimize existing non-permitted uses and proposed new uses	22-Apr-08	No response from applicant regarding 2013 request for information.
RZ001073	MONS RD 8021	Mons - Sabre Property - proposal to legitimize existing industrial uses and increase density	26-Mar-13	Revised submission received on 21-Sept-15. Under review.
RZ001111	CLOUDBURST DR 1310	Cheakamus Crossing - rezoning to permit subdivision of parcel into 2 parcels, and allocate density to each parcel for WHA apartment on one parcel and townhouse/apartment on one parcel	24-Sep-15	Requesting 1st & 2nd reading of Zoning Amendment Bylaw (Zoning Amendment (1310 Cloudburst Drive) No. 2101, 2015) on 3-Nov-15.
RZ001094	MCKEEVERS PL 8104	Alpine - Alpine Cafe & Market - proposal for increased density and change of use	10-Jul-14	Applicant revising proposal to address 12-Jun-15 staff comments.
RZ001112	HORSTMAN LANE 4914	Benchlands - discharge LUC and rezone to RS3	1-Oct-15	Application received. Under review.



REPORT | INFORMATION REPORT TO COUNCIL

PRESENTED: November 3, 2015
FROM: Community and Corporate Services
SUBJECT: WHISTLER FIRE RESCUE SERVICE OPERATIONAL SERVICE REVIEW

REPORT: 15-129
FILE: 4800

COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

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

RECOMMENDATION

That Information Report No.15-129 regarding the fire service review and related recommendations contained within, be received.

REFERENCES

Appendix A –Whistler Fire Rescue Service Operational Service Review (the Review)

PURPOSE OF REPORT

The purpose of this report is to review the recommendations made, review steps already taken to implement some of the recommendations and outline next steps.

DISCUSSION

In 2014, a review of the Whistler Fire Rescue Service (WFRS) was commissioned. This review was undertaken to provide insight into our fire department. This review was in follow up to a similar review done 16 years ago, since which time considerable change has occurred in the community. The purpose of this review is to determine the effectiveness and efficiency of the WFRS as well as provide recommendations and insights as to how the service may be improved.

Effective management of a fire department requires a clear understanding of risk, coupled with the ability to manage resources in response to risk. A fire department's capabilities and resources must be carefully balanced on the risks inherent and the costs to provide these services. Communities must assess the risks and create a plan that addresses both current and anticipated needs.

This review outlines the current state of the WFRS, identifies and assesses the nature and sources of risk faced by the community, identifies the resources available to manage these risks, identifies gaps and opportunities between risks and resources, and provides recommendations on how Whistler can best address these gaps.

The Review also contains a series of observations and 14 recommendations. This is a complex document, with many topics considered and various potential solutions outlined.

Summary of Recommendations:

Recommendation #1:

RMOW should integrate its various fire-related bylaws and centralize them under one “Fire and Life Safety Bylaw”.

(Reference: Appendix A Section 4.3 Fire Bylaws and Policies, Page 28)

Recommendation #2:

WFRS should conduct an analysis of false alarm responses in order to identify changes that should be made to the false alarm bylaw, as well as other preventative measures that can be introduced to reduce the number of false alarms. These can include measures targeted at alarm system maintenance deficiencies, as well as enforcement and education regarding malicious or recurring accidental incidents.

(Reference: Section 4.3 Fire Bylaws and Policies, Page 29)

Recommendation #3:

WFRS should conduct an audit of staff members’ current qualifications and determine if there are any deficiencies in meeting the standards identified in BC’s Competency and Training Playbook. If deficiencies are found, WFRS should ensure that the required training standards are met and maintained. Once a training plan is set, WFRS can follow the checklist provided in the playbook to ensure that training remains adequate and up-to-date. To facilitate tracking of staff training and qualifications, WFRS can incorporate this data into a database management system set up for their tracking requirements (See Section 4.4 Database Management). It is important to note that this can be achieved within the existing program resulting in a cost-neutral implementation.

(Reference: Section 4.6.1 Training, Page 35)

Recommendation #4:

Complete a business case analysis comparing the cost of maintaining fire investigations as an internal service provided by WFRS or contracting out this service to reputable fire investigation company. For maintaining investigations in-house, costs should include necessary training costs and time spent completing the investigations.

(Reference: Section 4.6.5 Fire Investigation, Page 37)

Recommendation #5:

WFRS should develop a dashboard that monitors the Department’s outputs and performance goals and distribute it regularly to WFRS staff and RMOW Senior Leadership.

(Reference: Section 5.4 Database Management, Page 46)

Recommendation #6:

Training in basic interpersonal skills should be provided as part of the Officers’ development program. Training should include conflict resolution, communication techniques, and teambuilding. This can be achieved within the existing RMOW human resource program.

(Reference: Section 6.1.2 Recruitment, Selection, Retention, and Promotion, Page 48)

Recommendation #7:

Recognizing available resources, WFRS should implement an Acting Chief Officer program to allow incumbent Officers to back-fill when Chief Officers are away and to provide on-call relief.

Acting Chief Officers should be selected from the Department’s Captains, based on seniority.

(Reference: Section 6.1.4 Succession Planning, Page 48)

Recommendation #8:

Recognizing room for improvement, there would be benefit for RMOW and WFRS management and labour representatives should work together to develop a modified work program and attendance management program that ensures productive, useful work for WFRS staff members requiring modified duties and reduces time away from work. This program should be customizable to a range of modified work scenarios and enhance employee accountability towards attendance. The program should also investigate incorporating more flexibility with the floater's position and the use of Paid On Call staff to backfill for illnesses.

(Reference: Section 6.1.6 Modified Work Duties, Page 51)

Recommendation #9:

RMOW and the WFRS management along with labour representatives should work together to develop an alternative utilization program that ensures efficient and effective utilization of on duty career firefighting staff.

(Reference: Section 6.1.7 Alternative Utilization of On Duty Staff, Page 52)

Recommendation #10:

Conduct a full building assessment and an efficiency study of the facility to include a building envelope study for mechanical, electrical and structural assessment with a view to consider the following functional requirements:

- Administration Offices
- Dormitories
- Dispatch
- Apparatus Bay
- Firefighter Staging and Personal Storage area
- Equipment Storage
- Maintenance Area
- Laundry Facilities
- Training Area
- Fitness Area
- Washroom Facilities
- Parking and Site Access

(Reference: 6.2.1 Fire Station Locations, Page 60)

Recommendation #11:

Station #2 should be closed and its vehicles, equipment, and POC staff redistributed to Stations #1 and #3 as appropriate. Based on Map 6, response from Station #1 and #3 appears to provide adequate coverage for the community, and as such, Station #2 is a redundant resource. Renovating and upgrading Station #2 would be a poor use of resources for WFRS.

Selling this facility or re-purposing it for another city business unit would also eliminate its maintenance from WFRS's expenditures. The closure of Station #2 needs to be validated by Municipal Consulting Services (FUS).

(Reference: 6.2.1 Fire Station Locations, Page 61)

Recommendation #12:

Using existing resources and municipal properties set aside a space for practical training; such as a portion of the Capilano works-yard. The plan should include the location of training props and safety systems that meet the needs of the municipality and any identified partners, taking into

consideration cooperative resources. Once the plan is approved, a phased process for implementation could be undertaken to lessen the initial cost burden. Something that WFRS may also want to consider is developing such a facility in cooperation with surrounding communities. Currently, each of the communities surrounding RMOW has its own version of a training facility. We suggest that RMOW explore a cooperative training scenario where communities would pool resources to create one facility with greater training opportunities. *(Reference: Section 6.2.2 Training Facilities, Page 63)*

Recommendation #13:

A resource deployment concept should be developed to assess the cost benefits of procuring multi-functional vehicles such as engine/rescues and the use of smaller vehicles for routine calls including FMR (First Medical Responder). *(Reference: Section 6.3.1 Apparatus, Page 67)*

Recommendation #14:

A review should be conducted of the current communication system in order to identify ways of enhancing it. In particular, this review should address enhanced building penetration and the reliability of the paging system. *(Reference: Section 6.4 Communication System, Page 69)*

Progress To Date

Data collection for the Review began a year ago. As a result, some recommendations have already been addressed and with others, steps are underway to move toward solutions contained within the Review:

- Recommendation #3: Completed. No training deficiencies were identified within the POC or career group.
- Recommendation #7: Underway. Background information has been gathered and discussions have begun with firefighters to realize an Acting Officer Program.
- Recommendation #8: Partially addressed by the career firefighter contract settlement. This action, scheduled to occur regardless of the review, nonetheless provided the opportunity to partially address this recommendation, through the establishment of the Relief Pool Firefighter designation.
- Recommendation #9: Ongoing. Steps have already been made toward a fully realized alternative utilization program. As of now, when a shift is staffed beyond four, the extra firefighter is assigned non-emergency duties. Vehicle replacement program may result in an adaptive response program, with a possible budget consideration if a 2nd Officer is assigned.
- Recommendation #12: Site secured at Compost Facility yard.
- Recommendation #13 Ongoing, with a report on truck replacement type and quantity coming forward to the Vehicle Acquisition Committee in the near future.
- Recommendation #14 Completed, with an upgrade to the repeater system and new pagers. To date, complete satisfaction with the new system.

Next Steps:

Staff support the steps already taken, and are committed to moving through the Review recommendations and looking for cost effective ways to address concerns raised, without negatively affecting service delivery.

This will be done, based on the particular recommendation, through consultation and collaboration with the appropriate internal and external stakeholders. Updates will be provided to Council.

A Committee, with representation from senior management, fire command and firefighters will be established. This committee will use the Review as a basis to help guide decision making and consider the following criteria:

- Beneficial effect on service delivery
- Practicality
- Costs
- Ease of implementation.

Subcommittees may be formed to address a particular recommendation.

Budgeting limitations must be factored in to all decisions, and for some recommendations, capital funds may need to be secured by appropriate budget approval processes.

WHISTLER 2020 ANALYSIS

W2020 Strategy	TOWARD Descriptions of success that resolution moves us toward	Comments
Health and Social	The Resort Community is safe for both visitors and residents, and is prepared for potentially unavoidable emergency events	Met by a Municipal Fire Service, focused on education and prevention, that is well trained and equipped to respond.
Economic	A skilled workforce supports the local economy, and the local economy supports the skilled workforce.	A skilled workforce is well trained to work with the public to assist them in preventing incidents from occurring, reducing disruption to the local economy. Conversely, the local economy must support the Service level they choose.
Built Environment	The built environment is safe and accessible for people of all abilities, anticipating and accommodating wellbeing needs and satisfying visitor expectations.	Fire prevention inspections, as required by the Fire Services Act, assist the owner with their responsibility to comply. Maintained buildings increase occupant safety.
Partnership	Residents, taxpayers, business and local government hold a shared vision for the resort community and work in partnership to achieve that vision.	Relationships and Partnerships are emphasised in the report. At a Provincial and local level, as well as with local businesses and community groups.

W2020 Strategy	AWAY FROM Descriptions of success that resolution moves away from	Mitigation Strategies and Comments
None		

OTHER POLICY CONSIDERATIONS

Policy considerations are attached to a number of the recommendations. They may include:

- Bylaw consolidation or changes
- RFP's with accompanying contracts
- Political implications
- Collective and Service Agreements.

Staff will return to Council for any major issues.

BUDGET CONSIDERATIONS

Budget considerations are considered with each recommendation. Some recommendations may be absorbed within normal operating costs, others may require long range capital planning, if implemented. Still others may result in cost savings. Actual numbers will become known once costing is done, after priorities are set to the recommendations, stakeholders consulted and plans established into the budget planning process for consideration by Council as may be required.

COMMUNITY ENGAGEMENT AND CONSULTATION

Engagement and consultation will be tailored to the recommendation being considered. For example, consolidating existing Bylaws, does not require public consultation. Conversely, significant community and staff engagement and consultation is required when considering adjusting response zones. While community input is not needed to implementation an Acting Officer Program, it will require staff consultation for success.

SUMMARY

The last Service review was conducted in 1998. It was not until 2010, with the push of the Olympics, that the recommendations from that report were completed.

With the depth and complexity of some of the recommendations contained in this report, it is prudent to consider that it will take time to work through them. That said, staff have already demonstrated progress. Staff are committed to using the Review's findings to help guide decision making and will engage with the appropriate stakeholders to ensure balance, with value and service in mind.

Respectfully submitted,

Geoff Playfair
Fire Chief
for
Norm McPhail
General Manager, Corporate and Community Service

WHISTLER FIRE RESCUE SERVICE OPERATIONAL SERVICE REVIEW



Resort Municipality of Whistler

Presented to:

Sheila Kirkwood, Fire Chief
Whistler Fire Rescue Service
4325 Blackcomb Way
Whistler BC V0N 1B4

Submission Date:

March 9, 2015

Presented by:

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PREFACE

The following report serves as the Resort Municipality of Whistler's Fire Services Implementation Master Plan. Its purpose is to assist Whistler Fire Rescue Service (WFRS) in ensuring the provision of safe and effective response services in Whistler, now and into the future.

In creating this report, we analyzed a number of factors to determine the effectiveness and efficiency of WFRS. We looked at the operational and administrative aspects of the fire department, as well as the ability of the department to work as a cohesive unit. We then reviewed WFRS's response data and its current resources, and assessed their alignment with both existing and projected risks and levels of demand.

We would like to acknowledge the foresight of WFRS in taking this step to guide their long term planning and decision making. We would also like to express our sincere appreciation to those WFRS members and Resort Municipality of Whistler staff members who participated in the development of this Plan by providing information and input. In particular, we would like to thank Fire Chief Sheila Kirkwood for her management and guidance of this project.

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EXECUTIVE SUMMARY

Introduction

Effective management of a fire department requires a clear understanding of risk, coupled with the ability to provide and manage resources to deal with that risk. It is imperative that all stakeholders, including fire department management, with municipal management, and political decision makers, know how a fire department's abilities and resource affect the outcomes of service delivery.

Many fire departments across the nation are challenged by budget constraints, rising call volumes, and increasing levels of risk. Failing to manage these factors effectively can leave a community and its emergency responders vulnerable, and can lead to unfavorable outcomes. Communities must assess the risks and create a plan that addresses both current and anticipated needs.

This report serves as Whistler's Fire Rescue Service (WFRS) Operational Service Review. It reviews the current state of WFRS, identifies and assesses the nature and sources of risk faced by the community, identify the resources available to manage these risks, identify gaps between risks and resources, and provide recommendations regarding how Whistler can best address these gaps.

Department Overview

WFRS is a composite fire department, staffed 24 hours with a Minimum Duty Strength (MDS) of four (4) full-time firefighters and backed up by a contingent of paid-on-call (POC) firefighters. The department operates out of three fire stations: one main fire station staffed by both fulltime and POC firefighters, and two additional fire stations staffed primarily by POC staff. WFRS provides fire, rescue, and medical services within the Resort Municipality of Whistler and along a stretch of Highway 99 outside of municipal boundaries. WFRS also provides mutual aid response to a number of neighboring communities.

Community Overview

Established in 1975, the Resort Municipality of Whistler (Whistler) is the oldest of the three resort municipalities in British Columbia. Whistler's proximity to Vancouver and year-round draw as a world class vacation and recreation destination has made it a busy community with a unique risk profile. Whistler's current permanent population of close to 10,000 residents is inflated with the over 2 million visitors it receives annually. In 2013, the municipality's daily population was equivalent to 25,989. Over the last few years, it has become difficult to balance the increasing complexity and demand of emergency response with the need to focus more attention on fire prevention and public education. Whistler seeks to guide its Fire Rescue Service through the next decade in such a way that allows for an effective and efficient service, delivered at appropriate levels to meet the needs of the community and budgetary demands.

Summary of Recommendations

In order to develop a common understanding and philosophy towards emergency response, the following recommendations should be included in strategic planning. This will assist the RMOW and WFRS in determining core services, staffing, training framework, equipment, resource deployment and distribution, and apparatus needs along with time-lines for implementation. Progress should be tracked annually and targets adjusted accordingly.

Recommendation #1:

RMOW should integrate its various fire-related bylaws and centralize them fewer than one “Fire and Life Safety Bylaw”.

(Reference: Section 4.3 Fire Bylaws and Policies, Page 28)

Recommendation #2:

WFRS should conduct an analysis of false alarm responses in order to identify changes that should be made to the false alarm bylaw, as well as other preventative measures that can be introduced to reduce the number of false alarms. These can include measures targeted at alarm system maintenance deficiencies, as well as enforcement and education regarding malicious or recurring accidental incidents.

(Reference: Section 4.3 Fire Bylaws and Policies, Page 28)

Recommendation #3:

WFRS should conduct an audit of staff members’ current qualifications and determine if there are any deficiencies in meeting the standards identified in BC’s Competency and Training Playbook. If deficiencies are found, WFRS should ensure that the required training standards are met and maintained. Once a training plan is set, WFRS can follow the checklist provided in the playbook to ensure that training remains adequate and up-to-date. To facilitate tracking of staff training and qualifications, WFRS can incorporate this data into a database management system set up for their tracking requirements (See Section 4.4 Database Management). It is important to note that this can be achieved within the existing program resulting in a cost-neutral implementation.

(Reference: Section 4.6.1 Training, Page 35)

Recommendation #4:

Complete a business case analysis comparing the cost of maintaining fire investigations as an internal service provided by WFRS or contracting out this service to reputable fire Investigation Company. For maintaining investigations in-house, costs should include necessary training costs and time spent completing the investigations.

(Reference: Section 4.6.5 Fire Investigation, Page 36)

Recommendation #5:

WFRS should develop a dashboard that monitors the Department’s outputs and performance goals and distribute it regularly to WFRS staff and RMOW Senior Leadership.

(Reference: Section 5.4 Database Management, Page 45)

Recommendation #6:

Training in basic interpersonal skills should be provided as part of the Officers' development program. Training should include conflict resolution, communication techniques, and teambuilding. This can be achieved within the existing RMOW human resource program.

(Reference: Section 6.1.2 Recruitment, Selection, Retention, and Promotion, Page 48)

Recommendation #7:

Recognizing available resources, WFRS should implement an Acting Chief Officer program to allow incumbent Officers to back-fill when Chief Officers are away and to provide on-call relief. Acting Chief Officers should be selected from the Department's Captains, based on seniority.

(Reference: Section 6.1.4 Succession Planning, Page 48)

Recommendation #8:

Recognizing room for improvement, there would be benefit for RMOW and WFRS management and labour representatives should work together to develop a modified work program and attendance management program that ensures productive, useful work for WFRS staff members requiring modified duties and reduces time away from work. This program should be customizable to a range of modified work scenarios and enhance employee accountability towards attendance. The program should also investigate incorporating more flexibility with the floater's position and the use of POC staff to backfill for illnesses.

(Reference: Section 6.1.6 Modified Work Duties, Page 50)

Recommendation #9:

RMOW and the WFRS management along with labour representatives should work together to develop an alternative utilization program that ensures efficient and effective utilization of on duty career firefighting staff.

(Reference: Section 6.1.7 Alternative Utilization of On Duty Staff, Page 51)

Recommendation #10:

Conduct a full building assessment and an efficiency study of the facility to include a building envelope study for mechanical, electrical and structural assessment with a view to consider the following functional requirements:

- *Administration Offices*
- *Dormitories*
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- *Apparatus Bay*
- *Firefighter Staging and Personal Storage area*
- *Equipment Storage*
- *Maintenance Area*
- *Laundry Facilities*
- *Training Area*
- *Fitness Area*
- *Washroom Facilities*

- *Parking and Site Access*

(Reference: 6.2.1 Fire Station Locations, Page 59)

Recommendation #11:

Station #2 should be closed and its vehicles, equipment, and POC staff redistributed to Stations #1 and #3 as appropriate. Based on Map 6, response from Station #1 and #3 appears to provide adequate coverage for the community, and as such, Station #2 is a redundant resource. Renovating and upgrading Station #2 would be a poor use of resources for WFRS. Selling this facility or re-purposing it for another city business unit would also eliminate its maintenance from WFRS's expenditures. The closure of Station #2 needs to be validated by Municipal Consulting Services (FUS).

(Reference: 6.2.1 Fire Station Locations, Page 59)

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Using existing resources and municipal properties set aside a space for practical training; such as a portion of the Caps works-yard. The plan should include the location of training props and safety systems that meet the needs of the municipality and any identified partners, taking into consideration cooperative resources. Once the plan is approved, a phased process for implementation could be undertaken to lessen the initial cost burden.

Something that WFRS may also want to consider is developing such a facility in cooperation with surrounding communities. Currently, each of the communities surrounding RMOW has its own version of a training facility. We suggest that RMOW explore a cooperative training scenario where communities would pool resources to create one facility with greater training opportunities.

(Reference: Section 6.2.2 Training Facilities, Page 63)

Recommendation #13:

A resource deployment concept should be developed to assess the cost benefits of procuring multi-functional vehicles such as engine/rescues and the use of smaller vehicles for routine calls including FMR (First Medical Responder).

(Reference: Section 6.3.1 Apparatus, Page 64)

Recommendation #14:

A review should be conducted of the current communication system in order to identify ways of enhancing it. In particular, this review should address enhanced building penetration and the reliability of the paging system.

(Reference: Section 6.4 Communication System, Page 68)

Conclusion

The purpose of this report is to assist Whistler Fire Rescue Service (WFRS) in developing a long term strategy for the Resort Municipality of Whistler (RMOW) to use in evaluating and forecasting resource needs for current and future fire services. In order to adopt and implement the recommendations in this document, it is recommended that the WFRS work with the RMOW's Council and senior staff to develop a suitable operational philosophy, outline expectations for levels of service and relevant performance standards based on community risk factors and fiscal realities. Then, the fire chief, working together with the CAO and senior municipal staff, will be able to establish benchmarks for service delivery. These benchmarks will enable WFRS to identify and evaluate adjustments to existing service levels that may be required to meet current and future needs. It will also assist Council and the administration in determining priorities for WFRS that are in line with municipal goals and strategies, while effectively managing risk and budgets.

SECTION 1

INTRODUCTION

1.1 Introduction

Established in 1975, Whistler is the oldest of the three resort municipalities in British Columbia. Whistler's proximity to Vancouver and year-round draw as a world class vacation and recreation destination has led to rapid growth in population, development, and tourism in from the late 1980s through the early 2000s. Since the economic downturn in 2008, real estate investment and population growth have slowed. While development has also slowed, this is partly a result of RMOW's Official Community Plan (OCP), as the community is nearing build-out.



Whistler remains busy, and the municipality now has the challenge of providing world class services to a largely temporary and tourism-based population, with a tax base that is no longer growing rapidly. It has become difficult for Whistler Fire and Rescue Services (WFRS) to keep up with the steadily growing demand for and cost of emergency response, and the increasing complexity of calls. WFRS's administration and staff should be complimented for remaining focused, through such dynamic times, on the task of providing emergency services that meet the community demand and public expectation.

Whistler seeks to guide its Fire Rescue Service through the next decade in such a way that allows for an effective and efficient prevention and response service, delivered at appropriate levels to meet the needs of the community, while working within fiscal realities. The purpose of this project is to provide a long term operational strategy for WFRS through an assessment of the following:

- Community Risks
 - Population and Growth
 - Commercial Activities
 - Roadway Activities
 - Construction and Development
 - Cost of Services
- Programs and Services
 - Core Services
 - Non-Core Services
 - Operating Principles
 - Levels of Service

- Resources
 - Staffing and Deployment
 - Training
 - Equipment and Infrastructure
 - External Partnerships
- Financial Implications
 - Costs and Budgets

1.2 Project Rationale

Effective management of a fire department requires a clear understanding of risk, coupled with the ability to provide and manage resources to deal with that risk. This is particularly challenging given the rising cost of career firefighters and the declining ability to attract and retain volunteer firefighters.

It is imperative that all stakeholders, including fire department management, municipal management, and political decision makers, understand how a fire department's abilities and resources affect the outcomes of emergency response and what the most cost efficient system is to deliver core services.

Fire departments across the nation are challenged by budget constraints, increasing costs for career staff, recruitment challenges, retention and training of volunteers, rising call volumes, and increasing levels of risk. Failing to manage these considerations can leave a community and its emergency responders vulnerable, and can lead to unfavorable outcomes. Communities must continue to assess the risks and create a plan that addresses both current and anticipated needs within a defined financial plan.

Behr was retained to assist Whistler in identifying opportunities for service improvement in order to help WFRS achieve a more efficient, effective, and fiscally responsible fire and rescue service. We understand Whistler and WFRS wish to explore options for the delivery of fire and rescue services to the community, through the evaluation and analysis of current and future operations and risk. Our recommendations are based on analysis of WFRS' current operations and services, applicable legislation, industry leading practices and standards, and current and anticipated risks in the community.

1.2.1 Project Goal and Objectives

The purpose of this report is to provide a Fire Rescue Operational Service Review for WFRS that offers the best long-term strategy for ensuring the continued success and economic viability of the WFRS, and that assists WFRS in ensuring the provision of safe and effective response services in Whistler, now and into the future. In order to achieve this, the Service Review must:

- Maintain a level of service that meets community expectations
- Ensure costs are sustainable
- Meet current legislative requirements
- Align service plans with other related decisions and plans
- Be adaptable to change

- Consider stakeholder relationships
- Consider and compare fire services in comparable communities

1.2.2 Project Scope

This report serves as Whistler's Fire Rescue Service (WFRS) Operational Service Review. It reviews the current state of WFRS, identifies and assesses the nature and sources of risk faced by the community, identify the resources available to manage these risks, identify gaps between risks and resources, and provide recommendations regarding how Whistler can best address these gaps. This approach ensures that the nature and allocation of resources and the relationships between key stakeholders are aligned with real risk.

1.2.3 Project Deliverables

As specified in Section 3.1 of the RFP, as part of this Service Review we have completed the following tasks:

Analysis of how and why services are currently being delivered

This included identification of all services provided by WFRS, and assessment as to whether the service is mandatory (core service) or optional (non-core). The list of services that have been evaluated includes:

- Training
- Fire Suppression
- Medical Response
- Rescue
- HAZMAT Response
- Public Service
- Fire Prevention
- Fire Investigation
- Fire Service Planning
- Pre-Fire and Tactical Planning
- Emergency Management
- Service Agreements

Evaluation of the cost for provision of existing services

We determined the annual overall operating costs of providing the services described above, based on the operating budgets of six comparable municipalities. Costs included compensation (pay, benefits, etc.), specialized apparatus, and/or equipment costs that may be required for each of the services. Wherever there were similarities, costs were compared with other communities' service delivery systems.

Comparison of costs and resources to benchmark group

In consultation with RMOW, we selected six Canadian communities that have similar characteristics as Whistler, and provided information regarding their costs, services provided, manpower, apparatus, facilities, and any other metrics relevant for a

comprehensive fire service evaluation. It must be noted that each community has different risks, services, profiles etc. This makes direct comparisons very difficult and requires extrapolation by Behr in order to provide justification or rationale. 3.1 of this report provides a comparison of factors related to the delivery of fire services in selected comparable communities.

Analysis of core services provided

We examined each of the mandatory core services provided and evaluated how these core services could be delivered more efficiently. We looked at core service delivery models from other Fire Rescue Services and determined whether or not a shift in the current service delivery model can reduce costs while maintaining an acceptable level of service for the identified risks. We also examined and made recommendations as to whether any aspects of the core services could be delivered by other Municipal Departments, or whether the consulting/contracting community can deliver the same services to the community with lower costs to the taxpayers. In addition an analysis of the staffing models for fire service was conducted. This included volunteer, career, and composite configurations.

Analysis of optional services provided

We evaluated each of the non-core services identified in Deliverable 1 to determine how they may be delivered at a lower cost, or whether their delivery should be continued. We quantified the savings associated with discontinuing this service, and weighed it against any identifiable risks. We examined options for delivery of all or part of any of the non-core services by other Municipal Departments, and evaluated whether the consulting/contracting community can deliver the same services to the community with lower costs to the taxpayers.

Analysis of additional optional services not provided

If the other comparator communities offer services beyond that which the WFRS offers, we will provide an analysis of whether WFRS should or should not provide that service.

Additional duties

We evaluated options for how firefighters who are unfit for firefighting duties due to injuries may be utilized for other non-firefighting duties. We also explored opportunities for WFRS to take on additional duties, and have provided an evaluation of the costs and benefits of potential changes.

Apparatus and Response Options

Using the recently completed Fire Underwriters' Survey, we examined the current apparatus and response profile and made recommendations as to the optimal apparatus types, distribution, and response usage that will provide an acceptable level of service to the community while minimizing costs.

1.3 Standards and References

This review considered the following references and standards:

- Basic Guide for Fire Prevention & Control Master Planning (USFA)
- British Columbia Health Act
- British Columbia Emergency Response Management System (BCERMS)
- BC Community Charter

- BC Wildfire Act and Regulation
- Clarks Fire Fighting Principles and Practices
- Code of Practices for the Fire Service
- Compensation and Disaster Financial Assistance Regulation
- Emergency Program Act
- Health Emergency Act (BC)
- IAFC 10 Rules of Structural Engagement
- Local Government Act
- National Fire Protection Association's (NFPA) Standards and Guidelines
- Work Safe BC (WCB) Act and Regulations

1.4 Study Factors

A number of factors impact both assessment and effective mitigation of risk. In order to assess and provide recommendations for WFRS, we have identified the following key factors that have the potential to have the greatest impact on local risk and its mitigation:

- Total area of review
- Population
- Future growth – residential and economic
- Financial resources
- Economics
 - Tourism
 - Agriculture
 - Construction
 - Industrial activity
 - Manufacturing
 - Utilities
 - Dangerous Goods routes, both road and rail
 - Retail businesses and other services
- Multi-jurisdictional requirements and cooperation
- Impacts of Government legislation
- Support services – dispatch, maintenance
- Public education and prevention
- Service delivery methods
- Current and future development impact on risks and response
- Benchmarking with comparative communities

1.5 Study Methodology

1.5.1 Literature and Data Review

As the foundation of our analysis, we reviewed the following existing information and data about WFRS:

- Budgets – previous, current and proposed
- Buildings and Structures concentrating on high risk demands, including businesses and assembly occupancies
- Bylaws affecting the Emergency Services
- Collective Bargaining Agreements
- Current staff rosters with qualifications
- Current demographic information
- Development and Area Structure Plans
- Emergency Plan Bylaw
- Emergency Response Guidelines
- Equipment Inventories
- Facilities including Fire, Rescue, Dispatch
- WFRS specific studies and reports
- Emergency Services Standard Operating Guidelines and Procedures
- Geographic and physical boundaries for response
- GIS Mapping Data
- Governance Policies
- Municipal Emergency Plan
- Mutual Aid Agreements
- Prevention programs such as Inspections, Education and Enforcement
- Records and Data Management
- Training and Recruitment Programs, Records, and Standards

1.5.2 Stakeholder Interviews

A number of meetings and interviews were conducted in person and by phone in order to gather information about WFRS's operational and business practices. An interview guide was prepared to address the basic operational areas and safety issues faced by WFRS. Along with a standard bank of questions, we also had open discussion with interviewees regarding community growth, the department's evolution and capabilities, challenges, community expectations and perceptions, value, and other concerns and observations. A list of interview questions is available in Appendix 'C'.

The following participants were interviewed based on their roles and responsibilities with WFRS:

Council Members

- Mayor Nancy Wilhelm-Morden

WFRS Leadership

- Fire Chief Sheila Kirkwood
- Deputy Fire Chief Chris Nelson

WFRS Staff

- Al MacConnachie, Union President
- Dan Kaufman, Captain and Union Secretary
- Bob Van Engelsdorp, Union VP
- Chris Heppell, Captain
- Darcie Sibbald, IAFF Union Secretary
- Ken Roberts, POC Lieutenant and Executive Vice-President
- Jeff Isert, POC Firefighter and Association President

Non-WFRS Whistler Staff

- Mike Fuery, City Manager
- Norm McPhail, General Manager, Corporate & Community Services
- Joe Paul, General Manager Infrastructure Services
- Denise Wood, Director of Human Resources

1.5.3 Site Visits and Environmental Scan

During our site visit to Whistler, we were able to tour all three fire stations along with various locations in the community to further understand the degree of risk and the challenges that the fire department faces on a daily basis.

1.5.4 Benchmarking and Community Comparables

Many communities face similar challenges in determining the appropriate levels of service and staffing based on the levels of risk they face. Benchmarking is a common approach to comparing one business entity and/or department to another to measure against industry 'leading or best practices'. Comparing WFRS to other municipal departments and industry standards is a helpful way to determining efficiencies and effectiveness. As previously indicated comparison or benchmarking with other communities is a challenge as no two communities are the same. Any comparison of service delivery models must take into consideration and account for the differences between communities and their fire services. All the risk factors including costs must be taken into consideration and a decision made regarding the acceptable level of risk tolerance.

SECTION 2

RISK EVALUATION

2.1 Risk Assessment

In this case, Risk Assessment is a process used to identify the community's inherent risks coupled with fire protection and other emergency service needs. All fire departments should have a basic source of data and information in order to logically and rationally define the fire department's mission. The overall purpose of using these processes is to establish a long-range general strategy for the operation of the fire department.

Two main areas must be considered to evaluate risk. The first is the existing risk based on calculable criteria or statistics. The second is identifying possible future risks and a means of evaluating to ensure that a situation can be mitigated to a desired level.

Conducting a risk assessment is the first step towards establishing an effective strategic plan and is intended to identify information required by a municipality to make informed decisions about protection, fire prevention and activities necessary to effectively manage community risk based upon local needs and circumstances.

Every municipality has both common and unique challenges when it comes to ensuring the safety of its citizens. It is the unique challenges and the community's identified risk tolerances that require every fire department to modify their structure and equipment to best serve the citizens. Municipalities have a fundamental and legislative responsibility in conducting community risk assessments to provide effective public and private property protection. In general terms, needs and circumstances relate to a municipality's economic situation, geography, population, building profiles and service delivery system.

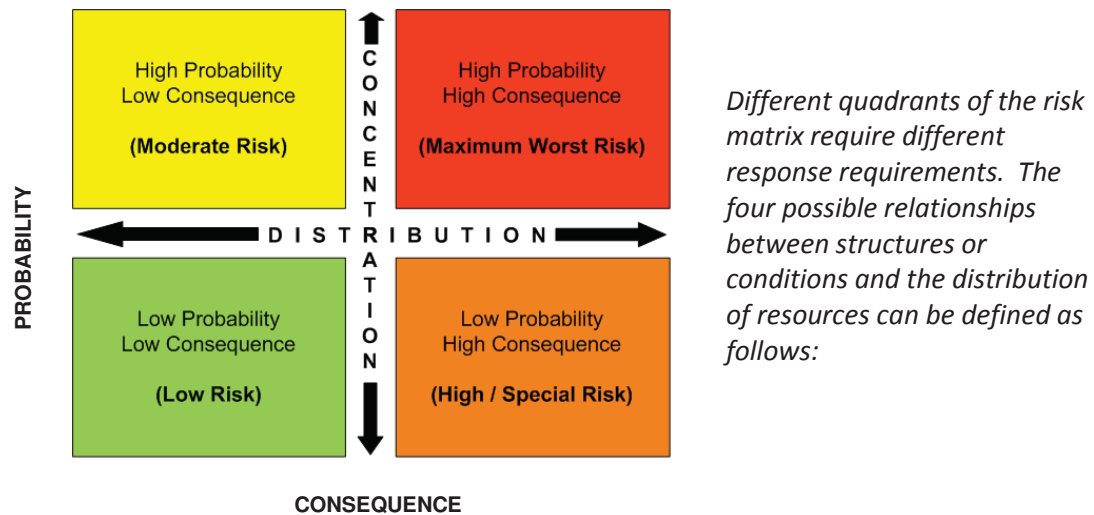
2.2 Risk Evaluation Model

The evaluation of fire risks must take into account the frequency and severity of fires and other significant man made or natural incidents. Determining risk by analyzing past statistical information and projected growth is essential to the development of an appropriate level of service, staffing model, and performance matrix. The risk assessment can be divided into four quadrants, which pose different requirements for commitment of resources in each area (See *Figure 1, Page 9*).

The challenge for the community will be to ensure the proper balance of resources between prevention and response services that will provide suitable distribution and concentration of resources to meet current and future needs.

2.2.1 Risk Evaluation Matrix

Figure 1: Risk Evaluation Matrix



Decision makers and fire service management must understand the relationships between probability and consequence and the community's adopted service level goals to determine the needed concentration and distribution of both emergency prevention and response resources.

Distribution: The number of resources placed throughout the community.

Concentration: The number of resources needed in a given area within the community. Concentration varies depending on many factors including the number of incidents or calls for service, the risk factors of the area, and the availability, reliability, and time of arrival of secondary responding units.

Probability: The likelihood that a particular event will occur within a given time period. An event that occurs daily is highly probable. An event that occurs only once a century is very unlikely. Probability then is an estimate of how often an event will occur.

Consequence: There are three primary components when considering possible consequences:

- 1. Life Safety:** (including incidents that risk the lives of occupants, and the lives of responding personnel, and the amount of personnel and equipment required to rescue or protect the lives of occupants from life-threatening situations which include: fire, hazmat, medical, motor vehicle accidents, extreme weather, flooding and all types of rescue situations);
- 2. Economic Impact:** (the losses of properties, income, or irreplaceable assets), and;
- 3. Environmental Impact:** (consequences include the risk of irreversible or long term damage to the environment). Other consequences such as impact to the community (the loss of historic buildings, recreation facilities, or community infrastructure) are identified but do not impact resource deployment.

Low Risk = Low Probability and Low Consequence

This category is limited to areas or incidents which are defined as having a low probability of fire risk and low consequence for the potential of economic loss or loss of life.

- Fires in isolated, non-residential structures such as sheds
- Areas with low fire risk such as vacant land and parks without structures

Moderate Risk = High Probability and Low Consequence

The majority of responses fall under this category. This includes miscellaneous explosions, standbys, smoke, odours, garbage fires, detached garages, single detached or multi-unit residential fires, and small non-residential buildings less than 600 square meters.

- Motor Vehicle Collisions
- Spill clean-up
- Carbon Monoxide detection
- Emergency medical
- Monitoring/local alarms
- Vehicle fires
- Hazmat incidents with small quantities of a known product (20 litres or less), outdoor odours (natural gas or unknown)
- Water rescue incidents

High Risk = Low Probability and High Consequence

There are very few properties that are considered high probability, high consequence. These properties can be categorized as large properties, over 600 square meters, without adequate built-in fire protection systems, that have large concentrations of people or have a significant impact on the local economy.

- Train incidents within the city limits
- Commercial, industrial warehouse, midsize residential, etc.
- Hazmat incidents with large quantities of known products (75 litres or more), unknown products or large exposure
- Vehicle fires in parkades
- Wildland and interface fires
- Ignition sources such as outdoor fire pits and lightning strikes

Maximum Risk = High Probability and High Consequence

This category of risk can be generally categorized as properties over 600 square meters that have high economic value in the form of employment or are not easily replaceable, or natural disasters occurring in highly populated areas, creating high life and property loss potential and strains on department and other agency resources. Damage to properties in this category could result in temporary job loss or permanent closure of the business. Such properties are highly regulated or possess built-in fire protection systems.

- Elevator or Technical Rescue including trench or high angle
- Large vehicle accidents, pile-ups
- Quantities of known products (20 to 75 litres), indoor natural gas odour
- Aircraft incidents within city limits
- Hospitals, care homes, institutions
- Explosions or Sub-station electrical fires
- Confirmed natural gas leak
- Underground pipeline eruption

2.2.2 Risk Factors

Specific challenges that have a correlation with community risks include the following:

- Industrial
- Economic
- Rate of population growth in the community
- Demographics of the community
- Annexation of lands
- Transportation (i.e. Road, Rail, etc.)
- Natural disasters

2.2.3 Risk Management

Risk management is the analysis of the chance of an event occurring and the resulting damage that could occur as a result of the event. It is recommended that WFRS use the probability matrix (*See Figure 1, Page 9*) to categorize risk using probability and consequence as a method of assigning risk to individual properties. All properties in Whistler can be reviewed and assigned to one of four different risk levels.

The challenge in community risk management does not lie solely in the work necessary to assess the probabilities of an emergency event in a community, but in the political arena as well. It is the policymakers who will determine the level of service to be delivered to the area being served.



2.3 Risk Analysis

Part of the processes to quantify risk within the area would include the categorization of the various low, moderate and high risk structures by utilizing the risk evaluation model. The actual number of structures in the different risk categories was not available; however, the Fire Chief confirmed that the distribution of structure risk types in Whistler was similar to a typical distribution, as shown below:

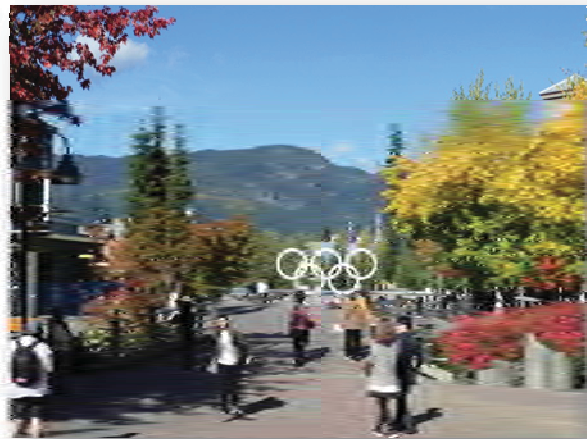
Table 1: Typical Distribution of Structure Risk Levels

Risk	Number of Units	% of Total	Sources
Low	-	-	Vacant Lands (urban and rural park land, residential lots and privately owned agricultural land). Risk level varies on time of year, terrain, fuel density, and slope.
Moderate	-	90%	Residential Structures/Units
High	-	10%	A (assembly), B (institutional), D (business), E (mercantile), F1 (high hazard industrial), F2 (medium hazard industrial), F3 (low hazard industrial) .

The typical distribution of moderate and high risk structures is approximately a 90 percent moderate to 10 percent high risk in communities the size and profile of Whistler. The following community profile information was assembled by collecting available mapping data, reviewing municipal reports and plans, and conducting site visits in the community.

2.3.1 Geography

Whistler is located approximately 125 km north of Vancouver in the southern Pacific Ranges of the Coast Mountains. In addition to being home to the world-renowned Whistler Blackcomb Resort, Whistler boasts a multitude of trails, parks, lakes, streams, and access to a variety of outdoor activities.



The community of Whistler is laid out linearly along the bottom of a valley. This pattern of development is challenging for emergency response, as it leads to long distances between a station and the edge of its service area, and relatively low service populations within that service area. It also means that some of the service area includes development that has been built up the sides of surrounding mountains. While steep mountainous terrain provides a great deal of Whistler's recreation draw, it contributes substantially to risk. In winter, winding steep roads are more difficult for emergency vehicles to navigate. In summer, Whistler's alpine setting means that there is a large extent of urban/forest interface, which increases the risk that forest fires pose to the community.

2.3.2 Climate

Whistler's proximity to the coast means that temperatures stay fairly mild year round. Average summer temperatures range between 9°C and 23°C, while average winter temperatures range between 0°C and -6°C. Temperatures typically begin to dip below freezing starting in late October. Mild winter temperatures and numerous elevation changes can lead to dangerous road conditions, as freeze thaw gradients are common. Higher elevations start to freeze and accumulate snow much sooner than do lower elevations. Average winter snowfall totals around 1m. Combined with steep mountain roads, this climate leads to significant seasonal challenges for emergency responders.

2.3.3 Economy and Development

Tourism is Whistler's primary economic driver. Welcoming more than two million visitors every year, the community has benefited greatly from its alpine and outdoor amenities, as well as its close proximity to one of the country's largest economic regions. Over the past decade, however, Whistler has seen a decline in the rapid growth of the 1990s and early 2000s.

In the late 1990s and early 2000s, the value of commercial development in Whistler was far greater than the value of residential development. Within the last decade, this trend has reversed, and residential development now makes up the bulk of building permits by value. In addition, the overall value of development has declined dramatically over the same timeframe.

Table 2: Annual Building Permit Values in the Resort Municipality of Whistler, 1997-2010¹

Indicator	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Total value of building permits (\$millions)	101.0	92.1	65.1	64.1	62.1	90.2	87.1	37.0	53.9	41.4	41.3	100.4	45.2	26.2
Value of commercial building permits (\$millions)	58.0		11	24	24	51.6	47.9	21.9	33.8	4.4	7.2	28	12	4
Value of residential building permits (\$millions)	29.8		51.7	34.2	34.2	36.8	35.9	14.5	18.2	33.8	29.3	69.9	25.6	22.0

¹ Whistler 2020 Business, Resort Development and Real Estate, 2011

Whistler's assortment of residential, commercial, light industrial and institutional land use is unusual for a municipality of its size, and is due to its large visitor population and tourism function. There are factors related to Whistler's land use interface, community growth, and development types that do present higher than normal risks, including:

- Current mixture and extent of development
- Land use interface
- Community growth, and development types
- Potential economic impact to the community for business interruption
- Potential degradation of recreational tourism values
- Residential construction types
- Population growth and demographic shifts (seasonal and long-term)
- Potential growth in industrial/commercial activities
- Transportation ways and growth in traffic volumes
- Wildland (forest) fires

The current mixture and extent of development is well-served by WFRS, and in our opinion WFRS's current composite delivery model provides an efficient response that reflects these risks.

2.3.3.1 Residential Risk

Whistler's unique mix of residents, temporary and transient workers, second-home and vacation-home owners, and visitors mean that the range of residential development types in the community is vast. The common thread throughout the municipality is that property values are generally high. From large, single-detached units on secluded lots, to dense, multi-unit developments such as townhomes and condos, Whistler has a wide array of residential risk.

The increasing average size of single-unit dwellings has lowered the effectiveness of firefighting and rescue. Construction of single-unit dwellings has also expanded into more remote areas of the community, that take longer to access in the event of an emergency.

The increasing number of multi-unit developments also contributes to firefighting, rescue and recovery risk for two key reasons:

1. Compared to fires in single-unit dwellings, fires in multi-unit dwellings can require substantially more resources to fight, in terms of personnel, apparatus, and water.
2. Even if confined to the unit of origin, incidents in multi-unit dwellings can displace a large number of people.

In many new developments, lightweight engineered wood and other code-compliant, but potentially hazardous materials have also affected levels of risk. This imposes a new responsibility on Incident Commanders to accurately assess attack modes on newer houses, where early floor separation and structural collapse can pose real threats to

responding crews. Many departments are identifying newer construction as a risk in their Operating Guidelines and Pre-Fire Planning.

2.3.3.2 Industrial/Commercial Risk

There is very little industrial development in Whistler. There is a small industrial area at Function Junction at the south end of the community, as well as just south of Green Lake. There are also a few small aggregate extraction operations near the outer edges of the community. Hazardous materials risk is largely limited to products traveling on Highway 99 or by rail through the community.

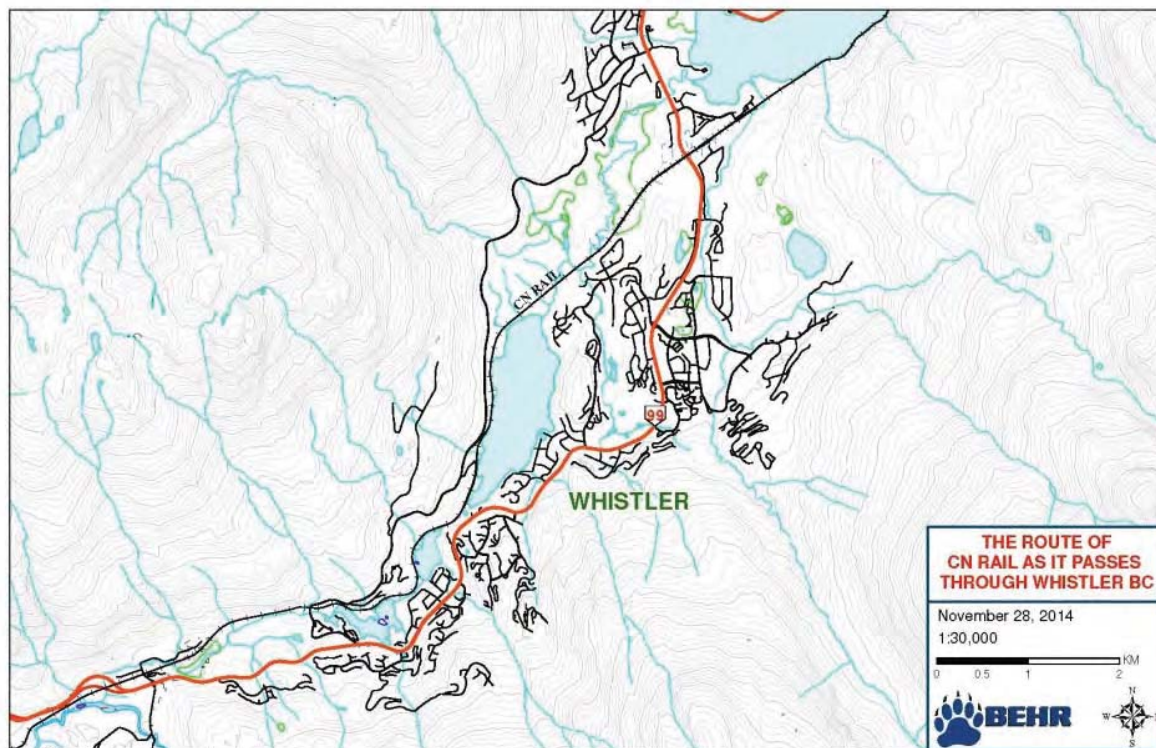
There are commercial land uses distributed throughout much of the community, although commercial development is focused in Whistler Village (including the Upper Village and Village North), Function Junction, and in Whistler Creek. Within the Village, much of the commercial space is in high-density mixed-use developments.

2.3.4 Transportation

In 2013, an average of just under 4,000 vehicles per day passed along Highway 99, just north of Whistler. As the traffic counter is located just north of the community, it is not in a prime location to count local traffic or traffic coming in from the lower mainland, but data shows that the volume of traffic passing through Whistler has remained fairly constant over the past decade². It also shows that June through September is the months with the highest average daily traffic volumes. Highway 99 is a major highway, and presents a substantial challenge for WFRS. While motor vehicle incidents (MVI) make up only a small proportion of WFRS's calls, they may pose considerable pressure on the department's resources and its ability to respond elsewhere in the community (*See Figure 3, page 22*).

² BC Ministry of Transportation, 2013

Map 1: CN Rail Route through Whistler



A Trans-Canadian rail line that transports a variety of products, including dangerous goods, runs directly through the community in close proximity to residential and commercial properties. The following table shows our research, conducted in November 2014, suggests that approximately 6 commercial trains and 1 passenger (season dependent) train passes through the community each day.

Table 3: Train Traffic Volumes through Whistler

Rail Provider	Trains/day	Comments
CN Railroad ³	6	This can increase with customer demand and economy. The trains run east & west bound on the west side of Alta Lake.
Rocky Mountaineer ⁴	1	Seasonal: starts May 15, 2015 and ends September 23, 2015. Daily except Tuesdays & Wednesdays. The train runs northbound from Vancouver in the morning and returns southbound to Vancouver in the afternoon.

2.3.5 Population

Whistler is a dynamic community that welcomes more than 2 million visitors annually. The total number of people in the RMOW on any given day (its population equivalent) is a combination of permanent residents, seasonal residents, second-home owners, visitors, transient workers, and workers who commute in from other communities. In 2011, Whistler had a permanent population of 9,824 residents, representing only about 40% of people in the community. Tourism is spread fairly evenly between the summer and winter months, with about 40% of visitors coming in the winter, and about 60% in the summer⁵.

From the mid-1980s through the late 1990s, Whistler saw high rates of growth in its population. This is no longer the case, however, and Whistler now sees fluctuations in its population equivalent from year to year.

Table 4: RMOW Historical Population Equivalent, 2006-2013⁶

Year	Population Equivalent	% Growth
2006	24,826	
2007	25,807	3.95%
2008	24,894	-3.54%
2009	25,073	0.72%
2010	27,356	9.10%
2011	24,823	-9.26%
2012	26,385	6.29%
2013	25,989	-1.50%

³ CN Rail, Public Inquiry Line 1-888-888-5909

⁴ Rocky Mountaineer – Website www.rockymountaineer.com & Sales Representative @ 1-877-460-3200

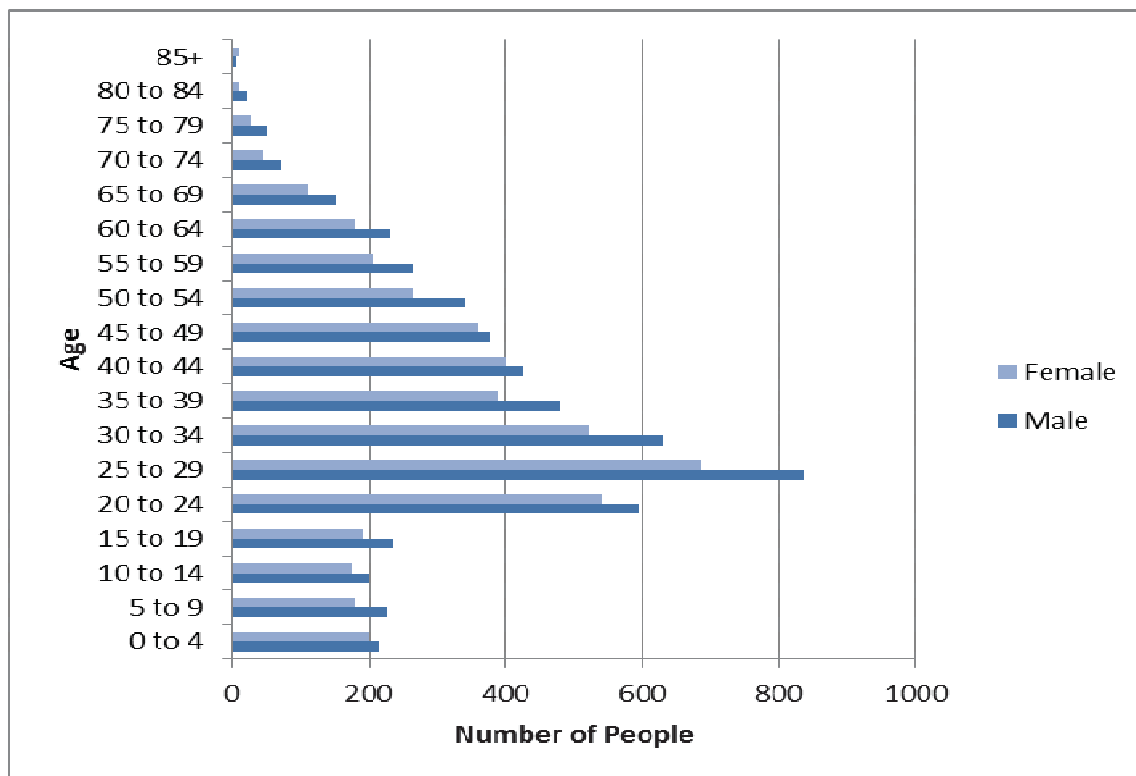
⁵ Whistler EPI Report, 2013

⁶ Includes permanent population, seasonal residents, second-home owners, visitors, transient workers, commuting workers

2.3.5.1 Community Demographics

Whistler is a young community, with approximately 56% of its permanent resident population between the ages of 20 and 44. 25 to 29 year olds represent the largest population cohort, accounting for approximately 15% of the population. Children and seniors account for much smaller portions of the permanent population.

Figure 2: Community Demographics⁷



2.4 Risk Analysis Overview

Whistler has a variety of factors that contribute to risk levels in the community, including its geography, its economy, its population, and its development patterns. In terms of emergency response, the greatest risks would be a major structural fire, interface fires, a hazardous materials incident on Highway 99 or on the rail line within municipal boundaries.

Seasonally, the potential for large motor vehicle incidents on Highway 99 and the risk of severe winter storms are also part of this list. When either of the latter occurs, they can cut off or severely reduce accessibility of other emergency responders to the incident and/or other calls for assistance as they are blocked by the highway incident or the storm's impact.

2.5 Response Statistics

Emergency response statistics provide a valuable source of information regarding current risks and trends for WFRS. The types of calls and the resources employed to deal with those

⁷ Statistics Canada, 2011 Census of Population

emergency responses provide the starting point. Whistler's 2012 and 2013 incident call data shows that the majority of the calls fall into eight broad categories:

- First Medical Response (FMR) Service⁸
- Fire alarm investigations
- Motor Vehicle Incidents (MVI)
- Fires (all categories) and smoke-related calls
- Electrical and gas-related investigations/responses
- Public assistance
- Complaint investigations
- Rescues

2.5.1 Historical Response Data

In 2013, WFRS received 1359 calls, compared to 1357 calls for 2012 which is a negligible increase. Whereas for 2011 WFRS responded to 1247 calls which indicate a small but definite increase in call volume between 2011 and 2012. As Whistler's population is projected to increase, we can anticipate the volume of calls will also increase. The type of calls will likely also change. In general, fire calls and associated losses are declining, while services such as Hazmat, vehicle extrication, and EMS are typically on the rise. It is important to note that responses to all types of emergencies represent approximately 10% of the typical daily workload in terms of time. The remainder of the workday is devoted to fire prevention inspections, public education programs, equipment maintenance, training and readiness preparedness functions.

In 2013, 53% of the calls received by WFRS were for medical responses, and 39% of calls were for fire alarm investigations. On average, WFRS receives between 2 and 3 medical response calls every day. This is entirely manageable within WFRS's current response capacity; however, resources and time going towards medical response and training should be monitored closely to ensure they do not cause deficiencies in WFRS's ability to deliver its core services effectively. As identified in Section 4.6 Table 6, medical responses are non-core services that are completely discretionary. This service is provided from within the current response capacity. FMR has been assessed as a low cost, high value service that does not require additional staffing or negatively impact core service delivery. Communities in BC such as Penticton, Vernon and Kelowna have analyzed the incremental costs for FMR (training, fuel, vehicle maintenance, consumables etc) and the range is from \$30-65K per

⁸ The First Medical Responder (FMR) Program was created in July 1989 to address recommendations resulting from a report prepared by Chief Coroner Vince Cain. The primary objective of the FMR program is to improve the continuity of patient care provided throughout the Province for pre-hospital emergencies. By recognizing that police and fire department personnel are often available to assist patients prior to arrival of ambulance crew, basic life support training provides responders with knowledge and the capability to deal with critical situations involving airway, breathing and/or circulation concerns until higher levels of help can takeover. Even when the first responder is only able to comfort the patient and document initial findings, a difference can be observed. Currently 278 BC Fire Services including WFRS participate in this critical pre-hospital care program.

year. Each of these communities identified numerous of occurrences where the FMR intervention saved lives.

In addition the British Columbia Ambulance Service (BCAS) produced a revised Resource Allocation Plan (RAP) in November of 2013. The RAP re-classified a number of medical responses to 'cold calls' (not requiring lights, sirens and immediate response). BCAS projected that the RAP would reduce FMR responses for local fire departments by 1/3. In conversation with the WFRS Fire Chief it was confirmed that they are responding to all calls to medical assistance as an enhanced level of service for the community.

There is no doubt that the number of fire alarm investigations is a drain on WFRS's capacity, much of which is likely preventable. As such, in 2010 the RMOW implemented a false alarm bylaw which immediately seen a reduction in overall calls from 1479 in 2009 to 1267 in 2010 (much of the reduction was due to lower call volume for false fire alarm responses). Even though this is a very positive outcome of enacting such a bylaw, educating the tourist population remains as the challenge as many of these tourists are nightly rentals and are not familiar with these types of alarm system used in Canada and are unable to reset the system before activation. Continued analysis of alarm causes needs to be ongoing to identify preventative measures, such as greater enforcement and education for malicious or recurring accidental incidents. The RMOW bylaw has incorporated increasing penalties for recurring false alarms with is another proactive move towards reducing this type of call.

The fire alarm investigations calls need to be analyzed to determine if these are due to mechanical/electrical malfunctions, malicious or accidental. The purpose of this analysis would be to identify preventative measures, such as penalties for recurring false alarms due to system maintenance deficiencies, and enforcement and education for malicious or recurring accidental incidents. Penalties and bylaws regarding false alarms are discussed in Section 4.3 Fire Bylaws and Policies.

While Motor Vehicle Incidents (MVI) only accounted for 4% of WFRS's 2013 call volume, they are important to note due to jurisdictional boundaries. Discussions with the Fire Chief indicated that the majority of MVI calls occur on Highway 99 with 15% of the total MVI call volume occurring outside the RMOW boundaries. While the BC Provincial Emergency Program (PEP) does provide reimbursement for these incidents at \$315 per hour, the use of emergency response resources outside municipal boundaries reduces the availability of these response resources for emergencies within the Municipality.

Although Whistler's tourism economy mean that WFRS is a busy department at all times of day and in all seasons, call data does reveal trends regarding times of the day and times of the year that are busiest. Based on 2012 and 2013 data, WFRS's busiest seasons are December through March and July and August. As expected, this parallels the seasonal influx of visitors. Day to day, WFRS sees peaks in activity, generally between 10 am and 5pm. On average, the quietest times of day are between 4am and 8am.

The response data show that the majority of the response service is consumed by FMR. This is typical of communities in BC that participate in the FMR program. The range is usually between 50 to 75% for medical depending upon the respective community factors. The response to alarms at 31% is very high and as indicated alternative strategies needs to be considered to reduce these occurrences. The MVI's are within the typical range for similar sized communities.

Figure 3: WFRS 2013 Call Types

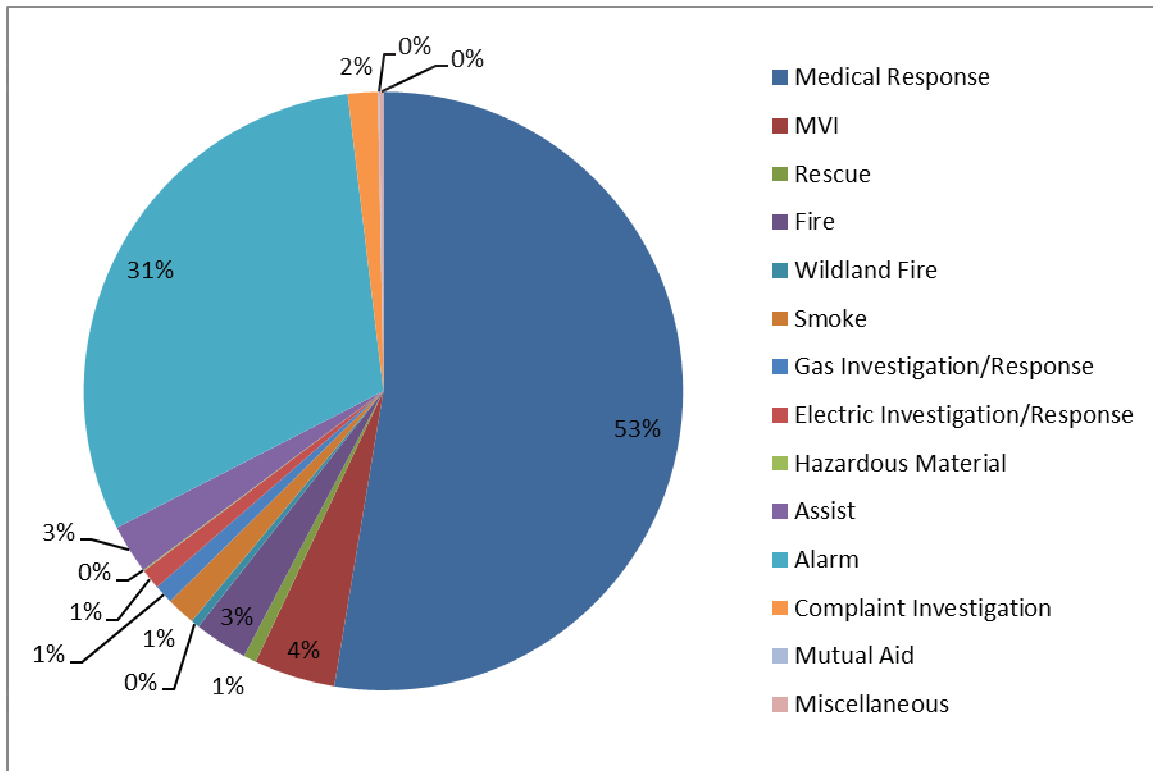


Figure 4: WFRS 2012 and 2013 Call Volumes by Type

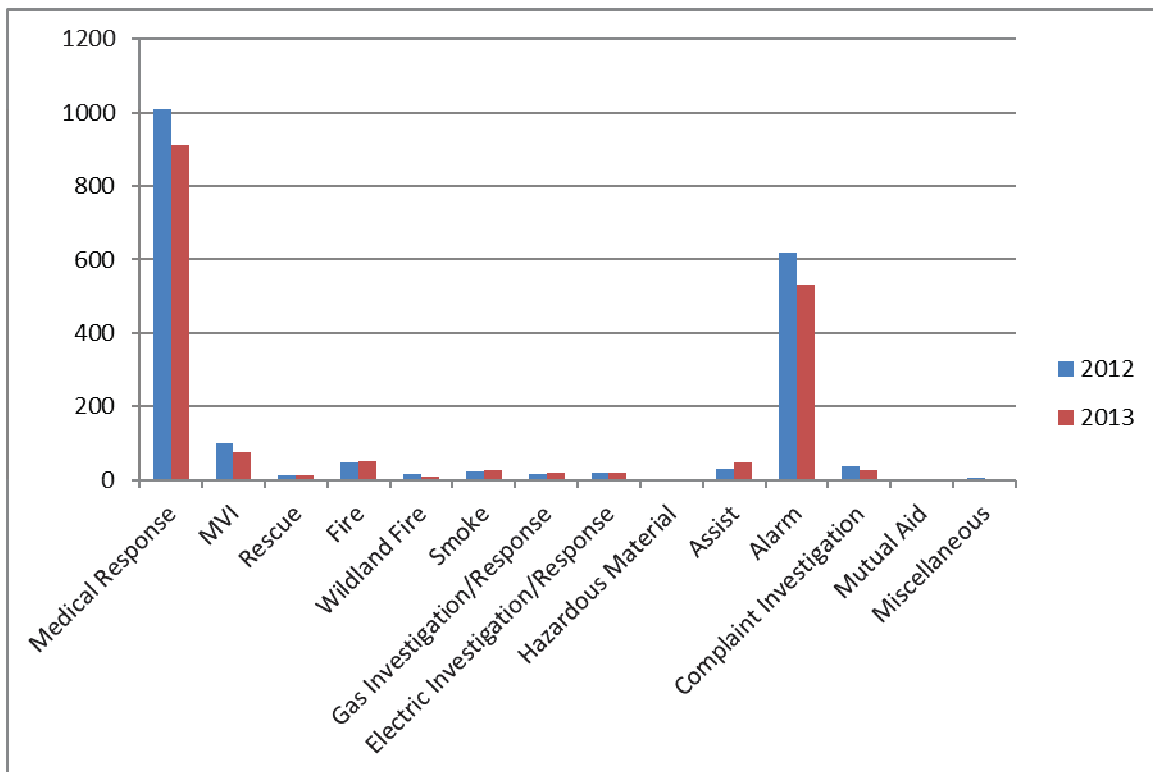


Figure 5: WFRS 2012 and 2013 Call Volume by Month

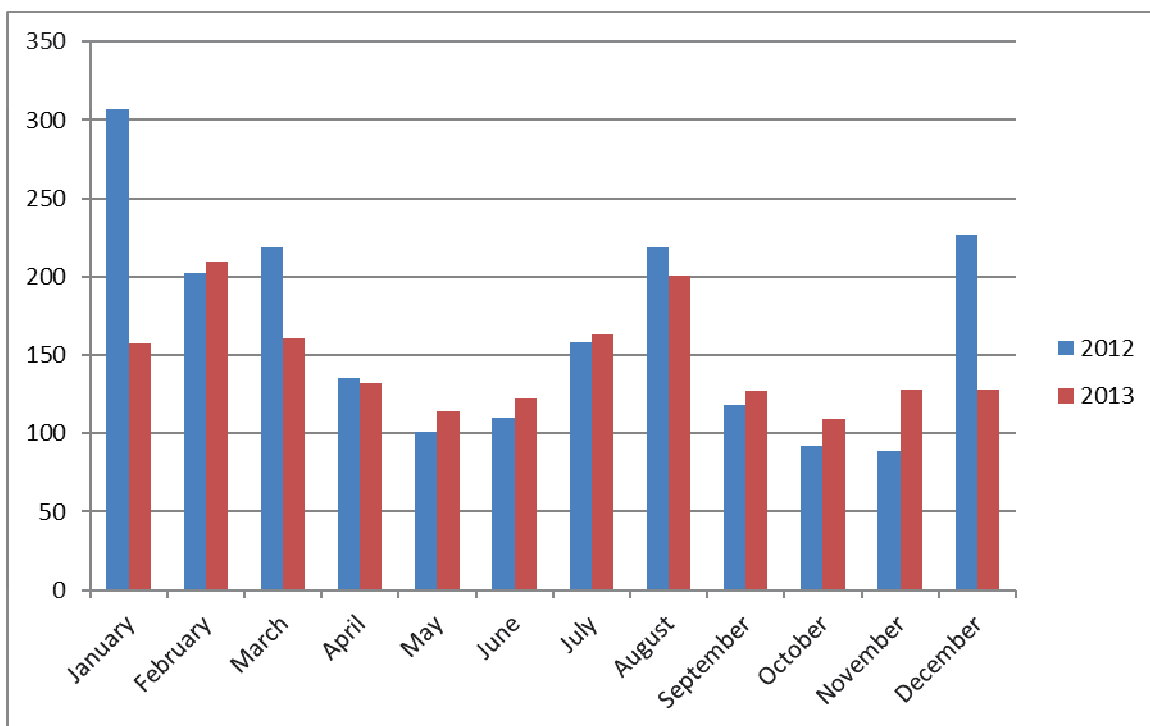
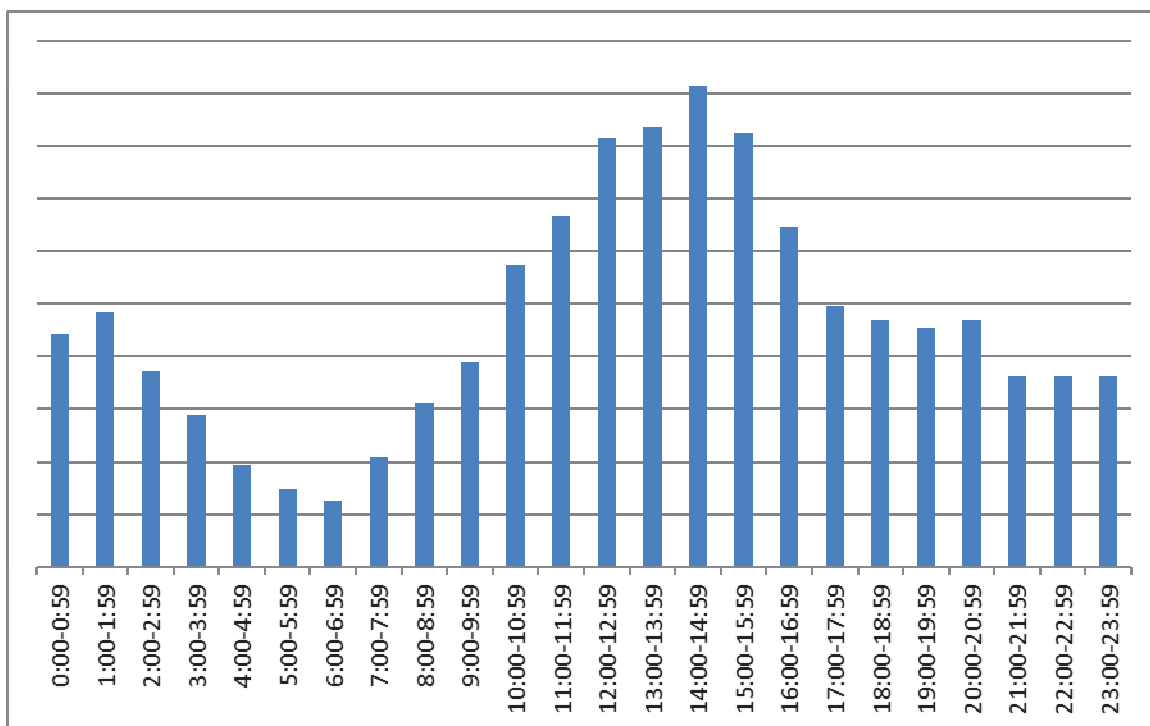


Figure 6: WFRS Call Volume by Time of Day⁹



⁹ Data captured November 2011 through October 2014

SECTION 3

COMMUNITY COMPARABLES

3.1 Community Comparables

Six communities were selected for a fire service comparison with Whistler Fire Rescue Service: Revelstoke in BC; Banff and Canmore in Alberta; and Gravenhurst, The Blue Mountains, and Niagara-on-the-Lake in Ontario. These communities were selected due to their resort characteristics and their service populations, which are similar to RMOW.

As previously indicated no two communities provide services or incur costs that can be directly compared. While the six comparable communities have various similarities to Whistler, none provides an exact model. Rather, each of them provides different insights into Whistler's level of service and the costs it incurs.

Compared to all six other municipalities, RMOW spends substantially more on fire services per capita cost (based on permanent population). This discrepancy in cost is due in part to the fact that Whistler uses a composite service. In general (with the exception of The Blue Mountains), the composite departments are more costly per capita of the permanent population than are the volunteer departments. RMOW's higher cost may also be due in large part to the fact that WFRS is a much busier department than the others, receiving between 2 and 4 times the number of calls of the other departments. RMOW's service population (both permanent and visitor influx) is not dramatically different than those of the other municipalities. The reason for the massive difference in call volumes therefore needs to be explored. One possible starting point could be fact that none of the Ontario municipalities in the comparison provide medical service. In addition RMOW sees a high number of both alarm responses and MVIs.

RMOW's service area is large, closest to that of The Blue Mountains and Niagara-on-the-Lake. Compared to these two fire services, WFRS has a similar sized fleet and a comparable staff size. With 287.23 km² to cover, The Blue Mountains uses only two volunteer fire stations, while Niagara-on-the-Lake uses five volunteer fire stations to cover 132.83 km² at a lower cost. As WFRS's Fire Station #2 is nearing the end of its operational lifespan, WFRS will have to consider the opportunities and risks involved in operating out of only 2 stations, or continuing to operate with more stations.

In terms of permanent and visitor populations, RMOW most closely resembles Banff. With a volunteer fire department, however, Banff spends substantially less on fire services than RMOW. Banff has a very small response area, limited by growth restrictions so it cannot expand further. This affects its fire service in two ways. Firstly, the assessed property value in Banff is lower than in RMOW, and accordingly its municipal budget is about \$35 million less than RMOW. Secondly, its service area is substantially smaller and its volunteer base therefore lives in very close proximity.

Based on the comparable communities, the key aspects of RMOW's fire service costs that need to be explored are its call volume, its station location/coverage, and its service delivery model. Call volume is dealt with in Section 4.3 Fire Bylaws and Policies. Station location/coverage is addressed in Section 5.3 Station Location Analysis and Section 6.2.1 Fire Station Locations. Service delivery model is addressed in Section 6.1.8 Service Delivery Model.

Table 5: Community Comparables

PROVINCE	BRITISH COLUMBIA		ALEBRTA		ONTARIO		
Community	Resort Municipality of Whistler	City of Revelstoke	Town of Banff	Town of Canmore	Town of Gravenhurst	Town of The Blue Mountains	Town of Niagara-on-the-Lake
Permanent Population	9,824 (2011)	7,139 (2011)	9,386	13,077	11,640 (2011)	6,453 (2011)	15,800
Growth % 2011-2014	6.2% (2006)	-1.3% (2006)	13.86%	6.17%	5.4% (2006)	-5.5 (2006)	2.59%
Municipal Budget 2013	\$65,382,053 (2014)	\$20,779,075	\$30,604,024	\$14,524,097	\$14,335,609	\$17,087,095	\$8,659,538
Fire Department Operating Budget	\$3,383,822 (2014)	\$1,305,647	\$984,713	\$1,666,895	\$1,017,551	\$1,500,000*	\$1,098,535
Percentage of Municipal Budget	5.18%	6.28%	3.21%	11.50%	7.09%	8.7%	12.69%
Cost Per Capita (Permanent Population)	\$344.44	\$192.80	\$104.91	\$127.47	\$87.16	\$232.45	\$69.53
Land Area (km ²)	204.4	20.83	4.88	12.71	10.73	287.23	132.83
Annual Tourism Influx	2007 – 2,296 m 2008 – 2,075 m 2009 – 2,559 m 2010 – 2,422 m 2011 – 2,353 m 2013 – 2,545 m	1998 - 1.1m	2009 – 3.13 m 2010 – 3.15 m 2011 – 3.23 m 2012 – 3.31 m 2013 – 3.27 m	July and August 1 million annually (hotel room bookings)	2001 – 2.21 m 2002 – 2.57 m 2003 – 2.19 m 2004 – 1.99 m 2008 – 2.40 m	2007 – 1.84 m	1.5 m +
Staffing Model	Composite 1 Fire Chief 1 Deputy Fire Chief 20 FT Firefighters 2 Floating Firefighters 57 POC Firefighters 1 Administrative Assistant	Composite 1 Chief 1 Dispatcher/Clerk 5 Suppression Firefighters (1 Training Officer/Assistant Chief) 1 Fire Inspector/Assistant Chief 40 Vol Firefighters	Volunteer 1 FT Chief 2 FT Deputy Chiefs 1 FT Fire Prevention Officer 5 Admin Assistant 31 POC Firefighters	Composite 1 Chief 1 Assistant Chief 7 FT Firefighters 18 Casual Firefighters 33 POC Firefighters	Volunteer 1 Fire Chief (Career) 1 Deputy Chief (P/T Vol) 1 Platoon Chief (P/T Vol) 1 Training Officer (Career) 1 FPO (Career) 1 Admin (Career) 50 P/T Vol Firefighters	Volunteer 1 Fire Chief 1 Deputy 1 Chief Fire Prevention Officer 1 Training Officer 2 Firefighters (Suppression and Fire Prevention Inspectors) 48 Firefighters (24/station)	Volunteer 118 Vol Firefighters 1 Fire Chief 1 Deputy 1 Fire Prevention Officer 1 Training Officer 1 Fire Prevention Assistant 1 Executive Assistant
# of Stations	3	1 (1 satellite at airport)	1	1	3	2	5
Equipment	3 Aerial Pumps 2 Engines 1 Wildland Engine 1 Rescue 1 Rescue Boat 1 HazMat Trailer 1 Utility Trailer 2 Command Light Duty 2 Utility Light Trucks	2 Pumps/Engine Ladder/Platform Truck 1 Bush Truck 1 Freightliner Hwy Rescue 1 Water Tender 1 Engine at Airport 3 Command Vehicles 1 HAZMAT/confined space equipment	2 Engines 1 Heavy Rescue 1 75 Aerial Pump 2 Emergency Command Vehicles 1 Wild land Structural Protect Unit Trailer	1 Bush Buggy 1 Engine 1 Engine/Rescue 1 Aerial Platform 1 Utility Truck/Traffic Squad (Excursion)	4 Pumps 1 Rescue Pumper 3 Tanker Pumps 1 ESU 1 Brush 4X4 1 Admin 4X4 (Chiefs Vehicle)	3 Pumps 2 Tanker 1 Aerial 1 Small Marine Unit 5 Utility Vehicles 1 ATV	6 Class A Pumps 2 Class Ladders 2 Tankers 2 Heavy Rescue 3 Light Rescues 1 Mini Pumper
Provide Medical?	Yes	Yes	Yes	Yes	No	No	No
Total Call Volume	2012 - 1358 2013 - 1359	2012 - 566 2013 - 731	2012 - 446 2013 - 460 2014 - 500+	2012 - 539 2013 - 520 2014 - 412 (YTD 3rd qtr.)	2012 - 272 2013 - 325	2012 - 200 2013 - 176	2012 - 817 2013 - 911 2014 - 964 (YTD)

SECTION 4

PROGRAMS AND SERVICES

4.1 Vision, Mission, and Goals

The RMOW has developed a shared community strategic plan that guides the municipality towards achieving its vision, values, and sustainability principles by 2020. The RMOW Vision is:

- *We will be a safe community that provides peaceful enjoyment of our activities and places*

The RMOW 2012-2014 Corporate Plan has interpreted this shared community strategic plan and developed specific goals to achieve the overarching vision and values and sustainability principles identified in the Whistler 2020 plan. The mission of the Corporation is:

- *The Resort Municipality of Whistler's mission is to be a leader and a partner in the resort community, representing a caring, accountable, open, professional, municipal government, committed to continuous improvement and to balancing fiscal capabilities with the delivery of exceptional service.*

The WFRS established their vision, mission and goals to align with the Whistler 2020 objectives. The vision and mission of the Whistler Fire Rescue Service is:

- *Vision: To protect our world class Resort Community in a dedicated and professional manner*
- *Mission :Protect, Prevent, Educate – Working together for a safer Community*

In addition WFRS has developed specific goals to guide their vision, planning, and actions in order to and achieve the Whistler 2020 objectives. Utilizing 12 key statements from this plan WFRS through education and partnership, engages the community and government services to actively reduce fire and life safety risks, while maintaining effective incident response. In 2020:

1. The resort community is safe for both visitors and residents, and is prepared for potentially unavoidable emergency events.
2. The evolving early learning needs of children are met in such a way that they are enabled to become responsible citizens in the future.
3. Provincial, regional, and Whistler organizations and stakeholders work together and are aligned to meet the health and social needs of community members and visitors.
4. Whistler is using materials and products that are less environmentally harmful, preferring recycled, compostable, repairable, reusable, natural, and sustainably harvested materials, and plentiful metals.
5. Partnerships are developed such that collective procurement choices favor companies and suppliers that are consistent with our identified materials and solid waste values.
6. A skilled workforce supports the local economy, and the local economy supports the skilled workforce.
7. Local and regional heritage, culture and community spirit are shared locally and beyond Whistler.

8. The built environment is safe and accessible for people of all abilities, anticipating and accommodating wellbeing needs and satisfying visitor expectations.
9. The resort is comfortable, inclusive, functional, safe, clean, and well-maintained.
10. The energy system is continuously moving towards a state whereby a buildup of emissions and waste into air, land, and water is eliminated.
11. Substances and chemicals that are potentially harmful to human, animal, and environmental health are being eliminated, replaced, or managed in a way that they do not disperse in nature.
12. Water supply is distributed reliably, equitably and affordably – and is managed proactively within the context of effective and efficient emergency preparedness.

Each of these key statements has defined measurable outcomes for WFRS to monitor progress towards achieving the Community, Corporate and Departmental goals.

Based upon the references, plans, and reports provided to complete this study it appears that WFRS is completely aligned with the overall direction of the Municipality.

Many fire services conduct a strategic planning session that includes participants from the political level, senior administration, Chief Officers, key city staff and firefighters. The outcome of this strategic planning session would be to establish a level of congruency or at least an overall operational philosophy regarding the core services, roles, and response capacity. WFRS would benefit by undertaking a strategic planning process. An example of a philosophy could be:

“The WFRS shall arrive in a timely manner with sufficient resources to stop the escalation of the fire by preventing flashover or to mitigate an emergency situation to reduce the loss of life, property and/or environmental damage. Initial response resources shall be capable of initiating fire suppression or other operations to address life safety issues as needed, while providing for the safety of responders and the general public.”

Through this process the department can identify and analyze its core strengths, weaknesses, opportunities and threats (challenges) together with clarifying/validating its mission, vision, values and expectations. Once done, the department can then examine realistically the development of strategic goals one of which would likely be the establishment of a Master Plan together with the resources and timeline to make the elements of the plan achievable. By embarking upon this type of structured approach, issues can be addressed through a problem solving process that ultimately better meets the needs of the RMOW.

4.2 Operating Principles

The focus of the WFRS is to promote fire and life safety throughout the resort community, and to mitigate problems effectively when they occur. It is clear that WFRS is committed to meeting the needs of the community in an efficient and effective manner. As a composite fire department comprising a mix of paid-on-call (POC) and full-time firefighters, WFRS calls first on its Minimum Duty Strength (MDS) of four (4) full-time crew members and generally calls its POC firefighters only when it appears that a situation will require more than one crew/apparatus.

4.3 Fire Bylaws and Policies

The BC Fire Code Regulations are developed in accordance with the BC Fire Services Act and the BC Building Code. To uphold and enforce these regulations at the local level, and to tailor them to unique local conditions such as geography, demographics, and development patterns, municipalities often develop additional fire bylaws.

The RMOW has a number of bylaws that pertain to the fire service. They cover a range of topics, including the inspection and testing of fire protection equipment, misuse of fire alarms, use of fireworks, property nuisance causing fire hazard, and construction in wildland interface areas. In comparison to other municipalities, RMOW's bylaws cover the normal types of regulations, penalties and prohibitions required to ensure public safety and fire service efficiencies; however, RMOW should consider integrating its fire-related bylaws into one "Fire and Life Safety Bylaw" that centralizes all fire service regulations.

Recommendation #1:

RMOW should integrate its various fire-related bylaws and centralize them under one 'Fire and Life Safety Bylaw'.

According to WFRS's data, 31% of WFRS emergency responses are to alarms, 25% of which are deemed as false alarms (i.e. 10% of responses). Compared to similar communities, this proportion is high, a pattern that is likely a product of the RMOW's profile of assembly occupancies (e.g. hotels) and condos, and its large transient population. These alarms are generally a result of one of the following:

- Mechanical or electrical malfunctions
- Malicious activations
- Accidental activations

While the RMOW's 2010 Fire Alarm Bylaw includes a penalty structure that increases the fine depending upon the number of false alarms that have occurred at a given address, it may be necessary to analyze responses further to identify additional preventative measures. This could include adjusting the penalty increases for recurring false alarms due to system maintenance deficiencies, and enforcement and education for malicious or recurring accidental incidents. Penalties should reflect current costs associated to responding to these incidents.

Similar Fire Departments in other jurisdictions have addressed this problem through an escalating set of charges designed to encourage building owners to maintain their automatic alarm systems in an effective manner. The District of West Vancouver has recently moved to a penalty structure for false fire alarms of \$200 on second occurrence, \$300 on the third, and \$400 on the fourth occurrence within one year. This is a growing practice in many communities across Canada.

In addition to a clear penalty structure, a false alarm bylaw should also clearly define the meaning of a 'false alarm' to ensure understanding by building owners and/or managers. An example of a false alarm definition could be as follows:

A false alarm, also described as Nuisance Alarm or Malicious False Alarm, is the needless call for emergency response resources incurring unnecessary costs and panic when no evidence of a fire or emergency event, for which the alarm was designed, is present.'

An alarm is considered false if it is determined that the alarm was caused through:

- A mechanical failure
- An equipment malfunction
- Improper maintenance or installation of the system
- The negligent or intentional misuse of a fire alarm system resulting in the activation of the system and emergency services

Recommendation #2:

WFRS should conduct an analysis of false alarm responses in order to identify changes that should be made to the false alarm bylaw, as well as other preventative measures that can be introduced to reduce the number of false alarms. These can include measures targeted at alarm system maintenance deficiencies, as well as enforcement and education regarding malicious or recurring accidental incidents.

Another strategy to reduce the response demand for WFRS is to promote increased installation of fire sprinkler systems. For example, in Maple Ridge, BC, City Council approved a bylaw regulating the installation of fire sprinkler systems in buildings within the municipality. Sprinkler systems reduce fire growth and can even extinguish some fires completely, thereby reducing the response pressures for fire calls in sprinkler-equipped buildings.

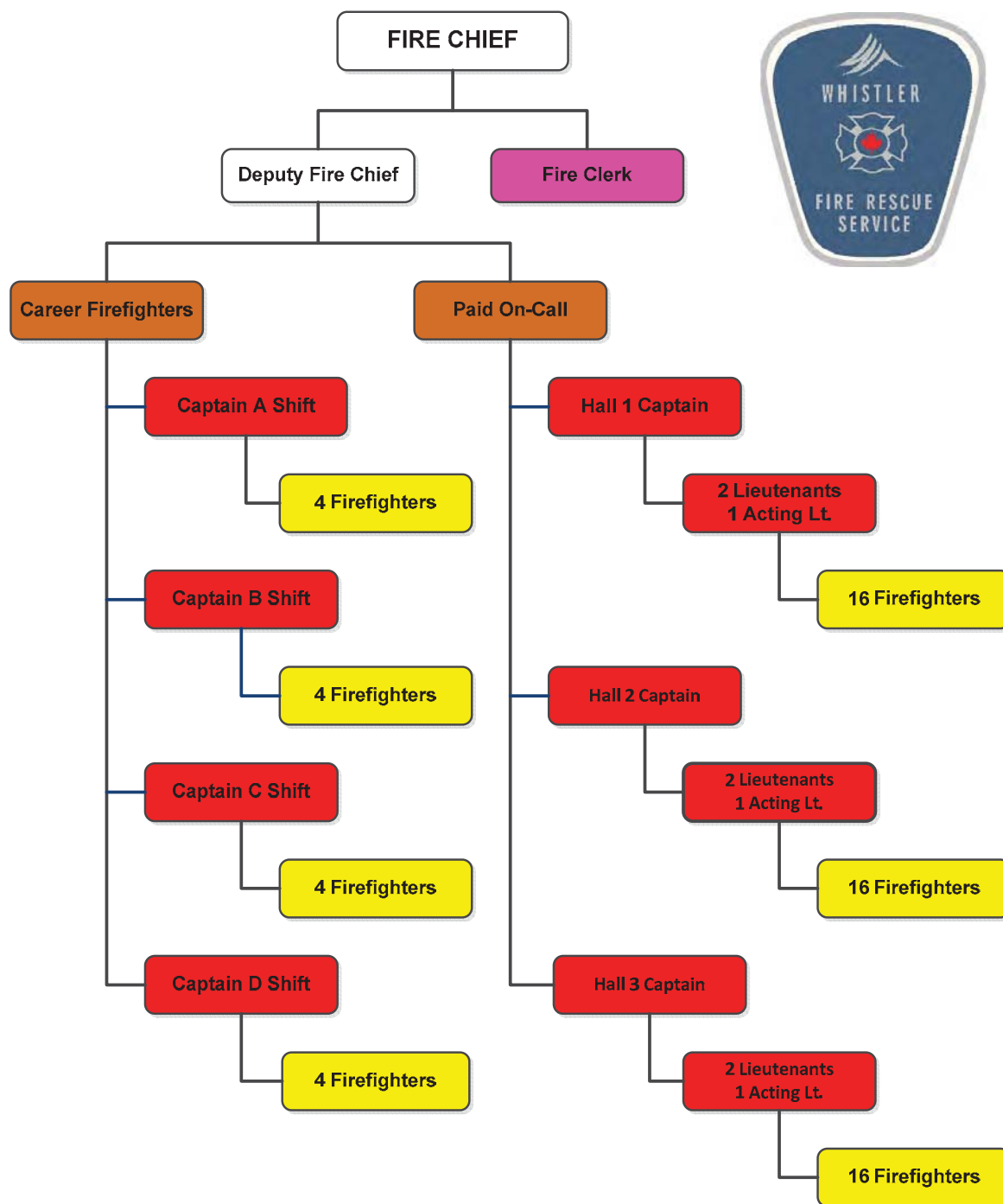
While sprinkler systems are highly effective in controlling fires that occur within the building they do not negate the need for a physical response from the fire department. For example, in the last 18 months RMOW experienced 4 major fires with an exterior origin (balconies). It should also be noted that any bylaws that exceed the provincial statutes such as the BC Building Code will be challenged by the province. Changes to the BC Building Code will require exterior sprinklers on balconies for all new construction of low rise multi-residential structures. The challenge is the current inventory of structures that do not have balcony sprinkler protection. In order to manage this risk an aggressive public education program on how to reduce an exterior origin fire is suggested. Before exploring this option, the code should be reviewed to identify if the RMOW is able to enact and enforce such a bylaw.

Policies such as Standard Operating Procedures (SOPs) and Standard Operating Guidelines (SOGs) are operational directives prepared by a fire department that establish a standard course of action for firefighter response. A fire department may perform any number of services, and to any level, based on the resources and technical expertise that the fire department has available. The local government must determine exactly what service(s) the fire department will provide and identify the level or standard to which each service will be performed. Once these decisions have been made, they must be communicated to the firefighters so that they know what is expected from them as employees. Communication and maintenance of this information should be done via a written plan composed of the SOGs, SOPs, and related policies.

WFRS has a comprehensive library of policies, procedures, and guidelines for its members that cover the intended actions that the Municipality and Department want of its firefighters. There is a continuous review system in place that assigns annual reviews to be conducted by the shift officers.

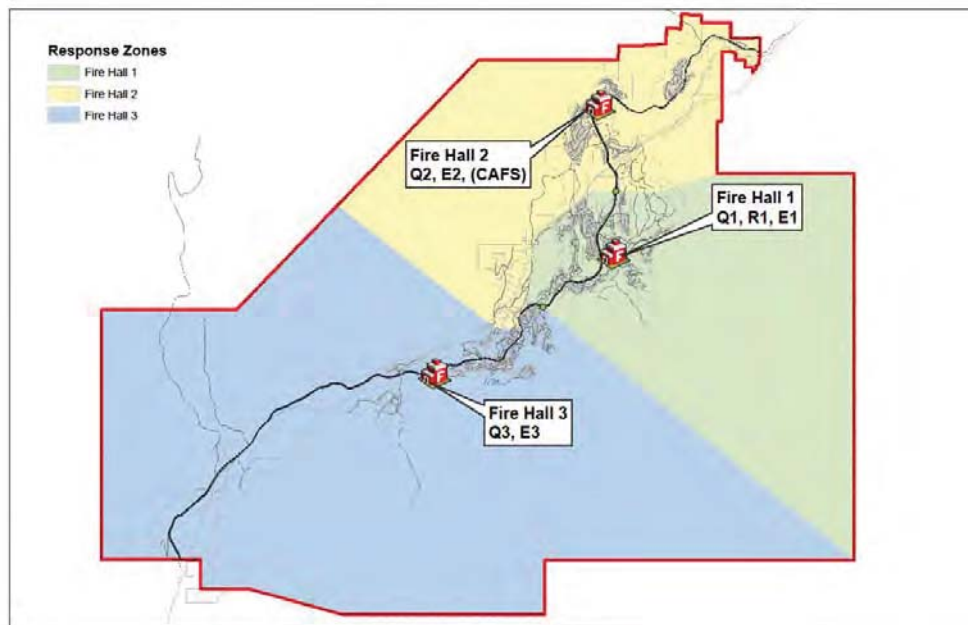
4.4 WFRS Organizational Structure

Figure 7: WFRS Organizational Structure

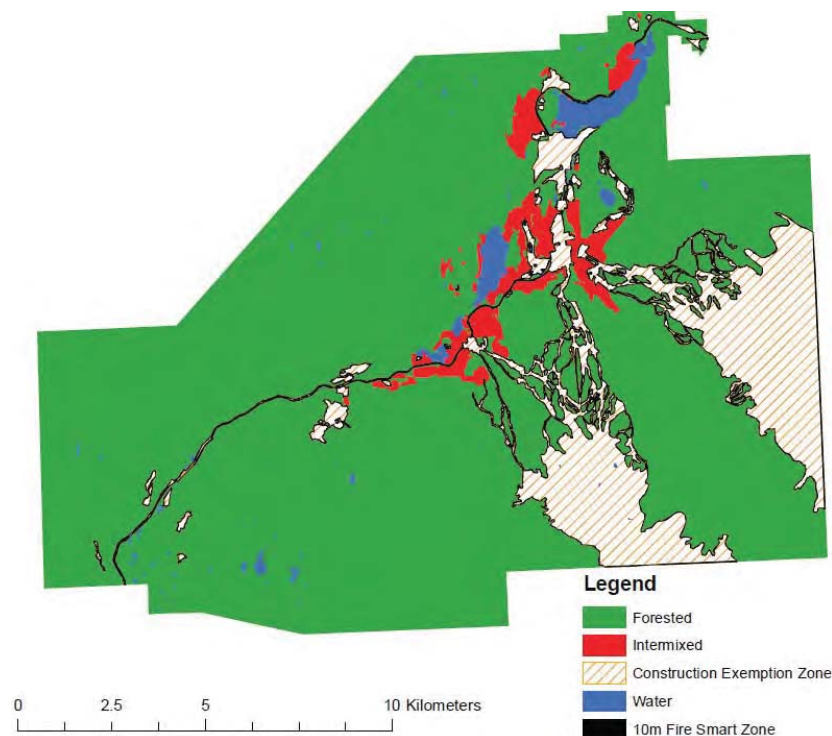


4.5 Response Zones

Map 2: WFRS Response Zone



Map 3: RMOW Wildfire Hazard Zoning for High Risk Construction (Draft 7/17/14)



4.6 Core Services

Across Canada, the provision of fire services is at the discretion of the local government. In BC, there is no legislation mandating the levels or type of fire services that any municipality provides. If a Municipality decides to establish a fire service, however, regardless of whether it is staffed by volunteer or career firefighters, there are general safety regulations that apply. In addition, the occupational specific WorkSafe BC interior firefighting regulations must be met. The training standards, as identified in the Office of the Fire Commissioner (OFC) Training and Standards Playbook also apply. Other services such as rescue, hazardous material response and medical response also have their own standards in terms of training, equipment, and core disciplines; however, the delivery of these services is entirely at the discretion of the municipality. The Fire Service Act in BC does require municipalities to investigate and report fires, as well as to conduct inspections on public buildings/facilities. In the case of inspections, the municipality has the discretion to set the cycle or number of inspections per year.

WFRS provides a variety of emergency response functions, as detailed in Table 5. These services are provided by a staffing compliment of career and Paid-On-Call (POC) firefighters. A Council-approved policy dated 2 August 2005, "*Administrative Report to Council: Reorganization of Fire Rescue Services*", establishes a MDS of four career firefighters. The MDS requires an immediate response from Station 1 for all calls for service 24 hours a day, with the POCs providing a supporting or augmenting role depending upon the situation.

Table 5 identifies the core services that are mandated by provincial statutes, for which the RMOW has very little discretion in the service provision and standards. Non-core services are those services that are completely at the discretion of the RMOW. It must be noted that the elimination of the non-core services or transfer to an alternative service provider will not create a career staffing level cost reduction. For example having Whistler SAR contracted to perform the rescue services would not result in a reduction of the four career firefighter MDS. The non-core services are being provided within the existing response capability.

Table 6: WFRS Service Offerings

Service	Mandate	Current Service Level	Comments/Recommendations
Training	Core	As indicated in Section 4.6.1	Conduct audit in accordance with BC Playbook
Fire Suppression Includes wildland fire suppression	Non-core	MDS of 4 firefighters augmented by POC	As part of a strategic plan determine service standard based upon risk and other factors identified in this report.
Medical Response	Non-core	First Responder Agreement (Consent and Indemnity), Province of British Columbia and RMOW	Continue service as a low cost high value service for RMOW. Conduct a detailed cost analysis to determine actual cost to provide service. Estimated between 30-60K per year depending upon call volume and community factors.
Rescue Technical Rescue (wild land rope, tower crane, industrial and elevator) Water Rescue (still water, swift water, and ice) Confined Space	Non-core	MDS of 4 firefighters augmented by POC	Funding provided by PEP for Road Rescue to offset responses outside of RMOW boundaries. Technical Rescue is funded by BC Construction Safety Association through Technical High Angle Rope Rescue Program (THARRP). Possibility to contract out all or a number of these disciplines to Whistler SAR or look towards complimentary shared services.
HazMat Response	Non-core	MDS of 4 firefighters augmented by POC Qualification standards: NFPA 471	Response capability is product-specific for ammonia. Possibility to contract out or transfer to Public Works Department.
Public Service	Non-core	MDS of 4 firefighters augmented by POC	Continue to provide support to other response agencies.

Service	Mandate	Current Service Level	Comments/Recommendations
Fire Prevention Public Education Fire Inspections Permits and Licences Municipal Planning Review	Core (Fire Inspections)	In accordance with RMOW Bylaw 2046 2014 and BC Fire Services Act	Continue as a core service mandated by Provincial statute.
Fire Investigation	Core	Initial investigations performed by Shift Officers Detailed investigations conducted by Fire Chief	Continue as a core service mandated by Provincial statute. Complete a business case analysis comparing the cost of maintaining fire investigations as an internal service provided by WFRS or contracting out this service to reputable fire investigation company. For maintaining investigations in-house, costs should include necessary training costs and time spent completing the investigations.
Fire Service Planning	Non-core	WFRS Strategic Plan and Whistler2020	Continue to participate in community, corporate and department level planning to ensure efficiency and operational effectiveness.
Pre-fire and Tactical Planning	Core	Conducted by WFRS staff as part of training and safety requirements	Continue as part of firefighter and public safety systems. This service can be performed by career staff depending upon individual limitations as part of the modified duties program.
Emergency Management	Core	BC Emergency Program Act (1996) and the RMOW Emergency Measures Bylaw No. 1953, 2002.	Continue as a core service as mandated by Provincial statute.
Service Agreements	Non-core	Sea to Sky Mutual Aid Agreement 2010 (combines all four agreements)	Continue to participate. Pooling of resources from other municipalities for large events is a standard practice.

4.6.1 Training

WFRS's current training levels address most of the requirements for Occupational Health and Safety, NFPA standards and guidelines, technical rescue and hazardous material (i.e. ammonia) responses and other core service outputs. The required amounts of training range from recruit training to team and specialized technical training.

There are two groups of WFRS members: fulltime employees and POC employees. As emergency responders, both groups need to maintain the Knowledge, Skills, and Abilities (KSAs) to perform safely the services they are called upon to deliver. The results of our review of current certifications indicate that both groups are being trained adequately and are qualified in the required areas. In particular, the department's regularly scheduled KSA maintenance sessions have been important in upholding such a high standard of training. These sessions take place on shift for the career firefighters and at Wednesday night practices for the POC firefighters. The recent FUS analysis completed for WFRS confirmed that the training program and qualifications of the members is adequate for a department the size of WFRS.

In September 2014 the British Columbia Office of the Fire Commissioner established the minimum standards for structural firefighters in BC, referred to as the Competency and Training Playbook (Playbook). There are 3 service levels which set the minimum standards to be met by the Authority Having Jurisdiction (AHJ). These service levels are Exterior Operations, Interior Operations and Full Service. The playbook prescribes the requisite level of training for each of these levels. A number of communities in BC are in the midst of evaluating the playbook, to determine the level of service and the training gap. Given the risk factors, statistical analysis and community profile of Whistler it is recommended that WFRS remain a Full Service Department and conduct a training audit.

Recommendation #3:

WFRS should conduct an audit of staff members' current qualifications and determine if there are any deficiencies in meeting the standards identified in BC's Competency and Training Playbook. If deficiencies are found, WFRS should ensure that the required training standards are met and maintained. Once a training plan is set, WFRS can follow the checklist provided in the playbook to ensure that training remains adequate and up-to-date. To facilitate tracking of staff training and qualifications, WFRS can incorporate this data into a database management system set up for their tracking requirements (See Section 4.4 Database Management). It is important to note that this can be achieved within the existing program resulting in a cost-neutral implementation.

4.6.2 Fire Suppression

From 3 fire stations within the RMOW, WFRS operates a fleet composed of two engines, a wildland engine, a rescue vehicle, and three aerial ladders (quints) that are capable of carrying fire response personnel equipped with hose, ladders, self-contained breathing apparatus, and other equipment to assist in extinguishing a fire. In addition, the department has other specialized vehicles, including a vehicle for wildland or interface fires, a utility vehicle, rescue boat and two (2) command vehicles with advanced communication systems, reference materials, and maps.

4.6.3 Rescue

WFRS is effective in specialized rescue operations of trapped victims, with its compliment of vehicle extrication equipment, including Jaws of Life^{®10}), pry bars, rotary cutting saws, and large and small bolt cutters. In addition to vehicle extrication, WFRS provides immediate lifesaving rescue operations for Technical Rescue (including wildland, industrial, and elevator) and Water Rescue (still water and ice).

4.6.4 Fire Prevention

WFRS provides a number of fire prevention, public education, and safety awareness programs throughout the community, including:

- Home Fire Safety and Smoke Alarm Campaign
- FireSmart Assessments
- Specific Occupancy and Life Safety Inspection Program
- Fire Extinguisher training
- Children's Fire Programming
- Hotel Safety Program
- Day Care and School Programming
- Programs for Community Groups

WFRS is responsible for the RMOW Community Wildfire Protection Plan, which includes the FireSmart program. As part of this program, WFRS has worked with local developers to build FireSmart homes as examples in the community. The RMOW should continue to implement Firesmart strategies to reduce the risk associated with wildland urban interface fires. This may include the introduction of a Wildfire Development Area.

WFRS is a leading fire service when it comes to fire prevention and public education programs. Having all career staff as qualified fire inspectors and utilizing both career and POCs for public education programs is a very progressive program and serves to emphasize the importance of fire and public safety throughout the RMOW. The current programs results in an average of 1500 inspections per year and approximately 75 events and lectures per year.

The elimination of the AC Prevention position has created some challenges in terms of timely follow up/follow through on fire code observations and deficiencies and new program development for public education. The elimination of the AC Prevention position is discussed in more detail in Section 6.1 of this report.

4.6.5 Fire Investigation

WFRS career staff members are all trained as fire inspectors. Following working fires or minor fire events, the on-duty shift officer performs the initial fire investigation. Currently, the Fire Chief is the one staff member who can perform more detailed and complex fire investigations. While the number of fire investigations per year is minimal, it is still a time

¹⁰ Jaws of Life[®] is a registered trademark of the Hurst Jaws of Life

and paperwork-intensive process. There are two ways that WFRS can make its fire investigation process more efficient. The first option is to train more of the WFRS Officers in fire investigation. The purpose of this would be to allow fire reports to be completed by whichever officer was available at the time, reducing the processing and turnaround time for each report, as well as the time the Fire Chief has to spend on investigation reports. The second option would be for WFRS to contract out its fire investigation service completely. This may be more efficient than having Officers do all the reporting. A business case analysis would indicate which of these options is more efficient and effective.

Recommendation #4:

Complete a business case analysis comparing the cost of maintaining fire investigations as an internal service provided by WFRS or contracting out this service to reputable fire Investigation Company. For maintaining investigations in-house, costs should include necessary training costs and time spent completing the investigations.

4.6.6 Emergency Management

Whistler's Emergency Program is guided by the BC Emergency Program Act (1996) and the RMOW Emergency Measures Bylaw No. 1953, 2002. The RMOW's new Comprehensive Emergency Management Plan (CEMP) is written to NFPA 1600 (Standard on Disaster/Emergency Management and Business Continuity Programs).

The RMOW currently has an Emergency Program Coordinator who heads the Emergency Planning Committee (EPC). This position is filled 32 hours per week and reports to the General Manager of Infrastructure Services. The Fire Chief is a member of the EPC and sits on the sub committees for Emergency Planning and Training and Exercises. Through the EPC, WFRS is able to work closely with other municipal departments in emergency management planning and preparedness.

In 2014, RMOW conducted two multi-agency functional exercises and one Emergency Operation Centre (EOC) tabletop exercise. The plan for 2015 is one wildfire full scale exercise and several smaller EOC tabletop exercises.

SECTION 5

PERFORMANCE STANDARDS

5.1 Industry Standard

The most widely accepted standards for the fire service is the National Fire Protection Association (NFPA). Several decades of scientific research have resulted in NFPA establishing an industry benchmark. The use of industry standards, such as NFPA, does not limit the municipality's flexibility to develop levels of service based on local conditions and economic realities. Rather, the use of these standards as a guide can allow the Resort Municipality of Whistler to establish levels of service that optimize firefighter and public safety and balance economic and financial realities.

NFPA has done considerable research in selecting the recommended standards and ensuring they reflect the primary value of life safety in emergency response. The NFPA 1710 Standard for the Organization and Deployment of Fire Suppression Operations by Career Fire Departments¹¹ provides clear performance standards for departments to ensure effective measurement and reporting of WFRS's activities. These documents provide clear performance standards for departments to ensure effective measurement and reporting of WFRS's activities.

Alternatively, a municipality may choose to develop a performance standard based on their specific risk factors, organizational capacity and economic conditions. This type of performance standard is acceptable as there is no legislated or regulated obligation for a community to have a fire service in BC. In this case, the responsibility to understand community expectations and to determine an appropriate level of investment in fire service rests with Council. If Whistler were to take this route, the senior management team and WFRS leadership should be tasked with developing cost models for the performance levels as agreed to by Council. Based on the recommendations in this report and the training requirements identified in the Playbook, it is recommended that a WFRS develop a master plan that is approved by Council. This master plan would establish the types, levels of services, training requirements, and staffing levels for WFRS.

5.2 Intervention Time

Intervention time is used when measuring effective response. Intervention time is defined as the time from the fire department receiving notification of an emergency until assistance commences at the scene of the emergency. Response travel time is primarily a function of the distance from the station to the incident which could be modified by various factors such as, but not limited to:

- The layout and footprint of the community (route widths and alternatives);
- Impediments such as weather or time of day (traffic jam); and,
- Transportation system (including roadways, major highways, construction road surface, detours, etc.).

¹¹NFPA 1710-2010: *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the public by Career Fire Departments*, Copyright © 2010

Increased intervention time can have two significant impacts; higher insurance premiums and increased loss in the event of an emergency. The following is the recommended response criteria from NFPA 1710¹² and NFPA 1720¹³ in a community such as Whistler which primarily runs a fulltime department with POC staff.

Table 7: Sample Intervention Time Defined by NFPA 1710

Intervention Time						
Time Values						
Notification		Intervention Time				
Discovery	Emergency Call	PSAP	Dispatch Time	Assembly or Chute Time	Travel Time	Set-up
Time unknown		30	60	80 sec. fire (60 sec. medical)	240 sec. (4 min)	May vary by event.
		90 sec. ¹⁴				
Time indirectly manageable		Time directly manageable				
Reflex Time						

- **Discovery:** This is the time between the start of the emergency and when someone or an engineered system has detected the incident.
- **Emergency Call:** This is the period of time between discovery and the actual notification of emergency services. The initial call is taken at the 911 EComm Centre in Burnaby.
- **PSAP:** Public Safety Answering Points or 9-1-1 call centres. The operators take incoming calls, determine the nature of the emergency (i.e. does the caller need the police, fire, or ambulance service), and then connect the caller to the required emergency dispatch service.

The 9-1-1 call-takers then normally disconnect from the caller to take more 9-1-1 calls, while the dispatch operator takes more detailed information from the caller, while also dispatching the emergency service to the location of the emergency. In the case for WFRS the PSAP and Dispatch functions are both conducted by a contract with E-Comm.

- **Dispatch Time:** This is the time required to extract the necessary information from the caller to allow the proper response to be initiated. The Dispatcher identifies the correct fire location and initiates the dispatch by paging the appropriate fire station in the Municipality.

¹² NFPA 1710 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Career Fire Departments (2010 Edition)

¹³ NFPA 1720 Standard for Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations by Volunteer Fire Departments

¹⁴ NFPA 1221: Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems?

- **Assembly Time (Chute Time):** From the time the notification sounds in the fire station or other emergency facility until the first vehicle leaves the station. In a full time department this is expected to be within 80 seconds but for volunteer departments the time to collect a response crew can vary widely depending on location and time of emergency as well as all the factors that impact travel time.
- **Travel Time:** Once a vehicle leaves the station, it must negotiate the best route between that point and the location of the emergency. Factors to consider for travel time are driver skill, weather, traffic, topography, road conditions, and vehicle capabilities.
- **Setup Time:** This is the time necessary on site to evaluate the necessary actions, position the required resources, and commence the intervention. In the case of a fire; completing size-up, assigning the necessary tasks, and deploying resources can provide delays on scene. A well-trained crew can minimize these delays while providing a safe, successful response.

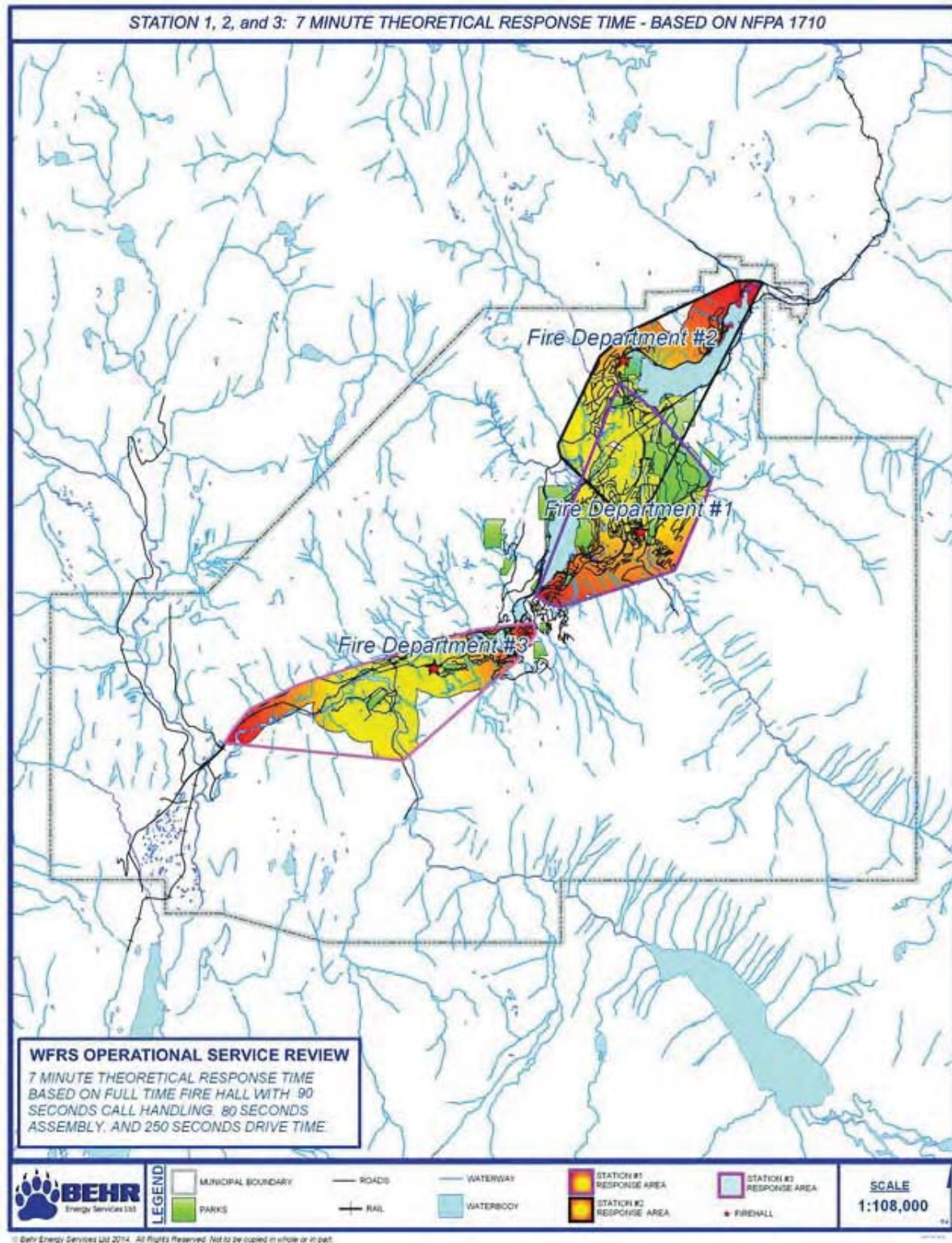
5.3 Station Location Analysis

By using Geographic Information System (GIS) data, we've provided the following maps to display response times and capabilities of all three fire stations. The current station locations are well suited to respond anywhere in Whistler's response boundaries. The following four maps are provided to show theoretical response coverage for WFRS using NFPA 1710.

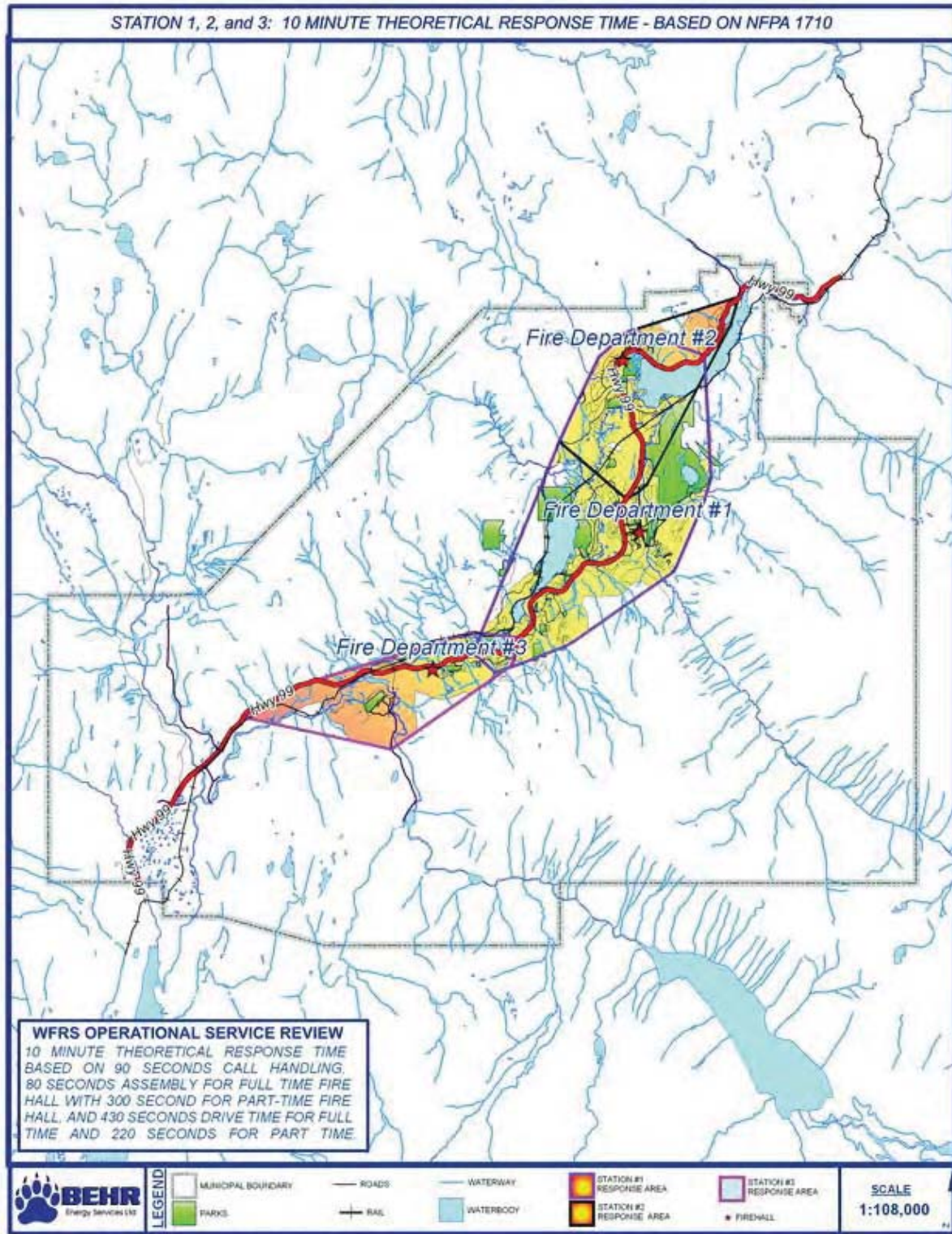
The 7 and 10 minute theoretical response times are based on NFPA 1710, and assume the alarm assignment is one engine and 4 firefighters from Station 1, with backup from Station 2 and Station 3 as applicable. The full alarm assignment would be achieved with the recall of POCs and off-duty career for working fires and major events. Our assumption is that if the first alarm assignment arrives within a reasonable time, and intervenes before it becomes a major event, the need for a full alarm assignment will potentially be reduced.

See Appendix 'D' for Theoretical Response Mapping Methodology

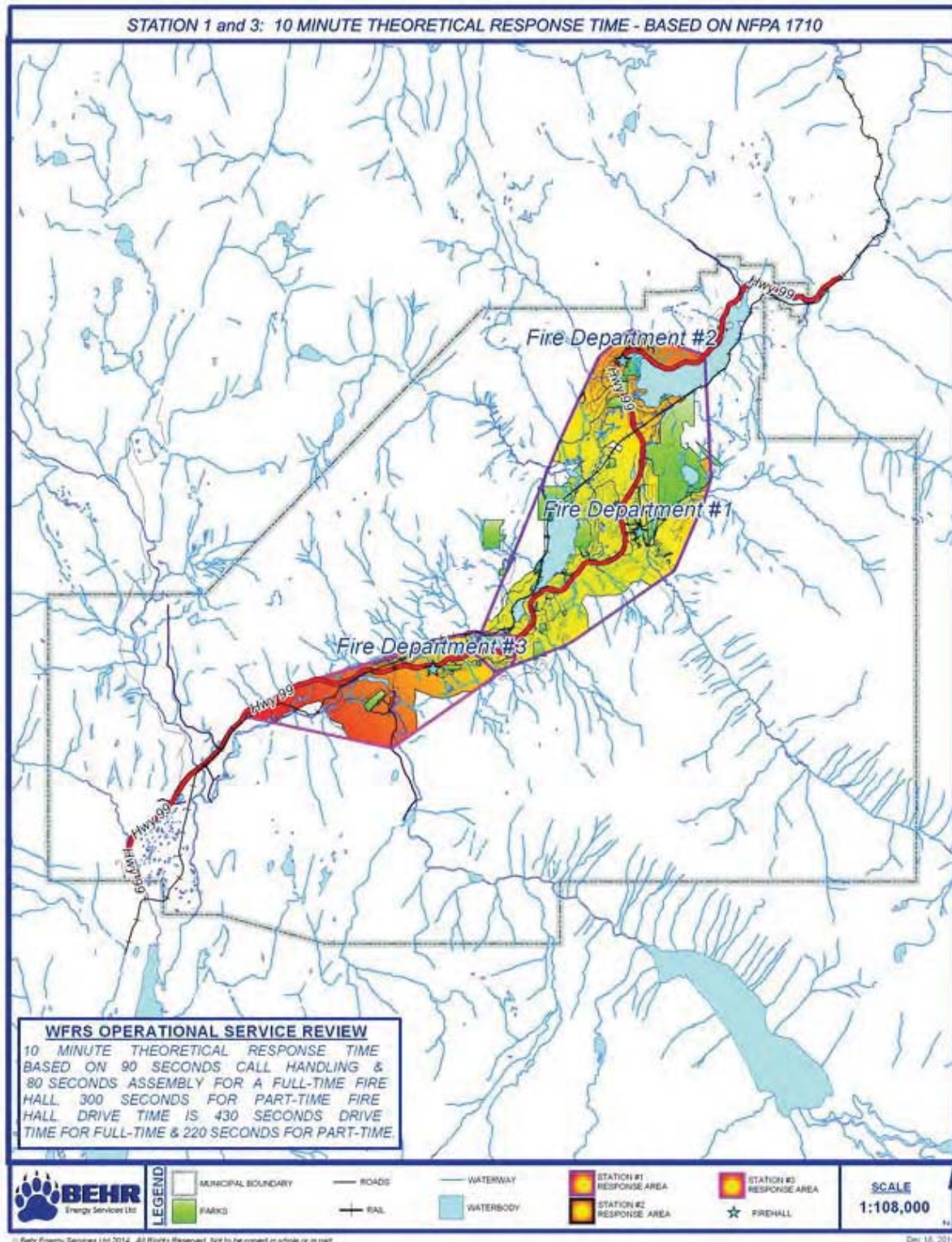
Map 4: Theoretical 7 Minute Response Time for Whistler Fire Rescue Service



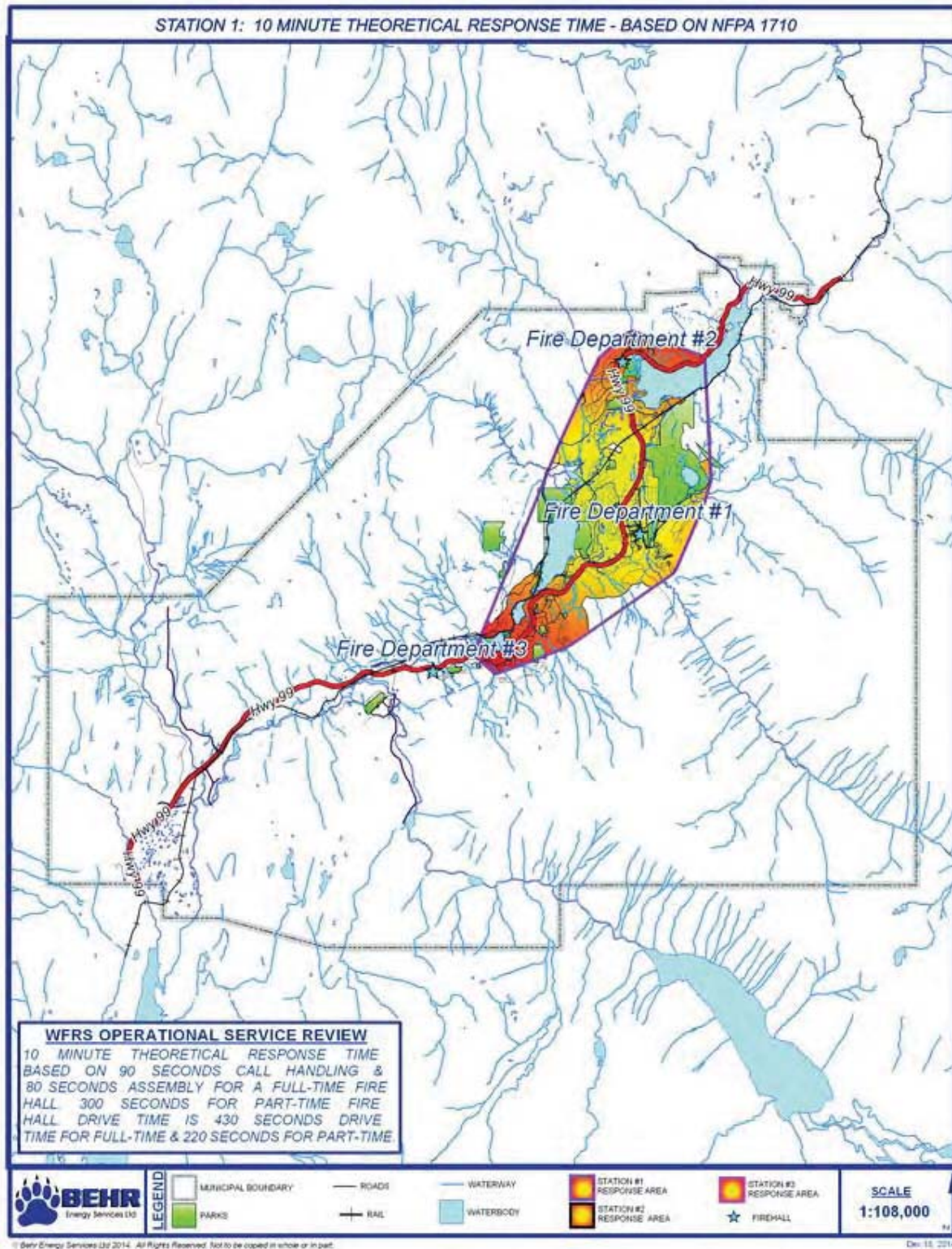
Map 5: Theoretical 10 Minute Response Time for Whistler Fire Rescue Service



Map 6: Theoretical 10 Minute Response Time for Whistler Fire Rescue Service, Using Stations 1 & 3 Only



Map 7: Theoretical 10 Minute Response Time for Whistler Fire Rescue Service, Using Station 1 Only



5.4 Database Management

Fire departments require comprehensive database management systems in order to track, report, and maintain statistics on a variety of topics, including staff training and qualifications, status of equipment and apparatus, and maintenance and inventory tasks. These systems can also track properties for inspection and investigation purposes, emergency call data, and response performance for detailed reporting and accountability. Systems can be selected and customized to fit department needs.

Database management systems can assist in the development of reports and statistics for business cases, in determining short and long term capital investment requirements, and in determining short-term requirements for consumable inventory. Tracking of all assets can be customized to fit department needs, and to allow staff members to manage accountability and maintenance, with oversight by Chief Officers.

Presently, the BEHR team is working with WFRS to develop an in-house asset management program to track assets and related maintenance and/or replacement needs. In implementing and updating this program, WFRS should keep the following aspects of asset management in mind:

1. **Inventory:** Conduct annual inventory counts and note deficiencies. Establish minimum and maximum necessary quantities for consumable products.
2. **Asset Tracking Software:** There are a large number of database products on the market that can be adapted to meet the various needs of fire departments. WFRS should find a product that works for the size of their department and their asset tracking needs. In doing so, WFRS should also consider the product's ability to track other information, such as personnel, training, call data, and response performance. Examples of software products include D4H, Fire Pro 2 (FP2), Firehouse, and Fire Data Management (FDM).
3. **Policies, Procedures, and Operating Guidelines:** WFRS needs to develop policies, procedures, and operating guidelines to manage the maintenance and lifecycling of existing assets and to plan additions.
4. **Leadership and Planning:** Fire Department Leadership must develop and enforce an Asset Management Strategy in order to plan for the future as accurately as possible, to ensure operational readiness, and to manage sustainable outcomes.
5. **Asset Compartmentalization:** Apparatus and equipment should be organized by standardized compartments to ensure quality apparatus checks can be completed efficiently and effectively and equipment can be identified and evaluated.

In February 2015, WFRS will transition to an E-COMM-hosted FDM platform. The rationale for this change includes the following:

- Computer Aided Dispatch (CAD) to FDM will populate incident data. This will reduce the need for Captains and administrative staff to update records, saving time and reducing errors.
- Property information will be accessible in the field, enhancing emergency response and inspection capabilities.
- Costs of database maintenance and upgrades will be shared with other agencies.
- Other agencies' report builders, templates and training lessons will be accessible.

- Improved data analytics will be available, which will assist in program planning and regular operational reviews.

Although not a new trend many fire services have implemented a “Dashboard” process to monitor the department’s performance for not only emergency response but other outputs such as fire inspections, public education programs, and administrative/financial performance. The distribution of the dashboard to WFRS and Senior RMOW staff will enhance the overall awareness of the expectations and outputs required of WFRS. This communication tool has been very successful in other fire services.

Recommendation #5:

WFRS should develop a dashboard that monitors the Department’s outputs and performance goals and distribute it regularly to WFRS staff and RMOW Senior Leadership.

SECTION 6 RESOURCES

6.1 Human Resources

6.1.1 Management and Leadership

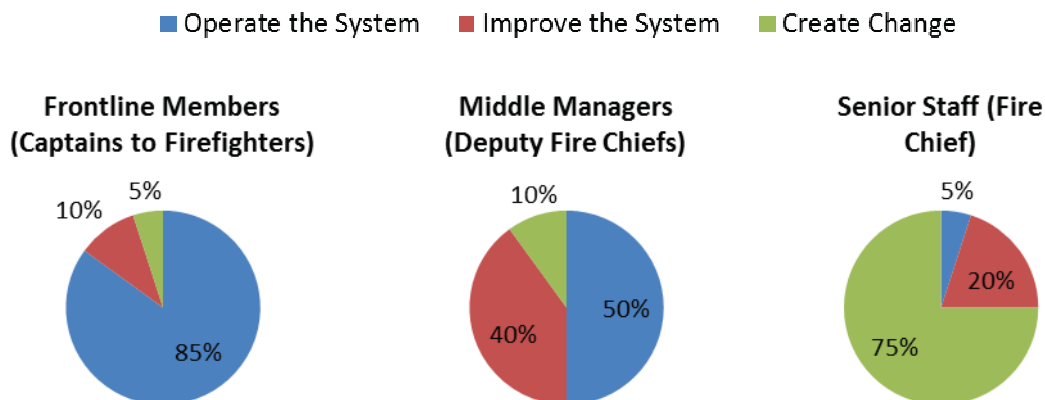
In 2012, WFRS's Deputy Chief of Prevention position was eliminated and the specific duties for this position were integrated into the Deputy Chief Prevention/Operations and Fire Chief responsibilities. The comparative departments serving populations of approximately 25,000 have senior positions beyond the current WFRS Chief and Deputy Chief, including additional positions such as ACs, Prevention Officers, and/or Training Officers to provide oversight and leadership for various functions of the department.

Across Canada, all orders of government are facing strong demands for cost reduction and increased value in the delivery of services. Elected officials and senior administrators are continuously looking for ways to balance public expectations and deliver valued services/programs, while maintaining fiscal restraint amidst global, national, and local economic pressures. This environment has resulted in the need for fire department leaders to adopt a more business-like approach to leading and managing their respective departments. They must be proactive, working with the CAO in examining all aspects of the service delivery systems to find efficiencies.

This requires a shift from the typical caretaker approach of maintaining the current systems to a focus on creating a future that is adaptable, sustainable, effective, and efficient.

The leadership for WFRS is provided by the Fire Chief and Deputy Chief Prevention/Operations, with support from the Administrative Assistant. Based upon the conceptual/theoretical model as shown in Figure 8 the Fire Chief and Deputy Chief are performing the roles of Senior Staff and Middle Manager.

Figure 8: Fire Department Time Management¹⁵



¹⁵ Sergeant, Chase, (2006) 'From Buddy to Boss, Effective Fire Service Leadership', PennWell, Tulsa OK.

There are distinct challenges in ensuring a department is successful in meeting its needs to function effectively. Given the complexities of the RMOW, and the challenges of leading a composite fire service (Career & POC) there is a critical need for the Fire Chief to maintain a strategic focus that continuously improves the system while creating the future.

6.1.2 Recruitment, Selection, Retention, and Promotion

For each position competition in WFRS, a selection committee conducts the selection process and decides upon the successful candidate(s). Selection is based upon an interview of candidates possessing required qualifications and a current Medisys Physical Assessment, a written aptitude test, and an Insights Personality Profile. The selection committee comprises the deputy fire chief, a human resources person and a member of the firefighter's union executive.

Career planning support is available to all WFRS staff for short and long-term goals, as they align with the department's goals and objectives. Performance Evaluations and Career Planning sessions are held annually, at a minimum, and emphasize a member's career goals and performance assessment. WFRS supports employees pursuing their potential during their career.

WFRS has had a low turn-over rate with its career staff and has maintained relatively stable levels of POC staff over the last few years. This is good for training and career growth, as replacement upon retirement can be planned well in advance whereas unanticipated staff departures create a gap that must be filled by remaining personnel until a suitable replacement can be found.

One area discussed with the fire chief that is worth commenting on in this section is the level of interpersonal skills training for the officers in dealing with conflict resolution. All supervisory staff should feel confident in their ability to deal with issues and find acceptable solutions within the workplace. Of course, if no immediate resolution can be found, then the situation should be brought to the attention of the fire chief for further follow up and resolution.

Recommendation #6:

Training in basic interpersonal skills should be provided as part of the Officers' development program. Training should include conflict resolution, communication techniques, and teambuilding. This can be achieved within the existing RMOW human resource program.

6.1.3 Personnel Policies and Procedures

WFRS has documented personnel policies and procedures guiding both administrative and personnel behavior. A complete description of these policies and procedures can be found in the department's Operating Guidelines, Municipal Policies, and Collective Bargaining Agreement (CBA).

6.1.4 Succession Planning

Succession planning is a key element in the professional growth, adaptability, and resilience of a fire department. Succession planning is a process for identifying and developing internal people with the potential to fill key leadership positions in the organization, if and

when required. Succession planning ensures that individuals are prepared to assume roles with higher responsibility as they become available, helping the individual and the department adapt to changes more easily.

WFRS currently does not designate Acting Chief Officers to fill in for Chief Officers when required. This limits the ability of candidates to develop competency and experience in senior roles prior to applying for them directly. An acting Chief Officer program would provide a smooth transition to Chief Officer position and would also allow acting Chief Officers to back-fill for Chief Officers during holidays and to provide some on-call relief.

Recommendation #7:

Recognizing available resources, WFRS should implement an Acting Chief Officer program to allow incumbent Officers to back-fill when Chief Officers are away and to provide on-call relief. Acting Chief Officers should be selected from the Department's Captains, based on seniority.

6.1.5 Overtime

The overtime issue is prevalent amongst most full time fire departments. This is further exacerbated within small departments where unscheduled absences (short and long term) result in increased overtime costs to maintain the MDS. The City of Surrey has been very successful in addressing this problem over the last 15 years. An analysis completed by the City of Surrey and the University of the Fraser Valley was provided to the Whistler Fire Chief: (Surrey Fire Services' Attendance Management Program Effective Practices for Managing Absenteeism)

In this analysis the sick leave pay structure that sees the city paying for the first day of absence and the Union paying for the next six days, using a fund supplied by member payroll deductions. The IAFF maintained a bank of hours for sick leave and when additional hours are required deductions are taken from the members. This practice reduced sick leave from 7.6 days per employee to 2.9 sick days over a 12 year period. In Surrey's recent MOU with the IAFF a retirement fund incentive is provided by the City if the Department meets their business outputs which includes attendance management targets.

Discussions with the Whistler Fire Chief indicate that under the current IAFF contract there is very little flexibility to manage unplanned absences. There are 2 floater firefighters that can be used to address these absences in a limited capacity; however additional floaters or other approaches are needed. The following suggestions are for how Whistler can use this program:

- Establish a staffing ratio based upon the provisions of the contract for planned and unplanned absences. The staffing ratio can serve as the basis for determining the required number of positions to maintain the MDS. An example of a staffing ratio calculation was provided to the Whistler Fire Chief.
- Establish a flex firefighter (floater) program that creates greater flexibility and efficiencies to re-assign firefighters to other platoons/shifts to cover unscheduled absences. An example of contract language for flex firefighters has been provided to the HR manager and Fire Chief.

- Establish a number of casual or part time firefighter positions from within the Volunteer contingent. The Town of Cochrane Alberta has successfully used casual firefighters to more efficiently manage overtime.
- Develop a comprehensive attendance management policy that includes accountability measures that compels staff to be at work. As previously indicated Surrey has been very successful with this type of approach.

6.1.6 Modified Work Duties

WFRS does not presently have an official modified work program in place and the present Collective Agreement is silent in relation to modified duties but some accommodations have been unofficially implemented in the past that demonstrate a desire to develop a formal modified work program. WFRS is looking at the WorkSafe BC program as a guideline for its modified work program which is a good start as this is a provincially recognized program.

Some factors to consider when developing such a program include:

- What – if anything – the present Collective Agreement states about this type of program. If it does not mention modified work, then a new program can be developed in conjunction with labour and management to meet the needs of all parties.
- How such a program could complement or possibly conflict with other collective agreements with the municipality's other unions.

Many departments create a job bank of duties and programs that can be taken on by staff during periods of modified (light) duties. The intention of these job banks is twofold, benefitting both the department and any individuals requiring modified duties due to injury or other reason. For the department, identifying specific tasks for modified duty enables staff requiring modified duties to remain productive members of the department, and not a drain on resources or capacity. For staff, these duties are designed to ensure that in the event of injury or other work interruption, they can feel engaged in their work and that they are contributing to the organization rather than simply doing "make work" tasks.

Another important consideration for the design of these programs is the variation in types of reasons that could cause an employee to require modified duties. For short-term injuries or interruptions, modified duties need to reflect the level or schedule of "work toughening" that is recommended by an employee's doctor. Based on the level of activity recommended by the employee's doctor and the projects available, management can bring the staff member back to work on required projects until completion.

For longer term, or potentially indefinite injuries and interruptions, modified duties need to be designed to accommodate the individual in an engaging and fulfilling manner, while contributing to the operation and management of the department

Depending on the nature of the individual's restrictions, such duties could include (but are not limited to):

- Develop fire permits and related licenses
- Fire inspector/fire prevention as all staff are already trained in this area
- Municipal emergency plan updates
- Working on the development of current or new training programs

- Coordinate repairs and maintenance of fire department equipment
- Greater utilization of modified staff for public education programs.

It should also be noted that utilizing WFRS staff on modified duties does not reduce the overtime costs for replacing that person on the response vehicles. This coverage can still cost the department at the rate of time and a half for replacement staff.

As indicated on page 49, section 6.1.5, a possible option to help reduce this overtime cost is to have more flexibility with the floater positions in reducing the time required to advise of shift movement. There is also the opportunity to use the paid-on-call staff to fill in shifts for those on modified duties. The immediate savings here would be paying the POC members at straight time as opposed to the overtime costs rate.

Recommendation #8:

Recognizing room for improvement, there would be benefit for RMOW and WFRS management and labour representatives should work together to develop a modified work program and attendance management program that ensures productive, useful work for WFRS staff members requiring modified duties and reduces time away from work. This program should be customizable to a range of modified work scenarios and enhance employee accountability towards attendance. The program should also investigate incorporating more flexibility with the floater's position and the use of POC staff to backfill for illnesses.

6.1.7 Alternative Utilization of On Duty Staff

WFRS staff are currently expected to work as a crew of four (4) for the duration of their shifts, rather than breaking into smaller working groups when not responding to a call. While this is a good way to facilitate prompt response to calls, it does not maximize the efficiency of the firefighters' time. Smaller working groups would better enable the firefighters to take on other assigned duties such as hydrant testing, fire pre-planning, or conducting fire prevention inspections. This utilization of smaller teams can also work when it comes to responding to medical calls. Two firefighters could use a smaller support unit to respond to medical calls while the Captain and driver of the pumper truck work on other programs/duties. Both vehicles would have emergency response capabilities and can easily respond to calls for service that would require the "full" crew's attendance.

Presently the RMOW contracts out the fire hydrant testing/service functions. This is an area of savings for the community by training and certifying fire staff to take over this service. But it should also be noted that due to the inconsistent schedule of the firefighters due to calls, it would be difficult to ensure that any scheduled tasks are completed at the identified time. There is also the concern that if an emergency arises in relation to the hydrants, there may not be anyone available to conduct the emergency service work due to being engaged in a fire call or other emergency. As such, alternative plans need to be in place for such situations.

WFRS does have a work schedule in place that identifies generally what the crews should be doing when not responding to calls for service, but due to the unpredictable nature of the job it is impossible to set a more defined schedule. There is flexibility, however, in assigning tasks that are not time-specific.

Some fire departments have the on-duty captain and senior firefighter stay with the response pumper/engine, while the two other firefighters on the crew take a service vehicle with response capabilities to work on tasks such as testing hydrants or conducting fire inspections.

The fire hydrant program is one example of using fire staff to help offset other costs. Before a program like this is implemented, a thorough review and related set of procedures would need to be completed to identify which duties could potentially be performed more effectively by smaller groups, rather than keeping the crew together. This review should also ensure that the present collective agreements with the firefighters and with other municipal employees allow for this type of additional duties.

It is important to note that there are times during the shift where members are not on task. This is inherent with services that provide protection or coverage for emergency situations. There are several options to increase the productivity of the firefighting team during the times of the day where there is a low call volume; however, it is important that any measures introduced not adversely affect the ability to respond. WFRS has very good inspection, public education and fire prevention programs that enhance public safety. These programs are performed by on-duty firefighters when they are not responding to emergency calls.

Recommendation #9:

RMOW and the WFRS management along with labour representatives should work together to develop an alternative utilization program that ensures efficient and effective utilization of on duty career firefighting staff.

6.1.8 Service Delivery Model

There are three types of service models that fire departments can adopt:

- Fulltime: all firefighters are paid, career firefighters
- Composite: there are some paid, career firefighters, and some volunteer firefighters who may or may not be paid-on-call
- Volunteer: all firefighters are volunteers who may or may not be paid-on-call

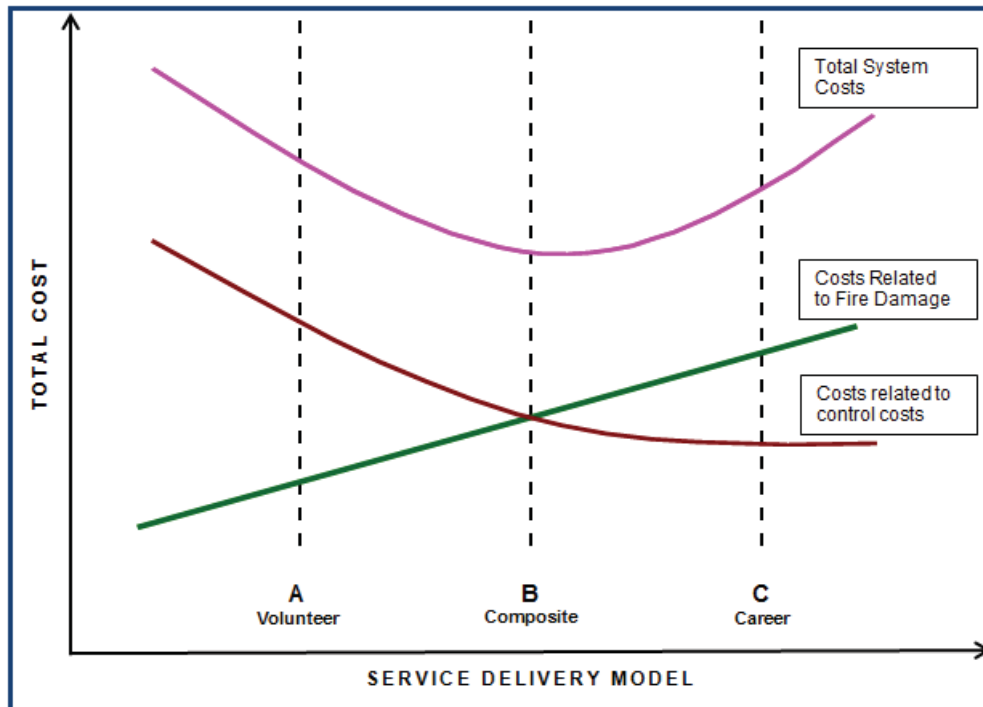
The primary benefit of using volunteer firefighters is that a department pays for only the hours that the firefighters spend responding to calls. By contrast, career firefighters are paid for their entire shift, regardless of the number of calls they respond to, and sometimes must also be paid overtime.

The primary benefit of using career firefighters is that they are located at a fire station ready to respond to calls at any given time. Upon receiving a call, these firefighters can travel directly from the station to the incident. Volunteer firefighters, on the other hand, do not wait at fire stations. Upon receiving a call, a volunteer must first travel to the fire station, before preparing to travel from the station to the incident. This response generally requires 5 to 7 minutes to mobilize at the station before intervention can occur.

The business approach below is theoretical, but demonstrates the tradeoffs in productivity and cost that a community must consider in weighing the costs and benefits of volunteer, full

time, and composite fire services¹⁶. The more cost efficient volunteer services can result in higher total system costs related to fire damage, community reputation, insurance premium, firefighter and public safety; however, this system is far less costly in terms of providing emergency response compared to a full career department.

Figure 9: Productivity versus cost of different fire service delivery models



The horizontal axis of the framework shows the money spent by a community for fire protection, while the vertical axis shows total fire-related costs to the community. Costs related to 'control of fire' are those related to fire suppression and prevention. That would include operating and capital budgets as well as costs borne by the private sector, such as building fire protection features including sprinklers, fire alarm systems, etc. Costs related to fire damage include fire losses, insurance premium/payout costs, loss of a community's economic input (such as a loss of a major employer) and loss of life and injuries to both public and firefighters. Total costs are the sum of control costs and fire damage costs.

A on the horizontal axis represents the volunteer service delivery system: low fire control costs and due to longer turnout times, increased costs related to fire damage and total system costs. B on the horizontal axis represents the composite service delivery system: increased fire control costs with career firefighters providing a consistent turnout time, and decreased costs related to fire damage and total system costs. C on the horizontal axis represents the full career service delivery system: well resourced, consistent turnout times that have increased costs related fire control, decreased fire related damage, and increased total system costs.

From a productivity perspective, any allocation of resources to lower the total system cost can be considered productive. For example, Scottsdale, Arizona has every building fully

¹⁶ Theoretical Business Model Fire Service System Delivery: Source Fire Chief Ron Lambert, Nanaimo Fire Rescue Services

sprinkled, which has resulted in a very lean private fire service. They have low cost to control fire, low fire damage, and therefore low total system costs. Furthermore, efficiency is related to low cost pertaining to the relationship between inputs and transformations. Volunteers are more efficient than career firefighters. Effectiveness, on the other hand, relates inputs to outputs, performance specifically. Therefore, from a business perspective, productivity is related to effectiveness or those measures of performance such as turnout time or overall response time because of the relationship to fire losses.

The majority of the comparable communities presented in Section 3.1 use a volunteer staffing model, which is cost efficient, but also poses risks to communities like Whistler. In Banff, where the service area is quite small (4.88 km²), volunteers live in close proximity to the fire station. While the department does have typical volunteer limitations depending on the time of day and time of year, they have a strong core group of volunteers with no retention issues. Banff would only consider transition to fulltime firefighters if issues regarding recruitment and retention were to develop.

Canmore also has a relatively small service area (12.71 km²), but because of the recruitment and retention challenges they have experienced with volunteer firefighters, they use a composite service model. The volunteers augment the fulltime response, and together they are able to initiate a response within 60-80 seconds.

Gravenhurst has also experienced recruitment and retention challenges with its volunteers, but because of its small service area (10.73 km²) and the fact that it does not respond to medical calls, the department is able to operate effectively with a purely volunteer service.

In comparison, RMOW has a large service area, which means volunteers must travel farther to reach the stations in the event of a call; there have been challenges with recruitment and retention of volunteers; and the department receives a much higher call volume than any of the other six comparable communities. For these reasons, it does not make sense for Whistler to transition from a composite department to a fully volunteer department. The availability and accessibility of the career firefighters is invaluable to WFRS.

Based on our analysis, there are three options for WFRS's service delivery model:

1. Transition to fully volunteer service

- Pros:
 - Budget reduction of approximately 2.2 million
- Cons:
 - Plus 10 minute to mobilize a response having a negative effect on fires, MVIs, interface fires and other emergencies.
 - Level of service for initial response not guaranteed
 - Increase potential for recruitment, retention and training challenges
 - Reduced fire inspection and public education programs
 - Increase in total system costs relative to fire losses, impact to community, reputation

2. Maintain status quo with a composite service

- Pros:
 - Consistent initial response upon receipt of an emergency.

- Versatility of Engine Company to handle all types of calls including interior firefighting and rescues.
- Potential to mitigate emergencies during initial stages
- Cost reductions with use of multi-purpose vehicles, attendance management program, smaller vehicles for FMR and other operational efficiencies as identified in this report
- High level of fire prevention and public education programs maintained
- Cons:
 - Response capacity not fully engaged. Periods of time when firefighters are not on task

3. Use a composite model but with reduced career staffing

- Pros:
 - Potential cost reduction of up to approximately 1.1 million dollars.
 - Consistent initial response to commence operations for all types of emergencies
 - Can mitigate low risk emergencies (FMR, dumpster fires, small spills and basic rescues)
 - Increase utilization of volunteers
- Cons:
 - Plus 10 minute to mobilize a safe and effective full alarm response having a negative effect on fires, MVIs, interface fires and other emergencies.
 - Increased reliance on volunteer firefighters. Limitations.
 - Increase in total system costs relative to fire losses, impact to community, reputation

6.1.9 Fire Company Size

A fire company is defined as the team of firefighters assigned to a fire apparatus. An April 2010 report issued by the National Institute of Standards and Technology describes tests completed to determine the optimum number of members for a fire company. Tests were completed for effective operations over 22 essential fire ground tasks at a typical single family house fire. A four-member crew operating on a structure fire completed all the tasks on the fire ground (on average) seven minutes faster (nearly 30%) than the two-person crews. The four-person crews completed the same number of fire ground tasks (on average) 5.1 minutes faster (nearly 25%) than the three-person crews. On the medium-hazard residential structure fire, adding a fifth person to the crews did not decrease overall fire ground task times; however, it should be noted that the benefit of a five member crew was not documented.¹⁰

The WorkSafe BC¹¹ regulations stipulate that if firefighters enter a structure fire's hazardous atmosphere, a minimum of 2 firefighters must enter together and there must be at least one firefighter outside to initiate a rescue if necessary. This does not include the operator of the fire pump who is integral to ensuring that the two interior firefighters have water to combat

the fire and protect themselves. This means that in BC, the first arriving fire company is not legally able to perform entry into a single family house fire to perform a rescue unless 4 firefighters are on the scene. The standard goes on to state that within 10 minutes of entry, a two member Rapid Intervention Team (RIT) must be available standing by outside to perform a firefighter rescue, or the two member interior team must exit and abandon interior operations. It is important to note that the 4 firefighter team does not have to arrive on scene in one vehicle.

There are several options to provide a viable engine company response in accordance with industry guidelines and legislated requirements. In discussion with the Banff Fire Chief, the volunteer firefighters require 5-7 minutes from the receipt of an alarm or notification of an emergency to mobilize the response. This is an exceptional mobilization time for a volunteer service. The Banff Volunteer firefighters are stable in terms of retention and live in close proximity to the Fire Station. The initial response is 6 firefighters that assemble at the station before the intervention commences. Alternatively, while not a comparative community, the City of Nelson BC serves as an example of the composite system where the initial response engine company is less than 4. The Nelson Fire Department maintains minimum duty strength of 2 full time firefighters. This provides an immediate response within 60-80 seconds upon receipt of an emergency; however interior fire attack or rescue operations cannot occur until volunteers or off duty full time firefighters assemble at the scene.

The recently completed Fire Underwriters Survey (FUS) for the RMOW provides additional context and recommendations from an insurance grading perspective. The table of effective response and staffing recommendations identifies the need for 42 career firefighters (Engine Company of 6 firefighters). Additional grading credits can be achieved by increasing volunteer or career staffing levels.

As identified in the previous section, the optimum staffing configuration is the composite model where the combination of career and volunteers provide an efficient and effective level of service. There are definite limitations to a completely volunteer service. The current contingent of WFRS volunteers is well trained and dedicated. The following factors need to be considered when determining the engine company staffing for WFRS:

- Average annual recruitment rate 10% (retention challenge)
- Approximately 25% of the volunteers work remotely from the primary response area that affects response mobilization depending upon time of year, month week and day
- 33% turnout rate for responses
- Mobilization for engine company (2nd alarm) in excess of 10 minutes
- Reduced availability during holidays and peak vacation periods
- Ability to leave the place of work for responses
- Current infrastructure to support a volunteer service: parking, training area, classroom etc.
- RMOW emergency response call volume (without FMR) would challenge a volunteer service

Behr has identified that, based upon a number of community factors, the best service delivery option for WFRS is a career service supported by a volunteer contingent. Given the limitations of the volunteer service and the factors listed above the recommended engine

company are 4 career firefighters. The operational concept for this recommendation is based upon the following:

- Performance target of 60-80 seconds to initiate a response
- Initial critical tasks required for fires, MVIs, rescues and interface fires
- Ability to conduct initial interior fire operations and compliance with legislation
- Firefighter and public safety
- Versatility to manage typical day to day calls for service
- Provides the opportunity to mitigate the emergency while in the early stages

The initial response of 4 career firefighters is augmented by a viable volunteer contingent that supports the career operation and provides the response capacity depth for large scale or major emergencies.

The following is an excerpt for an article written by Michael Currie, Municipal Consulting Service (FUS):

Roughly 80% of fire departments in Canada are manned by volunteers. That means that when a building is on fire, there will be several extra minutes in total response time as firefighters need to travel from their homes or places of work to the fire hall before suiting up and responding to the fire scene with an engine.

In years past, before the digital age, participating as a volunteer on the local fire department was a fun way to be part of the local community. It seems, however, that people's lives have become busier and volunteering on the local fire department is seen more as a second job than a way to be part of the community.

This is exacerbated by businesses that historically were very supportive of volunteer fire departments, but that in recent decades have pulled their support. In fact, more and more businesses are advising their employees that they are not allowed to leave while on shift.

This may be understandable since businesses are focused on producing their own financial results, which are unlikely to benefit from having employees called away in the middle of shifts, leaving their posts unmanned.

There are many factors that have resulted in the downward trend in volunteer firefighting, including location economics. Firefighters often do not live and work in the same town.

In Vancouver, for example, few firefighters can afford to live in the city, so they have homes in cities like Coquitlam, Maple Ridge or Surrey, which may result in their place of residence being farther away from the fire station.

An interesting side note is that many insurers assume large cities are 100% career fire forces, but this is not the case. More and more cities are looking to reduce their overhead by cutting fire department budgets and fire departments are turning to volunteer or paid on-call models in an effort to maintain some level of fire protection.

The biggest factor in reduced volunteerism seems to be apathy. More people are assuming that they do not need to contribute as someone else will.

When it comes to public fire protection, however, this can have very serious consequences. A lack of standards for training firefighters has been identified as a serious problem.

There are actually a number of standards for training firefighters, but they are expensive and time-consuming to implement. The result is that most communities do not implement them.

In fact, a recent study for British Columbia firefighters found it was not economically feasible to train firefighters to the minimum National Fire Protection Association Standard Level 1.

For volunteer fire departments, this is a big problem, and for the communities that they serve, there is a significant liability exposure in having emergency responders who are not certified Level 1 firefighters responding to very dangerous incidents on behalf of the community. This is beyond the serious risk to firefighters themselves.

6.2 Fire Service Facilities

There are a number of key components functional standards and location requirements that must be considered for an effective fire station. In terms of location, according to our station location analysis, all three of WFRS's facilities are well positioned to deal with issues that may arise within the RMOW. In terms of functional standards, the following are components that should be considered for an efficient and functional fire hall:

- **Apparatus Bay**

Provide adequate room to store and safely maneuver apparatus in and out of the bay. Safely moving around the apparatus should also be consideration along with appropriate vehicle exhaust extraction or ventilation system.

- **Firefighter Staging and Personal Storage Area**

An appropriate area where all the turnout gear is stored in one location to allow the crew to quickly and safely move in and out is critical.

- **Storage**

Designating an area of the building for storage is recommended.

- **Maintenance**

A maintenance area that's separate from the washroom due to contamination issues. This is particularly true when storing cleaning supplies and agents.

- **Laundry Facilities**

Equipping the facility with an industrial grade washer and dryer suitable for washing firefighting personal protective equipment is suggested.

- **Training Area**

Proper storage of training and library materials should be considered.

- **Washroom, Change Facilities, Decontamination Area**

A separate designated area for personal decontamination should be considered. This would consist of wash sink, antibacterial soaps, shower, bench and change area. If room is an issue, ensure that the proper SOPs are in place to maintain a suitable area.

- **Fitness Area**

Adequate fitness area within the station or an alternate fitness area to provide firefighters access for physical training requirements.

- **Parking**

Enough parking should be available for on-shift fulltime staff. Suitable turnaround space to safely maneuver apparatus must also be considered. In addition, to ensure quick response by the POC staff, parking with close proximity to the village firehall should also be provided.

6.2.1 Fire Station Locations

Station #1 - 4315 Blackcomb Way, Whistler Village



Station #1, which services as fire headquarters, is located centrally within the community. The two-story facility is staffed by fulltime career firefighters as well as a pool of paid-on-call staff. This facility also houses three pieces of apparatus including 1 Quint, 1 Engine and 1

Rescue. The main firehall is attached to the fire administration offices located on the second floor of the adjoining facility that also houses the RCMP on the first floor.

The functionality of fire headquarters appears to be challenged in its day-to-day operations. The command staff is currently located in a trailer in the parking lot shared with the RCMP. The space is cramped and there appears to be no option for growth and expansion. The apparatus bays have been modified to fit newer larger fire apparatus with some ingenious building modifications.

The building itself has been well maintained, however, its functional flexibility and adaptability have reached a decision point for the community to evaluate. The ability to modify and change the current building would be a challenge.

Currently, the cost benefit of relocating the existing station cannot be justified. Once a definitive service level has been accepted, community expansion should be monitored to determine when the risk versus cost would justify a move. Part of the cost analysis is the maintenance of the existing station, which will increase significantly as the major components reach the end of their life expectancy.

Recommendation #10:

Conduct a full building assessment and an efficiency study of the facility to include a building envelope study for mechanical, electrical and structural assessment with a view to consider the following functional requirements:

- Administration Offices
- Dormitories
- Dispatch
- Apparatus Bay
- Firefighter Staging and Personal Storage area
- Equipment Storage
- Maintenance Area
- Laundry Facilities
- Training Area
- Fitness Area
- Washroom Facilities
- Parking and Site Access

Station #2 - 8900 Highway 99

Station #2 is Whistler's oldest fire station and is staffed by a pool of POC firefighters. During our site visit, the office and staging area were found to be in poor condition and presented a number of workplace safety hazards, including potential mold concerns. Garaging of the vehicles was found to be less than adequate, although it meets the current need. It was also noted that egress from the site was hazardous, as there is a limited view of oncoming vehicles on Highway 99.

Map 5 (Pg. 42) shows that the 10 minute response from Station #2 overlaps with much of the response from Station #1, indicating that Station #2 is not a crucial piece of infrastructure for providing adequate response coverage to the community.

**Recommendation #11:**

Station #2 should be closed and its vehicles, equipment, and POC staff redistributed to Stations #1 and #3 as appropriate. Based on Map 6, response from Station #1 and #3 appears to provide adequate coverage for the community, and as such, Station #2 is a redundant resource. Renovating and upgrading Station #2 would be a poor use of resources for WFRS. Selling this facility or re-purposing it for another city business unit would also eliminate its maintenance from WFRS's expenditures. The closure of Station #2 needs to be validated by Municipal Consulting Services (FUS).

Station #3 - 1505 Spring Creek Drive, Spring Creek

Station # 3 is Whistler's newest fire station and is staffed by a pool of paid-on-call firefighters.



6.2.2 Training Facilities



Realistic fire department training is essential if firefighters are to perform safely and successfully on the emergency scene. This realistic training is best provided at a properly equipped training ground with sufficient props and training aides to which members are able to train to likely scenarios that they could face in the response to likely incidents. Although WFRS does not have a dedicated training facility, the current grounds have been used to provide some incumbent training for vehicle extrication, building collapse and small live fire scenarios.

Based on the identified training needs of the department in relation to the services offered by WFRS, the department should look at what can be accomplished with the facilities that are available in the community. For those training requirements that cannot be met in-house, WFRS should continue to investigate and utilize whatever opportunities exist, whether through joint training initiatives or through contacting private organizations to assist the department in meeting its training needs.

Recommendation #12:

Using existing resources and municipal properties set aside a space for practical training; such as a portion of the Caps works-yard. The plan should include the location of training props and safety systems that meet the needs of the municipality and any identified partners, taking into consideration cooperative resources. Once the plan is approved, a phased process for implementation could be undertaken to lessen the initial cost burden.

Something that WFRS may also want to consider is developing such a facility in cooperation with surrounding communities. Currently, each of the communities surrounding RMOW has its own version of a training facility. We suggest that RMOW explore a cooperative training scenario where communities would pool resources to create one facility with greater training opportunities.

6.3 Apparatus and Equipment

6.3.1 Apparatus


As part of an implementation plan, a resource deployment concept needs to be developed. This plan should include consideration of the operational efficiencies that can be achieved by procuring multi-functional vehicles. Based on discussions with the Fire Chief, the use of multipurpose apparatus in combination with the closure of Hall 2 would present the opportunity to reduce the overall fleet size.

WFRS could benefit greatly from replacing Rescue 1 and Engine 3 with two engine/rescue combination vehicles. Combination vehicles have the capability to respond to rescue calls, structural fires, FMR calls, and hazardous materials responses without requiring the dispatch of additional vehicles such as the current Rescue 1. This would enhance operational effectiveness and efficiencies through reduced vehicle operations and staffing costs.

With the implementation of the BC Ambulance Service Resource Allocation Plan (RAP) for FMR, additional cost savings can be achieved by responding to FMR calls using a general purpose vehicle such as a crew cab pickup truck with two career firefighters. The risk potential of having four firefighter MDS split for sequential or coincidental calls is remote based upon the current call volumes experienced by WFRS. As explained in Section 4.6 Core Services, the WorkSafe BC regulation of 4 firefighters for interior attack does not mean they must arrive on scene in one vehicle.

Year/Make/Description		
Unit #:	V-380 (Aerial 1)	
Make:	2009 Spartan Gladiator	
Type:	75' Aerial	
Location:	Hall 1	
Pump Capacity:	1750 GPM	
Tank Capacity:	340 US Gallons	
Usage:	Quint 1 is the 1st out career apparatus stationed at Fire Hall 1 and responds to all incident types.	
Unit #:	V-248 (Engine 1)	
Make:	2003 American LaFrance	
Type:	4 x 4 Engine Pumper	
Location:	Hall 1	
Pump Capacity:	1750 GPM	
Tank Capacity:	500 US Gallons	
Usage:	Engine 1 is stationed at H1 (previously E3). It responds to 2nd alarms in hall 1 zone and 3rd alarms in all zones.	

<p>Unit #: V-128 (Rescue 1) Make: 1997 Spartan Type: Rescue Location: Hall 1 Pump Capacity: N/A Tank Capacity: N/A Usage: Rescue 1 is stationed at Hall 1. It responds to 2nd and 3rd alarms in all zones. As it is the only vehicle rescue equipped the members from Hal 1 are called out to all MVI's regardless of zone.</p>	
<p>Unit #: V-382 (Quint 3) Make: 2009 Spartan Gladiator Type: 75' Aerial Ladder Location: Hall 1 Pump Capacity: 1750 GPM Tank Capacity: 340 USG Usage: Quint 3 is stationed at hall 3. It responds to 2nd alarms in hall 3 zone and 3rd alarms in all zones.</p>	
<p>Unit #: V-145 (Engine 3) Make: 1994 Spartan International Type: Pumper Location: Hall 3 Pump Capacity: 1250 GPM Tank Capacity: 750 USG Usage: Engine 3 is stationed at H3. It currently responds to 2nd alarms in H3 and 3rd alarms in all zones</p>	
<p>Unit #: V-218 (Quint 2) Make: 2002 American LaFrance Type: 65' Ladder Truck Location: Hall 2 Pump Capacity: N/A Tank Capacity: N/A Usage: Quint 2 is located at Station # 2 and responds to 2nd alarms in the Station #2 zone and 3rd alarms in all zones.</p>	

<p>Unit #: V-22 (Engine 2) Make: 2004 Ford F550 Type: Rescue Location: Hall 2 Pump Capacity: N/A Tank Capacity: N/A Usage: Engine 2 is stationed at Hall 2. The unit currently responds to 2nd alarms in h2, brush fire incidents in all zones and 3rd alarms in all zones.</p>	
<p>Unit #: V-372 (Chief's Vehicle) Make: 2009 Ford Escape Type: SUV Location: Hall 1 Pump Capacity: N/A Tank Capacity: N/A Usage: Chief's Vehicle</p>	
<p>Unit #: Not yet assigned Make: 2014 Toyota Rav 4 Type: SUV Location: Hall 1 Pump Capacity: N/A Tank Capacity: N/A Usage: Deputy Chief's Vehicle</p>	
<p>Unit #: V-355 Make: 2008 Chevrolet Silverado Type: Crew Cab Pickup Location: Hall 1 Pump Capacity: N/A Tank Capacity: 75 USG Usage: Utility truck stationed at Hall 1. It is equipped with a 75 gal portable water tank, portable pump, forestry and rescue tools and supports wildfire and rescue responses.</p>	<p>No image available.</p>

<p>Unit #: V-371 Make: 2009 F150 Super Cab Type: 4 X 4 Pickup Location: Hall 3 Pump Capacity: N/A Tank Capacity: N/A Usage: Utility truck located at Station #3.</p>	
<p>Unit #: Make: Type: Rescue Boat Pump Capacity: N/A Tank Capacity: N/A Usage: This rescue boat supports still water rescue operations on local lakes.</p>	
<p>Unit #: V-146 Make: Wells Cargo Type: HazMat Trailer Location: Pump Capacity: N/A Tank Capacity: N/A Usage: Used for hauling HAZMAT equipment.</p>	

Recommendation #13:

A resource deployment concept should be developed to assess the cost benefits of procuring multi-functional vehicles such as engine/rescues and the use of smaller vehicles for routine calls including FMR (First Medical Responder).

6.3.2 Apparatus Lifecycle, Replacement and Maintenance

Apparatus lifespan varies depending on apparatus and use. Current ULC standards recommend 14 years for front line apparatus, plus another 4 to 5 years as backup. WFRS is meeting these requirements with a 20 year life cycle, which includes 15 years as frontline apparatus and 5 years as second line or backup.

6.3.3 Light Duty Power Tools

Power tools such as reciprocating saws, chainsaws, small pumps, and generators must be part of your asset management program. These items are used on a regular basis and can hold a large dollar value. These items require general maintenance and should be counted, and checked on a daily checklist to ensure their operational capacity. Maintenance schedules should be developed in order to ensure readiness as per manufacturer specifications.

Staff needs to be informed of the expectations around daily checks as well as be able to obtain the information on out of service equipment and the process to follow to ensure a quick turnaround of the issue can be tracked and resolved. Based on use, wear and tear, and manufacturers' specifications, these items should form part of a replacement program and there may be a requirement to have duplicity in these items to manage response when an item is taken out of service for repair or general maintenance.

A process is being implemented to track operational readiness as well as a guideline to track out of service or any maintenance which is required.

6.3.4 Hand Tools

Hand tools require similar processes to light duty power tools. These items are essential to daily operations and should be tracked through check sheets. Daily tracking for hand tools on apparatus and weekly checklists for items in station that are required to do maintenance on other station equipment as part of hall duties.

These items don't require a large budget line item, however dollars need to be allocated and general replacement of hand tools as required should be part of an operational budget allocation. Whistler Fire Rescue Service maintains three stations and my experience would suggest that a general tool bench area for light repair be setup in a similar fashion and duplicate sets of hand tools are kept in service to assist alternate stations.

This also will create redundancy as people may relocate to different stations and orientation would be reduced and work expectations will remain the same. Similar to power tools these items require a process to track and identify when in disrepair or require to be tagged out of service. A chain of accountability and staff identified as the responsible party to address any out of service items will deem this program successful.

6.4 Communication System

Service calls are processed through Emergency Communications (E-Comm) in Burnaby. E-Comm provides the PSAP and emergency dispatch functions for WFRS through a contracted service agreement. As indicated in Section 5.4 of this report, WFRS will transition to a hosted arrangement with EComm for FDM data management and CAD interface.

Radio and paging communication systems have been a long standing problem for WFRS. In 2012, an audit was conducted to evaluate the components of this system. Based on the audit findings, an upgrade was conducted that included a dual analog/digital system. This upgrade was intended to provide increased effectiveness for building penetration, paging system, and reduced interference with LED light systems. While some improvements have been observed since the upgrade, there are still ongoing instances of interference, poor audibility, and unreliable or missed pages. Last year, WFRS asked E-COMM to research an alternative to the paging system. Other Departments under contract with E-Comm have identified similar

concerns with the reliability of paging. There is reliable technology available that would eliminate the need to carry pagers and provide alerts through cell phones or PDAs.

Recommendation #14:

A review should be conducted of the current communication system in order to identify ways of enhancing it. In particular, this review should address enhanced building penetration and the reliability of the paging system.

6.5 Water Supply and Distribution

In January 2014, the RMOW had OPTA Information Intelligence conduct a Fire Underwriters Survey (FUS) of the community which included water capacity and pumping capabilities. The report grades every area of the community as to its capacity to mitigate a fire scene. The grades are then assessed as to whether an area needs upgrading. The FUS report assessed the current water distribution system and provided a relative classification of 3 with 1 being the highest. Since 1998 the RMOW has conducted a number of upgrades that resulted in a favorable rating. By all accounts, the FUS gave the RMOW favorable ratings and require no further assessment in this report.

SECTION 7

RELATIONSHIPS AND PARTNERSHIPS

7.1 Service Agreements

Service agreements are used to augment and support operational services to the community for many different reasons. This could be to help cover an area that is more efficiently covered by a neighbouring fire department; it could be for the use of equipment and services that the home department does not have or is not able to provide or it could be for the use of training facilities and related services to improve the level of training of the department's staff. Whatever the reason, these agreements come at a cost, whether it is for reimbursement to the other department or for services in kind. Either way, the community seeking these services needs to evaluate the benefits of these agreements.

WRFS currently has mutual aid agreements:

- Mutual aid agreements with:
 - The Village of Pemberton,
 - The District of Squamish and,
 - The Squamish Lillooet Regional District (Garibaldi) for fire prevention and suppression related services, as needed by each community.

The RMOW leadership and administration should be commended on seeking out such agreements and should continue to seek out other options for services that will help make the WRFS more efficient in delivering these response services to the community.

7.2 External Resources and Partnerships

The reliance on this mutual assistance support needs to be reviewed on a regular basis to ensure it is meeting the needs of the community, as reliance on such agreements may likely become more frequent over time with increasing calls for services (based on population growth or possible reduction of staff and services within RMOW).

The rationale for mutual aid/assistance agreements are primarily based on major emergencies and infrequent calls for assistance. If WRFS's intent is to rely on the services from other municipalities for major fires or emergencies then a proper contract for services should be considered to fairly compensate expectations for service placed onto these municipalities. This would include the understanding that when those resources from another municipality were called they may also be needed in their own community for an emergency incident.

7.3 Municipal Planning Involvement

One of the challenges a fire department faces is how to respond to community growth and increased calls for services after new communities, subdivisions and/or annexation occurs. It is crucial that the fire department be involved on the front end of all new community planning and associated impacting factors. The opportunity to prepare and evaluate this additional service area or new business is important to the overall success in service level objectives and maintaining performance standards.

New development can impact the current fire department in many ways, which may increase the risk to the community. Collaboration with RMOW's planning staff places Whistler in a position to manage risks in ways that best suit the changing needs of the community.

7.4 Labour Relations

The key to an effective and efficient work force is good labour relations. Without the commitment of staff to meet the needs of the organization and the community, an organization will find that it spends an inordinate amount of time addressing internal issues. This does not appear to be the case with WFRS.

During our interviews it was apparent that there is a good environment of labour relations between the Fire Chief, the career staff, and POC staff. All staff appeared to be in full support of the fire chief and her initiatives. Career and POC personnel have also noted that they welcome this fire department service review. Staff members were reassured that the review is not a staff cutting measure, rather an evaluation on how to make WFRS a more efficient and effective service that is focused on meeting the needs of the community based on future growth.

SECTION 8

CONCLUSION

The purpose of this report is to assist Whistler Fire Rescue Service (WFRS) in developing a long term strategy for the Resort Municipality of Whistler (RMOW) to use in evaluating and forecasting resource needs for current and future fire services. In order to adopt and implement the recommendations in this document, it is recommended that the WFRS work with the RMOW's Council and senior staff to develop a suitable operational philosophy, outline expectations for levels of service and relevant performance standards based on community risk factors. Then, the fire chief, working together with the CAO and senior municipal staff, will be able to establish benchmarks for service delivery. These benchmarks will enable WFRS to identify and evaluate adjustments to existing service levels that may be required to meet current and future needs. It will also assist Council and the administration in determining priorities for WFRS that are in line with municipal goals and strategies, while effectively managing risk and budgets.

It is evident that the RMOW will continue to attract new residents, visitors, and development. This will undoubtedly challenge the municipality's capacity to deliver effective fire and rescue services. This is a pressure that is already being exacerbated by the Municipality's fiscal constraints. By establishing formal performance measures based on risks and monitoring service delivery outputs, WFRS will be able to ensure an efficient and effective service in the face of these challenges.

The implementation of the recommendations contained in this report will be strategic and collaborative. The Fire Chief, working together with the CAO and senior management, will need to establish benchmarks in relation to fire service response criteria to give the Fire Chief a greater level of focus in relation to adjustments that may be required to service; along with evaluating future needs. These benchmarks will also assist Council and the CAO in determining priorities for the fire service, based on municipal goals, fiscal realities and other competing demands.

APPENDIX 'A'

ACRONYMS AND GLOSSARY

A.1 ACRONYMS

BC	British Columbia
BCERMS	British Columbia Emergency Response Management System
BC PEP	British Columbia Provincial Emergency Program
EOC	Emergency Operations Centre
EPC	Emergency Planning Committee
FDM	Flexible Data Management Software
FMR	First Medical Responder
FUS	Fire Underwriters Survey
GIS	Geographic Information System
IAFC	International Association of Fire Chiefs
MDS	Minimum Duty Strength
MVI	Motor Vehicle Incident
NFPA	National Fire Protection Association
RIT	Rapid Intervention Team
RMOW	Resort Municipality of Whistler
SOG	Standard Operating Guidelines
SOP	Standard Operating Procedures
WCB	Workers Compensation Board (WorkSafe BC)

A.2 DEFINITIONS

Apparatus	Any vehicle provided with machinery, devices, equipment, or materials of the Fire Department for firefighting as well as equipment used to transport fire fighters or supplies.
Assembly Time	From the time the notification sounds in the fire station until the first vehicle leaves the station. In a full time department this is expected to be within 80 seconds but for volunteer departments the time to collect a response crew can vary widely depending on location and time of emergency as well as all the factors that impact travel time.
Chute Time	See Assembly Time
Dangerous Goods	This term is synonymous with the terms <i>hazardous materials</i> and <i>restricted articles</i> . The term is used internationally in the transportation industry and includes explosives and any other article defined as a combustible liquid, corrosive material, infectious substances, flammable compressed gases, oxidizing materials, poisonous articles, radioactive materials, and other restrictive articles.
Discovery	This is the time between the start of the emergency and when someone or an engineered system has detected the incident.
Dispatch Time	This is the time required to extract the necessary information from the caller to allow the proper response to be initiated. The dispatcher identifies the correct fire location and initiates the dispatch by paging the appropriate fire station.
Emergency Call	This is the period of time between discovery and the actual notification of emergency services.
Emergency Operations Centre (EOC)	The protected sites from which civil officials coordinate, monitor, and direct emergency response activities during an emergency or disaster.
Emergency	Any occasion or instance that warrants action to save lives and to protect property, public health, and safety. A situation is larger in scope and more severe in terms of actual or potential effects.
Fire Chief	The person responsible to the Director of Corporate Services for the efficient management of the Fire Department and the condition of all buildings, Apparatus and Equipment under the Fire Chief's control.
Fire Suppression	The application of an extinguishing agent to a fire at a level such that an open flame is arrested; however, a deep-seated fire will require additional steps to assure total extinguishment.
Impact	The effect that each hazard will have on people such as injury and loss, adverse effects on health, property, the environment, and the economy.
Incident	A situation that is limited in scope and potential effects.
Intervention Time	The time from fire reporting to the point where the first arriving pumper, or other apparatus providing comparable functions, arrives at the fire scene and directs an extinguishing agent on the fire.
National Fire Protection Association	The National Fire Protection Association (NFPA) is an internationally recognized trade association established in 1896 that creates and maintains standards and codes for usage and adoption by local governments to reduce the worldwide burden of fire and other hazards. This includes standards and guidelines many fire departments utilize to carry on day-to-day operations.

Quint	A quint is a fire service apparatus that serves the dual purpose of an engine and a ladder truck. The name <i>quint</i> is derived from the Latin prefix <i>quinque</i> -, meaning five, and refers to the five functions that a quint provides: pump, water tank, fire hose, aerial device, and ground ladders.
Response	Those measures undertaken immediately after an emergency has occurred, primarily to save human life, treat the injured, and prevent further injury and losses. They include response plan activation, opening and staffing the EOC, mobilization of resources, issuance of warnings and direction, provision of aid, and may include the declaration of a State of Local Emergency.
Risk	The chance or likelihood of an occurrence based on the vulnerability and known circumstances of a community.
Standard Operating Guidelines (SOG)	A written organizational directive that establishes or prescribes specific operational or administrative methods to be followed routinely, which can be varied due to operational need in the performance of designated operations or actions.
Standard Operating Procedures (SOP)	A written organizational directive that establishes or prescribes specific operational or administrative methods to be followed routinely for the performance of designated operations or actions.
Travel Time	Once a vehicle leaves the station, it must negotiate the best route between that point and the location of the emergency. Factors to consider for travel time are driver skill, weather, traffic, topography, road conditions, and vehicle capabilities.
Setup Time	This is the time necessary on site to evaluate the necessary actions, position the required resources, and commence the intervention. In the case of a fire; completing size-up, assigning the necessary tasks, and deploying resources can provide delays on scene. A well-trained crew can minimize these delays while providing a safe, successful response.

APPENDIX 'B'

FIGURES, TABLES, MAPS, CHARTS, IMAGES

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APPENDIX 'C'

STAKEHOLDER INTERVIEW QUESTIONS

1. What do you believe to be the risks that impact your community?
2. Do you feel the community is adequately protected from these risks?
3. Based on the economic growth of the community, do you feel the Fire Department can adequately keep up to the current and future demands?
4. Are there any plans for annexation? If yes, will future annexation and land development plans include service options for emergency services?
5. What are your expectations for fire and rescue services in the immediate and long term future?
6. Has the community adopted a strategic plan for alternate risk reduction strategies for fire and rescue incidents? I.e. fire sprinklers, increased life safety inspections.
Do you feel they should?
7. What would you perceive the public understanding of the emergency services capabilities?
8. Do you think the public feels they are getting value for their tax dollars?
9. How would you like to see emergency services increased/decreased over the next few years?
10. Are there any other aspects or factors that you believe need to be considered in the fire services efficiency, effectiveness, and staffing level review

APPENDIX 'D'

THEORETICAL RESPONSE MAPPING METHODOLOGY

Response travel times are directly influenced by station location and can be varied based upon a cost/risk analysis and the development of performance targets.

Base Data Layers Requested

- Hydrology
- Single Line Road/Transportation Network
- Municipal Boundaries
- Parks
- Projection File
- Orthophoto (GeoTIFF, Mr.SID), if available
- Emergency Services Locations

Data Formats

- Preference of ESRI Shapefiles

Purpose of Files

A. Hydrology

- i. Identifies needs for response to water locations (if dependant on a water response unit).
- ii. Locations of bridge crossings, which can convert to varying incidents, as MVC/MVA, spill contaminants, etc.
- iii. Assists in the definition of the map for locational awareness by others.
- iv. Completes the map.

B. Single Line Road/Transportation Network

- i. Used to determine response times from emergency locations to determine a network based on road speeds.
- ii. Roads are created into a network for response.

C. Municipal Boundaries

- i. Identifies the limits to response for mutual aid and responsibilities when overlaps occur within a response area. Also identifies sub areas for specific mapping and identification of municipal and regional response zones. Provides information for gap analysis for future state locations or refinement of locations.

D. Parks

- i. Identifies the potential risk areas due to accessibility issues for tracts of land, as well as constraints and opportunities for new locational analysis for or against new stations within a municipality. Ability to determine development of new locations due to proximity. Parks are identified as local, regional, provincial, and national.

E. Projection File

- i. To ensure that we have the same data set up as being used by the Municipality or Client's measurements (both distance and time) and spatial location are correct when determining analysis.

F. Orthophoto (GeoTIFF, Mr.SID), if available

- i. We typically do not use the ortho on the output maps, but the analysis sometimes needs clarification of what is on the ground, and we use it to quickly ground truth locations and information needed prior to asking clients for clarification, or to substantiate clarification of an area.
- ii. Is a nice to have, yet hard to use, as it takes up a lot of memory/space, and is difficult to ship/transfer.

G. Emergency Services Locations

- i. Identifies the actual location rather than a theoretical location based on an address match to ensure that the data location is as correct as possible and no missed locations are identified on the initial running of the theoretical response times.
- ii. Locations may be moved from within a parcel to the front of the parcel whereby it touches the road network. Ensures the response FROM the station is captured. There are no corrections made to the movement of station to time, as it is typically within 50 metres.

Theoretical Response Zone**A. Assumptions**

- i. NFPA 1710 was used as the basis for response time, unless determined by client/project.
- ii. Minimum response of 4 career firefighters.
- iii. Weather is average – no storms, rain, snow, etc.
- iv. Roadway segments contain a node/junction at intersections.
 - If not available, road network needs to be cleaned and fixed.
- v. Roadways need to sometimes extend beyond some municipalities.
- vi. Emergency responders are trained on response vehicles.
- vii. Response vehicles are in good condition.
- viii. Roads are dry and in good condition.
- ix. Left turns are not reduced by a time %.

- x. Road speeds are provided by client, if not
 - Road class table used to populate speeds based on road classification.
 - Road speeds are reduced from the posted sign, typically no more than 5%.
 - This is a blanket assumption to counteract other assumptions for a more 'real-world' responses.
 - xi. Traffic volume is average, there is no congestion, or there is a free flowing lane to be used.
 - xii. Rail crossings are free to cross and do not impede response.
 - xiii. Time of day is based on an average time from 9 am – 9 pm.
 - xiv. Opticom (or similar product for traffic light manipulation) are present to allow for free moving response.
 - xv. Intersections of roads are not reduced (the roads are reduced from other project limits and averaged over time for generality of best fit).
 - xvi. School Zones are not adjusted, unless identified, and then changes to road net are made.
- B. Response Time
- i. Initially based on NFPA 1710 response standards
 - ii. Response time includes:
 - Total drive time along roads (determined above by road speeds) with;
 - Call Handling of 90 seconds
 - Modified for actuals Chute Time of 80 seconds fire 60 seconds medical for full-time departments.
 - Travel/ Drive times of 240 seconds (NFPA) and 430 seconds (10 minute response).
 - iii. Variances are identified and are tweaked based on known data or other trends
- C. Response Polygons
- i. Identify general area of response from the outer most limits driven.
 - ii. Aid in the development of Fire Zones for response.
 - iii. Assist in the identification of new stations.
 - Also identifies needs to move stations to another location.

Additional Analysis

- A. Out of Scope Analysis (needs further discussion with client)
 - i. Transition from project to operationally based
 - Specific distance and travel
 - Based on time of day
 - Based on time of year
 - Call Volume
 - Call Types
 - Modeling
 - Scripting for batch work
- B. Data Availability
 - i. When data is available from clients is detailed enough, it is used.
 - ii. Not all data is detailed enough and assumptions are made.
- C. Analysis
 - i. Additional analysis can be performed (as reduction of road speeds to an intersection).
 - For above example, identification of intersections can be complex, and data not always available.



REPORT | ADMINISTRATIVE REPORT TO COUNCIL

PRESENTED: November 3, 2015

REPORT: 15-131

FROM: Resort Experience

FILE: 8236

SUBJECT: RENAMING OF MAURICE YOUNG MILLENNIUM PLACE

COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

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

RECOMMENDATION

That Council endorse the renaming of the Maurice Young Millennium Place to the Maury Young Arts Centre as attached in Appendix A to Administrative Report No. 15-131; and,

That Council authorize staff to change the existing building signage.

REFERENCES

Appendix A – Whistler Arts Council Maurice Young Millennium Place Renaming

PURPOSE OF REPORT

The purpose of this report is to secure Council support for the renaming of a municipal asset, the Maurice Young Millennium Place.

DISCUSSION

The governing Board of the Maurice Young Millennium Place, the Whistler Arts Council, have requested Council consider renaming this municipally owned facility. Please refer to Appendix A.

Rationale for the renaming is based upon research, survey feedback and anecdotal evidence. The conclusions are that the term Millennium Place is challenging because the (2000) “Millennium” is now long past, it does not adequately portray the building’s function as a hub for arts and culture, and visitors and some residents do not clearly understand the building’s purpose and function. The Board believes that a more appropriate name will result in a more vibrant facility with increased participation and visitation.

If supported, the municipality will provide a letter to both the Young family and the Whistler Arts Council advising them of the official name change, and incorporate this new name into the all aspects of the Whistler Master Wayfinding Strategy. The Whistler Arts Council will develop and install a permanent plaque or memory board to acknowledge and celebrate the Young family’s philanthropy and contribution to the facility.

OTHER POLICY CONSIDERATIONS

The proposed renaming is consistent with the Whistler Master Wayfinding Strategy. The proposed renaming is clear consistent with other arts and culture facilities in the Village such as the Squamish Lil’wat Cultural Centre and the Audain Arts Museum.

BUDGET CONSIDERATIONS

The Whistler Arts Council will be responsible for all costs associated with changes to stationary, business cards, logo, web materials etc. as well as any similar costs associated with the Teddy Bear Daycare. They will also be responsible for all costs associated with the development and installation of a plaque as described above.

The municipality will be responsible for all costs associated with changing the facility's exterior signage. This will be addressed through the 2016 budget process.

COMMUNITY ENGAGEMENT AND CONSULTATION

In considering potential names for the building the Whistler Arts Council consulted with the Directors of the Whistler Arts Council, former Directors of the Maurice Young Millennium Place Society, and the Young and Barker families, in honour and recognition of their family contribution of \$2 million to the original building fund, without which the building would never have been built. All are in agreement with the proposed name change.

The Young family requested that their father's name be presented as "Maury Young" rather than "Maurice Young", because that is how he was known.

With support of this report's recommendation the municipality will work with the Whistler Arts Council in preparing a necessary media release and letters as described above.

SUMMARY

It is proposed that the Maurice Young Millennium Place name be changed to the Maury Young Arts Centre. Not only does this ensure the building's name accurately reflects the present use of the building, it also integrates with the objectives and deployment of the Whistler Master Wayfinding Strategy.

Respectfully submitted,

Martin Pardoe
MANAGER RESORT PARKS PLANNING
for
Jan Jansen
GENERAL MANAGER RESORT EXPERIENCE



Date: October 8, 2015

Prepared by: Maureen Douglas, Chair, Whistler Arts Council
Mailing Address: 4335 Blackcomb Way, Whistler, B.C. V0N 1B4
Email address: mo.mobilize@gmail.com
Phone number: 604.388.8804

To Mayor and Council:

Subject: Proposed name change for "Maurice Young Millennium Place"

Background:

- With the RMOW's current wayfinding project underway, the Whistler Arts Council recognized the need to review the branding of Maurice Young Millennium Place to ensure that it accurately reflects the present use of the building.
- The wayfinding project will create new Village signage that will be used for many years to come. It is important that the buildings to which people are being directed have the same name as the sign, and that the name clearly identifies the purpose of the building.
- The RMOW has advised us that they need confirmation of the building's name for signage purposes by the end of October.

Reason for Name Change:

Based on research, survey feedback and anecdotal evidence, the term "Millennium Place" has proven challenging because:

- the (2000) "Millennium" is now long past,
- it does not adequately portray the building's function as a "hub for arts and culture",
- visitors and some residents do not clearly understand the building's purpose and function, and
- a more appropriate name will result in a more vibrant facility with increased participation and visitation.

Consultation with Stakeholders:

In considering potential names for the building we have consulted with:

- Directors of the Whistler Arts Council,
- Former Directors, Maurice Young Millennium Place Society (Steve Milstein and Alex Kleinman), and
- The Young and Barker families, in honour and recognition of their family contribution of \$2 million to the original building fund, without which the building would never have been built.
- The families are in agreement with the proposed name change, with Charles Young requesting on behalf of the family that his father's name be presented as "Maury Young" rather than "Maurice Young", because that is how he was known.

Naming Recommendation:

That the RMOW change the name “Maurice Young Millennium Place” to “Maury Young Arts Centre” as of October 30, 2015.

Follow-up:

- We respectfully request that the RMOW provide a letter to the Young family advising them of the official name change and incorporate this new name into its wayfinding strategy.
- The Arts Council will develop a plaque or memory board to acknowledge and celebrate the Young family’s philanthropy and contribution to the facility.



REPORT | ADMINISTRATIVE REPORT TO COUNCIL

PRESENTED: November 3, 2015
FROM: Resort Experience
SUBJECT: RZ 1111 – 1310 CLOUDBURST DRIVE – 1ST AND 2ND READINGS OF A ZONING AMENDMENT BYLAW TO MODIFY THE RM65 ZONE

REPORT: 15-133
FILE: RZ1111

COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

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

RECOMMENDATION

That Council consider giving first and second readings to Zoning Amendment Bylaw (1310 Cloudburst Drive) No. 2101, 2015; and,

That Council authorize staff to schedule a public hearing regarding Zoning Amendment Bylaw (1310 Cloudburst Drive) No. 2101, 2015 and to advertise for same in the local newspaper;

That Council direct staff to advise the applicant that before consideration of adoption of Zoning Amendment Bylaw (1310 Cloudburst Drive) No. 2101, 2015, the following matters shall be completed to the satisfaction of the General Manager of Resort Experience;

1. Registration of a Section 219 covenant in favour of the Resort Municipality of Whistler to:
 - a. Ensure the proposed development is consistent with the Green Building Project Checklist and with the objectives and goals of the municipality's Green Building Policy G-23;
 - b. Ensure the proposed development is consistent with the Cheakamus Area Legacy Neighbourhood Design Guidelines Council Policy G-22,
 - c. Ensure the Whistler Housing Authority development is subject to an employee housing agreement; and
2. Payment of outstanding rezoning application fees.

That Council authorize the Mayor and Corporate Officer to execute any necessary legal documents for this application; and further,

That Council authorize proceedings for the disposition of the proposed Lot 1a (as generally shown on the drawings included in this report) to the Whistler Housing Authority.

REFERENCES

Location: 1310 Cloudburst Drive
Legal Description: Lot 1 District Lot 8073 Group 1 New Westminster District Plan EPP277
Applicant: Whistler Housing Authority
Current Zoning: RM65 (Residential Multiple Sixty-Five)
Appendices: "A" Location Map
"B" Architectural concept drawings

PURPOSE OF REPORT

This report describes the proposed rezoning of municipally owned lands located at 1310 Cloudburst Drive (Appendix A) to modify the existing RM65 zone for a two lot subdivision to enable development of a proposed Whistler Housing Authority rental apartment building on one lot (referred to as Lot 1a) and a future residential development on the second lot (Lot 1b). This report also seeks Council's consideration of first and second readings for Zoning Amendment Bylaw (1310 Cloudburst Drive) No. 2101, 2015.

DISCUSSION

Background

On September 15, 2015, the General Manager of the Whistler Housing Authority (WHA) presented to Council a proposal for a new resident restricted rental apartment building in the Cheakamus Crossing neighbourhood with a complete description presented in Administrative Report to Council No. 15-106.

At the meeting, Council passed the following resolution:

“That Council authorizes staff to support the Whistler Housing Authority's direction to develop a new Resident Restricted Rental Housing Development in Cheakamus Crossing.

CARRIED”

On September 24, 2015, the WHA submitted a rezoning application to modify the existing RM65 zone regulations for the subject property proposed for the WHA development, which was identified at Lot 1 in the September 15, 2015 Council Report.. This report presents the zoning amendment bylaw for Council consideration for first and second reading.

Rezoning Proposal

Description of Proposed Development

The proposed WHA development is for a portion of an existing serviced and undeveloped parcel located at 1310 Cloudburst Drive in the Cheakamus Crossing neighbourhood (Lot 1). The remainder of the parcel would be preserved for a future development. To facilitate this, the Lot 1 parcel is proposed to be subdivided into two development parcels, one (Lot 1a) for the WHA development and one (Lot1b) for the future development. This requires an amendment to the current RM65 zone regulations to modify the existing minimum parcel size restrictions and apportion the current maximum permitted density of development between the two future parcels.

The WHA has prepared plans that delineate the two proposed parcels and the development potential for each. The plans show the proposed development concept for the WHA development on Lot 1a, and a potential development concept for Lot 1b that addresses the RM65 zone requirements. The proposed plans and development statistics are presented in Appendix B.

For Lot 1a, the WHA has included preliminary plans with the rezoning application showing a proposed 3-storey rental apartment building. The proposed building includes exterior corridors with 27 dwelling units with individual storage rooms and a maximum of 100 new employee rental beds. Thirty-six parking spaces for residents are proposed in a parkade beneath the building and an additional 3 visitor parking spaces are at grade adjacent to the parkade driveway.

On Lot 1b, a future townhouse residential development could be accommodated with a single access point to Cloudburst Drive.

Zoning Amendment Bylaw (1310 Cloudburst Drive) No. 2101, 2015

Staff has prepared the zoning amendment bylaw to amend the minimum parcel area for the RM65 zone, to provide for the proposed subdivision of Lot 1 into Lots 1a and 1b as shown, and to allocate the existing maximum permitted density of development between the 2 future parcels. Staff is also recommending revisions of permitted uses to remove school and childcare facility uses to better reflect the proposed developments for the 2 parcels.

The minimum permitted parcel area required in the existing RM65 Zone is 8,980 square metres (96,660 sq.ft.). Zoning Amendment Bylaw No. 2101, 2015 would reallocate the parcel area between the proposed two parcels with 3,846 square metres for Lot 1a (WHA building) and 5,134 square metres for Lot 1b (future development) as shown in Appendix B. For the proposed zoning amendment, this difference has been allocated proportionately across the two lots. To allow for some flexibility for the final subdivision, the proposed bylaw has been written to provide for a reduction in the minimum parcel size for either parcel by up to 10 percent, provided there is a corresponding increase in the minimum parcel size of the other parcel.

The WHA drawings also show a gross floor area of 2,700 square metres for its proposed development on Lot 1a (WHA building) and 1,488 square metres on Lot 1b (future residential development). The combined gross floor area of 4,188 square metres is less than the current permitted maximum density for the Lot 1 parcel, which is 6,000 square metres. The proposed zoning amendment bylaw has thus been drafted to specify a maximum density of 3,870 square metres of gross floor area for Lot 1a and a maximum density of 2,130 square metres of gross floor area for Lot 1b.

The proposed gross floor areas for Lots 1a and 1b would permit apartment, duplex and townhouse developments consistent with existing zoning and similar in massing to other developments in Cheakamus Crossing.

Currently, the existing zoning specifies 175 square metres as the maximum permitted size for a dwelling unit within the zone. This accommodates the proposed developments as shown on the drawings prepared by the WHA. However, to be consistent with other zones where duplexes are a permitted use, the zone should be amended to specify a maximum of 233 square metres for duplex dwelling unit. This would enable this development type on Lot 1b should this be the preferred future development of this site.

The intent for the RM65 Zone is to develop housing options in Cheakamus Crossing, therefore staff recommend deleting the school and child care facility uses from the list of permitted uses for the future Lots 1a and 1b.

The maximum permitted height of 18 metres remains unchanged in the RM65 Zone. The proposed three storey WHA apartment building is less than the maximum height.

Off-street parking and loading space requirements remain unchanged in the RM65 Zone.

ADP Review

The proposed WHA development will be brought to the Advisory Design Panel for its review prior to Council's consideration of the adoption of the proposed zoning amendment. The proposed development is being reviewed relative to the Cheakamus Area Legacy Neighbourhood Design Guidelines and the municipality's build green objectives.

WHISTLER 2020 ANALYSIS

An analysis of the applicable Whistler 2020 strategies and descriptions of success for the proposed subdivision and development of Lot 1 for the WHA building is contained in Administrative Report to Council No. 15-106 presented by the Whistler Housing Authority. In general, the rezoning application supports the Whistler 2020 strategies of resident housing, built environment, economic, partnership and resident affordability.

OTHER POLICY CONSIDERATIONS

Official Community Plan

Whistler's OCP outlines specific items for review with respect to rezoning applications. The proposed zoning bylaw amendment is consistent with the Municipality's Official Community Plan criteria for consideration of a rezoning amendment. A brief summary follows:

Table 1: OCP Criteria for Evaluating Proposals for Zoning Amendments

OCP Criteria	Comments
Impact on bed unit capacity calculations	No increase in bed unit capacity.
Capable of being served by Municipal water, sewer, and fire protection services	Yes
Accessible via the local road system.	Yes
Environmental Impact Assessment and Initial Environmental Review	Both parcels must comply with the environmental, hazardous and tree protection covenant requirements registered through the existing covenants on title.
Traffic volumes and patterns on Highway 99 and the local road system	No significant change in volumes or patterns anticipated.
Overall patterns of development of the community and resort	Consistent with OCP Policies 4.2.2, 4.2.3 and 4.2.4 the municipality will encourage the construction of affordable housing when a demonstrated need is presented, preserve and protect potential community housing sites wherever possible, and will consider a variety of housing types to meet the needs of permanent, semi-permanent, and seasonal residents in the Municipality.
Municipal Finance	Refer to the Budget Considerations section of this report for more details.

Views and Scenery	Building mass on either parcel will be located on the parcels to minimize the effect on views and scenery. This will be reviewed with the submission of detailed design plans.
Existing Community and Recreation Facilities	The parcels are located in close proximity to trails and recreation facilities in Cheakamus Crossing.
Employee Housing charges	Charges are not payable on the WHA proposal. These may be required on Parcel 2 depending on the future development proposed.
Heritage Resources	N/A
Project exhibits high standards of design and landscaping	Rezoning proposal does not include detailed design drawings for comparison with the detailed Cheakamus Crossing Design guidelines. Design details will be reviewed prior to adoption of zoning to ensure it meets guidelines.
Impact on a designated municipal trail system, recreation area, or open space	Recreational “loop trail” shown in Cheakamus Crossing design guidelines across the lands no longer required as other trails have been developed in the neighbourhood.
Resident housing proposals criteria	The proposed apartment building is consistent with the criteria to use existing community services and road systems, be in close proximity to existing open space, parks and community facilities, be designed to complement the neighbouring uses and site topography, meet energy efficiency objectives to minimize the operating and maintenance costs of resident housing, provide private storage space and parking space; and be proven affordable to semi-permanent and permanent residents.

Cheakamus Area Legacy Neighbourhood Design Guidelines (Policy G-22)

This preliminary application addresses the Design Guidelines with respect to building mass and access for the proposed parcels shown on Appendix B. Detailed design drawings will be prepared and reviewed prior to adoption of zoning to ensure the proposal meets guidelines for design and build green objectives. It is recommended a design covenant be required as a condition of zoning.

Green Building Policy

Whistler’s Green Building Policy provides direction for commitments with respect of green building features for any proposed building. It is recommended a covenant be required to ensure the parcels will be developed in accordance with Whistler’s Green Building Policy objectives.

Legal Considerations

The terms for the transfer of the land from the Whistler Development Corporation (WDC) to the Whistler Housing Authority (WHA) will be completed as per the Disposition of Lands process in the Community Charter. Municipal staff will work with WDC and WHA staff to complete this process.

The existing parcel is subject to several covenants registered on title concerning; housing agreements, environmental monitoring requirements, landfill gas mitigation measures, hazardous conditions requirements, and tree protection areas. In addition, there is a statutory right of way for Telus and BC Hydro use over a portion of the parcel. The WDC and WHA are responsible for obtaining legal advice to complete any necessary amendments to these documents.

BUDGET CONSIDERATIONS

The WHA proposal on Lot 1a, under the municipal Works and Services Bylaws for water, sewer, transportation and recreational works and services, is exempt from the works and service charges because the residential accommodation units are subject to restrictions on title requiring occupation of the units by employees only. Works and service charges are therefore not applicable to this proposed development. The WHA proposal, under the municipal Employee Housing Services Bylaw, is also exempt from the employee housing charges as the WHA will construct one employee bed unit for each employee deemed to be generated as per the Bylaw and a security is not required as the WHA will enter into a rent equity agreement as described in the Bylaw. The proposal on Lot 1b will be assessed separately with respect to the municipal bylaws at time of application.

Any development proposed on either lot will be subject to building permit fees.

All costs associated with staff time for the rezoning application, public hearing, notices, and legal fees will be paid by the applicant and all fees will be required to be paid in full as a condition of adoption of the zoning amendment bylaw.

COMMUNITY ENGAGEMENT AND CONSULTATION

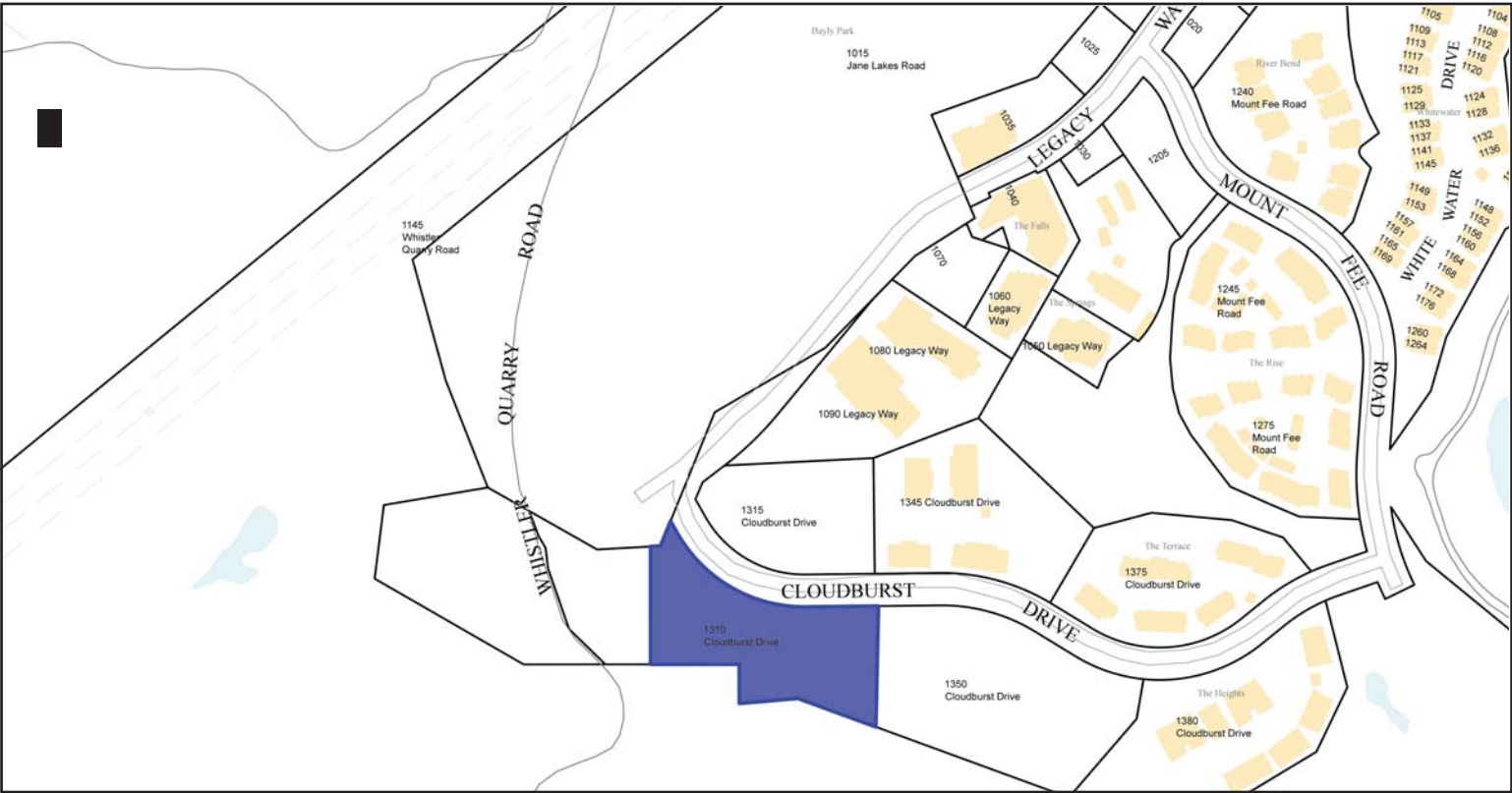
An information sign has been posted at the subject property to allow for public inquiries about the application. A Public Hearing, which is subject to public notice requirements, is required as part of the statutory process for bylaw consideration and adoption.

SUMMARY

This report presents the rezoning application for the Whistler Housing Authority proposal for reallocation of the permitted uses and density in the RM65 zone in anticipation of subdividing the existing property into two parcels. This report presents Zoning Amendment Bylaw (1310 Cloudburst Drive) No. 2101, 2015 for Council consideration of first and second reading and identifies conditions for the applicant to address prior to consideration of adoption of the bylaw.

Respectfully submitted,

Robert Brennan, MCIP
PLANNER
for
Jan Jansen
GENERAL MANAGER OF RESORT EXPERIENCE



Location Map - 1310 Cloudburst Drive



Project Info: Proposed Lot 1a

Civic Address: 1310 Cloudburst Drive, Whistler, BC

Legal Address: Lot 1, DL 8073, GP 1, NWD, Plan EPP277
Current Zoning: RM 65 (Residential Multiple Sixty-Five)

	Req'd	Provided
Proposed Use:	Apartments	Apartments
Max GFA:	6,000 m ²	2,700 m ²
Max Dwelling Unit Area:	175 m ²	90 m ²
Building Height:	18.0 m	18.0 m
Min. Parcel Area:	8,980.0 m ²	3,846.0 m ² *Varies from RM65
Setback Front:	6.0 m	0.0 m *Varies from RM65
Setback Rear:	6.0 m	6.0 m
Setback Sides:	6.0 m	6.0 m
Min. Principal Building Separation:	4.0 m	n/a

Building Statistics		
1 Bedroom Units	700.0 sq.ft.	4 Units
2 Bedroom Units	950.0 sq.ft.	23 Units
Total Units		27 Units

GFA:	Area sq.ft.	Area m ²
L1 - Parkade	200 sq.ft.	19 m ²
L2 - Residential	9,420 sq.ft.	874 m ²
L3 - Residential	9,420 sq.ft.	874 m ²
Total GFA	19,040 sq.ft.	1,767 m²

Parking Spaces	No. Units	Required Parking (75% of bylaw SECT. 6.2.1 RM65)	Parking Provided
Bylaw: 1.5/Unit up to 1022 sq.ft.	27	30 spaces	36 spaces

Standard Spaces	20 spaces	32 spaces
Accessible Spaces (1/40 units)	1 spaces	1 spaces
Small Car Spaces (20% of total required)	6 spaces	0 spaces
Visitor Parking Spaces (10% of total required)	3 spaces	0 spaces
Tandem Spaces	0 spaces	0 spaces
Total Parking	30 spaces	36 spaces

Project Info: Proposed Lot 1b

Civic Address: 1310 Cloudburst Drive, Whistler, BC

Legal Address: Lot 1, DL 8073, GP 1, NWD, Plan EPP277
Current Zoning: RM 65 (Residential Multiple Sixty-Five)

	Req'd	Provided
Proposed Use:	Townhouses	Townhouses
Max GFA:	6,000 m ²	1,488 m ²
Max Dwelling Unit Area:	175 m ²	90 m ²
Building Height:	18.0 m	18.0 m
Min. Parcel Area:	8,980.0 m ²	5,134.0 m ² *Varies from RM65
Setback Front:	6.0 m	6.0 m
Setback Rear:	6.0 m	6.0 m
Setback Sides:	6.0 m	6.0 m
Min. Principal Building Separation:	4.0 m	4.0m

Building Statistics		
3 Bedroom Units		8 Units
Total Units		8 Units

GFA:	Area sq.ft.	Area m ²
L1 - Residential	200 sq.ft.	19 m ²
L2 - Residential	900 sq.ft.	84 m ²
L3 - Residential	900 sq.ft.	84 m ²
Total GFA	2,000 sq.ft.	187 m²

Parking Spaces	No. Units	Required Parking (75% of bylaw SECT. 6.2.1 RM65)	Parking Provided
Bylaw Section 6: 2/Unit	8	12 spaces	19 spaces

Standard Spaces	16 spaces	16 spaces
Accessible Spaces (1/40 units)	1 spaces	1 spaces
Small Car Spaces (20% of total required)	0 spaces	0 spaces
Visitor Parking Spaces (10% of total required)	2 spaces	2 spaces
Tandem Spaces	0 spaces	0 spaces
Total Parking	19 spaces	19 spaces

architecture + design inc.

Unit 112
40258 Glenelder Place
Squamish BC V8B 0G2
P:604.567.1009
E:info@aka-arch.ca
www.aka-arch.ca

date	description
15/09/23	Reopening Application

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PRIOR TO COMMENCEMENT OF THE WORK, the Contractor shall review and verify all drawings, dimensions and levels to identify any discrepancies between information on the drawings and 1) actual site conditions; and 2) the remaining "Contract" Documents. The Contractor shall bring these items to the attention of the architect for confirmation before proceeding with work. Examine all drawings, specifications, and schedules and related work to ensure that work can be satisfactorily executed. Conflicts or discrepancies to be brought to attention of the Architect.

Site Plan

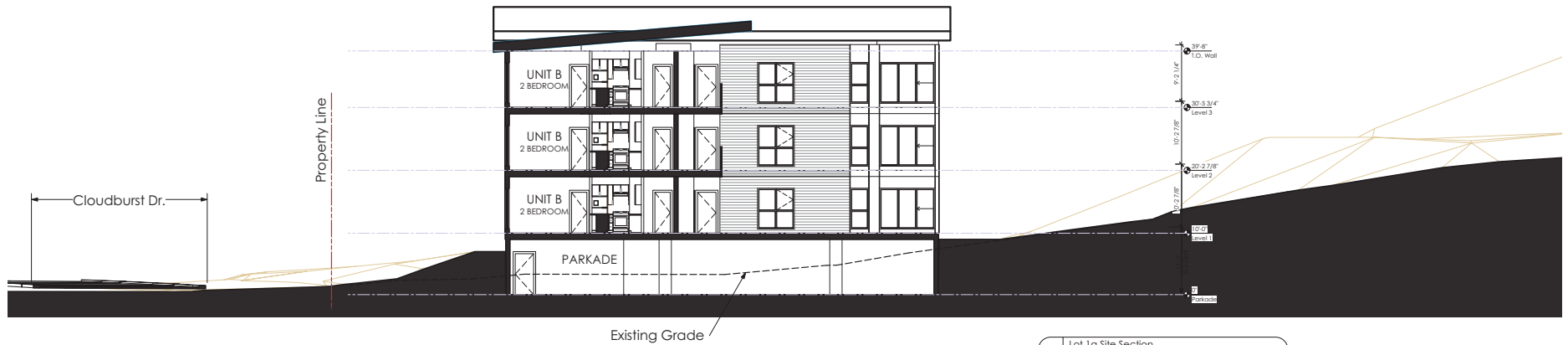
Lot 1 Rezoning, Cheakamus Crossing

1310 Cloudburst Dr., Whistler, BC

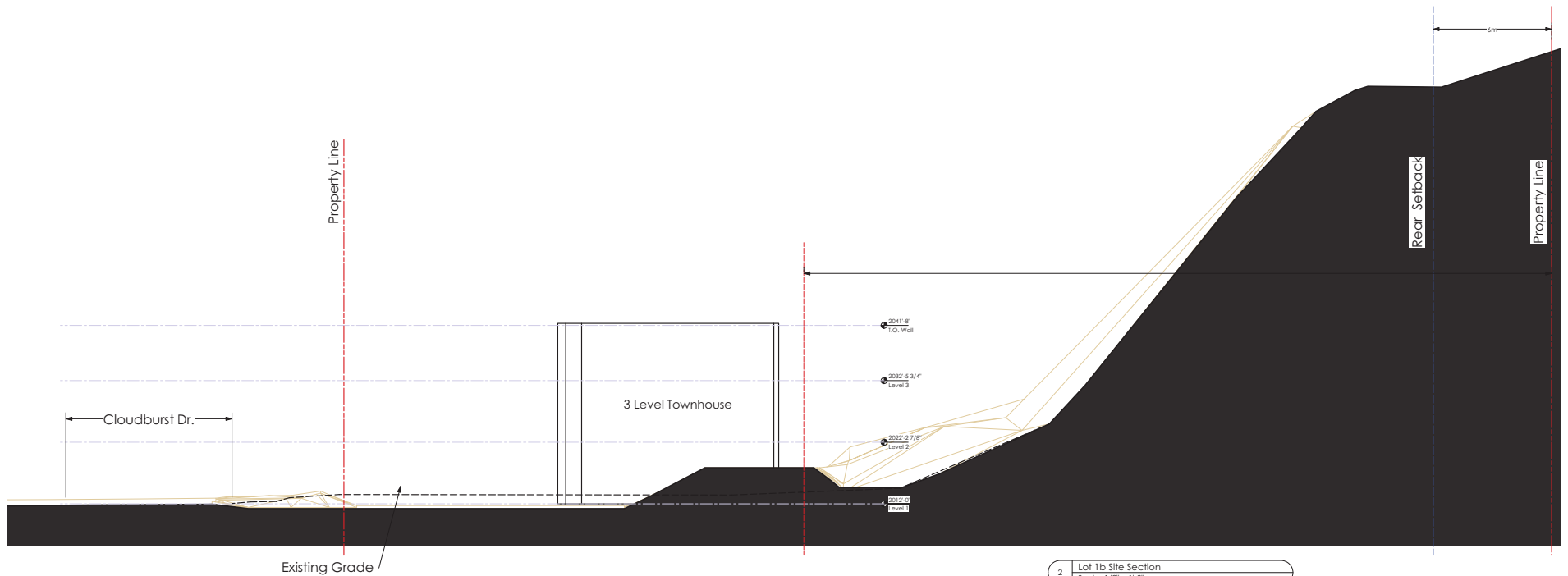
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A.01

1516



1 Lot 1a Site Section
Scale: 1/8" = 1'-0"



2 Lot 1b Site Section
Scale: 1/8" = 1'-0"

date	description
15/09/23	Reopening Application

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PRICED TO: COMMERCIAL/RESIDENTIAL OF THE WORK. The Contractor shall review and verify all dimensions, details and levels to identify all discrepancies between information in the drawings and (1) actual site conditions; and (2) the remaining Contract Documents. The Contractor shall bring these items to the attention of the architect for confirmation before proceeding with work. Examine all discipline drawings, specifications and schedules and related work to ensure that work can be satisfactorily executed. Conflicts or discrepancies to be brought to attention of the Architect.

1	Issue to Surveyor	15-6-17	
REV	DESCRIPTION	DATE	APPROVED



REPORT | ADMINISTRATIVE REPORT TO COUNCIL

PRESENTED: November 3, 2015
FROM: Infrastructure Services
SUBJECT: TAPLEY'S AND CRABAPPLE DRAINAGE / FLOOD PROTECTION
IMPROVEMENT RECOMMENDATIONS

REPORT: 15-134
FILE: 501.4

COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

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

RECOMMENDATION

That Council endorse Option 1 for the Tapley's Farm neighbourhood area and the only developed option for the Crabapple Drive neighbourhood which will improve drainage and flood protection in these areas, and;

That Council direct staff to undertake a screening study for larger scale flood protection improvement options to address concerns of many of the residents of the Tapley's Farm and Crabapple Drive neighbourhoods.

REFERENCES

Appendix A – Figures: Tapley's Farm Options

Appendix B – Figures: Crabapple Drive Option

Committee of the Whole Presentation – September 1, 2015 (not attached)

PURPOSE OF REPORT

The purpose of this report is to have Council endorse staff's recommended options to improve flood protection in the Tapley's Farm and Crabapple Drive neighbourhoods.

DISCUSSION

Homes in the Tapley's Farm and Crabapple Drive neighbourhoods have been built to a 1:200 year flood protection level, and the occupied portion of the homes is safe from flooding up to that level like other homes in Whistler, but these neighbourhoods experience frequent high water events that result in water on resident's property and in their crawl spaces. After the flooding events of December 2014, staff recommended a study to improve the situation in these neighbourhoods. This study has revealed that the issues in these neighbourhoods are more of a local drainage issue than what is usually referred to as flood protection. Regardless of the terminology, this study has resulted in the preparation of several drainage / flood protection improvement options.

In accordance with the September 1, 2015 Committee of the Whole presentation on this subject, the Infrastructure Services department hosted a public open house on September 23 to gather feedback on the flood protection improvement options developed by a hydraulic engineer

consultant. Forty-one people signed the sign-in sheets at the open house, but the total attendance at the event was estimated between 50 and 60 people.

Three options to improve drainage / flood protection along the River of Golden Dreams (officially known as Alta Creek) north of Lorimer Road were presented, and a single option for improving flood protection from high water events on Crabapple Creek along Crabapple Drive was available for the public to review.

Tapley's Farm Flood Protection Improvement Options – see Appendix A

Option 1 is a flood channel on the west side of the railway to allow flood flows to bypass the two CN rail bridges and the Tapley's Farm neighbourhood. High water has flowed along this path at least twice in the past 25 years, and creating a channel in this location would not impact the neighbourhood aesthetically, but would improve flood protection.

Option 2 is a flood control berm between the properties and the River of Golden Dreams. This option would provide a significant improvement to flood protection for the neighbourhood, but would require the removal of most trees along this section of the creek and would be a large disturbance to the neighbourhood. This is also an expensive option that would require significant environmental approvals.

Option 3 is the filling of low elevation areas of resident's backyards along the creek. This option would reduce the frequency of flooding onto private property, and would not be a significant aesthetic impact, but would only provide a small improvement for flood protection.

The majority of people at the open house supported Option 1, and this is also the option that staff recommend.

Crabapple Drive Flood Protection Improvement Options – see Appendix B

The option presented for the improvement to the Crabapple Drive neighbourhood involved raising the valley trail along a section of Crabapple Creek that overflowed its banks in late 2014, and improving drainage ditches through this section of the neighbourhood.

Raising the valley trail to act as a flood protection berm was widely supported by the attendees at the open house, but several of the immediate neighbours expressed concern with the idea of opening new drainage ditches through the neighbourhood, and their concerns will be shared with the hydraulic engineer if this option proceeds to detailed design. Staff believe that a reasonable compromise between improving flood protection and minimizing disturbance to the neighbourhood can be resolved.

The Whistler Golf Course also expressed their belief that some improvements need to be made on the upstream section of Crabapple Creek. The RMOW does maintain a sediment accumulation basin upstream of the golf course, and will review our upstream ditch maintenance to help mitigate the sediment accumulation on the golf course.

Larger Scale Options

While many residents expressed their support for the Option 1 Flood Channel, a request for review of larger scale flood protection options was also heard from many of the attendees at the open house. The written comments received at and after the open house also reflected residents desire

to see some improvements in the near future (Option 1), but also to have a larger scale investigation done.

Many of the long-term residents pointed out that development over the past 25 years had changed the flows in 21 Mile Creek, the River of Golden Dreams, and Alta Lake. The changes that were suggested included re-routing 21 Mile Creek into Alta Lake, and allowing Alta Lake to also flow to the south as it did historically. Staff believe a review of these options will be a longer term project, and propose a screening study before entering into a full study of possible options. At a minimum, the following factors would need to be reviewed in order to make the large scale drainage changes discussed:

- Environmental impact study of re-routing 21 Mile Creek
- Environmental impact study of re-directing flow from Alta Lake
- Flood Construction Level review of all the affected neighbourhoods south of Alta Lake
- Construction of a new bridge or culvert under the CN Railway in Rainbow Park.

WHISTLER 2020 ANALYSIS

W2020 Strategy	TOWARD Descriptions of success that resolution moves us toward	Comments
Water	Effective stormwater management and flood control measures are in place, and replicate natural hydrological systems and functions as much as possible	The recommended option for the Tapley's neighbourhood enhances a natural flood route while improving protection for the neighbourhood.
Water	Flood control systems are maintained at a high level of emergency preparedness, where risks are managed proactively, effectively, and efficiently.	The recommended options improve drainage / flood protection in the affected neighbourhoods.

W2020 Strategy	AWAY FROM Descriptions of success that resolution moves away from	Mitigation Strategies and Comments
None		

BUDGET CONSIDERATIONS

The study to develop these drainage / flood protection improvement options was funded by Emergency Management BC after the local flooding events of December 2014.

With Council approval, staff will develop project descriptions and costs estimates for the preferred options that Council will consider as part of the 2016 Budget process. If approved, staff will also undertake a screening study of larger scale flood protection improvement options to address concerns that have been brought up by several residents in the Tapley's Farm and Crabapple Drive neighbourhoods.

COMMUNITY ENGAGEMENT AND CONSULTATION

This report is bringing the results of a September 23, 2015 public open house to Council.

SUMMARY

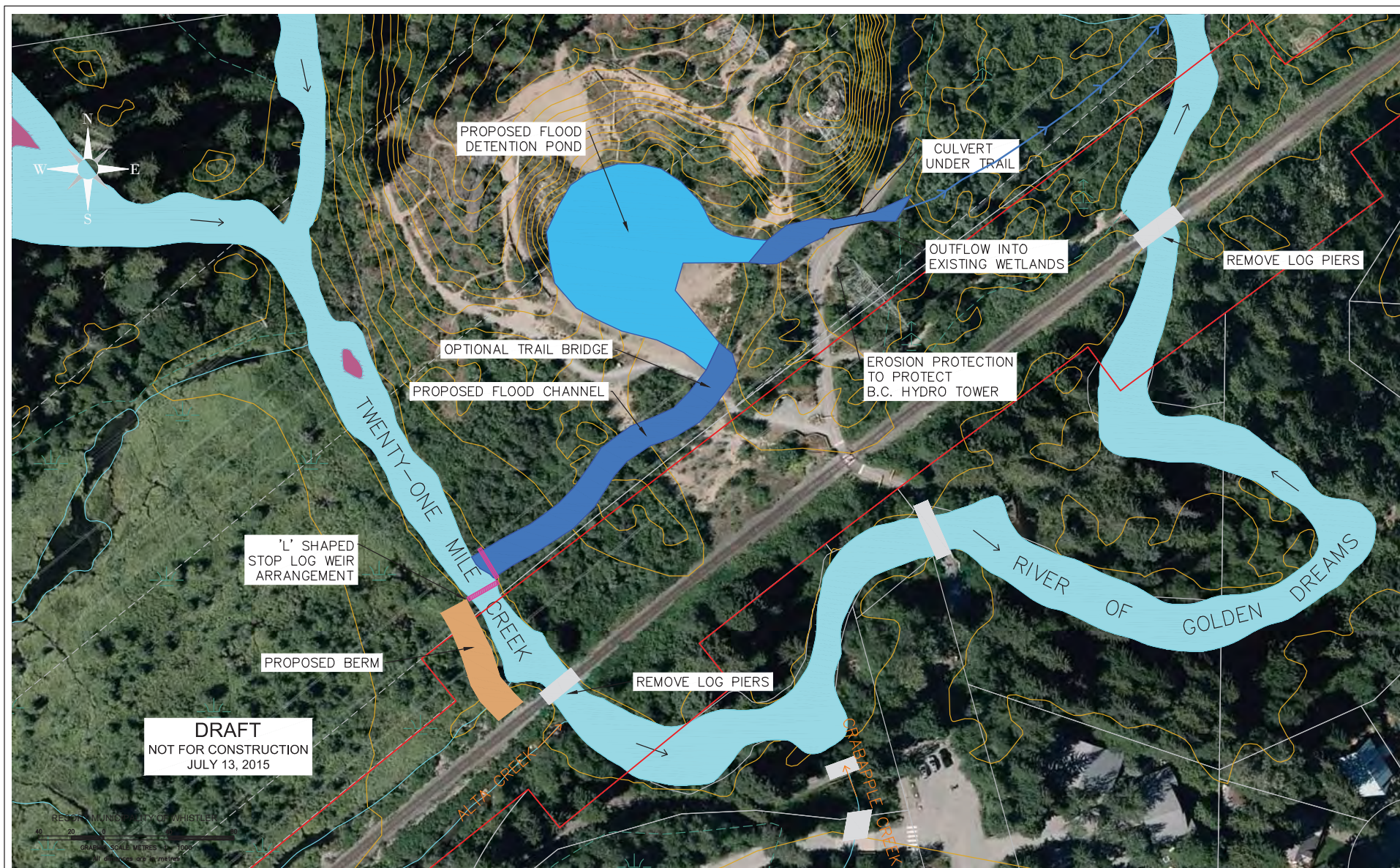
An open house held September 23, 2015 to allow the public to comment on drainage / flood protection improvement options for the Tapley's Farm and Crabapple Drive neighbourhoods was very well attended.

The majority of the attendees of that open house supported Option 1 – a Flood Channel west of the CN railway tracks, and staff is recommending that option for improving flood protection in the Tapley's Farm neighbourhood. The “raised Valley trail” portion of the option presented to improve flood protection along Crabapple Drive was supported, but concern was expressed by several residents regarding creation of new ditches adjacent to several Crabapple Drive residences. The scope of this portion of the project will be limited to what is necessary in the expert opinion of a hydraulic engineering consultant. With Council's approval, staff will proceed to develop these options into capital projects for the 2016 budget process.

Several residents also requested a larger scale review of flood protection improvements for these neighbourhoods, and with Council's approval, staff will undertake a screening study of these options.

Respectfully submitted,

James Hallisey
MANAGER OF TRANSPORTATION AND WASTE MANAGEMENT
for
Joe Paul
GENERAL MANAGER OF INFRASTRUCTURE SERVICES



DOUG BUSH SURVEY SERVICES Ltd.
Douglas J. Bush, ASCT, RSIS
Applied Science Technologist (Geomatics)
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E-mail: info@lciwatergroup.com Web: www.lciwatergroup.com

Notes:

- ELEVATIONS ARE GEODETIC NAD83 DERIVED FROM WATER RESOURCES MONUMENT No. 1685 LOCATED UNDER THE MONS OVERPASS.
ELEVATION USED = 640.702 METRES (2102.04 feet)

Date:
July 14, 2015
Files:
J15169

Client: RESORT MUNICIPALITY OF WHISTLER
Project: TAPLEY'S FARM SUBDIVISION
FLOOD CONTROL OPTIONS ASSESSMENT
OPTION 1

SCALE: 1:1000

JOB NO.: J15169

DWG.: FIGURE 1

SHEET
1





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Notes:
 • ELEVATIONS ARE GEODETIC NAD83 DERIVED FROM WATER RESOURCES
 MONUMENT No. 1686 LOCATED UNDER THE MONS OVERPASS.
 ELEVATION USED = 640.702 METRES (2102.04 feet)

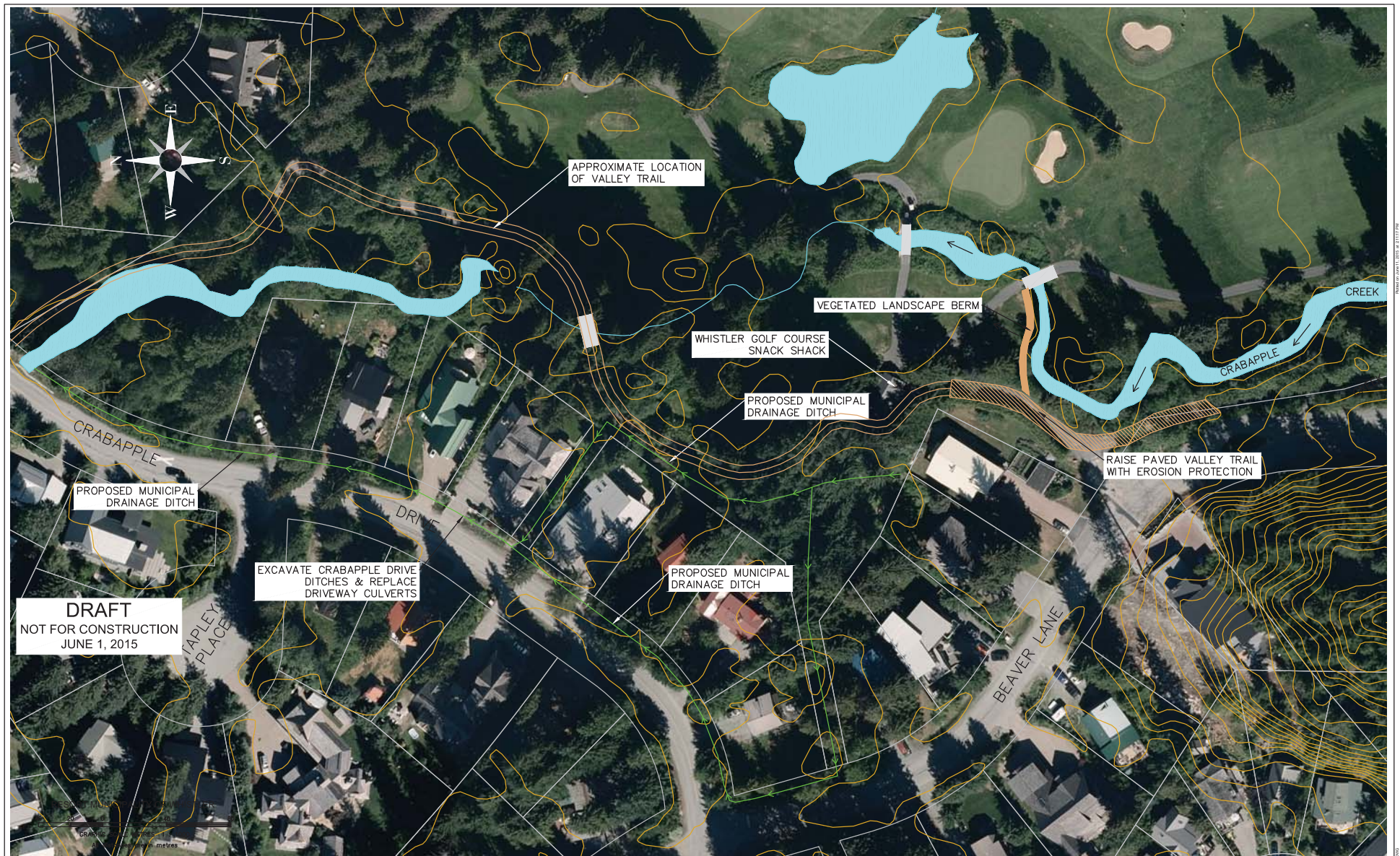
Date:
 July 13, 2015
Files:
 J15169

Client: RESORT MUNICIPALITY OF WHISTLER
Project: TAPLEY'S FARM SUBDIVISION
 FLOOD CONTROL OPTIONS ASSESSMENT
 OPTION 3

SCALE: 1:1000
JOB NO.: J15169
DWG.: FIGURE 1

SHEET
 1

DRAWN BY: DOUG BUSH, CHECKED BY: DOUG BUSH, DATE: JULY 13, 2015



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E-mail: info@lucgroup.com Web: www.lucgroup.com

Notes:

- ELEVATIONS ARE GEODETIC NAD83 DERIVED FROM WATER RESOURCES MONUMENT No. 1685 LOCATED UNDER THE MONS OVERPASS. ELEVATION USED = 640.702 METRES (2102.04 feet)

Date:
June 11, 2015
Files:
J15169

Client: RESORT MUNICIPALITY OF WHISTLER
Project: CRABAPPLE CREEK FLOOD CONTROL
PREFERRED COMPOSITE OPTION

SCALE: 1:1000

JOB NO.: J15169

DWG.: FIGURE 2

SHEET
1



REPORT | ADMINISTRATIVE REPORT TO COUNCIL

PRESENTED: November 3, 2015

REPORT: 15-132

FROM: Resort Experience

FILE: RZ1107

SUBJECT: ZONING REGULATIONS FOR SHIPPING CONTAINERS

COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

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

RECOMMENDATION

That Council consider giving third reading to Zoning Amendment Bylaw (Shipping Containers) No. 2093, 2015 as amended.

REFERENCES

Administrative Report 15-066: Council Report from May 12, 2015 (not attached).

Administrative Report 15-155: Council Report from October 6, 2015 (not attached)

PURPOSE OF REPORT

The purpose of this report is present Zoning Amendment Bylaw (Shipping Containers) No. 2093, 2015 to Council for consideration of third reading as amended. The report provides a summary of comments received at the October 20th 2015 public hearing and describes amendments to Bylaw 2093 intended to partially address these comments. Specifically, Bylaw 2093 has been amended to be clearer about its primary purpose, which is to generally prohibit shipping containers in residential zones.

DISCUSSION

Background

On October 6th 2015, staff presented Zoning Amendment Bylaw (Shipping Containers) No. 2093 to Council for 1st and 2nd reading. The intent of Bylaw 2093 is to:

1. Prohibit the use of shipping containers as auxiliary storage buildings in residential zones,
2. Allow for temporary uses of containers in all zones under certain circumstances, such as construction sites and special events, and
3. Add a safety regulation requiring containers to be vented

The original version of Bylaw 2093 also included clauses seeking to clarify regulations for containers permitted in industrial zones.

At the October 20th public hearing, four people raised concerns about the bylaw. These concerns can be generally grouped into three categories:

1. Ensuring permitted uses of containers in industrial areas are allowed to continue.
2. The existing Zoning Bylaw prohibition on installing services to containers.

3. The prohibition of containers in residential areas.

Ensuring permitted uses of containers in industrial areas are allowed to continue.

At the hearing concerns were expressed that Bylaw 2093 would limit industrial container uses to the IA1 Zone (Industrial Auxiliary One) and that it was unclear where the industrial use of containers would be permitted. Bylaw 2093, as originally proposed, did not restrict shipping containers to the IA1 Zone. However, some clauses created uncertainty about where containers are permitted for industrial use and how they can be used. The amended version of Bylaw 2093 addresses these concerns. The specific amendments are described in detail under 'Amended Bylaw'.

The existing Zoning Bylaw prohibition on installing services to containers

At the hearing some members of the public felt that the prohibition on installing services to containers was a new restriction being added to the Zoning Bylaw by Bylaw 2093. Some felt that serviced containers are necessary to facilitate permitted industrial uses. The restriction on services to containers has been in place in the Zoning Bylaw since 2000. However, in light of feedback received at the public hearing, staff are looking at the viability of allowing services to be installed in containers. More research is required on this and staff will bring forward a report to Council at a later date. A minor change to Bylaw 2093 was made to ensure bylaw 2093 uses wording that is consistent with the wording that already exists in Zoning Bylaw 303.

Prohibition of containers in residential areas

Some members of the public speaking at the hearing felt that containers should be allowed in residential areas. The principle purpose of Bylaw 2093, as requested by Council, includes the prohibition of containers in residential areas, save for certain temporary uses. Bylaw 2093 has not been amended to change these rules.

Amended bylaw

The bylaw has been amended to remove clauses 28.2, 28.4.3, 28.4.4 and 28.4.5. Additionally clause 28.3.1 has been amended. A detailed breakdown of each clause and the reason for its removal or alteration is provided in the table below.

Clause	Description	Reason for removal or change
28.2	States that storing containers is a permitted use in the IA1 Zone	Clause is redundant. The IA1 zone permitted uses allow "Industrial Storage" which includes the storage of shipping containers.
28.4.3	Requires storage containers to be sited according to requirements for auxiliary buildings	Clause is redundant. Any structure, including shipping containers, is subject to applicable siting and setback requirements.
28.4.4	Prohibits stacking of containers except in the IA1 zone.	Creates uncertainty surrounding permitted industrial uses of containers. Staff recommend removal based on feedback from the public hearing.
28.4.5	Requires containers in industrial and commercial zones to be located only in conjunction with a building approved that has received an occupancy permit.	Creates uncertainty surrounding permitted industrial uses of containers. Staff recommend removal based on feedback from the public hearing.

28.3.1	Prohibits services to containers	Creates uncertainty regarding permitted industrial uses of containers. Has been changed to use the exact wording currently used in Zoning Bylaw 303.
--------	----------------------------------	--

WHISTLER 2020 ANALYSIS

W2020 Strategy	TOWARD Descriptions of success that resolution moves us toward	Comments
Built Environment	The built environment is attractive and vibrant, reflecting the resort community's character, protecting views and evoking a dynamic sense of place.	New regulations for shipping containers will protect the visual aesthetic of residential areas.
Built Environment	Building design, construction and operation is characterized by efficiency, durability and flexibility for changing and long-term uses	Encouraging proper use of containers will contribute to properly constructed and durable building stock.
Built Environment	The new and renovated built environment has transitioned towards sustainable management of energy and materials.	Proposed regulations will still allow for responsible, creative and properly designed uses and recycling of shipping containers.
Built Environment	Streamlined policies, regulations and programs have helped to efficiently and effectively achieve green development.	
Health and Social	The resort community is safe for both visitors and residents, and is prepared for potentially unavoidable emergency events.	New venting rule will reduce hazards associated with shipping containers

OTHER REGULATIONS: OCP

OCP Policy	Comments
<p>4.4.1 The Municipality requires light industrial sites to support its local economy. Uses for a site or sites are to be suitable and appropriate to the resort. Industrial sites that are to be designated should:</p> <ul style="list-style-type: none"> - Be in close proximity to Highway 99. - Have little or no adverse visual impacts to adjacent properties or the Highway. - Have been previously disturbed with similar uses. - Be for light industry purposes and do not create adverse circumstances with adjacent and non-industry properties such as noise, obnoxious odours, glare, vibration, dust, or similar nuisance. 	Policy is reinforced by prohibiting shipping containers in residential areas. Amendments to the proposed bylaw will ensure light industrial uses are not unduly impacted by the new rules.

BUDGET CONSIDERATIONS

All costs of preparing the bylaw, and notifying property owners can be covered under the existing department budgets.

COMMUNITY ENGAGEMENT AND CONSULTATION

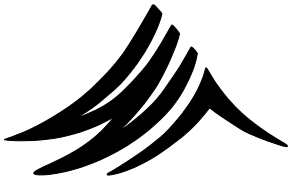
A public hearing was held at the October 20th meeting of Council. Bylaw 2093 has been amended to address some of the concerns raised during the hearing. The amendments to Bylaw 2093 clarify the bylaws main purpose (i.e. prohibiting containers in residential areas) and clear up uncertainty related to permitted industrial uses of containers. Because the amendments to Bylaw 2093 are minor in nature, additional public consultation is not required.

SUMMARY

The general prohibition on containers in residential areas and essential safety requirements (i.e. venting) has not been changed in the amended version of Bylaw 2093. Subsequently, the bylaw will still uphold built form and health and safety objectives of Whistler 2020 and the Official Community Plan as outlined in the October 6th report. The bylaw amendments are minor in nature and ensure Bylaw 2093's chief purpose or prohibiting containers in residential areas is maintained.

Respectfully submitted,

Jake Belobaba
SENIOR PLANNER
for
Jan Jansen
GENERAL MANAGER OF RESORT EXPERIENCE



WHISTLER

MINUTES

REGULAR MEETING OF FOREST & WILDLAND ADVISORY COMMITTEE

WEDNESDAY, July 8, 2015, STARTING AT 3:00 P.M.

In the Flute Room

4325 Blackcomb Way, Whistler, BC V0N 1B4

File: 8221.03

Name	Meetings to Date: 7
Present:	
Gordon McKeever, Chair	6
John Hammons	7
Candace Rose-Taylor	5
Arthur DeJong (joined in April)	3
Rob Davis	5
Peter Ackhurst	4
Johnny Mikes	5
Craig Mackenzie, WORCA (joined in March)	3
Steve Anderson, Councillor	4
Derek Bonin (joined in July)	1
Regrets:	
Bryce Leigh (AWARE)	4
Recording Secretary	
Heather Beresford, RMOW	7

ADOPTION OF AGENDA

Moved by Peter Ackhurst
Seconded by Rob Davis

That the Forest & Wildland Advisory Committee adopt the Forest & Wildland Advisory Committee agenda of July 8, 2015.

CARRIED

ADOPTION OF MINUTES

Moved by Candace Rose-Taylor
Seconded by John Hammons

That the Forest & Wildland Advisory Committee adopt the Regular Forest & Wildland Advisory Committee minutes of June 10, 2015.

CARRIED

Welcome to Derek Bonin, RFP, as our newest FWAC member. Derek was previously on FWAC and brings his expertise back to the table.

VERBAL REPORTS

3. Updates

Council:

Council received presentation from Wildfire Management Branch re: Elaho and Boulder Creek fires. Fire Rescue Service has two paid staff monitoring known bonfire locations in the valley. Councillor Anderson suggested alpine/forest trails be closed. Province makes that decision.

AWARE:

N/A

WORCA:

“Bike Smart” program signs using RESPECT acronym installed on WIF trails. Descent trail recently had 24 volunteers spend weekend working on it.

RMOW:

Wildfire Management: Millar’s Pond fuel thinning progressing well. Preparing to wrap up for the season due to extreme fire risk.

FWAC Terms of Reference – revised TOR will be taken to Council soon for approval.

Alpine Club of Canada, Whistler Chapter received funds from WB to further upgrade the Ancient Cedars trail.

Cheakamus Community Forest:

Carbon project – complete

Landscape Level Fuel Breaks – FWAC discussed and expressed concern over length of time required to complete at current rate of RMOW funding.

Recommendation to Council: FWAC recommends that Council take the necessary steps to accelerate progress of the interface Firesmart program and the landscape level fuel breaks project.

Moved by Peter Ackhurst

Seconded by Craig Mackenzie

Discussion re: **potential RMOW Forester position** based on request from a FWAC member to suggest that RMOW hire a forester to represent RMOW interests in Cheakamus Community Forest harvesting decisions. A follow up to June discussion. Concern that FWAC doesn’t have the time or expertise to thoroughly review CCF plans the way that Don MacLaurin did. Would need to have expertise and provide comment on more than just forestry.

Core concern is that CCF has not responded to FWAC's recommendations and may need more oversight from RMOW.

Conclusion: FWAC will include recommendation for CCF to provide more operational supervision to ensure adherence to plans and silviculture strategy, and to provide direct feedback to FWAC when it provides recommendations to CCF. Include these points in the annual report.

4. Access Management Planning

Discussion by all.

- Reviewed comments from all plus R. Davis' summary of Co-ordinated Access Management Plan. Noted points that are useful for the principles that FWAC wants to prepare (e.g. page 6), including goals and decision tables (Tables 3 & 5).

Need to be clear on end document and who will use it. Start with guiding principles for FWAC and CCF to make road/access decisions.

ACTION: Subcommittee of J. Mikes, D. Bonin and C. Mackenzie plus T. Cole to prepare access management planning principles draft document for September meeting.

5. FWAC Annual Report

Discussion and Comments:

- Executive summary should contain main points/issues. Refer reader to notes for details.
- Include recommendation for formal feedback mechanism to FWAC.
- October site visit to B01 and B03 not included in current draft.
- A01 is 19 hectares but has not been toured. Organize site visit and finalize annual report for September meeting.

ACTION: FWAC to take field trip to A01 in August.

- Create a matrix containing each block and give a rating for performance against the five questions report aims to answer. Include in executive summary.
- Comments on B02 road deactivation: could have saved money by only deactivating start of road, rest would have regenerated naturally.
- Appendices – replace 2015 minutes with 2014 minutes about CCF harvesting plans. Reference appendices in executive summary and body text.
- Create another appendix with a checklist on actions from previous year's report
- Operational issues – include same list as 2013/2014 plan. All still valid.

OTHER BUSINESS

September agenda:

- August field trip comments – 20 minutes
- FWAC CCF Report
- Access Management Planning subcommittee draft

- CCF Integrated Resource Mapping project review from subcommittee (J. Hammons, J. Mikes and R. Davis as per May minutes). CCF to provide draft in August of work done to date.

There was concern expressed that the 2014 annual report for the CCF was not available by July this year. It is important to document the issues, accomplishments and financial position of the CCF in a timely fashion. FWAC recommends CCF complete its 2014 annual report.

Future Agenda Items:

- September - CCF Integrated Resource Mapping project (FWAC subcommittee report & discussion); Access Management Plan subcommittee report; August field trip review
- October - CCF Integrated Resource Mapping project & multi-year plan (CCF representative)
- Spearhead Traverse Project Update
- MOF Visual Quality Objectives (confirm timelines with MoFLNRO)
- MOF Fire Management Plan (confirm timelines with MoFLNRO)

ADJOURNMENT

That the Forest & Wildland Advisory Committee adjourn the July 8, 2015 meeting at 4:59 p.m.

CARRIED

CHAIR: Gordon McKeever

RESORT MUNICIPALITY OF WHISTLER

ZONING AMENDMENT BYLAW (1310 Cloudburst Drive) No. 2101, 2015

A BYLAW TO AMEND ZONING AND PARKING BYLAW NO. 303, 1983

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, 1983 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 ____ day of _____, ____.

Pursuant to Section 890 of the Local Government Act, a Public Hearing was held this ____ day of _____, ____.

Given third reading this ____ day of _____, ____.

Approved by the Minister of Transportation and Infrastructure this ____ day of _____, ____.

Adopted by the Council this ____ day of _____, ____.

Nancy Wilhelm-Morden,
Mayor

Shannon Story,
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

RM65 Zone (Residential Multiple Sixty-Five)

Intent

- 66 The intent of this zone is to provide medium density employee housing residential development.

Permitted Uses

- 66.1 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

- 66.2 The maximum permitted gross floor area of all buildings on Parcel 1 shown on the Key Plan is 3,870 square metres and on Parcel 2 shown on the Key Plan is 2,130 square metres.
- 66.3 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.
- 66.4 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

- 66.5 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

- 66.6 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

- 66.7 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.
- 66.8 No principal use building shall be located within 4 metres of any other principal use building.

Off-Street Parking and Loading

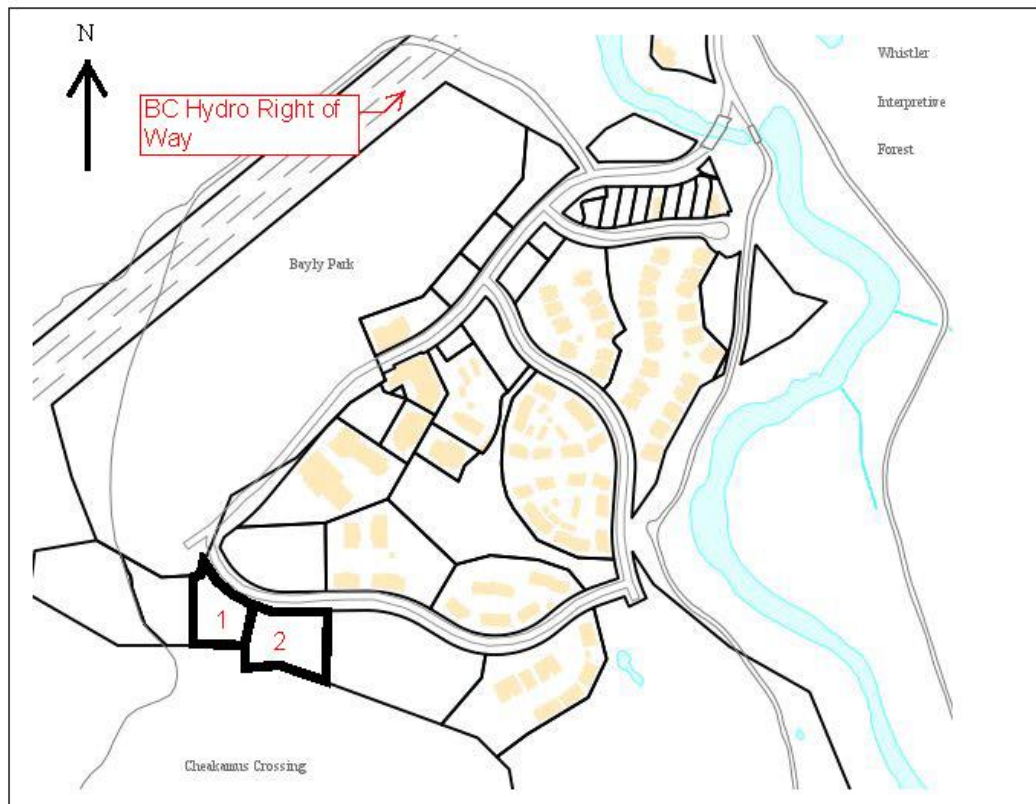
- 66.9 Off-street parking and loading spaces shall be provided and maintained in accordance with the regulations contained in Section 6 of this Bylaw except that, in relation to duplex dwellings, the owner must provide at least 1.5 spaces per dwelling unit, and in relation to townhouse and apartment dwellings, the owner need only provide 75 percent of the number of parking spaces that would normally be required under Section 6.

Other Regulations

- 66.10 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 (SHIPPING CONTAINERS) NO.
2093, 2015**

A BYLAW TO AMEND ZONING AND PARKING BYLAW NO. 303, 1983

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 (Shipping Containers) No. 2093, 2015".

2. Zoning and Parking Bylaw No. 303, 1983 is amended as follows:

(a) In Section 2, Definitions by deleting from the definition of "shipping container" the sentence:

"No services, including plumbing or electrical utilities, are to be provided to a shipping container."

(b) By adding the following text, to Section 5, General Regulations, as subsection 28:

28. "Shipping Containers

28.1. Shipping containers are prohibited in all of the following zones:

- 28.1.1. Residential Zones under Section 11
- 28.1.2. Multiple Residential Zones under Section 12
- 28.1.3. Tourist Accommodation Zones under Section 14
- 28.1.4. Tourist Pension Zones under Section 15
- 28.1.5. Lands North Zones under Section 16

28.2. Notwithstanding Section 28.1, shipping containers are permitted in all zones under the following circumstances:

28.2.1. Containers may be temporarily placed on construction sites, for storage incidental to an active construction project on the site, provided that:

28.2.1.1. a building permit has been issued for construction on the site and the permit has not expired, and

28.2.1.2. the shipping container is removed once construction is completed or stopped or the building permit expires.

28.2.2. A single container may be placed on a parcel zoned for residential or commercial uses, for a period totalling no more than 14 days, for the purpose

FOR THIRD READING AS AMENDED

of loading or unloading goods to permanently relocate the residential or commercial use, provided that the name of the moving enterprise is displayed on the container and the enterprise holds a current municipal business license and a current provincial commercial transport license.

28.2.3. Containers may be temporarily placed on any parcel or on a highway for use in conjunction with the construction or repair of public infrastructure.

28.2.4. Containers may be temporarily placed on any parcel or on a highway for use associated with a municipally-approved special event.

28.3. The following restrictions apply to all shipping containers in the municipality:

28.3.1. No services, including plumbing or electrical utilities, are to be provided to a shipping container.

28.3.2. A container shall be vented to the satisfaction of the Whistler Fire Department.

Given first and second readings this __ day of _____, ____.

Pursuant to Section 890 of the *Local Government Act*, a Public Hearing was held this __ day of _____, ____.

Given third reading this this __ day of _____, ____.

Approved by the Minister of Transportation this this __ day of _____, ____.

Adopted by the Council this this __ day of _____, ____.

Nancy Wilhelm-Morden,
Mayor

Shannon Story,
Corporate Officer

I HEREBY CERTIFY that this is a
true copy of Zoning Amendment
Bylaw (Shipping Containers) No.
2093, 2015.

Shannon Story,
Corporate Officer

From: Gordon Dyson [<mailto:gordondyson@live.ca>]
Sent: Sunday, October 18, 2015 4:19 PM
To: Mayor's Office
Subject: Tapley's Farm/Whistler Cay Flood Control

Mayor and Council;

Having lived with the River of Golden Dreams in my back yard for 29 years I believe my observations, opinions and input may be helpful in determining the best course of action to alleviate issues pertaining to flood control.

I throw my full support behind Option A, and everything that Bonnie Munster has stated in her letter to you. I would also like to add the following additional input.

My property at 6407 Easy Street has never flooded, since 1986. Nor am I aware of any of the properties which border mine ever being flooded. On occasion we have standing water in low lying areas. I believe our land is just a little higher than those nearby, especially those north, along Balsam Way, from the public access path to the river. Prior to December 2014, we had not had water in our crawl space since 2007 and prior to then, very little, and very rarely.

We are all aware that flooding occurs only during periods of very high precipitation, and when significant snowfall is followed by warm temperatures and/or significant rainfall. All watercourses in the valley are brimming at these times and the draining process just takes time.

In my observations of high water levels over 29 years, the river has slowly scoured away ten to fifteen feet of river bank, moving closer and closer to 6483 and 6481 Balsam Way. This is where the water flow "blasts" directly into the bank, forming whirl pools to both the left and right. As the sandy under layers are swept away the top soil, plants and trees continue to sink and eventually slip in and disappear. My hope is that keeping water levels low will stop this process. I believe that high water levels will continue to erode this bank, enlarging the pool, carrying away sand, soil and trees and threatening the properties at 6483 and 6481 Balsam Way.

Even options B and/or C could be undermined by the scouring process in this area.

I firmly believe that directing as much water flow as possible away from the Tapley's Farm region is the best way to avoid flooding and protect what is left of the river bank and surrounding green space. Option A would be a big step in the right direction by keeping 21 Mile Creek on the far side of the train tracks.

Prior to the train tracks there was probably one big swamp connecting Alta Lake to Green Lake. I believe the tracks have significantly contributed to water flow issues which will never be easy to resolve. We are told that Alta Lake flows both north and south I don't think it has flowed south for

a VERY long time. Perhaps opening up some flow, or overflow at the south end of Alta Lake would help drain the valley more quickly.

We have recently relocated to Sammamish, Washington, with full intentions of returning to our home between Easy Street and River of Golden Dreams some day. We remain committed to working with all parties and participating in any process that will move us towards resolving this issue. Please let me know how I can do so.

Sincerely,

Gordon Dyson
gordondyson@live.ca
206-713-7522

24675 southeast 36th court in Issaquah Washington 98029

From: Caroline Lamont [mailto:carolinelamont@gmail.com]
Sent: Wednesday, October 21, 2015 10:30 AM
To: Mayor's Office
Subject: Fwd: Letter to Mayor and Council

Last Friday afternoon I arrived home from a long work week to see my neighbourhood decorated with balloons and a casual social gathering of more than 50 of my neighbours. I then remembered that it was a Neighbourhood Party organized by the Whistler Centre for Sustainability. As someone that is incredibly passionate about community engagement I had to appreciate the efforts to bring us all together in a social setting that we all were happy to attend.

After catching up with neighbours on their family's activities, I noticed that there was a subtle request for input on what makes our neighbourhood special as well as thoughts on how I personally could improve my community. As someone that has spent a career being committed to community engagement, I felt that this gathering provided a wonderful and casual environment to learn and provide information to our local community.

Thanks again to Dan Wilson and the team he works with at the Centre for Sustainability for acquiring the funding and organizing the neighbourhood events. I hope that that perhaps in the future the RMOW will draw on this experience and continue to engage local residents on future projects, plans and initiatives. It is difficult for residents in Whistler to set aside time to go to additional nightly meetings, but if you come to us and make it social, we will make the time.

Whistler is a place of neighbourhoods where the people come together to make a village.

Thanks for supporting this initiative.

--
Caroline Lamont
[604 966 8463](tel:6049668463)
7323 Spruce Grove Lane
carolinelamont@gmail.com

"An innovator is one who does not know it cannot be done." — R.A. Mashelkar

Snowridge Strata VR2049
c/o Steve Bayly
2576 Snowridge Crescent
Whistler, B.C. V0N 1B2
tel. 604 932-9600 cel. 604 905-8648
e-mail sjbayly@telus.net

October 19, 2015

Mayor Nancy Wilhelm-Morden and Council
Resort Municipality of Whistler
4325 Blackcomb Way
Whistler, BC
V0N 1B4

Dear Mayor Nancy Wilhelm-Morden and Members of Council,

Re: Snowridge Bridge Replacement

This letter is sent to give you background on the Snowridge pedestrian bridge and to request the RMOW share in the replacement cost along with the Snowridge Bareland Strata, the Snowridge Townhouse Strata, and Whistler Blackcomb (WB).

Background

The bridge connecting Snowridge Crescent to the Creekside ski runs and the trail along the south side of Whistler Creek is a log bridge, we believe was built by either International Land or WMSC about 30 years ago.

We noticed a sag on the east side of the bridge this last summer so had the bridge inspected by a contractor experienced in the maintenance and construction of log bridges who advised the bridge is at the end of its life span and in need of replacement. As a safety measure we installed a bollard on each end of the bridge making it impassable for motor vehicles and equipment.

We had been exploring replacement options with a view of having the bridge replaced in 2016. A recent storm event in early September brought additional sagging so we think it best the bridge be replaced this season.

The ownership and responsibility for maintenance and replacement of the Snowridge bridge is unclear. There are a number of easements and rights of way which allow public pedestrian and skier access as well as service and emergency vehicle access across the Snowridge Single Family lands including:

- Statutory Right of Way R118826 in favour of the RMOW for public (pedestrian) access from the municipal cul-de-sac at the end of Whistler Road along Snowridge Crescent to the bridge.
- Access Easement R118827 in favour of Whistler Mountain Ski Corp. for pedestrian, emergency and service vehicle access from the municipal cul-de-sac at the end of Whistler Road along Snowridge Crescent to the bridge.

- Access Easement GB001858 in favour of the Snowridge Townhouses for pedestrian and skier access over the rear portion of the Snowridge Bare Land Strata Lots 2-6 and a side portion adjacent Whistler Creek of Strata Lot 6 to the bridge.

There is no mention in these documents of the bridge or any obligation for the Snowridge Strata or any other party to maintain or replace the bridge. The RMOW likely has additional easements and rights of way for creek maintenance and Valley Trail along the south (ski run) side of Whistler Creek from London Lane up.

The Snowridge Strata was initially responsible for the maintenance and repair of the armouring (built in 1987) and flood protection works on the Snowridge lands along Whistler Creek. In 1999, Intrawest built a debris structure and rebuilt the creek works in accordance with a report and plan of Kerr Wood Leidal Associates Ltd. (KWL) at which time the RMOW took on responsibility for the inspection, repair and maintenance of all the creek works. The Snowridge bridge is shown in the KWL plan of creek works. We understand the RMOW, in turn, downloaded to the Intrawest Creekside developments the cost and responsibility of monitoring and maintenance.

We understand KWL inspected the catchment structure, skier's bridge, Snowridge armouring, and the London Lane bridge, and other creek works, excluding the Snowridge bridge, in September 2015 and made a number of recommendations for maintenance and repairs.

The pedestrian and skier access across the Snowridge lands and the Snowridge bridge receive regular year-round use not limited to the residents of the 22 Snowridge single family homes. Snowridge Crescent and the bridge provide the main pedestrian and skier access to the Creekside Base Area from the Snowridge Townhouses, Whiski Jack, Rimrock Single Family, Powderview and the surrounding Whistler Road neighbourhood.

Replacement Options

As a first step, we explored bridge replacement options which included a precast concrete structure capable of carrying the loads of large vehicles. IOTA Construction Ltd. provided a cost estimate of \$140,000 for such a structure. We also looked at modifying a flatdeck or flatrack which would carry a higher load but presented some challenges with engineering calculations. Whistler Blackcomb's Doug Forseth has advised that WB has no need to have the bridge carry vehicle loads and that WB would prefer a lower cost pedestrian only bridge.

The best option seems to be an 8' wide by 36' long aluminum structure, similar to the Alberta Creek bridge in Lions Bay, on lock block buttresses with an estimated total install cost of about \$60,000. For this bridge and buttresses we retained Jon Paine for a design concept/sketch and Creus Engineering for engineered drawings.

Minister of Environment (MoE) Approvals

Cascade Environmental Resource Group has advised the proposed bridge replacement with its lock block buttresses within the creek works would typically require a Section 9 approval with the work to be done only in a fisheries window however a Municipality can apply for permission for the works to proceed as an emergency.

Given the additional sagging of the bridge after a storm event last month, we believe it would be prudent to have the Snowridge bridge replaced as soon as possible as an emergency measure and avoid any risk of failure this winter season.

Recommendations

We believe the replacement of the Snowridge bridge should be expedited and that the Snowridge Bare Land Strata, the RMOW, Whistler Blackcomb and the Snowridge Townhouse Strata should all share in the cost of replacement.

We have received preliminary agreement from both the Snowridge Townhouse Strata and WB to share in $\frac{1}{4}$ of the cost of the bridge replacement along with the Snowridge Bareland Strata up to a maximum of \$15,000 each. At this time we ask the RMOW commit likewise to pay $\frac{1}{4}$ of the cost of the bridge replacement up to a maximum of \$15,000 and to assist with the MoE application for the emergency replacement.

We have provided RMOW staff copies of inspection reports, covenants, designs, etc. and RMOW staff has copies of the KWL reports. Should you have any questions or require anything further please do not hesitate to call.

Respectfully,



Snowridge Bareland Strata VR2049
Steve Bayly
Strata Chairman

Cc: Patrick Wilson - Whistler Resort Management
Doug Forseth - Whistler Blackcomb
Ken Roberts - Lodging Ovations
Mike Furey, Joe Paul, James Hallisey - RMOW
Jan Jansen, Dave Patterson - RMOW



RECEIVED

OCT 19 2015

Resort Municipality of Whistler
ATTN: Mayor and Council
4325 Blackcomb Way
Whistler, B.C., V0N 1B4

October 8, 2015

Dear Mayor and Council:

We are excited to share the news that we are launching a new annual membership program beginning 2016 (January 1 to December 31, 2016), inviting municipalities and regional districts, corporations and individuals to support our work. Tiers of support enable members to select a level of commitment and suite of benefits that are right for them. The renewable membership options for municipalities are enclosed.

We are seeking your membership and continued support; both are vital for the work we do on behalf of our airshed communities and for implementing the Air Quality Management Plan (AQMP). I've attached the AQMP Implementation Framework, which provides a detailed work plan for what we will accomplish over the next 3 years.

In the coming year, we will continue our work on a number of projects including Clean Air Commute, Bike to Work week, Idling Outreach and the Woodstove Exchange Program. We are also exploring a number of exciting new projects and programs, but need your support to get them off the ground. These include Burn Smart workshops, a speaker series on topics ranging from energy conservation to green building, a gathering to discuss the future of transit in our region, and the creation of a coffee table book featuring stunning photos of our airshed and offering information on our work and the importance of clean air. Funds that we raise through our membership campaign will help us continue to produce our newsletters, articles and learning materials. Membership contributions will also enable us to continue supporting clean air research, sharing important air quality and climate change information with the public, and offering support to municipalities and businesses that want to reform their policies and practices with respect to air quality and climate change. You can read more about our work on our website, www.seatoskyairquality.ca

Thanks in advance for helping to make this a successful annual membership drive. Please continue to share the goals and work of the Sea-to-Sky Clean Air Society with your community. You can help us spread the word by encouraging others to become members, and donate to our work. A member of the SSCAS Board or I would be happy to make a presentation in person, if you so desire.

Thanks again for your generous support!

A handwritten signature in black ink, appearing to read "Kim Slater".

Kim Slater
Executive Director
PO Box 1015 Pemberton, BC V0N 2L0
604-698-7697 / seatoskycleanair@gmail.com / www.seatoskyairquality.ca

2016 Membership Tiers for Municipalities and Regional Districts

Tropo Bronze- suitable for very small airshed communities (population under 2000)

Strato Silver- suitable for small to mid-sized airshed communities (population of 2000-5000)

Meso Gold- suitable for mid-sized airshed communities (population of 5000-10000)

Aurora Platinum- suitable for large airshed communities (population over 10,000)

Please note that these membership tiers are suggestions only-members may give what they feel is appropriate.

Benefits

LOCAL GOVERNMENT LEVELS OF MEMBERSHIP	TROPO BRONZE \$300	STRATO SILVER \$1000	MESO GOLD \$2000	AURORA PLATINUM \$4000
Newsletter	✓	✓	✓	✓
Featured supporter on website		✓	✓	✓
Logo on website			✓	✓
Consultation			✓	✓

*All donations receive a tax receipt.



**SEA-TO-SKY CLEAN AIR SOCIETY
RENEWABLE MEMBERSHIP
APPLICATION FORM- 2016**

Please fill out the information below (if applicable) and return the form to the Sea-to-Sky Clean Air Society at the address noted to the right-hand side, along with a cheque for the appropriate amount.

Please mail your application form and cheque to:
Sea-to-Sky Clean Air Society
PO Box 1015
Pemberton, B.C. V0N 2L0
www.seatoskyairquality.ca

organization _____

contact _____

street address _____

mailing address _____
*if different from
street address*

phone number _____
primary

phone number _____
secondary

email address _____

website _____

Facebook _____

membership ☐ Tropo Bronze ☐ Strato Silver ☐ Meso Gold ☐ Aurora Platinum
 \$300 \$1000 \$2000 \$4000

fee enclosed ☐ yes ☐ no fee amount \$ _____

receipt number # _____
for internal office use

PO Box 1015, Pemberton B.C. V0N 2L0 / 604-698-7697 / seatoskycleanair@gmail.com



Sea to Sky Clean Air Society Air Quality Management Plan Implementation Framework 2015

Photo: James Wheeler, Flickr, <http://bit.ly/1d8zorh>



SEA-TO-SKY AIRSHED

FOREWORD

A great deal of gratitude is owed to everyone who contributed to and participated in the development of this framework.

Thanks to the past, present and future efforts of the Sea-to-Sky Clean Air Society (SSCAS) in working to protect our airshed and champion the Air Quality Management Plan (AQMP). The passion and dedication of all involved- board of directors, members and volunteers- are greatly appreciated.

Thanks to the partners and stakeholders for their time in developing this framework, and for the resources they've contributed in support of it.

Thank you Cariboo Environmental Consulting for completing the AQMP Review (2014).

Finally, extensive gratitude is owed to the British Columbia Ministry of Environment (MoE) for funding the development of this framework, as well as for the ongoing funding and technical support of SSCAS and the AQMP.





Photo: Kyle Pearce, Flickr, <http://bit.ly/1SPs84k>

INTRODUCTION

This framework guides implementation of the recommendations contained in the Air Quality Management Plan Review (AQMP-2014) as adopted by the Sea-to-Sky Clean Air Society (SSCAS) Board. “An airshed plan provides a blueprint to help communities manage development and control air-contaminant sources. The process is stakeholder-driven and recognizes that every one of us has a role to play in keeping our air and our communities clean.” (BC Ministry of Environment, bcairquality.ca/plans/airshed-plan-ning-bc.html)

The Sea-to-Sky AQMP is designed to maintain or improve air quality in order to protect human health, the environment, and other values. It is a comprehensive road map outlining the actions needed to protect this resource through the use of tools including air quality monitoring, emission controls, policy development, proactive community planning, and public education.

In 2014, a review was undertaken of the AQMP, which evaluated the efficacy to date of the plan and SSCAS as its champion. A number of recommendations were made for strengthening the plan and addressing emissions sources, as well as building SSCAS's capacity for implementing the plan moving forward.

This Implementation Framework serves as an efficient, cost-effective plan that will put the AQMP recommendations into action in the Sea-to-Sky Airshed over the next three years. Framework development included undertaking a review of the original AQMP, identifying strengths and weaknesses, making appropriate recommendations, engaging stakeholders, prioritizing the recommendations, and identifying strategic air quality actions for the next three years.

Transforming these actions into tangible activities and tasks, and providing a timeline for implementing them will deliver this framework. Appropriate indicators and targets have been provided to ensure actions are tracking successfully. These will be reviewed annually, and revised as needed.

While this framework details goals, strategies, and tactics for SSCAS to undertake, it is understood that SSCAS is by no means the lone agent in their implementation. Tackling airshed emissions, and making progress on this framework will require strong collaborative partnerships between airshed stakeholders, as well as cost-sharing and resource-pooling, and support for SSCAS and its work.

ABOUT THE SEA-TO-SKY AIRSHED

The Sea-to-Sky Airshed covered by this framework includes the Sea-to-Sky corridor, which extends approximately 150 kilometres from the Howe Sound entrance at the Strait of Georgia (Vancouver, BC) to the confluence of the Pemberton and Lillooet valleys at Pemberton, BC. It includes the communities of Bowen Island, Gambier Island, Gibsons, Horseshoe Bay, Lions Bay, Squamish, Whistler, and Pemberton (see map inset).

BACKGROUND

This region features stunning natural assets, of which clean air and stunning views are key components. It has a global reputation for tourism and outdoor recreation, a historical woodfibre and timber industry, and diverse communities. Largely owing to these natural assets, the region is attracting more and more residents, recreational users and tourists every year, which translates into potentially large increases in mobile emissions from vehicles and area emissions from community development. Wood burning, land clearing and forestry are also sources of area emissions. Proposed industrial and commercial developments, notably an LNG processing facility located in Squamish, represent potential new point sources of emissions.

Compounding the issue of existing and potential emissions is the fact that the Sea-to-Sky Airshed possesses geographical features that have the potential to produce poor air circulation. This can lead to the build-up of pollutants, particularly during periods where high-pressure systems prevent pollutant dispersion. Summer conditions in particular tend to exacerbate air quality problems as stagnant and polluted air from the Greater Vancouver region can be channelled up the narrow valley into Sea-to-Sky Airshed communities. Pollutants of particular concern, for impacts to both human health and visibility, are ground-level ozone and particulate matter under 2.5 micrometres in diameter (PM_{2.5}).

The Sea-to-Sky Air Quality Coordinating Committee (AQCC); initially a multi-stakeholder committee consisting of provincial,

regional and municipal government representatives of the corridor, transit companies, utility companies and local industry, developed the first Air Quality Management Plan (AQMP) in 2007. The plan was championed by the AQCC, which evolved into the SSCAS. A review of the original AQMP was undertaken in 2014 and the recommendations that resulted have been fashioned into this action-based implementation framework.

CURRENT REALITY

Overall, regional air quality is relatively good, but pressures from mobile, area and point source emissions – both existing and proposed – could result in poor or deteriorating air quality. These pressures do in fact result in occasional exceedances and near exceedances of air quality objectives with respect to particulate matter and ground level ozone, typically at peak tourism times in the summer and winter. Ensuring these exceedances, which can trigger air quality advisories, do not become more frequent, and addressing their root causes so that they may be avoided altogether are key directives of the AQMP (which takes a preventative approach to air quality management aiming to anticipate and ameliorate/minimize possible impacts to air quality) and this Implementation Framework (which details specific steps for SSCAS to take to mitigate emissions in the airshed over the next three years).

DESIRED FUTURE

At a workshop held on February 5, 2015, SSCAS and stakeholders expressed the following aspirations in support of this framework: *Air quality is important to all residents and visitors to the airshed. Through ongoing fundraising, program development, outreach, education and communication, the SSCAS becomes a robust and resilient charitable organization that has the capacity to take the lead on addressing air quality and climate challenges in the region. Focused programs deliver outcomes that protect and enhance regional and local air quality. Regional partners work together to effectively measure, manage and mitigate negative air quality impacts.*



Photo: James Wheeler, Flickr: <http://bit.ly/1dSzorh>

VISION

Communities in the Sea-to-Sky Airshed will enjoy clean air that sustains and contributes to the health of our residents and guests, our economy, and our environment and wildlife.

PURPOSE

This is a regional, collaborative, action plan for protecting air quality and mitigating emissions in the Sea-to-Sky Airshed that will:

- 1) Refine the recommendations contained in the 2014 AQMP;
- 2) Review and prioritize relevant recommendations;
- 3) Ensure action recommendations are clearly articulated as goals;
- 4) Provide strategies and tactics across an action timetable, and;
- 5) Set measureable, accountable indicators and targets.

FRAMEWORK COMPONENTS

Goals

Goals have been set to realize the airshed vision and implementation framework purpose. They are:

- 1) Enhance Organizational Capacity;
- 2) Build Strategic Partnerships to Further Stakeholder Collaboration
- 3) Produce Effective Communications that Drive Positive Air Quality Policies and Behaviours, and;
- 4) Do successful Projects, Programs and Research

Strategies

For each goal a number of strategies have been derived from the original AQMP and subsequent recommendations derived from the 2014 AQMP review.

Tactics & Indicators

SSCAS Board and stakeholders made tactical suggestions to achieve each strategy. These tactics are guidelines only; this plan is intended to be flexible and adaptable. Tactics may need to be adjusted according to new information and circumstances. Relevant indicators (metrics) were also provided to ensure actions are measureable and can be evaluated for success.

Timeline

SSCAS Board and stakeholders prioritized the strategies and tactics according to the time scope for implementation: Short-term (within one year of adoption of this plan); Mid-term (1-2 years), and; Long-term (2-3 years).

SSCAS will take the lead on this plan, but to succeed, will need support from other airshed stakeholders. Further discussion is needed to identify and fine-tune the roles of those implementing this plan.

GOAL 1: ENHANCE ORGANIZATIONAL CAPACITY

Strategy 1 - Secure Funding

- Obtain financial advice
- Apply for grants
- Charge membership fees
- Gain sponsorships
- Develop products / services to sell
- Organize annual fundraising events

Strategy 2 - Grow Membership

- Create membership program
- Build web platform
- Advertise program
- Create incentives to attract members
- Engage members through face-to-face and virtual campaigns

Strategy 3 - Strengthen Governance

- Recruit diverse Board
- Create sub-committees to action priorities
- Annual strategic planning
- Regular check-ins
- Update bylaws re: Board terms
- Bi-annual Board and Staff evaluations
- Terms of reference created for Board positions
- Code of conduct
- Board directors receive training

Strategy 4 - Attract & Retain Volunteers

- Advertise volunteer opportunities through Community Foundation of Whistler newsletter
- Create a volunteer plan
- Follow volunteer plan (advertise volunteer opportunities, create recognition opportunities and volunteer benefits)
- Have volunteers work on long-term action items

Goal 1 Indicators:
1) Sufficient funding to cover overhead and run programs and support 1-3 staff
2) Engaged Board strategically guiding SSCAS
3) Grow volunteer resources

Goal 1 Targets:
1) \$50,000 + / year from diverse sources (grants, sponsorships, members)
2) 10+ Board directors, meet 4-6 times per year. Active sub-committees
3) 10 new volunteers / year

GOAL 2: STRENGTHEN STRATEGIC PARTNERSHIPS & STAKEHOLDER ENGAGEMENT

Strategy 1 - Engage Municipalities

- Create municipal membership benefits
- Annual Council presentations
- Howe Sound Forum
- Create engagement survey
- Create and share bylaw templates to achieve standardization throughout region

Strategy 2 - Engage First Nations

- Partner on Burn Smart workshops
- Identify shared interests and potential opportunities for collaboration
- Send invitation to join Board

Strategy 3 - Engage Businesses

- Send out invitation to join Board
- Host a stakeholder meeting
- Add key business profiles on SSCAS website

Strategy 4 - Engage Interest Groups

- Identify shared interests and potential opportunities for collaboration
- Attend monthly non-profit meeting (Whistler)
- Team up on events with shared purpose
- Reps join SSCAS Board

Strategy 5 - Engage Public, Youth

- Send a letter to schools to join SSCAS and / or collaborate on youth-focused program(s)
- Identify youth leaders in the region
- Develop youth-focused contest crowd-sourcing solution to air quality issue of their choice (idling)

Goal 2 Indicators:
1) Growth of membership
2) Board representation
3) Partnerships / collaborations with other groups

Goal 2 Targets:
1) Grow membership base by 10% / year
2) Board represents airshed communities and key sectors / interest groups
3) 1-2 projects / collaborations / year with other groups

GOAL 3: COMMUNICATIONS THAT DRIVE POSITIVE AIR QUALITY BEHAVIOUR

Strategy 1 - Develop Communications Plan & Policies

- Identify target audiences, channels and messages
- Develop a communications plan
- Develop internal & external communications policies

Strategy 2 - Report on State of Air Quality

- Report out to Councils
- Host an info session
- Create customized reporting tool for web and presentations
- Create a visibility index for the region
- GHG trend report

Strategy 3- Feedback to Stakeholders on Issues

- Create issue statements (WtE, LNG, development, energy, public transportation)
- Create report cards for municipalities / businesses
- Develop web version of report cards for municipalities / businesses

Strategy 4 -Disseminate Air Quality / Climate Information & Action Ideas

- Write 2-4 articles / year
- Facebook posts 1/ week
- Newsletters 4 / year
- Website updates
- Create information resources for different audiences, available on the website
- Share news on local projects / actions
- Track and report on municipal progress on BC Climate Action Charter
- Organize speakers
- Photobook project

Strategy 5 -Share SSCAS Successes

- Do frequent Facebook /website updates
- Newsletters 4 / year
- Include update of successes in annual report
- Hold recognition event for members / volunteers

Goal 3 Indicators:

- 1) Annual reports
- 2) Monthly communication via diverse channels
- 3) Well-attended events

Goal 3 Targets:

- 1) Thorough annual reports and presentations to airshed communities
- 2) Grow Facebook likes, website hits, newsletter subscribers by 25%
- 3) 1-2 events / year. Grow attendance by 10% / year

GOAL 4: PROJECTS, PROGRAMS & RESEARCH THAT HELP TO REDUCE EMISSIONS

Strategy 1 - Reduce Mobile Sources of Emissions

- Complete Clean Air Commute (Bike to Work, Idling Out-reach, Carpool Kits)
- Develop fundable programs
- Work with municipalities to standardize & shorten idling bylaws
- Ensure community development plans reference, and integrate with, AQMP

Strategy 2 - Reduce Area Sources of Emissions

- Apply for more-funding to continue Woodstove Exchange program
- Implement Burning and Smoke Control Strategic Plan
- Work with municipalities to strengthen and enforce burning bylaws

Strategy 3- Minimize Point Sources of Emissions

- Attend information sessions of industrial developments
- Comment on projects
- Work with proponents to improve reporting and responding to complaints
- Work with MoE towards completion of an emissions inventory

Strategy 4 -Offset GHG Emissions

- Apply for funding for treeplanting project
- Complete restoration / treeplanting project
- Explore app idea for people to offset their travel

Strategy 5 -Support Air Quality and Climate Research

- Participate in research re: climate reporting through LNG EA processes
- Source funding for an emissions inventory
- Work with students (Quest, BCIT) to develop an emissions dispersion model

Goal 4 Indicators:

- 1) Criteria Air Contaminants (average total by community)
- 2) Greenhouse Gases (total per capita by community)
- 3) Health (AQHI + BCAAQO for PM)
- 4) Visibility & Odour

Goal 4 Targets:

- 1, 2 & 3) Decreasing trend from base-line year (2005).
- 4) Improve trend-reduce visibility / odour complaints (0 per year)

GAPS

While this framework directs the work of SSCAS, commitment from and strong partnerships with stakeholders are required to move it forward. A lack of uptake on actions from airshed stakeholders, as well as SSCAS's limited funding and staff capacity to execute and measure action completion, have been identified as risks to effectively implementing this framework and achieving the desired outcomes. Enhancing SSCAS's organizational capacity and improving stakeholder collaboration are paramount to meeting the shared goals for air quality in this region.

NEXT STEPS

In order for this framework to succeed, there is a need for continuous monitoring and evaluation of its strategies and tactics, and regular reporting on results.

This will be done through:

1. Frequent check-ins with the SSCAS Board of Directors and Staff;
2. Developing collaborative capacity with partners and stakeholders;
3. Annually managing, monitoring and reporting implementation actions and associated tasks;
4. Hosting annual community engagement events to inspire action on air quality and climate change mitigation;
5. Reviewing the implementation framework on an annual basis. A comprehensive review and update will take place every three years.

CONCLUSION

This Implementation Framework will guide the efforts of the SSCAS over the next three years in executing the AQMP and recommendations thereof. It is intended to be a living document that fluidly adapts to dynamic conditions that may include changing emissions sources and key actors and/ or new funding, project or partnership opportunities.

CONTACT

Sea-to-Sky Clean Air Society
PO BOX 1015
Pemberton. BC
V0N 2L0

seatoskycleanair@gmail.com
seatoskyairquality.ca





BRITISH COLUMBIA PROFESSIONAL FIRE FIGHTERS' ASSOCIATION

Affiliated with the International Association of Fire Fighters, A.F.L. – C.I.O.

Canadian Labour Congress

#463 – 4800 Kingsway, Burnaby, B.C. V5H 4J2

604 436-2053 Fax 604 436-3057

Website: www.bcpffa.org



RECEIVED

OCT 22 2015

October 19, 2015

Dear Mayor and Council,

Recently, Bronwyn Barter, the Provincial President of the Ambulance Paramedics and Emergency Medical Dispatchers, CUPE Local 873, distributed a lengthy document that vigorously attempted to devalue the Emergency Medical Services (EMS) provided by the City of Delta Fire Department. On behalf of the Professional Fire Fighters of British Columbia, I offer this letter to strongly support the all-hazard response services the fire fighters of your city provide.

President Barter admits that as a paramedic, she has recognized for many years that the level of ambulance resourcing across the Province of BC, and in particular the Lower Mainland, is inadequate and requires additional resources to meet the emergency medical needs of the citizenry. This is where it is important to note that the Fire Department is able to provide the supplemental resources necessary to ensure a rapid response and arrival of qualified first responders who are able to immediately render care to a person in need. Because prolonged delays in ambulance response have become commonplace, it is essential that government take steps to assure the overall health, safety, and wellbeing of the residents. It is therefore a moral and ethical necessity to send fire fighters to intervene, stop the emergency, and assist the victim/patient and their family members until the ambulance arrives.

President Barter should be open to reliable and consistent options for improving access to care and embrace the fire fighter's willingness to provide this service; as it will undoubtedly, allow for a seamless transition of patient care when the ambulance arrives.

As has been noted previously, fire fighters are strategically located throughout the community to provide rapid and consistent response and interventions in the most austere environments. With appropriate training and resources, fire fighters when dispatched do respond, assess the situation and any victims (or patients), and begin treating patients before an ambulance arrives on the scene. Often the initial intervention of first responders such as bleeding control, airway management, and/or the administration of oxygen could improve patient outcomes. These actions alone can stabilize a patient prior to the arrival of an ambulance. Therefore, the path to patient improvement can occur long before the ambulance crew arrives on the scene.

It is important for all involved to understand that as communities grow and change, there is a need to reassess the level and type of resource deployment and adjust the use of resources based on those changing needs. Therefore, it is important that community decision makers consider industry standards as guidance in making necessary adjustments and in measuring their effectiveness.

In regard to the Resource Allocation Plan (RAP), the CUPE letter addressed the difference between the information the call takers [using Medical Priority Dispatch Systems- MPDS] received from the caller and the actual patient status on scene, as found by paramedic assessment. The paramedic assessment did

Michael Hurley
President

Gord Ditchburn
Secretary-Treasurer

not include, or consider, what first responders found with patient status or what they did to help the patient when first on scene. This means that President Barter is reaching conclusions and making recommendations based on incomplete and potentially inaccurate data.

Although many responses to these determinants may not result in a patient that required an emergency response, it is clear from evidenced-based research that half of the MPDS codes have Negative Predictive Values greater than 50%. This means that "Sixteen protocols performed no better than chance alone at identifying high-acuity patients"¹ Therefore, it is necessary to deploy the most efficient, reliable and consistent response possible to assure each patient is given the benefit of the doubt when they call for help.

It is short sighted to think that one can disregard the science and field experience of MPDS, the potential hazards on scene, the scene environment and the intervention of first responders and jump straight to the patient status that ambulance crews find when they arrive. All these stages in an emergency response are relevant and eliminating any one from the analysis skews the outcome.

Additionally, the RAP assessment does not accurately measure intermittent patient outcome; which is critical to understanding the value of each element in the EMS Response. By ignoring first responder intervention, opinion, and the associated data, the results presented are distorted and deemed partial to the BCAS. Perhaps this partiality was the intent of the RAP assessment overall and if so, other stakeholders should have been informed early in the process.

As a decision maker, you must look at these facts while sorting through mounds of information pertaining to all aspects of the broader emergency response system. Above all, we need to put the patient first and even if the first responder isn't needed to provide lifesaving measures, the need for compassion and comfort will always be there. When emergencies happen, people matter.

In closing, the professional fire fighters of the City of Delta, and those throughout the Province of BC stand ready to respond regardless of the nature of the emergency and remain committed to those we serve.

Sincerely,



Michael Hurley
President
PER

BRITISH COLUMBIA PROFESSIONAL FIRE FIGHTERS' ASSOCIATION

----- Forwarded message -----

From: **Tadeusz van Wollen** <tvw.tvwengineering.com@gmail.com>

Date: Sat, Oct 24, 2015 at 10:49 AM

Subject: Lorimer Road Traffic Separation Structure

To: Allison Winkle <AWinkle@whistler.ca>

Dear Council:

Will you please consider and approve the construction of a bridge allowing the pedestrians, cyclists and skateboarders a safe cross, over the Highway 99. We all know that this idea is an obvious and necessary improvement of the existing intersection of Highway 99, Lorimer Road and the valley system trails. The Whistler residents and visitors deserve a proper traffic separation structure, similar to well designed and built overpasses in Squamish and Whistler.

If you take into account the ever increasing volume of vehicles and users of the valley trails, and especially daily groups of children from the daycare and Myrtle Philips school often seen huddled on a small island while waiting for the green light, you will view my suggestion, I hope, as reasonable.

Please do not hesitate to act now. The new federal government wants to spend money on infrastructure.

Yours,

Tadeusz Francis van Wollen, P.Eng.