

# WHISTLER

## AGENDA

**REGULAR MEETING OF MUNICIPAL COUNCIL  
TUESDAY, DECEMBER 3, 2013, 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 December 3, 2013.

### **ADOPTION OF MINUTES**

Adoption of the Regular Council minutes of November 19, 2013.

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

### **PRESENTATIONS/DELEGATIONS**

Community Plan for a Public System of Integrated Early Care and Learning	A presentation from Sharon Gregson, regarding the Coalition of Child Care Advocates of BC and Early Childhood Educators of BC's Community Plan for a Public System of Integrated Early Care and Learning.
Update on Whistler Mature Action Community's Activities and 2013 Projects	A presentation from Sue Lawther, President, regarding an update on Whistler Mature Action Community's activities and 2013 projects.
Healthlink BC Services Information	A presentation from Annalynn Prince and Simone Compton regarding the Ministry of Health's Healthlink BC services.

### **MAYOR'S REPORT**

### **ADMINISTRATIVE REPORTS**

Whistler International Campus Alpha Creek Rezoning Application 458 Report No. 13-114 File No. RA 438	<b>That</b> Council consider and not support further review and processing of Rezoning Application 438.
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RMOW Appointments to  
Whistler Valley Housing  
Society  
Report No.13-116  
File No. 7724

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

Transit Future Planning  
Process for Sea to Sky  
Region  
Report No. 13-115  
File No. 536.1

**That** Council receive Administrative Report No. 13-115 Transit Future Planning Processes for the Sea to Sky Region; and

**That** up to four Council members consider attending the Elected Officials Forum in Whistler on December 10 and/or in Squamish late in December; and further

**That** Council authorize staff to sign-off on BC Transit's Sea to Sky Transit Future Plan Terms of Reference as attached in Appendix "A".

LLR 1161 – Fairmont Golf  
Course Clubhouse  
Change to Hours of Sale  
Report No. 13-120  
File No. LLR 1161

**That** Council authorize the resolution attached as Appendix "A" to Administrative Report No. 13-120 providing Council's recommendation to the BC Liquor Control and Licensing Branch in support of an application from the Fairmont Chateau Whistler Golf Course located at 4612 Blackcomb Way for a Permanent Change to Licensed Hours of Sale for Liquor Primary License No. 151717, to change hours of sale at The Clubhouse to 9:00 am to 1:00 am Monday through Sunday.

LLR 1162 – Fairmont  
Chateau Whistler Mallard  
Bar Change to Hours of  
Sale  
Report No.13-121  
File No. LLR 1162

**That** Council authorize the resolution attached as Appendix "A" to Administrative Report No. 13-121 providing Council's recommendation to the BC Liquor Control and Licensing Branch in support of an application from the Fairmont Chateau Whistler located at 4599 Chateau Blvd. for a Permanent Change to Licensed Hours of Sale for Liquor Primary License No. 132301, to change hours of sale at the Mallard Bar to 9:00 am to 1:00 am Monday through Sunday.

LLR 1163 – Fairmont  
Chateau Whistler Food  
Primary Change to Hours  
of Sale  
Report No.13-122  
File No. LLR 1163

**That** Council authorize the resolution attached as Appendix "A" to Administrative Report No. 13-122 providing Council's recommendation to the BC Liquor Control and Licensing Branch in support of an application from the Fairmont Chateau Whistler located at 4599 Chateau Blvd. for a Permanent Change to Licensed Hours of Sale for Food Primary License No. 132427, to change hours of sale to 9:00 am to 1:00 am Monday through Sunday.

2014 Council Meetings  
Report No. 13-117  
File No. 3014.02

**That** Council for the Resort Municipality of Whistler endorse the following Regular Council Meeting Schedule for 2014:

January 14	May 6	September 2
January 28	May 20	September 16
February 18	June 3	October 7
	June 17	October 21
March 4	July 2	November 4
March 18	July 15	

April 1  
April 15

August 5

December 2  
December 16

## **MINUTES OF COMMITTEES AND COMMISSIONS**

Forest and Wildland  
Advisory Committee

Minutes of the Forest and Wildland Advisory Committee meeting of October 9 ,  
2013 and September 11, 2013.

## **OTHER BUSINESS**

Community Plan for a  
Public System of  
Integrated Early Care and  
Learning Endorsement

**That** Council endorse in principle the Community Plan for a Public  
System of Integrated Early Care and Learning proposed by the Coalition of Child  
Care Advocates of BC and the Early Childhood Educators of BC.

## **CORRESPONDENCE**

UBCM Member Survey -  
Renewal of Federal Gas  
Tax Agreement  
File No. 2014

Correspondence from Mayor Derek R. Corrigan, City of Burnaby, dated October  
28, 2013, regarding a UBCM member survey for the renewal of the Federal Gas  
Tax Agreement.

Sister City Exchange  
Program Thanks  
File No. 8076

Correspondence from Rosie Blaser, dated November 12, 2013, thanking Mayor  
and Council for their support to the Sister City Exchange Program at Whistler  
Secondary School.

Urban Trapping in  
Whistler  
File No. 4704

Correspondence from Lesley Fox, Executive Director of the Association for the  
Protection of Fur-Bearing Animals, received November 14, 2013, regarding  
urban trapping in Whistler.

Sister City Exchange  
Program Thanks  
File No. 8076

Correspondence from the Hennessey Family, dated November 17, 2013,  
thanking Mayor and Council for their support to the Sister City Exchange  
Program at Whistler Secondary School.

UBCM Gas Tax  
Community Works Fund  
Payment  
File No. 2014

Correspondence from Rhona Martin, President, UBCM, dated November 19,  
2013 regarding the distribution of the Gas Tax Community Works Fund  
payment.

Plastic Bags  
File No. 8365.01

Correspondence from Jane Millen of Spring Creek Community School's Ban  
Plastic Bags Team, dated November 20, 2013, regarding plastic bag use in  
Whistler.

Zen Lands Rezoning  
(Whistler International  
Campus)  
File No. 8159

Correspondence from Stephanie Sloan, dated November 23, 2013, regarding  
the rezoning of the Zen lands for the Whistler International Campus.

Zen Lands Rezoning  
(Whistler International  
Campus)  
File No. 8159

Correspondence from Alan Whitney, received November 24, 2013, regarding rezoning of the Zen lands for the Whistler International Campus.

Logging Trucks  
Presentation Request  
File No.9140.1

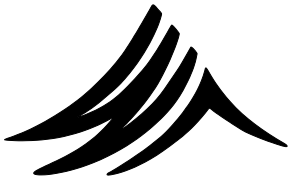
Correspondence from Peter von der Porten, Chief Executive Officer of the Vehicle Monitoring Corporation, received November 25, 2013, requesting an opportunity to present to Council regarding logging trucks on Highway 99.

Zen Lands Rezoning  
(Whistler International  
Campus)  
File No. 8159

Correspondence from John S. Chase, received November 27, 2013, regarding the rezoning of the Zen lands for the Whistler International Campus.

## **ADJOURNMENT**





# WHISTLER

## MINUTES

**REGULAR MEETING OF MUNICIPAL COUNCIL  
TUESDAY, NOVEMBER 19, 2013, STARTING AT 5:30 PM**

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

### **PRESENT:**

Acting Mayor J. Grills

Councillors: J. Crompton, J. Faulkner, D. Jackson, A. Janyk, and R. McCarthy

**ABSENT:** Mayor N. Wilhelm-Morden

Chief Administrative Officer, M. Furey  
General Manager of Corporate and Community Services, N. McPhail  
General Manager of Infrastructure Services, J. Paul  
General Manager of Resort Experience, J. Jansen  
Director of Finance, K. Roggeman  
Corporate Officer, S. Story  
Manager of Recreation, R. Weetman  
Manager of Communications, M. Comeau  
Recording Secretary, N. Best

### **ADOPTION OF AGENDA**

Moved by Councillor A. Janyk  
Seconded by Councillor R. McCarthy

**That** Council adopt the Regular Council agenda of November 19, 2013.

CARRIED

### **ADOPTION OF MINUTES**

Moved by Councillor A. Janyk  
Seconded by Councillor R. McCarthy

**That** Council adopt the Regular Council minutes of November 5, 2013.

CARRIED

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

*There were no questions from the public.*

## **MAYOR'S REPORT**

Acting Mayor J. Grills announced on behalf of Council and the Resort Municipality of Whistler, sympathies to all those affected by Typhoon Haiyan in the Philippines, including those in our local Whistler Filipino community. The storm left an estimated 4,000 dead (with nearly 1,600 missing) in the Philippines, and Whistler's Filipino community has come together to plan fundraisers to do what it can to help those affected. Acting Mayor J. Grills noted that this past weekend, donations of cash and canned goods were collected at Our Lady of the Mountains Church and the church will also host a fundraising dinner on Sunday, November 24. A meal with Filipino flavours will be served between 5:00 and 8:30 p.m. at a cost of \$10 per person. B.C. Liquor stores are also collecting cash donations for those who want to contribute to the disaster relief efforts led the by Red Cross. Donations to the effort can also be made directly to the Red Cross at [www.redcross.ca](http://www.redcross.ca).

Acting Mayor J. Grills congratulated Whistler Blackcomb on a successful opening weekend on Whistler Mountain. This season patrons will have the opportunity to experience Whistler Blackcomb's \$18-million dollar capital expansion for 2013/2014. Lift expansion includes a new Whistler Mountain Harmony High-Speed Six-Pack Chairlift and a new High-Speed Quad Chairlift in Blackcomb Mountain's Crystal Zone.

Acting Mayor J. Grills congratulated Tourism Whistler, Watermark and the many businesses and individuals involved in the 17th annual Whistler Cornucopia festival. Acting Mayor J. Grills noted Cornucopia has been a significant contributor to bringing visitors to Whistler in what used to be a very slow fall season and helped to put Whistler on the culinary tourism map by promoting local and regional food and wine.

Acting Mayor J. Grills announced Whistler Community Services Society's annual Whistler Welcome Week commences this week of November 19. Newcomers can enjoy yoga, movies, games, workshops and discussions, a welcome dinner, access to the Meadow Park Sports Centre, a pool party and more. More information is on Whistler Community Services Society's website.

Acting Mayor J. Grills reported that on November 12<sup>th</sup> Mayor Nancy Wilhelm-Morden and general managers Norm McPhail and Joe Paul met with Brian Atkins and Graeme Schimpf from the Ministry of Transportation and Infrastructure. The meeting focused on the recent logging incidents on Highway 99, related matters and other highway safety concerns.

Acting Mayor J. Grills reported that on November 12<sup>th</sup>, he along with General Manager Norm McPhail and Recreation Manager Roger Weetman attended a welcome home event for the Whistler secondary students who participated in the 2013 Whistler-Karuizawa Sister City Exchange Program. Students and parents appreciated the support from the RMOW for the Sister City student exchange program.

Acting Mayor J. Grills reported that on November 13<sup>th</sup>, Mayor Nancy Wilhelm-Morden was interviewed by a reporter from the India Economic Times, who

was on a tour arranged by the Canadian High Commission in New Delhi. The interview covered Whistler's economy and competitiveness as a resort, Whistler Village enhancements, tourism, transit, transit and more. Acting Mayor J. Grills noted the tour was a great opportunity to showcase Whistler to the Indian market.

Acting Mayor J. Grills reminded everyone that Cross-Country, Snowshoe Early Bird Season Passes, Lost Lake, and Ski Callaghan Dual Area Passes are now on sale and can be picked up at the Meadow Park Sports Centre until November 20. More information is at [whistler.ca](http://whistler.ca)

Acting Mayor J. Grills announced the Winter 2013/2014 Resort Update and Trade Show will take place on Tuesday, December 10<sup>th</sup> from 2 to 6 p.m. at the Whistler Conference Centre. Sponsored by Tourism Whistler and the RMOW, 75 local businesses, activity and service providers will display their plans for the winter season. Interested parties can contact Cathie Coyle, Village Host Program Supervisor at [ccoyle@whistler.ca](mailto:ccoyle@whistler.ca).

Acting Mayor J. Grills reminded everyone that winter parking regulations are currently in effect and will be until March 31. Parking on the even side of the street is prohibited Monday through Friday from 9 a.m. to 5 p.m. and there is no parking on the odd side of the street at any time, year round. Illegally parked vehicles will be ticketed and towed. The municipality does not govern or maintain strata/condo parking lots, private roads and driveways. The RMOW clears snow from all municipal routes and the Ministry of Transportation and Infrastructure is responsible for clearing Highway 99. All municipal primary routes are cleared first, starting at 4:30 a.m. Secondary municipal routes are cleared from 10:00 a.m. to 1:00 p.m., unless it is a storm cycle where crews will continuously work. More information is at [whistler.ca](http://whistler.ca).

Councillor J. Crompton reported that the winter transit schedule has been released in print and online. New additions include buses to Spring Creek that run until midnight. More information is available on the Whistler Transit website.

Councillor A. Janyk attended her first Measuring Up Committee meeting and was impressed about how the village is sustained and accessible.

Councillor A. Janyk congratulated the Whistler Youth Soccer girls team that played against Bowen Island last Sunday and moved onto the finals.

### **INFORMATION REPORTS**

Third Quarter Financial  
Report  
Report No. 13-110  
File No. 4527

Moved by Councillor D. Jackson  
Seconded by Councillor J. Faulkner

**That** Council receive Information Report No. 13-110 Third Quarter Financial Report for the quarter ended September 30, 2013.

CARRIED

Recreation and Leisure  
Advisory Committee  
Report No.13-111  
File No. 8360

## **ADMINISTRATIVE REPORTS**

Moved by Councillor A. Janyk  
Seconded by Councillor R. McCarthy

**That** Council approve the proposed amendments to the Recreation and Leisure Advisory Committee's Terms of Reference, attached as Appendix A to Administrative Report No. 13-111; and further

**That** Council direct staff to advertise for positions on the Recreation and Leisure Advisory Committee.

CARRIED

## **ITEMS HAVING PRIOR NOTICE OF MOTION**

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

**That** Council direct staff to initiate preparation of a zoning amendment Bylaw to regulate activities related to the research, development, production and distribution of medical marijuana.

CARRIED

## **OTHER BUSINESS**

Councillor J. Faulkner reported that he attended a Forest and Wildland Advisory Committee (FWAC) tour with representatives from the Cheakamus Community Forest (CCF) and Councillor D. Jackson. Councillor J. Faulkner expressed two concerns that arose from the tour.

The FWAC's first concern was that the interest of the commercial snowmobile and ATV tender holders were being favoured over forest ecology as a whole, as increased roads and reduced planting have resulted in habitat fragmentation. Councillor J. Faulkner noted one-third of the cut was from road clearing and was to be used for motorized vehicle recreation. Therefore, the FWAC has recommended that entrances to roads be decommissioned so that motorized use is blocked but that the road can be easily reopened when it is time to make the next harvesting path.

The second concern was in regards to the proposal to connect the snowmobilers' parking lot at Brandywine with the non-motorized section 58 zone in the Callaghan Valley with a bridge, which would facilitate snowmobile access to the non-motorized area east of Meddledome. The concern is that the suggested method of managing snowmobile access along the road by installing signs and indicating the area as non-motorized has proven to be ineffective in areas such as the Sproat Rainbow non-motorized area. The issue was that building a bridge would result in further problems and conflicts. Therefore Councillor J. Faulkner reported that the FWAC recommends that the Edna Creek Bridge not be built.

## CORRESPONDENCE

Signage for Home Based Businesses  
File No. 8209.2

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

**That** correspondence from Vincent Massey, dated October 28, 2013, requesting clarification on signage bylaws for home based businesses in Whistler be received and referred to staff.

CARRIED

RMOW Recreation – Non-Resident Fee Registration for Programming  
File No. 8243

Moved by Councillor D. Jackson  
Seconded by Councillor J. Faulkner

**That** correspondence from Mike Richman, Presiding Chair of Pemberton Valley Utilities & Services Committee, dated October 30, 2013, regarding RMOW Recreation – Non-Resident Fee Registration for Programming be received.

CARRIED

Adoption Awareness Month  
File No. 9003

Moved by Councillor J. Crompton  
Seconded by Councillor R. McCarthy

**That** correspondence from Stephanie Cadieux, Minister of Children and Family Development, dated November 1, 2013, regarding Adoption Awareness Month be received and proclaimed.

CARRIED

Howe Sound Community Forum Invitation  
File No. 7107.1

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

**That** correspondence from Ruth Simons, received November 7, 2013, regarding an invitation to attend the Howe Sound Community Forum be received.

CARRIED

AWARE Meeting Request Regarding Millar and Alpha Creek Development  
File No. 8159, 7207

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

**That** correspondence from Claire Ruddy, President, and the Board of Directors of the Association of Whistler Area Residents for the Environment (AWARE), received November 8, 2013, requesting a meeting regarding development of the Millar and Alpha Creek wetlands be received and referred to staff.

CARRIED

## ADJOURNMENT

Moved by Councillor J. Crompton

**That** Council adjourn the October 19, 2013 Council meeting at 6:18 p.m.

CARRIED

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MAYOR: N. Wilhelm-Morden

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CORPORATE OFFICER: S. Story

DRAFT

# COMMUNITY PLAN FOR A PUBLIC SYSTEM OF integrated early care & learning

## \$10 a Day Child Care Plan

JULY 2013 4TH EDITION



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## WHAT'S NEW — Summer 2013

Since April 2011, when this Plan was first released, it has captured interest and excitement across the province. Also since the first edition, we have learned more about the worsening child care crisis in BC and benefited from more research and analysis. In the May 2013 provincial election, child care was identified as a significant issue and a Liberal government was re-elected. Clearly, across BC the \$10 a Day Child Care Plan is seen as the solution to the current child care crisis. This 4th edition responds to the evolving context in BC.

### SUPPORT FOR THE PLAN GROWS ACROSS BC

Support for the Plan has reached unprecedented levels with supporters now representing 1.6 million British Columbians. Thousands of individuals from over 120 communities across BC, municipal governments, school districts, labour, academics, business, early childhood, social justice and community organizations recognize the Plan's potential to make a real difference for BC's children, families and communities. They are urging politicians to commit to the Plan's vision and work with communities to immediately begin its implementation. If you have not already done so add your support at [www.cccabc.bc.ca/plan/endorse-the-plan/](http://www.cccabc.bc.ca/plan/endorse-the-plan/).

### EVEN THE UNITED NATIONS AGREES WITH US

In fall 2012, the Committee reviewing Canada's record on meeting its commitments under the UN Convention on the Rights of the Child concluded that, despite Canada's resources, "early childhood care and education continues to be inadequate for children under four years of age." The Committee was also concerned that "the majority of early childhood care and education services ... are provided by private, profit-driven institutions, resulting in such services being unaffordable for most families." (See [www2.ohchr.org/english/bodies/crc/docs/co/CRC-C-CAN-CO-3-4\\_en.pdf](http://www2.ohchr.org/english/bodies/crc/docs/co/CRC-C-CAN-CO-3-4_en.pdf))

### \$10 A DAY

UBC's HELP (Human Early Learning Partnership) confirmed that, with the new investment in family policy recommended in this Plan, parent fees can be reduced to \$10 a day for a full time licensed early care and learning program, \$7 a day for a part time licensed early care and learning program, and no user fee for families with annual incomes of under \$40,000 (see <http://blogs.ubc.ca/newdealforfamilies/new-deal-for-families-2/>).

The new funding will also raise ECE wages to an average of \$25 an hour plus benefits.

### BC IS FALLING BEHIND THE REST OF CANADA

While the number of child care spaces and the percentage of children for whom there is a space has steadily risen over time, BC has not kept pace with the average growth across the country. Funding in BC has also not kept pace. In 2008, the funding per regulated space in BC, in actual dollars, was \$2,438, compared to the Canadian average of \$3,560. In 2010 the funding per regulated space was \$2,341 compared to the Canada-wide average of \$3,792.

### IMPLEMENTATION

Many ask where the government should start implementing the Plan. Recognizing that it will take 5 to 10 years to fully realize the Plan's potential, we recommend that a starting place should be to follow the lead of most other Canadian provinces by immediately moving child care programs and services from the Ministry for Children and Family Development to the Ministry of Education.

We also recommend an immediate fee reduction for families to \$10 a day in all licensed infant and toddler (family & group) programs that embrace the Plan's accountability requirements. This will create some immediate relief for families who now pay some of the highest fees in the province and the country.

Recent government promises of more "coordination, collaboration and integration" of early childhood development programs will not solve BC's child care crisis. While child care needs significant new investment to serve BC children and families, we know these first recommended steps of implementation are affordable for the provincial government.



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## Community Plan for a Public System of Integrated Early Care and Learning

Fourth edition, July 2013 (first edition April 2011)

### Coalition of Child Care Advocates of BC

2772 East Broadway, Vancouver, BC V5M 1Y8  
604.515.5439 | Toll free: 1.866.965.8550  
info@cccabc.bc.ca | www.cccabc.bc.ca

### Early Childhood Educators of BC

2774 East Broadway, Vancouver, BC V5M 1Y8  
604.709.6063 | Toll free: 1.800.797.5602  
membership@ecebc.ca | www.ecebc.ca

The Coalition of Child Care Advocates of BC and the Early Childhood Educators of BC are pleased to share our *Community Plan for a Public System of Integrated Early Care and Learning*.

Our Plan offers a concrete, innovative and ambitious way forward and provides a framework for significant and lasting system change in British Columbia.

Across British Columbia, supporters of this \$10 a Day Plan are working to ensure that child care is a central issue for the newly elected provincial government.

## THE PLAN...

### **Builds on well-established evidence...**

A growing body of research clearly demonstrates that:

- Public spending on the early years is a wise social and economic investment;
- Quality child care *is* early learning;
- High quality early years programs promote healthy development;
- Children and families need, and have a right to, quality care and learning; and
- Current policies and approaches are not working.

### **Responds to two conflicting realities...**

**BC has implemented full school day Kindergarten** for 5-year-olds. While publicly funded, universal programs for young children are long overdue, BC still has no plan to meet the needs of working families, no plan to ensure infants and toddlers (a significant number of whom are in unregulated care) have access to quality care, and no plan to respond to United Nations recommendations.

**BC families face a crisis in accessing quality, affordable child care.** Fees are too high—the second highest family expense after housing. Wait lists are too long, with a regulated space for only about 20 per cent of BC children. And, the wages of college trained early childhood educators are too low, forcing many to leave the field to earn a living wage.

### **Recognizes that change is here...**

Ministries of Education are playing a growing role in services for young children across Canada. Change is here and, for better and worse, it is impacting children, families and child care services. We can either wait for change to happen and react to its impact or, as we have chosen, use our voices to inform and drive the change.

### **Is a “made in BC” solution, informed by national and international evidence...**

While this Plan grew out of the lived experience in BC and builds on our strengths, it also owes much to lessons learned elsewhere. Based on the evidence, it rejects commercial child care as the answer to the current child care crisis and instead looks to public systems that work well—systems that integrate child care and education under one lead ministry (increasingly Education), and where child care and learning come together as strong and equal partners.



## THE PLAN...

### **Incorporates the best of child care *and* public education...**

The Plan focuses on the integration of child care programs regulated under the Community Care and Assisted Living Act, Child Care Licensing Regulation, with early learning programs delivered by schools. On the “child care” side, this includes family child care, pre-school, group child care for infants, toddlers and 3 to 5-year-olds, and school age care. On the “school” side, it includes Kindergarten and Grade 1.

This focus, which flows from the mandates and expertise of the two sponsoring organizations, affirms the pivotal role child care plays in supporting families. Licensed BC child care providers interact, on a regular basis, with the families of close to 65,000 children under 6 years of age; this makes child care the largest front line support service for BC families with young children. Given the child care crisis experienced by many families, child care is a top priority.

We support strong family policies and comprehensive services such as income supports, pre/post-natal health services, family resource and parent education programs, and early intervention services—just to name a few. We remain committed to working with the broader early years’ services sector and beyond to meet the needs of all families and children.

### **Emerged through an extensive community briefing consultation process...**

In 2010, we briefed British Columbians on our *Emerging Plan for an Integrated System of Early Care and Learning in BC*.

We distributed over 5,000 copies of the emerging plan, conducted an online survey, and received written comments from more than 700 individuals and groups. We responded to over 60 invitations to present the emerging plan, and as a result visited more than 25 BC communities. We also hosted an on-line webinar that reached hundreds more. Our audiences included, and went well beyond, the child care and community social services sectors. We are proud of the breadth and depth of this briefing process and the meaningful dialogue it encouraged and supported.

We were amazed and humbled by the positive response our emerging plan received.

While there are a few who perhaps don’t agree with the direction of the Plan, don’t see themselves in it, or aren’t ready to endorse it—overwhelmingly, people are excited by the Plan’s potential to make a difference and want policy makers to move forward with implementation.

Since releasing the first edition of this Plan, we have continued to engage in dialogue with communities across BC. We value all we have learned and we thank everyone who has taken the time to listen and share. The Plan is much stronger as a result of the input. We continue to work on expanding key elements of the Plan.



## THE PLAN...

### **Acknowledges and celebrates innovative practice in BC communities...**

As we travelled the province, we heard inspiring stories about the work being done in communities, from early childhood community tables and coalitions to programs at colleges and universities, originating from front line practitioners, groups and individuals that do the best they can every day, often with little support. As important as this work is, it does not replace the need for system change that would make innovative but now isolated examples the daily experience across British Columbia.

### **Demands change from us all...**

Change is never easy—perhaps least of all for child care providers who have faced years of instability, band-aid solutions and broken promises. We know our Plan requires a cultural shift—a shift that may take a generation to fully achieve. It will take an openness to learn, a willingness to trust, and a generosity of spirit: all values at the core of quality early care programs. We are confident that with these values early childhood educators can and will continue to find their voices to help change the world for children, their families and the workforce.

### **Doesn't answer every question...**

Some elements of the Plan need more discussion and refinement. This includes a workforce development strategy, aligning the child care regulatory framework with the new system, integrating Supported Child Development and Child Care Resource and Referral, embedding early childhood practices into Kindergarten and Grade 1, strengthening the school age care component of the Plan, and coordinating implementation with the broader range of early childhood development and family support/parent education services. We also continue to engage in important dialogue and build relationships with First Nations and Aboriginal organizations as we learn from and with them.

We and many others acknowledge there are fundamental differences between child care and many other early years programs. Other early childhood development programs receive public operating funds, are delivered by non-profit organizations or public institutions and are available to all families, regardless of income, at little or no cost. Regrettably, child care does not yet benefit from these same conditions, putting working families and their children at a distinct disadvantage. That is why fundamentally different approaches are required to solve the child care crisis.

So, our invitation to those in the education, family support, early intervention, health, recreation, library, and post-secondary systems and beyond, remains wide open. Please share your visions of how we can work together to honour and advance services and supports for children and families. We welcome the dialogue.

Finally, our Plan is generating unprecedented excitement. The next step is for policy makers to embrace the vision and make a commitment to get on with the job. We stand ready, willing and able to help them do just that.

# THE BIG PICTURE

## Conditions Needed to Support the Plan

This Plan includes four conditions to support a system of early care and learning: strong family policy, commitment from federal *and* provincial governments, First Nations and Aboriginal community control, and adequate and stable funding.

### Strong Family Policy

In the 2011 report *Does Canada Work for All Generations?*<sup>1</sup> Paul Kershaw and Lynell Anderson, of UBC's Human Early Learning Partnership, note that Canada has become a country in which it is far harder to raise a young family:

*The country's economy has doubled in size since the mid-1970's, yet the new reality for parents with preschool children is a decline in the standard of living. Compared to the previous generation, the average household income for young Canadian couples has flat-lined (after adjusting for inflation) even though the share of young women contributing to household incomes today is up 53 per cent. Meanwhile, housing prices increased 76 per cent across the country (150 per cent in BC) since the mid-1970's.*

*The generation raising young children today is squeezed for time at home, squeezed for income because of the high cost of housing, and squeezed for services like child care that would help them balance earning a living with raising a family... The resulting work-life conflict [for generation squeeze] also costs employers.*

Kershaw and Anderson estimated that work-life conflict among employees with preschool age children costs BC businesses in excess of \$600 million per year, including turnover, absenteeism and health care premiums.

The authors propose a New Deal for Families with Young Children centred on three core family policy changes:

- New both-parent benefits “will ensure that all parents, including the self-employed, have the time and resources to be at home with their newborns, at least until children are 18 months;
- Thereafter, \$10 a day child care services will ensure that parents can afford enough employment time to manage the rising cost of housing and stalled household incomes; and
- These will be supported by flex-time for employees and employers to remedy workplace standards that too often make it standard practice to ignore the family.”<sup>2</sup>

This Plan clearly addresses the key missing service—child care—but its ultimate effectiveness depends on all the elements of strong family policy being in place.

### Commitment from Federal and Provincial Governments

While the design and delivery of systems of early care and learning are provincial responsibilities, both provincial and federal governments have an obligation to honour their commitments under the UN Convention on the Rights of the Child. This includes the right to access quality early care and learning.

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1 Paul Kershaw and Lynell Anderson, *Does Canada Work for All Generations?* (UBC Human Early Learning Partnership, 2011).

2 Paul Kershaw and Lynell Anderson, *A New Deal for Families – Fact Sheet*, <http://earlylearning.ubc.ca/documents/159/>



Therefore, the role of the federal government should be to: legislate and fund an enhanced parental leave program allowing parents up to 18 months of leave while providing families with adequate incomes, and; transfer dedicated funds to provinces, territories and First Nations to help build systems of early care and learning, with funds tied to accountability for universality, high quality, affordability, inclusiveness, and democratic governance.

While a commitment from both levels of government would be an asset, the absence of federal commitment does not absolve BC of the responsibility of implementing a solution to the current child care crisis in BC.

## First Nations and Aboriginal Community Control

As affirmed by the United Nations Declaration on the Rights of Indigenous Peoples, First Nations and Aboriginal peoples are rightfully claiming and exercising their human and constitutional rights to develop and control culturally relevant programs for their children and families. The UN Declaration guarantees the rights of Indigenous peoples to enjoy and practice their cultures and customs, religions, and languages, and to develop and strengthen their economies and their social and political institutions. Therefore, an effective early care and learning system must provide Aboriginal communities with the power and resources to, with the involvement of Elders and Knowledge Keepers, design, govern and deliver early care and learning services that meet their needs.

It is acknowledged that respectful two-way dialogue with BC's Aboriginal peoples is critically needed to support children's holistic development within their communities and Nations.

Full support for the right of First Nations and Aboriginal communities to design and deliver services does not absolve the early care and learning system of its responsibility to provide culturally welcoming and affirming programs across BC. We must ensure that all Early Childhood Educators in BC are educated about the history, cultures and practices of First Nations peoples and can integrate these understandings into the programs they provide for all children.

## Adequate and Stable Funding

A transformation of early care and learning services from the current "user fee" market system to a publicly funded and delivered system is critical to the success of the Plan. This will require significant additional public funding *and* a change in the way these funds are delivered. Given the historic underfunding of a broad range of early childhood development and family support services, funding to implement this Plan cannot come through reallocation of existing program funds. New investments are required.

Building on previous costing models, HELP's *15 by 15* report calculates that the additional operating cost for a universal, quality, inclusive early care and learning system for BC children under the age of 6 would be \$1.5 billion annually.<sup>3</sup> Given that this Plan also includes services for elementary school age children, the full operating costs would be somewhat higher.<sup>4</sup> Yet, *15 by 15* also identifies multiple benefits that offset these costs, even in the short term and the experience from Quebec demonstrates that its \$7/day system has paid for itself after 12 years in operation.

As part of a 10-year implementation strategy, provincial funding would increase incrementally over the first five years, with a commitment to stable, long-term funding.

Public funding must be tied to clear system accountability measures with transparent monitoring to ensure it is used to achieve public goals. Initially, existing child care services that integrate into the new system would be funded through contracts for service or similar funding mechanisms.

As Boards of Education develop new programs to meet demonstrated needs, these programs would be funded directly, as is the Kindergarten to Grade 12 system.

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3 *15 by 15: A Comprehensive Policy Framework for Early Human Capital Investment in BC*, April 2010, p. 20, [www.earlylearning.ubc.ca/research/initiatives/social-change/15-by-15-smart-family-policy/](http://www.earlylearning.ubc.ca/research/initiatives/social-change/15-by-15-smart-family-policy/)

4 A complementary capital budget to retrofit existing or create new quality spaces will also be required, as will a higher level of investment in ECE post-secondary education.

# MOVING FROM A PATCHWORK TO A DEMOCRATIC SYSTEM

## Legislative and Policy Change

This Plan proposes a sea change from the current patchwork of fragmented child care services to a cohesive, democratic system of early care and learning.

Historically, the development of child care in BC has depended on the initiative of community groups and individuals. However well-intentioned, the result is a patchwork of isolated programs, high levels of operational fragility, and no guarantee that programs exist where they are most needed. While ad hoc development has not worked for children, families or communities, it is no surprise that some providers value the autonomy they now have over their operations.

The shift from stand-alone programs, no matter who operates them, to a cohesive, democratic system will take time—perhaps a generation. With the right elements in place new generations of early childhood educators will enter a system in which they are respected and supported by the communities to whom they are accountable.

The Plan includes three initiatives that are the foundation of a democratic system: legislation, a new home in the Ministry of Education, and a new role for Boards of Education.

## An Early Care and Learning Act for BC

A new Early Care and Learning Act would turn international commitments to honour children's, families' and First Nations' rights to quality early childhood programs into law—for which government can and would be held accountable.

The proposed new Early Care and Learning Act would enshrine the rights of:

- All young children (from birth to 5 years) to access high quality, integrated care and learning services that respect their unique developmental needs;<sup>5</sup>
- All children from age 6 to 12 to access high quality before and after school care that responds to and respects their developmental needs;
- All families, on a *voluntary* basis, to access quality, affordable care for their children;
- Families to be actively engaged in their children's early care and learning programs;
- First Nations and Aboriginal communities to govern, develop and deliver early care and learning services that meet their communities' needs;
- Children with extra support needs to be fully supported and included; and
- Children from families facing economic, social or cultural barriers to be fully supported and included.

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5 While this plan supports extended parental leave of 18 months, some families will want and need infant care.

The Early Care and Learning Act would also define how the system is governed and funded, and set out the regulations within which services operate.

This Act would replace the current provision for “early learning programs” in the BC School Act, which narrowly defines Ministry of Education early learning programs as those designed to “improve readiness for and success in kindergarten” and restricts access to only those children whose parent or designated caregiver can attend with them.<sup>6</sup>

Enshrining access to early care as a right equal to the right to public education will help overcome the historic divide between relatively well-funded, universal public education services and relatively poorly funded, poorly regulated, privatized child care services.

An Early Care and Learning Act would bring “child care” to the table as a strong and equal partner with public education and help protect against a downward extension of a narrowly defined academic readiness approach to programs for young children.

## A New Home for Early Care and Learning in the Ministry of Education

While BC’s public schools face many challenges, a new home in the Ministry of Education provides an historic opportunity to extend the strengths of the public education system to a public system of early care and learning. These strengths include:

- **Universal entitlement for all children.** The School Act provides this for children from age 5 and up; the new Early Care and Learning Act would provide this for children from birth to age 5.
- **Public funding.** BC law requires that no user fees be charged for Kindergarten to Grade 12 education.<sup>7</sup> This plan proposes a move to affordable access to early care and learning that is free for families with household incomes under \$40,000 annually.
- **Democratic control.** Elected Boards of Education can strengthen civic engagement in, and ownership of, a public early care and learning system.
- **Public understanding and support.** Just as the public expects and accepts schools in every community, they will come to accept and expect early care and learning as well.
- **Respect and fair compensation for the workforce.** The Plan proposes a way for early childhood educators to increase their education and strengthen their profession.
- **Infrastructure to deliver.** Rather than create new administrative structures, this Plan proposes to make use of the existing infrastructures of the Ministry of Education and Boards of Education.

A home in education does not mean children would start school at a younger age or that all early care programs would be located in schools. Rather, this Plan calls for the Ministry of Education to be responsible for a system of community-based early care and learning and school age programs for children from birth to 12 years. Children would still start school at age 5 when they enter Kindergarten.

To fulfill this new mandate, the Ministry of Education would need to establish an Early Care and Learning Division with responsibility for stable funding, transition planning, licensing and regulatory frameworks, and workforce development. A designated Director of Early Care and Learning would also be required.

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6 School Act, Revised Statutes of British Columbia, 1996, page C-12, [www.bced.gov.bc.ca/legislation/schoollaw/revisedstatutescontents.pdf](http://www.bced.gov.bc.ca/legislation/schoollaw/revisedstatutescontents.pdf).

7 Ibid, Section 82, page C-73.





## A New Role for Boards of Education

With a new home in the Ministry of Education, elected Boards of Education would be mandated and funded to plan, develop, and govern the delivery of a range of early care and learning (ECL) services in their districts—whether these services are located in community or school facilities. This new mandate builds on the commitment to children and youth, engagement with stakeholders and the relevancy that Boards of Education have within their communities.

To undertake these new responsibilities, school districts would be required to:

- Work with municipal/regional governments and the child care community to develop and implement ECL plans. With annual targets and reporting benchmarks, ECL plans would guide the integration of existing child care services into the education system and the development of new ECL services to meet unmet needs, within a 10-year implementation strategy.
- Create ECL standing committees comprised of families and other stakeholders to guide board decision-making.
- Designate at least one elected board of education trustee as an ECL liaison.
- Assign knowledgeable staff to support ECL programs and find ways to integrate licensing, support for children with unique needs, and resource/referral responsibilities into the new system.
- Ensure that all ECL programs operate in stable and appropriate spaces, whether in schools, on school grounds, or in the community.
- Provide professional development for school district administrators and staff about the board's new responsibilities and programs.

# CHILDREN AND FAMILIES COME FIRST

## Early Care and Learning Programs and Services



The central goal of a new public system of early care and learning is to meet the needs of children and families. While the policy environment and governance structure outlined above lay a foundation for that system, it is the services the foundation supports that matter for children and families.

With a well-functioning system, families can access quality care and learning services when and where they need them, without having to worry about the infrastructure that makes it possible. This Plan provides an innovative set of services that build on the strengths of the public education system and quality early childhood education.

### Putting Care at the Core

The Plan proposes two new categories for early care and learning services – one at the individual program level, the other at the neighbourhood level.

Individual programs participating in the new system would be known as Early Years Centres (EYC). At the neighbourhood level, EYCs would affiliate into Early Years Networks

### Early Years Centres

This new designation would apply to programs currently licensed under the Child Care Licensing Regulations, e.g. group care for infants, toddlers, and 3 to 5-year-olds, family child care for mixed ages, and pre-schools for 3 to 5-year-olds. It would only be used for programs that participate in the new system.

EYCs would be:

- Staffed by qualified early childhood educators and family child care providers,
- Play-based programs where children have opportunities to develop physically, socially, emotionally, morally, spiritually, culturally, cognitively and creatively, where each child's self-esteem is enhanced, and a warm, loving atmosphere is maintained
- Places that support a partnership between families and early childhood educators through positive and respectful relationships;
- Diverse enough to offer a range of pedagogical approaches to early childhood education (Reggio Emilia, Montessori, etc.); and
- A BC way to meet the developmental needs of 3 and 4 year olds that puts "care at the core" and also meets the needs of working families, including shift workers.
- An alternative to pre or junior Kindergarten which is typically limited to school day hours in a classroom context.



To become an EYC, programs and providers would

- Embrace a shift from independent operations to participants in a democratic system;
- Affiliate, at the neighbourhood level, with other providers into a unified Early Years Network (see below)
- Develop a plan to demonstrate their readiness and ability to meet the system accountability measures
- Complete an application process to enter into contracts for service or similar funding mechanisms with the local Board of Education.

### **Early Years Centre Funding and Accountability**

Early Years Centres would provide the core services delivered by the new public early care and learning system.

As such, they would receive operational funding, through new public investments in early care and learning, to meet five system accountability measures:

1. Cap parent fees at \$10/ day for full-time, \$7/day for part-time, and no user fee for families with an annual income of less than \$40,000;
2. Meet improved staff education and wage levels at an average of \$25 an hour plus 20 per cent benefits
3. Welcome all children, including those with extra support needs;
4. Address demonstrated community need; and
5. Offer play-based programs that are consistent with the BC Early Learning Framework or Aboriginal frameworks.

Early Years Centres that evolve from existing services would receive operational funding through a contract for service or similar funding mechanism from local Boards of Education, while Early Years Centres developed by Boards of Education would be funded directly by those Boards. A formula to recognize differences in regional operating costs would be required.

EYCs would be held accountable for public funds through mechanisms such as open financial records, filed financial statements, audits, and other transparency measures.

During the transition period to the new system, the current child care subsidy program would remain in place to support families who do not yet have access to an affordable space in an EY Network.

Providers who choose not to participate in the system would be able to continue to operate independently, if they meet licensing requirements; however, they would not receive any of the public funds tied to the new system of integrated early care and learning.





## Development of Early Years Centre

Early Years Centres would develop in two ways: evolving from existing providers, and creating new EYCs to meet demonstrated needs.

Existing group child care, pre-school and regulated family child care providers who want to be part of the new system and are prepared to meet the new accountability measures would become Early Years Centres and members of their local Early Years Network.

Boards of Education would then develop and operate new Early Years Centres in response to the needs identified in their early care and learning plans.

New EYCs offering group programs could be located in schools, purpose-built facilities, on school grounds or other appropriate community facilities such as community recreation centres.

## Early Years Networks

EY Networks would be clusters of neighbourhood-based regulated full and part-time early care and learning programs that are participating in the new system. These would include Early Years Centres (group and family programs) and school age child care programs.

They would integrate these individual programs into a unified service at a neighbourhood level – offering a range of programs from which families can select the one that meets their needs.

Through EY Networks, early childhood educators, school age providers and family child care providers would be part of a collegial team learn from and with each other, share resources and pursue career paths

EY Networks would develop close working relationships with the schools in their community – easing the transition for children and sharing resources.

EY Networks would also be key players in a coordinated and integrated broader system of early years' services. They would provide a neighbourhood based vehicle to determine unmet needs and plan for growth in the system.

Just like individual EYCs, Networks would first evolve from existing providers who are participating in the new system. Boards of Education would then be responsible for developing and integrating EYCs into neighbourhood based Networks in response to the needs identified in their early care and learning plans.

Over time, EY Networks would exist in every community – just like elementary schools. In rural communities, where young children travel long distances to school, EY Networks could include family child care homes and small group programs closer to home.

For examples of how EY Networks might look, see page 16.

## Kindergarten and Grade 1

Quality early care and learning programs are critical to children's development and, whether in child care, Kindergarten or Grade 1, share many common features. While school entry would still begin at age 5, and Kindergarten and Grade 1 would continue to be governed by BC's School Act, this Plan integrates the first two years of school into the system of early care and learning.

To offer children optimal care and learning experiences, this Plan enhances Kindergarten and Grade 1 by:

- Bringing qualified early childhood educators (ECEs) into Kindergarten and Grade 1 rooms to work with teachers as professional colleagues (see page 18 for new ECE educational standards);
- Maintaining existing legislated class sizes for Kindergarten and Grade 1 so that, with the addition of ECEs to Kindergarten and Grade 1, there are sufficient adults to support full school day, play-based programs;
- Offering an extended full day and full year program for working and other families who want or need it, at the same location and with stable adult/child relationships;
- Respecting the vital role played by Education Assistants (EAs) in public schools and working with them to support the successful inclusion of children with extra support needs; and
- Enhancing early childhood education expertise and perspectives within the Kindergarten to Grade 12 system.

## School Age Care

Quality school age care plays a critical role in supporting children's development through the important middle years. While at work or study, families rely on school age care for their children. Consistent, genuine and caring relationships with qualified school age care providers who support children's growing independence are an essential element of an effective early care and learning system.

While more work is needed to deepen the school age component of this Plan, as a starting place:

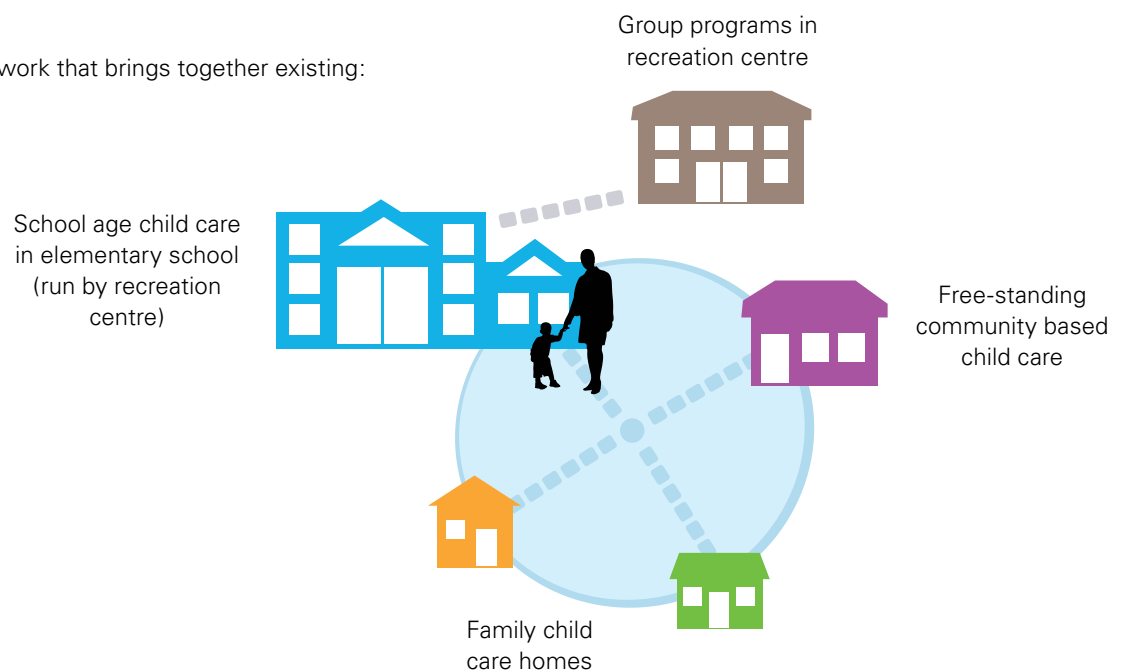
- Regulated school age programs would offer before and after school care and full day care during non-instructional days and school breaks for children from Grade 2 to the end of Grade 7.
- Boards of Education would be responsible for providing quality school age programs wherever there is an identified need.
- Like EY Networks, school age programs would receive public operating funds to meet the five system accountability measures:
  - » Cap parent fees at \$10/day for full-time, \$7/day part-time, no user fee for families earning less than \$40,000 annually;
  - » Meet improved staff education and wage levels at an average of \$25 per hour plus 20 per cent benefits;
  - » Welcome all children, including those with extra support needs;
  - » Address demonstrated community need; and
  - » Offer programs that support children's holistic development.
- Existing school age providers who want to be part of the new system and agree to meet these accountability measures would be funded through contracts for service or similar funding mechanisms with Boards of Education.
- New programs to meet demonstrated needs would be developed and operated by Boards of Education.
- School age programs would work in cooperation with other community services to provide care that meets the full spectrum of children's developmental needs throughout the year.

# EARLY YEARS NETWORKS

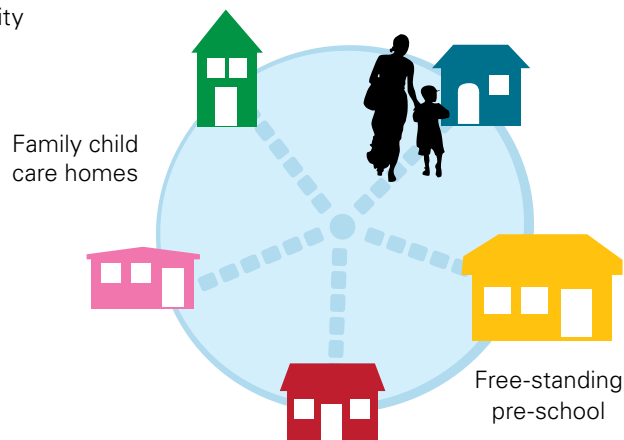
## Some Examples

### Evolving EY Networks from existing providers

An urban EY Network that brings together existing:

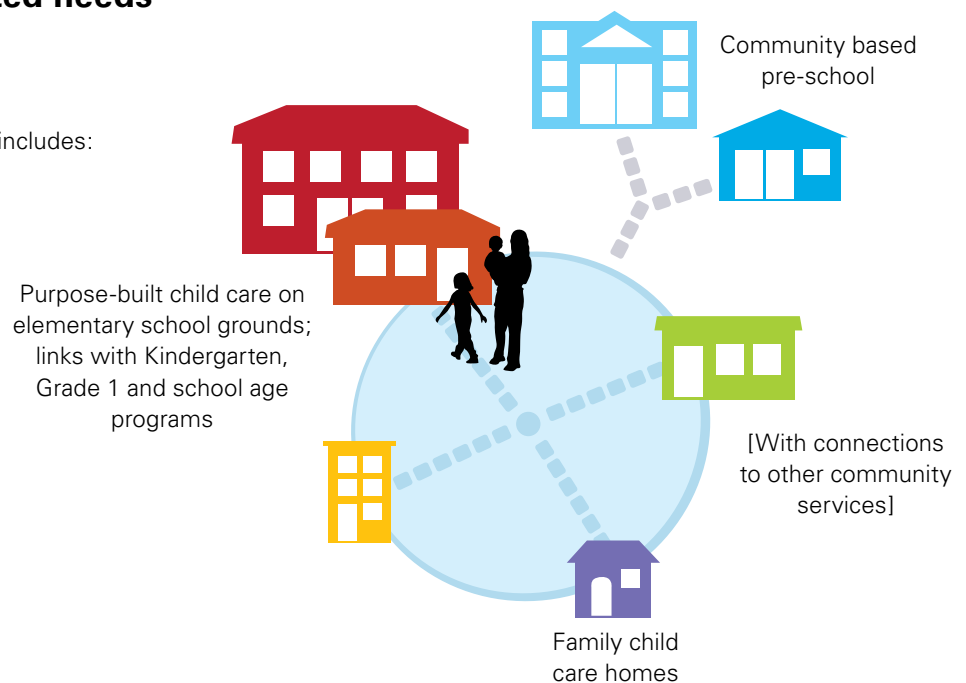


An EY Network in a small community that brings together existing:

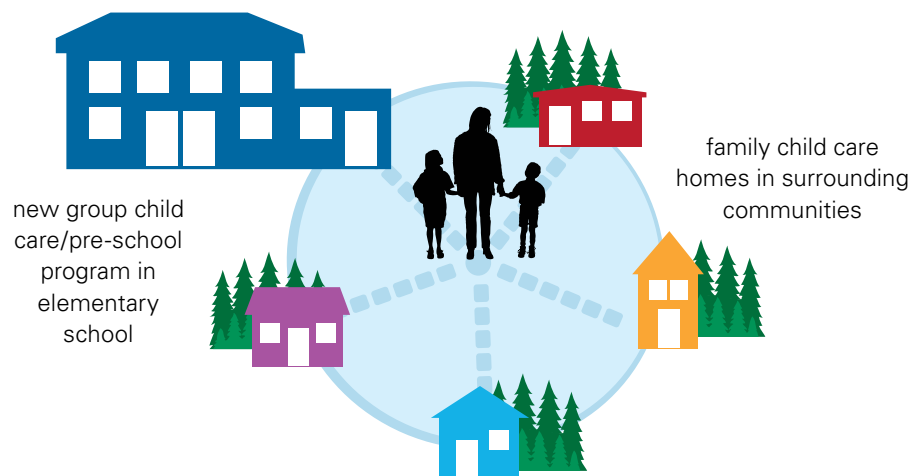


## Creating new EY Networks to meet demonstrated needs

A new urban EY Network that includes:



A new rural EY Network that includes:



# BUILDING CAPACITY

## Investing in the Workforce



The success of this proposed system of early care and learning depends on investing in a respected, well-educated and fairly-compensated workforce.

This would:

- Enhance the quality of early care and learning programs by raising educational standards for all providers;
- Build on ECEs' ethical commitment to pursue, on an ongoing basis, knowledge, skills and self-awareness to be professionally competent;<sup>8</sup>
- Respect the culture, values and expertise of the field of early childhood education; and
- Move ECEs toward parity with teacher credentials and remuneration.

While a comprehensive workforce development strategy is required, this Plan includes three steps for building workforce capacity: a Bachelor of Early Childhood Education as a new educational standard, a diploma as a minimum credential for providers, and support for existing ECEs and providers to upgrade their qualifications.

### Bachelor of ECE as the Educational Standard

A Bachelor of Early Childhood Education as the new educational standard recognizes the importance and value of the work done by early childhood educators and invests in their development. It builds on BC's existing and evolving Bachelors of Early Childhood Care and Education and calls for additional degree programs with diverse specialties.

New Bachelor of Early Childhood Education (BECE) degrees should reflect the breadth and depth of knowledge required to support all aspects of the new system, including care for children from birth to age 12 in a variety of settings, care for children in mixed age groupings, support for children with extra needs, and partnering with teachers and other staff members in Kindergarten and Grade 1 classrooms. Articulation with related degrees in fields such as Child and Youth Care would be required. Post-baccalaureate diploma programs with early childhood education specialties for teachers and other professionals should also be available.

Our goal is that within five years of implementation, at least one early childhood educator in every EYC, Kindergarten, Grade 1, and school age care program should hold a Bachelor of Early Childhood Education degree or a bachelor's degree with an early years specialization from a related field. It is recognized that BC needs an increase in post-secondary opportunities in early childhood education, including distance and online learning.

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8 Early Childhood Educators of BC, Code of Ethics, 2008.





## **Diploma as the Minimum Credential for Providers**

This Plan includes establishing a diploma as the minimum credential for all child care providers, including those working in family and school age care. This goal recognizes that current educational requirements for ECEs, as well as family and school age providers, are not commensurate with the importance and value of their work and relegate the sector to low wages and recruitment and retention problems.

This standard builds on existing ECE diploma and certificate programs, the Good Beginnings Program for family child care, the Responsible Adult Course, and other courses related to school age care. Diploma programs would address the work done across the sector, including the specific work done in family and school age care, and be articulated with BECE degrees so that diploma graduates enter a bachelor's program at year two or three.

## **Support for Providers to Upgrade Qualifications**

The goal of supporting existing ECEs and providers to upgrade their qualifications recognizes that while future practitioners will enter the sector with new educational standards in place, existing practitioners may need support to upgrade their education.

Existing training and experience would be recognized and the Plan's costing model includes annual funds for practitioners to upgrade their education while they continue to work. Training opportunities should be available across the province and made accessible for all. Post-secondary institutions across BC are already working to strengthen their capacity to offer increased educational opportunities in early childhood education. We trust that the long term vision of this Plan will inform these developments. Strategies to welcome ECEs who have left the field back into the new system would also be helpful.

Mature providers who may not want to upgrade their education to the new standards could remain in their current positions, with their current qualifications, until they decide to retire or move on.

# GETTING FROM HERE TO THERE

## Building on Strengths

One of the strengths and challenges of implementing this Plan is that it requires change from all partners in the new system.

The cultural shift required to move from stand-alone, isolated child care programs into a cohesive, democratic system may be hard and will definitely take time—perhaps a generation.

Existing ECE practitioners and providers entered the field under different expectations and circumstances. For some, the current high-demand, low-supply market serves their business interests. Others value the independence and autonomy they have over their operations. Others, who have experienced years of instability, are wary. Some may not want to move into a new system. The Plan respects the right of providers to continue to operate independently, as long as they meet licensing requirements; however, they would not receive the public funds tied to the new system and its accountability measures.

Fear of change and private interests must not stand in the way of meeting the needs of BC children and families and respecting the value of early childhood educators. We all recognize the status quo is not acceptable.

This Plan:

- Builds on existing child care services that have been created and nurtured in communities, despite the obstacles;
- Welcomes all existing providers who are excited by the Plan's potential and want to be part of the new system—children and families need their services and the new system needs their wisdom and experience; and
- Ensures future generations of early childhood educators will enter a field where their work is respected and supported by, and accountable to, the community it serves.

Implementation will take generosity of spirit, community engagement and vigilance, and an openness to learn through practice—and make adjustments as needed.

## Implementation

Once legislation is enacted, an initial five-year budget commitment within a 10-year implementation strategy, with annual benchmarks, will be required. This time frame provides a stable context for implementation, assures the community of government's long-term commitment, and provides opportunities for learning and adapting as the Plan moves forward.

Significant investment and action will be required in the first five years. This front loading will provide access to quality, affordable early care and learning services to large numbers of BC children and families as quickly as possible.

## **In response to BC's changing political context, the key initial implementation steps are:**

### **1. A COMMITMENT FROM ELECTED OFFICIALS TO EMBRACE AND IMPLEMENT THE PLAN**

Primary responsibility for enacting this Plan rests with the provincial government, which needs to commit to its vision and goals. The needs of BC children and families should be a non-partisan issue that garners support from all. A federal commitment to support BC's implementation of this Plan will also be critical to success, but provincial action on this issue must not be dependent on the federal government's willingness to come to the table.

A commitment from Boards of Education to take up their new mandate for early care and learning is essential. Support and cooperation from municipalities and other public governing bodies is also important.

### **2. ENACTING THE EARLY CARE AND LEARNING ACT**

The first step is for the BC Legislature to pass an Early Care and Learning Act. This will provide a stable legislative and regulatory framework for implementing the Plan and alleviate legitimate concerns about a downward extension of a narrow academic-readiness focus.

### **3. MOVING CHILD CARE TO THE MINISTRY OF EDUCATION**

Following the lead of most other Canadian provinces and territories, responsibility for child care policy and programs should immediately be moved to the Ministry of Education. The ministry could then work with local Boards of Education to develop plans with targets and timelines for providing early care and learning services for all, with a priority on services that meet the needs of young children and working families. Boards of Education should give top priority to expanding access to full-time programs for young children before they enter Kindergarten through the development of Early Years Centres. This addresses the biggest missing piece of the system and ensures more BC children get the quality early experiences they deserve. It responds to the majority of BC families who need quality, affordable care for their children while they work or study. Within this priority, school districts can and must develop early care and learning plans that build on their communities' assets and respond to their communities' needs.

### **4. DEVELOPING A FIVE-YEAR ROLL OUT WITH A STABLE BUDGET**

Successful implementation will require a stable budget on which to proceed; this is the only way to assure child care providers, Boards of Education, and other partners that the necessary funds will be there to reach the targets and timelines they establish. A five-year budget, with annual reporting on benchmarks, will keep the Plan moving.

### **5. GETTING STARTED**

Recognizing that it will take 5 to 10 years to fully realize the Plan's potential, we recommend that government begin to implement the Plan by immediately:

- Making a commitment to address affordability by reducing parent fees to \$10/day for all licensed infant and toddler spaces (in group and family settings) that are willing to commit to the accountability measures. This step recognizes that the current crisis is most acute for infants and toddlers who, at their most vulnerable stage, are over-represented in unregulated care; and
- Support the BC First Nations Early Childhood Development Framework and Creating Pathways – An Aboriginal Early Years Five Year Strategic Plan as a significant and necessary layer of the child care system we need in BC.

# MOVING THE PLAN FORWARD



Our *Community Plan for a Public System of Integrated Early Care and Learning in BC* offers a concrete, innovative and ambitious way forward. It provides a framework for significant and lasting system change. While it does not yet answer every question,<sup>9</sup> the excitement and interest it has generated are unprecedented and only continue to grow.

Moving the Plan forward depends on a willingness to meld this excitement into a cohesive voice that resonates with the public and impels decision makers to act.

We all have a role to plan in promoting the Plan and ensuring it frames the ongoing public dialogue about early care and learning. Let all elected officials know we want and expect the \$10/day Plan to be implemented in BC:

## Share the Plan

Visit our website to:

- Send the PDF or the link for this Plan to your contacts and to elected officials in your riding; and
- Connect to our materials — posters, postcards, video and Plan “dollars.”
- Download the Plan fact sheets:

**1** For BC Parents: What the Plan Means for Families, November 2011 in English, Chinese, Filipino, Punjabi, Spanish and Vietnamese

**3** By The Numbers: BC Children, Families and Child Care, December 2011

**2** It Makes Good Dollars & Sense: Economic Rationale For Public Investment, December 2011

**4** \$10 A Day Child Care: A Key to Ending Family Poverty, October 2012

[www.cccabc.bc.ca/plan](http://www.cccabc.bc.ca/plan)    [www.ecebc.ca/news/integrated\\_project.html](http://www.ecebc.ca/news/integrated_project.html)

## Endorse the Plan

Join the growing number of British Columbia citizens, businesses, organizations, and academics endorsing the Plan:

[www.cccabc.bc.ca/plan/endorse-the-plan](http://www.cccabc.bc.ca/plan/endorse-the-plan)

## Promote the Plan



Visit the website and follow links to share the plan on Facebook, Twitter and other social media sites.

<sup>9</sup> For more detailed answers to frequently asked questions see [www.cccabc.bc.ca/cccabcdocs/integrated.html](http://www.cccabc.bc.ca/cccabcdocs/integrated.html) and [www.ecebc.ca/news/integrated\\_project.html](http://www.ecebc.ca/news/integrated_project.html).

**Support and endorsements for the Plan** grows daily. Check out the full listings, and endorse the plan, at [www.cccabc.bc.ca/plan/endorse-the-plan](http://www.cccabc.bc.ca/plan/endorse-the-plan)

Some of the organizations that have supported the Plan through resolutions, presentations or letters of support include:

### Governments/Agencies

Cities of Burnaby, Dawson Creek, Duncan, Fort St. John, New Westminster, North Vancouver, Powell River, Surrey, Vancouver, Vernon, Williams Lake • Districts of North Vancouver and West Vancouver • Municipalities of Bowen Island and North Cowichan • Towns of Comox, Ladysmith, Lake Cowichan • GVRD Board of Directors • Lower Mainland Local Government Association • Union of BC Municipalities • City of Vancouver Women's Advisory Committee • Vancouver Joint Child Care Council • Vancouver Parks Board • Vancouver Public Library

### ECD and Child Care

Abbotsford Early Childhood Committee • Alberni Valley Childcare Society • BC Confederation of Parent Advisory Councils • BC Council for Families • Bowen Children's Centre Society • Buddings Children's Garden & Daycare • Campbell River Child Care Society • Campbell River Early Childhood Development Table • Canadian Child Care Federation • Cariboo Family Enrichment Centre • Child Care Advocacy Association of Canada • Christian Life Children's Centre Society • Comox Valley Children's Day Care Society • Comox Valley Early Years Inter-Agency Council • Cowichan Valley ECEBC • Cridge Centre for the Family • Evolution Child Development Centre • First

Call: BC Child and Youth Advocacy Coalition • Forest Circle Society for Families • Growing Together Child and Parent Society • Haida Gwaii Early Childhood Development Table • Kamloops Branch, ECEBC • Kamloops Child Development Society • Kaslo Early Childhood Coalition • Kootenay Kids Society • Maxxine Wright Early Care & Learning Centre • McGregor Child Care Society • Nakusp Healthy Families Resource Group • North Okanagan Early Childhood Development Coalition • North Okanagan ECEBC • PacificCare • Parent Support Services Society of BC • Pied Piper Parent Participation Preschool • Play and Learn Child Care • PLAY Victoria • Powell River ECEBC • Qaqaualas Heiltsuk House of Learning • Quadra Children's Centre • Salmo Child Care Society • School Age Child Care Association of BC • Shining Star Daycare • Shuswap Early Childhood Development Committee • Society for Children and Youth of BC • South Peace Building Learning Together Society • Sunrise Resources for Early Childhood Development • Sunshine Coast Early Childhood Development Planning Table • Today'N'Tomorrow Learning Society • Tofino Community Children's Centre • United Family Child Care Providers Society • UBC Child Care Services Parent Council • Wee Ones Early Care and Learning • Westcoast Child Care

Resource Centre • Westview Child Care Centre Society • Williams Lake Children First Initiative • Williams Lake & District Daycare Centre

### Labour

BC Fed • BC Ferry and Marine Workers' Union • BCGEU • BCNU • BCTF • Campbell River Courtenay and District Labour Council • CAW BC Office • CAW Local 2002 • CAW Local 3000 • Canadian OPEU Local 378 • Canadian Labour Congress • Compensation Employees' Union • CUPE BC • HSA • HEU • IUOE Local 963 • Nanaimo, Duncan and District Labour Council • New Westminster and District Labour Council • PSAC, BC Region • UFCW Local 247 • UFCW Local 1518 • Vancouver and District Labour Council

### Education

School districts: SD5 Southeast Kootenay • SD8 Kootenay Lake • SD19 Revelstoke • SD20 Kootenay Columbia • SD39 Vancouver • SD41 Burnaby • SD43 Coquitlam • SD44 North Vancouver • SD45 West Vancouver • SD46 Sunshine Coast • SD47 Powell River • SD48 Sea to Sky • SD50 Haida Gwaii • SD61 Greater Victoria • SD64 Gulf Islands • SD68 Nanaimo-Ladysmith • SD72 Campbell River • SD79 Cowichan Valley

Anti-Poverty Committee of the Surrey Teacher's Association • BC Primary Teachers' Association • BC Retired

Teachers' Association • BC School Trustees' Association • Burnaby Teachers' Association • Camosun College Child Care Services Planning & Review Committee • Canadian Federation of Students – BC • Capilano University Department of Women's and Gender Studies • Community School Association of Bowen Island Elementary School • Conseil scolaire francophone de la Colombie-Britannique (Francophone Education Authority of BC) • Coquitlam Teachers' Association • Douglas Students' Union • Federation of Post-Secondary Educators of BC • Greater Victoria Teachers' Association • Haida Gwaii Teachers' Association • Human Early Learning Partnership • Langley Teachers' Association • Peace River South Teachers' Association • Prince Rupert District Teachers' Union • Simon Fraser University Graduate Student Society • Social Justice Committee of SD46 • Society for Canadian Women in Science and Technology • Sunshine Coast Teachers' Association • Surrey Teachers' Association • Thompson Rivers University Student Union • UBC Alma Mater Society • Vancouver District Parent Advisory Council • Vancouver District Students' Council

### Plus...

Over 70 community, service and advocacy organizations, businesses, and elected officials.

Visit the website to see the list of supporters grow daily. [www.cccabc.bc.ca/plan/endorse-the-plan](http://www.cccabc.bc.ca/plan/endorse-the-plan)





COALITION OF  
**child care  
advocates**  
OF BC

WE APPRECIATE THE FINANCIAL OR IN-KIND SUPPORT OF:



More information: [www.ecebc.ca](http://www.ecebc.ca) | [www.cccabc.bc.ca](http://www.cccabc.bc.ca)

## THE CURRENT CHILD CARE CONTEXT IN BC

The \$10 A Day Child Care Plan offers a concrete solution to the child care crisis facing BC families. This crisis is defined by a number of key factors including too few spaces, high fees, and low wages. The information below provides an up-to-date look at how BC lags behind other Canadian jurisdictions in these and other indicators.

### GROWTH IN CHILD CARE SPACES HAS NOT KEPT PACE WITH THE CANADIAN AVERAGE

The number of child care spaces and the percentage of children for whom there is a space has steadily risen in BC; however, BC has not kept pace with the average growth across the country. The following table shows the difference between BC and the Canada average between 1995 and 2010.<sup>1</sup>

Percent of children 0-12 years for whom there is a regulated child care space 1995-2010 <sup>2</sup>				
	1995	2001	2006	2010
BC	9.6	12.1	13.8	17.0
Canada average	8.4	12.1	17.2	20.0

In 2010, BC had 97,170 regulated child care spaces to serve 570,900 children 12 and younger. 29.8% of the total number of spaces were full-day centre-based spaces for children 0-6, enough for 11.3% of the total number of children in that age group.

At a provincial level, there is no planning for child care services. With the exception of some planning in selected municipalities, development happens in an ad hoc manner, with the responsibility falling to individuals, non-profit organizations and commercial enterprises. 59% of the new spaces created between 2008 and 2010 were by private operators.

### SPENDING PER SPACE IS LOWER THAN THE CANADA-WIDE AVERAGE

In 2008, the funding per regulated space in BC, in actual dollars was \$2,438, compared to the Canada average of \$3,560.<sup>3</sup> In 2010 the funding per regulated space was \$2,341 compared to the Canada-wide average of \$3,792.<sup>4</sup> If spending on fee subsidy is subtracted from the total, the average amount of operating support per space in BC in 2010 was \$1,278/year. This compares to \$5,200 in Quebec, \$3,600 in Saskatchewan and \$3,000 in Manitoba.

<sup>1</sup> 2010 is the latest date for which Canada-wide data on spaces and spending is available.

<sup>2</sup> Childcare Resource and Research Unit *Early Childhood Education and Care in Canada* 1995, 2001, 2006; Human Resources and Skills Development Canada (2012) *Public Investments in Early Childhood Education and Care 2010*

<sup>3</sup> Childcare Resource and Research Unit *Early Childhood Education and Care in Canada* 2008. Retrieved April 8, 2013 from <http://www.childcarecanada.org/publications/ecec-canada/09/11/early-childhood-education-and-care-canada-2008>

<sup>4</sup> Human Resources and Skills Development Canada *Public Investments in Early Childhood Education and Care 2010*. Retrieved April 8, 2013 from: <http://www.ecd-elcc.ca/eng/ecd/ececc/page00.shtml>

## FEES ARE AMONG THE HIGHEST IN THE COUNTRY

ACCORDING TO A RECENT PAN-CANADIAN STUDY OF CHILD CARE EMPLOYERS AND EMPLOYEES:<sup>5</sup>

- 2012 median full-time monthly parent fees in BC were \$1,047 for infants, \$907 for toddlers and \$761 for 3-5 year olds.
- 2012 median full-time monthly parent fees across Canada were \$761 for infants, \$696 for toddlers and \$674 for preschool age children.

Fee subsidies rates for eligible families to assist with child care costs were last increased in 2005, resulting in a growing gap between the parent fee charged by child care programs and the subsidy rates. This means child care is becoming increasingly unaffordable for subsidized families, particularly in large urban areas, where fees are often significantly higher than the province-wide median. For example, in 2003 the difference between the average fee in the City of Vancouver and the maximum subsidy was \$280/month; in 2012 the amount had risen to \$535/month.<sup>6</sup>

Only Ontario had higher fees across all age groups than BC, yet in Ontario subsidized parents are assessed according to what they can pay (compared to how much subsidy they can receive) and often they pay no fee.

## EARLY CARE AND LEARNING PROGRAMS AND SERVICES ARE FRAGMENTED

While a number of jurisdictions are moving towards a greater integration of “care” and “education”, BC continues to split responsibilities for early childhood programs among three main ministries, with:

- The Ministry of Children and Family Development responsible for child care subsidy, child care operating and minor capital funding, Child care Resource and Referral programs, the Early Childhood Educator Registry, programs for children with extra support needs, and other Early Childhood Development programs.
- Regional Health Authorities and the Ministry of Health responsible for child care licensing and for monitoring child care facilities and homes under the *Community care and Assisted Living Act* and the *Child Care Licensing Regulation*;
- The Ministry of Education responsible for full school-day kindergarten; Strong Start BC; Ready, Set, Learn; and for the Early Learning Framework.

## EXPERIENCES IN OTHER CANADIAN JURISDICTIONS

The \$10 A Day Child Care Plan is a made in BC solution, and identifies the significant changes necessary to move from a patchwork approach to a planned and funded quality system of early care and learning. While no other Canadian jurisdiction has incorporated all of the elements described in the Plan, many of the elements may be found in various forms in the delivery approaches in a number of other provinces and territories.

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<sup>5</sup> Child Care Human Resources Sector Council (2013) *You Bet We Still Care!* Retrieved March 1, 2013 from: [http://www.ccsc-cssge.ca/sites/default/files/uploads/Projects-Pubs-Docs/EN%20Pub%20Chart/YouBetSurveyReport\\_Final.pdf](http://www.ccsc-cssge.ca/sites/default/files/uploads/Projects-Pubs-Docs/EN%20Pub%20Chart/YouBetSurveyReport_Final.pdf)

<sup>6</sup> Source for median Vancouver fees: Westcoast Child Care Resource Centre fee surveys. Retrieved April 30, 2013 from: <http://www.wstcoast.org/parents/fees.html>



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## Organizational Support

If you represent an organization who would like to endorse the Plan, please include the following motion of support in an official letter or email to [info@cccabc.bc.ca](mailto:info@cccabc.bc.ca)

or

Coalition of Child Care Advocates of BC  
2772 East Broadway  
Vancouver, BC V5M 1Y8

**We endorse the *Community Plan for a Public System of Integrated Early Care and Learning* proposed by the Coalition of Child Care Advocates of BC and the Early Childhood Educators of BC.**

**This Plan has the potential to make a real difference for BC children, families and communities.**

**I/we urge politicians to commit to the Plan's vision and work with communities to immediately begin its implementation.**

# List of Organizational Supporters

## Municipal Governments and Governmental Organizations

- City of Burnaby – [Endorsement letter](#)
- City of Cranbrook
- City of Dawson Creek – [Endorsement letter](#)
- City of Duncan – [Council minutes \(see p. 4\)](#)
- City of Fort St. John – [Endorsement letter](#)
- City of New Westminster – [Council minutes \(see p. 11\)](#)
- City of North Vancouver – [Endorsement letter](#)
- City of Powell River – [Council minutes \(see p. 7\)](#)
- City of Prince George – [Endorsement letter](#)
- City of Surrey – [Endorsement letter](#)
- City of Vancouver – [Council meeting agenda](#)
- City of Vancouver Women's Advisory Committee – [Endorsement letter](#)
- City of Vernon – [Endorsement letter](#)
- City of Victoria – [Council minutes \(p. 6\)](#)
- City of Williams Lake – [Endorsement letter](#)
- District of North Vancouver – [Council agenda](#)
- District of West Vancouver – [Council meeting minutes \(p. 6\)](#)
- Greater Vancouver Regional District (GVRD) Board of Directors – [Provincial Early Care and Learning Program](#)
- Lower Mainland Local Government Association – [Provincial & Federal Investment In Early Care & Learning](#)
- Municipality of Bowen Island – [Council meeting minutes](#)
- Municipality of North Cowichan – [Endorsement letter](#)
- Town of Comox – [Endorsement letter](#)
- Town of Ladysmith – [Council meeting minutes](#)
- Town of Lake Cowichan – [Council meeting minutes](#)

- Union of British Columbia Municipalities – [2012 Resolution \(B50\)](#), [2011 Resolution \(B66\)](#)
- Vancouver Joint Child Care Council
- Vancouver Parks Board – [Motion to support the Plan](#)
- Vancouver Public Library – [Board meeting minutes – June 2011](#)

## **ECD and Child Care Organizations**

- Abbotsford Early Childhood Committee – [Letter of support](#)
- Alberni Valley Childcare Society, Port Alberni
- BC Confederation of Parent Advisory Councils – [Resolution: Develop an Early Care and Learning Strategy](#)
- BC Council for Families – [Media release](#)
- Bowen Children's Centre Society, Bowen Island
- Buddings Children's Garden & Daycare - [Endorsement letter](#)
- Campbell River Child Care Society – [Endorsement letter](#)
- Campbell River Early Childhood Development Table – [Endorsement letter](#)
- Canadian Child Care Federation – [Letter of support](#)
- Cariboo Family Enrichment Centre
- Child Care Advocacy Association of Canada – [Endorsement letter](#)
- Christian Life Children's Centre Society, Campbell River
- Comox Valley Children's Day Care Society – [Endorsement letter](#)
- Comox Valley Early Years Inter-Agency Council – [Endorsement letter](#)
- Cowichan Valley ECEBC Branch – [Endorsement letter](#)
- Cridge Centre for the Family
- Evolution Child Development Centre, Sooke
- First Call: BC Child and Youth Advocacy Coalition – [Endorsement letter](#)
- Forest Circle Society for Families – [Endorsement letter](#)
- Fort Langley Child Care Society – [Endorsement letter](#)
- Growing Together Child and Parent Society, Duncan
- Haida Gwaii Early Childhood Development Table – [Endorsement letter](#)
- Kamloops Branch, Early Childhood Educators of BC
- Kamloops Child Development Society – [Endorsement letter](#)
- Kaslo Early Childhood Coalition – [Endorsement letter](#)
- Kootenay Kids Society – [Endorsement letter](#)
- Maxxine Wright Early Care & Learning Centre, Surrey
- McGregor Child Care Society
- Nakusp Healthy Families Resource Group
- North Okanagan Early Childhood Development Coalition
- North Okanagan ECEBC Branch
- PacificCare – [Endorsement letter](#)
- Parent Support Services Society of BC
- Pied Piper Parent Participation Preschool – [Endorsement letter](#)
- Play and Learn Child Care, Kamloops
- PLAY Victoria
- Powell River ECEBC Branch
- Qaqaualas Heiltsuk House of Learning – [Endorsement letter](#)

- Quadra Children's Centre, Quathiaski Cove
- Revelstoke Early Childhood Development Committee – [Endorsement letter](#)
- Salmo Child Care Society – [Endorsement letter](#)
- School Age Child Care Association of BC – [Endorsement letter](#)
- SFU Childcare Society - [Endorsement letter](#)
- Shining Star Daycare, Coquitlam
- Shuswap Early Childhood Development Committee
- Society for Children and Youth of BC
- The South Peace Building Learning Together Society, Dawson Creek
- Sunrise Resources for Early Childhood Development – [Endorsement letter](#)
- Sunshine Coast Early Childhood Development Planning Table – [Letter of support](#)
- Today'N'Tomorrow Learning Society – [Endorsement letter](#)
- Tofino Community Children's Centre
- United Family Child Care Providers Society – [Endorsement letter](#)
- University of British Columbia Child Care Services Parent Council – [Advocacy website](#)
- Wee Ones Early Care and Learning, South Slokan
- Westcoast Child Care Resource Centre – [Westcoast Board of Directors Endorsement](#)
- Westview Child Care Centre Society, Prince Rupert – [Endorsement letter](#)
- Williams Lake Children First Initiative – [Endorsement letter](#)
- Williams Lake & District Daycare Centre – [Endorsement letter](#)

### Labour Organizations

- BC Federation of Labour – [Endorsement letter](#)
- BC Ferry and Marine Workers' Union – [Endorsement letter](#)
- BC Government and Service Employees' Union (BCGEU) – [Endorsement letter](#)
- BC Nurses' Union
- BC Teachers' Federation – [Letter of support](#)
- Campbell River Courtenay and District Labour Council
- Canadian Auto Workers BC Office – [Endorsement letter](#)
- Canadian Auto Workers Local 2002 – [Endorsement letter](#)
- Canadian Auto Workers Local 3000 – [Endorsement letter](#)
- Canadian Office and Professional Employees' Union Local 378 – [Endorsement letter](#)
- Canadian Labour Congress – [Endorsement letter](#)
- Compensation Employees' Union – [Endorsement letter](#)
- CUPE BC – [Endorsement letter](#)
- CUPE Local 951
- Greater Vancouver Community Social Services Workers CUPE Local 1936
- Health Sciences Association – [Endorsement letter](#)
- Hospital Employees Union – [Endorsement letter](#)
- International Union of Operating Engineers (IUOE) Local 963
- Nanaimo, Duncan and District Labour Council – [Endorsement letter](#)
- New Westminster and District Labour Council – [Endorsement letter](#)
- Public Service Alliance of Canada, BC Region – [Endorsement letter](#)
- UFCW Local 247 – [Endorsement letter](#)

- UFCW Local 1518 – [Endorsement letter](#)
- Vancouver and District Labour Council – [Endorsement letter](#)

## Education Sector

- Anti-Poverty Committee of the Surrey Teacher's Association
- BC Primary Teachers' Association – [Endorsement letter](#)
- BC Retired Teachers' Association – [Letter of support](#)
- BC School Trustees' Association – [AGM 2012 Resolutions](#) (p. 37)
- Burnaby Teachers' Association – [Endorsement letter](#)
- Camosun College Child Care Services Planning & Review Committee – [Endorsement letter](#)
- Canadian Federation of Students – BC - [Endorsement letter](#)
- Capilano University Department of Women's and Gender Studies
- Community School Association of Bowen Island Elementary School
- Conseil scolaire francophone de la Colombie-Britannique (Francophone Education Authority of British Columbia)
- Coquitlam Teachers' Association – [Endorsement letter](#)
- Douglas Students' Union – [Endorsement letter](#)
- Fédération des parents francophones de C.-B. (BC Francophone Parents Federation) – [Endorsement letter](#)
- Federation of Post-Secondary Educators of BC – [Endorsement letter](#)
- Greater Victoria Teachers' Association
- Haida Gwaii Teachers' Association
- Human Early Learning Partnership – [Endorsement letter](#)
- Langley Teachers' Association
- Liberation Learning
- Peace River South Teachers' Association – [Endorsement letter](#)
- Prince Rupert District Teachers' Union – [Letter of support](#)
- School District 5, Southeast Kootenay – [Letter of support](#)
- School District 8, Kootenay Lake
- School District 19, Revelstoke – [Endorsement letter](#)
- School District 20, Kootenay Columbia – [Resolution](#)
- School District 39, Vancouver – [Trustees and representatives support the Plan](#)
- School District 41, Burnaby – [Report from meeting](#)
- School District 43, Coquitlam – [Letter of support](#)
- School District 44, North Vancouver – [Endorsement letter](#)
- School District 45, West Vancouver – [Endorsement letter](#)
- School District 46, Sunshine Coast – [Submission to Standing Committee on Finance](#)
- School District 47, Powell River – [Meeting minutes \(p. 3\)](#)
- School District 48, Sea to Sky – [Letter of support](#)
- School District 50, Haida Gwaii – [Endorsement letter](#)
- School District 53, Okanagan Similkameen – [Endorsement letter](#)
- School District 61, Greater Victoria – [Meeting minutes](#)
- School District 64, Gulf Islands – [Letter to Minister Abbott](#)
- School District 68, Nanaimo-Ladysmith – [Endorsement letter](#)
- School District 72, Campbell River – [Meeting minutes](#)

- School District 79, Cowichan Valley
- Simon Fraser University Graduate Student Society – [Endorsement letter](#)
- Social Justice Committee of School District 46
- Society for Canadian Women in Science and Technology - [Endorsement letter](#)
- Sunshine Coast Teachers' Association
- Surrey Teachers' Association
- Thompson Rivers University Student Union – [Endorsement letter](#)
- UBC Alma Mater Society – [Resolution](#)
- Vancouver District Parent Advisory Council – [Meeting minutes](#)
- Vancouver District Students' Council – [Website](#)

### **Community, Service and Advocacy Organizations**

- Aboriginal Mother Centre Society
- ACORN Canada – [Endorsement letter](#)
- Atira Women's Resource Society
- Board Voice Society of BC – [Endorsement letter](#)
- BC Association of Community Response Networks
- BC Poverty Reduction Coalition
- Bowen Island Literacy Task Force
- Britannia Community Centre Services Society – [Endorsement letter](#)
- Burnaby Family Life – [Endorsement letter](#)
- Canada Without Poverty
- Canadian Centre for Policy Alternatives – BC office
- Canadian Federation of University Women – BC Council – [Letter of support](#)
- Child and Youth Care Association of BC – [Endorsement letter](#)
- Collingwood Neighbourhood House Society
- Council of Canadians, Victoria
- Council of Senior Citizens' Organizations of BC – [Endorsement letter](#)
- Developmental Disabilities Association of Vancouver-Richmond – [Endorsement letter](#)
- Downtown Eastside Neighbourhood House
- Federation of Community Social Services of BC
- Frog Hollow Neighbourhood House – [Letter of support](#)
- Gordon Neighbourhood House
- Kootenay Boundary Community Services Co-operative – [Endorsement letter](#)
- Little Mountain Neighbourhood House Society
- Nanaimo Aboriginal Centre – [Endorsement letter](#)
- Network of East Vancouver Community Organizations (NEVCO) – [Letter of support](#)
- Ontario Coalition for Better Child Care
- Pacific Community Resources Society – [Endorsement letter](#)
- Parksville-Qualicum Kairos
- PLEA Community Services Society – [Endorsement letter](#)
- Prince Rupert Association for Community Living – [Endorsement letter](#)
- Quadra Literacy Now – [Endorsement letter](#)
- Raffi

- Ray-Cam Co-operative Centre
- Sheway – [Endorsement letter](#)
- Social Planning Council for the North Okanagan
- Somenos Women's Institute – [Endorsement letter](#)
- South Vancouver Neighbourhood House – [Endorsement letter](#)
- Summit Community Services Society – [Endorsement letter](#)
- Union Gospel Mission – [Endorsement letter](#)
- Vancouver Council of Women – [Endorsement letter](#)
- Vancouver Rape Relief and Women's Shelter
- Vibrant Abbotsford
- West Coast LEAF (Women's Legal Education and Action Fund) – [Endorsement letter](#)
- Women Against Violence Against Women
- Women Transforming Cities International Society – [Endorsement letter](#)
- YWCA Metro Vancouver

### **Business Support**

- Better Men Solutions
- Commercial Street Cafe
- Ethos Strategy Group – [Endorsement letter](#)
- Hands On Publications
- Indo-Canadian Voice – [Endorsement letter](#)
- Jack of All Trades
- Joshua Berson Photography
- Marine Printers – [Endorsement letter](#)
- Nails by Diane – [Endorsement letter](#)
- Natural Pod – [Endorsement letter](#)
- Pemberton and District Chamber of Commerce – [Motion](#)
- Solstice Salon & Boutique – [Endorsement letter](#)
- Surrey Board of Trade – [Letter of support](#)
- Sustainable Cinema
- Trail and District Chamber of Commerce – [Endorsement letter](#)
- West Star Communications – [Letter of support](#)

### **Political Support**

- Andrea Reimer, Vancouver City Councillor
- Cherie Payne, School Trustee, Vancouver Board of Education
- Coalition of Progressive Electors – [Endorsement letter](#)
- Colin Basran, Kelowna City Councillor
- Constance Barnes, Vancouver Park Board Commissioner
- Don Davies, Member of Parliament (Vancouver Kingsway)
- Dr. Kerry Jang, Vancouver City Councillor
- Fin Donnelly, Member of Parliament (New Westminster-Coquitlam and Port Moody)
- Jinny Sims, Member of Parliament (Newton North Delta)
- Larry Campbell, Senator

- Libby Davies, Member of Parliament (Vancouver East) – [Letter of support](#)
- Mike Lombardi, School Trustee, Vancouver Board of Education
- Nancy Bepple, Kamloops City Councillor
- Olivia Chow, Member of Parliament (Trinity-Spadina)
- Patti Bacchus, Chair, Vancouver Board of Education
- Peggy Nash, Member of Parliament (Parkdale-High Park)
- Raymond Louie, Vancouver City Councillor
- Vision Vancouver – [Endorsement letter](#)

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## Who we are

HealthLink BC provides BC residents with 24/7/365 non-emergency health information via phone, online and in print. It brings existing services under one brand and connects British Columbians to registered health professionals how, when and where they need them. HLBC's products and services empower individuals to educate themselves on various health topics, develop self-care initiatives and improve their own healthcare literacy.

## What we do

The November 2008 launch of HealthLink BC (HLBC) brought many health resources and services together under the new umbrella brand of HealthLinkBC. Along with the expansion and addition of services, HLBC combined a variety of trusted services including: Nursing Services, Pharmacist Services, Dietitian Services, BC HealthGuide Handbook, BC Health Files and Navigation Services.

BC residents can now simply dial 8-1-1 (7-1-1 for the hearing impaired) to speak with a health service representative who can assist with identifying and locating local health resources and/or forward their call to a registered nurse, dietitian or pharmacist for reliable non-emergency health information and advice.

The HLBC website at [www.HealthLinkBC.ca](http://www.HealthLinkBC.ca) provides access to medically-approved information on 5,000 health topics, symptoms, over-the-counter and prescription drugs, and offers tips for maintaining a healthy lifestyle. Our website also offers an integrated search and mapping function to 6,100 health services to help British Columbians find health services closest to where they live.

On top of this, the newest addition to HLBC's services was the iPhone app, "The BC Health Service Locator", which was introduced February 6, 2012, and has received more than 1,600 downloads in 2012. The BC Health Service Locator helps users find walk in clinics, hospitals, emergency rooms, immunization locations, and late-night pharmacies near them.

By providing reliable non-emergency health information and advice to our callers 24/7/365, HLBC helps relieve pressure on our province's healthcare system. British Columbians who may have otherwise gone to their doctor, a walk-in clinic or an Emergency Department are able to make informed health decisions for themselves and their families. The widespread accessibility of the 8-1-1 number allows callers who live in both remote and rural areas to obtain reliable healthcare information without having to travel to a medical center.

For example, beginning September 30, 2011, our 8-1-1 service began to allow BC residents who wish to quit smoking to register for Nicotine Replacement Therapy (NRT) products. Once each calendar year, eligible B.C. residents can receive PharmaCare coverage of a single continuous course of treatment of a prescription smoking cessation drug or a free 12-week supply of a Nicotine Replacement Therapy product.

HLBC also maintains a central focus on helping British Columbians get healthy and stay healthy. While callers will obtain reliable healthcare advice and tips, our trained HLBC staff also offers preventative information, when appropriate, to assist callers from having these issues in the future. One of the key initiatives for this objective was to utilize Dietitian Services to offer guidance about healthy lifestyle and diet for callers who aimed to achieve and maintain optimal health.

### **The role we played in the H1N1 Pandemic**

With the uncertainty surrounding the pandemic and the similarities between H1N1 and common flu symptoms, our service was crucial in decreasing the number of unnecessary hospital visits by providing BC's concerned residents with reliable H1N1 and other non-emergency health information in their own homes.

HLBC's efforts during this public health issue helped educate and ease the concerns of the public, while decreasing the pressure on emergency rooms and other medical facilities. As a result of media exposure and other promotions, HLBC experienced a sharp increase in its call volume. Within four weeks, our health service representatives had handled more than 44,000 calls, a 70 per cent increase over the prior year.

### **NRT Implementation**

The B.C Smoking Cessation Program was launched in September, 2011, to aid individuals who wished to live a healthier lifestyle and quit smoking. Simultaneously to this launch, HLBC became an official registration agent when callers dialled 8-1-1, they could register to receive Nicotine Replacement Therapy products, obtain further information, and help determine their individual eligibility. HLBC was able to successfully launch this program alongside the BC Smoking Cessation Program in a short timeframe of only 90 days.

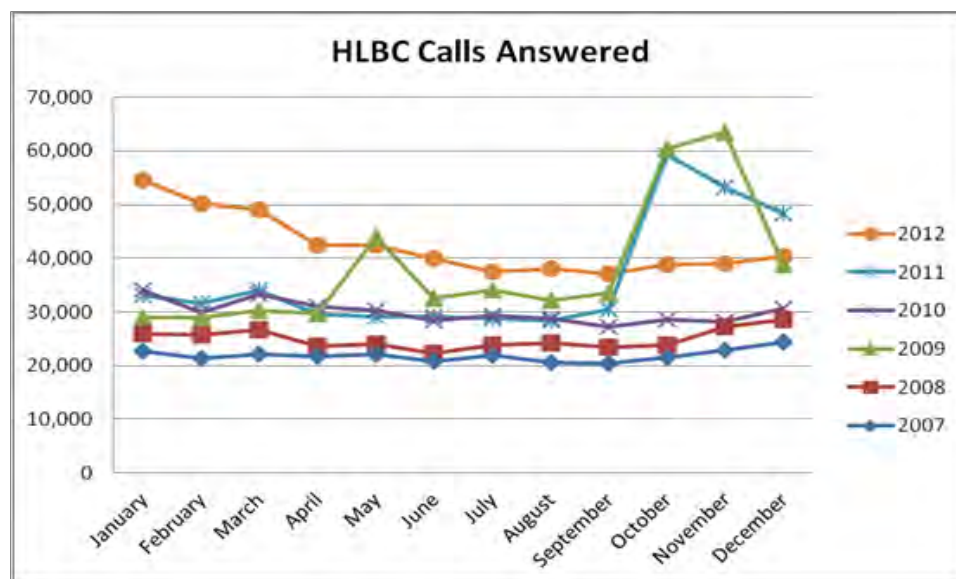
NRTs are non-prescription medications that contain nicotine. They work to reduce withdrawal symptoms by replacing the nicotine you would get through smoking. With NRT products, you can reduce the amount of nicotine gradually and handle withdrawal symptoms more easily. Between September 30, 2011, and August 31, 2012 there were 232,142 orders for NRT products, which were provided throughout BC.

### **Why we succeed**

Since its launch in November, 2008, HLBC has set new standards for telehealth services and attracted attention from countries such as Norway and China, as well as various jurisdictions across Canada. According to the '2009 Provincial/Territorial Jurisdiction Scan of Teletriage Services', HLBC offers the most comprehensive suite of non-emergency health information services in the country.

Calls to HLBC have been steadily increasing over the past five years. From January 1, 2013 to August 31, 2013, Navigation Services handled 332,595 calls, an average increase of more

than 45,550 calls each year since 2007. With a population of 4.6-million in B.C., 37 per cent of residents use at least one of our services. This indicates that we serve a greater percentage of our population than Ontario's telehealth service which provides service to a population of more than 13-million.



Our website, [www.HealthLinkBC.ca](http://www.HealthLinkBC.ca), provides information on thousands of health topics and services in a searchable database. BC residents can also check symptoms, find resources in their local area, and learn about maintaining healthier lifestyles. In August, 2012, our website received 187, 112 visits, averaging about 6,036 visits per day.

HLBC is an innovative and forward thinking organization, and this was again brought to light in February 2012, when the iPhone App “The BC Health Service Locator” was made available for download. The BC Health Service Locator is a mobile resource to help B.C. citizens locate health services and alerts they may need when they are on the go or when their regular point of access to health services is not available – whether it's after hours, or in a location other than their home community. This download is free and allows individuals to search for health services by city or keyword.

HLBC has also assisted other jurisdictions by providing non-emergency health services to residents of other areas, primarily inhabitants of the Yukon. In addition, HLBC assisted Ontario in the launch of their ‘Eat right” program, and hosted them while they were trained in our “Dial-a-Dietitian” Boot camp.

HLBC is always looking for new ways to provide exceptional service to the BC public and regularly collaborates with other provincial programs to support healthy living initiatives. For example, HLBC has developed specialized areas in our Dietitian Services to assist residents who: have food allergies, diabetes, have been diagnosed with cancer, have heart or blood pressure issues, are pregnant, and require a special diet, or want to learn more information about healthy eating. All our resources encourage individuals to take an active

interest in their health, thus improving their quality of life while helping to ensure those who need non-emergency medical information and advice get the care they need.

Other recent improvements to Dietitian Services at HLBC include extended hours of operation, as well as a blog on the Healthy Families BC website, a nutrition fact sheet mail out and a direct link email service.

The results of a HLBC Public Survey by BC Stats in the summer of 2012 show that public awareness of HLBC, as a brand, is at 37 per cent and awareness of 8-1-1 is at 29 per cent.

Much of the marketing at HealthLink BC depends on grassroots marketing initiatives (including mass collateral mail-outs, speaking tours and peer-to-peer outreach). During 2011/12, our Champions have travelled throughout the province to educate over 200 groups on our services.

### **Multilingual Access to services**

HLBC also strives to break down language barriers to allow non-English speaking residents to access non-emergency health information and navigate BC's healthcare system. By simply dialling 8-1-1 and stating their preferred language, these residents can receive our telephone services in more than 130 languages. In addition to the 8-1-1 multilingualism, many of our online and printed resources, such as the BC HealthGuide and the HealthLink BC Files, are available in selected languages such as French, Chinese, Punjabi, Farsi, Japanese and Korean.

Unfortunately, there are no remaining of the English version of the BC HealthGuide Handbook through HLBC. HealthLink BC has partnered with the BC Pharmacy Association to distribute thousands of BC HealthGuide Handbooks to more than 850 pharmacies across the province for the past decade. Therefore, we encourage individuals to check with their local pharmacy as they may still have some guides available.

### **Summary**

Since the launch of Navigation services in 2008, HLBC has continued to develop and expand its integrated, self-care and telehealth programs. Our services aim to provide reliable non-emergency health information to British Columbians while reducing the pressures and costs to our health system by empowering individuals to safely make informed health decisions before seeking higher levels of medical care.

HLBC aims to promote preventative tips and measures to keep those who are healthy from getting ill. Providing preventative measures for callers to undertake when they are faced with reoccurring health issues reduces illness, and promotes self-care options. Initiatives such as the Dietitian Services promote leading a healthy and active lifestyle to achieve an overall healthier population of BC.

HLBC is comprised of individuals who are passionate about helping people make informed health decisions. Our dedicated teams recognize the importance of maintaining productive working relationships throughout the organization to ensure our callers have a positive experience every time they contact HLBC. The launch of HLBC's Nicotine Replacement

Therapy Program highlighted the hard work and dedication of our staff, who successfully launched this program in only 90 days.

As an organization, HLBC understands the magnitude of expanding and updating our services to provide clients the best service possible. With the introduction of innovative solutions such as the iPhone app, and the expansion of Dietitian Services to include a wide range of specialties, HLBC continues to provide reliable, current, and convenient health information to individuals across the province.

HLBC recognizes the importance of change in providing excellent service to British Columbians no matter where they live or what language they speak. Our dynamic management and staff continuously search for new and innovative ways to creatively use and maximize the resources available to us to expand and improve our scope and services. The initiative taken by HLBC to better meet the needs of the BC public truly displays our organization's dedication to service excellence.



## REPORT | ADMINISTRATIVE REPORT TO COUNCIL

**PRESENTED:** December 3, 2013

**REPORT:** 13-114

**FROM:** Resort Experience

**FILE:** RA. 438

**SUBJECT:** Whistler International Campus Alpha Creek Lands Rezoning Application 438

### COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

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

### RECOMMENDATION

That Council consider and not support further review and processing of Rezoning Application 438.

### REFERENCES

<b>Location:</b>	Alpha Creek Lands
<b>Street Address:</b>	0 Lynham Road; 1525 Highway 99; 1575 Highway 99
<b>Legal Description:</b>	Lot C (except portions in Plan 18236), DL's 1754 & 3361, Plan 17731; Lot 1 plus and undivided ½ share in Lot 4 of Block C, DL's 1754 & 3361, Plan 18236; and Lot 2 plus and undivided ½ share in Lot 4 of Block C, DL's 1754 & 3361, Plan 18236.
<b>Owners:</b>	OKA Holdings Inc.
<b>Current Zoning:</b>	RS-E1 Zone (Residential Single Estate One)
<b>Appendices:</b>	<p>"A" Location Map</p> <p>"B" Applicant Submittals</p> <ol style="list-style-type: none"><li>1. Letter from P. Lang, IBI Group, Re: Alpha Creek Lands/Whistler U Preliminary Rezoning Package Submission, March 30, 2012</li><li>2. Letter from P. Lang, IBI Group, Re: Rezoning Application 438 – Whistler International Campus (Formerly Whistler U), August 2, 2013</li><li>3. Letter from RMOW, Re: Rezoning Application 438 – Whistler U, August 14, 2013</li><li>4. Whistler International Campus Preliminary Rezoning Package, IBI Group, RA-438, Revised and Updated August 20, 2013</li><li>5. Letter from P. Lang, IBI Group, Re: Rezoning Application 438 – RMOW Letter of Inquiry, August 30, 2013</li><li>6. Response to the Resort Municipality of Whistler's Inquiry about the Whistler International Campus Project, MNP LLP, October 17, 2013</li></ol> <p>"C" Evaluation Framework</p>

### PURPOSE OF REPORT

This report presents the current rezoning application for the lands commonly known as the Alpha Creek Lands, for the proposed Whistler International Campus. The proposed rezoning is presented for Council consideration of further review and processing. The development envisioned under the proposed rezoning would also require an amendment of the municipality's Official Community

Plan in order to be consistent with the plan. The report recommends that Council not support further review and processing of the application.

## **DISCUSSION**

### **Background**

#### Rezoning Application Materials and Process Overview

The following provides an outline of the rezoning application materials that have been submitted and the activities that have been conducted over the past 20 months relative to the municipality's review and consideration of the proposed Whistler International Campus development.

The subject rezoning application (RA #438) was initially made March 31, 2005; at that time the application submittal proposed development of the Alpha Creek Lands for a comprehensive mixed use resident employee community.

In April 2012, the municipality received a letter from IBI Group on behalf of the property owners OKA Holdings Inc. presenting a Preliminary Rezoning Package Submission for the proposed development then referred to as Whistler U (see letter attached as Appendix B.1). The accompanying submission dated April 5, 2012 was received by staff and circulated for initial inter-departmental review. Following this submittal, the applicant requested and made a presentation to Council on the proposed campus development at Council's Committee of the Whole meeting on April 17, 2012. At that time copies of the application submission were also provided to Council for their information.

On June 19, 2012, Council directed staff to undertake a planning and community engagement process with the express purpose of developing a strategic framework for evaluating and pursuing education opportunities for the benefit of the resort community. This framework was to clearly establish goals and criteria for evaluation, and was to involve a significant community engagement process, recognizing the community's interest in education opportunities and current proposals before the municipality including Whistler U and Capilano University.

Pending completion of this process, the Whistler U rezoning application was put on hold with the applicant's acknowledgement. As requested by the applicant, a formal letter of notification (dated June 28, 2012) was provided to the applicant, wherein staff stated its position that completion of the process was necessary in order to inform staff recommendations to Council on the Whistler U proposed rezoning and OCP amendment. Staff noted that the process would indirectly advance further consideration of the proposal while avoiding further major investment by the applicant.

The Learning and Education process directed by Council was initiated in July 2012; it was a focussed effort conducted over an eleven month period with the assistance of a dedicated Project Manager funded by the municipality, and a Council appointed Task Force of community members with extensive expertise in the education sector and in business. The process included presentations and shared insights from representatives of nine educational institutions and organizations; this included representatives from the proposed Whistler International Campus. The process also included a public open house, a public comment questionnaire (distributed at the open house and online), and public presentations before Council.

On July 2, 2013, the final report document presented by the Task Force, *The Whistler Task Force On Learning & Education, June 2013 Report*, was received by Council, and Council directed staff to use the report to guide the evaluation and pursuit of education opportunities for the benefit of the resort community.

Further to Council's direction, staff informed the applicant by letter (July 31, 2013) that the municipality was now prepared to commence further review and processing of the proposed rezoning and OCP amendment using the Task Force report as a guide for evaluation. Staff also



sought confirmation from the applicant regarding their desire to proceed with the application, as well as whether there were revisions or additional materials the applicant wished to submit for the application review. Staff also provided a copy of the Task Force report and offered to meet to respond to any questions from the applicant concerning the content of the report.

On August 2, 2013, the applicant confirmed the desire to proceed with the application and for a meeting with senior staff to provide an update of the rezoning package submission, discuss further processing of the application and schedule, review the recommendations and criteria of the Task Force report, and discuss other materials available or needed to evaluate the application (letter attached as Appendix B.2). In advance of the meeting, staff completed a content review of the April 5, 2012 rezoning submission and prepared a letter to the applicant (August 14, 2013) requesting additional information required to review the application relative to the Task Force report evaluation framework. The letter was provided in advance of the meeting for review and discussion (letter attached as Appendix B.3).

On August 20, 2013, senior staff met with the applicant at which time the applicant provided an updated Preliminary Rezoning Package Submission dated August 20, 2013 (updated submission document is attached as Appendix B.4). This updated submission reflected the change in name of the proposed development from Whistler U to Whistler International Campus, and provided the applicant's summary analysis of the proposal relative to the evaluation framework contained in the Task Force report. It is staff's understand that the name change of the proposed development is associated with the lack of official University accreditation as required under applicable provincial legislation. The staff letter requesting additional information was also reviewed, with the applicant committing to provide a written response to staff's questions.

The applicant's response was provided in two parts; the first in a letter from IBI Group dated August 30, 2013, addressing questions related to the proposed learning offerings, development capacity and site capacity, and the second part prepared by MNP LLP submitted October 17, 2013 and addressing economic benefit, business case and risk analysis (submittal materials are attached as Appendices B.5 and B.6).

Further to the applicant's final submittal, the applicant sent correspondence to staff and Council qualifying that the information provided relative to the project's business case and financial feasibility did not include detailed development pro forma documents due to the sensitivity of this information. Further rationale was presented that was of a legal nature. The applicant also requested a Closed meeting with Council to present this information; Council received and did not support this request.

Most recently, on November 13, 2013, the applicant held a public open house to present the proposed development and answer questions from the public. Staff attended the presentation and the question and answer period for its information.

This report also notes that the updated Preliminary Rezoning Package Submission dated August 20, 2013, and the applicant's additional two part information response, were distributed to Council electronically for Council's information on November 12, 2013 prior to the applicant's public open house.

### Rezoning Request

This section provides a summary of the requested rezoning and its consideration as presented in the application materials. A fuller description of the proposed uses and development is presented under Description of Proposed Development.

The subject property for the proposed rezoning, commonly referred to as the Alpha Creek Lands, is comprised of three parcels with a total area of 31.16 hectares (77 acres). The property extends from Function Junction in the west almost as far as Alpha Lake Road in the east, and is bounded on the

south by Highway 99 and the Alpha Creek wetlands and upper reaches of the Millar Creek wetlands to the north (see Location Map attached as Appendix A).

OKA Holdings Inc., owner of the subject property, is proposing to develop the property as an educational campus referred to as Whistler International Campus. As presented in the application materials, the proposed development is described as “an unparalleled opportunity for lifelong learning, cultural and economic diversification as well as environmental preservation and stewardship for the community of Whistler and its First Nations colleagues/neighbours at no cost to the community.”

As proposed the development would “result in creation of a full service learning campus including university buildings (including a 400 seat lecture theatre/performance venue), an International Student Academies (complete with gymnasium, indoor running track, and a weight training/fitness/yoga facility), a leadership centre and leadership retreat cabins, an environmental research and development centre, a building and grounds maintenance facility and a full complement of student and staff housing and related support facilities. The preservation and enhancement of wetlands and other sensitive areas is also included as part of the proposal.”

The proposed development is of significant magnitude. The development is designed to accommodate a population of up to 1,500 students, with approximately 1.0 million square feet of development (not including below ground parking and student services spaces). The development is envisioned to be built in phases over a 5 to 10 year period with a capital cost estimated at \$200 - \$300 million. Construction spending is estimated to generate the equivalent of 2,200 full time construction jobs, and annual operations are estimated to create approximately 400 new jobs.

The subject property is zoned RS-E1 (Residential Single Estate One) which does not permit the proposed development. The applicant is requesting to rezone the property to a newly created Comprehensive Development zone that would accommodate the proposed development and provide flexibility for evolving campus needs. The rezoning request is to permit development of a post-secondary educational institution, International Student Academies, a research and development facility, a leadership centre with attendant support facilities, and staff/student housing.

The application also recognizes that the proposed development and rezoning request require an amendment to the municipality’s recently updated Official Community Plan (OCP), adopted May 7, 2013. To be consistent with the OCP, amendments are required to raise the municipality’s accommodation bed unit limit (additional 2,906 bed units), and to amend the Whistler Land Use Map to change the land uses designated for the subject property (currently designated Residential – Very Low (Detached)). These requirements and the associated evaluation of applicable policies are presented in greater detail under the Application Evaluation section of this report.

As expressed in the application materials, the purpose of the materials provided is to focus on the proposed development concept and the broader high level issues of campus planning and density, and further that the application has been brought forward to the RMOW to gauge the acceptability and future consideration of the proposed Whistler International Campus development by members of Council and RMOW staff prior to further major investment by the developer (in further studies and details that will take time and financing from the developer).

The applicant has also requested that Council consider a fast track approvals process for both the rezoning and development permits for the first phase of development, and reasonable expectations with respect to offsite improvements. As stated, the project needs to move quickly through the process with clear community support to maintain the confidence of the educational partners, minimize the cost of the approvals process and maximize funds available towards real project quality and environmental sustainability. Given the proposed on-site services and amenities the applicant proposes that no off-site services should be required. Staff submits that adequate information has been provided to review the proposed rezoning application and development

concept, and that there has been a significant process of dialogue and public input conducted over the past 20 months to adequately inform the evaluation of the application. Consistent with the applicant's request, and the municipality's practice and procedures for significant rezonings, this report provides staff's evaluation and its recommendation for Council consideration as to whether or not to proceed with further review and processing of the application.

### **Description of Proposed Development**

The proposed land uses and development are presented in the application submittals included in Appendix B. Section 6.0 of the revised and updated WIC Preliminary Rezoning Package (Appendix B.4) describes the Proposed Development Concept and its various features. This is augmented by additional narrative and information provided in Appendix 3: Whistler International Campus for Brighter Future Brochure. Base mapping, site development plans, site sections, development statistics and precedent images are presented in the Drawings section of the document. The Environmental Review prepared on behalf of the applicant is presented in Appendix 4.

Further information addressing the proposed learning offerings, development capacity, site capacity, economic benefit, business case and risk analysis is provided in Appendices B.5 and B.6. This also includes information on the development model and the organizational structure of the proposed development.

#### Land Use and Development Program

Page 26 and Page 34 of Appendix B.4 highlight the proposed uses and extent of development on the subject property. Page 26 shows the Conceptual Site Master Plan with Conceptual Phasing, and Page 34 provides a summary table of the Development Program with statistics identifying individual building sizes and amount of developed space by use. A summary table of student/staff housing units by type and associated bed unit calculations is provided on Page 6 of Appendix B.5.

The Development Program shows 27 building designations with a total gross floor area of 1,006,294 square feet (sq.ft.), of which 722,975 sq. ft. (72%) is for student/staff housing use, 234,840 sq. ft. (23%) is for academic and support use, 19,200 sq. ft. (2%) is for commercial use and 29,279 sq. ft. (3%) is for environmental research and development. It is noted that areas of non-revenue generating spaces<sup>1</sup>, such as parking and parking access, mechanical, student/staff recreational/social spaces that are located below grade level of the residential buildings, and reasonably contained within the footprint of the building above, are excluded from the gross floor area statistics.

The summary table of student/staff housing units shows a total of 1,435 dwelling/accommodation units with an estimated allocation of 2,924 bed units.

To assist in understanding the amount of proposed development, staff has tabulated comparative information for known existing development areas in Whistler. The WIC total gross floor area of approximately 1.0 million sq. ft. is 20 percent greater than the total area of all existing buildings in Village North, estimated at 848,000 square feet (includes all buildings within the area bounded by Village Gate Boulevard, Blackcomb Way, Lorimer Road and Northlands Boulevard). As compared to all existing development in the Cheakamus Crossing neighbourhood, estimated at 463,000 sq. ft., WIC is 2.17 times greater in total gross floor area.

With respect to comparisons of the total number of bed units, the 2,924 bed units proposed for WIC is close to the same number as that for all existing development in the original Whistler Village area (includes all buildings within the area bounded by Village Gate Boulevard, Blackcomb Way, the

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<sup>1</sup> It is not clear if all parking will be non-revenue generating as the submitted pro forma shows parking lease revenue.

Village ski base area, Springs Lane and Whistler Way<sup>2</sup>). This area has an estimated allocation of 3,045 bed units. The number of bed units allocated to existing development in the referenced Village North area is 1,941 bed units (66% of WIC total), and the number allocated to existing development in the Cheakamus Crossing neighbourhood is 1,427 bed units (49% of WIC total).

The size of the proposed buildings is also significant, with the student housing primarily provided in a number of larger scale apartment buildings. The most significant of these buildings are summarized as follows:

<u>Building Designation</u>	<u>Phase</u>	<u>Gross Area (Sq. Ft.)<sup>3</sup></u>	<u>Height (Storeys)</u>
R1.1	1A	107,600	6
R1.2	1A	75,325	6
R1.3	1A	85,470	5.5
R1.4	2	43,000	4
R1.7	3	121,940	6.5
R2.1	3	83,670	4.5
R2.2	3	73,320	4.5

For comparison purposes, the Cascade Lodge at the corner of Village Gate Boulevard and Northlands Boulevard is 105,777 sq. ft. and 6 storeys, and the Athlete Lodge at 1080 Legacy Way in the Cheakamus Crossing neighbourhood is 39,277 sq. ft. and 4 storeys. The Lot 9 mixed use commercial/residential development recently approved by Council for the Rainbow neighbourhood (March 19, 2013) is comprised of 3 connected buildings with a total gross floor area of 67,565 sq. ft. with two 5 storey buildings and one 3 storey building.

The amount of commercial space proposed (19,200 sq. ft.) is approximately 75% of the amount of commercial space in the Nester's Market commercial node (estimated at 26, 300 sq. ft.). This space is proposed to be used for a book store, convenience store, branded merchandise store, student lounge, café, personal services centre, activities concierge and sports equipment rentals.

#### Site Capacity

The total area of the subject property is 31.16 hectares (77 acres). The application calls out that the proposed development will be built on a maximum of 30% of the site area, with the majority of the site, 70%, to be preserved or enhanced. The materials suggest a relatively low intensity of development, as they draw the comparison of the development impact area to the total site area. This does not take into consideration the usable site area, netting out areas that are not suitable for development and/or require protection to address environmental considerations or aesthetic values.

The Environmental Review mapping provided in the Rezoning Package submission (Appendix B.4 – Map 3, Page 57 of Appendix 4) delineates significant wetland areas and a number of streams located on site including the Millar Creek Wetland, Spring Creek and Alpha Creek connecting to the Alpha Creek Wetland. These are subject to the municipality's OCP Development Permit Area guidelines for Protection of Wetland and Riparian Ecosystems. These guidelines, which were not addressed by the Environmental Review and associated site development plan, seek to protect wetland and riparian habitat within 30 metre setback areas. For wetland ecosystems larger than 10 hectares in size, an extended assessment area applies for the area within 30 to 100 metres of the wetland, with associated guidelines for minimizing the loss of habitat and impacts of development on the wetland. The subject property is also subject to a highway corridor visual quality buffer area

<sup>2</sup> Note that this area does not include the Westin Hotel property or the Aava Hotel property.

<sup>3</sup> Figures include 11,700 sq. ft. of commercial space in building R1.1 and 7,500 sq. ft. in R1.2.

with a minimum setback distance of at least 20 metres from the highway right-of-way for any new development.

Utilizing the municipality's digitizing and mapping capabilities, staff has conducted further analysis of the intensity of the development on the site applying the OCP setback guidelines. This analysis shows that 66% of the total site area is located within wetlands and riparian areas and their 30 metre setback areas, an additional 19% is located within the 100 metre wetland assessment areas for the Millar Creek and Alpha Creek wetlands, and a further 4% is located within the highway setback area. If these areas are netted out from the total site area to determine the developable site area, the remaining developable site area is estimated at 3.5 hectares, or just 11% of the total site area of 31.16 hectares. Adhering to only the 30 metre setback areas and the highway corridor setback (adding back the 100 metre wetland assessment area), the developable site area is estimated at 9.3 hectares.

Using 9.3 hectares as the developable site area, and relating this area to the total gross floor area of the proposed development, provides a very different understanding of the intensity of development on the site. The ratio of the amount of proposed development (93,485 sq. metres) to the developable site area (93,000 sq. metres) results in a floor space ratio of 1.0<sup>4</sup>. This is the equivalent of one floor of development over the entire developable site area. For comparison, the Village North area described above has a floor space ratio of 0.64, 35% less.

Staff also created mapping that delineated and overlaid the footprint of the proposed development on top of the identified setback areas. An analysis of this mapping showed that 34% of the development footprint is located within the 30 metre setbacks for wetland and riparian areas, an additional 28% is located within the 100 metre wetland assessment areas for the Millar Creek and Alpha Creek wetlands, and a further 7% is located within the 20 metre highway corridor setback area.

## APPLICATION EVALUATION

Consistent with Objective 3.3.3 of the municipality's updated OCP, staff has sought to apply clear, fair and objective procedures and criteria for consideration of the proposed development as a significant potential opportunity for the benefit of the resort community.

As directed by Council, staff has used *The Whistler Task Force On Learning & Education, June 2013 Report*, as a guide for the evaluation of the proposed development. A summary of the evaluation framework and its considerations is presented in Appendix C. The framework addresses:

1. RMOW Policy Context
2. The Changing Environment of Post-Secondary Education
3. Economic and Social Impacts
4. Key Considerations for An Education and Learning Initiative
5. Guiding Principles, Goals and Objectives
6. Due Diligence

The following provides a synthesis of key points developed from this framework that has informed staff's recommendation.

As identified earlier in the report under Rezoning Request, the proposed rezoning is subject to an amendment to the municipality's OCP, as is required for any proposed development that seeks to increase the accommodation bed unit limit or amend the Whistler Land Use Map. The OCP provides for consideration of such proposals under Policy 3.3.3.4 as follows:

Policy 3.3.3.4 Any land use or development proposal that:

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<sup>4</sup> The floor space ratio is 2.66 if the additional 100 metre assessment area for the Millar Creek and Alpha Creek wetlands is subtracted from what may be considered as the developable area.

- Does not conform to WUDCA; or
- Proposes to raise the bed unit limit ; or
- Does not conform to the Whistler Land Use Map,

should not be favorably considered unless it is a strategic opportunity that demonstrates extraordinary benefits to the resort community and will substantially strengthen Whistler's progress towards achieving its vision. Any such proposals shall be subject to significant community engagement to obtain the views of community members and stakeholders, and this shall be in addition to the statutory public hearing process.

This is considered to be one of the primary tests for consideration of the proposed rezoning. The key points below address this test.

1. Consistency with Whistler's destination resort community vision

Though the proposed development is recognized as a significant opportunity, the scale and equally important, the nature of the development is fundamentally at odds with Whistler's strategic direction, as most recently expressed by the community and reflected in Whistler's updated Official Community Plan, and the work of the Economic Partnership Initiative.

Whistler is known for, and has built its reputation, on its vision of being an international, world class "destination mountain resort community". Whistler does not have a vision to be a "university town". The project proposed has the potential to significantly alter the fundamental identity, character, social fabric and focus of the resort community.

The direction adopted in the OCP and reaffirmed in the EPI report, has the over-riding mandate of moving Whistler from a model of growth and expansion to evolving the resort community with an emphasis on complementing and optimizing the benefit of existing assets and infrastructure. This emphasis is very clear in the OCP policies presented in the Appendix C: Evaluation Framework considerations.

The thrust of the EPI work and its findings is that Whistler's current and future economic success is best focused on enhancing Whistler's incrementally evolving attraction to destination and regional visitors. It reinforces a strategic and continued investment of Whistler's resources as a ski resort and recreation community, with an evolving and augmented cultural offering. These findings, buttressed by the Learning & Education Task Force report, the recently completed Community Cultural Plan, and the draft Recreation and Leisure Master Plan, calls for facilitating investment and reinvestment in the Whistler economy consistent with the OCP and with a focus on optimizing existing assets and infrastructure. These outcomes re-enforce pursuing complementary, synergistic and well-integrated activities, programs and attractions.

With respect to pursuing educational opportunities, the OCP calls for recognizing the importance of Whistler's tourism economy by supporting compatible education opportunities that are appropriate and complementary to our infrastructure. The Task Force on Learning and Education recommended a strategic approach that is pragmatic and community-based – simple, effective and easily implemented. The Task Force also recommended the RMOW should prioritize opportunities for pro-action, identifying in the order of five initiatives with which to take a pro-active role over the next three to five years, consistent with RMOW and community resources. Key features of these initiatives included that they be relatively easy to establish and that they build upon synergies, and leverage current efforts and opportunities in terms of benefits to Whistler.

Staff recommends that the proposed Whistler International Campus development does not substantially strengthen Whistler's progress towards achieving its vision. Rather proposed development is largely a standalone project that focuses on expansion in a new industry, that adds

a tremendous amount of additional accommodation capacity, potentially creates a large new population base, diverts community resources, and has significant potential to jeopardize Whistler's identity and future success as a resort destination.

## 2. Economic benefit derived and compatibility with resort economy

The potential economic benefits to the resort community are proposed by the applicant as significant rationale and extraordinary benefit in favour of the rezoning. The key mechanism for deriving this benefit is through the expansion of the municipality's accommodation bed unit capacity by 2,924 bed units to create the accommodation rental income to support the development. This is an unprecedented amount of bed units for any single proposed private development, exceeded only by historic allocations for Whistler and Blackcomb Mountains in recognition of earned bed units focused on growing the destination visitor bed base, and the inventory allocated for long term potential buildout of employee housing at Cheakamus Crossing. This amount is more significant given Whistler's large existing accommodation capacity, its current utilization, and the established bed unit limit.

The economic benefit data presented by the applicant represents large and significant numbers, including a \$200-\$300 million capital investment, 2,200 FTE construction related jobs, 400 new jobs from operations, and \$33 million in annual spending by students and their friends and family.

Though these are large and significant, the actual incremental value and revenues, and capture by existing businesses, is uncertain and likely to be much smaller. With respect to the construction phase, projects of this magnitude are historically designed, contracted and constructed by larger companies with the necessary capacity from the lower mainland, with some spin-off to Whistler businesses. An associated issue that the community has experienced with large scale construction and expansion activity is short-term influx of workers and pressures on employee housing.

With respect to the annual projected expenditures, the large majority are shown to be going back into the proposed development. As presented in the additional materials provided by the applicant (Appendix B.6), the data shows that just 17% of total expenditures by international students and 21% for local students are off-campus. For international students 100% of tuition, 90% of accommodation, 30% of food & entertainment and 10% of capital expenditures (e.g., computers, furnishings) are estimated to be captured on campus to support the development. The figures for local students are 100%, 80%, 20% and 10%, respectively.

With respect to the jobs generated by the development, as stated these will be of a range of incomes for a range of positions from administrators to professors and building and property maintenance and operations support staff. Again, there is also the consideration of employee housing requirements associated with the new jobs.

The applicant has also stated that these benefits will be achieved at no cost to the community. This statement is considered in the points presented below.

## 3. Clarity and commitment of educational offering

The proposed educational campus reflects a far reaching and diffuse range of educational offering. There are three main components presented – the "University", International Student Academies, and the Leadership Centre. The organizational chart submitted shows five different post-secondary institution partners for the "University" component with the potential for others. Identified are British Columbia Institute of Technology, University of Northern BC, University of Applied Sciences Austria, Gakshuin Women's College, a Culinary Arts School to be determined and the future Whistler U. General program categories identified are business and management, culinary, science and tourism. Technical training in trades has also been discussed.



From the application submittals and public open house presentation, it is apparent that there is no guarantee of a commitment to providing any complete program for a degree or certification in its entirety on the WIC campus. It is noted by the applicant that programing and courses required for degrees/certification will only be offered based on student enrollment. As stated, students seeking degrees or certifications will likely fulfill some of the requirements through on-campus classes/coursework available at WIC, some through the partner's home campus and some on-line.

A clear vision and a clear educational offering were identified by the Learning and Education Task Force as key considerations for the success of any educational initiative. These factors are considered important to attracting student enrollment, as well as supporting Whistler's brand and reputation in the international marketplace.

#### 4. Suitability of location

There are multiple considerations and concerns related to the suitability of the location. These include the environmental and site capacity considerations introduced above in the Description of Proposed Development section, as well as larger community scale planning and land use considerations. These are discussed further as follows.

The location of the proposed development does not reinforce and is inconsistent with Whistler's hierarchy of mixed use centres and community-serving activity nodes as established within the OCP. This hierarchy calls for reinforcing Whistler Village as Whistler's Town Centre and its function as the commercial and social hub of the resort community focused on delivering a dynamic and authentic resort experience for residents and visitors. The location and proposed development create a major new standalone activity node that is disconnected from and does not have a symbiotic relationship with Whistler Village. The site's disconnectedness does not reinforce Whistler Village, and results in an inefficient use of municipal infrastructure and services at a relatively higher costs of delivery.

The proposed development is situated along and includes portions of the Millar Creek and Alpha Creek wetlands which are recognized as one of the largest remaining wetland ecosystems in the Whistler Valley. Wetlands are known to be very sensitive to surrounding development with the potential of introducing increased stormwater runoff, contributing to habitat fragmentation, human intrusion, and introducing impervious areas that affect water quality, increase erosion and typically disrupt the overall hydrology.

The proponents have made efforts to meet the intent of the Natural Environment policies and have set aside the most sensitive areas (70% of the site) and focused a dense development footprint on the less sensitive areas. However, as previously noted, significant portions of the development areas (34%) are located within the wetland and riparian 30 metre setback areas established within the OCP for the protection of wetland and riparian area habitat. The Environmental Review has not addressed the applicable guidelines and has not made a statement advising that the proposed development will not harmfully alter, disrupt or destroy the habitat of these areas, as is required.

It is also noted that the scale and orientation of the site with its long, linear footprint parallel to the highway, further encroaches into natural areas and disrupts connectivity corridors and hydrology. It is well documented in the literature that disrupting upland hydrology has negative consequences for downstream wetlands largely due to stormwater runoff and the addition of impervious areas. Given that the Alpha and Millar Creek wetlands are the valley's largest and most intact remaining wetlands, any development must minimize disruption; however, this project presents serious challenges.

#### 5. Revenues and costs to the municipality

The applicant has repeatedly claimed that the proposed development will be delivered at no cost to the municipality. The application materials also indicate that WIC will expand the tax base through the annual remittance of property taxes to the municipality from the development.

Staff has obtained information from BC Assessment related to tax exemption status of educational institutions. Generally property vested in a university and held or used on behalf of a university for university purposes is exempt from taxation under the *Community Charter* and the *Local Government Act* (as per Section 54 of the University Act). Further, property held or used for residential or rental accommodation purposes is exempt from taxation if the accommodation is held or used (i) primarily for the accommodation of students, visiting professors, visiting scientists, visiting scholars, visiting postdoctoral fellows or visiting medical residents; (ii) for the president or to meet a requirement of a faculty member's appointment to a specified position at the university, or (iii) as university apartments rented primarily to the full time university faculty or staff for a stay of no more than 3 years. This information raises considerable uncertainty to the proposed tax revenues.

Regarding costs to the municipality, there is a direct relationship between population and the provision of municipal services, whereby increases in population result in increases in labour, materials and other resources translating into increased costs. The proposed development will result in increased municipal services and associated costs. The most readily apparent and significant of services are transit, police services and parks and recreation all of which have resulting implications on levels of property taxation.

#### 6. Infrastructure requirements

The applicant is of the view that off-site infrastructure improvements are not needed or would not need to be funded by WIC. Staff are of the view that numerous infrastructure improvements may be necessary however, as the application is without the typical engineering briefs and study documents, the specific scope of potential improvements and the responsibility and assumptions around costs cannot be determined at this time. Staff has considered impacts associated with road infrastructure, pedestrian movement, water and sewer infrastructure

The package submitted states that the Function Junction precinct development would obtain access from an extension of Lynham Road. As was determined by the recent rezoning of the Function Junction First Nations Legacy Lands, the highway intersection at Alpha Lake Road cannot support further development without upgrades. In the absence of traffic assessments with the submission, staff do not have sufficient information to reach a conclusion, however it is likely that Ministry of Transportation and Infrastructure would require improvements to the Alpha Lake Road highway intersection as a condition of their consent to any zoning amendment bylaws.

The capacity of the municipal roads and the configuration of the intersection at Lynham Road and Alpha Lake Road would also require examination for capacity and suitable geometry, given the approvals already in place for the recently rezoned parcel mentioned above.

The submission makes mention of a pedestrian overpass, but no evidence of this overpass can be found on the appended plans. Staff supports efforts to enhance pedestrian movements across the highway, whether it be by overpass, underpass, at-grade crossing, or all of the above. It is foreseeable that there may be a need for intensive pedestrian connectivity across the highway given the possible changes to transit that would be needed.

The demands for domestic water consumption and fire protection for the proposed development area have not been identified within the submission. The municipality's update to the Long Term Water Supply Strategy does not contemplate any significant development loads from this site. The overall community supply capacity is currently undersized for forecasted demand loads, which do not include the proposed development density. Currently, there is no planned water supply capacity for this development. Additional water supply and storage development may be required to service

this development. With respect to fire-fighting water storage, this development proposes building masses not different from Whistler Village and Whistler Creek, which are the areas that generate the highest fire flow demands for the community. Without an engineering analysis submission supporting this application, it is not certain as to whether the municipal system currently has capacity for the fire storage for this development. Additional information would be required to determine if new reservoirs or water mains were needed to satisfy the fire-fighting demands originating from this development area.

The sanitary sewer flows projected for this development have not been identified. The capacity constraints of our trunk sewer system are well documented, with some sections being at capacity. Without some information regarding how sanitary service connections are proposed, staff cannot be certain if off-site sanitary sewer infrastructure improvements will be required. The capacity of the municipal wastewater treatment plant has not contemplated this added development density. Nonetheless, it is likely that the wastewater treatment plant has adequate residual capacity given the two recent upgrades; however, this would have to be confirmed through further assessment.

#### 7. Project feasibility and risks

There is significant uncertainty around many aspects of the proposed rezoning and associated development and it is understood that the greater the uncertainty the greater is the risk. The risks of concern to the municipality surround impacts on the community with respect to:

- the fit of the project and its compatibility with Whistler's destination resort community
- uncertainty of property tax revenues and increased costs to the community for additional services required by the development associated with transit, police services, fire services,
- traffic impacts, water supply
- the addition of a large accommodation base
- ecosystem impacts

The Task Force on Learning and Education report and process has highlighted the competitive nature of post-secondary education, and the difficulty in maintaining financial feasibility. This was a clear message from the providers, Task Force members and review of trends in the marketplace. For the public institutions there is a reliance on public funds from senior levels of government and endowments and for private institutions there is an even greater reliance on endowments and grants. The message was that generally post-secondary institutions are not money-makers.

The proposed development is relying on lease revenues from various education partners to pay for the costs of the academic facilities and on students to pay rent for the housing. While there is evidence of interest by educational institutions, there is a substantive lack of clear, secure and long term financial and other commitments guaranteeing educational programs and courses. This lack of commitment and security draws into question the ability to provide adequate numbers of students to support the proposed housing. At this stage, there are also no clear plans identified or commitments for educational partners identified for the Leadership Centre and International Student Academies components of the development.

Staff is concerned of the potential for the increase in the accommodation base to exacerbate Whistler's existing over-supplied and underutilized accommodation base. Once developed it would be difficult to safeguard against this potential. Should student enrollment not meet projections, there may be strong pressure to permit rental of units to generate revenues to the development to prevent a potential blight on the community. It will also be difficult to define and enforce the occupancy and tenancy requirements for determining the eligibility of individuals for the housing.

On the other hand staff is also concerned of the potential impact on the community if the project is successful. This gets back to the scale of the project, its fit, its impact on Whistler's identity and

social fabric, and its impact in diverting the community's focus and limited resources to assist in delivering and supporting this development.

### **STAFF RECOMMENDATION**

With significant concerns with the project, staff recommends that the proposed project is not a good fit for Whistler. Based on the application materials presented, and staff's evaluation relative to the municipality's policies and the framework established by the Education and Learning Task Force report, staff cannot conclude or recommend that the proposed development represents a strategic opportunity, that will deliver extraordinary benefits that outweigh the commensurate risks and community impacts, and that will substantially strengthen Whistler's progress towards achieving its vision.

For this reason, and the concerns presented in this report, staff recommends that Council not support further review and processing of this rezoning application.

### **BUDGET CONSIDERATIONS**

Rezoning fees are paid for by the applicant.

### **COMMUNITY ENGAGEMENT AND CONSULTATION**

The planning and community engagement and consultation process has been significant, as described in the Background section of this report.

### **SUMMARY**

This report presents Rezoning Application #438, for Council consideration of whether to proceed with further review and processing. The proposed rezoning is for an educational campus with associated commercial uses and student/staff housing. An OCP amendment is also required. The report recommends that Council not support further review and processing.

Respectfully submitted,

Mike Kirkegaard  
DIRECTOR OF PLANNING  
for  
Jan Jansen  
GENERAL MANAGER, RESORT EXPERIENCE



## APPENDIX A LOCATION MAP





**IBI / HB Architects**  
 700-1285 West Pender Street  
 Vancouver BC V6E 4B1 Canada  
 tel 604 683 8797  
 fax 604 683 0492

March 30, 2012

Mike Kirkegaard  
 Senior Planner, Resort Experience  
 Resort Municipality of Whistler  
 4325 Blackcomb Way  
 Whistler BC, V0N 1B4

Delivered by mail and email

Dear Mike, (Ms. Mayor and Councillors):

**ALPHA CREEK LANDS / WHISTLER U PRELIMINARY REZONING  
 PACKAGE SUBMISSION : RMOW # RA 438**

Consistent with the promise made in our letter of update to Bill Brown, Mayor and Council of October 13, 2011 - regarding the rezoning application for WhistlerU (Rezoning Application # RA 438) - to deliver a preliminary rezoning package in the spring of 2012, IBI/HB Architects is pleased to announce the arrival of spring and with it the promised WhistlerU Preliminary Rezoning Package.

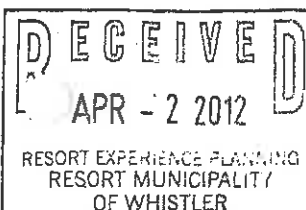
Apr 5 Please find herewith 7 sets of the WhistlerU Preliminary Rezoning Package by IBI/HB Architects dated ~~March 30<sup>th</sup>~~, 2012 submitted on behalf of OKA Holdings the owners of the subject lands. As noted in the package this submission is intended to commence a dialogue with RMOW Staff and Council regarding the proposed program, planning and community benefits offered by the WhistlerU project and the potential contributing role for this strategic site in helping to ensure the economic and environmental prosperity of the Resort Municipality of Whistler.

WhistlerU represents an unparalleled opportunity for lifelong learning, cultural and economic diversification as well as environmental preservation and stewardship for the community of Whistler and its First Nations colleagues/neighbours at no cost to the community. WhistlerU, further, contributes positively to all 16 of Whistler 2020's sustainability strategies. WhistlerU has been seeking and continues to seek partnerships with established educational institutions to provide a world-class educational experience suitable to a world-class resort community. Current educational partners include both the British Columbia Institute of Technology (BCIT) and the University of Northern British Columbia (UNBC).

WhistlerU also represents approximately \$300 million dollars of investment over a 5 to 10 year build out. This is a major project and there is much work to be done to prove it out. The architectural and engineering effort alone required in seeing this project through the approvals process is also a significant investment. It is for this reason that the rezoning submission package has been brought forward early in order to begin the review process and to gauge the support of RMOW Council prior to further significant financial investment on behalf of the Owner/Developer.

WhistlerU is a different model of development from anything ever seen in Whistler. Unlike the traditional market residential developers interested in lowest first cost, fastest sell-out, highest per square foot sales return and to get out as quickly as possible, the developers of WhistlerU will retain ownership of the land and the buildings. The financial model for WhistlerU is based on long-term returns from leases on the space and rental income from the student/staff housing. Inherent in this model is to build quality for durability and minimum maintenance. The market for lease space and rentals in this type of project is also sensitive to market demand (customer driven) and not subject to the lucrative market frenzy of speculative real estate sales witnessed in the market-housing sector (developer driven).

IBI Group is a group of firms providing professional services  
 Partners in IBI / HB Architects are: Phillip H. Beinhaker, MAIBC, Martin G. B. Brückner, MAIBC, Ronald J. Eagleston, MAIBC, Tony S. Gill, MAIBC, James M. Hancock, MAIBC, David M. Thom, MAIBC

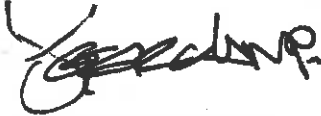


Mike Kirkegaard - RMOW - March 30, 2012

To ensure the delivery of benefits to the community represented by WhistlerU, it is essential that the Municipality provide the appropriate tools for success. This project needs to move quickly through the process with clear community support and thereby maintain the confidence of our educational partners, minimize the cost of the approvals process and maximize the funds available towards real project quality and environmental sustainability. Therefore OKA Holdings is requesting that Council consider a fast track approvals process for both the rezoning and development permits for the first phase of development, and reasonable expectations with respect to offsite improvements.

We look forward to working with you on this exciting rezoning proposal for a brighter future in Whistler.

Yours truly,

A handwritten signature in black ink, appearing to read 'Peter C. Lang', written over a horizontal line.

Peter C. Lang, MAIBC  
Associate, IBI/HB Architects

Cc.: Mayor and Council  
OKA Holdings  
Dr. Doug Player





**IBI / HB Architects**  
 700-1285 West Pender Street  
 Vancouver BC V6E 4B1 Canada  
 tel 604 683 8797  
 fax 604 683 0492

August 2, 2013

Mike Kirkegaard  
 Director of Planning  
 Resort Municipality of Whistler  
 4325 Blackcomb Way  
 Whistler BC V0N 1B4

Dear Mike:

**REZONING APPLICATION 438 - WHISTLER INTERNATIONAL CAMPUS (FORMERLY WHISTLERU)**

Thank you for your letter (July 31, 2013) of notice that the RMOW is now prepared to commence the review and processing of the proposed rezoning and Official Community Plan amendment pursuant to rezoning application #438 for the lands commonly referred to as the Alpha Creek Lands to accommodate educational campus uses as per our Whistler U Preliminary Rezoning Package (March 30/2012 – updated April 5, 2012). On behalf of OKA Holdings, the owners of the subject properties, we are pleased to confirm that our client wishes to proceed with the rezoning application.

We also confirm that, although much has happened in the 16 months since the application was submitted and much background work has been done on the marketing analysis, educational partners engagement, and the business plan for Whistler International Campus, the essence of the rezoning request as outlined in the Whistler U Preliminary Rezoning Package remains valid. However, due to the project name change from WhistlerU to Whistler International Campus (WIC), we will be issuing updated copies of the Preliminary Rezoning Package document for your use in your formal review. We note also that WIC is an evolving concept responsive to international educational market demands and Whistler's needs and that some amount of change may occur over the course of the rezoning negotiation. There may also be supplementary materials available to help in your review of this application.

We suggest that a meeting of our team with Mike Furey, Jan Jansen and yourself, is appropriate at this point to review the rezoning development proposal, to discuss process, rezoning mechanisms, schedule, how the proposal conforms to the recommendations and criteria of the Whistler Task Force on Learning and Education, June 2013 Report, and what other materials may be available or needed to evaluate the application. As some members of our team are currently on holiday we request a meeting be scheduled for the week of August 12-16, 2013. Please let us know what your availability is in this regard.

We look forward to working with you on this exciting rezoning proposal for a brighter future in Whistler.

Yours truly,

Peter C. Lang, Architect AIBC  
 Associate, IBI/HB Architects

Cc.: Mike Furey, Jan Jansen, Roger Zen, Doug Player, OKA Holdings (FAX), File: VO 1350.5.3



## THE RESORT MUNICIPALITY OF WHISTLER

4325 Blackcomb Way  
Whistler, BC Canada V0N 1B4  
www.whistler.ca

TEL 604 932 5535  
TF 1 866 932 5535  
FAX 604 935 8109

August 14, 2013

IBI Group, IBI/HB Architects  
Attention: Peter C. Lang, Associate  
700-1285 West Pender Street  
Vancouver BC V6E 4B1

Via e-mail [plang@ibigroup.com](mailto:plang@ibigroup.com)

Dear Mr. Lang,

**RE: Rezoning Application 438 – Whistler U**

This letter requests additional information required to review the referenced application relative to the municipality's strategic framework for learning and education opportunities, and prepare recommendations to Council for consideration of further processing. The letter is being distributed for your review in advance of our meeting scheduled for next week August 20, 2013. The requested information described below, is based on a review of the materials contained within the "WhistlerU Preliminary Rezoning Package", submitted by IBI/HB Architects, dated April 5, 2012. We reference the project as WhistlerU consistent with the application submittal.

**Proposed Learning Offerings**

University Component.

The application materials indicate the university will provide students with a number of degree and certificate granting programs including Tourism, Culinary Arts, Leadership, Sustainability, MBA – Business, and a First Nations University/College transfer program.

Programs are to be delivered through partnerships with established institutions, with current partners including British Columbia Institute of Technology (BCIT) and University of Northern British Columbia (UNBC).

1. Please provide clarification regarding the nature of the program offerings and partner commitments.
  - a. What is the nature of the partnerships and commitments with the partner institutions for program and certificate offerings?
  - b. What are the durations of the partnership agreements?
  - c. Will complete programs be offered on campus at WhistlerU including all courses necessary for obtaining the degree or certification?
  - d. What is the number of courses that will be offered per semester?
  - e. How will these offerings be secured?



2. Please provide information relative to the approval of program offerings with the Ministry of Advanced Education, Innovation and Technology and Responsible for Multiculturalism.
  - a. What level of investigation/documentation has been undertaken by Whistler U or the partner institutions relative to review requirements (financial, facilities, staffing) and program approvals?
  - b. What commitments are necessary and how will these be secured?
  - c. Please also describe the nature and status of university transfer programs and required agreements.

#### Leadership Centre.

The application materials indicate that the leadership centre will play host to professionals in a retreat-like setting, with supportive cabins, and provides some further description of the associated physical development.

3. Please provide additional information regarding the organization and operation of the Leadership Centre concept.
  - a. Would a new organization be created to operate this Centre?
  - b. Are partnerships envisioned?
  - c. How will the Centre be funded and operations secured?

#### **Economic Benefit**

The application materials indicate that economic benefit analysis forecasts annual spending of international students studying at Whistler U will be \$32,865,000 and the annual impact of visitors, friends and family on the local economy will be \$466,454. It is also noted that in the case of Thompson River University a recent study found that 1,600 international students contributed an annual injection of \$88 million into the Kamloops economy.

4. Please provide additional details related to economic benefit analysis and forecasts of annual spending.
  - a. What is the basis for these forecasts?
  - b. What is the breakdown of spending by project component (i.e., university, leadership, international school), market segment (international students, local students, friends/families/etc.), and spending category (tuition, accommodation, food, entertainment and recreation, other)?
  - c. What portions of expenditures are captured on site associated with on-site operations and facilities (e.g., university operations, staff and student housing, on-site food services and commercial space) and what are expected to be realized by off-site operations and facilities within the municipality?
  - d. Please provide the assumptions used for the forecasts and the basis for these assumptions.



## Business Case

The application materials indicate that Whistler U will be privately developed and managed, with OKA Holdings Inc. endeavouring to develop the site and retain ownerships. The owner/developer will take on leases with the university, international school and other organizations present on the site.

The materials indicate research findings from the market research conducted by the developer's educational consultant, research commissioned by the RMOW, and on-going market research undertaken by students at BCIT demonstrate that there is a market for post-secondary education in Whistler.

Various data are contained within the submittal that relate to the project economics for the proposed development. These include an estimated capital cost to construct WhistlerU of \$250 to \$300 million, an annual operating budget of \$30 million, a project buildout of 5-10 years, an estimated 1,500 total students (approximately 450 local and 1,050 international and national), and descriptions of the WhistlerU components, including planned spaces and buildings and proposed amenities, and a development summary with floor areas and phasing for buildings.

5. Please provide additional further details to assess financial feasibility.
  - a. Please provide a detailed development pro forma showing project economics for each component of the development based on proposed phasing.
  - b. Show forecast student enrollment by component and type, and forecast revenues, capital costs and operating costs with breakdowns of these streams within general categories. For example, for revenue show projected cash flows associated with lease revenues, tuition revenues, accommodation revenues, food service and on-site commercial; for capital costs, include estimates for all off-site and on-site infrastructure and serving costs, the estimated capital costs for each building and facility and proposed amenities including environmental protection and remediation; for operating costs breakout marketing costs, administrative costs, building operating and maintenance costs and other cost categories.
  - c. Please provide key assumptions and the basis for these assumptions.
6. Please provide market rationale for forecast student enrollment.
7. Please provide additional information on potential lease arrangements.
  - a. What is the forecast cost recovery through leasing for each component?
  - b. What is the status of any lease discussions or agreements between the developer and users of the development?
  - c. Are the identified university partners aware of potential lease costs and have any commitments been made regarding the business model and lease arrangements?



### **Risk Analysis**

The application materials indicate that this is a private endeavor at no cost and no risk to the municipality. The risk of failure carries potential for negative impacts on Whistler reputation and brand, accommodation and commercial capacity and viability, and delivery and on-going operation of proposed amenities.

8. Please provide additional information regarding risk considerations for the project.
  - a. Provide an analysis of key risk considerations impacting project economics and viability and proposed mitigation measures for each stage of project development and operation.
  - b. Please conduct sensitivity analyses for the development pro forma including student enrollment and capital and operating cost estimates, and identify potential contingencies.

### **Development Capacity**

The application materials provide a summary of the development program with some data for number of beds and gross floor area.

9. Please provide additional information regarding the accommodation and commercial capacity of the proposed development by phase.
  - a. Provide an estimate of the bed unit count for all accommodation/residential development by component, phase and building, consistent with the allocations and calculations within the municipality's Official Community Plan (OCP).
  - b. Please provide a breakdown of the proposed phase 1 commercial space of 19,200 square feet. What is this space for? Please provide allocations by use.
  - c. Please provide additional rationale for environmental research and development space of 29,279 square feet.

### **Site Capacity**

The application materials show plans with proposed development sites and building locations and provides information related to environmental protection areas.

10. Please advise whether or not the plan respects 30 metre setback areas for all wetland ecosystem areas and riparian ecosystem areas contained within the OCP.
11. Please advise whether the plan respects the minimum setback distance of 20 metres from the highway right-of-way for any new development contained within the OCP.



The requested additional information seeks to provide clarity for evaluation of the proposed rezoning relative to key considerations of the municipality's strategic framework. It is based on a preliminary analysis of submitted materials. Further information may be requested.

We expect that these items may be discussed at our upcoming meeting to address any questions you may have.

Sincerely,

Michael Kirkegaard  
Director of Planning

Resort Municipality of Whistler

Cc: Roger Zen, OKA Holdings, Dr. Doug Player  
Mike Furey, Chief Administrative Officer, RMOW  
Jan Jansen, GM Resort Experience, RMOW





# Whistler International Campus Preliminary Rezoning Package

Re-submitted to Resort Municipality of Whistler  
by IBI/HB Architects  
RA-438  
Revised and Updated August 20th, 2013







# Executive Summary

The purpose of this report is to provide a planning rationale in support of the application made to amend the Resort Municipality of Whistler (RMOW) Zoning By-law to permit the development of the property located in the Resort Municipality of Whistler, specifically:

- Lot C (except portions in Plan 18236), DL's 1754 & 3361, Plan 17731;
- Lot 1 plus an undivided 1/2 share in Lot 4 of Block C, DL's 1754 & 3361, Plan 18236; and
- Lot 2 plus an undivided 1/2 share in Lot 4 of Block C, DL's 1754 & 3361, Plan 18236.

A request has been made in this report to rezone the subject property from RS-E1 (Residential Single Estate One) to CD (Comprehensive Development). OKA Holdings Inc., the owner/developer, is proposing to develop the subject property into a learning campus, anchored by a university, called Whistler International Campus.

Whistler International Campus (WIC) is a proposed learning campus representing economic sustainability, employment, environmental responsibility and lifelong learning opportunities for the Resort Municipality of Whistler.

The proposed development concept consists of university buildings (including a 400 seat lecture theatre/performance venue), an International Student Academies facility (complete with gymnasium, indoor running track, and a weight training/fitness/yoga facility), a leadership centre, leadership retreat cabins, staff/student housing, support/convenience commercial, an environmental research and development facility, and a building and grounds maintenance facility. The proposed development will incorporate significant sustainable design elements, potentially including geothermal energy, innovative on-site treatment of waste water, gray water system recycling, and significant reuse of existing materials. The proposed development will be built to Leadership in Energy and Environmental Design – New Construction (LEED®-NC) Gold equivalency or higher.

The proposed development represents good planning. It is generally consistent with the goals, objectives, and policies outlined in the relevant policy documents, inclusive of: the new RMOW Official Community Plan (Bylaw 1983, 2011 as revised), Whistler2020 Comprehensive Sustainability Plan (2008), the RMOW's Zoning and Parking Bylaw (1983), and The Whistler Task Force on Learning and Education June 2013 Report. The proposed development will assist the RMOW and its residents in achieving greater sustainability through:

## 1. Increasing Access to Post-Secondary Education & Lifelong Learning Opportunities

- a. The Whistler International Campus includes three different learning facilities: International Student Academies, university, and leadership centre. There will be a maximum of 1,500 students studying on the campus at any one time. The student body is expected to be composed of 30% (450 ±) local students and 70% (1,050 ±) national and international students.
  - i. The International Student Academies will provide educational opportunities for local, national and international students, who require special scheduling and programs in such areas as Sports, the Arts, or Sciences. These programs will be offered on a supply and demand basis with opportunities for students to undertake advanced courses with our educational partners, while training in their specialty.

- ii. The university will provide students with a number of degree and certificate granting programs directly related to the needs of the work force in Whistler and Whistler's First Nations residents/neighbours including:
    - Tourism (incl. but not limited to sports administration; hotel management; resort management; and event management);
    - Culinary arts;
    - Leadership;
    - Sustainability;
    - MBA – Business; and
    - First Nations University/College transfer program developed in consultation with the local First Nations communities.
  - iii. The leadership centre will play host to professionals in a retreat-like setting, with supportive cabins.
- b. Whistler residents will be provided with access to lifelong learning opportunities by participating in the academic or non-academic programming available throughout the calendar year at Whistler International Campus.

## 2. Preserving and Enhancing the Natural Environment

- a. Environmental analysis has preceded master planning of the site to identify potentially developable lands and those that are to be preserved and enhanced. As part of this process we have confined site disturbance, including buildings, roads and surrounding landscaping to a maximum of 23 acres (9 ± ha) leaving the majority of the site – 70% (54 acres [22 ± ha]) – to be preserved and enhanced.
- b. Whistler International Campus will preserve and enhance sensitive lands on the site. Environmentally sensitive lands will be preserved in perpetuity for current and future Whistler generations. Some of the creeks present on the site have been disturbed, as part of this proposal Whistler International Campus will undertake rehabilitation work.
- c. The natural areas in the Whistler International Campus campus will also function as a natural classroom, as all students will engage in environmental stewardship learning.

## 3. Diversifying and Contributing to Whistler's Year-Round Economy

- a. Whistler International Campus will create short-term construction related jobs as well as long-term professional, support, and maintenance positions.
- b. Whistler International Campus will create a new user group that will consume local goods and services in Whistler throughout the year. A study conducted for Thompson Rivers University found that the 1,600 international students infused \$88 million annually into the local Kamloops economy.
- c. Family, friends, and alumni will visit Whistler stay in the locally offered accommodation and make use of the goods and services throughout the year.
- d. The municipality will benefit directly from increased tax revenue to the RMOW.
- e. WIC represents a \$200-\$300 investment in the resort of Whistler and will generate short-term construction jobs and long term employment for local residents.





#### 4. Providing Other Public Benefits

- a. Whistler residents will be able to take university accredited courses from University of Northern British Columbia, Canada's Greenest University™, and technical training and diploma programs that can ladder into full degrees from the British Columbia Institute of Technology.
- b. Whistler International Campus is offering a collaboration with RMOW to provide a permanent home for the Whistler Centre for Sustainability with enhanced facilities, display/workshop space.
- c. Whistler International Campus will inject many new student visitors, with attendant family and friends, into the Resort.
- d. Whistler International Campus's 400 seat lecture theatre will augment Whistler's stock of lecture /performance/movie venues, which will be a bonus to the community including the Whistler International Film Festival.
- e. The community will benefit from Whistler International Campus's cultural offerings, including visiting lecturers, artists, performers and chefs.
- f. Local residents will benefit from access to Whistler International Campus's full size gymnasium, indoor running track, weight and fitness training facilities.
- g. Local hotels will benefit from extended stays from Whistler International Campus's MBA candidates, visiting professionals/professors and visiting friends and family of students at Whistler International Campus.
- h. Additional conferences will be drawn to Whistler because of the presence of the university.
- i. Local landlords will benefit from rentals from students who choose not to reside on campus.
- j. Whistler International Campus childcare facilities may be developed in the future dependent on demand.





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# 1.0 Introduction

OKA Holdings Inc. is proposing to develop the property located at:

- Lot C (except portions in Plan 18236), DL's 1754 & 3361, Plan 17731;
- Lot 1 plus an undivided 1/2 share in Lot 4 of Block C, DL's 1754 & 3361, Plan 18236; and
- Lot 2 plus an undivided 1/2 share in Lot 4 of Block C, DL's 1754 & 3361, Plan 18236.

In the Resort Municipality of Whistler (RMOW). The property is under ownership by OKA Holdings Inc.

OKA Holdings Inc. is proposing to develop the undeveloped subject property as an educational campus referred to as Whistler International Campus (WIC). The proposed development would result in the creation of a full service learning campus including university buildings (including a 400 seat lecture theatre/performance venue), an International Student Academies facility (complete with gymnasium, indoor running track, and a weight training/fitness/yoga facility), a leadership centre and leadership retreat cabins, an environmental research and development centre, a building and grounds maintenance facility and a full complement of student and staff housing and related support facilities. The preservation and enhancement of wetlands and other sensitive areas is also included as part of this proposal.

## 2.0 Purpose

The proposed development concept submitted in this report is preliminary and intended to commence a dialogue with the RMOW on the mechanisms for turning WIC into a reality. The proposed development concept will be refined and the document augmented, as required, through the approval process.

As this is a major project, we recognize that there is much study left to be completed which will take time and financing from the developer. Therefore, this preliminary rezoning application which focuses on the broader high level issues of campus planning and density, is brought forward to the RMOW to gauge the acceptability and future consideration of the proposed WIC development by members of Council and Resort Municipality of Whistler (RMOW) staff prior to further major investment.

The purpose of this report is to present the proposed development concept for the subject site as well as the planning rationale for the Zoning Bylaw amendment. The planning rationale considers the proposed development inclusive of the new RMOW Official Community Plan (Bylaw 1983, 2011 as revised). The Municipality's Whistler 2020 Plan is also considered as well as the RMOW's Zoning and Parking Bylaw (No. 303, 1983). Finally, the planning rationale considers alignment of the WIC proposal with The Whistler Task Force on Learning and Education June 2013 Report.

The subject property is designated Development Permit Area #19 – Residential Estate Lands in the current and in-force Official Plan and presently zoned RS-E1 (Residential Single Estate One). The purpose of this Zoning Bylaw amendment application is to:

- Amend the Zoning Bylaw to rezone the subject property to CD (Comprehensive Development) to permit the development of a post-secondary educational institution, International Student Academies, a research and development facility, a leadership centre with attendant support facilities, and staff/student housing.

The proposed rezoning will permit the RMOW to tailor the zoning to support the specific needs of the development. WIC is seeking a flexible zoning, which will allow the campus to evolve with the ever changing need of students over the five to ten year build out and into the future.

This report reviews the condition and use of the subject property, as well as abutting properties, and presents the proposed WIC concept. The report then summarizes the relevant policy and regulatory context affecting the proposed development concept. Based on this context, the proposed development is rationalized. The finding of this rationale is that the proposed development concept represents good planning and is consistent with the future goals for the community as expressed in the objectives and policies of the RMOW's new RMOW Official Community Plan (Bylaw 1983, 2011 as revised).

## 3.0 Introducing Whistler International Campus (WIC)

WIC is a proposed learning campus anchored by a university that represents economic sustainability, employment, environmental responsibility, educational opportunities and community based learning, lifelong learning, as well as community benefits for the RMOW and its residents. WIC will accommodate a maximum of 1,500 of local and international students. Approximately 30% (450) of the students will be local with the remaining 70% (1,050) national and international students. WIC will be a world-class facility that will provide its students with access to the world through the availability of wireless internet throughout the campus.

### 3.1 Economic Sustainability & Employment

Anchored by a university, WIC is a learning campus that will support Whistler's primary industry of tourism while building a more sustainable economy and community. It will bolster Whistler's local economy through the increased use of accommodation, retail and service facilities by students, parents and visiting professionals.

The capital cost to construct WIC is estimated at \$200 – \$300 million and the annual operating budget is estimated at \$30 million. WIC will generate short and long-term employment. Construction jobs will be created in the near term, as well as professional, support, and maintenance positions created over the long-term.

WIC will be privately developed and managed with no cost to the taxpayer or RMOW. OKA Holdings Inc. endeavours to develop the site and will retain ownership. The owner/developer will take on leases with the university, International Student Academies and other organizations present on the site.

### 3.2 Environmental Responsibility

In recognition that portions of the site contain wetlands, creeks, and environmentally sensitive areas, all site planning has been preceded by environmental analysis to identify potentially developable lands and those that are to be preserved and enhanced.

WIC has the potential to be a model of sustainable development, environmental preservation, stewardship and enhancement of the natural environment. WIC will develop in an environmentally responsible manner through the guidance of the environmental review process to establish areas that are eligible and not eligible for development. Sensitive lands will be preserved and enhanced, e.g. upgrading creeks located on the site. A core component of each program at WIC will be the teaching of environmental management/stewardship.







### 3.3 Educational Opportunities & Community Based Learning

WIC has formed partnerships with established and highly regarded post-secondary institutions and will be collaborating on program delivery with these partners. The current partners include British Columbia Institute of Technology (BCIT), University of Northern British Columbia (UNBC), Canada's Greenest University™, and Fachhochschule Technikum Wien, Austria's largest Technical University of Applied Sciences. Other educational provider partners, such as THNK The Amsterdam School for Creative Leadership and a prominent university in Japan, have indicated that they will officially join the team once the rezoning approvals are in hand. WIC continues to seek world-class partners to expand the educational opportunities available to the community and the world in Whistler.

Certificate and degree programs will be available to local, national and international students. UNBC will provide students access to university level courses and BCIT will provide students access to technical training and diploma programs that can ladder into full degrees. WIC will provide local residents with the opportunity for lifelong learning opportunities.

Further the International Student Academies will provide educational opportunities for local, national and international students, who require special scheduling and programs in such areas as Sports, the Arts, or Sciences. These programs will be offered on a supply and demand basis with opportunities for students to undertake advanced courses with our educational partners, while training in their specialty.

WIC will provide an opportunity for local youth to access educational opportunities and community based learning, while playing host to national and international students. University transfer programs will also be provided for First Nations youth to orient them to university life. These programs will utilize WIC's facilities resulting in a combination of classroom style and experiential learning opportunities. Outstanding world-class professors and brand new state-of-the-art facilities with high-quality accommodation for students and faculty will be provided as part of the WIC experience.

WIC meets the primary guiding principles, goals and objectives, and the key criteria included in the Framework for Post Secondary Education Initiatives in Whistler as identified in 'The Whistler Task Force on Learning and Education June 2013 Report'.



### 3.4 Community Benefits

WIC will provide a number of benefits to the local community, including a community learning centre, lifelong learning opportunities, and an expanded tax base, employment opportunities (short and long-term), the injection of many new visitors (family and friends of students), childcare facilities dependent on future demand, and an opportunity to collaborate with the RMOW to provide a permanent home for the Whistler's Centre for Sustainability. These benefits are more fully detailed in Section 6.4.

### 3.5 Role of the Learning Campus

Universities are places of idea formation, inspiration, and opportunity. They are hubs of activity and vibrancy that provide a forum for discovery, interaction and exploration for students, faculty, residents, and visitors. Universities provide cultural and intellectual opportunities that invigorate the local community.

Universities can be centres of innovation that support collaboration with business and academic institutions to support further academic pursuits in the field of research and development. These potential uses as well as related incubator space and studio spaces for artist residencies for artists working in the field of environmental arts in the environmental research and development facility are included in the master plan.

Universities by their nature are mixed-use developments. They provide a complimentary mix of integrated uses including academic, recreational, residential, commercial support, and research space. Any commercial space developed at WIC will be intended to meet the immediate convenience needs of students. Therefore these complimentary support uses are not intended to be stand-alone, destination commercial uses that would otherwise compete with other local businesses in established commercial precincts. WIC will invite local Whistler businesses to provide these services.

### 3.6 Whistler International Campus Components

WIC will be composed of precincts including: Academic, Housing, Leadership Centre, and Environmental Research and Development. Each precinct includes planned spaces and buildings that are detailed below (See: Zoning/Land Use Precincts, page 23).

#### Academic

- University
  - 400 seat lecture theatre/performance/movie venue, complete with video production and editing facilities
  - State-of-the-art, technologically advanced, flexible classrooms and seminar spaces
  - Culinary training lab and teaching kitchen
  - Student dining – refectory hall and self-service scramble
  - Open study/collaborative areas (small learning communities based on small 21st century learning principles)
  - Lounge spaces and other informal social spaces
  - Library
  - Common areas/support (e.g. corridors, display areas, washrooms and mechanical spaces)
  - Administrative spaces
  - Outdoor gathering and lounging spaces
- International Student Academies
  - Classrooms/science labs
  - Arts/multi-purpose/yoga spaces
  - Open study/collaborative areas (small learning communities based on small 21st century learning principles)







- Music learning studio and practice spaces
- Administrative spaces
- Recreational support for the use of the entire campus
  - Fitness/weight training facility
  - Full sized gymnasium with indoor running track
  - Potential skating pond
  - Multi-purpose/yoga spaces
  - On-site trail system

**Housing**

- High quality staff and student housing for the users and employees of WIC
- Support convenience commercial/ social spaces

**Leadership Centre**

- Leadership centre/conference retreat facility
- Leadership centre retreat/meeting cabins

**Environmental Research and Development**

- High-quality research and development buildings
- Incubator spaces for environmentally innovative or related businesses
- Artist studio spaces for artists working in the field of environmental arts
- Potential permanent home for the Whistler Centre for Sustainability
- Building grounds and maintenance facility

# 4. Consulting Team

OKA Holdings Inc. has assembled a team of highly qualified Whistler and Vancouver based consultants combining both local knowledge and perspective with current regional and national environmental practice and with international experience with smart growth and sustainable planning:

**EDUCATIONAL CONSULTANT / WHISTLER INTERNATIONAL CAMPUS PROJECT LEADER**  
Doug Player EdD

**ARCHITECT & MASTER PLANNER**  
Peter Lang Architect AIBC, IBI/HB Architects (IBI Group)

**PLANNER**  
Holly Foxcroft MCIP, IBI/HB Architects (IBI Group)

**ENVIRONMENTAL CONSULTANT**  
Dave Williamson, Cascade Environmental Resource Group

**ENVIRONMENTAL SPECIALIST**  
Philip Dearden PhD, SEACON

**ECONOMIC BENEFIT CONSULTANT**  
Dr. Ed Mansfield PhD, MNP LLP

A full complement of consultants (e.g. landscape architects, civil engineering, and transportation engineers) will be brought on to augment the report through the review process as required.

# 5.0 Property Analysis

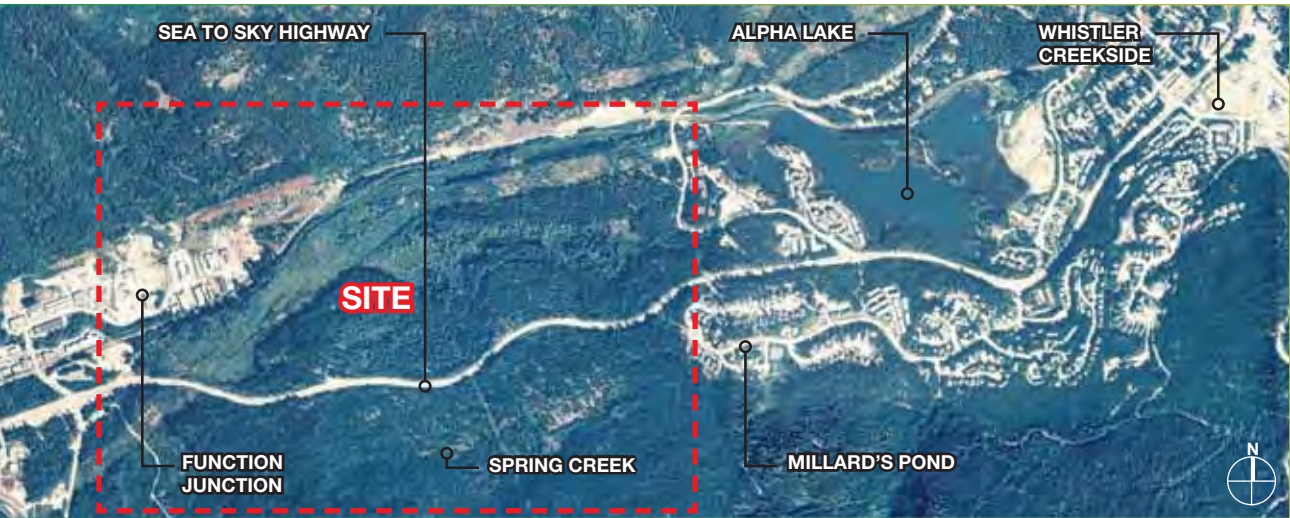
## 5.1 Location

The subject property is located in the RMOW and is legally described as:

- Lot C (except portions in Plan 18236), DL's 1754 & 3361, Plan 17731;
- Lot 1 plus an undivided 1/2 share in Lot 4 of Block C, DL's 1754 & 3361, Plan 18236; and
- Lot 2 plus an undivided 1/2 share in Lot 4 of Block C, DL's 1754 & 3361, Plan 18236.

The subject site is displayed in Figure 1 (See also: Base Mapping, page 35).

**FIGURE 1: SITE LOCATION MAP**



## 5.2 Site Conditions & Surrounding Land Use

The total area of the subject property is 31.16 hectares (77 acres). These lands are the residual of a larger property which originally included the 10.92 hectare (27 acre) TV1 Parcel (Alpha Creek Wetlands) sold in 1991 to Nita Lake Lodge Corporation along with its attendant bed units in order to facilitate the Nita Lake Lodge project. Twenty-five of the 27 acres are currently preserved in an environmental trust and the remaining two acres are zoned to provide resident employee housing.

The residual site extends from Function Junction in the west almost as far as Alpha Lake Road in the east and is bounded on the south by Highway 99 and the Alpha Creek wetlands and upper reaches of the Millar Creek wetlands to the north.

The site is divided into identifiable sub-areas by natural watercourses including Miller Creek, Spring Creek and Alpha Creek. Lot C encompasses a significant portion of the Millar Creek wetlands area. There are some lower lying boggy areas of Lot 1 with attendant ephemeral watercourses.

Contrary to public perception the site is not all sensitive wetlands. This perception may be due to the fact that the most visible portion of the site is the Millar Creek wetlands as viewed from Highway 99. In fact, the site is composed, to a great extent, of upland (undulating, sloping or benched) forested areas on shallow soils over bedrock.

Although much of the property contains ecologically significant habitats, the upland areas have been







identified as having lower environmental sensitivity and thus offer potential development sites. These upland areas comprise approximately 19 hectares (47 acres) with wetland areas comprising the residual approximately 13.4 hectares (33.2 acres) of the site.

The site has been disturbed historically for logging purposes and there are a significant number of old logging roads in evidence. Recent site cleaning for roads has taken place to support the development of two single family houses. The forest areas are primarily coniferous ranging from pole sapling through young forest to areas of mature forest growth.

Rigorous environmental analysis demonstrates that utilizing legislated standards and good practice to identify sensitive watercourses, wetlands and mature forest and applying recommended setbacks to ensure their protection, results in the identification of significant areas where development could potentially occur. These areas are no different than many typical sites that have been developed or are under consideration for development in Whistler. It is in these areas and the potential for preservation of the remainder that the opportunity of the subject site resides. (See: Opportunities and Environmental Constraints Map, page 21)

# 6.0 Proposed Development Concept

OKA Holdings Inc. has retained IBI Group to prepare the master plan of the learning campus and to pursue the planning approvals necessary to advance the proposed development. The proposed master plan concept, and this supporting planning rationale, represent the careful consideration of the desired future urban fabric, built form, and land use goals for the area as expressed in the objectives and policies of the new RMOW Official Community Plan (Bylaw 1983, 2011 as revised); Whistler2020 Comprehensive Sustainability Plan (2008), and the RMOW's Zoning and Parking Bylaw (1983).



## 6.1 Master Plan

The proposed development involves the partial development of the subject property located to the west of Function Junction and north of Highway 99. As shown in Figure 2 and in page 22, the proposed master plan includes university academic buildings, International Student Academies, staff and student housing, recreational, cultural, and commercial support space, village square, leadership centre, research and development centre, and President's residence. Table 1 (See also: Development Program, page 32) summarizes the proposed development statistics.

FIGURE 2: CONCEPTUAL MASTER PLAN



TABLE 1: PROPOSED DEVELOPMENT CONCEPT – SUMMARY STATISTICS

PROPOSED USES	APPROXIMATE DEVELOPABLE AREA (M <sup>2</sup> /FT <sup>2</sup> )
Academic & Recreation Support	17,790/191,490
Staff/Student Residential	67,166/722,975
Support Commercial	1,784/19,200
Environmental Research & Development	2,720/29,279

### 6.1.1 Master Planning Features

- Smart planning principles have been applied to the master planning of this site to make best use of the land available with maximum potential for preservation. Features of the master planning for WIC are as follows:
- **Density:** The site planning has directed density to areas in the site that can accommodate development as determined by thorough environmental analysis.
  - **Phased Development:** Phased development allows the land to be developed on an as-needed basis in response to market demands and minimizes site disruption.







- **Discrete Development Precincts:** The site planning occurs in discrete precincts, that respect environmental preservation zones and permit the campus uses to sit comfortably in the forested setting.
- **Mixed-Use Development:** Allowing overlapping land uses in the two central core areas of the site – the Academic Precinct and the Student Housing Central Village Precinct – promotes greater vibrancy, encourages more compact building footprint, reduces development sprawl and permits the gradual development on the site on an as-needed basis driven by market demand.

## 6.2 Density

Proposed project densities have been calculated based on the forms and building sections selected, with emphasis on human scale and the creation of positive space within the university community. Therefore, as noted above, the development potential is determined by good planning principles and sensitivity to environmental constraints as opposed to applying a preconceived yield to the site. Preliminary development statistics are detailed in Preliminary Rezoning Development Program, page 32.

The master plan concept and rezoning development program propose that areas of non-revenue generating spaces, such as parking and parking access, mechanical, student/staff recreational/social spaces that are located below grade level of the residential buildings, and reasonably contained within the footprint of the building above, are excluded from the density control.

## 6.3 Phased Development

The property owner/developer proposes to develop WIC in three phases, as depicted in Figure 3 and Conceptual Phasing, page 24. WIC will be built out with the core academic buildings, its associated staff/student housing and support uses forming the foundation. The current campus phasing concept

FIGURE 3: PHASED DEVELOPMENT



contemplates three phases of building over a five to ten year period. Phase 1 is comprised of two sub-development phases.

### Phase 1A:

- University academic spaces including the main concourse, 400 seat lecture theatre, culinary arts and dining facilities and including student residences on the top two floors and underground parking (Buildings U1, U2.1, U2.3 and U4)
- Central village including student housing and support commercial (Buildings R1.1, R1.2, R1.3)
- Leadership centre and leadership centre retreat cabins (Buildings LC1, LC2)

### Phase 1B:

- International Student Academies including recreational components (fitness centre, gymnasium, etc.) (IS)
- President's residence (Building PH1) – Housing for the President and Vice President of the University

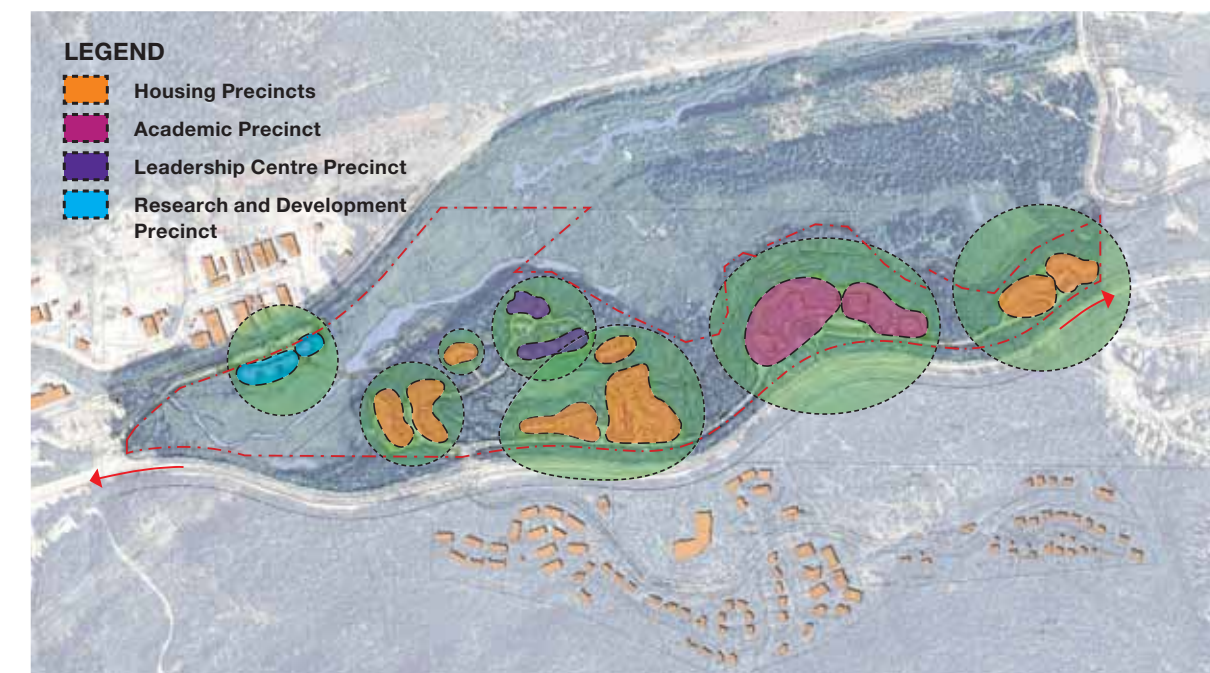
### Phase 2:

- Additional staff/student housing (Buildings R1.4, R1.5, R1.6)

### Phase 3:

- Second phase of the university core building space with attendant student housing above (Buildings U 2.1, U 2.2)
- Staff student housing parcels (R1.7, R1.8, R1.9, R2.1, R2.2)
- Environmental research and development facility (FJ1, FJ2, FJ3)
- Building and grounds maintenance facility (FJ4)

FIGURE 4: WIC DEVELOPMENT PRECINCTS







## 6.4 Potential Development Precincts

The consulting team has identified four development precincts types on the WIC site as illustrated in Figure 4 and Zoning/Land Use Precincts, page 23. The development of the precincts has been laid out in a manner that respects the natural spaces present on the site, while creating positive outdoor spaces with good solar access and possibilities of views. Each precinct is intended to be designed to create a unique identity while inspiring pride of place. Care has been taken during the master planning to ensure a human scale is achieved. Development on the site will only occur in these development precincts, which are separated by largely undisturbed forested buffers. The key features of the development precincts are detailed in the following sections.

### 6.4.1 Academic Precinct

The Academic Precinct will be located east of the Central Village Core Precinct and will be accessed by a secondary point of access (right in/out and a bus stop). The Academic Precinct includes the university buildings and the International Student Academies and is a mixed-use precinct including student housing. The university buildings include classroom spaces, a 400 seat lecture theatre, collaboration spaces, common spaces, a culinary lab, rectory, and support spaces. The International Students Academies include classrooms, a gymnasium including an indoor running track, fitness facility, common spaces, and support spaces. Surface and underground parking will be provided. Student housing will be located on the top floors of the university and International Student Academies buildings.

#### UNIVERSITY ENTRY VIEW



### 6.4.2 Central Village Core Precinct

The Central Village Core Precinct is conceived of as a mixed-use precinct located at the main entrance of the learning campus and convenient to both the university and International Student Academies facilities. It is envisioned as the student housing village core, with support commercial, passive recreational spaces, and underground parking. The character of this space will be more village-like with a combination of hard space gathering areas to ensure vibrancy and more passive sunny green spaces. This precinct will be developed as part of the first phase of development with the university facilities.

#### FUNCTION ENVIRONMENTAL RESEARCH AND DEVELOPMENT FACILITY



### 6.4.3 Staff/Student Housing Precincts

Staff/Student Housing Precincts have been located in three areas of the site, the West Precinct, Central Village Core and Eastern Precinct, and have been discretely separated by natural landscape buffers to allow for phased development in response to market demand. The West Precinct also includes the Presidents Residence. This residence has been design as a duplex to accommodate both the president and the vice president of WIC. The West Precinct has the potential to be connected via a boardwalk trail to the Environmental Research and Development facility and Function Junction. The Eastern Precinct provides additional housing for students and staff of WIC.

All of the staff/student housing will be provided in a variety of high quality accommodation types (primarily studios and one bedroom units) and will be equipped with common lounge facilities and underground parking. The housing will be connected to other areas of the campus through the single road that passes through the site or via an internal trail system. For further information on student/staff housing product see the 'Student/Staff Residential Offerings' section of Appendix 3.

#### STUDENT HOUSING VILLAGE SQUARE







#### 6.4.4 Leadership Centre Precinct

The Leadership Centre Precinct will be located to the north of the Central Village Core, adjacent to undeveloped land and will provide views to the surrounding natural areas to promote the feeling of a discrete, retreat location. Users of the Precinct will be able to connect to other areas in the learning campus through the single road on the site or via the internal trail system.

The Leadership Centre Precinct is composed of the main Leadership Centre and Leadership Retreat Cabins. The Leadership Centre will be composed of meeting rooms and smaller break out rooms. Indoor/outdoor gathering spaces will be provided to promote interaction in a relaxed atmosphere. Common areas and support kitchen facilities for catering will also be provided. The Leadership Retreat Cabins will supply additional break out spaces for meetings, as well as overnight accommodation for visiting lecturers and staff. The cabins will be outfitted with bedrooms, a self contained kitchen and common/living spaces.

##### LEADERSHIP CENTRE



#### 6.4.5 Environmental Research & Development Precinct

The Environmental Research and Development Precinct will be located adjacent to Function Junction and connected to the university campus via the boardwalk trail.

The Environmental Research and Development Precinct includes the Environmental Research and Development facility and the Building and Grounds Maintenance facility. The Environmental Research and Development Precinct includes high quality research and development buildings, incubator space for environmentally innovative or related businesses, and art studio residency space for artists specializing in environmental arts or other arts related directly to the university mandate. The Building and Grounds Maintenance facility will provide storage and workshop space for the WIC grounds maintenance staff.

### 6.5 Project Benefits

Development of the WIC site makes economic, social, and environmental sense. The proposed development of WIC will protect sensitive lands, provide local residents with access to local education and cultural facilities, and increase the economic diversity of Whistler. The advantages presented by WIC are detailed in the following sub-sections.

#### 6.5.1 Economic

There are numerous economic benefits in the creation of WIC. These benefits are both short-term (construction) and long-term (operation), including:

**Increasing the municipal tax base.** WIC will expand the tax base through the annual remittance of property taxes to the RMOW from the owner/developer.

**Increasing direct expenditure in Whistler by adding another user group.** Economic benefit analysis forecasts that the annual spending of international students studying at WIC will be \$32,865,000 (an average of \$31,300 per student). The annual impact of visitors - family, friends, and alumni - on the local Whistler economy will be \$466,454 (an average of \$444 per student).

**Increasing local employment.** The construction of WIC will result in short-term local employment of construction and support staff, the generation of tax revenues for local, provincial, and federal governments, and direct expenditures on goods and services. WIC will create local long-term jobs in for professionals, support, and maintenance staff. It is estimated that construction employment alone will generate approximately 2,220 full time equivalent positions, and that approximately \$2,300,000 will be generated in municipal taxes during construction.

**Supporting year-round tourism.** WIC will operate throughout the year, extending beyond the typical ski/tourism season, continuing to attract students and visiting parents throughout the year. Visiting families and friends will make use of the accommodation facilities and local goods and services and continue to engage in tourism activities during these times. Short-term, high interest programs will also be offered during the off-peak tourist season.

**WIC will enhance the international reputation of Whistler.** The addition of WIC will increase Whistler's profile internationally, making it not only a world-class ski resort community, but also a centre for educational excellence. WIC may be the first learning campus in Canada that is proposed to be built to LEED® Gold equivalency. Consequently, the proposed development will contribute to achieving Whistler's sustainability goals by "walking the talk".

**Diversifying Whistler's local economy by creating a new market.** WIC will create a new economic sector in Whistler that will result in greater economic resiliency. Research findings from the market research conducted by the developer's educational consultant, research commissioned by the RMOW, and on-going market research undertaken by students at BCIT demonstrate that there is a market for post-secondary education in Whistler. Cooperation of the municipality will be critical to the success of ensuring that WIC becomes a reality. In the case of Thompson Rivers University a recent study found that the 1,600 international students contributed an \$88 million annual injection into the Kamloops economy.

**Privately financed learning campus.** WIC will be privately financed including the design, development, and operation. There will be no cost or risk for the RMOW or its residents in the development of WIC.







### 6.5.2 Social

The addition of a post-secondary institution in Whistler will result in direct social community benefits including:

**Supporting local youth to stay in their community.** Providing post-secondary education opportunities in Whistler will benefit local youth as they can stay in their communities. WIC will offer a university transfer program as well as complete academic course offerings leading to degrees or certificates.

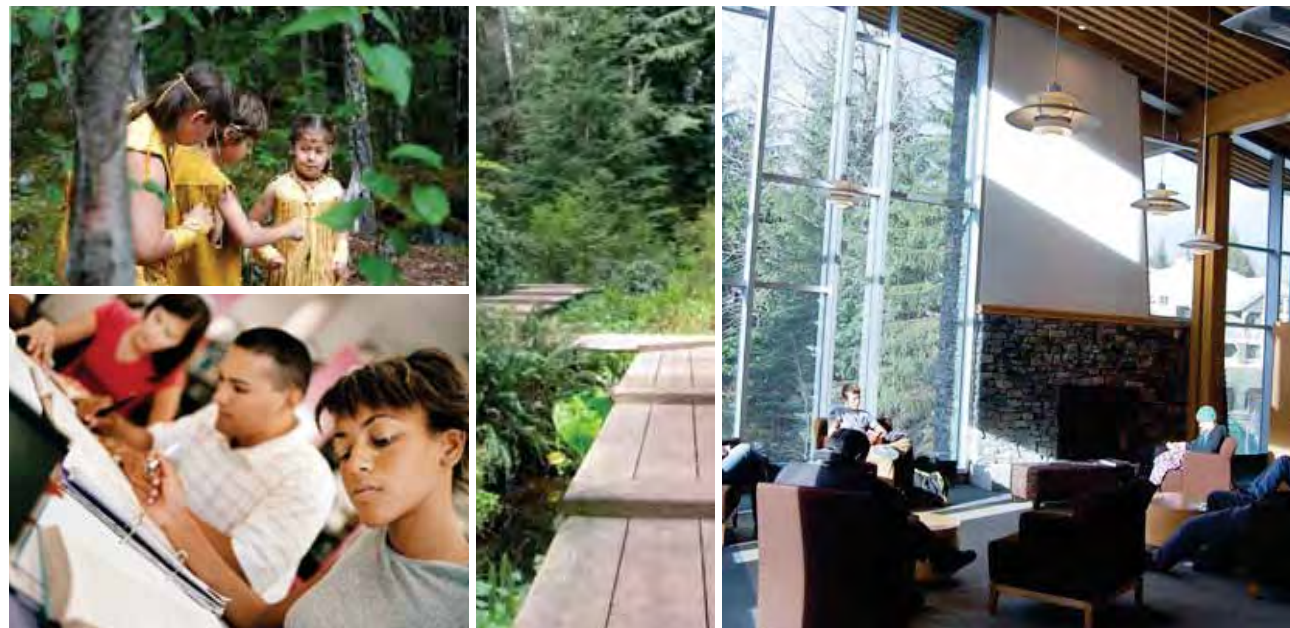
**Supporting local First Nations youth to stay in their community.** A University/College transfer program will be tailored for First Nations youth to nurture a “linguistically and culturally-appropriate holistic learning environment” that will allow them to attain education locally, while remaining on reserve or living off reserve in the local community. To ensure the success of this program, it will be developed in consultation with local First Nations governments.

**Providing opportunities for life-long learning through continuing education course offerings.** Whistler community members will be able to satisfy their desire for lifelong learning at WIC. Continuing education courses will be comprised of non-credited special interest courses, personal enrichment, and non-degree career training.

**Providing additional facilities for use by the local community.** Community members will be able to use campus facilities including recreational spaces, classrooms, lecture facilities, outdoor spaces, and potentially the dining area.

**Improving recreational trails.** The Expo Trail traverses the WIC campus. This Trail will be upgraded by shifting portions of the trail away from environmentally sensitive areas that it currently infringes on and connecting it to Function Junction via a boardwalk trail. Other on-site trails will be developed and linked to other areas of the site, e.g. Central Student Village to Leadership centre.

**Providing a permanent home for the Whistler Sustainability Centre.** The Whistler Sustainability Centre is currently housed in the Resort Municipality of Whistler City Hall. A permanent enhanced home for the Whistler Sustainability Centre is proposed to be provided at WIC subject to negotiations with the RMOW and may provide in addition to office space, a storefront, and display/meeting/workshop space.



### 6.5.3 Environmental

**Preserving in perpetuity all wetland areas, creeks, and other sensitive areas located on the site.** These lands form an important part of Whistler’s natural history and will be preserved and protected for current and future generations.

**Rehabilitating creeks that have been previously disturbed or have suffered the impacts of uphill development.** Through the preliminary environmental study we are aware that some of the on-site creeks have been disturbed from their natural state. As part of the proposed development the natural state of on-site creeks will undergo further study and remediating actions will be taken to rehabilitate the creeks.

**WIC will foster a culture of environmental stewardship and learning amongst its students.** All WIC students will be required to take, as part of their core courses, a course on environmental stewardship that will be comprised of field study on the WIC site and traditional classroom instruction.

**Upgrading and connecting the trails systems.** The Expo Trail traverses the WIC site; however the Trail infringes on Alpha Creek and may be leading to some degradation of the sensitive lands adjacent to the creek. The Trail will be re-routed away from the immediate area adjacent to the creek.

**Environmental analysis preceded master planning.** The environmental analysis undertaken by our Environmental Consultants determined what land was eligible and ineligible for development. Consequently, WIC will be built out on 30% of the land, leaving the remaining, majority of the site (70%), undisturbed. WIC will preserve and enhance the wetlands and sensitive areas on the subject site. These areas will be protected for future generations, provide opportunities for environmental stewardship for WIC students, as well as educational opportunities for residents and visitors.

**Clustering of buildings will minimize impact on the natural environment.** WIC will also reduce the impact of development on the Alpha Creek lands by locating the buildings close together. Clustering buildings will maximize the developable lands, while minimizing the amount of land that is developed, keeping more land in its natural state.

**Enhancement of the creeks and waterways that have been degraded over time.** The proposed development includes repairing the adverse effects to creeks and waterways of the highway, gas line, and uphill development.

**Implementing LEED® Gold equivalency in building and site design.** WIC will be built to the equivalency of LEED® Gold standards or better.

**Studying the potential for on-site wastewater treatment.** Developing an on-site wastewater treatment facility that uses natural process, such as were used in the Dockside Green development in Victoria will be explored. This may be an opportunity to showcase Whistler’s commitment to sustainability in its public and private treatment of wastewater.

**Supporting the local food industry.** WIC will adopt a policy regarding local food procurement to provide students and staff access to local, healthy food.

**Investigating the potential of geothermal energy.** The owner/developer proposes to investigate the capabilities of providing geothermal energy to partially or fully fulfill the energy demands of the campus.







## 6.6 Need & Demand

### 6.6.1 Business Case

WIC will create a new economic sector in Whistler that will result in greater economic resiliency. Research findings from the market research conducted by the developer's educational consultant, research commissioned by the RMOW, and on-going market research undertaken by students at BCIT demonstrate that there is a market for post-secondary education in Whistler. Cooperation of the municipality will be critical to the success of ensuring that WIC becomes a reality.

### 6.6.2 Proposed Course Offerings

WIC will offer a suite of programs that complements the Whistler experience. In recognition of Whistler's unique and pristine environment, a core component of each program will be the teaching of environmental management/stewardship. The program offerings include:

- Tourism (including but not limited to sports administration; hotel management; resort management; and event management)
- Culinary arts
- Leadership
- Sustainability
- MBA – Business
- First nations university/college transfer program

These programs will utilize WIC's facilities resulting in a combination of classroom style and experiential learning opportunities.

Flexibility and responsiveness to new learning needs are important considerations of WIC's mandate. Changing trends in learning will inform the lifelong learning opportunities available to residents. The same holds true for students attending WIC for academic courses.

The International Student Academies will provide educational opportunities for local, national and international students, who require special scheduling and programs in such areas as Sports, the Arts, or Sciences. These programs will allow students to undertake advanced courses with our educational partners, while training in their specialty.



## 6.7 Neighbourhood Compatibility

A learning campus will complement the existing subdivisions of south Whistler, and support the creation of a complete community in Whistler as a whole. The students and faculty of WIC will foster a better utilization of existing facilities, in turn local residents will also benefit from the provision of new facilities at WIC that are not present in the community.

### Utilizes Existing Nearby Facilities

- Community facilities at the school
- Transit system
- Highway intersection (upgrade)
- Municipal services (upgrade)

### Provide New Facilities:

- University buildings (lecture halls, common spaces, etc.)
- Indoor and outdoor recreational facilities and meeting spaces
- A community learning centre
- A permanent home for the Whistler Sustainability Centre
- Potential future daycare (dependent on demand)
- Enhanced transit service opportunities
- Valley Trail connections

Due to the suite of proposed new facilities, as well as the other benefits that come with the development of a learning campus, there will be significant public benefit to WIC's immediate neighbours and the larger Whistler community.

## 6.8 Services

It is the understanding of the WIC consultants that additional capacity was allocated to the wastewater treatment plant during the expansion of the facility for the previous site rezoning and will to accommodate 500-700 employee units. This allocation needs to be confirmed with the municipality. It is our understanding that on-site waste water treatment may be required. Providing this treatment may be an opportunity to create an environmental demonstration project that showcases innovation in wastewater treatment.

## 6.9 Application of Bed Units to Whistler International Campus

The question of bed units is an inevitable discussion but one, we believe, to be of little relevance with respect to WIC. The provision of dependable, conveniently located, high quality, and reasonably priced housing on site is a prerequisite for a leaning campus such as WIC, catering primarily to an international student market. It is expected by the clients and staff of WIC. It is also a major cornerstone of the economic business plan for this proposal. Without the housing component the university is unsustainable. The community benefits - economic social and environmental - offered by this proposal are considered to be significant enough for the RMOW to overcome any shortfall of bed units that may be required for this site.

The WIC site currently has an allotment of approximately 24 bed units.







## 6.10 Environmental Considerations

Environmental considerations have been the guiding force in the determination of development potential of the WIC site.

Operating from a framework where environmental analysis precedes planning, WIC will preserve and enhance the wetlands and sensitive areas on the WIC site. Consequently, WIC will be built out on a maximum of 30% of the land, leaving the remaining, majority of the site, or 70%, to be preserved or enhanced. While the majority of the sensitive lands will be protected, one creek ephemeral located between the buildings R1.2 and R1.2 (Figure 2 and page 22) will be realigned. The purpose of the realignment is to support the creation of an outdoor common space for students that will add to the university atmosphere. The ephemeral is proposed to be shifted south of the R1.2 and R1.2 buildings via a culvert and then daylighted outside of the building footprints. In recognition of this infringement, the owner/developer proposes to enhance other sensitive areas on the site that have been degraded. Overall the sensitive areas on the site will be protected for future generations, provide opportunities for environmental stewardship for WIC students, as well as educational opportunities for residents and visitors.

WIC will also reduce the impact of development on the WIC site by locating the buildings close together. Clustering buildings will maximize the developable lands, while minimizing the amount of land that is developed. Therefore, more land will be kept in its natural state.

### 6.10.1 A Timeline of the Environmental Review

**March 2000 Talisman Environmental Report:** RMOW commissioned report from Talisman Land Resource Consultants Inc. that identified the potential for development on bench platforms.

**March 2004 Comparative Evaluation of Potential Residential Housing Sites:** Undertaken by Whistler Housing Authority and RMOW. The evaluation identified the WIC site as one of the best remaining buildable sites in Whistler.

**March 2005 Environmental Consultant Cascade Environmental Resource Group (CERG):** Review based on the established ecological, social and economic criteria, each site was evaluated within the four system conditions of the Natural Step Framework. This study gave the Alpha Creek Lands site their highest rating: "Good" as defined "sites for which appropriate development could occur." The review determined that 33 acres of land are potentially developable. This study formed the basis for site master planning and eventually rezoning application. 2005 Ministry of Environment confirmed that the CERG report was completed to appropriate standards.

**July 2010 Dearden Report:** The environmental analysis was vetted by third party environmental experts in protected areas and was found to be compliant and fully compatible with the proposed educational use. (See: Appendix 3)

**March 2012 Environmental Consultant Cascade Environmental Resource Group:** This report is an update of the 2005 Cascade report that includes background data as well as the environmental opportunities and constraints present on the site. (See: Appendix 2)



## 6.11 Building Forms

Buildings will be stepped where possible to suit the site grades. Stepping the building mass down natural slopes reduces the building height; and allows units on both sides of the building to meet grade, providing opportunities for private patios and yards. (See: Site Sections, page 25–27)

## 6.12 Concrete Construction

All of the mixed-use buildings are contemplated to be concrete construction with accents of engineered heavy timber. Advantages of this material include security, longevity, low maintenance, soundproofing, fire protection, and preferential insurance plans. Additionally, underground-parking structures can be accommodated directly under the buildings, minimizing site disturbance.

## 6.13 Highway Access

The existing highway intersection created at Spring Creek is ideally located to provide, and was designed to accommodate, access to WIC. Some modifications will be required to accommodate full channelization and the conversion of the existing fire signal light to a full traffic light system. A secondary highway intersection (restricted to right in/right out) will be provided further east at the Academic Precinct. These site access and intersection upgrades will be the responsibility of by the developer. A full traffic analysis will be supplied with a full rezoning submission.

The Function Junction environmental resource and development/grounds and maintenance facility will be accessed via an extension of Lynham Road along the existing municipal right of way. The construction of this road extension, including the replacement of the bridge over Millar Creek, will be undertaken by developer at no cost to the RMOW. Maintenance of this road extension is also proposed to be borne by the developer, until such time as the roads is further extended by the RMOW to access other properties.

## 6.14 Parking

In every case, except for the environmental research and development facility, underground parking will be provided, with some surface convenience parking. Underground parking eliminates the common streetscape of a series of garage doors, allows preservation of natural spaces surrounding the buildings for complimentary amenities and recreational landscapes. A complement of surface convenient parking is provided for the proposed developed to serve the short-term needs of the university/International Student Academies facilities.

To minimize site disturbance we propose that the parking for the Function Junction Environmental Research and Development facility be developed on the municipal Lynham Road right of way. The extension of Lynham Road to the site, development of parking, and maintenance of this infrastructure would be the responsibility of the developer.

## 6.15 Visual Buffers

It is recognized that the visual buffers at the highway edge have been significantly disturbed by the recent gas line extension. Therefore enhancement of the visual buffers on the site will be required.

The WIC buildings will be screened with existing and enhanced vegetation to maintain the forested visual corridor along the highway. Vegetation buffers are reserved along the highway edge, and many of the buildings drop down from the highway elevation, minimizing visual impacts and noise concerns.







## 6.16 Recreational Opportunities

Indoor and outdoor recreational amenities will be provided for students and staff to access. These would include a fitness facility, indoor running track, full size gymnasium, space for yoga, skating pond, and connections to the Expo Trail.



## 6.17 Trails

The recreational trails that have long been enjoyed by the neighbourhood residents will be retained and enhanced to a non-paved nature trail status and formalized through the creation of public rights-of-way. These include the Expo Trail frequented by hikers, mountain bikers, and dog walkers with access for Spring Creek and Function Junction commuters via the pedestrian overpass. Trails and park development will be done in consultation with the RMOW to balance the need to restrict access into sensitive wetland and other significant natural habitat areas with public enjoyment of nature and environmental educational opportunities.



## 6.18 Civil Servicing

The site is easily serviced by extension of existing sewer and water lines from the site property line. A single road serves all Precincts, minimizing the footprint of development. The phased approach will include the extension of the access road. Initial site servicing concepts and preliminary road layouts have been studied by Webster Engineering to ensure that the master plan is workable. Formal submission of site servicing design for this site will be made with a full rezoning submission.

## 6.19 Transit Service

The site is located near good transit service and is currently serviced by two routes (1 Valley Connector and 2 Creekside/Cheakamus). The added student and staff population proposed at the WIC site will enhance the existing transit service for South Whistler by enabling greater bus frequency. It is envisioned that south bound transit service will loop through the site with potential stops at the university main entrance and in the Student Village Core. A bus loop is currently indicated at these locations. Enforcements to the north bound transit service strategy will need to be redeveloped in consideration with the municipality.



## 6.20 Sustainable Building & Site Design

WIC will meet or exceed the Council Green Building Policy requirements by being design and constructed to LEED® Gold equivalency or higher.

WIC is intended to be a showcase of sustainable development. The developer of WIC would like to develop the site as sustainably as possible, while balancing economic prudence. Although the Whistler Green Building Policy does not specifically require the registration of buildings with LEED®, this has been the precedent set by staff for other approvals. We propose an alternative to the municipal approvals precedent of LEED® registration which would ensure increased direct allocation of financial resources to the development of green buildings and supporting systems (e.g. geothermal ground source energy). Registering a LEED® project results in additional costs, therefore we propose that the funding that would be used for registration be redirected back to the design and construction of the green buildings. This will result in our ability to meet and/or exceed the Council policy across the campus.

The owner/developer is committed to sustainability and green building strategies. Recycled content will be incorporated in the design and construction of WIC, such as using concrete (which has a very high recycled content) in the building construction. The use of flyash additive concrete will also be considered to reduce carbon dioxide off gassing thereby reducing greenhouse gas emissions. OKA Holdings Inc. has also expressed a desire to finish the units in recycled materials, which it has stock piled in storage. Materials such as reclaimed wood and stone tile for flooring will add quality and warmth as well as durability to the units and reduce the requirements for extracting resources from the earth.

Energy is an important consideration of sustainability. Consequently, we will investigate the possibility of geothermal ground source energy. Depending on the feasibility of this energy source on the site it may partially or fully fulfill WIC's energy needs. The campus will be fitted with energy efficient fixtures, appliances, and low flow toilets.







Sustainable site practices will be exercised with storm water management and water quality management strategies including permeable paving used where appropriate, bioswales, rain gardens, and storm water detention structures. Appropriate native drought resistant plant materials will be selected for landscaping to minimize the requirements for irrigation. Recycling of gray water for irrigation will be explored.

## 6.21 Hydrology Study

A preliminary hydrological analysis of the site and the effects of the potential development as recommendations for storm water and water quality management strategies was undertaken for the original rezoning submission for the site (March 31, 2005) by Brian LaCas of LaCas Consultants. The preliminary report will be updated as the processing of the current rezoning application proceeds.

## 6.22 Whistler Sustainability Centre

As part of the WIC development proposal the owner/developer proposes to provide a permanent home for the Whistler Sustainability Centre. The Whistler Sustainability Centre could be housed in the environmental research and development facility. Space may be provided for the Centre to have a storefront, display areas, and meeting/workshop space. The relocation of the Centre onto WIC land is pending negotiations with the Whistler Sustainability Centre and the RMOW.

## 6.23 Whistler International Campus Tools for Success

As we have outlined there are numerous benefits associated with WIC that will result in short and long-term benefits for the RMOW and its residents. To realize the benefits of WIC we request that Council and staff consider the following tools for success:

- A streamlined rezoning and approvals process that permits sufficient time for review, comment, and consultation while recognizing the sensitivity of timing to our educational partners; and
- Realistic expectations for off-site services. WIC is proposing significant on-site services that will benefit the nearby neighbourhood of Spring Creek as well as the wider Whistler community, therefore off-site services should not be required.



# 7.0 Planning Analysis

This section considers the proposed development concept in light of the RMOW land use planning framework, including:

- RMOW Official Community Plan (Bylaw No. 1983, 2011 as revised);
- Whistler2020 Comprehensive Sustainability Plan (2008); and
- RMOW Zoning Bylaw (No. 303, 1983).

## 7.1 RMOW Official Community Plan

### 7.1.1 General Official Community Plan Policies

The RMOW Official Community Plan (OCP) provides policy direction for the future land use within the RMOW. The relevant goals, objectives, and policies have been reviewed in light of the proposed WIC development.

#### 7.1.1.1 CHAPTER 3 - GROWTH MANAGEMENT

**Goal 3.3. Guide the type, location, amount and timing of land use and development to move towards the resort community's Whistler2020 vision, priorities and descriptions of success.**

**Policy 3.3.1.1. Designate the general land uses that are supported by this OCP for each parcel of land within the municipal boundaries as shown on Schedule A Whistler Land Use Map.**

**c) Community facilities, utilities, parks, schools, daycare facilities, places of worship, home occupation and live work uses may be located anywhere within the municipality subject to municipal zoning requirements and any additional regulatory approvals and permitting criteria, giving consideration to the policies contained in this OCP.**

It is acknowledged that as a school WIC will be subject to the additional municipal zoning requirements and any additional regulatory approvals and permitting criteria. The proposed development has been reviewed against the policies contained in the RMOW OCP and are outlined herein.

**Objective 3.3.3. Apply clear fair and objective procedures and criteria for consideration of community priorities and opportunities including proposed land uses and developments.**

**Policy 3.3.3.4. Any land use or development proposal that:**

- Does not conform to WUDCA; or
- Proposes to raise the bed unit limit; or
- Does not conform to the Whistler Land Use Map,

**Should not be favourably considered unless it is a strategic opportunity that demonstrates extraordinary benefits to the resort community and will substantially strengthen Whistler's progress towards achieving its vision. Any such proposals shall be subject to significant community engagement to obtain the views of community members and stakeholders, and this shall be in addition to the statutory public hearing process.**

It is recognized that the WIC proposal requires an OCP amendment to the current site land use to allow for educational uses and bed units to accommodate the development. The OCP provides the mechanism





for approval of projects demonstrating significant community benefits. The WIC proposal falls within the Official Community Plan's definition of "extraordinary benefits that will substantially strengthen Whistler's progress towards achieving its vision". It supports sustainable diversification and growth compatible with the tourism economy, while bringing room nights to the main village through the leadership centre and conferences to the conference centre. The proposal also enhances opportunities for both Function Junction and Creekside. Further, WIC represents a major investment in Life Long Learning opportunities and local arts, cultural and recreational infrastructure at no cost the Municipality.

#### 7.1.1.2 CHAPTER 4 - LAND USE AND DEVELOPMENT

### RESIDENTIAL ACCOMMODATION

#### Goal 4.1. House at least 75% of the local workforce within the resort community.

WIC will host local and international students, visiting professionals, staff, and visiting lecturers. Students by their nature are neither permanent residents nor visitors, but fall into a category between these two groups. WIC proposes to develop staff/student housing that will be occupied on a semi-permanent basis. Only current students and staff will be permitted to reside in the rental housing, thereby ensuring that this user group has access to on campus housing.

#### Goal 4.2. Promote a diversity of housing forms, tenures, residential uses and densities to support the resort community's needs.

The WIC development proposal includes housing for staff, students, and visiting staff and lecturers. Residential housing will be provided above the classroom units in the university and the International Student Academies. The housing will take on a number of different forms which may include universally accessible: dormitories, studios, and one/two bedroom apartments. Retreat cabins will also be available for short-term stays for visiting professionals and staff.

#### Policy 4.2.1.1. Encourage residential neighbourhood and building design to meet accessibility and inclusivity standards and best practices.

WIC will be a barrier-free campus to ensure that all students, staff, and visitors can move throughout the campus without restrictions. The buildings, parking areas, and paths of travel throughout the campus will be designed to the specifications outlined in the BC Building Code Building Access Handbook (2007).

#### Goal 4.3. Reduce the environmental and energy impacts of residential neighbourhoods to improve the sustainability of the resort community.

#### Objective 4.3.1. Encourage environmentally friendly and energy-efficient design, construction and renovation standards for both new development and redevelopment of residential areas.

#### Policy 4.3.1.1. Encourage all new buildings and renovations to be built with environmentally sustainable methods, standards and technologies representing best practices.

WIC's buildings will be designed and constructed to LEED® Gold equivalency standards, or higher. Responsible site development is a key consideration of the WIC proposal; this is achieved, in part, through the clustering of development into nodes and the phasing of development to minimize site disruption. WIC may also be partially powered by geothermal power sources, and use innovative methods to treat waste water on-site.

#### Policy 4.3.1.3. Ensure neighbourhoods are well connected to local transit, trails, green space, amenities and services.

WIC would be well connected to local transit service as two existing transit routes provide service near the site. The proposed development concept includes improving the Expo Trail as well as creating a natural trail system throughout the campus to connect the nodes. Staff and students will have access to planned passive recreation spaces clustered around the housing precinct. On-site amenities will be developed to ensure that staff and students can meet their immediate needs, while not detracting from the commercial precincts.

### VISITOR ACCOMMODATION

#### Goal 4.5. Support the provision of visitor accommodation facilities, amenities and services that exceed visitor expectations across a range of service levels.

#### Objective 4.5.1. Support provision of a consistently high-quality visitor experience.

Students and staff at WIC will benefit from the sustainable building and site design resulting in better indoor environments, smarter site design, and durable buildings.

#### Policy 4.5.1.2. Investigate opportunities to facilitate the private sector in providing an enhanced visitor accommodation experience for all visitor accommodation types.

As WIC is a privately owned/operated university it will be able to provide high quality accommodation for the range of anticipated users.

#### Goal 4.7. Support sustainable management and use of materials, energy and water in Whistler's visitor accommodations.





**Objective 4.7.1. Support Whistler's targets for GHG emissions reductions and energy and water conservation.**

WIC endeavours to be a model learning campus, internationally known for its sustainable practices. In addition to geothermal power as a partial or full power source (depending on the availability and dependability) it will also use low-flow toilets, reuse gray water, and have landscaping elements planted with drought resistant local plants.

**Policy 4.7.1.1. Encourage new construction and renovations to meet Whistler's Green Building Policy.**

WIC will be designed and built to the institutional standards outlined in Whistler's Green Building Policy - LEED® Gold, 50% better than Model National Energy Code for Buildings.

**Policy 4.7.1.2. Support provision of adequate services within visitor accommodation developments for waste reduction (recycling and composting) operations and services.**

Recycling receptacles and larger storage areas will be provided in the cafeteria, educational facilities, and residential buildings. WIC will undertake a feasibility study of on-site composting.

**COMMERCIAL AND LIGHT INDUSTRIAL****Goal 4.9. Position and optimize Whistler's commercial, business, service commercial and light industrial centres and nodes.****Objective 4.9.4. Reinforce Function Junction as Whistler's general purpose business district and "Back-of-House" area for the resort community.**

The proximity of WIC to Function Junction and Creekside will create a net benefit for businesses as their customer base will increase due to the students and staff living on campus.

**Objective 4.9.4.6. Investigate the potential for Function Junction to have a greater role as a creative cultural precinct.**

WIC will include an Environmental Research and Development Precinct that will provide a platform for synergistic, collaborative connections between learning and creative projects.

**Objective 4.9.4.7. Protect, rehabilitate, maintain and augment as necessary vegetated buffers to screen outdoor storage areas and to enhance the visual quality along Highway 99.**

The vegetated buffer that once lined the WIC site was disturbed to the extension of the gas line.

The proposed development will re-establish the buffer adjacent to the highway.

**Objective 4.9.6. Support neighbourhood serving commercial development that meets the day to day convenience oriented goods and services needs of neighbourhood residents and do not detract from the core commercial areas.**

**Policy 4.9.6.5. Limit other locations of convenience commercial development to small amounts of space for local convenience-commercial uses, personal service uses, and food and beverage uses that strengthen Whistler's residential neighbourhoods and support the reduction of GHG emissions by reducing automobile trips.**

**Policy 4.9.6.6. Allow for small amounts of space for convenience commercial uses associated with visitor accommodation and recreation developments.**

WIC will provide convenience/support commercial uses for students, staff, and visitors of WIC to meet their immediate needs, while not detracting from the established commercial areas (e.g. Whistler village).

**7.1.1.3 CHAPTER 5 - ECONOMIC VIABILITY****Goal 5.5. Support sustainable diversification and growth within the tourism economy.****Objective 5.5.1 Support the accommodation and commercial sectors through economic diversification within Whistler's four season tourism economy.**

WIC will extend beyond the typical peak tourism period, and be a place of activity year-round. Consequently, staff, students, family, friends, and alumni will visit Whistler throughout the year using local services and accommodation.

**Objective 5.5.1.2. Support diversification opportunities through an enhanced learning sector.**

WIC will support the diversification of the Whistler economy by training local youth in a variety of educational disciplines.

**7.1.1.4 CHAPTER 6 - NATURAL ENVIRONMENT****Goal 6.2. Maintain and prioritize healthy ecosystems, beautiful viewsapes and a close connection between developed and natural areas in the land use process.****Objective 6.2.1. Recognize the physical and visual value of a harmonious, interconnected, built and natural environment.**

The foundation of WIC campus planning is the vision of a university nestled into a forested setting to promote a physical and visual connection between the built and natural environment.

**Policy 6.2.1.2. Seek and apply best management practices to new development, significant redevelopment, and operations / maintenance of existing infrastructure.**

Buildings on the WIC site will be clustered and located close together to minimize the impact on the natural environment.

**Policy 6.2.1.3. When considering changes to the landscape, ensure that new development or significant redevelopment assesses the cumulative environmental effects of the proposal and uses the information to minimize negative environmental impacts.**

**Policy 6.2.1.5. During development or significant redevelopment, the preferred outcome is avoidance of negative environmental impacts, followed by minimization / mitigation, thirdly by restoration and lastly by compensation for impacts.**

While there are sensitive lands located on the WIC site, these lands will be protected in perpetuity and enhanced. Environmental review has preceded master plan development, and is only proposed in areas





that are eligible for development, and do not infringe on sensitive areas or their buffers. Development will not be undertaken in the sensitive areas on the site and a sufficient buffer will be provided. As part of the WIC development proposal the owner/developer proposes to upgrade the Expo Trail, move it away from sensitive areas (where it has been deemed problematic through environmental review).

**Policy 6.2.1.10. Promote a stewardship ethic and awareness of environmental issues through public education.**

All WIC students will be required to take, as part of their core courses, a course on environmental stewardship that will be comprised of field study on the WIC site and traditional classroom instruction.

**Objective 6.2.2. Maintain and enhance native species, habitat and biodiversity.**

**Policy 6.2.2.2. Encourage the use of native plant species for development and significant redevelopment as a means of protecting local biodiversity and minimizing watering requirements, subject to policy 6.2.3.1. and avoidance of wildlife attractants.**

**Policy 6.2.2.5. Apply an ecosystem-based management approach that focuses on maintaining the interconnected components, functions and processes of local ecosystems.**

The campus planning of WIC considers the key elements of ecosystem-based management - connections (between the natural ecosystem and human society), cumulative impacts (land development [hardscaping], infringement on habitat) and interactions between sectors (connectivity of ecosystems) - in locating the land use precincts and buildings.

**Policy 6.2.2.6. Minimize habitat fragmentation during development and significant redevelopment.**

The site planning of WIC has been preceded by environmental analysis to identify potentially developable lands and those that are to be preserved and protected. The proposed buildings are located in areas that have been deemed developable, and are not infringing on environmentally sensitive lands. By clustering the buildings into precincts the proposed development supports the preservation of wildlife habitat on the site. As part of the WIC proposal we will rehabilitate creeks that may have been disrupted resulting in deviations from natural drainage patterns. The development of WIC will be undertaken in accordance with provincial regulations related to watercourses, waterbodies, and wetlands.

**Objective 6.3.2. Promote water conservation to achieve Whistler 2020's water consumption targets.**

Water conservation practices will be a priority in building operations and grounds maintenance at WIC.

**Policy 6.3.2.2. Encourage the use of native landscape plants, xeriscaping and water conservation technologies.**

Native, drought resistant plants will be incorporated in the landscaped areas of the campus.

**Objective 6.3.3. Maintain overland and in-stream water flows during development and significant redevelopment.**

WIC will be developed in an environmentally sensitive manner, as per the LEED® requirements that will minimize site disturbance including overland and in-stream water flows.

**Policy 6.3.3.1. Maintain natural stream channel alignments and riparian areas unless a significant environmental benefit can be gained through alteration.**

**Policy 6.3.3.2. Maintain pre- and post-development groundwater recharge and stream base flow rates.**

As part of the development of WIC, existing creeks and waterways that have been degraded over time, or disturbed from their natural state from upstream development, will be rehabilitated.

## 7.1.1.5 CHAPTER 7 - QUALITY OF LIFE

### EDUCATION AND LEARNING

**Goal 7.5. Ensure that an array of learning opportunities is available for residents and visitors.**

**Objective 7.5.2. Support improved access to post-secondary educational opportunities that enhance the resort community.**

WIC is a learning campus anchored by a university that will provide residents local access to post-secondary education, while playing host to international students. Lifelong learning opportunities will be available to residents to support their access to a wide range of educational opportunities. The learning campus will be privately owned and operated; therefore no risk would be borne by the RMOW or its residents.

**Policy 7.5.2.1. Support learning and post-secondary opportunities that complement the resort community.**

WIC will provide local and First Nations youth with access to post-secondary educational opportunities, while attracting international students. WIC has partnered with two established post-secondary institutions – BCIT and UNBC – and will continue to build partnerships with other post-secondary institutions to deliver programs that are of the highest quality.

**Goal 7.8. Support and enhance the growth and vitality of Whistler's arts, culture and heritage sectors.**

**Objective 7.8.1. Support programs and venues for furthering Whistler's arts, culture and heritage sectors.**

**Policy 7.8.1.1. Support collaborative efforts within the resort community to strengthen Whistler's arts, culture and heritage sector.**

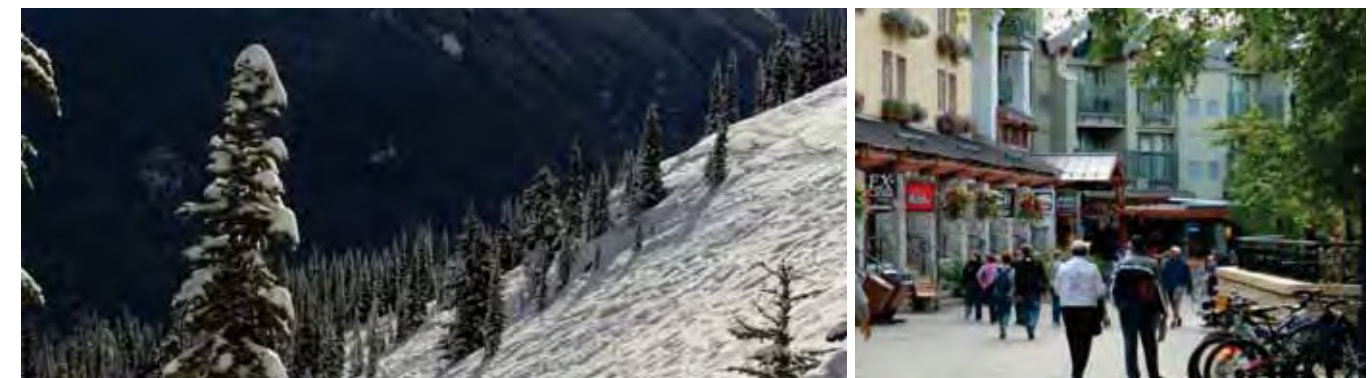
WIC will educate its students about Whistler's rich arts, culture, and heritage sectors. This includes providing instruction on the nearby natural heritage and First Nations cultures.

**Policy 6.8.1.3. Support the use of parks, civic buildings and public spaces for public art, performances, festivals, exhibitions, artists' studios and workshops, where appropriate.**

WIC will provide spaces on campus for local festivals and events that promote and celebrate Whistler's rich arts, culture, and heritage sectors.

**Goal 7.10. Continue to affirm our unique natural setting as the primary foundation for Whistler's recreation and leisure experience.**

**Objective 7.10.2. Preserve large areas of natural environment through a variety of means and in coordination with the Cheakamus Community Forest.**







Approximately 70% (54 acres ±) of the WIC site will be preserved, with the disturbed area on the site encompassing 30% (23 acres±).

#### 7.1.1.6 CHAPTER 8 - CLIMATE ENERGY AND ACTION

##### Goal 8.1. Substantially reduce GHG emissions from stationary sources.

**Objective 8.1.1. Make energy conservation the core strategy and highest priority for achieving our GHG emission reduction goals.**

As WIC will be built to RMOW Green Building Policy standards it will result in less energy consumption therefore resulting in less GHG emissions produced from its buildings. It will reduce GHG emissions through better, more efficient performance of its mechanical systems (HVAC systems), solar orientation, and access to natural lighting resulting in less energy demand.

*Policy 8.1.1.2. Maintain, update and apply the RMOW Green Building Policy to reflect current trends in energy efficiency and local government jurisdiction, and support our community-wide commitment to GHG reduction and energy performance.*

WIC will be built to the RMOW Green Building Policy standards achieving LEED® Gold equivalency or higher.

##### Goal 8.2. Substantially reduce GHG emissions from mobile sources.

**Objective 8.2.1. Treat land use as a primary determinant of transportation-based energy use.**

*Policy 8.2.1.1. Adhere to the Whistler Urban Development Containment Area (WUDCA) as a means of reducing automobile trip distances.*

WIC is located in the WUDCA and therefore will generate shorter trips within the RMOW.

*Policy 8.2.1.5. Consider approval of new development or significant redevelopment only near settled areas that are well served by transit, pedestrian and cycling routes, amenities and services.*

WIC is currently served by two public transit routes (1 Valley Connector and 2 Creekside/Cheakamus) and is located near the Valley Trail. WIC staff and students will also be able to access local amenities at Function Junction via the on-site boardwalk trail. As part of its sustainability mandate WIC will encourage staff and students to use transit and non-motorized transportation as their primary modes of transportation.

*Policy 7.2.1.6. Reduce regional transportation emissions by supporting appropriate opportunities for increasing local food production.*

WIC will support local food production through the creation of a new market in Whistler as it will prepare and serve local food in the culinary school and rectory.

#### 7.1.1.7 CHAPTER 9 – TRANSPORTATION & INFRASTRUCTURE

##### Goal 9.1. Encourage walking, cycling and transit as Whistler's preferred modes of transportation.

**Objective 9.1.1. Create engineering systems and supporting systems that make preferred modes attractive by being affordable, convenient, safe and enjoyable throughout the year, while minimizing environmental impacts.**

*Policy 9.1.1.1. Encourage residents and visitors to shift from personal motor vehicles towards preferred modes of transportation through incentives, disincentives, supportive land use, education and awareness.*

Vehicle ownership and use will be lower on the WIC site than other neighbourhood areas due to the makeup of the population; students typically have lower vehicle ownership rates. The WIC site is well served by transit and connected to non-motorized transportation facilities. Internal circulation within the campus will be primarily by walking and cycling. End of trip cycling facilities - bike racks and lockers - will be provided for staff and students.

##### Goal 9.4 Maintain and enhance Whistler's sewer and stormwater systems and infrastructure in a way that is cost-effective and minimizes or eliminates environmental impacts.

WIC will incorporate appropriate hydrology practices into the operation of on-site sewer and stormwater systems. Further, the feasibility of on-site wastewater treatment will be investigated.

##### GOAL 9.6. Move progressively toward zero solid waste in a cost-effective, efficient and environmentally sound manner.

*Policy 9.6.1.4. Require new development or significant redevelopment to incorporate measures minimizing solid waste, and encourage alternative and evolving methods of waste diversion.*

WIC will include a recycling program, as well as propose measures to reduce waste consumption that have been used effectively at other universities such as UBC's successful reduction in paper consumption.

*Policy 9.6.1.5. Require new development to implement waste reduction programs during demolition, construction and land clearing.*

As part of the LEED® requirements, waste generated during construction will be re-used, recycled, or diverted from the landfill.

##### Goal 9.8. Ensure the safety and protection of humans, property and infrastructure in Whistler from floods.

**Objective 9.8.1. Require development to be adequately protected from flood hazards.**

WIC will adhere to flood measures during the construction and operation of the campus.

#### 7.1.1.8 CHAPTER 10 - DEVELOPMENT PERMIT AREA DESIGNATIONS AND GUIDELINES

The WIC site is located in the "Protection of Wetland and Riparian Ecosystem" Development Permit Area. The WIC site planning and development will be undertaken in accordance with these guidelines.



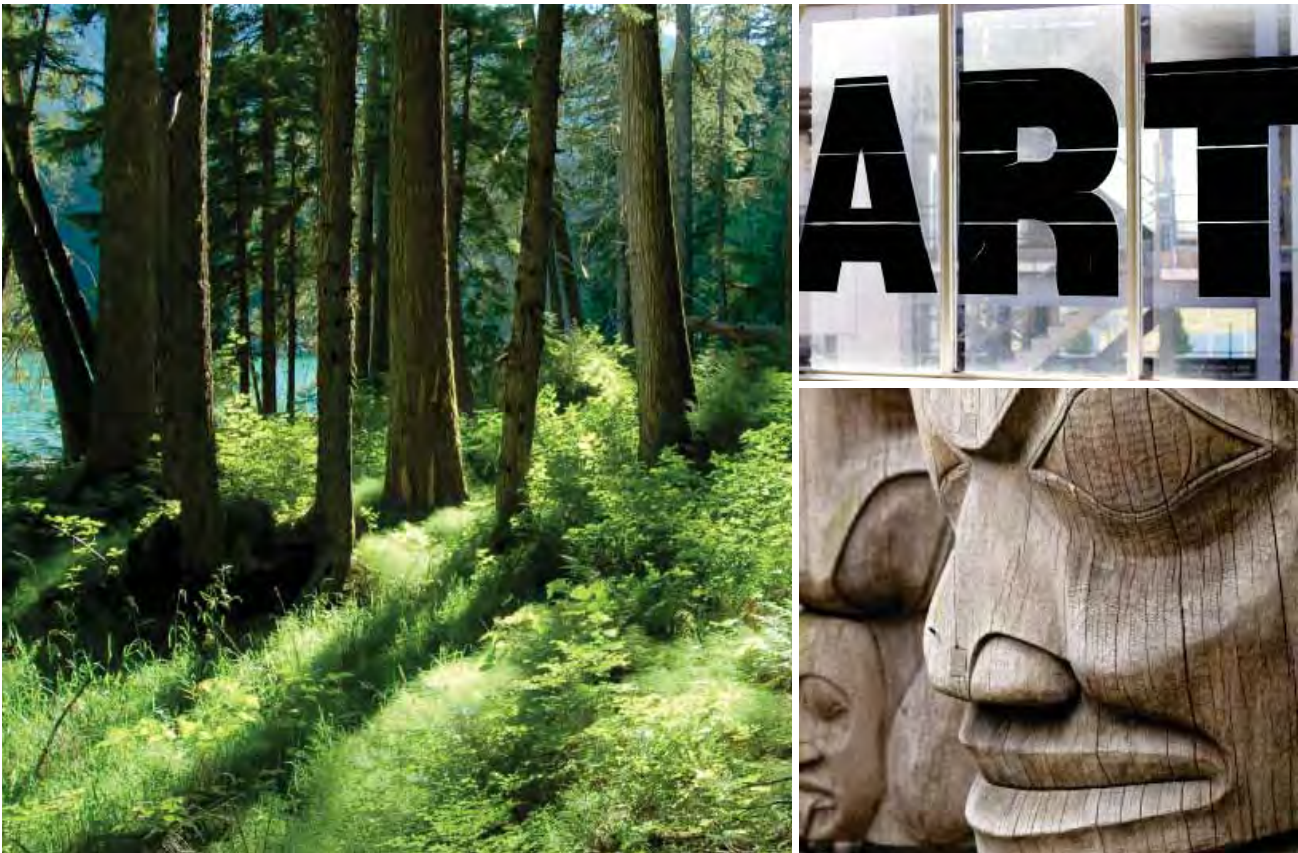




7.1.2 Conclusions

The proposed WIC development assists the RMOW in achieving the goals, objectives, and policies of the Official Community Plan. The WIC proposal is considered good planning as it will:

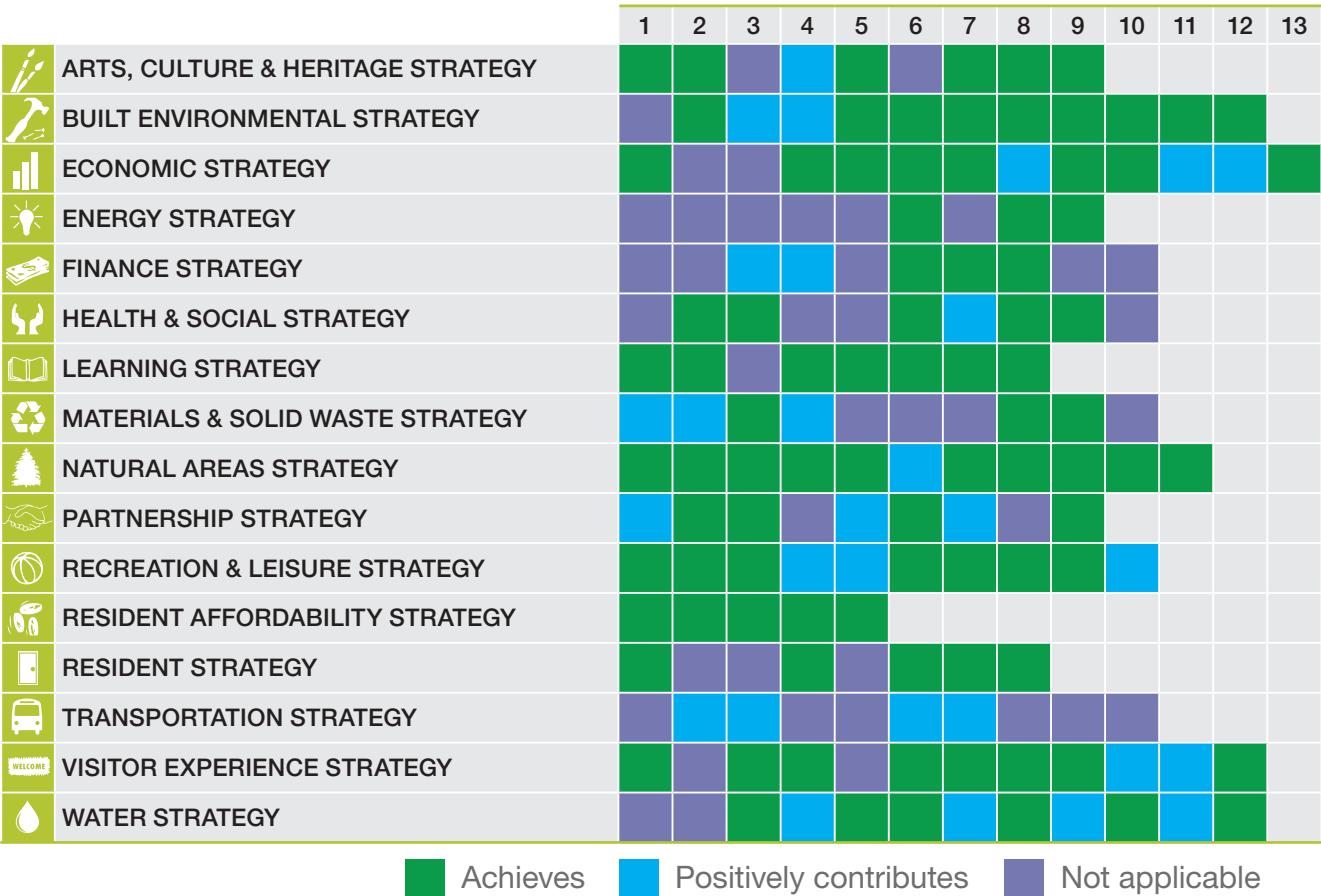
- Provide appropriate housing that is designed to green building and site standards (LEED® Gold equivalent or better);
- Contribute to achieving the RMOW’s education goals; and
- Respect the natural environment, and preserve and enhance sensitive lands located on the sites.
- Reduce GHG emissions generated through buildings, water use, and transportation by exploring options for geothermal power, reducing and reusing water, and encouraging students to use local and readily available public transportation;
- Diversify the local economy by creating a new user group that will contribute to the sustainability of the year-round economy, as well provide newly trained graduates;
- Provide a space for the community celebration of Whistler’s arts, culture, and heritage;
- Support the expansion of local food production through the creation of a new market;
- Encourage students and staff to use transit and non-motorized forms of transportation as their primary modes of transportation;
- Reduce consumption of materials, thereby creating less waste; and
- Responsibly reduce and manage construction generated waste.



7.2 Whistler2020

Whistler2020 is the RMOW’s comprehensive, community-wide, long-term vision and strategic plan. It sets the course for the future of Whistler and guides the future policy development in the community including growth and development. The document is divided into sixteen strategy areas that range from supporting the local economic diversification, green design, environmental preservation and restoration, creating opportunities for lifelong learning, to supporting creativity on the local arts scene. WIC achieves or positively contributes to all sixteen strategy areas. As depicted in Figure 3 WIC achieves or positively contributes to 74% of the strategy area objectives.

FIGURE 5: WHISTLER2020 STRATEGY - WIC COMPLIANCE



A complete appraisal of the Whistler2020 objectives against the proposed WIC development has been conducted and is located in Appendix 1.

7.2.1 Conclusions

WIC positively contributes to Whistler2020 policy areas and objectives and will assist in moving Whistler towards its desired future.





### 7.3 RMOW Zoning Bylaw

The Resort Municipality of Whistler Zoning Bylaw (No. 303, 1983) zones the subject property as RS-E1 (Residential Single Estate One), see Table 2. It is requested that the subject property be rezoned from RS-E1 (Residential Single Estate One) to CD Comprehensive Development Zone in order to permit a university campus and to allow for other variances in the requirements of the Bylaw.

The current zoning provisions apply to the development of Estate Residential Development which permits development of the following to occur:

- a) Auxiliary buildings and auxiliary uses;
- b) Auxiliary residential dwelling unit provided it is serviced by a community sewer system that is located in a sewer specified area serviced by:
  - i. A sewage treatment plant with a design treatment capacity or greater than 500 cubic metres per day or;
  - ii. A sewage holding tank, the installation an operation of which complies in all respects with Public and Private Sewer Usage Regulation Bylaw No. 551, 1987.
- c) Detached dwelling; and
- d) Park and playground.

The proposed development does adhere to the permitted uses, consequently site-specific zoning is sought to permit the development of a university inclusive of its associated buildings, International Student Academies, a leadership centre, an environmental research and development facility, and student and faculty housing. Table 2 lists the other zoning provisions under the existing zoning and the propose development.

TABLE 2: TABLE 1: ZONING PROVISIONS – RS-E1 AND PROPOSED DEVELOPMENT

KEY ZONING PROVISIONS	RS-E1 ZONE	PROPOSED DEVELOPMENT
Minimum permitted parcel area (ha)	40	31.1
Maximum site coverage (%)	35	30
Minimum front setback (m)	7.6	To be negotiated with RMOW
Minimum side yard (m)	6	To be negotiated with RMOW
Minimum rear setback (m)	7.6	To be negotiated with RMOW
Maximum building height (m)	7.6	To be negotiated with RMOW
Maximum permitted gross floor area	465 metres of a floor space	To be negotiated with RMOW
Area/ density (m or ratio)	Area of 0.35 to 465 m max	0.30±, to be negotiated with RMOW
Minimum unit size (m²)	46.5	To be negotiated with RMOW
Parking rate (spaces/unit)	2 /unit <235 m² 3 /unit <325 m² 4 /unit >325 m²	To be negotiated with RMOW
Location of parking	Front yard	Underground and at-grade

Source: IBI Group, 2013

The specific zoning requirements will need to be negotiated with the RMOW as a number of different uses have been proposed for the site that will require the creation of site specific zoning.

#### 7.3.1 Conclusions

The proposed development does not meet the pre-existing zoning requirements of the RS-E1 (Residential Single Estate One) zone and as such, site-specific zoning has been requested to be negotiated with the RMOW to address all of non-standard items. Developing site-specific zoning will accommodate the proposed development while supporting the intent of the Official Community Plan policies and the regulatory policies within the Zoning Bylaw.

## 8.0 Public Consultation

WIC’s Educational Consultant, Dr. Doug Player, has met extensively with members of the Whistler community, provincial government, and numerous attended international agent and student fairs to gauge support and to promote WIC.

### 8.1 Whistler Council, Staff, & Advisory Committees

- Mayor Nancy Wilhelm Morden (prior to election)
- RMOW Councillors (prior to November election)
  - Jack Crompton
  - Jayson Faulkner
  - John Grills
  - Andree Janyk
  - Roger McCarthy
- RMOW CAO: Mike Fury
- Design Advisory Committee Past Chair: Dennis McGuire
- Community Advisory Committee Past Chair: Wally Raepple
- Whistler Health Foundation Chair: Brian Cleaver
- The Whistler Task Force on Learning and Education

### 8.2 First Nations

- Squamish Nation Chief: Gibby Jacobs
- Squamish and Lil’wat Educational Coordinators
- Squamish and Lil’wat Cultural Centre Executive Director: Casey Vanden Heuvel and Manager of Training and Program Development: Sarah Goodwin

### 8.3 Local Educational Associations

- Acetech Executive Director: Kathy Troupe and Past President Shannon Byrne Susko
- Waldorf School: Laura Street, Vicky Bunbury
- School District 46 Superintendent of Schools: Rick Erickson/ Dallas Cristofoli

### 8.4 Local Whistler Associations

- The Hoteliers Association
- The Restaurant Association
- Rotary Club of Whistler







- Rotary Club of Whistler Millennium
- Whistler Legacies Sports Society CEO: Keith Bennett
- Mature Action Committee (MAC): Gord Leidal
- Tourism Whistler Chair: Roger Soane
- Whistler Film Festival: Shauna Hardy Mishaw and Jane Milner
- Chamber of Commerce President: Fiona Famulak
- Realtors: John Ryan, Pat Kelly, Maggie Thornhill
- Peter Alder Enterprises: Peter Alder
- Whistler Question Publisher: Stephanie Matches
- Whistler Blackcomb CEO: Dave Brownlie
- WCCC Executive Members
- Whistler Forum President: William Roberts
- Board of Directors, Whistler Chamber of Commerce
- Various Business Owners: Creekside and Function Junction.

## 8.5 Post-Secondary Institutions

- Capilano College: Kris Bulcroft
- British Columbia Institute of Technology
- University of Northern British Columbia
- Canadian Learning Council CEO: Paul Cappon
- Thompson Rivers University
- Royal Rhodes University
- University of British Columbia
- Fachhochschule Technikum Wien (Austria)
- THNK The Amsterdam School for Creative Leadership

## 8.6 Provincial Government Representatives

- Minister of Jobs, Tourism and Innovation: Pat Bell
- MLA: Joan McIntyre
- Degree Quality and Assessment Board Executive Director (4X)
- Naomi Yamamoto former Minister of Advanced Education  
now Minister of State for Tourism and Small Business

## 8.7 International Representation

Attendance at agent and student fairs during the last three years in:

- Korea
- Japan
- China
- Taiwan
- Germany
- Czech Republic
- Hungary
- Switzerland

## 9.0 Summary

The proposed development by OKA Holdings Inc. of a learning campus, anchored by a university requires a Zoning Bylaw amendment. The Zoning Bylaw amendment will rezone the subject property from RS-E1 (Residential Single Estate One) to CD (Comprehensive Development) with site-specific provisions. The Zoning Bylaw amendment will permit university buildings International Student Academies, leadership centre, leadership retreat cabins, staff/student housing, and an environmental research and development facility.

The rezoning of the subject property supports the goals and objectives of the new RMOW Official Community Plan (Bylaw 1983, 2011 as revised), Whistler2020 Comprehensive Sustainability Plan (2008), the Zoning and Parking Bylaw (1983), and The Whistler Task Force on Learning and Education June 2013 Report. This report submitted in support of the application for the Zoning Bylaw amendment, finds that the amendment as proposed is valid and with foundation for the following reasons:

- The proposed development is generally consistent with the new RMOW Official Community Plan (Bylaw 1983, 2011 as revised), goals and objectives relating to residential development, economic viability, quality of life, climate energy and action, and transportation and infrastructure.
- The proposed development achieves or positively contributes to all sixteen strategy areas in the Whistler 2020 Comprehensive Sustainability Plan (2008) and achieves or positively contributes to 74% of the strategy area objectives.
- The proposed development is in harmony the primary guiding principles, goals and objectives, and the key criteria included in the Framework for Post Secondary Education Initiatives in Whistler as identified in *'The Whistler Task Force on Learning and Education June 2013 Report'*.
- The proposed development will provide significant community benefit, including: opportunities for local and life-long learning opportunities, short and long-term employment, community use of the university facilities, space for visiting artists, a permanent home for the Whistler Sustainability Centre, a world-class sustainably designed and constructed learning campus that residents can be proud of.
- The proposed development is of high-quality architectural design that will be compatible and complementary to the character of the area. The proposed design reflects the RMOW's Green Building Policy for the development of new buildings. The proposed design creates a unique and interesting sense of place by integrating interior and exterior spaces in a manner that preserves and celebrates Whistler's natural heritage.
- The proposed development will incorporate a number of innovative sustainable elements including potential geothermal energy, gray water system reuse, landscaping with drought resistant plantings, fostering a culture of transit users, clustering development in nodes and leaving the majority of the site undisturbed. The proposed development will be built to LEED® Gold equivalency or higher and has the potential to be the first learning campus in Canada built to these standards.
- The proposed development represents good planning, as it is strongly consistent with the RMOW's existing and in-force planning policy and regulatory framework; is of high-quality architectural design; is environmentally sustainable in its design and development format; and provides significant benefits to Whistler residents.







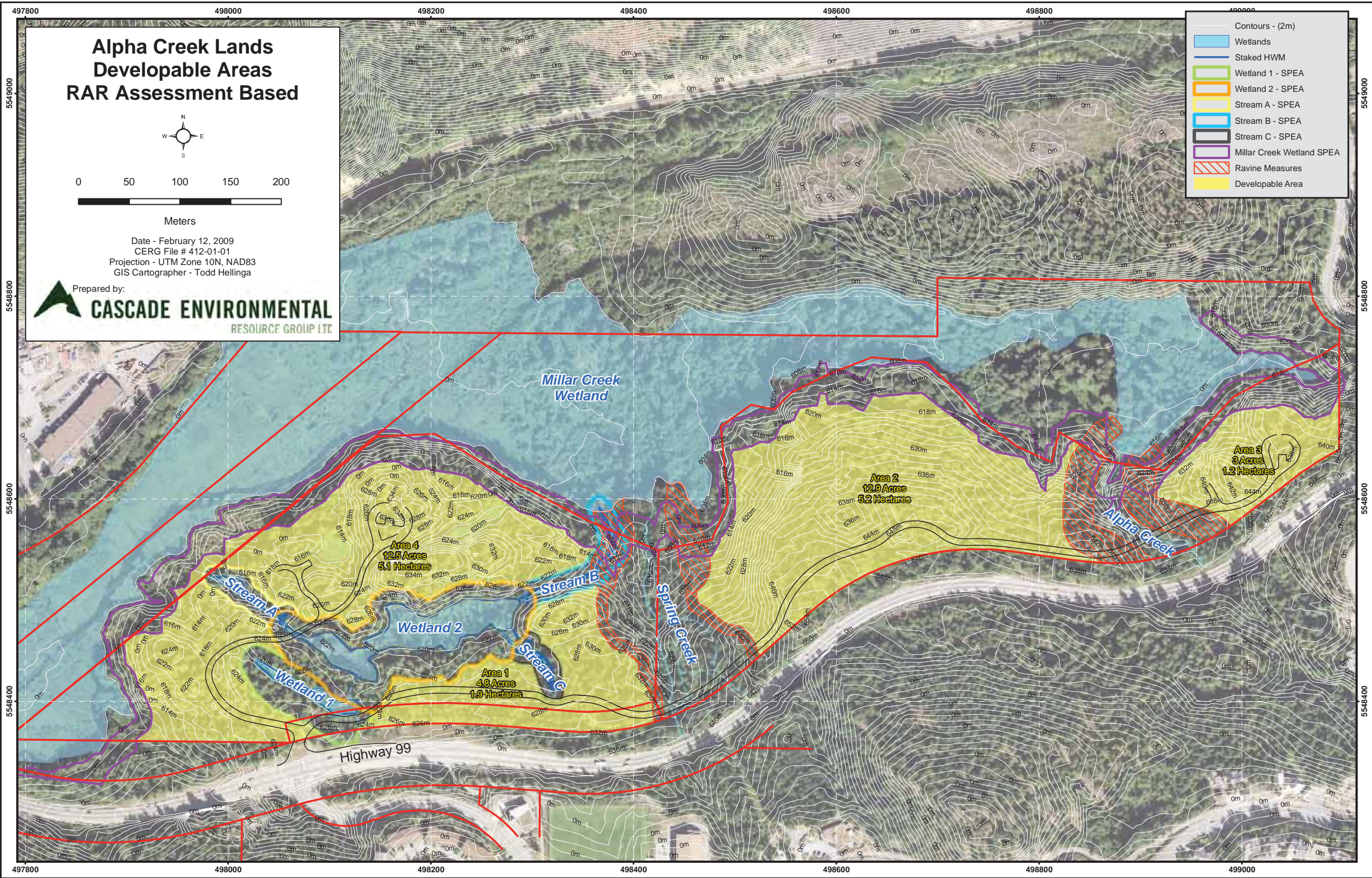
**Whistler**  International  
Campus

# Drawings

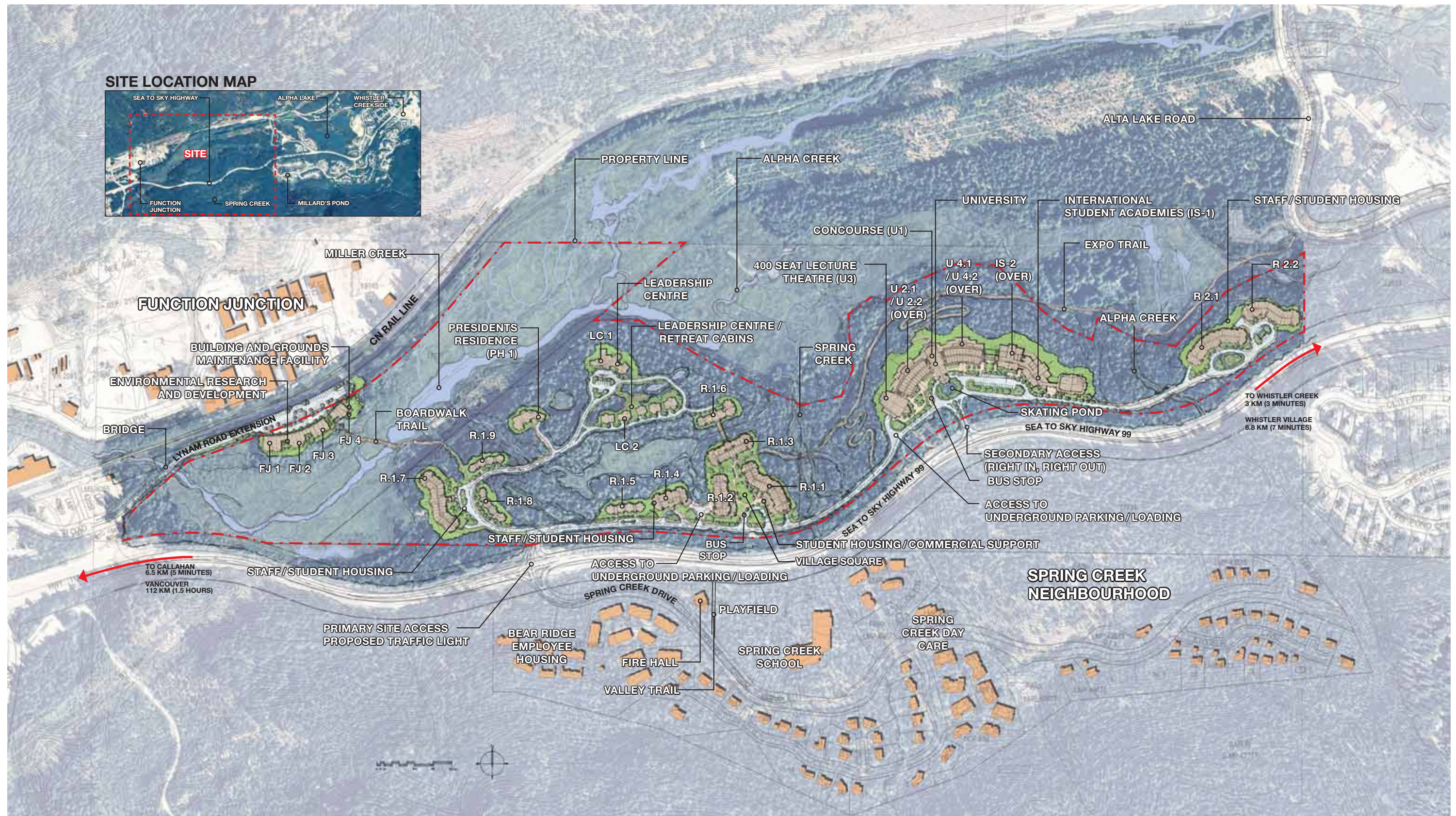
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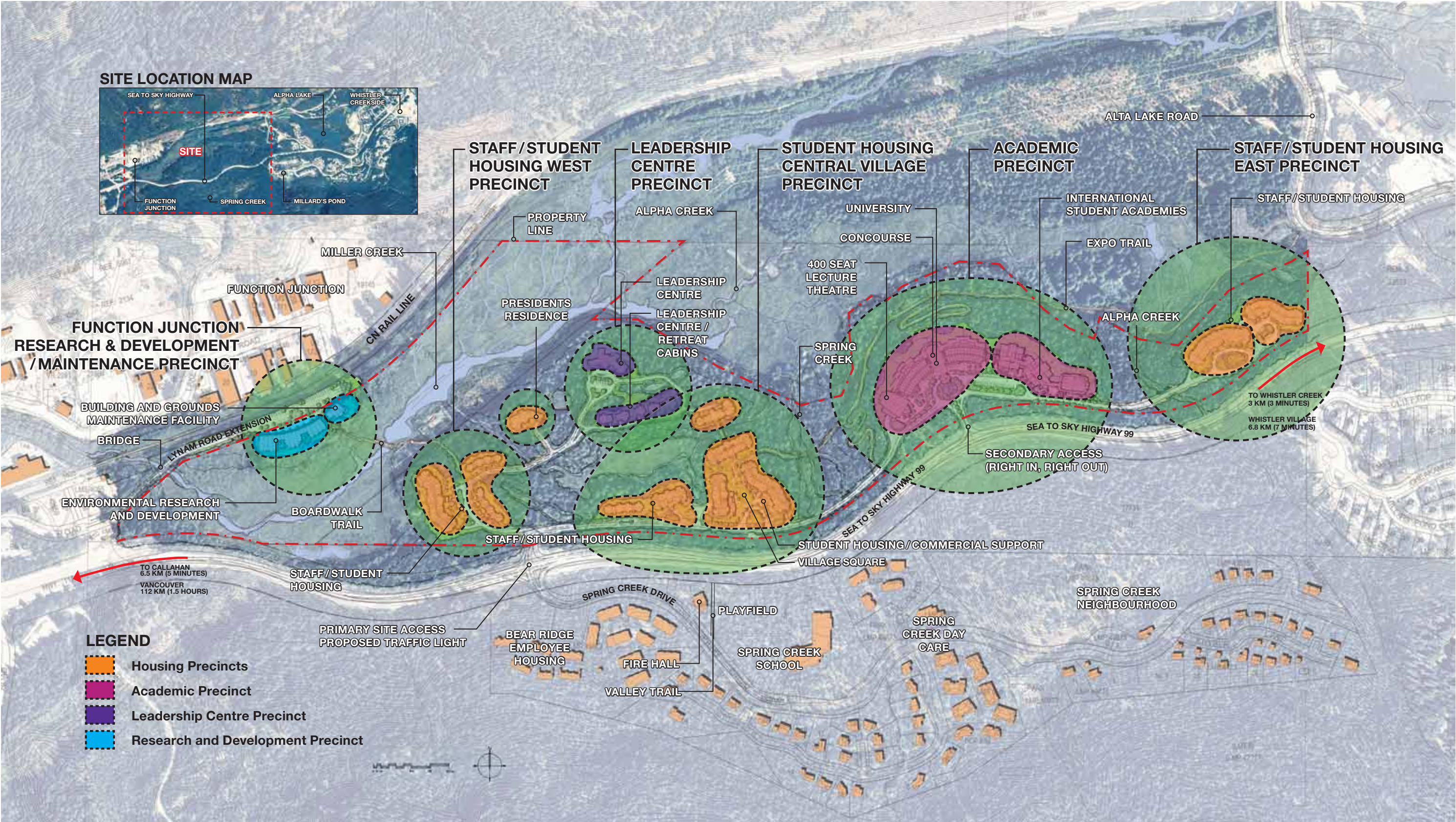






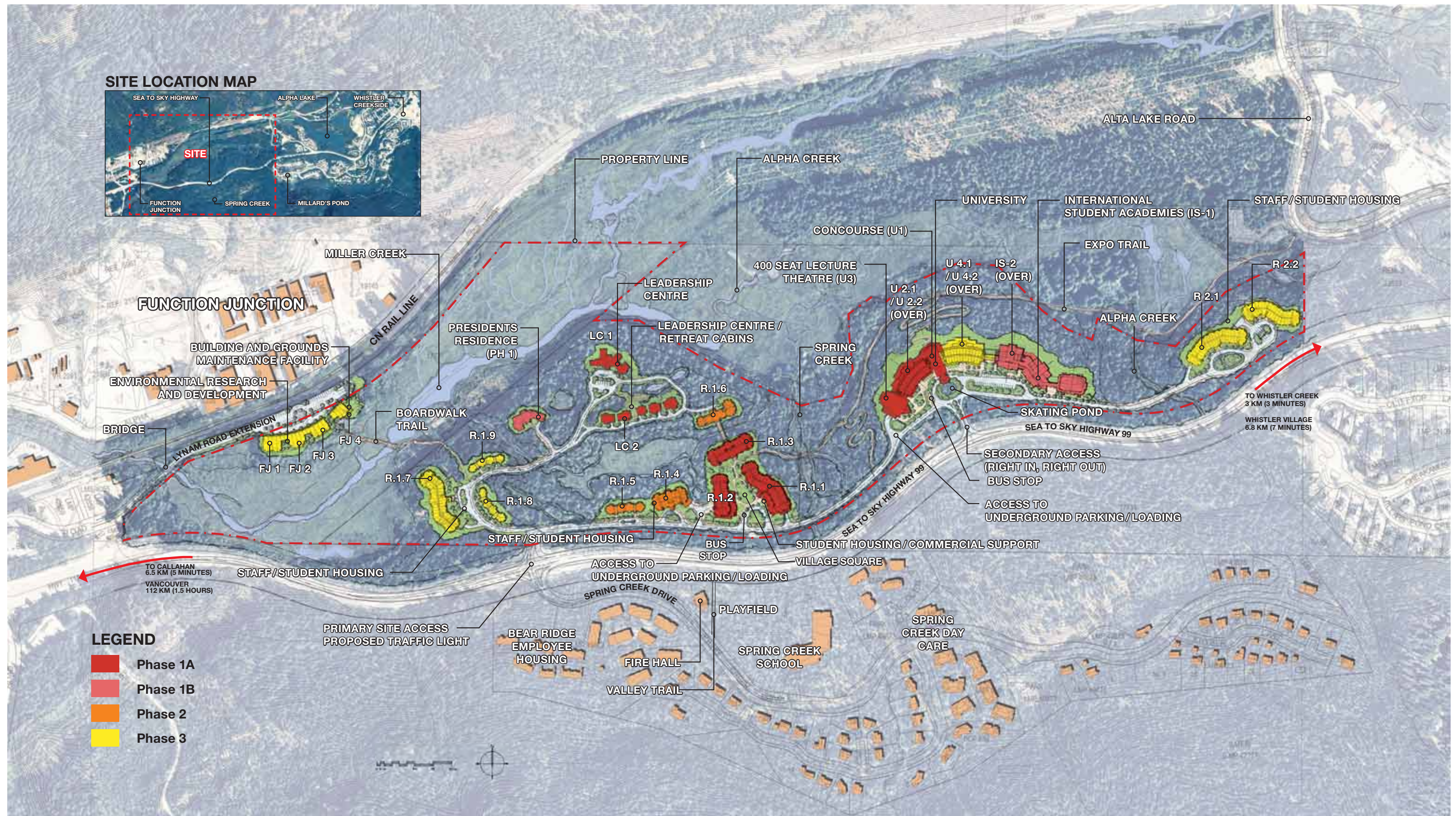




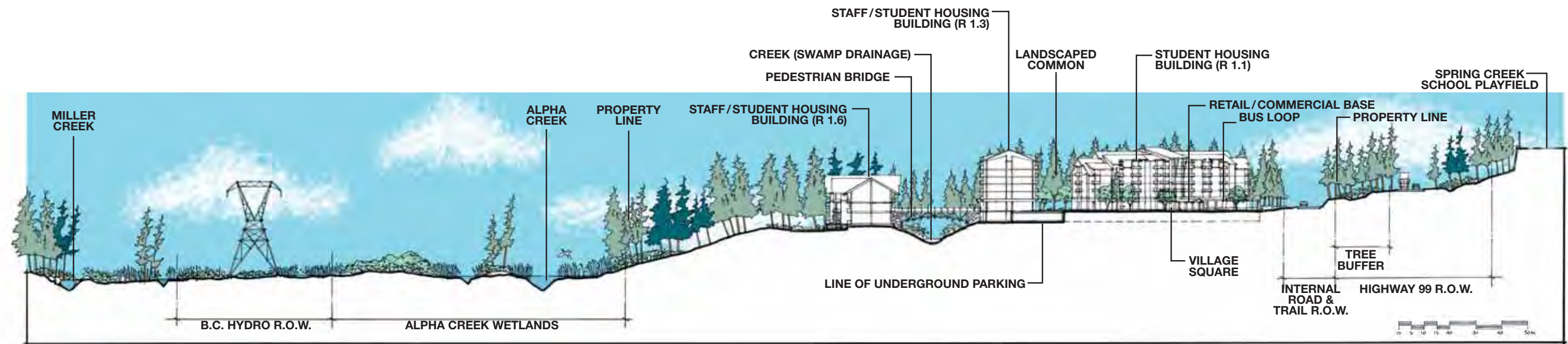


Learning Campus: Zoning / Land Use Precincts





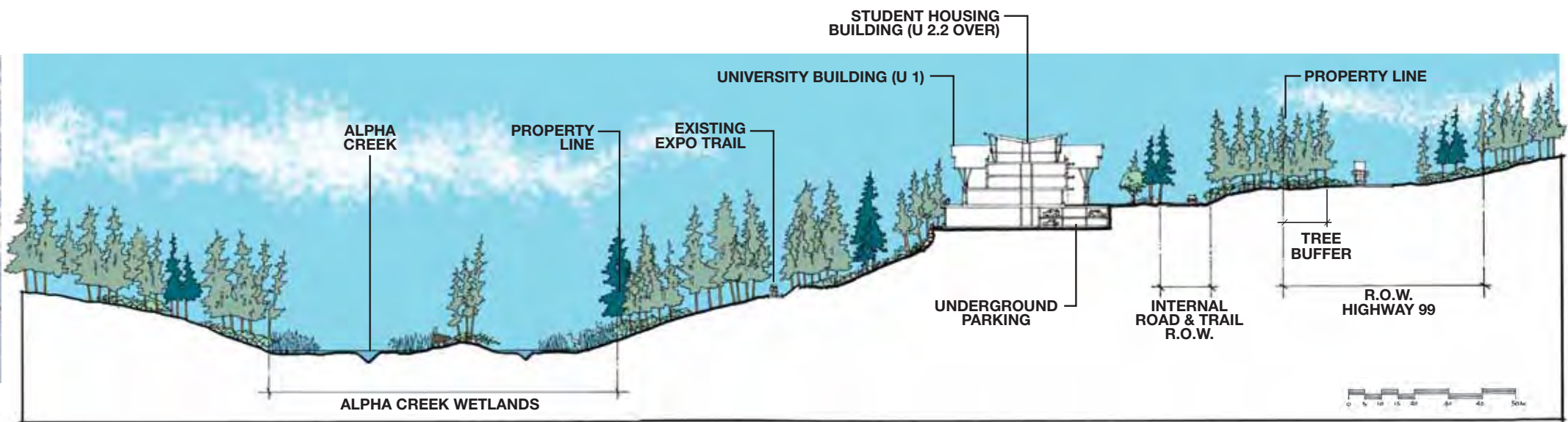




Section A – A: Village Core



Key Map



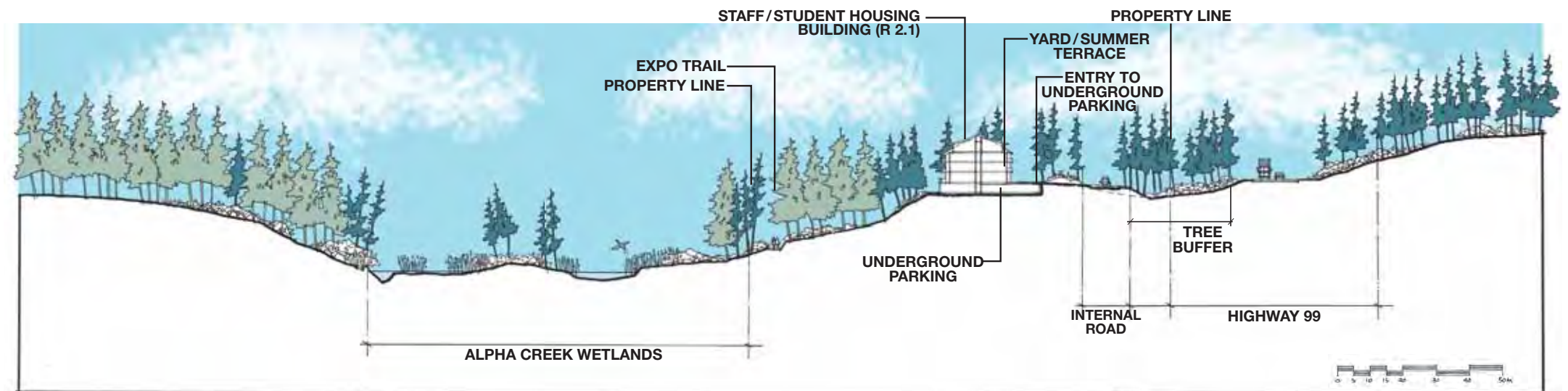
Section B – B: Central Sloping Bench



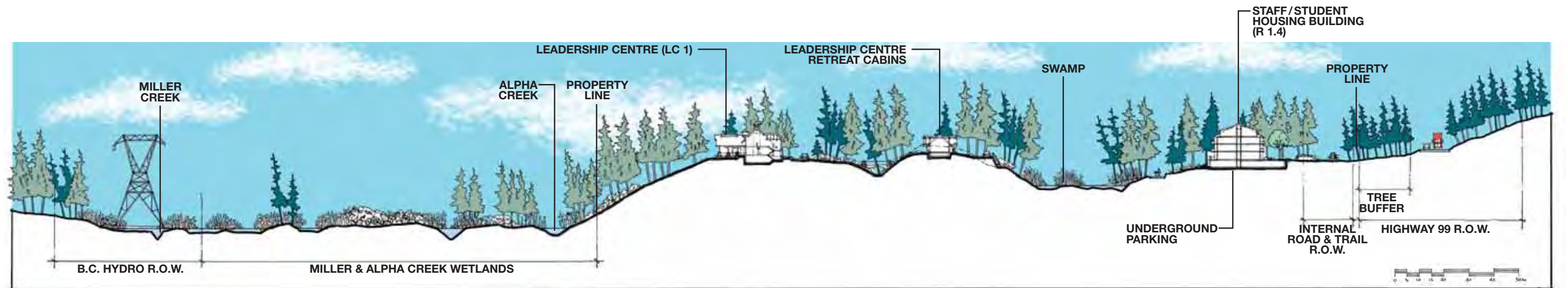




Key Map



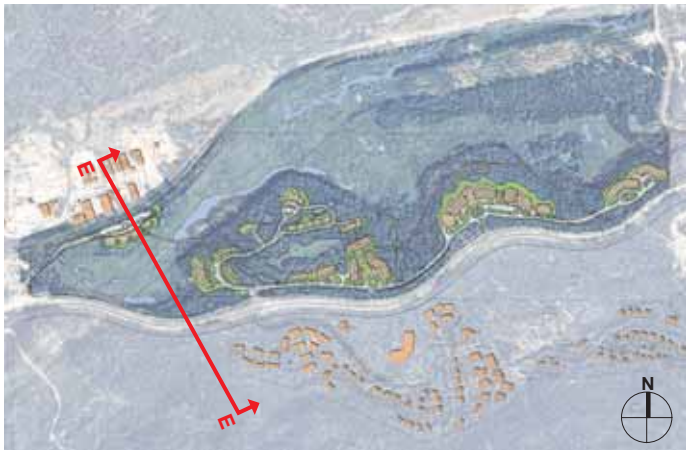
Section C – C: Eastern Knoll



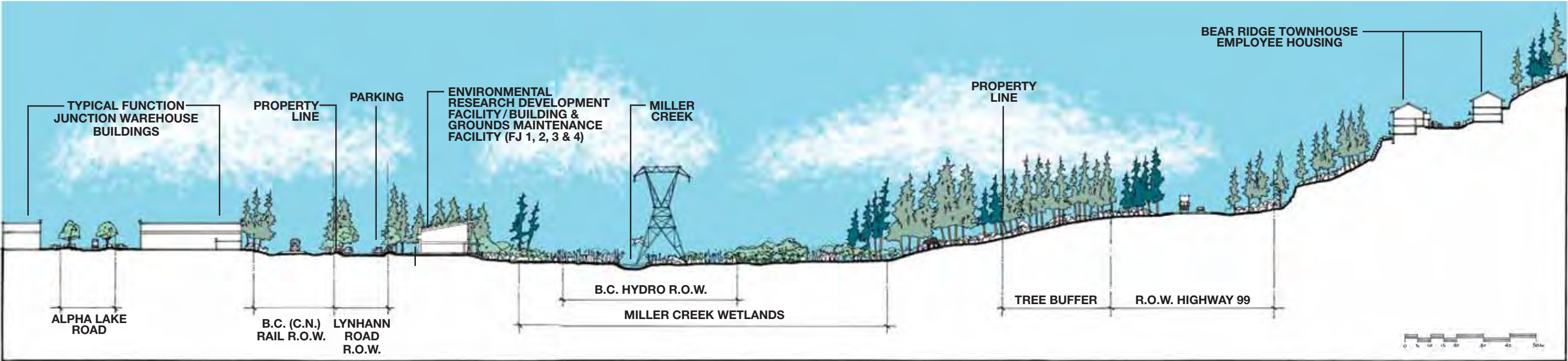
Section D – D: Live/work Core & Flex Zone







Key Map



Section E – E: Function Junction Site











# Learning Campus: Student Housing Village Square









**Learning Campus: Function Junction  
Environmental Research & Development Facility**





WHSITLER INTERNATIONAL CAMPUS  
ALPHA CREEK LANDS  
Whistler BC

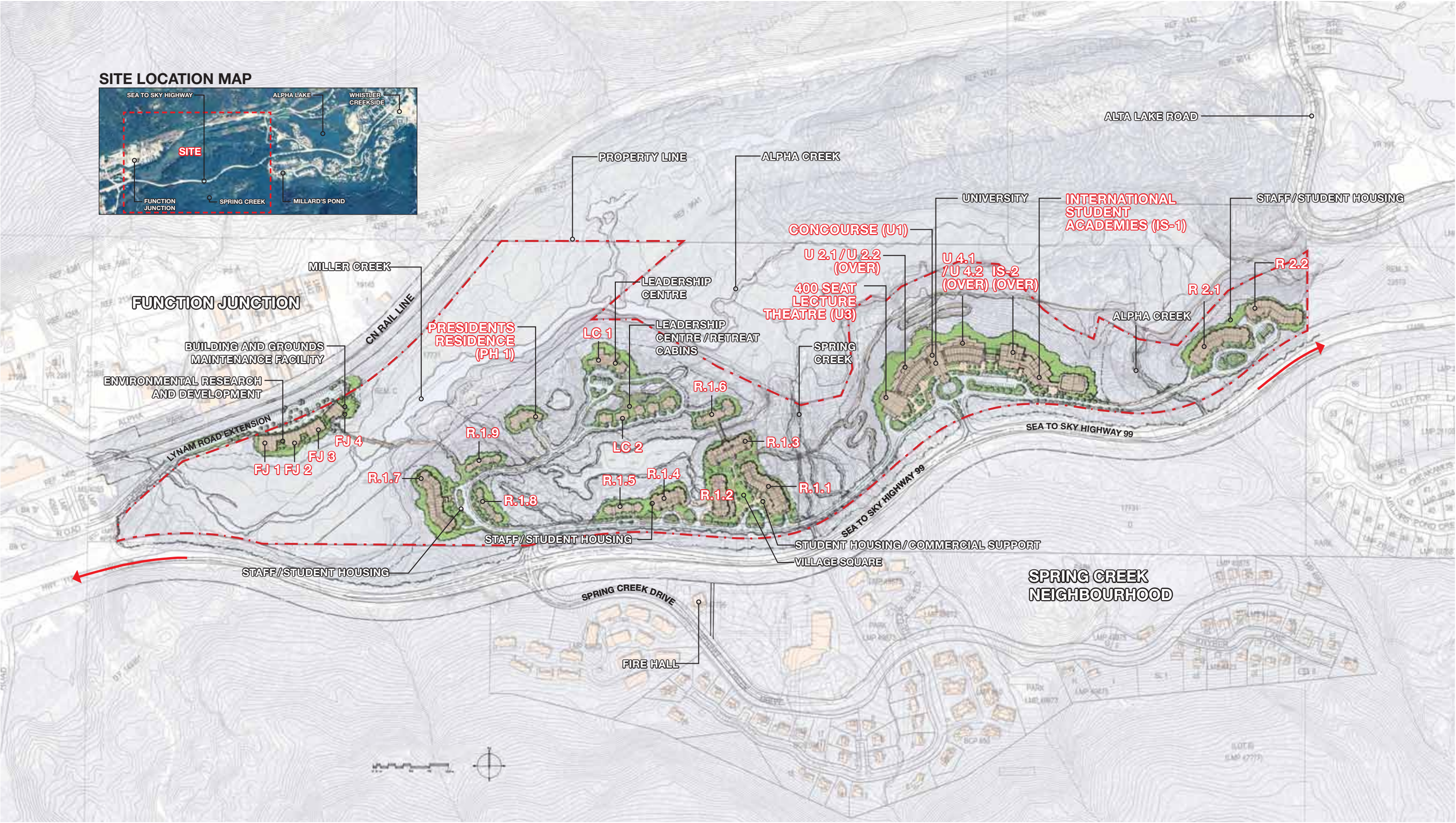
PRELIMINARY REZONING DEVELOPMENT PROGRAM

13-08-20  
VO 1350

LOT LOCATION	BUILDING DESIGNATION	GROSS AREA STUDENT/STAFF RESIDENTIAL (SQFT)	NET RESIDENTIAL @ 85% ON APARTMENTS	ESTIMATED STUDENT/STAFF (BEDS)	LEADERSHIP CENTRE RETREAT CABINS (BEDS)	SENIOR STAFF RESIDENCES (UNITS)	COMMERCIAL (SQFT)	ACADEMIC / SUPPORT AREA (SQFT)	TOTAL GROSS AREA	BUILDING TYPE	BUILDING HEIGHT STOREYS	NOTES
LOT 1	R1.1	95,900	81,515	201			11,700		107,600	STUDENT HOUSING APARTMENTS	6	UNDERGROUND PARKING
	R1.2	67,825	57,651	139			7,500		75,325	STUDENT HOUSING APARTMENTS	6	UNDERGROUND PARKING
	R1.3	85,470	72,650	184					85,470	STUDENT HOUSING APARTMENTS	5.5	UNDERGROUND PARKING
	R1.4	43,000	36,550	87					43,000	STUDENT HOUSING APARTMENTS	4	UNDERGROUND PARKING
	R1.5	16,125	13,706	24					16,125	STUDENT/STAFF HOUSING STACKED WALKUP APARTMENTS	3.0	U/G PARKING INCLUDED IN R1.4
	R1.6	20,670	17,570	40					20,670	STUDENT HOUSING APARTMENTS	3.0	U/G PARKING INCLUDED IN R1.3
	R1.7	121,940	103,649	247					121,940	STAFF/STUDENT HOUSING APARTMENTS	6.5	UNDERGROUND PARKING
	R1.8	16,125	13,706	24					16,125	STAFF HOUSING STACKED WALKUP APARTMENTS	3.0	U/G PARKING (INCLUDED IN R1.7)
	R1.9	16,125	13,706	24					16,125	STAFF HOUSING STACKED WALKUP APARTMENTS	3.0	U/G PARKING (INCLUDED IN R1.7)
	PH-1	7,000	7,000			2			7,000	PRESIDENTS/VICE RESIDENCE HOUSE (DUPLX)	2.0	GARAGE
	LC-1							8,000	8,000	LEADERSHIP CENTRE	2.5	GARAGE/SURFACE
	LC-2	4,575	4,575		9				4,575	LEADERSHIP CENTRE RETREAT CABINS (4X 2BED & 1X1BED)	1.0	CARPORT
SUBTOTAL LOT 1		494,755	422,278	970	9	2	19,200	8,000	521,955			
LOT 2	U-1							6,620	6,620	UNIVERSITY CONCOURSE / ENTRY	3.5	UNDERGROUND PARKING
	U-2.1							47,150	47,150	UNIVERSITY	3.5	UNDERGROUND PARKING
	U-2.2	21,615	18,373	48					21,615	STUDENT HOUSING APARTMENTS OVER UNIVERSITY U-2.1	2.0	UNDERGROUND PARKING
	U-3							11,500	11,500	LECTURE THEATRE (400 SEATS) INCLUDING VIDEO PRODUCTION/EDIT	2.0	UNDERGROUND PARKING
	U-4.1							47,150	47,150	UNIVERSITY	3.5	UNDERGROUND PARKING
	U-4.2	21,615	18,373	48					21,615	STUDENT HOUSING APARTMENTS OVER UNIVERSITY U-4.1	2.0	UNDERGROUND PARKING
	U-5							5,300	5,300	MECHANICAL/ELECTRICAL SERVICE UNDERGROUND	1.0	CENTRAL GEOTHERMAL PLANT AND WASTE WATER TREATMENT
	IS-1							59,150	59,150	INTERNATIONAL STUDENT ACADEMIES	2.5	NONE: INCLUDED IN UNIVERSITY PARKING
	IS-2	28,000	23,800	60					28,000	STUDENT HOUSING APARTMENTS OVER INTERNATIONAL SCHOOL IS-1	2	NONE: INCLUDED IN UNIVERSITY PARKING
	R2.1	83,670	71,120	176					83,670	STAFF APARTMENTS/STUDENT HOUSING	4.5	UNDERGROUND PARKING
	R2.2	73,320	54,990	152					73,320	STAFF APARTMENTS/STUDENT HOUSING	4.5	UNDERGROUND PARKING
SUBTOTAL LOT 2		228,220	186,655	484	0	0	0	176,870	405,090			
LOT C FUNCTION JUNCTION SITE	FJ1						10,054		10,054	ENVIRONMENTAL RESEARCH AND DEVELOPMENT	2	SURFACE PARKING
	FJ2						9,957		9,957	ENVIRONMENTAL RESEARCH AND DEVELOPMENT	2	SURFACE PARKING
	FJ3						9,268		9,268	ENVIRONMENTAL RESEARCH AND DEVELOPMENT / ART STUDIOS	2	SURFACE PARKING
	FJ4							6,620	6,620	BUILDING & GROUNDS MAINTENANCE FACILITY	2	SURFACE PARKING
SUBTOTAL FUNCTION JUNCTION SITE		0	0	0	0	0	29,279	6,620	35,899			
SUBTOTAL WIC CAMPUS		722,975	608,933	1,454	9	2	48,479	191,490	962,944			
FUTURE ACADEMIC EXPANSION ALLOWANCE								43,350	43,350	LONG TERM FUTURE POTENTIAL EXPANSION OF ACADEMIC FACILITIES (BUILDINGS U2.1, U4.1 & IS-1) ONLY		
TOTAL WIC CAMPUS		722,975	608,933	1,454	9	2	48,479	234,840	1,006,294			
NOTES:		1	Areas of non-revenue generating spaces, such as parking, access to parking, storage, mechanical and student/staff recreational/social spaces below grade level have not been included in the above development program.									
		2	It is proposed that non-revenue generating area (mechanical, parking access/exit, storage, and staff/student recreational/social space) located below the entry grade level of a residential building, and reasonably contained within the foot print of the building above, whether or not it is provided with daylight, be excluded from density control									







# Learning Campus: Building Number Key Plan

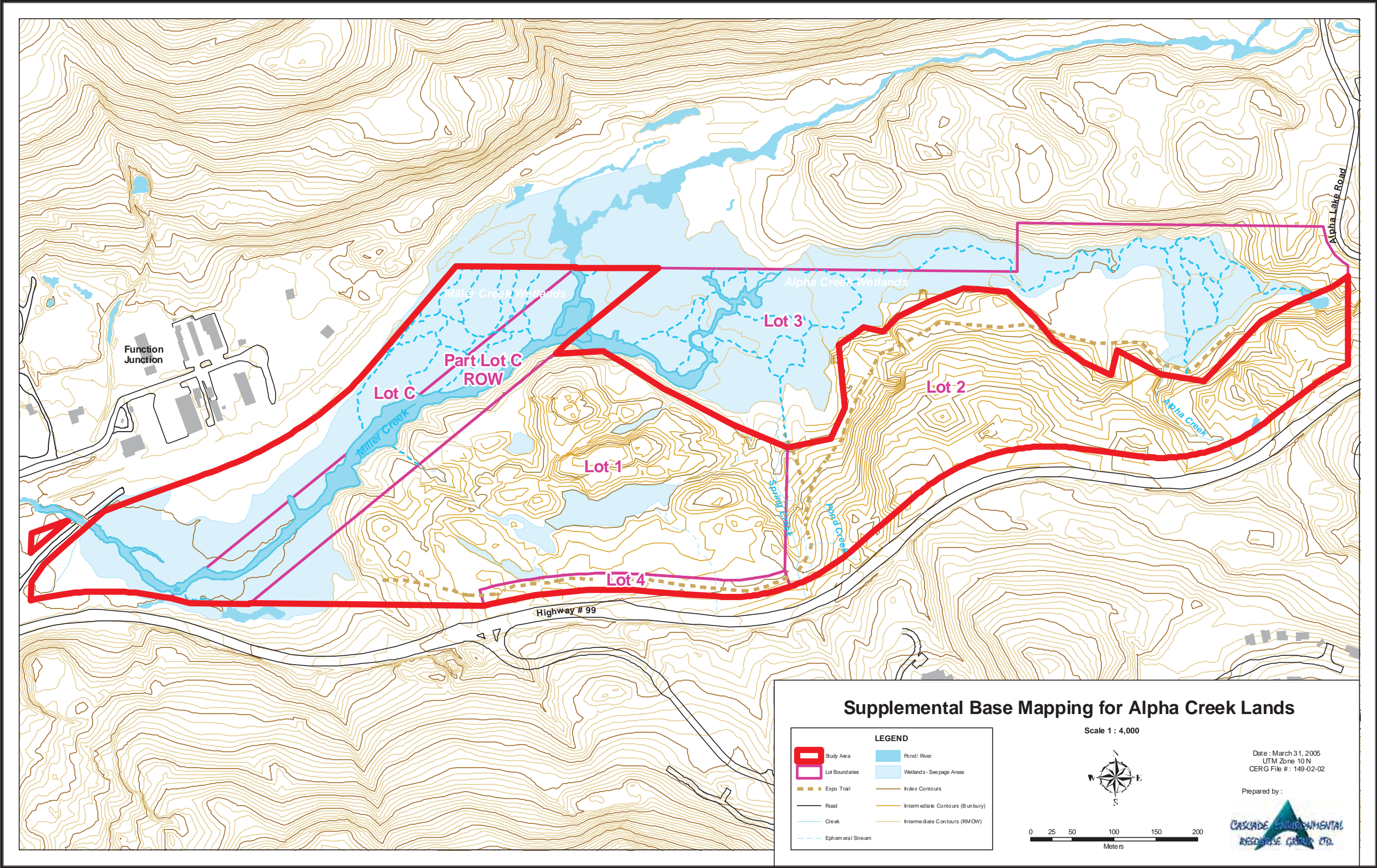




Sources – RMOW and Bunbury Associates







Learning Campus: Base Mapping for Alpha Creek





**Please note:** Images shown are not produced by IBI/HB Architects and are used to indicate character, quality and scale only.







**Please note:** Images shown are not produced by IBI/HB Architects and are used to indicate character, quality and scale only.



Learning Campus: Precedent Images: Exteriors





**Please note:** Images shown are not produced by IBI/HB Architects and are used to indicate character, quality and scale only.







**Whistler**  International  
Campus

# Appendices

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# Appendix 1: Whistler2020 Strategy

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Whistler2020 Strategy: WIC’s Response

ARTS, CULTURE & HERITAGE	
DESCRIPTIONS OF SUCCESS	TO CONTRIBUTE TO THIS SUCCESS, WIC:
The Community is passionate about arts, culture and heritage, which have become a part of Whistler’s spirit and community life, and is alive with creative energy and aesthetic appreciation.	Will host public lectures, debates and concert series.  Will provide and opportunities for highlighting Whistler’s arts and culture and heritage in its programs and public spaces.
A range of authentic and creative arts, cultural and heritage opportunities are meaningful, accessible and financially affordable to residents and visitors.	Will provide cultural activities accessible and affordable to residents and visitors. Will attract international thinkers and artists to create and teach.
Arts, cultural and heritage opportunities attract visitors and contribute to the experience and local economy.	Will contribute to the experience of Whistler, draw visitors, and these visitors will contribute to the local economy.
Whistler is renowned for world-class arts, cultural and heritage opportunities and has become a magnet for international artists who come here to perform, create, teach and be inspired.	Will be a venue for arts and cultural activities and provided a draw for international thinkers and artist to create and teach. The international marketing of WIC will ensure a worldwide reputation.
There is a physical and organizational focal point for the diversity of arts, cultural and heritage activities that spread throughout the community.	Will foster partnerships with other arts, cultural and heritage organizations to provide community wide programs.
Ecologically harmful substances and practices are replaced with more sustainable alternatives	Will provide students with a foundation in environmental stewardship and sustainability.

BUILT ENVIRONMENT	
DESCRIPTIONS OF SUCCESS	TO CONTRIBUTE TO THIS SUCCESS, WIC:
Limits to growth are understood and respected.	Is located within the Growth Management Boundary Area, located near municipal services, transit and employment opportunities for students.  Is located on land deemed developable.
The built environment is attractive and vibrant, reflecting the resort community’s character, protecting viewscales and evoking a dynamic sense of place.	Will use site sensitive, sustainable architecture.
Community spaces encourage personal interaction and shared activities.	Will be a place of inspiration where students and the community at large can come together to share ideas and activities.  Will provide an important learning commons area within Whistler.

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Whistler2020 Strategy: WIC’s Response

BUILT ENVIRONMENT CONTINUED	
DESCRIPTIONS OF SUCCESS	TO CONTRIBUTE TO THIS SUCCESS, WIC:
Residents live, work and play in relatively compact, mixed-use neighborhoods that reflect Whistler’s character and are close to appropriate green space, transit, trails, amenities and services.	Will include student and staff housing that is of a compact nature and will provide access to the existing trails, green space, and nearby transit connections as well as amenities and services.
Building design, construction and operation is characterized by efficiency, durability and flexibility for changing and long-term uses.	Will be designed, constructed, and operated through best practices for sustainable buildings.
The built environment is safe and accessible for people of all abilities, anticipating and accommodating wellbeing needs and satisfying visitor expectations.	Will be designed, constructed, and operated through best practices for sustainable buildings.  Will be universally accessible and the entire public will have access to the grounds and trails.
The new and renovated built environment has transitioned towards sustainable management of energy and materials.	Will act as a steward of the natural environment through the careful management of energy and materials consumption.
Residents live, work and play in relatively compact, mixed-use neighborhoods that reflect Whistler’s character and are close to appropriate green space	Will compliment the closest neigh-bourhood of Chekamus Crossing and provide residents access to campus facilities.  Will be a walking campus with access to transit, the Expo Trail, Valley Trail and campus greenspaces.
Landscaped areas consist of native plant species that eliminate the need for watering and chemical use.	Will integrated with the natural environment through xeriscape landscaping, drought tolerant species, and irrigation from recycled/storm water systems
Whistler’s green building sector contributes to the local economy.	Will provide local employment and experience in more complex building type for green building industry.  Will be designed and built to LEED® Gold or better equivalency for new construction.
Whistler is globally recognized as a centre of excellence in sustainable community development.	Will be a showcase of sustainable development, facility operations, and education delivery.  Will provide a permanent home to the Whistler Centre for sustainability.







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Whistler2020 Strategy: WIC's Response

ECONOMIC	
DESCRIPTIONS OF SUCCESS	TO CONTRIBUTE TO THIS SUCCESS, WIC:
Whistler has a diversified and year-round tourism economy.	Will attract local, national and international students year round that will support Whistler's economy.  Will attract visiting family and friends of international students who make use of existing accommodations, goods and services.
Whistler proactively seizes economic opportunities that are compatible with tourism, and effectively adapts to changing external conditions.	Will create another user group in Whistler for the consumption of local goods and services.
Whistler holds competitive advantage in the destination resort marketplace as a result of its vibrancy and unique character, products and services.	Will support Whistler to continue as one of the premier winter sports destinations through educational tourism.
Products and services that offer high net value to users drive Whistler's economic activities.	Will provide programs that support Whistler's local economy (e.g. tourism, hotel management, etc.).
Locally owned and operated businesses thrive and are encouraged as an essential component of a healthy business mix.	Will invite local businesses to provide the on campus convenience commercial.
Physical and social infrastructure attract and support work and investment.	Will be a significant economic investment in Whistler and will contribute to the physical and social infrastructure.
Whistler's core accommodation base and long-term investments made in the community are protected.	Will attract professionals to the MBA program and parents / friends of students who will make use of the existing accommodation and services in Whistler.
Whistler is an integral part of the region's economy and works collaboratively with stakeholders.	Will be an accredited university that will strengthen Whistler's reputation for excellence.

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Whistler2020 Strategy: WIC's Response

ENERGY	
DESCRIPTIONS OF SUCCESS	TO CONTRIBUTE TO THIS SUCCESS, WIC:
The energy system is continuously moving towards a state whereby a build up of emissions and waste into air, land, and water is eliminated.	Will be built to LEED® Gold equivalency or better thereby reducing green house gas emissions as well as incorporating water saving and gray water reuse strategies.
Whistler's energy system is transitioning to renewable energy sources.	May incorporate geothermal energy, other technologies such as use of solar power will also be considered as appropriate.  Will be a centre for sustainable education and a showcase and resource centre for sustainable practices.
Residents, businesses and visitors understand energy uses.	Will educate students, visitors and the community in energy awareness.
Whistler's actions will positively influence other communities' and stakeholders' movement toward sustainability.	Will be a showcase of sustainable university development in the resort context and with an international market, positively contributing to Whistler's influence on other communities and stakeholders.

FINANCE	
DESCRIPTIONS OF SUCCESS	TO CONTRIBUTE TO THIS SUCCESS, WIC:
Whistler has a health economy that generates revenue to contribute to the resort's funding base.	Will bring new visitors (students, parents and friends) to the community, who will recreate and spend money in the community.  Will help drive higher occupancy rates, increased length of stay, increased rooms sold, and which results in increased Municipal revenue from hotel and other commercial taxes.  Will contribute to financial sustainability of the Municipality through increased property taxes and local employment.
Financial principles, practices, and tools employed by both the public and private sectors encourage behavior that moves Whistler toward success and sustainability	Will offer MBA courses and degrees in tourism will provide the local community with the tools to succeed and move toward economic sustainability. Will be a model for sustainable resort educational business practices.
Senior levels of government recognize the value of the resort community and support its success.	Has gained the support of the highest level of government in the Province.





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Whistler2020 Strategy: WIC’s Response

HEALTH & SOCIAL	
DESCRIPTIONS OF SUCCESS	TO CONTRIBUTE TO THIS SUCCESS, WIC:
Community members and visitors learn about and enjoy experiences with other cultures and generations through activities and events.	Will be a place for community interaction, co-learning, and sharing for people from around the world.
Community members understand and respect diverse views and are encouraged to do so through a variety of initiatives.	Will be a forum for discussion and encourages a diversity of opinions and forms of expression.
Community members eat healthy food, exercise and engage in leisure and other stress relieving activities that assist in preventing illness and they avoid the abusive use of substances that evidence indicates have negative effects on physical and mental health.	Will provide students access to numerous opportunities for passive and active recreation to promote well-being.  Will provide local, healthy food through the culinary arts program and dining hall.
Whistler is accessible and inclusive for community members and visitors with disabilities.	Will be universally accessible and inclusive to students, visitors, and the public.
Whistler organizations and stakeholders work together to meet the health and social needs of community members and visitors.	Will foster healthy lifelong habits in students that promote the formation of upstream health benefits.

LEARNING	
DESCRIPTIONS OF SUCCESS	TO CONTRIBUTE TO THIS SUCCESS, WIC:
Diverse, affordable and accessible lifelong learning opportunities exist to meet the community’s needs.	Will provide opportunities for lifelong learning to residents through local programs.
A learning culture is nurtured and promoted locally and regionally through diverse formal and informal opportunities and leverages Whistler’s international stature.	Will promote lifelong educational opportunities for the community and the region. With international marketing and as a showcase of sustainability WIC will contribute to Whistler’s international stature.
A high quality kindergarten through post-secondary education system offers a diversity of programs that meet the needs and expectations of the community.	Will provide programs that suit the needs of the community and region, providing resort industry training and in the community cooperative work programs.  Will offer programs to meet the needs of local First Nations.
Residents and visitors have many opportunities to actively learn about the resort community, the natural environment and First Nations culture.	Will provide programs to meet the needs of local First Nations through learning opportunities while being able to stay on or near their territorial homelands. Will provide programs in environmental sustainability and stewardship. By providing training for jobs in the community WIC promotes awareness of the resort community, its issues, needs and opportunities.

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Whistler2020 Strategy: WIC’s Response

LEARNING CONTINUED	
DESCRIPTIONS OF SUCCESS	TO CONTRIBUTE TO THIS SUCCESS, WIC:
Opportunities exist within developed and recreational areas for people to learn about the natural environment.	Will highlight the importance of the natural environment through its programs, as well as website.  Will use its site as an educational laboratory to promote environmental awareness and stewardship.
Learning opportunities contribute to the local economy and attract visitors to the resort community for learning vacations.	Will attract students from Whistler, BC, Canada and other countries for long term study, professional study (i.e. a weekend a month for two years), and may offer exchange programs as well.  Will create a new market in Whistler, educational tourism.
Learning opportunities foster collaboration, trust and community engagement and build the community’s capacity for achieving Whistler’s vision of success and sustainability for future generations.	Will engage students in the study of Whistler will produce a number of creative opportunities to achieve Whistler’s vision of success.  Will foster partnerships with other local organizations to promote lifelong learning, arts, cultural and heritage programs and opportunities

MATERIALS AND SOLID WASTE	
DESCRIPTIONS OF SUCCESS	TO CONTRIBUTE TO THIS SUCCESS, WIC:
Whistler is using durable materials that are less environmentally harmful, preferring recycled, natural and sustainably harvested materials, and plentiful metals	Proposes to use durable, recycled and locally sourced, natural, rapidly renewable and sustainably harvested materials to create a healthy indoor and outdoor environment.
Local businesses, residents and visitors are knowledgeable about material flows, and demonstrate a strong ethic of responsibility and stewardship toward resources and materials	Will provide a core class for all students that will studies sustainability and the interaction with local natural environment and environmental stewardship.  Will be built and operated to high environmental standards appropriate to a showcase of sustainable development and operations.
Substances and chemicals that are harmful to human health are being eliminated, replaced, or managed in a way that they do not disperse in nature.	Will use low/no VOC products, and other interior/exterior natural materials and finishes will be specified to reduce off gassing and promote a healthy indoor environment.  Landscape maintenance standards will be adopted to eliminate pesticides and harmful fertilizers.







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Whistler2020 Strategy: WIC's Response

NATURAL AREAS	
DESCRIPTIONS OF SUCCESS THAT RESOLUTION MOVES TOWARD	TO CONTRIBUTE TO THIS SUCCESS, WIC:
An ecologically functioning and viable network of critical natural areas is protected and, where possible restored.	Will not develop any lands that are environmentally sensitive.  Will restore creeks from the negative effects of the Highway and uphill development.
Use of critical natural areas is avoided and use of surrounding areas is limited to ensure ecosystem integrity.	Will act as the steward to the sensitive wetland area (Millar Creek wetlands) located on the site. Of the 22.25 ha (77 ac) in ownership only 8.9 ha (22 ac) are proposed for development of WIC with buffers to sensitive areas. The remainder of site will be protected in perpetuity.
Indigenous biodiversity is maintained.	Provide instruction as part of the core environmental course about the importance of protecting the biodiversity present on the site.  By clustering the development into four precincts, the majority of the site will be left undeveloped (70.5%± of the total site area).
The protected natural areas of the Corridor include a full spectrum of locally representative ecosystems.	Will become a natural lab for students and an education area for locals and tourists of the locally representative ecosystem.
A policy of no net habitat loss is followed, and no further loss is preferred.	Has undergone multiple environmental reviews that have identified sensitive lands that contribute to Whistler's overall natural habitat. These lands will be protected in perpetuity and enhanced.
Indigenous biodiversity is maintained	Will protect environmentally sensitive areas of the site. Building development will apply high standards of environmental sensitivity will respect the site character and make up.  Will be appropriate to the site utilizing local indigenous species to ensure that biodiversity will be maintained and enhanced.
Developed and recreational areas are designed and managed to protect as much of the natural environment within and around them as possible	Is located to minimize impact on and preserve natural tree buffers and all sensitive wetlands and creek ecosystems. WIC as the steward of the subject site will ensure that the site is managed and protected.
Corridor partners adopt Natural Areas Strategies consistent with the intent of this document.	Will be consistent with the Natural Areas Strategies.
Natural systems guide management approaches.	Will provide a core class for all students that will studies sustainability and the interaction with local natural environment and environmental stewardship.

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Whistler2020 Strategy: WIC's Response

RECREATION AND LEISURE	
DESCRIPTIONS OF SUCCESS THAT RESOLUTION MOVES TOWARD	TO CONTRIBUTE TO THIS SUCCESS, WIC:
Residents and visitors of all ages and abilities enjoy activities year-round that encourage healthy living, learning and a sense of community.	Will provide opportunities for residents and visitors to engage in year-round activities on and off campus.
Recreation and leisure are part of the Whistler lifestyle and all community members are able and encouraged to participate.	Will allow students to make use of the ample opportunities for seasonal recreation. The Whistler recreational context will be a major reason for students to come to Whistler.
Visitors are aware of and have access to a variety of recreation and leisure offerings at a range of price points.	Will orient students to the many recreational opportunities available in Whistler.
The resort community is globally recognized as a leader in innovative recreation products and services.	Will attract students from across the globe. These students bring with them friends and family visitors and take with them great experiences to share with others thereby increasing Whistler's global stature.
Quality recreation and leisure activities are delivered with exceptional service.	Will provide high quality recreation activities to its students and the general public.
Local and regional stakeholders use a collaborative and comprehensive approach to developing amenities and offerings, and to resolving user conflicts.	Will partner with other local stakeholders such as the HPI in developing recreational offerings to its students.
Recreation and leisure infrastructure and practices minimize the degradation of natural areas and are transitioning toward sustainable use of energy and materials.	Will be located on land that is eligible for development, not on environmentally sensitive lands.  Will use sustainable energy and materials sources in the design, construction, and operation of WIC.
Recreation and leisure is a core contributor to the Whistler economy.	Students and visitors of WIC will make use of the existing recreation and leisure opportunities, injecting additional resources into the local economy.

PARTNERSHIPS	
DESCRIPTIONS OF SUCCESS THAT RESOLUTION MOVES TOWARD	TO CONTRIBUTE TO THIS SUCCESS, WIC:
Decisions consider the community's values as well as short and long-term social, economic and environmental consequences.	Will be an important public institution within Whistler that will contribute to the community's long-term success.
Partners work together to achieve mutual benefit.	Will be an active and beneficial partner to the RMOW and the community.
Stakeholders work together on decisions that affect them and collaborate with neighbouring municipalities and First Nations.	Will form partnerships with the First Nations communities and neighbouring municipalities.





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Whistler2020 Strategy: WIC’s Response

RESIDENT AFFORDABILITY	
DESCRIPTIONS OF SUCCESS THAT RESOLUTION MOVES TOWARD	TO CONTRIBUTE TO THIS SUCCESS, WIC:
Income and innovative benefits help make it affordable to live and play in Whistler.	Will provide local job opportunities for Whistler residents and will be an innovative employer. WIC will provide affordable housing on site for students and staff.
Residents have access to affordable goods and services that meet their needs.	Will allow residents to have an opportunity to study at WIC, make use of the facilities, and attend open community events. Local residents will not have to leave their homes/community to study or partake in the cultural offerings at WIC.
Diverse and affordable opportunities for recreation, leisure, arts and culture exist.	
A buy-local culture helps to circulate wealth within Whistler and the region.	Will support a buy-local culture and provide goods and services (where available) from sustainable sources.
Products and services offered to meet residents’ needs move continuously toward meeting our sustainability objectives.	Will develop programs to meet the needs of Whistler’s employers and community. Coopera-tive work programs directly support local employers needs for trained staff.  Will provide programs at WIC will support Whistler’s focus on environmental sustainability and provide life-long learning and other cultural offerings for social sustainability. WIC represents clean industry and investment in Whistler contributing to economic sustainability of the community.

RESIDENT HOUSING	
DESCRIPTIONS OF SUCCESS THAT RESOLUTION MOVES TOWARD	TO CONTRIBUTE TO THIS SUCCESS, WIC:
Resident restricted housing is affordable for permanent and short-term residents, through innovative and effective policy and financial models.	Will provide a complement of resident staff housing for its employees on site.
Whistler has a sufficient quantity and appropriate mix of quality housing to meet the needs of diverse residents (Target: 75% of Whistler employees live in the resort community).	
Housing has been developed close to transit, pedestrian and bicycle routes, and amenities and services to reduce auto dependency.	Is strategically located near transit and bike path/Valley Trail system and other municipal services along HWY 99.
Housing is healthy and livable, and housing design, construction and operations are evolving toward sustainable and efficient energy and materials management.	Will provide student and staff housing that is of high quality design, construction, and operation that will promote durability, a comfortable healthy indoor environment and will use sustainable materials.  Will adhere to high environmental standards for all buildings at WIC targeting LEED® Gold equivalency or better.

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Whistler2020 Strategy: WIC’s Response

RESIDENT HOUSING CONTINUED	
DESCRIPTIONS OF SUCCESS THAT RESOLUTION MOVES TOWARD	TO CONTRIBUTE TO THIS SUCCESS, WIC:
Developed areas are designed and managed to be sensitive to the surrounding environment.	Will be located to minimize impact on and preserve natural tree buffers and all sensitive wetlands and creek ecosystems. WIC, as the steward of the Alpha Creek lands, will ensure that the site is managed and protected.

TRANSPORTATION	
DESCRIPTIONS OF SUCCESS THAT RESOLUTION MOVES TOWARD	TO CONTRIBUTE TO THIS SUCCESS, WIC:
Transportation preferences and options are developed, promoted and supported so that inter community mobility minimizes the negative impacts of traditional modes of travel.	Will educate all students and staff by actively promoting transit, bicycling and walking as well as car-pooling to minimize negative impacts of travel. International students to WIC will be less likely to own vehicles in Whistler.
Residents, businesses and visitors are increasingly aware of the importance and benefits of preferred transportation choices.	

VISITOR EXPERIENCE	
DESCRIPTIONS OF SUCCESS THAT RESOLUTION MOVES TOWARD	TO CONTRIBUTE TO THIS SUCCESS, WIC:
Visitors feel genuinely welcome.	Will help to enliven communities through the infusion of students and through welcoming / orientation events.
Community members’ passion for Whistler inspires visitors, and interaction among the two groups creates memorable experiences.	Will be a venue for the community and the world to come together to share ideas, points of view and cultural identities. These meetings of minds create memorable experiences.  Will partner with other community organizations to provide experiences of the arts, culture and heritage that exceed expectations.
Community members and organizations work collectively to ensure exceptional experiences that exceed visitor expectations.	
Whistler proactively anticipates market trends	Will create a new market in educational tourism.  Will proactively seek to keep ahead of the curve on educational offerings and needs of the community.
Visitors perceive Whistler products, services and activities to be excellent value.	Will deliver an educational experience of exceptional value to visitors and locals alike.
A diverse range of year-round activities is developed and offered.	Will deliver programs and activities year-round for students, visitors, and residents alike.
Visitors choose Whistler to actively participate in recreation, learning, and cultural opportunities.	Will attract students study at WIC because of the recreation and leisure opportunities.







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Whistler2020 Strategy: WIC's Response

VISITOR EXPERIENCE CONTINUED	
DESCRIPTIONS OF SUCCESS THAT RESOLUTION MOVES TOWARD	TO CONTRIBUTE TO THIS SUCCESS, WIC:
The resort community's authentic sense of place and engaging, innovative and renewed offerings attract visitors time and time again.	Will facilitate memorable educational and social experiences will encourage alumni and their friends and relatives to return to Whistler.
The resort is comfortable, functional, safe and clean and well maintained.	Will provide an exceptionally comfortable and safe environment for learning and will meet or exceed the high standards for the RMOW for maintenance, cleanliness.
A comfortable carrying capacity of the resort, its amenities and the surrounding natural environment is respected.	Is located within the Growth Management Boundary Area as described by the proposed OCP. Site planning will consider the realistic carrying capacity of the site and site development will be limited to respect the natural environment.
The visitor experience is based on practices and systems that efficiently use sustainable materials and energy.	Students and visitors at WIC will experiencing buildings and site works constructed to high environmental standards (LEED® Gold equivalency or better) incorporating sustainable materials and energy sources.

WATER	
DESCRIPTIONS OF SUCCESS THAT RESOLUTION MOVES TOWARD	TO CONTRIBUTE TO THIS SUCCESS, WIC:
Residents and visitors are educated about, and encouraged to protect and conserve natural water resources.	Will create a mandatory program for all students and staff to teach them about the natural environment, to encourage respect, stewardship and conservation of natural water resources. Water efficient appliances and operations practices will be utilized. Recycled gray water /retained storm water will be used for irrigation where required.
All potable water is used sparingly and only to meet appropriate needs	
Waste water and bio-solids are readily assimilated in nature	WIC will explore systems to recycle gray water and environmental programs provide the potential for experimental on site waste treatment demonstration projects.
Water supply, wastewater management and flood control infrastructure minimize energy requirements, and favour sustainably managed materials and resources.	May implement the following water conservation strategies: <ul style="list-style-type: none"><li>• Gray/storm water storage and reuse for irrigation</li><li>• Dual flush toilets</li><li>• Low flow plumbing fixtures</li><li>• Waterless urinals</li><li>• On-site waste water treatment</li><li>• Student/ staff education program</li></ul>
Wastewater and bio-solids are readily assimilated in nature.	Will use state of the art systems to ensure the assimilation of bio-solids in nature.

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Whistler2020 Strategy: WIC's Response

WATER CONTINUED	
TOWARD	TO CONTRIBUTE TO THIS SUCCESS, WIC:
DESCRIPTIONS OF SUCCESS THAT RESOLUTION MOVES TOWARD	
Effective stormwater management and flood control measures are in place, and replicate natural hydrological systems and functions as much as possible.	Will have an innovative plan to address stormwater management and runoff.
With respect to water resources, capital and long-term costs are managed in a financially prudent and fiscally responsible manner.	Will be fiscally responsible in everything it does using a phased program to development.
Healthy streams, rivers, lakes and wetlands support thriving populations of fish, wildlife and aquatic invertebrate.	Will provide an economic incentive to restore and upgrade the Creeks systems on the site from negative effects of the Highway and uphill development.  Will protect on-site wetlands systems in perpetuity.  Will foster environmental stewardship of the sensitive lands on the site through its programs, management / maintenance practices and through partnering with other community stakeholders.





# Appendix 2: The Whistler Task Force on Learning and Education June 2013 Report

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# Appendix 2: The Whistler Task Force on Learning and Education June 2013 Report

In their report of June 2013 the Whistler Task Force on Learning and Education established a six-point framework for evaluating post-secondary initiatives for the community of Whistler (Page 47). WIC submits that its proposal satisfies each criteria as is demonstrated below:

1

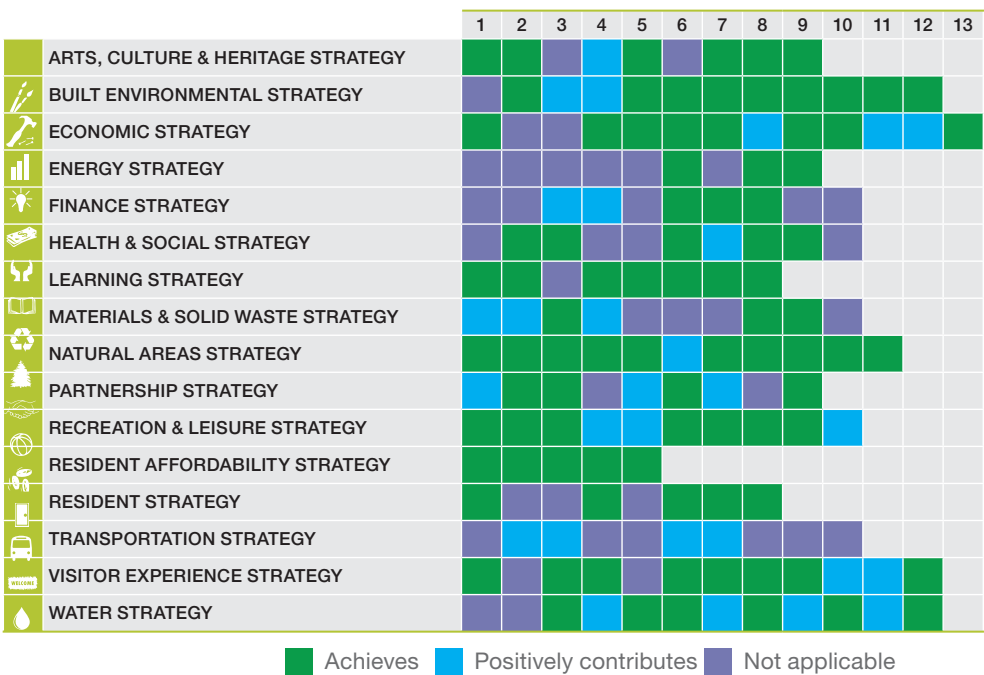
RMOW POLICY CONTEXT (REPORT SECTION 2)

Is the proposal consistent with RMOW's policies?

The RMOW list three key policy documents:

## Whistler 2020

The foundational guiding document appears to be the Whistler2020 policies, goals and objectives. We have provided in this rezoning report package a detailed analysis of WC's alignment with Whistler2020 – please refer to Appendix 1 of this report. Mr. Dan Wilson of the Whistler Sustainability Centre has stated that WIC's analysis using this document is the most comprehensive analysis he has seen. The five priorities outlined in Whistler2020 are: Enriching Community Life; Enhancing the Resort Experience; Ensuring Economic Viability; Protecting the Environment; and, Partnering for Success. The chart below makes it clear that WIC meets and exceeds the vast majority of the Whistler 2020 objectives in each of the five categories.



WHISTLER2020 STRATEGY - WHISTLER INTERNATIONAL CAMPUS COMPLIANCE

## Official Community Plan

Support for Education and Learning is engrained in the Official Community Plan (OCP) Chapter 7 - Quality of Life. The WIC initiative is wholly in harmony with Sections 7.4 & 7.5 of the OCP. Further the WIC proposal provides infrastructure in support of Arts Culture and Heritage policies under Section 7.8 and Recreation and Leisure sections 7.10-7.13.

WIC, through environmental preservation, enhancement and stewardship of the site, is in alignment with many of the objectives and policies outlined in Chapter 6 - Natural Environment. Further, as a major initiative for economic diversification, investment and clean industry at no cost to the taxpayer WIC meshes with the goals, objectives and policies of Chapter 5 - Economic Viability.

Extrapolated to deal with the context of student and staff housing (i.e.: resident employees and visitors) proposed by WIC, many of the goals, objectives and policies of Chapter 4 – Land Use and Development are addressed by this proposal providing a variety of year round accommodation types built to high environmental, energy efficient, and universally accessible standards. This housing is intended for the students and staff of WIC only (new destination educational visitors and employees generated by the proposal) As well the WIC proposal will generate year round night stays for the existing tourist accommodation base and support for local commercial businesses. Concerns about competition with existing tourist accommodation may be dealt with by way of restrictive covenants on title.

It is recognized that the WIC proposal requires an OCP amendment to the current site land use to allow for educational uses and bed units to accommodate the development. The OCP provides the mechanism for approval of projects demonstrating significant community benefits. The WIC proposal falls within the Official Community Plan's definition of "extraordinary benefits that will substantially strengthen Whistler's progress towards achieving its vision" as outlined in Chapter 3 Growth Management. It supports sustainable diversification and growth compatible with the tourism economy, while bringing room nights to the main village through the leadership centre and conferences to the conference centre. The proposal also enhances opportunities for both Function Junction and Creekside. Further WIC represents a major investment in Life Long Learning opportunities and local arts, cultural and recreational infrastructure at no cost the Municipality.

## The RMOW Corporate Plan

The Corporate Plan states that the two priorities are ensuring economic viability and protecting the environment. The WIC proposal does both. First, the proposal diversifies the economy with a clean industry that is not weather dependent. It will bring \$270 million dollars in construction phased over ten years and at least \$30 million dollars in annual benefit to the community. It will add room nights throughout the year and the impact of construction will result in \$2.2 million in direct, induced and indirect taxes to the municipality. This is the only proposal raised in the Learning and Education Task Force report that has such immediate and long term impact on the RMOW's economic viability.

The WIC proposal also protects the environment. The proposal will see structures on only 8% of the Alpha Lands and total coverage including access roads and landscaping of only 30% of the land. At the same time, the both Alpha and Spring Creeks will be rehabilitated and the wetland areas will be protected in perpetuity. Most importantly, the public will continue to have access to the land with the Expo trail being relocated from its current location within the riparian sensitive area. Educational Campus uses offer the environmental stewardship mechanism for this site and will promote environmental respect and stewardship through mandatory educational offerings. Finally, sustainability programs within the university will provide a student force that can act as stewards for other environmental projects within the RMOW.





## 2

**THE CHANGING ENVIRONMENT OF POST-SECONDARY EDUCATION  
(REPORT SECTION 4)**

How does the proposal take account of this environment?

WIC has specific plans in place to deal directly with each of these changes occurring in the Post-secondary environment.

**4.1) Lifelong Learning**

Lifelong learning: Educational institutions have recognized that learning is no longer a program for a few years but is indeed a lifelong process. This requires educational campuses to develop programs that both upgrade and enrich. WIC's campus will offer continuing education programs very often using local expertise and knowledge in which both tourists and locals can become participants. Extensive offerings will be developed in fields from the culinary programs to the arts both of which support Whistler's move toward cultural tourism. We have also linked with the Squamish Lil'Wat Cultural Centre (SLCC) to develop programs in First Nations studies for the student and tourist.

**4.2) The Impact of the Internet**

WIC has designed on line learning into its architecture and programming. Having owned and operated Learning Station.com which delivered curriculum to 1200 students in Moscow, we have the knowledge, experience and expertise to do this. Moreover, our partners already deliver on line learning around the world.

**4.3) Expanding Educational Opportunities**

WIC is aware of the expansion of post-secondary in BC and has proposed a model unique to both BC and Canada. WIC is creating a learning opportunity that brings the university and the technology institute to the same campus. Moreover WIC brings global education to the heart of Whistler and it will bring both public and private leadership education to the same campus. Beyond the formal education WIC is looking to work in collaboration with local organizations such as the SLCC and the Arts community to achieve mutual success. WIC will create expanding learning opportunities for the community that is Whistler!

**4.4) Funding for Post-Secondary is Challenging**

WIC's funding is private, in place and stable. An operating fund is assured for five years until the campus achieves profitability. There is zero reliance on tax dollars and therefore no risk to the taxpayer. This campus has the capability to adjust to supply and demand quickly which for other bureaucratic institutions is almost impossible. If approved students are available from our partner institution the following Fall so WIC will institute programming immediately.

**4.5) International Student Education**

WIC holds a strong advantage in this area. All of WIC's partners already recruit international students. WIC has a network of productive agents established and some marketing materials already developed. It may be worth noting that Dr. Player initiated the first international student program in BC public schools and it remains the most successful program in BC 31 years later. The experience, the agent network and the attraction of a campus in Whistler will make international students a significant part of the campus population. This makes the student body a true contributor to both the cultural richness and economic prosperity of the RMOW.

**4.6) Educational Tourism**

First, WIC would suggest that we partner with Tourism Whistler to create programs that capitalize on the educational tourism market. For example, WIC's culinary facilities and staff could offer an organic foodie program for tourists or the First Nations programs could attract the historical and cultural tourist. Second, our world class leadership centre will attract executives who bring their families who will be tourists while their partners learn. UNBC and BCIT can partner to develop outdoor education in collaboration with tourism experience providers thereby benefiting the campus, the resort and the businesses within it.

## 3

**ECONOMIC AND SOCIAL IMPACTS (REPORT SECTION 5)**

What are the economic and social impacts of this initiative – are they positive for Whistler?

**5.1) Economic Impacts**

An independent Economic Impact Study undertaken by the accounting firm of MNP clearly lays out the economic impact upon Whistler some of which was reported earlier. The report indicates that there will be over \$32 million in annual student spending and 10,000 additional room nights. The WIC proposal will also produce 407 well-paying jobs. It will offer opportunities for current Whistler businesses to serve the campus thereby increasing their earning potential. The link we have established with the SLCC will help them to be more economically sustainable. The spending of those attending the leadership centre has the potential to add significant economic benefit to a variety of businesses in the village.

**5.2) International Student Market**

The Task Force Report quoted figures from Thompson Rivers University (TRU) from 8 years ago. Those figures were updated one year ago finding that the international students attending TRU brought an \$88 million spin off to the Kamloops economy. WIC's target (compared to TRU) is only half the number of international students so the spinoff to Whistler of the international students alone could reach \$44 million annually. As stated in the previous section WIC is well positioned to take advantage of this market.

**5.3) Integration with the Employer Community**

Whistler first and foremost department will be Tourism. Each of the students in this department will be required to undertake a work related experience to obtain their credentials. This provides multiple advantages to Whistler employers. They will have a pool of well-educated, multi-lingual individuals with specific training in tourism. Through the work experience modules the employer can identify potential employees from an international clientele. This will reduce their recruiting costs. Whistler Blackcomb projects a declining workforce availability so students attending the campus provide a potential pool to augment their part time workforce. Finally, employers will have the opportunity to be lecturers within the campus programs.

**5.4) social, cultural and Community**

The social impacts of adding educational campuses to communities are well documented in BC communities such as Kamloops and Prince George. They are also documented in the town and gown website referred to in the task force report. Simply put, the campus would bring an intellectual and cultural



personality that is sometime lacking with our community. To quote Councilor McCarthy: “We have lots of brawn and not enough brain.”(17/03/12). The WIC proposal can increase the opportunities for our workforce to continue their studies while working on the mountain, offering a clear alternative to the party hardy lifestyle. It can enable our own local students to take their post-secondary studies within their own community and our First Nations youth to stay within their own territory. The opportunities to partner with our arts and cultural organizations are limitless. Dr. George Iwama, President of UNBC, refers to the change in Prince George brought about by the campus as transformative and WIC would have the same positive social impact upon the RMOW.



#### **KEY CONSIDERATIONS FOR THE EDUCATION AND LEARNING INITIATIVE (REPORT SECTION 7)** Does the initiative take into account the key considerations? (e.g. Is the location appropriate? Are there well-defined goals?)

### Does the initiative take into account the key considerations?

#### 7.1) Institutions May Strengthen Whistler's Social And Cultural Fabric.

WIC will definitely strengthen Whistler's social and cultural fabric. It will become a centre of excellence for academics, the arts and culture. It will assist in attracting the cultural tourism market. The programs will make use of the local expertise in dispensing knowledge and the local families will have the opportunity to have their children stay at home longer.

#### 7.2) Capital From Public Sources Is Difficult To Obtain.

One of the strengths of the WIC's proposal is that it does not require any public capital as the entire financing will be from a private source.

#### 7.3) There Are Risks

In the case of the WIC proposal there is no risk to the local taxpayer. The proposal is privately financed. Risks have been mitigated by phasing the campus, establishing strong reputable partnerships, establishing a network of agents worldwide, and having an independent body confirm that our business plan is realistic. Further the multiple educational partnerships structure of WIC reduces the reliance on any one educational provider for continued success of the campus.

#### 7.4) Location Is Critical

Whistler is the location! To the world, the international student, educational tourist and other visitors, Whistler is perceived as the whole resort. It is the draw of the sum total of what Whistler has to offer that will attract students to come to study in Whistler. Any students coming to study and live at WIC will experience the whole resort.

The advantage of WIC is that it is located within the municipal boundaries of Whistler so taxes will be paid to the municipality rather than the SLRD as has become the case with the Waldorf School. Moreover, the campus is in a location that will benefit Creekside and Function Junction as well as the Whistler Village. Being at the entrance to the Municipality offers the opportunity to announce the community as one that values education and culture.

#### 7.5) Scale Affects Resources, Planning And Implementation

Any project should be scalable and WIC's proposal is exactly that. Designed as a phased project, the campus begins small and grows its resources and infrastructure, and new programs are implemented in response to market demand as additional students are recruited.

#### 7.6) Well-Defined Quantifiable Goals

WIC has clearly defined as well as flexible goals and targets, which have been discussed with each partner and which will be further defined, as immediately upon approval of the rezoning an experienced campus President will be appointed. At that time all partners will come to Whistler to hold a planning session in the community. Flexibility and adaptability are essential to meet the challenges of the ever-shifting educational landscape.

#### 7.7) An Established Reputation Is Essential

The reason WIC has chosen the partners we have is because of their established reputations. BCIT has signed an agreement with the London school of business that will involve students from this prestigious school coming to the campus. UNBC is world renown for its sustainability work sharing an award with Harvard for the best sustainable energy project in North America. Moreover, they deliver medical programs to Japan and the President is vice-chair of the University of the Arctic which represents 130 universities in the circumpolar nations. The North is a critical frontier in our global sustainability and having access to so many institutions for our students is indeed a coup. Our partner in Japan educates members of the royal family and the Tecknikum Wien in Austria is the largest in the country with a strong reputation for excellence.

#### 7.8) Development Will Take Time - Every Initiative Starts Small

The WIC campus is phased starting small and building to full capacity over 10 or more years. The phasing of WIC is also conceived to responsibly reduce impacts, preserve undeveloped site areas, and expand only in response to demonstrated market demand.

#### 7.9) Partnerships Are Powerful

We agree with the task force WIC is all about partnerships, and therefore have multi-year agreements with each of our partners. Further the multiple educational partnerships structure of WIC reduces the reliance on any one educational provider for continued success of the campus. WIC is also about partnership with the community to provide programs in support of local business and the local employment market. Finally WIC is partnering with First Nations through the SLCC to provide for educational and cultural opportunities to our First Nations community.

#### 7.10) A Solid Business Plan Is Required For Progress

As stated, we have a solid business plan that is under constant review and scrutiny by a respected independent private firm.







5

**5) GUIDING PRINCIPLES, GOALS AND OBJECTIVES (REPORT SECTION 8)**

Does this initiative align with the principles, and meet the goals and objectives identified for post-secondary education in Whistler?

## Does the initiative align with the principles and meet the goals and objectives defined for post-secondary education in Whistler?

The Task Force Identified nine goals and 26 objectives for a post-secondary project. The chart below indicates how well WIC aligns with these:

GOALS	OBJECTIVES	WIC'S ALIGNMENT
1	Protect & Enhance Whistler's identity <ul style="list-style-type: none"><li>i) Reinforce Whistler's identity as a unique, world-class, sustainable, four-season mountain resort community.</li><li>ii) Provide high quality initiatives.</li></ul>	An educational campus will enhance Whistler's reputation as four seasons resort the programs will operate year long. Conferences associated with the programs will draw more tourists in shoulder seasons and cultural tourism will have a stronger base within the community. The initiatives such as culinary arts and sustainability have the potential to garner world acclaim as UNBC has already done with its sustainable energy projects. WIC represents a high quality initiative. WIC meets both objectives.
2	Complement & diversify the tourism economy <ul style="list-style-type: none"><li>i) Attract new Canadian and international visitors to Whistler, who come to learn, research, and teach.</li><li>ii) Increase local spending through learners, faculty and staff, and the institution.</li><li>iii) Support proposals that will leverage other benefits.</li><li>iv) Where feasible, partner with and advance other community initiatives &amp; goals (e.g. Cultural Tourism Plan) to strengthen share objectives.</li><li>v) Contribute to the overall economic viability of the Resort Community.</li></ul>	WIC meets all five objectives. Clearly WIC would diversify Whistler's economy with a clean industry that supports the main industry of tourism. It is built on a model of educating the world so will attract numerous international students who will provide an annual spend of \$32 million. Similarly the international educational partnerships will result in the word of Whistler spreading. WIC believes the multiple opportunities raised by the Task Force are not mutually exclusive and believe the campus and its faculty will strengthen the potential to leverage other initiatives in the community. The annual contribution to Whistler's economy is estimated at between \$30 and \$48 million in non-weather dependent opportunities.
3	Support Whistler's accommodation & commercial sectors <ul style="list-style-type: none"><li>i) Improve occupancy and use of facilities in hotels, especially during shoulder and off-peak seasons.</li><li>ii) Improve the patronage of stores, hospitality, and other services, especially during shoulder and off-peak seasons.</li><li>iii) Encourage the delivery of programs and courses that are relevant to local employers.</li><li>iv) Provide opportunities for learner networking with local employers.</li></ul>	WIC meets all four objectives. WIC will support Whistler's accommodation and commercial sectors in a multitude of ways. It will improve occupancy through its leadership programs where participants will stay in hotels. As well student's families will visit and use local accommodation. This is estimated at a minimum of 10,000 room nights most often in off season. The students will shop in the local businesses and any on campus services such as food services will be offered to our local providers. Programs centre on tourism, culinary arts and sustainability, all of which support our tourist economy and students will be required to undertake a coop program which supports our local economy and businesses with skilled and knowledgeable employees. We also believe the costs of recruiting employees could be reduced significantly.

4	Enhance education opportunities for Whistler residents & visitors	i) Provide for a diverse cross-section of learners, including local, lifelong learners of all ages, high school graduates, First Nations, and international visitors.	WIC is specifically designed to meet this goal and its objective. We have consulted broadly in the community on programs that people would like to see offered. As a result of that consultation we added the culinary program and we have linked with the SLCC to work directly in providing programs for First Nations. We intend to serve our community well with programs of local interest using local talent and we also will design programs to assist in building the cultural tourism sector.
5	Enrich Whistler's social & cultural environment	i) Provide educational opportunities in arts and culture. ii) Increase opportunities for, and patronage of, social and cultural local amenities and activities - performing and visual arts, library, locally-based cultural groups. iii) Enhance Whistler's international diversity and appeal.	WIC meets all three objectives. WIC has always supported the local arts with donations to the Children's Arts festival, support for the Film Festival and even donations to the Barbecue Championships. WIC is committed to working with local organizations in a cooperative mode to help each other thrive and some of our facilities such as the 400seat theater/ lecture hall will complement their offerings. Diversity will be a hallmark on campus and will certainly enhance Whistler's appeal.
6	Capitalize on Whistler's sports environment	i) Support active-living educational activities. ii) Support educational sport initiatives. iii) Utilize existing infrastructure where feasible.	WIC has the potential to meet all three objectives. WIC has had numerous discussions with Legacies Now CEO Roger Soane and we believe that the campus could offer strong support to his goals. First, athletes could be provided specially designed programs so they could continue their schooling while training. Secondly we have discussed the idea of using some of his rooms in the initial stages of the campus development and ongoing for the 100 students who cannot be accommodated on campus. We also could work out mutually agreeable use of each other's facilities. It is worthwhile noting that in 1982, Dr. Player developed the first BC secondary school athletic academy for the whistler ski racers.
7	Demonstrate that an initiative will be financially feasible	i) Demonstrate economic viability in the "competitive future". ii) Ensure the business plan addresses risk, and carries contingencies. iii) Develop milestones to ensure project viability.	WIC has the ability to privately finance the proposal, has a sound independently verified business plan and will appoint an experienced university President immediately upon approval. Through its partners, it also has students who will begin to attend virtually and physically in the Fall following RMOW approval. WIC will meet all three objectives.
8	Demonstrate consistency with community capacity	i) Ensure consistency with Whistler's character, scale, and social fabric. ii) Demonstrate infrastructure support. iii) Ensure environmental sustainability.	WIC has had environmental studies by both the local provider who also does the main body of work for the Municipality and by a Canadian expert on protected areas. Both confirm that the campus is an appropriate and sustainable use of the Alpha Lands. The limited size of the campus fits well with the scale and social fabric of the community and in fact will provide a boost to the economy that will benefit much of the other infrastructure needs of the community. We feel and WIC will meet all three objectives.
9	Locate appropriately, encouraging synergies with other educational initiatives & land uses	i) Contribute to community and village vitality. ii) Ensure location is consistent with the RMOW's environmental policies.	We feel WIC meets the intent of these two objectives. The use of the Alpha Lands for a community amenity such as a campus makes much more sense that a gated family estate. It provides far more benefits to our community and because it lies within the municipal boundaries it will contribute much to the financial and social well being of Whistler. It will be environmentally sound with rehabilitation of degraded creeks being undertaken and the on-site wetland being protected.



## 6

**DUE DILIGENCE (REPORT SECTION 10 UNDERSTANDING THE RISKS)**

Has due diligence been undertaken for this initiative, including a business plan and risk analysis?

### Has the diligence been undertaken for this initiative, including a business plan and risk analysis?

WIC has had three iterations of its business plan, all written by independent third parties and all involving advice from past and current BC university presidents. Our last business plan was vetted by an independent accounting firm and found to be valid. WIC has engaged the services of MNP to update the plan, yet again, taking into account such current situations as the strike by the visa processing centre workers at the Canadian Embassies.

WIC has also undertaken an economic impact study and two environmental studies one of which was updated by Cascade Environmental one year ago. Both are available on our website but both confirm the WIC proposal is environmentally friendly and in fact has the potential to rehabilitate the creeks and wetland.

WIC has met four times with the Department Qualification and Assessment Branch (DQAB) and are assured that our multi-institutional campus would receive approval. It should be noted that BCIT and UNBC offerings are already approved by the DQAB.

Finally, WIC has attended numerous agent fairs over the last three years in Europe and Asia. WIC has an established relationship with a number of productive and reputable agents who have students asking to attend WIC and are simply awaiting the campus approval. WIC's partner institutions could initiate programs in the Fall immediately following RMOW approval.

Above all our financing is in place and stable with an operating account assured during the five years it will take to become profitable.

Our due diligence has been through and complete.

**OPPORTUNITIES FOR CONSIDERATION (REPORT SECTION 9)**

In Section 9, the Task Force has listed six categories of educational opportunities. WIC as a campus concept with multiple educational partner providers already anticipates through its proposed curriculum a number of the identified opportunities. WIC believes, however, that these opportunities are not mutually exclusive and that they can coexist successfully within the Resort. In fact, WIC believe the success of WIC will provide impetus for other educational initiatives through out Whistler, with each initiative finding its own niche market benefitting from the international profile of WIC's success. Further there could be a symbiotic relationship with the campus and other creators of opportunities. Having a campus with the proposed facilities in the WIC submission only creates greater opportunity for every type of education from the Academics, to the Arts to Sports. Consider the advantage of having an indoor track to complement the high performance centre or a 400 seat theatre to support the Arts. When approved, WIC will be able to work with the community and it's various associations to create multiple and mutual successes.







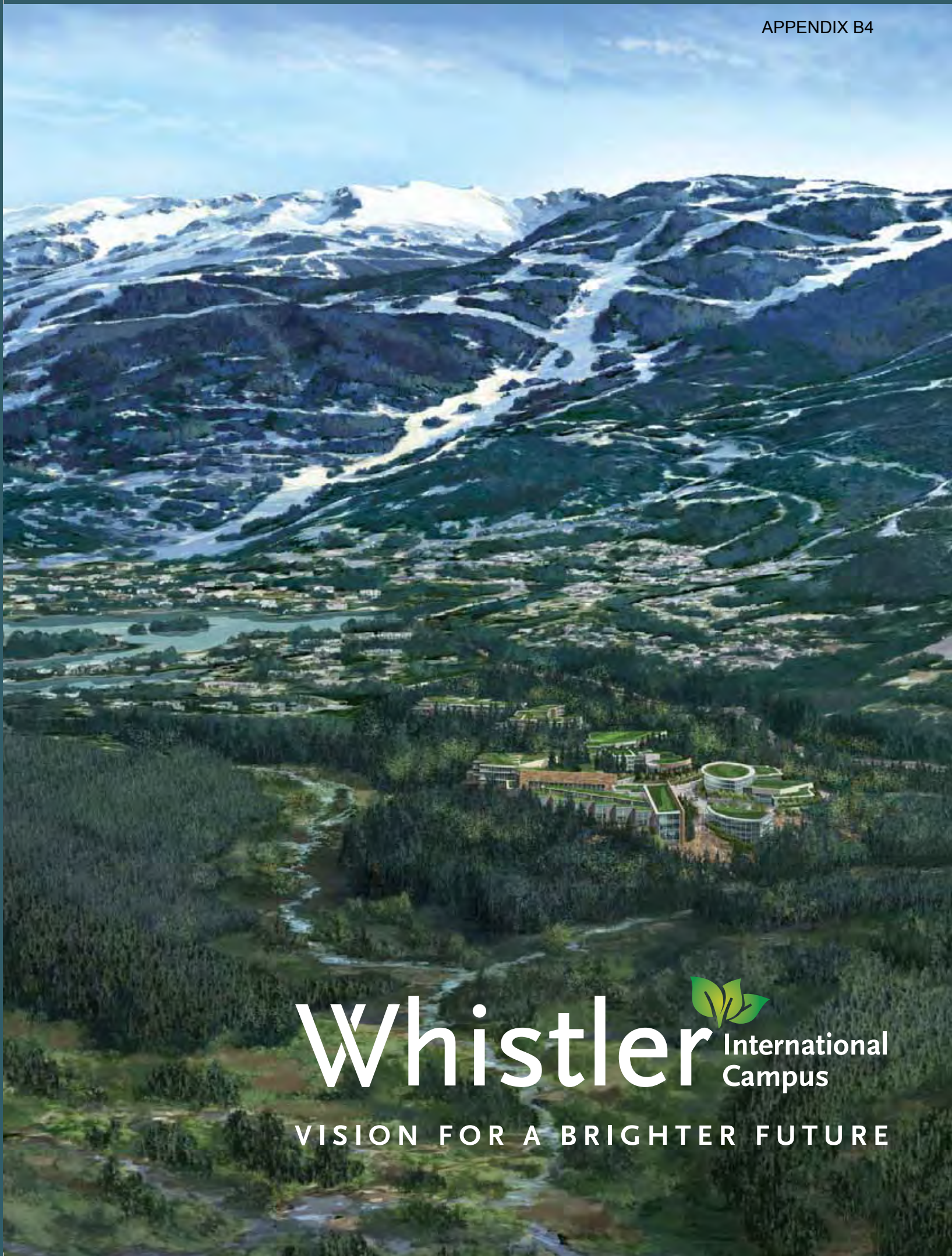
**Whistler**  International  
Campus

# Appendix 3: Additional Information: Whistler International Campus Vision for Brighter Future Brochure

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Whistler  International  
Campus

VISION FOR A BRIGHTER FUTURE





# Welcome to Whistler International Campus

Whistler International Campus (WIC) is a proposed learning campus, anchored by a university, representing economic sustainability, employment, environmental responsibility, and lifelong learning opportunities in the Resort Municipality of Whistler.

WIC is a unique, privately developed, educational initiative to provide campus infrastructure in support of the delivery of broad array of educational programs to be offered by a diverse collection of world recognized educational partners.

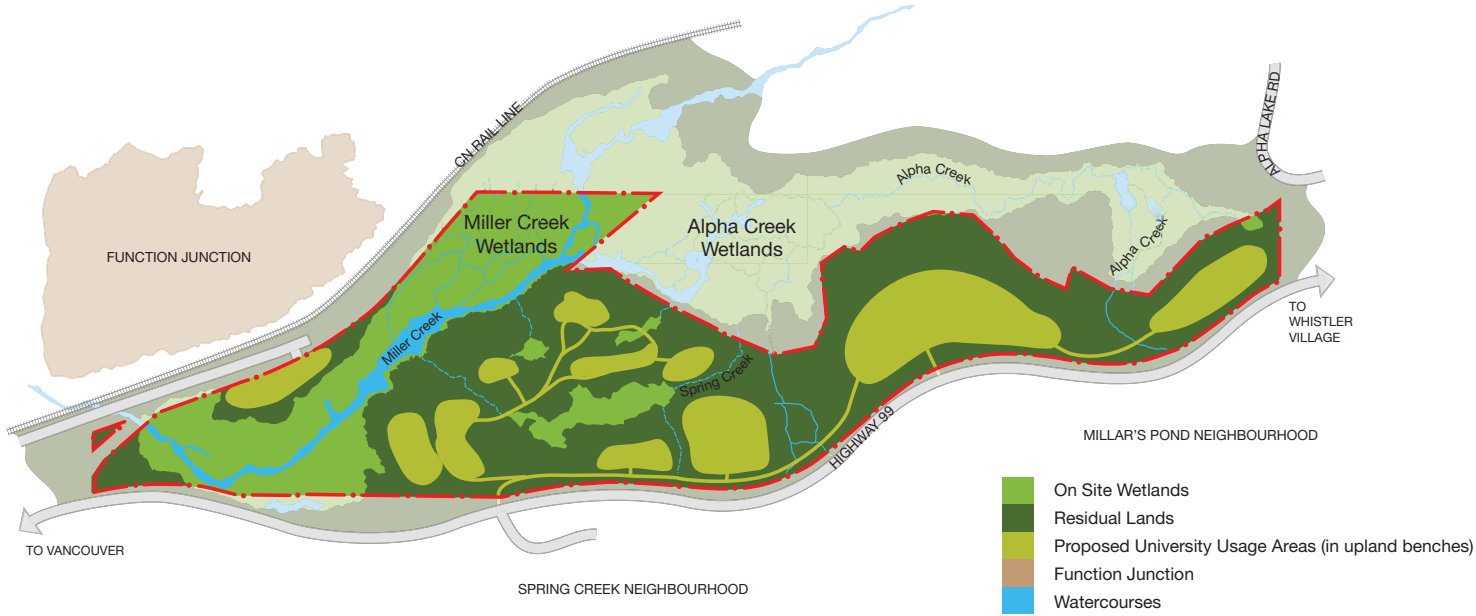
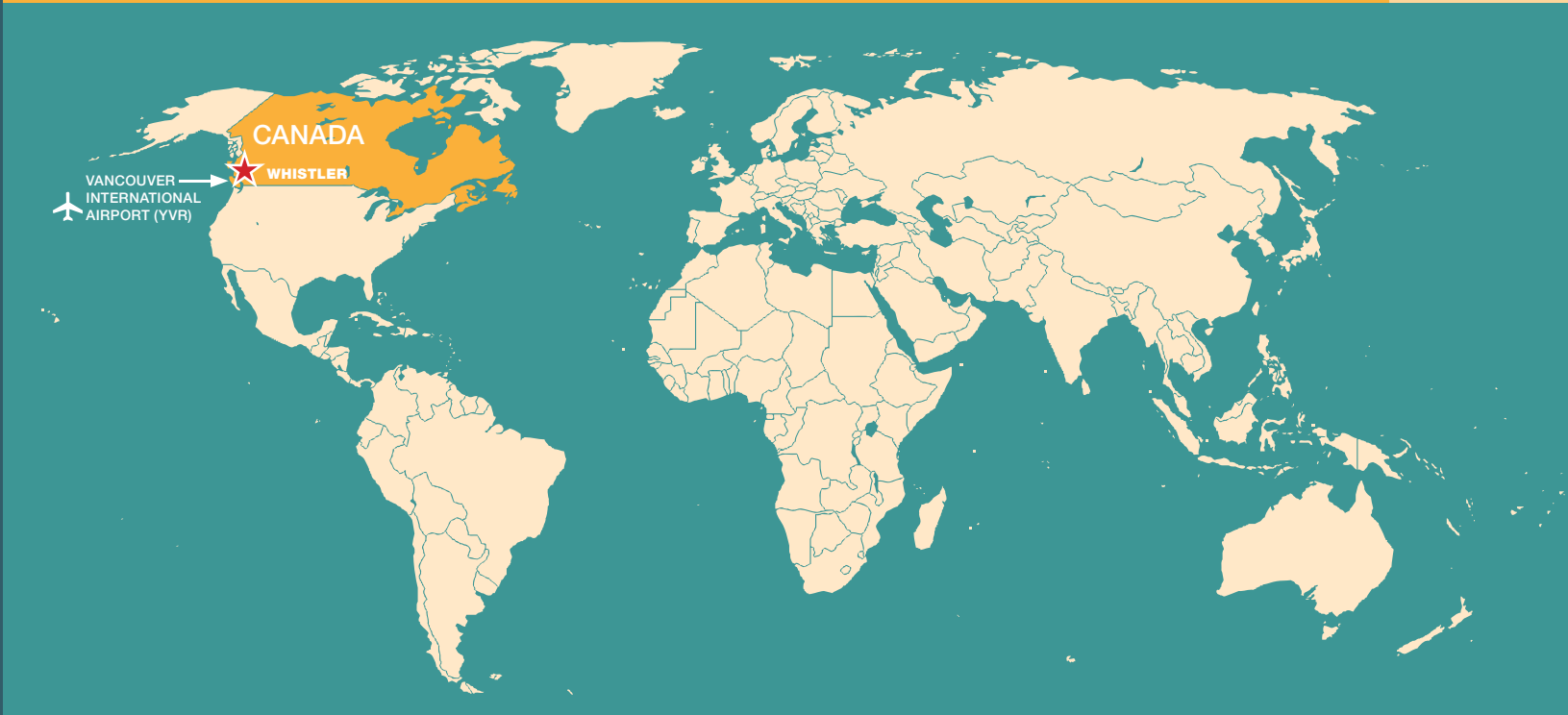
The learning campus is designed to be self sustaining with world class, state of the art educational facilities, high quality housing for students and staff, commercial and recreational support facilities and potential for research and development space in support of university offshoot business incubation opportunities.

WIC is designed to accommodate a population of 1500 local, national and international students. WIC is a full service campus with approximately 1 million square feet (92,900 square metres) of development to be built in phases over a five to ten year period in an economically and environmentally responsible fashion in response to market demand. WIC represents a \$200-\$300 million investment in the local economy and a significant source of employment for the community.

WIC will offer a variety of university level courses as well as technical training and diploma programs that can ladder to full degrees. WIC also will provide the residents of Whistler and their visitors with opportunities for lifelong learning and will cater to the growing educational tourism market. WIC also provides opportunities for local, national and international students, who require special scheduling and programs in such areas as Sports, the Arts, or Sciences through the International Student Academies. These programs will allow students to undertake advanced courses with our educational partners, while training in their specialty.

In short we propose to create a world-class learning campus in the world-class four seasons resort of Whistler combining a world-class educational experience with world-class recreational and cultural opportunities.





# Whistler International Campus: Location

Whistler International Campus will be located in the world renowned Resort Municipality of Whistler, British Columbia on Canada's west coast. Known for the spectacular beauty of its natural surroundings, its state of the art modern recreational facilities, and the pedestrian/bicycle friendly scale of its community, Whistler consistently ranks in the top 5 ski resorts in the world and is truly an all-seasons resort with a wide array of recreational and cultural activities available year round.

Located just 90 minutes (120 kilometers) by car along the scenic Sea-to-Sky highway from Vancouver BC – one of Canada's largest cosmopolitan, and most beautifully situated urban centres – and served by one of Canada's most modern and award winning international airports (Vancouver International Airport YVR), Whistler provides a west coast mountain experience with snowy winters, warm summers and moderate temperatures year round. Whistler has a population of approximately ten thousand inhabitants and receives two million visitors annually.

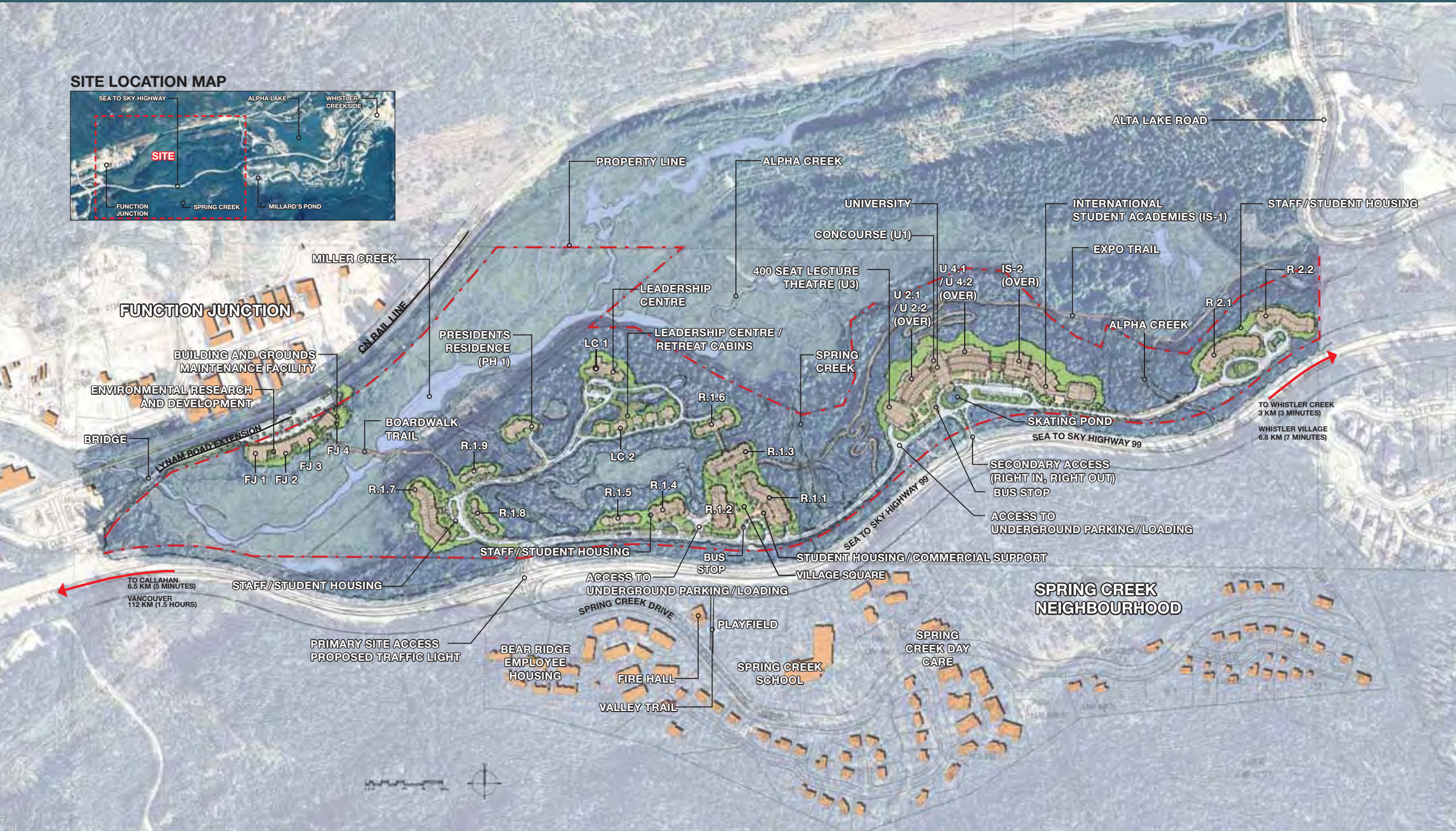
In addition to its many recreational offerings – skiing, snowboarding, sliding centre, cross country skiing, snowshoeing, snowmobiling, ice skating, hiking, mountain biking, fishing, golf, water sports and adventure sports among many other – Whistler supports a vibrant cultural and social scene, abounding with art, music, restaurants and night life. Vancouver and Whistler are also internationally know as the hosts of the very successful and memorable 2010 Olympic and Paralympic Winter Games and retain many lasting cultural and recreational legacies of the Games.



# Whistler International Campus: The Site

Nestled into a wooded seventy-seven acre (31 hectare) site at the entrance to Whistler in close proximity to the Function Junction and Spring Creek neighbourhoods, Whistler International Campus is located about 5 minutes from the Creekside mountain base area and just 10 minutes from the heart of Whistler Village. The site, conveniently located for ease of municipal servicing, is on a major public transit route and close to fire/life safety and primary school infrastructure as well as to grocery stores and restaurants and other retail amenities.

The Whistler International Campus is designed to be environmentally responsible through preservation and enhancement of the environmentally sensitive areas of the site and restricting development to the least sensitive upland bench areas of the site. Development will occur in discrete precincts cushioned by natural forest buffers thereby reducing development impact and enhancing the natural experience of the campus. Disturbance will be limited to 30% of the site with the remaining 70% being preserved in perpetuity.

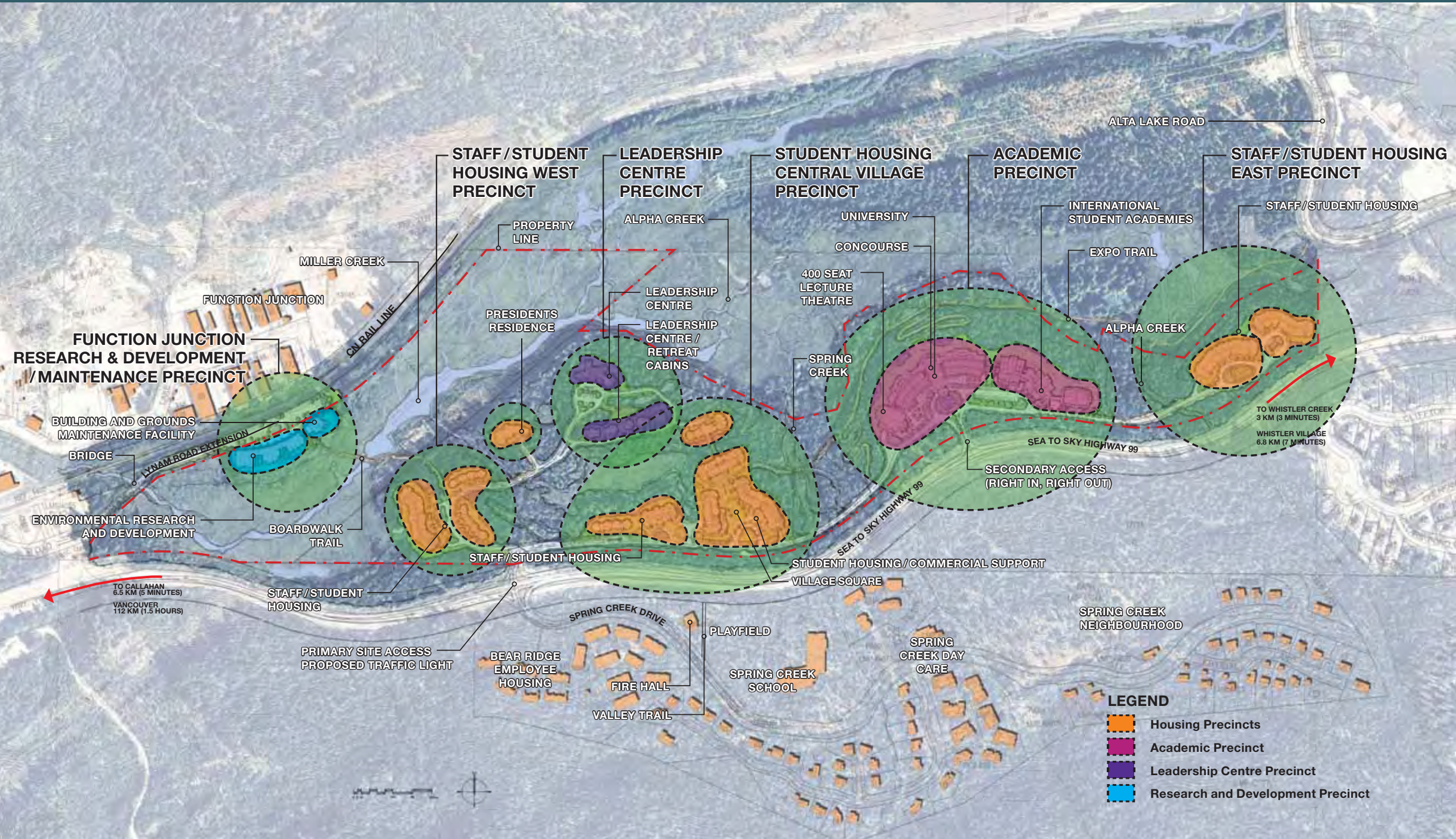




# Whistler International Campus: Potential Development Precincts

The consulting team has identified four development precincts types on the Whistler International Campus site. The development of the precincts has been laid out in a manner that respects the natural spaces present on the site, while creating positive outdoor spaces with good solar access and possibilities of views. Each precinct is intended to be designed to create a unique identity while

inspiring pride of place. Care has been taken during the master planning to ensure a human scale is achieved. Development on the site will only occur in these development precincts, which are separated by largely undisturbed forested buffers. The key features of the development precincts are detailed in the following sections.



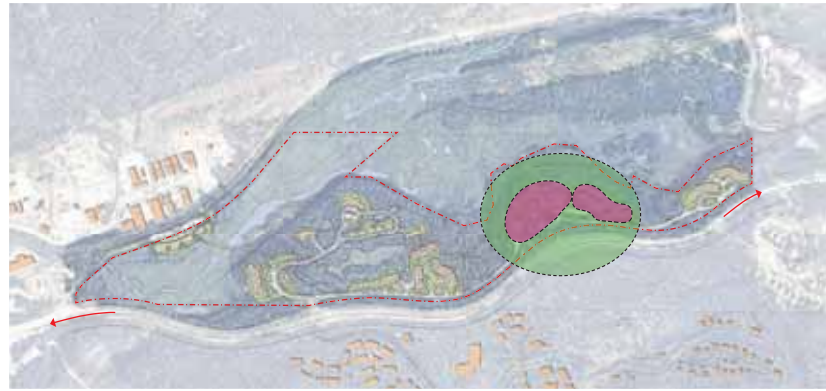
## Whistler International Campus: Master Plan

Master planning for Whistler International Camus was preceded by rigorous environmental analysis to determine the areas of least impact suitable for development. *Smart planning principles* have been applied in the layout for WIC to ensure minimum impact/maximum preservation and the highest and best use of the land to be developed. The rational use of *density* and *mixed-use development* typologies allows for overlapping land uses while avoiding sprawl; at the same time planning combining *discrete development precincts* and *phased development* allows the campus to sit comfortably and respectfully within its natural environment with development being undertaken on an as-needed basis to respond to market demands.

The master planning exercise has accommodated the full range of uses on site to allow for a self-sufficient learning campus. The central part of the campus will be the first to be developed and is dominated by the *Academic Precinct* with university and International Student Academies educational facilities recreational and cultural support uses as well student housing opportunities, and the *Student Housing Village Precinct* representing the village core of the student / staff housing and commercial support facilities. A further component of the first phase of development will be the *Leadership Centre Precinct*.

Allocations have been made in the plan for future expansion of both the university educational facilities and student / staff housing opportunities as well as provisions for a research and development zone in support of university offshoot business incubation opportunities and building and grounds maintenance facilities.



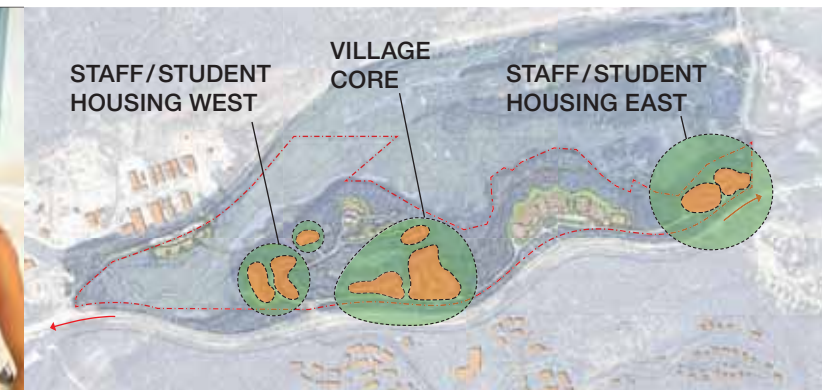


## Academic Precinct

The Academic Precinct will be located east of the Central Village Core Precinct and will be accessed by a secondary point of access (right in/out and a bus stop). The Academic Precinct includes the university buildings and the International Student Academies and is a mixed-use precinct including student housing. The university buildings include classroom spaces, a 400 seat lecture theatre, collaboration spaces, common spaces, a culinary lab, rectory, and support spaces. The International Student Academies facility includes classrooms, a gymnasium including an indoor running track, fitness facility, common spaces, and support spaces. Surface and underground parking will be provided. Student housing will be located on the top floors of the university and International Student Academies buildings.







## Student Housing Village Core Precinct

The Central Village Core Precinct is conceived of as a mixed-use precinct located at the main entrance of the learning campus and convenient to both the university and international school facilities. It is envisioned as the student housing village core, with support commercial, passive recreational spaces, and underground parking. The character of this space will be more village-like with a combination of hard space gathering areas to ensure vibrancy and more passive sunny green spaces. This precinct will be developed as part of the first phase of development with the university facilities.







## Leadership Centre Precinct

The Leadership Centre Precinct will be located to the north of the Central Village Core, adjacent to undeveloped land and will provide views to the surrounding natural areas to promote the feeling of a discrete, retreat location. Users of the Precinct will be able to connect to other areas in the learning campus through the single road on the site or via the internal trail system.

The Leadership Centre Precinct is composed of the main Leadership Centre and Leadership Retreat Cabins. The Leadership Centre will be composed of meeting rooms and smaller break out rooms. Indoor/outdoor gathering spaces will be provided to promote interaction in a relaxed atmosphere. Common areas and support kitchen facilities for catering will also be provided. The Leadership Retreat Cabins will supply additional break out spaces for meetings, as well as overnight accommodation for visiting lecturers and staff. The cabins will be outfitted with bedrooms, a self contained kitchen and common/living spaces.







## Environmental Research and Development Precinct

The Environmental Research and Development Precinct will be located adjacent to Function Junction and connected to the university campus via the boardwalk trail.

The Environmental Research and Development Precinct includes the Environmental Research and Development facility and the Building and Grounds Maintenance facility. The Environmental Research and Development Precinct includes high quality research and development buildings, incubator space for environmentally innovative or related businesses, and art studio residency space for artists specializing in environmental arts or other arts related directly to the university mandate. The Building and Grounds Maintenance facility will provide storage and workshop space for the Whistler International Campus grounds maintenance staff.





# Phased Development

Whistler International Campus is planned to allow for the phased development of its facilities in an economically and environmentally responsible fashion. Current estimate allow for a five to ten year build out to be tailored to market demand. Advantages of the phased development and the discrete development precincts characteristic of the master plan include:

- Discrete construction zones with minimum impact on neighbouring zones
- Site development on an as-need basis minimize cost and impact on site
- Maintenance of natural forested buffers between development areas

Whistler International Campus: Development Program Summary by Phase								
Phase	Total Gross Area		Academic Area		Residential Area		Commercial Area	
	(sqft)	(sqm)	(sqft)	(sqm)	(sqft)	(sqm)	(sqft)	(sqm)
Phase 1A	367,850	(34,175)	77,850	(7,235)	270,800	(25,155)	19,200	(1,785)
Phase 1B	87,150	(8,095)	59,150	(5,495)	28,000	(2,600)	0	(0)
Phase 2	86,800	(8,065)	0	(0)	86,800	(8,065)	0	(0)
Phase 3	421,150	(39,125)	59,050	(5,485)	332,800	(30,920)	29,300	(2,720)
Project Total Phases 1-3	962,950	(89,460)	196,050	(18,215)	718,400	(66,740)	48,500	(4,505)

## Phase 1A

Phase 1A represents the heart of the learning campus and includes the following facilities:

- Phase 1 university academic facilities including the main concourse, classrooms, a 400 seat lecture/performing arts/movie theatre venue, culinary arts teaching kitchen/lab, dining facilities and with student residences (50 beds) on the upper two floors and underground parking.
- Central Village Core student /staff housing (approximately 525 beds), with support commercial facilities,
- Leadership Centre and retreat cabins

## Phase 1B

Phase 1B augments and expands the educational and recreational offerings of Whistler International Campus to a broader audience allowing for private senior secondary school facilities and programs as a feeder to the post secondary degree/diploma stream at WIC and includes the following facilities:

- International Student Academies educational (classrooms/labs/studios) and recreational components (fitness centre, gymnasium, indoor running track, yoga studio), and student residences on the upper two floors (60 beds),
- Presidents Residence: Housing for the President and Vice President of WIC

## Phase 2

Phase 2 augments the available staff and student housing meet market demand and represents an additional 150 student/ staff beds.

## Phase 3

Phase 3 is slated for the longer-term build out and augments both the academic space as well as the student/staff housing offerings. Additionally Phase 3 provides for research and development opportunities and a permanent building and grounds maintenance facility. Phase 3 includes:

- The second phase of the university core buildings with additional classrooms, labs and social spaces, and attendant student residences on the upper two floors (50 beds),
- Development of the East and West Staff/Student Housing Precincts with accommodation for a further 625 beds,
- Environmental research and development facility 29,000 square feet (2700 square metres) of high quality office and lab space,
- Building and Grounds Maintenance Facility.





# Need and Demand

## Business Case

Whistler International Campus will create a new market sector in Whistler that will result in greater economic resiliency. Research findings from the market research conducted by the developer's educational consultant, research commissioned by the Resort Municipality of Whistler, and ongoing market research undertaken by students at the British Columbia

Institute of Technology (BCIT) demonstrate that there is a considerable market for post-secondary education in Whistler. British Columbia has become one of the world's most popular destinations for international students, with 94,000 people choosing to study in B.C. annually. The Province now hosts about 30 per cent of all international students living in Canada.

## By the Numbers

- **\$1.8 billion** - the amount international students spent in B.C. in 2010.
  - **\$1.25 billion** - the amount international education contributed to B.C.'s GDP in 2010.
  - **\$70 million** - the estimated revenue to government in 2010 from international education.
  - **22,000** - the number of jobs generated as a result of international education in B.C.

Whistler has signed multi-year agreements with two BC post-secondary institutions and one Austrian university to
- **160** - the number of countries with students taking post-secondary courses in B.C.
  - **70 per cent** - the number of international students in B.C. who come from the Asia-Pacific.
  - **3.3 million** - the current number of internationally mobile students worldwide.
  - **7.2 million** - the number of international students expected globally by 2025

offer programming on the campus while establishing their own accredited private university to be known as WhistlerU.

## Markets

- Market Research studies indicate that the following markets are available to be served by Whistler International Campus:

  - The top five countries sending students to B.C. to take post-secondary classes are: China (12,500), Japan (2,700), Saudi Arabia (2,600), Korea (2,600) and the U.S. (2,300).
  - The top five countries sending students to study at private language schools in B.C. are: Korea (9,200), Japan (7,600), Brazil (4,700), Saudi Arabia (4,000) and Mexico (3,900).
  - Emerging markets include Vietnam and Chile. Germany and England are also growing markets as is Columbia. It is anticipated that the campus population will consist of 60% International students and 40% domestic students.
- **University Degree Programs:**
  - **Technical Diploma Programs:** Training for the local and international work force
  - **Executive MBA Programs:**
  - **Educational Tourism:** This is a growing market sector that combines travel, recreation and learning experiences.
  - **Lifelong Learning:** Lifelong learning for all ages is also a growing market and a priority of the community of Whistler. WIC will provide opportunities for lifelong learning for seniors and young adults.
  - **Focus groups** with agents in both Asia and Berlin suggest there will be a strong demand for the Whistler location.

## Business Plan

Whistler International Campus has a solid, detailed and complete business plan that is founded on thorough market research and developed in consultation with the highly respected independent accounting firm MNP. The plan takes into account the phasing plan for the campus that has been developed with realistic, slow and steady growth goals. Whistler International Campus represents a long-term

investment in the community of Whistler with dependable revenue streams for the developer generated from a variety of sources including: lease arrangements on educational and commercial floor space, rental income from student and staff housing, income from food and beverage operations and value added services offered to the students as well as a percentage of the tuition fees.

# Development Stats By Phases

## Quick Facts

<b>Site Area:</b> 77± acres (31.2 Ha)	<b>Site Preservation / Enhancement:</b> 70% (54 Acres / 21.9 Ha)
<b>Proposed Site Coverage: Buildings:</b> 8%	<b>Proposed FSR:</b> 0.3
<b>Proposed Site Disturbance:</b> 30% max (23 Acres / 9.3 Ha) (Including: buildings, roads and landscape)	

## Development Program:

	sq.ft.	sqm.		sq.ft.	sqm.
University Academic / Support	124,340	11,151	Staff / Student Housing (1450± beds)	718,400	66,739
Leadership Centre / Support	12,575	1,168	Environmental R&D	29,280	2,720
International Student Academies	59,150	5,495	Other Commercial Support	19,200	1,784
<b>Total Educational / Support Uses:</b>	<b>196,065</b>	<b>18,214</b>	<b>Whistler Campus Total Area</b> (Phases 1 – 3: 5 to 10 year build-out)	<b>962,945</b>	<b>89,458</b>
			Potential Long Term		
			Future Academic Expansion	43,350	4,030
			Grand Total	1,006,295	93,488



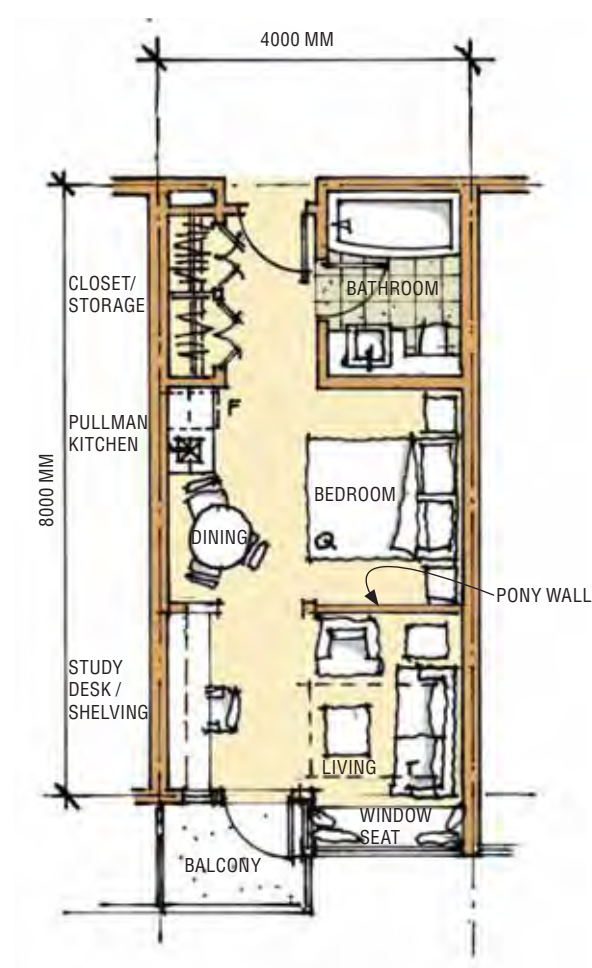


# Student / Staff Residential Offerings

Key to the success of Whistler International Campus and to creating a vibrant campus life will be the provision of an adequate quantity of high quality housing on site for it's students and staff. Housing students on site has been demonstrated at other universities to be essential to instilling campus identity and promoting a positive cohesiveness within the student body thereby enhancing the campus educational experience. Affordable housing is also a key to attracting and keeping quality staff in an inflated resort housing market. This rental-housing component for students and staff is a major economic generator in the business plan for WIC.

The master plan for Whistler International Campus contemplates approximately 723,000 square feet (67170 square metres) of housing opportunities for approximately 1450 individuals in a variety of configurations. Analysis of the type student market anticipated for WIC indicates expectations of independence and privacy in the housing type of choice. The preliminary program for WIC's housing offerings therefore favours bachelor studio type units over shared accommodation. One-bedroom bedroom units are also available throughout the campus in most buildings. Although there are some shared two bedroom units anticipated in the campus plan a more flexible two bedroom arrangement is proposed by the combination of a one bedroom suite with the bachelor studio suite immediately next door with a common lock off vestibule. This arrangement provides for a very flexible rental program offering a wide variety of product types.

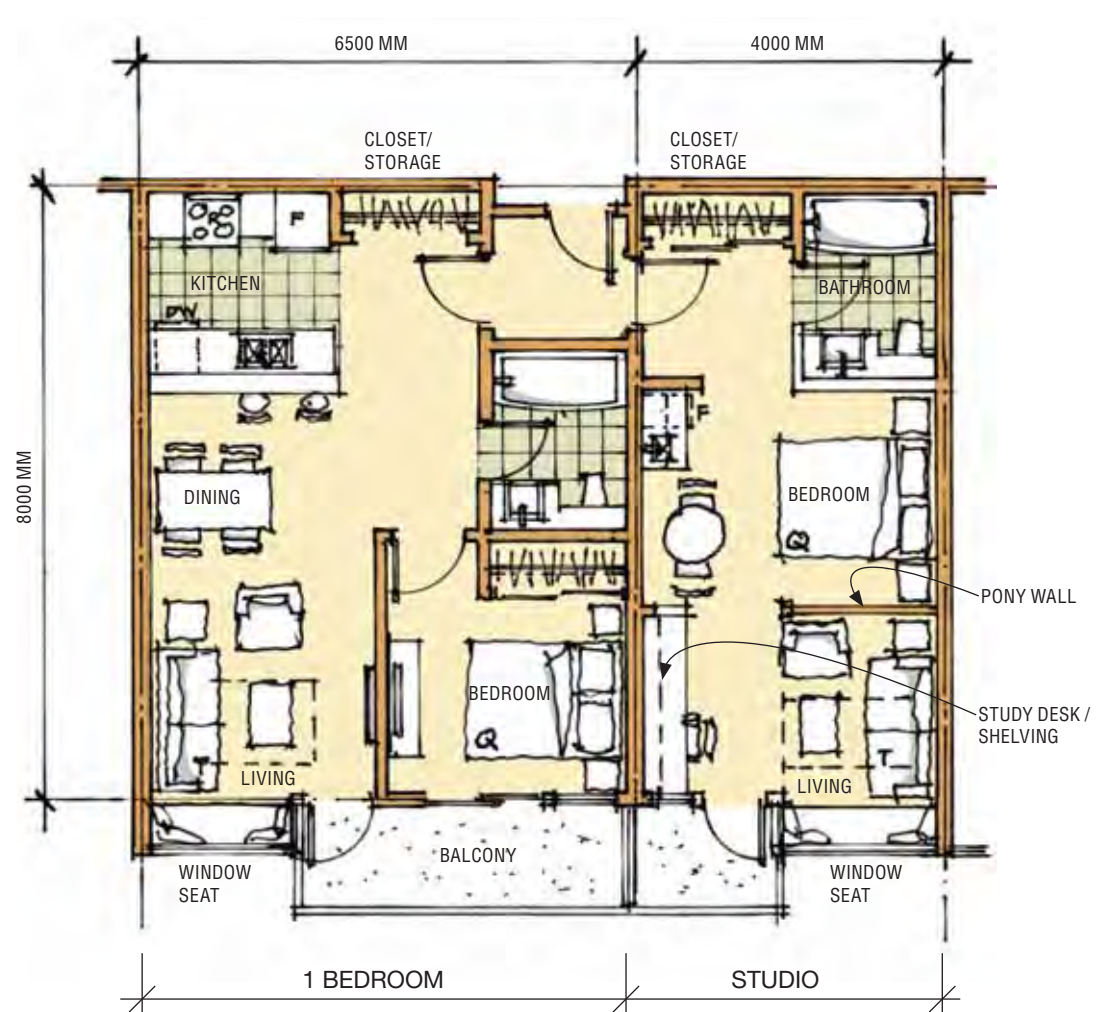
Whistler International Campus: Student / Staff Residential Development Program Summary by Phase								
Phase	Residential Area		Bachelor Studio Suites	One Bedroom Suites	Two Bedroom Suites	Other <sup>*2</sup> Potential 2 Bedroom Suites	Total Units	Total Beds
	(sqft)	(sqm)	Quantity	Quantity	Quantity	Quantity		
Phase 1A	270,800	(25,155)	512	56	0	(56)	568	568
Phase 1B	28,000	(2,600)	62	8	2	(8)	72	80
Phase 2	79,800	(7,415)	99	32	15	(20)	146	161
Phase 3	332,800	(30,920)	552	66	24	(64)	642	666
Project Total Phases 1-3	711,400	(66,090)	1225	162	41	(148)	1428	1475
	*1	*1	85%	11%	3%		100%	
<div>* Notes:   *1 Numbers exclude the President's residence and Leadership Centre retreat cabins</div> <div>              *2 Potential 2 bedroom suites formed by combining a 1 Bedroom Suite with a Bachelor Studio Suite</div>								



STUDENT SUITE  
STUDIO (350 FT²)  
SCALE 1:10



TYPICAL STUDENT  
1 BEDROOM CORNER SUITE (530 FT²)  
SCALE 1:10



2 BEDROOM LOCKOUT  
1 BEDROOM / STUDIO (735 FT²)  
SCALE 1:10



# Educational Partners

Course offerings at Whistler International Campus will be provided by well established, respected and internationally recognized educational partners, who are leaders in their fields. WIC currently has signed memorandums of understanding with three institutions: British Columbia Institute of Technology (BCIT), The University of Northern

British Columbia (UNBC), and Fachschule Technikum Wien - Austria's largest Technical University of Applied Sciences. WIC is actively negotiating with other well-recognized international educational providers to offer the very best educational experiences and to augment the proposed course offerings.



## BCIT Works

It's that simple. BCIT works for you, for employers, and for our community. BCIT offers serious post-secondary education for a successful career.

With over 140,000 grads contributing to the economic, social, and environmental prosperity of BC, BCIT grads are in-demand and making a difference.

## Job Placement

BCIT is known for its high job placement rate, and we deliver.

- Baccalaureate degree graduates' employment rate – 95%
- Average median salary of a degree graduate - \$64,350
- Diploma graduates employed in a job-related to program – 78%
- Employed apprenticeship completers in a training-related job within 2 months – 94%

## Small Class Sizes

Small class sizes ensure that you get more interaction with faculty, network with your peers and have opportunities to work on teams to tackle projects, all of which provide you with the collaborative skills that are vital to a successful career.

- Typical class size in a 2-year Technology diploma program – 20-25 students per class
- Typical class size in a Trades and Technical Studies program – 16 students per class

## Industry Connections

*BCIT's strong ties with industry benefit you before and after graduation:*

Curriculum is developed in consultation with leading employers to ensure what you're learning stays ahead of the curve.

Our instructors have years of relevant professional experience and are leaders in their respective industry. They're connected in their field, applying new and emerging industry knowledge, tactics and technology in the classroom, giving you a head start in the labour market.

Industry projects, work terms and co-op opportunities ensure that you're developing valuable contacts, honing your skills and working in real-world settings all before you graduate.

## Applied Learning

BCIT is a leader in delivering applied learning. You learn theory, then put it into practice. You work with advanced equipment in shops, labs, studios and even woodlots to understand what you're learning and how it's applied in the real world.

<http://www.bcit.ca/admission/works/>



## A University Like No Other

Located in the spectacular landscape of northern British Columbia, UNBC is one of Canada's best small universities. We have a passion for teaching, discovery, people, the environment, and the north.

UNBC provides outstanding undergraduate and graduate learning opportunities that explore cultures, health, economies, and the environment. As one of BC's research-intensive universities, we bring the excitement of new knowledge to all of our students, and the outcomes of our teaching and research to the world. In addition to fostering and celebrating academic excellence, UNBC is a welcoming place, with a learning environment that is friendly, inclusive, and supportive.

UNBC's mission is to instill a strong sense of ownership, purpose, and adventure among our students, alumni, faculty, staff, and the communities we serve. We are also Canada's Green University™, leading the way to a more sustainable future for all.

<http://www.unbc.ca/about-unbc>

## UNBC Canada's Green University™

In 2007, when UNBC trademarked itself as Canada's Green University, we set ourselves on a course towards a more environmentally responsible existence and to make our campus truly green. Our successes have been recognized on several fronts:

- First place for the top campus sustainability project in North America in 2010 by the American Association for Sustainability in Higher Education
- The Environmental Stewardship award for 2011 from the Clean Energy Association of BC,
- Voted #1 in Canada by students for environmental commitment in 2011, and
- One of Canada's Greenest Employers, 2012.

We are known for our location in a spectacular region with an abundance of natural resources as well as the campus, the environmental focus of much of our teaching and research, and the interests of many of our students. We know that the environment sustains the economic, health, and cultural well-being of our communities and this is reflected in our teaching, research, and campus operations.

By being Canada's Green University, we're aiming to be a model for the country, leading the way to a more sustainable future.

<http://www.unbc.ca/green>



## Austria's Largest Technical University of Applied Sciences

With almost 6,000 alumni and more than 2,700 students currently taking its 11 bachelor's and 17 master's degree programs, UAS Technikum Wien is the largest purely technical university of applied sciences in Austria. It offers an extremely diverse range of bachelor's and master's degree programs. All of the programs are based on a solid theoretical foundation, while also being practice-oriented. They are offered as full-time and/or part-time degree programs in the four following technical areas:

- Communication Technologies & Electronic Engineering
- Information Technologies & Business Solutions
- Engineering & Environmental Technologies
- Life Science Technologies

High-quality technical education & close ties with business and industry

At UAS Technikum Wien, emphasis is not only placed on providing a high-quality technical education, but also on language training and subjects with a focus on business and personal development. Close ties with business and industry give students and graduates excellent career opportunities.

UAS Technikum Wien was founded in 1994 and became Vienna's first university of applied sciences in 2000. It is a network partner of the Association of the Austrian Electrical and Electronics Industries (FEEL). It is also a member of the European University Association (EUA).

[http://www.technikum-wien.at/en/about\\_us/](http://www.technikum-wien.at/en/about_us/)

## UAS Technikum Wien International Center for International Relations and Cross-Cultural Education

The Center for International Relations promotes the internationalization of UAS Technikum Wien and is both a point of contact and a hub for issues related to the mobility of students and instructors.

The Center for International Relations offers support in the realization of student exchanges, internships abroad and other types of exchanges. The center's range of services also includes assistance with the procurement of financial aid and extensive services for foreign students and instructors. In addition to organizing international academic collaborations, the team is responsible for the coordination of international instruction and research activities.

[http://www.technikum-wien.at/en/about\\_us/internationalization/](http://www.technikum-wien.at/en/about_us/internationalization/)

# Proposed Course Offerings

Whistler International Campus will offer a suite of programs that compliment the Whistler experience. In recognition of Whistler's unique and pristine environment, a core component of each program will be the teaching of environmental management/stewardship. The program offerings will include:

- **Tourism** (including but not limited to sports administration; hotel management; resort management)
- **Culinary Arts**
- **Leadership**
- **Sustainability**
- **MBA –Business**
- **First Nations University/College Transfer Program**

These programs will utilize Whistler International Campus's infrastructure of facilities, its site and natural surroundings as well as cooperative on the job training in the community resulting in a combination of classroom style, cooperative, and outdoor experimental learning opportunities.





















# Whistler2020

Whistler2020 is the RMOW's comprehensive, community-wide, long-term vision and strategic plan. It sets the course for the future of Whistler and guides the future policy development in the community including growth and development. The document is divided into sixteen strategy areas that range from supporting the local economic diversification, green design, environmental preservation and restoration, creating

opportunities for lifelong learning, to supporting creativity on the local arts scene. Whistler International Campus achieves or positively contributes to all sixteen strategy areas. Whistler International Campus achieves or positively contributes to 74% of the Whistler2020 strategy area objectives and will assist in moving Whistler towards its desired future.

	1	2	3	4	5	6	7	8	9	10	11	12	13
 ARTS, CULTURE & HERITAGE STRATEGY													
 BUILT ENVIRONMENTAL STRATEGY													
 ECONOMIC STRATEGY													
 ENERGY STRATEGY													
 FINANCE STRATEGY													
 HEALTH & SOCIAL STRATEGY													
 LEARNING STRATEGY													
 MATERIALS & SOLID WASTE STRATEGY													
 NATURAL AREAS STRATEGY													
 PARTNERSHIP STRATEGY													
 RECREATION & LEISURE STRATEGY													
 RESIDENT AFFORDABILITY STRATEGY													
 RESIDENT STRATEGY													
 TRANSPORTATION STRATEGY													
 VISITOR EXPERIENCE STRATEGY													
 WATER STRATEGY													

Achieves

Positively contributes

Not applicable

# Environmental Considerations

Environmental considerations have been the guiding force in the determination of development potential of the Whistler International Campus site. Multiple qualified registered environmental professionals have extensively studied the proposed site in five separate environmental and peer review reports.

Operating from a framework where environmental analysis precedes planning, Whistler International Campus will preserve and enhance the wetlands and sensitive areas on

the Whistler International Campus site. Consequently, Whistler International Campus will be built out on a maximum of 30% of the land, leaving the remaining, majority of the site, or 70%, to be preserved or enhanced.

Not only will the sensitive areas on the site will be protected for future generations, but they will also provide opportunities for environmental stewardship for Whistler International Campus students, as well as educational opportunities for residents and visitors.

# Sustainability and Project Benefits

Whistler International Campus provides a balanced package of environmental, economic and social benefits addressing the three legs of sustainability.

## Environmental Sustainability

The development of Whistler International Campus will result in direct and indirect environmental benefits including:

- Environmental Preservation
- Environmental Rehabilitation & Enhancement
- Environmental Stewardship
- Upgrading and connecting the trails systems.
- Environmental analysis preceded and informed the master planning
- Smart Planning
- Sustainable Building Standards. Implementing LEED® Gold equivalency in building and site design

## Other Environmentally Sustainable Strategies:

- Studying the potential for on-site wastewater treatment.
- Supporting the local food industry. Whistler International Campus will adopt a policy regarding local food procurement to provide students and staff access to local, healthy food.
- Investigating the potential of geothermal energy, biomass and other renewable energy resources, thus reducing reliance on fossil fuels and reducing the carbon footprint of the campus.
- The campus will be fitted with energy efficient fixtures, appliances, and low flow toilets.
- Sustainable site practices will be exercised with storm water management and water quality management strategies including permeable paving used where appropriate, bioswales, rain gardens, and storm water detention structures. Appropriate native drought resistant plant materials will be selected for landscaping to minimize the requirements for irrigation. Recycling of gray water for irrigation will be explored.
- Whistler International Campus is intended to be a showcase of sustainable development. The developer of Whistler International Campus intends to develop the site as sustainably as possible, while balancing economic prudence.

## Economic Sustainability

There are numerous economic benefits in the creation of Whistler International Campus. These benefits are both short-term (construction) and long-term (operation), including:

- Increasing the municipal tax base
- Increasing direct expenditure in Whistler by adding another user group
- Increasing local employment
- Supporting year-round tourism
- Whistler International Campus will enhance the international reputation of Whistler
- Diversifying Whistler's local economy by creating a new market
- Privately financed learning campus

## Social Sustainability

- The addition of a post-secondary institution in Whistler will result in direct social community benefits including:
- Supporting local youth to stay in their community
- Providing opportunities for life-long learning through continuing education course offerings
- Providing additional facilities for use by the local community
- Improving recreational trails
- Providing a permanent home for the Whistler Sustainability Centre



VISION FOR A BRIGHTER FUTURE

For more information, please visit the WIC website

**Whistler International Campus** is a privately funded initiative to bring world-class educational experiences to Whistler with a variety of internationally recognized Educational Partners. WIC is designed to meet the educational needs of the community and its young people, support life long learning, and to help sustain the economy year round.

**Whistler International Campus** has a solid environmental strategy, a solid business plan, solid financial capacity, and brings with it a variety of benefits to the resort.



**Whistler International Campus** is a proposal phased over five to 10 years minimizing site impacts developing gradually to meet market demands and add to our tourism.

If you are interested in Whistler International Campus we invite you to learn more about these and other issues by scanning the QR Code with your smart phone.

IBI Group is the master planner/architect for the Whistler International Campus

IBI Group is a multi-disciplinary organization offering services in four areas of practice:  
**Urban Land | Facilities | Transportation | Intelligent Systems**

We provide services from offices located strategically across Canada, the United States, Europe, the Middle East, India and China.



[www.ibigroup.com](http://www.ibigroup.com)







# Appendix 4: Environmental Review

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Cascade Environmental Resource Group LTD





## Initial Environmental Review Update

# Alpha Creek Lands

(Lot 1, Lot 2, Lot 4, District Lots 1754 and 3361 Plan 18236 and Lot C except portions in Plan 18236, District Lots 1754 and 3361, Plan 17731)

Whistler, BC



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**Prepared for:**

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**File #: 149-04-01**

**Date: March 23, 2012**





Statement of Limitations

This Document was prepared by **Cascade Environmental Resource Group Ltd.** for the account of **Oka Holdings Inc.**

Should this report contain an error or omission then the liability, if any, of Cascade Environmental Resource Group Ltd. should be limited to the fee received by Cascade Environmental Resource Group Ltd. for the preparation of this document. Recommendations contained in this report reflect Cascade Environmental Resource Group Ltd.'s judgment in light of information available at the time of study. The accuracy of information provided to Cascade Environmental Resource Group Ltd. is not guaranteed.

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This document should not be construed to be:

- ! A Phase 1 – Environmental Site Assessment;
- ! A Stage 1 – Preliminary Site Investigation (as per the Contaminated Sites Regulations of the *Environmental Management Act*);
- ! An Environmental Impact Assessment.



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## 1.0 Introduction

Oka Holdings Inc. is interested in the development potential of a 31.94 ha parcel that consists of forest and wetlands located between Highway 99 and Function Junction, in Whistler, BC. The parcel is locally known as the Alpha Creek Lands. The study area is bounded by vacant, private and Crown land to the north; residential properties to the east; Highway 99 and the Spring Creek subdivision to the south; and Function Junction industrial area to the west (Map 1). The property is comprised of 4 parcels characterized by slightly to moderately steep rocky terrain with rocky outcrops and benches, pocket wetlands and drainage areas, fish and non-fish bearing streams and a large stream-fed wetland.

The legal description of the subject property is Lot 1, Lot 2, and Lot 4, Block C, District Lots 1754 and 3361, Plan 18236, and Lot C, except portions in Plan 18236, District Lots 1754 and 3361, Plan 17731, Whistler, BC.

Roger Zen, agent for Oak Holding Inc., retained Cascade Environmental Resource Group Ltd. (Cascade) to update the Initial Environmental Review (IER) of the subject site (CERG, 2005). The assessment includes the documentation of existing environmental conditions on the subject property as well as the identification and delineation of environmentally sensitive areas (ESA's) and ecologically significant habitats. As part of the assessment, measures to assist the protection of identified ESA's are outlined, which include but are not limited to riparian and wetland retention.

### 1.1 Scope

The intent of the baseline inventory is to document and provide background bio-physical information to the proponents and their design team to enable development that protects and enhances the valued ecosystem components of the property.

The purpose of the environmental assessment is to identify and document the existing environmental conditions of the property. Knowledge and understanding of the environmental value and possible legal protection of various environmental aspects will aid in sustainable town planning and avoid costly design changes further in the planning process.

Existing environmental conditions are documented by identifying likely ecosystems from existing mapped data with field verification. The methodology followed for ecosystem identification is the provincially accepted Standard for Terrestrial Ecosystem Mapping in British Columbia (RIC, 1998). Further research included field inspection of stream habitats, and a review of provincial online resources for fisheries values and the potential for rare and endangered wildlife presence. All information was compiled to identify potential environmental opportunities and constraints for development.

### 1.2 The Project Team

The field study team that contributed to the IER prepared in 2005 consisted of Mike Nelson, R.P.Bio, Elizabeth Kovics, R.P.Bio., Byron Andres, R.P.Bio., Brenda Andres, B.Sc., Andrew Preston, B.Sc., and Jonathan Turner, B.Sc., with support and review provided by Dave Williamson, B.E.S., Karina Andrus, M.Sc., and Chris McDougall, B.Sc.(GIS).

The IER update of 2012 was conducted by Dave Williamson, B.E.S., Q.E.P., Lori Homstol, M.Sc, Vicki Legris, B.Sc., and Reid Williamson, with GIS support provided by Todd Hellinga, B.Sc., GIS-AS.

All project team members have extensive experience in conducting environmental inventories, reviews and assessments.

## 1.3 Methodology

Site reconnaissance of the study area was conducted on October 3, 6, 7 and 10, 2003, with further site studies conducted on January 15, 16, and 20, 2004, which included a tree survey to establish overstory species, canopy height, stem density. A top of bank survey was completed for Alpha Creek on March 19, 2004. Field assessments under the Riparian Area Regulation (RAR) were conducted on October 18, 19, 29, 31 and November 1, 2007. Additional ecological site surveys and GPS survey of cleared areas associated with road building activities was conducted on February 28, and March 7, 2012.

Terrestrial ecosystem mapping (TEM) principles (BC MELP, 1995, 1998) were employed to identify and delineate ecosystem units and show their distribution within the study area. TEM principals use a three-level classification hierarchy of ecological units, including ecoregion units and biogeoclimatic units at a broader level with site units and vegetation development stages at a more detailed scale. Within these broader units, site-level polygons describe ecosystem units composed of site series, site modifiers, and structural stages. Polygons were identified on the subject site via four transects that passed through all of the ecological units found in the study area. Additionally, prior studies and reports conducted on the study area were reviewed.

Ground Inspection Forms (GIF) field forms were used to describe the site vegetation, soil, mensuration, and geomorphic features unique to each ecosystem unit within the study area. To ensure accurate descriptions of the current environmental conditions on the property and to reflect updated environmental reporting standards, a recent high definition (0.3 m pixel size) colour orthophoto (McElhanney, 1999) was used for ecosystem unit interpretation.

Wildlife was identified by visual observation, songs, tracks and feeding signs. Potential wildlife use not observed during the site reconnaissance was inferred from available habitats, local information, and known distributions. Valued ecosystem components such as riparian corridors, and first growth (i.e., veteran) trees, if any, were also noted during the survey.

While much of the terrestrial ecosystem and wildlife information included in the original 2005 IER will remain unchanged, this updated IER also includes details of the RAR survey that was conducted in 2007 on Millar Creek and wetland, Spring Creek, Alpha Creek and other drainage areas and swamp wetlands in the study area, and land clearing activities that were conducted in 2010.







## 2.0 Existing Environmental Conditions

### 2.1 Cultural Environment

#### 2.1.1 Heritage

Site reconnaissance for the initial IER revealed that portions of the subject properties (Polygons 3 and 4) were logged approximately 70 to 90 years ago as seen in photos 1 and 2. As such, the existing vegetation is primarily naturally regenerating second growth forest, however veteran trees are found on the northern portions of Lots 1 and 2 in Polygons 2 and 5. The remnants of old logging roads are used as informal trails throughout the subject site and access a number of squatter cabins found throughout the study area.

In past years, the property has been investigated for the presence of the Old Wagon Road (possibly the Pemberton Trail) as an area adjacent to the subject site has yielded remnants of rock-built road embankments. The logging roads located on the property were examined for similar historic artifacts, however no evidence of the wagon road was found.



Photo 1: Evidence of logging on Lot 1



Photo 2: Evidence of logging on Site 2

#### 2.1.2 Anthropogenic Features

Site investigations for the initial IER revealed that portions of the subject lands have been modified in the recent years. In 2005, Lots 1 and 2 contained inhabited squatter cabins as well as the remnants of older shelters including an A-frame cabin (Photos 3 and 4). The upland sections (Polygon 1) of Lot C near Lynham Road currently possess a vegetable garden as well as a bike park made with dirt jumps and ramps (Photos 5 and 6). Additionally, a DNA hair trap, maintained by Michael Allen of the Whistler Black Bear Project, was located on Lot 1 in Polygon 5 (Photos 7 and 8).



Photo 3: Inhabited squatter cabin on Lot 2 (Polygon 2)



Photo 4: Abandoned squatter cabin on Lot 2 (Polygon 2)



Photo 5: Vegetable garden on Lot C (Polygon 1a)



Photo 6: Bike park structure at Lot C (Polygon 1a)



Photo 7: Whistler black bear research area (Polygon 5)



Photo 8: DNA bear hair trap at Lot 1 (Polygon 5)



### 2.1.3 Recreation

Recreation within and around the subject site consists of land-based activities such as mountain biking, hiking, dog-walking and nature viewing. Opportunities for land-based activities appear limited to the “Expo” trail that previously extended the length of Lots 1, 2 and 4, although is now restricted to Lot 2 due to recent land clearing. The remaining portion of trail exists along the Alpha Creek wetland connecting the Spring Creek riparian area to Alta Lake Road (Photo 9). Nature viewing occurs from rock bluffs that overlook the Alpha Creek wetlands.



Photo 9: The “Expo” trail (possible Pemberton Trail)

## 2.2 Physical Environment

### 2.2.1 Climate

The study area lies within the Eastern Pacific Range Ecosection, within the Coast and Mountains Ecoprovince in southern British Columbia (Demarchi, 1996; BC MNRO, 2012). The climate is principally influenced by frontal systems moving in from the Pacific Ocean and over the Coast Mountains to the Interior. Summers are typically warm and dry and winters cool and moist with significant snowfall (Green and Klinka, 1994). The growing season is moderately short due to significant snowfall accumulation in the winter months. Mean annual snowfall is 411 cm falling from October to April, and mean annual precipitation for this zone is 1229 mm (Environment Canada, 2012).

The mean annual temperature is 6.3°C with August being the warmest month with an average of 16.1°C, and January being the coldest months with an average of -3°C. Daily maximum temperatures in August increase to 23.5°C, and mean daily minimum temperatures in January decrease to -6.1°C (Environment Canada, 2012).

### 2.2.2 Geology

The study area is underlain by granitic rock of the Coast Plutonic Complex. In general, the Whistler area is underlain by Cretaceous granite and granitic bedrock (90 – 100 million years ago) of the Jurassic to Tertiary Coast Plutonic Complex (MWLAP, 1999). Resting on this granitic bedrock are surficial deposits that are glacial and colluvial in origin; with lowland portions of the Millar Creek wetland consisting of fluvial deposits.

### 2.2.3 Geomorphology

The surficial character of Lots 1 and 2 is controlled by prominent rock outcroppings. Because of the dominance of bedrock, the topography is variable, consisting of slightly to moderately steep

terrain with bedrock knolls, benches and gullies. Lot C is located primarily on the lowland portions of the study area and is derived from both fluvial and alluvial deposits.

### 2.2.4 Hydrology

#### 2.2.4.1 Streams

The Alpha Creek Lands support the water features: Alpha Creek, Spring Creek, Millar Creek, associated tributaries, bedrock contained wetlands, and the Millar Creek wetland.

Alpha Creek flows north from Whistler Mountain, to the eastern portion of Lot 2 through two 900 mm culverts at Highway 99, draining into the Alpha Creek wetland. While Alpha Creek passes through the property, the Alpha Creek wetlands are located outside of the property boundary. The Alpha Creek wetlands flow back onto the property as they flow into the Millar Creek wetlands. Alpha Creek supports a moderate flow rate, as observed during the October 2003 site visits.

Spring Creek flows in a generally northern alignment from Whistler Mountain, through a 900 mm culvert at Highway 99 to the western edge of Lot 2. Spring Creek eventually drains into the Alpha Creek wetlands. The upper portions of Spring Creek contain heavily eroded side channels which were dry during the 2003 site reconnaissance. A low flow rate was observed in Spring Creek during the October 2003 site visits. Pond Creek is an ephemeral tributary to Spring Creek and flows under Highway 99 through a 600 mm culvert to confluence with Spring Creek 100 m downstream of the highway. Historical data on stream flows was not found for Alpha Creek, Spring Creek or Pond Creek.

Millar Creek flows in a general westward direction from Alpha Lake to the Cheakamus River, located approximately one kilometre west of the study area. Millar Creek flows into the project boundary at the Millar Creek wetland. At this point, flows from Alpha Creek, Spring Creek, Pond Creek and the unnamed tributaries, converge. Historical stream flow information from Environment Canada (1991) was documented from 1980 to 1985 at the outlet of Alpha Lake. The mean monthly discharge between April and September ranges from 0.41 to 2.83 cubic metres per second.

#### 2.2.4.2 Wetlands

The majority of Lot C is comprised of the Millar Creek wetland. This wetland tends south-westward from Alpha Lake to the Cheakamus River. Anthropogenic factors such as timber harvesting, culvert installation on Highway 99, channel alteration and surrounding developments, such as the Spring Creek subdivision, have impacted the drainage.

Bedrock controlled pocket wetlands and ephemeral drainages are found throughout Lot 1 (see Polygon 6a – e). These wetlands generally drain in a northward direction to the Alpha Creek wetlands and originate from seepage south of Highway 99 and Whistler Mountain. A larger pocket wetland (6a) is centrally located on Lot 1 with overland drainage occurring northeast to Spring Creek. Other smaller ephemeral catchments are located throughout Lot 1. Lot 2 contains a small ephemeral wetland located in the northeast corner. This wetland likely originates from seepage from Alpha Lake and flows northwest into the Alpha Creek Wetland.

## 2.3 Terrestrial Environment

### 2.3.1 Soils

The soil type for the Coast Mountain and Islands physiographic region is of the Podzolic Order, residing in the Ferro-Humic Great Group (Luttmerding, 1971). These soils overlay igneous intrusive rock which is resistant to weathering, thus retarding soil development. Over time



however, physical and chemical weathering has produced a coarse textured acidic soil. Ferro-Humic Podzols are characterized by the prominent grey (Ae) layer of eluviation beneath the organic surface layer and overlaying a reddish brown iron rich B horizon.

The study area is subject to moderate levels of precipitation, resulting in a mesic soil moisture regime. The site falls within the moderately cool boreal temperature class (8 – 15°C) and the subaquic moisture regime (Clayton et al., 1977). Soils are generally well drained Podzols with accumulations of organic material, largely conifer litter, with iron and aluminum dominating the B Horizon. Mor humus forms are typical of the area.

Field investigations determined there were three soil types found within the upland areas of study area (Photos 10-11). As described in *Soil Survey of The Alta Lake Area* (Luttmerding, 1971), Lithic Orthic Humo-Ferric Podzol soils are shallow, well drained with a thin layer of forest litter, and a stony, gravelly colluvium or glacial till over bedrock. These soils are typically found on strongly to very steeply sloping and moderately rolling topography. Lithic Folisol soils occur in areas where bedrock is within 10 cm of the mineral soil surface and is most commonly found at the top or upper slopes of knoll and ridges. These soils primarily consist of shallow organic material over bedrock. The Orthic Humo-Ferric Podzol profile is similar to the Lithic Orthic Humo-Ferric Podzol described above with the exception of a deeper soil horizon before reaching bedrock. It consists of a layer of organic litter material, followed by stony colluvium or glacial till over bedrock.

Soils found in the high bank lowland areas of the Millar Creek wetland can be described as Orthic Regosol. Regosolic soils are poorly developed typically due from the instability or youthfulness of the material or recent alluvium (Agriculture Canada, 1987). Properties of these soils include a thin organic layer underlain by a silty clay loam or silt loam.



Photo 10: Upland soils on Lots 1, 2 and 4, March 4, 2005



Photo 11: Lowland soils on Lot C, March 4, 2005

### 2.3.2 Biogeoclimatic Zone Classification (CWHms1)

A standard method of land classification used in BC is the Biogeoclimatic Ecosystem Classification system (BEC). "The biogeoclimatic ecosystem classification describes the variation in climate, vegetation, and site conditions occurring within ecosections. BEC is also hierarchical, with separate climate and site levels" (RIC, 1995). There are six levels of organization with increasing specificity: zone, subzone, phase, variant, site association, and site series. At the highest level, biogeoclimatic zones are classed based on broad macroclimatic patterns; while at the lowest level, site series describes the vegetation potential of the land area based on its ability to support the

same climax plant association, and displaying the same soil moisture and nutrient regimes (RIC, 1995). For the purposes of this report, descriptions are set at the biogeoclimatic subzone, variant, and site series levels of detail.

The proposed development area is classified within the Southern variant (1) of the moist subarctic subzone (ms) of the Coastal Western Hemlock Zone (CWH) (Green & Klinka, 1994). Occurring at elevations between 650 and 1200 m, this biogeoclimatic variant (CWHms1) includes the eastern portion of the Coast Mountains and the upper Fraser River.

The CWHms1 has a climate transitional between the coast and interior. Climatic factors, in conjunction with existing soil conditions, result in a productive coastal forest. Typical tree species of this subzone include western hemlock (*Tsuga heterophylla*), Douglas-fir (*Pseudotsuga menziesii*), western redcedar (*Thuja plicata*), and amabilis fir (*Abies amabilis*). The subject site is mostly characterized by zonal conditions for this variant, resulting in a forest dominated by western hemlock, western redcedar, western yew (*Taxus brevifolia*), and amabilis fir. Alaskan blueberry (*Vaccinium Alaskaense*), black huckleberry (*Vaccinium membranaceum*), and oval-leaved blueberry (*Vaccinium ovalifolium*) are the dominant understory species, with lesser amounts of cascara (*Rhamnus purshiana*), falsebox (*Paxistima myrsinites*), and salmonberry (*Rubus spectabilis*). The moss layer is well developed with step moss (*Hylocomium splendens*), lanky moss (*Rhytidiopsis robusta*) and red-stemmed feather moss (*Pleurozium schreberi*).

Within this biogeoclimatic variant, five site series were identified. The site series classification reflects subtle changes in microclimate and soil conditions, which reflect on the plant species composition within the unit. The different site series are further classified into Terrestrial Ecosystem Mapping (TEM) units based on the structural stage of the vegetation and the geomorphology of the site. The TEM units found on the subject site are summarized in Table 1 and are shown on Map 2 – Existing Environmental Conditions. A detailed explanation of TEM unit terminology is appended to Table 1.

### 2.3.3 Site Classification

Within each biogeoclimatic subzone there are a finite number of recurring site types that occur dependent on variations in soil and physiographic properties. Sites with similar environmental properties, particularly soil moisture and soil nutrient regimes, will produce similar plant communities at late successional stages. Therefore, sites can be classified using characteristic environmental properties in addition to characteristic stable plant communities. Keeping in mind that plant communities will vary from the characteristic plant communities at younger successional stages, but should result in one kind of climax plant community.

Site Series classification is the most common category used in field reconnaissance. A site series is specific to the subzone, although the same stable, late seral or plant community may occur in more than one subzone. General site classification is the typical sequence of site series and covers dry/nutrient-poor to wet/nutrient rich soils. Special site classification includes site series with atypical soil moisture and nutrient processes or unique environmental properties such as floodplains, sites with strongly fluctuating water tables, or shoreline and ocean spray sites.

The project area contains a single biogeoclimatic subzone: Coastal Western Hemlock Southern Moist Subarctic CWH variant (CWHms1). Occurring at elevations between 650 m and 1200 m, this biogeoclimatic variant occurs at higher elevations in drainages of the upper Fraser River east and north of Chilliwack, and in the eastern portion of the Coast Mountains from upper Harrison Lake to the Homathko River. This variant is characterized by moist, cool winters and cool, but relatively dry, summers. Snowfall is relatively heavy, particularly in the upper elevational ranges of the variant (Green and Klinka, 1994).

Tree cover for zonal sites is dominated by western hemlock (Hw), Douglas-fir (Fd), western redcedar (Cw), and amabilis fir (Ba) with typical shrubs including Alaskan blueberry and a well developed moss layer. Less commonly occurring species include black huckleberry, oval-leaved blueberry, falsebox, bunchberry, queen's cup, five-leaved bramble, and one-sided wintergreen. Higher elevations featuring greater snowfall and cooler temperatures are dominated by Hw, Ba, and Cw, with Fd restricted to drier sites (Green and Klinka, 1994).

2.3.4 Terrestrial Ecosystem Mapping

Terrestrial Ecosystem Mapping (TEM) is built on the foundation of the BEC system principles. TEM provides the framework in which biotic and abiotic elements can be integrated to provide information on the spatial distribution of ecological units on the ground. Aerial photos and field surveys are used to delineate ecosystem polygons containing features with the similar site conditions, using variables such as vegetation, soil, aspect, and vegetation structural stage. This information can then be used to develop wildlife habitat capability / suitability mapping based upon individual species habitat preferences.

The derivation of the TEM code is described as:

TEM code abbreviations					
2	RS	kf	5	s	B

- ⚠ 2 refers to decile (i.e., 20%);
- ⚠ RS is the TEM unit that refers to the *site series* designation, which denotes subtle changes in microclimate and soil conditions, as reflected by changes in vegetation present;
- ⚠ k and f are *site modifier* designations, which reflect geomorphological variation within a given site series;
- ⚠ 5 refers to the *structural stage* designation;
- ⚠ s refers to the structural stage modifier;
- ⚠ B refers to the structure of the forest stand.

Table 1: Site Series at the Alpha Creek Lands - Typical Conditions

TEM Code Designation	BEC Site Series	Interpretation
AM	01: HwBa – Step moss	significant slopes; middle slope position; deep medium - textured soils (use aspect modifiers)
AD	06: BaCw – Devil's club	gentle slope; lower slope position, deep medium - textured soil, richer nutrient regime; receiving moisture
SS	07: Ss - Salmonberry	active floodplain, high fluvial bench, deep, medium - textured soil
CW	09: Act - Willow	active floodplain, low bench, deep coarse - textured soil
RC	11: CwSs - Skunk cabbage	treed swamp, poorly drained, level to depression, deep medium - textured soil

Table 2: Site Series Site Modifiers

TEM Code Designation	Interpretation
a	active floodplain – the site series occurs on an active fluvial floodplain (level or very gently sloping surface bordering a river that has been formed by river erosion and

	deposition), where evidence of active sedimentation and deposition is present
c	coarse-textured soils – the site series occurs on soils with a coarse texture, including sand and loamy sand; and also sandy loam, loam, and sandy clay loam with greater than 70% coarse fragment volume
f	fine-textured soils – the site series occurs on soils with a fine texture including silt and silt loam with less than 20% coarse fragment volume; and clay, silty clay, silty clay loam, clay loam, sandy clay and heavy clay with more than 35% coarse fragment volume
s	shallow soils – the site series occurs where soils are considered to be shallow to bedrock (20-100 cm)
d	deep soil: the site series occurs on soils >100 cm to bedrock
m	medium soil: sandy loam, loam and sandy clay loam <70% coarse fragment volume
v	very shallow soils – the site series occurs where soils are considered to be shallow to bedrock (20-100 cm)
p	peaty material – the site series occurs on deep organics or a peaty surface (15-60 cm) over mineral materials (e.g., on organic materials of sedge, sphagnum, or decomposed wood)

Table 3: Vegetation Structural Stage Definitions

TEM Code Designation	Interpretation
2 – Herb	Herbaceous communities dominated (greater than ½ of the total herb cover)
3b – Shrub/Herb	Shrub dominated communities maintained by environmental conditions or disturbance, vegetation < 10 metres tall, tree cover <10%, time since disturbance < 40 years.
4 – Pole/Sapling	Trees greater than 10 m tall, typically densely stocked, have overtopped shrub and herb layers; younger stands are vigorous (usually greater than 10-15 years old); older stagnated stands (up to 100 years old) are also included; self-thinning and vertical structure not yet evident in the canopy.
5 – Young Forest	Self thinning has become evident and the forest canopy has begun differentiation into distinct layers, trees between 40 and 80 years old.
6 – Mature Forest	Trees established after the last disturbance have matured; a second cycle of shade tolerant trees may have become established; under-stories become well developed as the canopy opens up, and tree age ranges between 80-250 years.

Source: MOELP & MOF, 1998.

Table 4: Structural Stage Modifiers

TEM Code Designation	Interpretation
c - aquatic	Floating or submerged aquatic plants; does not include sedges growing in marshes with standing water
s – single-storied	Closed forest stand dominated by the over-storey crown class (dominant and co-dominant trees); intermediate and suppressed trees comprise less than 20% of all crown classes combined; advanced regeneration in the understory is generally sparse.
t – two-storied	Closed forest stand co-dominated by distinct overstorey and intermediate crown classes; the suppressed crown class is lacking or comprised less than 20% of all
m – multi-storied	Closed forest stand with all crown classes well represented; each of the intermediate





	and suppressed classes comprise greater than 20% of all crown classes combined; advance regeneration variable.
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Source: MOELP & MOF, 1998.

Table 5: Stand Composition Modifiers

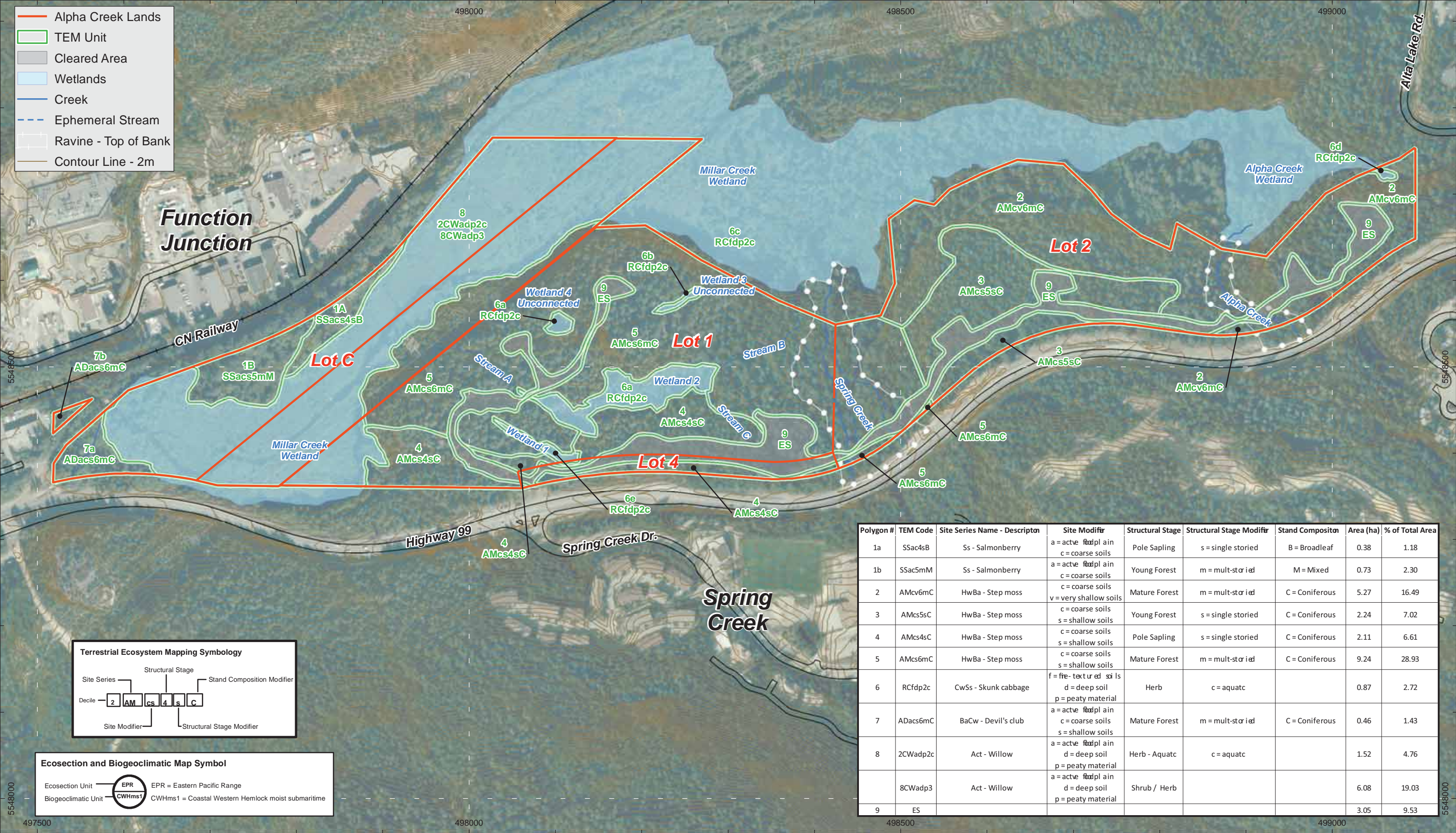
TEM Code Designation	Interpretation
C – Coniferous	Greater than 75% of total tree layer cover is coniferous
B - Broadleaf	Greater than 75% of total tree layer cover is broadleaf
M – Mixed	Neither coniferous or broadleaf account for greater than 75% of total tree layer cover

Source: MOELP & MOF, 1998.

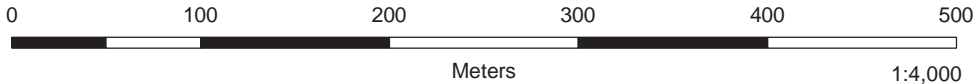
Table 6: Terrestrial Ecosystem Units at the Alpha Creek Lands

Polygon	TEM unit and modifiers	Name	Area (ha)	Structural stages
1a	SSac	Salmonberry – active floodplain, coarse textured soils	0.38	4 broadleaf
1b	SSac	Salmonberry - active floodplain, coarse textured soils	0.73	5 mixed
2	AMcv	Western hemlock, amabilis fir, step moss - coarse textured soils, very shallow soils	5.27	6 coniferous
3	AMcs	Western hemlock, amabilis fir, step moss - coarse textured soils, shallow soils	2.24	5 coniferous
4	AMcs	Western hemlock, amabilis fir, step moss - coarse textured soils, shallow soils	2.11	4 coniferous
5	AMcs	Western hemlock, amabilis fir, step moss - coarse textured soils, shallow soils	9.24	6 coniferous
6	RCfdp	Western redcedar, skunk cabbage – fine textured soils, deep soil, peaty material	0.87	2
7	ADacs	Amabilis fir-,western redcedar, devil's club – active floodplain, deep soil, peaty material	0.46	6 coniferous
8	2CWadp 8CWadp	Black cottonwood, willow - active floodplain, deep soil, peaty material	1.52 6.08	2 3
9	ES	Exposed Soil	3.05	n/a
Total			31.95	





GIS Cartographer: Todd Hellinga  
Date: March 22, 2012  
CERG File#: 149-04-02  
Projection: UTM 10N, NAD83  
Orthophoto: Bing Maps



**Map 2 - Existing Environmental Conditions**  
IER Update - Alpha Creek Lands  
Whistler, BC



### 2.3.4.1 Vegetation Associations

Vegetation associations identified on the property consist of aquatic and water influenced site series and drier, terrestrial site series. Each association is described in detail below and the typical situations and modifiers of the TEM units are described in section 2.3.4 and in Tables 1-6. A summary of the plant species observed on the property is provided in Table 6, and results of the tree density survey is provided in Table 7.

#### Polygon 1a

##### TEM Code SSac4sB – Site Series 07 - Ss – Salmonberry

Polygon 1a is 0.38 ha, and consists of an early seral stage forest with deciduous overstory vegetation consisting of red alder (*Alnus rubra*) and black cottonwood (*Populus trichocarpa*). The canopy is open and single-storied in structure with a crown closure of approximately 35%. Tree height of the overstory canopy was estimated to range from 15 to 33 m with dbh (diameter at breast height) values ranging from 24 to 84 cm.

The shrub layer is dominated by stands of Douglas maple (*Acer glabrum*), cascara (*Rhamnus purshiana*), salmonberry (*Rubus spectabilis*), and highbush cranberry (*Viburnum edule*). Other species present include hardhack (*Spirea douglasii*), thimbleberry (*Rubus parviflorus*), and willow (*Salix spp.*). These species provide approximately 75% of ground cover in the polygon. The forb layer is sparse and lacks in diversity with the majority of cover provided by common burdock (*Arctium minus*), star flowered false soloman's seal (*Smilacina stellata*), and pathfinder (*Adenocaulon bicolor*). The site is moderately well drained, and has no significant gradient or standing water present. It is located on the high bench of an active floodplain and is, therefore, influenced by fluvial processes.

The polygon is anthropogenically modified causing the vegetative structure to be reserected. Terrain modification has reduced the occurrence of mosses, herbs and forbs (Photo 12).



Photo 12: Polygon 1a - deciduous forest with anthropogenic disturbance.

#### Polygon 1b

##### TEM Code SSacs5mM – Site Series 07 - Ss – Salmonberry

Polygon 1b is 0.73 ha and consists of a mature seral stage forest with a mixed multi-storied deciduous and coniferous overstory consisting of Sitka spruce (*Picea sitchensis*), red alder (*Alnus rubra*), black cottonwood (*Populus trichocarpa*), and coastal western hemlock (*Tsuga heterophylla*) (Photo 13). The canopy is fairly closed in structure with a crown closure of approximately 65%. Tree heights for the overstory canopy were estimated to range from 16 to 35 m, with dbh values ranging from 18 to 89 cm.

The shrub layer is dominated by stands of Douglas maple (*Acer glabrum*), cascara (*Rhamnus purshiana*), salmonberry (*Rubus spectabilis*), coastal western hemlock (*Tsuga heterophylla*), hardhack (*Spirea douglasii*), and willow (*Salix spp.*). The forb layer consists of Cooley's hedge nettle (*Stachys cooleyae*) and common burdock (*Arctium minus*).

Polygon 1b is characterized by a similar drainage pattern as polygon 1a, being moderately well drained with no significant gradient or presence of standing water. The polygon is located on the high bench of an active floodplain and is therefore influenced by fluvial processes.



Photo 13: Polygon 1b, mixed mature forest



### Polygon 2

#### **TEM Code AMcv6mC - Site Series 01 - HwBa - Stepmoss**

Polygon 2 supports 5.27 ha of mature forest with predominantly coniferous overstory consisting of coastal western hemlock (*Tsuga heterophylla*), western redcedar (*Thuja plicata*), amabilis fir (*Abies amabilis*), and western yew (*Taxus brevifolia*) (Photo 14). The deciduous component is composed of black cottonwood (*Populus trichocarpa*) and Sitka mountain-ash (*Sorbus sitchensis*). The canopy is moderately open and multi-storied in structure with a crown closure of approximately 55%. Tree heights for the overstory are estimated to range from 18 to 30 m, with dbh values ranging from 5 to 85 cm.

The shrub layer is diverse and well developed in structure with coastal western hemlock (*Tsuga heterophylla*), western redcedar (*Thuja plicata*), oval-leaved blueberry (*Vaccinium ovalifolium*), Alaskan blueberry (*Vaccinium alaskaense*), red huckleberry (*Vaccinium parvifolium*), and salmonberry (*Rubus spectabilis*) present. Other species include devil's club (*Oplopanax horridus*), baldhip rose (*Rosa gymnocarpa*), twinflower (*Linnaea borealis*), and falsebox (*Paxistima myrsinites*). These species provide approximately 45% of ground cover in this Polygon. The forb layer is also well developed with bunchberry (*Cornus Canadensis*), skunk cabbage (*Lysichitum americanum*), bracken fern (*Pteridium aquilinum*), broad-leaved starflower (*Trientalis latifolia*), and rattlesnake plantain (*Goodyera oblongifolia*). Mosses throughout the Polygon include step moss (*Hylocomium splendens*), pipecleaner moss (*Rhytidiopsis robusta*) and red-stemmed feather moss (*Pleurozium schreberi*).

The terrain is undulating and composed of angular rock and bedrock with significant gradients. The site is moderately well drained with some small pools of standing water in depressions.



Photo 14: Polygon 2, mature coniferous forest

### Polygon 3

#### **TEM Code AMcs5sC – Site Series 01 – HwBa - Stepmoss**

Polygon 3 is 2.24 ha, and is located on gently to moderately sloping terrain composed of angular rock and residual logging slash (Photo 15). The forest is a young seral stage with predominantly coniferous overstory consisting of coastal western hemlock (*Tsuga heterophylla*), western redcedar (*Thuja plicata*), amabilis fir (*Abies amabilis*), and western yew (*Taxus brevifolia*). The deciduous component solely consists of alder (*Alnus rubra*). The canopy is moderately open and single-storied in structure with a crown closure of approximately 40%. Tree heights of the overstory were estimated to range from 17 to 25 m, with dbh values ranging from 25 to 46 cm.

The shrub layer is composed of species similar to those found in the overstory. This lack of understory diversity is typical of young forests. The species found in this layer include western hemlock (*Tsuga heterophylla*), western redcedar (*Thuja plicata*), oval-leaved blueberry (*Vaccinium ovalifolium*), and devil's club (*Oplopanax horridus*) providing 20% of ground cover. No herbs and forbs were detected although the moss layer provided an additional 20% of cover. Species include step moss (*Hylocomium splendens*), pipecleaner moss (*Rhytidiopsis robusta*) and red-stemmed feather moss (*Pleurozium schreberi*), and lanky moss (*Rhytidiadelphus loreus*).

The site is moderately well drained with no standing water present.



Photo 15: Polygon 3, young coniferous forest



#### Polygon 4

##### TEM Code AMcs4sC – Site Series 01– HwBa - Step moss

The polygon is 2.11 ha and is located on level terrain over angular rock and organic soil, is moderately well drained with no significant gradients or standing water present (Photo 16). The forest is of pole sapling seral stage with overstory vegetation consisting of coastal western hemlock (*Tsuga heterophylla*), western redcedar (*Thuja plicata*), and western yew (*Taxus brevifolia*). The canopy is moderately open and single-storied in structure with a crown closure of approximately 50%. Tree heights of the overstory were estimated to range from 12 to 22 m, with dbh values ranging from 12 to 22 cm.

The shrub layer is moderately well developed with oval-leaved blueberry (*Vaccinium ovalifolium*), Alaskan blueberry (*Vaccinium alaskaense*), red huckleberry (*Vaccinium parvifolium*), falsebox (*Paxistima myrsinites*), and baldhip rose (*Rosa gymnocarpa*). These species provide approximately 45% of ground cover in this polygon. The forb and moss layer consists of bunchberry (*Cornus Canadensis*), rosy twistedstalk (*Streptopus roseus*), pipecleaner moss (*Rhytidiopsis robusta*), lanky moss (*Rhytidiopsis robusta*) and red-stemmed feather moss (*Pleurozium schreberi*).



Photo 16: Polygon 4, pole/sapling coniferous forest

#### Polygon 5

##### TEM Code AMcs6mC– Site Series 01 - HwBa - Step moss

Polygon 5 is 9.24 ha of well drained, steep undulating terrain with no standing water (Photo 17). The site is composed of mixed angular fragments and bedrock. The forest is mature with a coniferous overstory consisting of coastal western hemlock (*Tsuga heterophylla*), western redcedar (*Thuja plicata*), Douglas-fir (*Pseudotsuga menziesii*), and western white pine (*Pinus monticola*). The canopy is moderately closed and multi-storied in structure with a crown closure of approximately 65%. Tree heights of the overstory are estimated to range from 18 to 61 m, with dbh values ranging from 31 to 67 cm.

The shrub layer is diverse and well developed in this Polygon with coastal western hemlock (*Tsuga heterophylla*), western redcedar (*Thuja plicata*), Douglas-fir (*Pseudotsuga menziesii*), oval-leaved blueberry (*Vaccinium ovalifolium*), red huckleberry (*Vaccinium parvifolium*), black huckleberry (*Vaccinium membranaceum*), and twinflower (*Linnaea borealis*) present. Other species include prince's pine (*Chimophila umbellata*), star-flowered false Solomon's seal (*Smilacina stellata*) and kinnickinnick (*Arctostaphylos uva-ursi*). These species provide approximately 30% of the ground cover in this Polygon. The forb layer is poorly developed with no species detected. Mosses throughout the Polygon are well represented and include step moss (*Hylocomium splendens*), pipecleaner moss (*Rhytidiopsis robusta*), lanky moss (*Rhytidiadelphus loreus*), and red-stemmed feather moss (*Pleurozium schreberi*).



Photo 17: Polygon 5, mature coniferous forest

### Polygon 6a-e

#### TEM Code RCndp5i – Site Series 11 - CwSs – Skunk cabbage

Polygon 6 makes up 0.87 ha of the property. The majority of this polygon is subject to seepage at the soil surface that creates a series of pocket wetlands (Photo 18). There are numerous braided ephemeral side channels present. Soil is likely saturated for most of the year, with the driest periods occurring during the summer months.

The forest structure of Polygon 6 includes both young and mature forest attributes. Past harvesting activities and high soil moisture conditions have resulted in a mixed age forest of variable structure. Standing timber is comprised of younger deciduous forest cover in the suppressed understory with larger conifer species dominating the overstory canopy. Typical species include western redcedar (*Thuja plicata*), western hemlock (*Tsuga heterophylla*), and red osier dogwood (*Cornus stolonifera*). Estimated tree heights for the conifer overstory range from 25 to 39 m, with dbh values of 43 to 83 cm. Most of the wetland seepage sites have an open canopy with adjacent overstory vegetation providing a crown closure of 20%.

The high shrub and herbaceous layers are well developed in this Polygon. Observed species include skunk cabbage (*Lysichitum americanum*), oval-leaved blueberry (*Vaccinium ovalifolium*), salmonberry (*Rubus spectabilis*), hardhack (*Spirea douglasii*), false azalea (*Menziesia ferruginea*), and highbush cranberry (*Viburnum edule*). The forb layer includes Labrador tea (*Ledum groenlandicum*), bracken fern (*Pteridium aquilinum*), bunchberry (*Cornus canadensis*), and sedges (*Carex* spp.) Mosses present include step moss (*Hylocomium splendens*), pipecleaner moss (*Rhytidiopsis robusta*), haircap moss (*Polytrichum commune*), and shaggy sphagnum (*Sphagnum squarrosum*).



Photo 18: Polygon 6, swamp wetland

### Polygon 7

#### TEM Code ADacs6mC Site Series 01 – HwBa - Stepmoss

Polygon 7 makes up 0.46 ha of the property. The polygon is moderately well drained with no significant gradient or standing water (Photo 19). It is located on the high bench of an active floodplain and is therefore influenced by fluvial processes. The forest is in mature seral stage with a multi-storied coniferous overstory consisting of amabilis fir (*Abies amabilis*), western hemlock (*Tsuga heterophylla*), mountain hemlock (*Tsuga mertensiana*), and western redcedar (*Thuja plicata*). The canopy is fairly closed in structure with a crown closure of approximately 60%. Estimated tree heights for the overstory range from 21 to 30 m, with dbh values of 36 to 64 cm.

The shrub layer is moderately well developed with western hemlock (*Tsuga heterophylla*), western redcedar (*Thuja plicata*), oval-leaved blueberry (*Vaccinium ovalifolium*), red huckleberry (*Vaccinium parvifolium*), and falsebox (*Paxistima myrsinites*). These species provide approximately 15% of ground cover in this Polygon. The forb and moss layer consists of bunchberry (*Cornus Canadensis*), pipecleaner moss (*Rhytidiopsis robusta*), and haircap moss (*Polytrichum commune*).



Photo 19: Polygon 7, mature coniferous forest



### Polygon 8

#### **TEM Code CWadp2c / CWadp3 – Site Series 09 – Act – Willow**

The 7.60 ha polygon is divided into two structural stages consisting of 20% stage 2 – herb aquatic representing 1.52 ha, and 80% stage 3 – shrub at 6.08 ha (Photo 20). The polygon is located within the Millar Creek floodplain and is subject to seasonal inundation. The site contains numerous braided ephemeral side channels causing most soil in the polygon to be saturated during most of the year. The driest periods will occur during the summer.

The vegetative structure of Polygon 8 includes shrub, herbaceous and aquatic species. The fringe area around the Polygon contains a mix of both young forest and shrubby attributes. Typical species found in the fringe area include western redcedar (*Thuja plicata*), western hemlock (*Tsuga heterophylla*), red osier dogwood (*Cornus stolonifera*), hardhack, (*Spirea douglasii*), salmonberry, (*Rubus spectabilis*), oval-leaved blueberry (*Vaccinium ovalifolium*), red huckleberry (*Vaccinium parvifolium*), and highbush cranberry (*Viburnum edule*).

The remainder of the Polygon has well developed high shrub and herbaceous layers that are rich in aquatic species. Observed species include skunk cabbage (*Lysichitum americanum*), fireweed (*Epilobium ciliatum*), horsetails (*Equisetum arvense*), lady fern (*Athyrium filix-femina*), sedges (*Carex* spp), cattails (*Typha* spp.), rushes (*Juncus* spp.), and willow (*Salix* spp.).



Photo 20: Polygon 8, wetland and Millar Creek

### Polygon 9

#### **TEM Code ES – Exposed Soil**

The TEM code “exposed soil” was the best disturbed site descriptor for the land that was cleared for site access. The 3.05 ha polygon 9 was created in 2011 for road access to the residential building sites (Map 2; Photo 21).



Photo 21: Exposed soil in polygon 9. Photo taken August 17, 2011.



2.3.4.2 Vegetation

The diversity of native trees, shrubs, and forbs observed on the property appears healthy (Table 7).

Table 7: Vegetation identified on the subject site

Common Name	Scientific Name
<b>Trees</b>	
Amabilis fir	<i>Abies Amabilis</i>
Sitka spruce	<i>Picea Sitchensis</i>
White pine	<i>Pinus monticola</i>
Western yew	<i>Taxus brevifolia</i>
Douglas-fir	<i>Pseudotsuga menziesii</i>
Western redcedar	<i>Thuja plicata</i>
Western hemlock	<i>Tsuga heterophylla</i>
Red alder	<i>Alnus rubra</i>
Black cottonwood	<i>Populus trichocarpa</i>
<b>Shrubs</b>	
Oval-leaved huckleberry	<i>Vaccinium ovalifolium</i>
Red huckleberry	<i>Vaccinium parvifolium</i>
Alaskan blueberry	<i>Vaccinium Alaskaense</i>
Black huckleberry	<i>Vaccinium membranaceum</i>
Baldhip rose	<i>Rosa gymnocarpa</i>
Kinnikinnick	<i>Arctostaphylos uva-ursi</i>
Douglas maple	<i>Acer glabrum</i>
Highbush cranberry	<i>Viburnum edule</i>
Red-Osier dogwood	<i>Cornus stolonifera</i>
False azalea	<i>Menziesia ferruginea</i>
Twinflower	<i>Linnaea borealis</i>
Hardhack	<i>Spirea douglasii</i>
Cascara	<i>Rhamnus purshiana</i>
Devil's club	<i>Oplopanux horridus</i>
Salmonberry	<i>Rubus spectabilis</i>
Willow	<i>Salix spp.</i>
Falsebox	<i>Paxistima myrsinites</i>
Sitka Mt. ash	<i>Sorbus sitchensis</i>
Rosy twisted stalk	<i>Streptopus reoseus</i>
Twinflower	<i>Linnaea borealis</i>
Star-flowered false Soloman's seal	<i>Smilacina stellata</i>
Scoulers willow	<i>Salix scouleriana</i>
Pacific willow	<i>Salix lasiandra</i>
Princes pine	<i>Chimaphila umbellate</i>
<b>Forbs</b>	
Skunk cabbage	<i>Lysichitum americanus</i>
Bunchberry	<i>Cornus Canadensis</i>
Rosy twistedstalk	<i>Streptopus roseus</i>
Pathfinder	<i>Adenocaulon bicolor</i>
Fireweed	<i>Epilobium ciliatum</i>
Horsetails	<i>Equisetum arvense</i>



Common Name	Scientific Name
Labrador tea	<i>Ledum groenlandicum</i>
Rattlesnake plantain	<i>Goodyera oblongifolia</i>
Cooley's hedge nettle	<i>Stachys cooleyae</i>
<b>Ferns</b>	
Lady fern	<i>Athyrium felix-femina</i>
Bracken fern	<i>Pteridium aquilinum</i>
<b>Mosses and Lichens</b>	
Lichen	<i>Cladina spp.</i>
Lanky moss	<i>Rhytidiadelphus triquetrus</i>
Step moss	<i>Hylocomium splendens</i>
Red-stemmed feather moss	<i>Pleurozium schreberi</i>
Shaggy sphagnum	<i>Sphagnum squarrosum</i>
Common haircap moss	<i>Polytrichum commune</i>



### Tree Survey

A survey of trees on the property was conducted during the 2003 environmental assessment. The density of stems and the average height of the two largest trees in each polygon were recorded and presented in Table 8. Polygons supporting mature forests (i.e., polygons 2, 5, and 7) support the largest trees indicated by the highest average tree heights.

Table 8: Tree Survey Results

Polygon No.	TEM Code	Plot No.	Density stems/ ha	Average Height of 2 Largest Trees (m)	Overstory Species
1	SSac5mM	21	400	26.5	poplar, alder, cedar
1	SSac5mM	22	700	20.5	
1	SSac5mM	23	200	28.5	
		<b>Polygon 1 Average</b>	<b>433.33</b>	<b>25.17</b>	
2	AMcv6mC	7	800	34.5	hemlock, Douglas-fir
2	AMcv6mC	8	800	23.0	
2	AMcv6mC	10	800	31.0	
		<b>Polygon 2 Average</b>	<b>800.00</b>	<b>29.50</b>	
3	AMcs5sC	6	2300	17.0	hemlock, amabilis fir
3	AMcs5sC	11	1500	16.5	
3	AMcs5sC	12	1000	17.5	
3	AMcs5sC	13	1000	16.0	
		<b>Polygon 3 Average</b>	<b>1450.00</b>	<b>16.75</b>	
4	AMcs4sC	1	1300	20	hemlock, Douglas-fir, amabilis fir
4	AMcs4sC	2	900	25	
4	AMcs4sC	3	1400	19	
		<b>Polygon 4 Average</b>	<b>1200.00</b>	<b>21.33</b>	
5	AMcs6sC	4	1000	25.0	hemlock, Douglas-fir, cedar
5	AMcs6sC	5	2100	36.0	
5	AMcs6sC	14	500	23.0	
5	AMcs6sC	15	900	32.0	
5	AMcs6sC	16	600	23.5	
5	AMcs6sC	17	1000	36.5	
5	AMcs6sC	18	800	27.5	
		<b>Polygon 5 Average</b>	<b>985.71</b>	<b>29.07</b>	
7	ADacs6mC	19	1300	29.5	amabilis fir, hemlock
7	ADacs6mC	20	1100	25.0	
		<b>Polygon 7 Average</b>	<b>1200.00</b>	<b>27.25</b>	

### 2.3.4.3 Rare and Endangered Plant Species and Ecological Communities

Plant and animal species, and ecological communities of concern in British Columbia have a provincial status designation, which is summarized on the B.C. Ministry of Sustainable Resource Management Conservation Data Centre (BC MOE, 2011). This status designation is based on sorting species into groups with similar conservation risks. This system assigns species into Red, Blue, or Yellow status. Below is a brief summary of the system used in designating wildlife in BC and Canada:

- ▲ Red listed species are legally designated as Endangered or Threatened under the BC *Wildlife Act*.
  - Endangered species are facing imminent extirpation or extinction.
  - Threatened species are likely to become endangered if limiting factors are not reversed.
- ▲ Blue listed species are species not immediately threatened, but of concern.
  - Special concern is due to characteristics that make them particularly sensitive to human activities or natural events.
- ▲ Yellow listed species are not at risk and include all those not Red or Blue listed.

COSEWIC (Committee on the Status of Endangered Wildlife in Canada) is a federal advisory committee whose mandate is to create a single, official, scientifically sound, national classification of wildlife species at risk (includes plant species). COSEWIC ranks species on a set of criteria based on the best available information. Based on the ranking recommended by COSEWIC, species may be included on Schedule 1 of the *Species at Risk Act* (SARA) at which point they are protected under this act. This ranking system uses the following terminology:

- ▲ Extinct (XX)
- ▲ Extirpated (XT)
- ▲ Endangered (E)
- ▲ Threatened (T)
- ▲ Special Concern (SC)
- ▲ Not At Risk (NAR)
- ▲ Data Deficient (DD)

The tables below include listed (i.e. rare and threatened) species that have the potential to occur on the Alpha Creek lands. This potential is based on broad habitat preferences delineated by forest district and biogeoclimatic zone. Potential occurrences are then designated as unlikely or possible based upon species specific habitat requirements and an on-site assessment of those habitats. Note that a comprehensive evaluation of the study area for each species was not possible due to time constraints, seasonal migration patterns, and the transient nature of some species.

#### Plant Species

The subject property does contain site series that may contain plant communities delineated by the CDC for the CWHms1 biogeoclimatic variant; however, the CDC list applies to natural sites. The subject property presently has several informal trails passing through it, several 'squatters' cabins, as well as significant disturbance from recent as well as historical logging activities. The site is not considered natural, and therefore criteria outlined by the CDC is not satisfied and the rare and endangered plant community lists do not apply.

Table 9: Rare and endangered plant species potentially occurring in the study area

Common Name <i>Scientific name</i>	Status		Habitat Requirements	Potential Occurrence
	BC List	COSEWIC		
<b>Nodding Semaphoregrass</b> <i>Pleuropogon refractus</i>	Blue		Bogs, streambanks, lakeshores and wet meadows in the lowland and montane zones below 1600 m – CHWms1 zone	Potential in Polygon 6 and 8

Source: Conservation Data Centre, Ministry of Environment, for the Squamish Forest District (MOE-CDC, 2011a).

#### Ecological Communities

The term "ecological" is a direct reference to the integration of non-biological features such as soil, landform, climate and disturbance factors. The term "community" reflects the interactions of living organisms (plants, animals, fungi, bacteria, etc.), and the relationships that exist between the living and non-living components of the "community". Currently, the most common ecological communities that are known in BC are based on the Vegetation Classification component of the Ministry of Forests and Range Biogeoclimatic Ecosystem Classification, which focuses on the terrestrial plant associations of BC's native plants.

Two blue listed ecological communities (Amabilis Fir – Western Redcedar/Salmonberry and Western Redcedar – Sitka Spruce/Skunk Cabbage), and one red listed ecological community (Sitka Spruce/Salmonberry) occur within the CWH zone (**Error! Reference source not found.9**).

Table 10: Rare and endangered ecological communities occurring on the property

Scientific Name	Common Name	BGC	Occurrence	List Status
<i>Picea sitchensis</i> / <i>Rubus spectabilis</i> Moist Submaritime	Sitka spruce / salmonberry Moist Submaritime	CWHms1/07	Polygon 1b	Red
<i>Populus balsamifera</i> ssp. <i>trichocarpa</i> / <i>Salix sitchensis</i> - <i>Rubus parviflorus</i>	Black cottonwood / Sitka willow - thimbleberry	CWHms1/09	Polygon 8	Red
<i>Abies Amabilis</i> – <i>Thuja plicata</i> / <i>Oplopanax horridus</i> Moist Submaritime	Amabilis fir - western redcedar / devil's club Moist Submaritime	CWHms1/06	Polygon 7	Blue
<i>Thuja plicata</i> - <i>Picea sitchensis</i> / <i>Lysichitum americanum</i>	Western redcedar - Sitka spruce / skunk cabbage Moist Submaritime	CWHms1/11	Polygon 6	Blue

Source: Conservation Data Centre for the Squamish Forest District (CDC, 2003)

### 2.3.5 Wildlife & Wildlife Habitat

The coastal western hemlock ecosystem is considered to have the greatest diversity and abundance of habitat elements in British Columbia. This habitat diversity results in a broad diversity of bird, mammal, and amphibian and reptile species. The vegetation structure within the study site provides habitat for a multitude of avian species. The riparian areas, wetlands and forests, all contain unique habitat structure and associated species.

The coniferous forests within the study site provide the ideal foraging and nesting opportunities for a wide range of forest birds. Bird species observed during site surveys of the property and on similar sites in Whistler include Swainson's thrush (*Catharus ustulatus*), pine siskin (*Carduelis pinus*), red-breasted sapsucker (*Sphyrapicus ruber*), northwestern crow (*Corvus caurinus*), raven (*Corvus corax*) and Steller's jay (*Cyanocitta stelleri*). A cursory raptor survey was conducted, and no raptors or evidence of raptor nests was observed. The permanent and ephemeral waterbodies located within the wetland areas of the study area provide breeding opportunities for amphibians.

Observation of wildlife and wildlife signs observed during the ecological site survey conducted on October 6, 7 and 10<sup>th</sup>, 2003, include black bear (*Ursus americanus*) scat, habitats altered by beavers (*Castor canadensis*), Douglas squirrel (*Tamiasciurus douglassi*), and a dead racoon (*Procyon lotor*) (Photos 22, 23).

Species of bird, mammal, amphibian and reptiles that may frequent or inhabit the site are presented in



Table 11. Usage of the site and species presence is based on the habitat types that were documented during site visits. The importance of this table is to elucidate that suitable habitat for many different species is available on site, and that maintenance of vegetated and wetland areas can benefit a large array of species.

Table 11: Wildlife species potentially occurring on the subject site. lists species that could frequent the subject site based on their distribution and habitat preferences.



Photo 22: Polygon 4, bear sign – scat on trail network



Photo 23: Dead raccoon in western redcedar tree (possible Cougar cache)

Table 11: Wildlife species potentially occurring on the subject site.

Scientific Name	Common Name	Scientific Name	Common Name
<b>Birds</b>			
<i>Anthus rubescens</i>	American Pipit	<i>Junco hyemalis</i>	Dark-eyed Junco
<i>Bombycilla cedrorum</i>	Cedar Waxwing	<i>Loxia curvirostra</i>	Red Crossbill
<i>Bonasa umbellus</i>	Ruffed Grouse	<i>Melospiza melodia</i>	Song Sparrow
<i>Bubo virginianus</i>	Great Horned Owl	<i>Oporornis tolmiei</i>	MacGillivray's Warbler
<i>Buteo jamaicensis</i>	Red-tailed Hawk	<i>Parus rufescens</i>	Chestnut-backed Chickadee
<i>Carduelis pinus</i>	Pine siskin	<i>Passerella iliaca</i>	Fox Sparrow
<i>Carpodacus purpureus</i>	Purple Finch	<i>Pheucticus melanocephalus</i>	Black-headed Grosbeak
<i>Cathartes aura</i>	Turkey vulture	<i>Picoides pubescens</i>	Downy Woodpecker
<i>Catharus guttatus</i>	Hermit thrush	<i>Picoides villosus</i>	Hairy Woodpecker
<i>Catharus ustulatus</i>	Swainson's thrush	<i>Pipilo erythrophthalmus</i>	Spotted Towhee
<i>Certhia americana</i>	Brown creeper	<i>Piranga ludoviciana</i>	Western Tanager
<i>Chordeiles minor</i>	Common nighthawk	<i>Regulus calendula</i>	Ruby-crowned Kinglet
<i>Colaptes auratus</i>	Northern flicker	<i>Regulus satrapa</i>	Golden-crowned Kinglet
<i>Contopus sordidulus</i>	Western wood-pewee	<i>Selasphorus rufus</i>	Rufous Hummingbird
<i>Corvus caurinus</i>	Northwestern Crow	<i>Sitta canadensis</i>	Red-breasted Nuthatch
<i>Corvus corax</i>	Common Raven	<i>Sphyrapicus ruber</i>	Red-breasted Sapsucker
<i>Cyanocitta stelleri</i>	Steller's Jay	<i>Strix varia</i>	Barred Owl
<i>Dendroica petechia</i>	Yellow Warbler	<i>Sturnus vulgaris</i>	European Starling
<i>Dendroica townsendi</i>	Townsend's Warbler	<i>Tachycineta bicolor</i>	Tree Swallow
<i>Dryocopus pileatus</i>	Pileated Woodpecker	<i>Tachycineta thalassina</i>	Violet-green Swallow
<i>Empidonas difficilis</i>	Pacific-slope Flycatcher	<i>Troglodytes troglodytes</i>	Winter Wren
<i>Empidonax hammondi</i>	Hammond's Flycatcher	<i>Turdus migratorius</i>	American Robin
<i>Empidonax trailii</i>	Willow Flycatcher	<i>Vermivora celata</i>	Orange-crowned Warbler
<i>Glaucidium gnoma</i>	Northern Pygmy-Owl	<i>Vireo huttoni</i>	Hutton's Vireo
<i>Haliaeetus leucocephalus</i>	Bald Eagle	<i>Wilsonia pusilla</i>	Wilson's Warbler
<i>Hirundo rustica</i>	Barn Swallow	<i>Zonotrichia leucophrys</i>	White-crowned Sparrow
<i>Ixoreus naevius</i>	Varied Thrush		
<b>Mammals</b>			
<i>Canus latrans</i>	coyote	<i>Odocoileus hemionus columbianus</i>	black-tailed deer
<i>Canus lupus</i>	gray wolf	<i>Peromyscus</i>	mice
<i>Castor canadensis</i>	beaver	<i>Procyon lotor</i>	raccoon

Scientific Name	Common Name	Scientific Name	Common Name
<i>Lynx rufus</i>	bobcat	<i>Puma concolor</i>	cougar
<i>Martes americanus</i>	marten	<i>Spilogale gracilis</i>	spotted skunk
<i>Microtus</i> spp.	voles	<i>Tamiasciurus</i> spp.	squirrels
<i>Mustela erminea</i>	short-tailed weasel	<i>Ursus americanus</i>	black bear
<i>Mustela vison</i>	mink	<i>Vulpes vulpes</i>	red fox
<i>Myotis</i> spp.	bats		
<b>Amphibians</b>			
<i>Ascaphus truei</i>	coastal tailed frog	<i>Hyla regilla</i>	Pacific tree frog
<i>Ambystoma gracile</i>	northwestern salamander	<i>Pseudacris triseriata</i>	chorus frog
<i>Ambystoma macrodactylum</i>	long-toed salamander	<i>Rana aurora</i>	red-legged frog
<i>Bufo boreas</i>	western toad	<i>Taricha granulose</i>	rough-skinned newt
<i>Plethodon vehiculum</i>	Western red-backed salamander	<i>Ensatina eschscholtzi</i>	ensatina
<b>Reptiles</b>			
<i>Thamnophis sirtalis</i>	common garter snake	<i>Thamnophis ordinoides</i>	northwestern garter snake
<i>Thamnophis elegans</i>	western terrestrial garter snake	<i>Gerrhonotus coeruleus</i>	northern alligator lizard

### 2.3.5.1 Rare and Endangered Wildlife Species

Rare and endangered wildlife species are provided the same provincial and federal status as rare and endangered plants described in section 2.2.2.4. Rare or endangered species that have the potential to occur on the BPL property are presented in Ten bird species, six mammals, three amphibians, one reptile, two fish and one invertebrate are identified by the BC CDC Ecosystem Explorer as occurring in the CWHms1 biogeoclimatic zone within the Squamish Lillooet Regional District. Thirteen species possibly occur and nine are unlikely to occur within the study area boundaries.





. Potential occurrence is based on broad habitat preferences delineated by forest district and biogeoclimatic zone that are then designated as unlikely or possible based upon species specific habitat requirements and an on-site assessment of those habitats. Note that a comprehensive evaluation of the study area for each species was not possible due to the season of the site visit, seasonal migration patterns, and the transient nature of some species.

Ten bird species, six mammals, three amphibians, one reptile, two fish and one invertebrate are identified by the BC CDC Ecosystem Explorer as occurring in the CWHms1 biogeoclimatic zone within the Squamish Lillooet Regional District. Thirteen species possibly occur and nine are unlikely to occur within the study area boundaries.



Table 12: Rare and endangered wildlife potentially occurring in the study area.

Common Name <i>Scientific name</i>	Status		Habitat Requirements	Potential Occurrence	Comment
	BC List	COSEWIC			
Birds					
Northern goshawk <i>Accipiter gentilis laingi</i>	Red	T	Coastal old growth or mature forests of BC, especially central and northern coastal islands.	Unlikely	
Peregrine falcon <i>Falco peregrinus anatum</i>	Red	Special Concern	Cliff edges near water, interior rivers and wetlands.	Unlikely	
Northern spotted owl <i>Strix occidentalis</i>	Red	E	Old growth, dense, multi-layer canopy coniferous forest with a range of snags and nesting hollows available.	Unlikely	
Peregrine Falcon <i>Falco peregrines pealei</i>	Blue	SC	Coastal beaches, cliff edges, tidal flats, reefs, islands, marshes, estuaries and lagoons.	Unlikely	
Western screech-owl <i>Megascops kennicottii kennicottii</i>	Blue	Special Concern	Lower elevations in coniferous or mixed forests that are often associated with water.	Possible	**Nearest known occurrence is the Whistler area.
Band-tailed pigeon <i>Patagioenas fasciata</i>	Blue	Special Concern	Coniferous and mixed deciduous lowland forests.	Possible	**Nearest known occurrence is the Whistler area.
Barn swallow <i>Hirundo rustica</i>	Blue	n/a	Open areas, fields, ponds with vertical nesting habitat, especially buildings.	Possible	**Nearest known occurrence is the Whistler area.
Great blue heron <i>Aredea herodias fannini</i>	Blue	SC	Aquatic areas <0.5 m deep, fish bearing streams, undisturbed nesting in tall trees.	Possible	**Nearest known occurrence is Alta Lake.
Green Heron <i>Butorides virescens</i>	Blue	n/a	Aquatic areas <0.5 m deep including swamps, mangroves and shore margins.	Possible	*Nearest known occurrence is the Whistler area
Marbled murrelet <i>Brachyramphus marmoratus</i>	Blue	T	Forested old-growth coastal habitats <20 km from shore.	Unlikely	*Nearest known occurrence is north of Jervis Inlet.

Common Name <i>Scientific name</i>	Status		Habitat Requirements	Potential Occurrence	Comment
Mammals					
Pacific water shrew <i>Sorex bendirii</i>	Red	E	Riparian or marshy habitats below 850 m in coniferous / mixed forests.	Possible	***Nearest known occurrence is Callaghan Valley, BC
Keen's Myotis <i>Myotis keenii</i>	Red		Requires karst caves in coastal montane forests at elevations of <1100 m, and open foraging areas.	Possible	*Nearest known occurrence is Whistler. Ecosystem type is valley bottom in "natural" forest.
Townsend's Big-eared bat <i>Corynorhinus townsendii</i>	Blue		Forested areas with woodland, grassland, shrubland mosaic in the vicinity of caves or old buildings for roosting / hibernation.	Possible	*Nearest known occurrence is West Vancouver
Wolverine <i>Gulo gulo luscus</i>	Blue	Special Concern	A range of habitat types from valley bottoms to alpine meadows; strongly associated with the presence of large ungulate prey.	Unlikely	
Fisher <i>Martes pennanti</i> )	Blue		Dense, mixed young, mature and old growth forest with large coarse woody debris, and riparian areas < 2500 m.	Unlikely	
Grizzly bear <i>Ursus arctos</i>	Blue	SC	Non-forested or partially forested sites with a wide range of foraging opportunities and choice of habitats.	Unlikely	
Amphibians/ Reptiles					
Northern red-legged frog <i>Rana aurora</i>	Blue	Special Concern	Wetlands, pools, and riparian areas of upland forests.	Possible	***Nearest known occurrence is lower Callaghan Valley.
Coastal tailed frog <i>Ascaphus truei</i>	Blue	SC	Clear, cold swift-moving mountain streams with coarse substrates in older forest sites.	Possible	***Nearest known occurrence in Whistler Creek
Western toad <i>Anaxyrus boreas</i>	Blue	SC	Wide range of upland forested habitat and aquatic (ponds, lakes, slow streams) habitat for breeding.	Possible	***Nearest known occurrence in Whistler
Northern rubber boa <i>Charina bottae</i>	Yellow	SC	Woodlands, forest clearings, chaparral, meadows and grassy savannas.	Possible	

Common Name <i>Scientific name</i>	Status		Habitat Requirements	Potential Occurrence	Comment
Invertebrates					
Dun Skipper <i>Eupheyas vestries</i>	Blue	T	Open moist areas and disturbed areas (right of ways, ditches) where larval food plants occur.	Possible	*Nearest known occurrence in Pemberton.
Vivid Dancer <i>Argia vivida</i>	Red		Outlet streams of hotsprings and tiny, spring-fed streams	Unlikely	*Nearest known occurrence in upper Lillooet River Valley.

Source: Conservation Data Centre for the Squamish Forest District (BC MOE, 2011)  
\*Data from BC Species and Ecosystem Explorer, MOE.  
\*\*Whistler Naturalists Society bird sightings publication, 2005.  
\*\*\*Cascade field research.

**Birds**

The forested and riparian areas located within the subject site in addition to the varying ages of forest cover, provide habitat for a multitude of avian species. Red-listed avian species of concern that may be found in the study area include the Northern goshawk (*laingi* subspecies), peregrine falcon (*anatum* subspecies), and Northern spotted owl. Blue-listed avian species of concern that may occupy the study area include the great blue heron (*fanini* subspecies), green heron, barn swallow, western screech owl, band-tailed pigeon, peregrine falcon (*pealei* subspecies), and marbled murrelet.

*Northern Goshawk (Red Listed)*

The *laingi* subsepecies occurs only on coastal British Columbia (Campbell et al. 1990), mainly the Queen Charlotte Islands, Vancouver Island and other large coastal islands (McClaren et al, 2003; Cooper and Chytky, 2001). This species prefers extensive forests with large stands of mature trees and dense canopies, but with an open understory. Large trees are important in providing nesting and perching platforms, in allowing ample flight space between the trunks for the goshawks to maneuver while hunting, and in providing for greater productivity of preferred prey. Breeding habitat of Northern Goshawk is mature and old-growth forests (Crocker-Bedford, 1990). Given the lack of extensive tracts of mature and old growth forests on the property, Northern goshawks are unlikely to use the area.

*Peregrine Falcon – anutum subspecies (Red Listed) and pealei subspecies (Blue Listed)*

Peregrine falcons nest on rock ledges high on steep or vertical cliffs that are sheltered, and usually in undisturbed or inaccessible areas. Aeries or breeding sites generally overlook foraging areas such as marine waters, large lakes or rivers. Aeries of the *anatum* subspecies are generally found in the southern portion of the Coast Region, whereas the *pealei* subspecies ranges from Washington State to Alaska with the majority of active and historic aeries documented on Northern Vancouver Island and the Central and North Coasts with the population center on Haida Gwaii (SCCP, 2010a). Presence of the subspecies on the property is unlikely.

*Spotted Owl (Red Listed)*

In BC, the spotted owl has been found within the CWH biogeoclimatic zones from sea level to 1370 m elevation. This species requires extensive tracts of continuous old growth forest for survival. Whistler falls within the habitat range of the spotted owl, but since old growth forests are not present on the property, spotted owls are not likely present.

*Western Screech Owl (Blue Listed)*

Western screech-owls are found on the borders of mixed forests and treed urban and suburban areas at low elevations (COSEWIC 2002). Their preferred habitat includes standing snags and



tree hollows in riparian woodlands, which can potentially be found within the riparian areas of the subject site. This owl begins its nesting season in February/March, and may occur on the subject site.

*Band-tailed Pigeon (Blue Listed)*

The band-tailed pigeon is a year round inhabitant of CWH forests although occurring at a relatively low density. Southern BC marks the northernmost range of this forest dwelling species, which displays a preference towards open habitats bordered by tall conifers for roosting sites. The band tailed pigeon moves to higher elevations in summer to feed on ripening fruits. Since much of the habitat at the Alpha Creek Lands has been cleared for road-building, creating edge effects, the likelihood that band tailed pigeons occur at the site has increased with the new clearing. Occurrences of edge habitat found within the subject area (i.e. riparian, road and clearing edges) increase fruit producing shrubs and potentially provide habitat for this species.

*Barn Swallow (Blue Listed)*

Barn swallows breed on the west coast, from March through September, wintering in warmer climates. They build their nests in sheltered locations, typically manmade structures, but also in caves or crevices. Their habitat preference is for open country, savanna, or agricultural areas especially near water (Thayer, 2006). Due to the availability of open habitat with sheltered nesting sites on the subject site, the site may support barn swallows.

*Great Blue and Green Heron (Blue Listed)*

Both heron species are listed as inhabiting the mountain hemlock ecosystems during the summer months and costal western hemlock ecosystems on a year round basis, however are considered to be rare or scarce throughout this range. Although the great blue heron will feed on shellfish, insects, rodents, amphibians, reptiles, and small birds, it is primarily a piscivorous species, subsisting on a diet of small fish found in stagnant and slow moving water bodies. Due to the extensive wetlands associated with the site, one or both of the herons may use to site.

*Marbled Murrelet (Blue Listed)*

The Marbled Murrelet is a seabird that nests up to 75 km inland from the ocean in old-growth forests (Hull, 1999). The subject site is within the known range of this bird, but given the lack of old-growth stands present within the subject site, the marbled murrelet does not likely use the property.

**Mammals**

Mammalian species of concern that might be found in the study area are the red-listed Pacific water shrew and Keen's myotis, and the blue-listed Townsend's big-eared bat, wolverine (*luscus* subspecies), fisher, and grizzly bear.

*Pacific water shrew (Red Listed)*

Pacific water shrew may be found on the site as they generally prefer low elevation marshy areas or areas with slow-moving water, which are present within the project area.

*Keen's Myotis (Red Listed)*

This bat is associated with cave features (i.e. karst caves) located in warm, moist microclimates of coastal montane forests at elevations of 1-1100 m. Foraging areas include open areas varying from intertidal and estuaries to upland forest clearings, wetlands and freshwater riparian zones. Known distribution spans the Coast Region mainland to Haida Gwaii (SCCP, 2010b). Two post-lactating female Keen's myotis were recently identified in the Whistler area in a valley bottom "natural" forest (likely mature or old growth forest) by the Whistler Biodiversity Project (2011). While not identified on the subject property, similar type forests (i.e., valley bottom mature forest) are available on the property.

*Townsend's Big-eared bat (Blue Listed)*

Known distribution of this bat in BC extends into central BC, west to the coast and southeast Vancouver Island. One of the largest maternity colonies on the south Coast was in the loft of a barn at Minnekhada Regional Park near Burke Mountain in metro Vancouver. Roosting sites tend to be open areas hanging from walls and ceilings 2-4 m from the ground, commonly found in built structures, although karst caves, talus slopes, old mine excavations may be used (SCCP, 2010c). Townsend's big eared bats require mixed forest, grassland or shrub tickets and riparian area foraging sites with limited human disturbance at elevations ranging between 0-1100 m. Roosting within the project boundary is possible.

*Wolverine (Blue Listed)*

Wolverine are unlikely to occur within the elevation range of the subject site, as this species prefers alpine elevations, but may occasionally use the site as a transportation corridor between higher elevation areas. The wolverine prefers large areas of remote wilderness, and generally avoids areas with human development and activity.

*Fisher (Blue Listed)*

Fishers are considered rare in coastal area with remaining populations associated with low to mid elevation intact mature forest (up to 2500 m but usually < 1000m). Fishers utilize forests with a mix of young, mature and old growth habitats with an abundance of large coarse woody debris, snags (50 cm in diameter for denning), and at least 20% shrub cover, with riparian and densely forested wetlands areas area being essential. Distribution in the coast region ranges from upland areas of the Howe Sound-Squamish and Lillooet Valleys, north to the North Coast and east to Central Interior (SCCP, 2010d). Fishers are unlikely to use the property.

*Grizzly bear (Blue Listed)*

The property is located between the Garibaldi-Pitt grizzly bear population and the Squamish-Lillooet grizzly bear population. Due to their large home range requirement, grizzly bears may travel through the project boundary utilizing the site to travel to the other side of the valley but are unlikely to be regular visitors. Linkage zones for bears from the Garibaldi-Pitt population to the east to the Squamish-Lillooet population to the west were identified as occurring north of Pemberton. While grizzly bear sightings are very rare in and around the region of Whistler, such occurrences have been increasing in recent years, with the most recent sighting occurring near the Cheakamus Crossing area in 2011, which is approximately 2 km from the property.

**Amphibians**

Amphibian species of concern in the Squamish Forest District include the blue-listed red-legged frog, coastal tailed frog and western toad. The Northern rubber boa is yellow-listed. Wetlands and streams on the property may support all of these species.

*Red-legged Frog (Blue Listed)*

Red-legged frogs inhabit cool, moist coastal forests of southwestern BC, with preferred habitat including moist forest and wetlands with trees. Breeding occurs in shallow ponds, seasonal wetlands or slow, well-shaded streams

*Tailed Frog (Blue Listed)*

This species is a known inhabitant of mountain streams in undisturbed forests and requires cold, clear, unsilted waters (Green and Campbell, 1992). The tailed frog has a very unique life cycle as it remains a tadpole for up to four years prior to metamorphosis and up to 7 years to reach sexual maturity, with periods of highest activity from June to September (Dupuis and Steventon, 1999). The extended period for which the tailed frog tadpole requires a continuous flow of clean, cold water as well as the later age of maturation makes this frog species vulnerable to habitat alteration and or degradation. The tailed frog is sensitive to stream disturbance such as siltation, or algal

growth (Stevens, 1995). Eggs are known to be sensitive to temperature fluctuations (i.e. increases in water temperature). Tailed frogs have been confirmed to occur in nearby Boyd and Whistler Creeks and likely occur in Alpha Creek.

#### *Western Toad (Blue Listed)*

Western toads occupy a wide range of habitats from desert springs to mountain woodlands. In upland habitats, they occur near ponds, lakes and slow-moving streams or rivers and up to a few kilometers upland (BC CDC, 2011c). Habitat that may support Western toads occurs on the property.

#### *Northern rubber boa (Yellow Listed)*

Rubber boas can be found in woodlots, grasslands, coniferous forests, and riparian areas, and use a variety of features within the landscape for protection and for hunting. These items include abandoned rodent burrows, rock crevices, rotting stumps, logs, bark, litter around development and decomposing sawdust piles. Because they like to burrow, they appear to prefer sandy or loamy soils. Rubber boas tend to avoid dry, hot areas, preferring humid mountainous areas (BC MOE and TRU, 2004).

#### **Invertebrates**

Invertebrate species of concern in the Squamish Forest District are limited to the blue-listed dun skipper (butterfly) found in scattered populations throughout the Pacific Northwest, and the Vivid dancer (damselfly), associated with hot springs in interior habitats. The Dun skipper may be found on the property, but the Vivid Dancer is unlikely to occur within the project boundary due to the lack of suitable habitat.

## **2.4 Valued Ecosystem Components**

Valued Ecosystem Components (VECs) are components of the environment that have the greatest value and sensitivity to the proposed development. The VECs identified by Cascade are those that enhance ecosystems creating or maintaining suitable habitats for native wildlife species to thrive. VECs are defined by the Canadian Environmental Assessment Agency (CEAA) as:

*Any part of the environment that is considered important by the proponent, public, scientists and government involved in the assessment process. Importance may be determined on the basis of cultural values or scientific concern (Hegmann et al., 1999).*

#### **Wildlife Trees**

Wildlife trees include significant standing snags, veteran trees, and trees with broken tops (Photo 24). These trees are important as perching areas for raptors, and foraging and nesting sites for woodpeckers, small owls and other cavity nesters. Veteran trees and large snags with high habitat value were observed in Polygons 2, 5 and 8.



Photo 24: Polygon 5, western hemlock snag with internal decay and active wildlife use.

#### **Creek and Riparian Areas**

The study area contains a large wetland (Millar Creek wetland – Polygon 8) that is bounded by the Alpha Creek wetlands to the east and Highway 99 to the west. Additionally, several small seasonally inundated wetland areas (Polygon 6) are scattered throughout the remainder of the site. The Millar Creek riparian and wetland habitats are dominated by Sitka spruce (*Picea sitchensis*), hardhack (*Spirea douglasii*), willow (*Salix spp.*), salmonberry (*Rubus spectabilis*) and various sedges (*Carex spp.*), rushes (*Juncus spp.*), and grasses (*Poa spp.*). Riparian and wetland habitats in the forests associated with the swamp wetlands (Polygon 6) are dominated by tree species such as western red-cedar (*Thuja plicata*), western hemlock (*Tsuga heterophylla*), and red alder (*Alnus rubra*). The shrub and herb understory is dominated by skunk cabbage (*Lysichitum americanus*), salmonberry (*Rubus spectabilis*), thimbleberry (*Rubus parvifolium*), and horsetails (*Equisetum spp.*). Riparian habitats provide high structural heterogeneity and plant species diversity compared to the relatively uniform adjacent forests. They are very attractive to numerous bird, mammal, and amphibian species. Creek and wetland habitats are utilized as drinking and preening areas for wildlife, as breeding areas for frogs and salamanders, and sometimes as travel corridors from mammals.

#### **Mature Forest**

Mature and old growth forests support greater structural complexity than younger forests and suffer greater and longer lasting impacts from development than forests of younger structural stage. Mature forests contain habitat features such as increased woody debris, and established understories, that are important to many species for nesting, and feeding. For example, the vegetation communities that exist in mature and old forests take many years to develop and are more at risk to impacts from development such as increased windthrow from clearing.



### 2.4.1 Wildlife Movement Corridors

Travel corridors are important to consider during the planning and design stages of development. Leaving travel corridors for wildlife intact can reduce the potential for human-wildlife conflicts, maintain the natural exchange of individuals between wildlife populations, and lower the ecological impact that development has on the natural environment. While intensive wildlife travel corridor assessments were not conducted for this environmental review, wildlife generally prefer to travel in areas of easiest passage such as valley bottoms, areas of low slope gradients and under vegetation cover.

While larger travel corridors are better for wildlife, they do not necessarily mesh with many development proposals. For this reason, undevelopable areas such as the Millar Creek wetlands, the hydro right-of-way, and riparian areas should be connected by parkland or greenspaces in the development to create effective corridors for wildlife passage.

At the Alpha Creek Lands, the Millar Creek wetlands and the hydro right-of-way provide natural valley bottom movement opportunities, and riparian areas (e.g. Spring Creek, Alpha Creek) provide cross valley travel opportunities to access valley bottom corridors.

#### Riparian Corridors

Riparian habitats are areas adjacent to aquatic systems with flowing water that contain elements of both aquatic and terrestrial ecosystems. They provide habitat requirements for a wide spectrum of animal activities such as foraging, nesting, resting, and breeding and are natural movement corridors for wildlife. These corridors connect habitats within the subject property to adjacent forested areas while providing wildlife with thermal cover and security. Riparian areas are protected under the *Riparian Area Regulations* (RAR) and specific setbacks are listed in Table 14 and illustrated on Map 3. No development can take place within these areas.

### 2.5 Aquatic Environment

The aquatic environment on the Alpha Creek Lands includes fish and no-fish bearing streams and drainages, bedrock contained pocket wetlands and fish bearing large valley bottom wetlands. The majority of small unnamed drainages and pocket wetlands are considered non-fish bearing, whereas the lower portions of Alpha Creek, Spring Creek and the unnamed tributary in Polygon 7 are fish bearing.

#### 2.5.1 Alpha Creek

Alpha Creek enters Polygon 2 at the dual culvert crossing under Highway 99 (Photos 25-26). The creek intersects the property from south to north and then flows into Millar Creek in the Alpha Creek wetlands. Alpha Creek has a maximum channel width of 5.2 m and a wetted width of 2.76 m. During high water events, this channel is likely to flood.

Channel structure consisted of mostly riffles (80% each), with some deep pools (20%). The average maximum riffle depth was of 15.0 cm; and the average maximum pool depth was 32.0 cm. The water was clear with the stream substrate consisting mostly of gravels and cobbles, indicating moderate water velocities. Most cover was provided by overhanging vegetation, small woody debris and instream boulders. This lower reach of approximately 100 m is expected to provide good spawning and rearing habitat for Kokanee (*Oncorhynchus nerka*), sculpin (*Cottidae spp.*), and rainbow trout (*Oncorhynchus mykiss*) (BM MOE, 2003).



Photo 25: Alpha Creek at Highway 99



Photo 26: Alpha Creek downstream from Highway 99

#### 2.5.2 Spring Creek

Spring Creek enters the southern portion of Polygon 5 through a culvert at Highway 99 (Photos 27-28). Pond Creek flows into Spring Creek approximately 100 m downstream of the highway culvert crossing. Spring Creek traverses the property from south to north and eventually flows into Millar Creek via the Alpha Creek wetlands. The reach adjacent to the highway consists of one primary channel and one overflow channel that accommodates water in the wet season. Stream gradient ranges from 9.0 to 18.0%. During the stream assessment, the main channel contained water but flowed subsurface approximately 75 m from the roadway. The creek has a maximum channel width of 6.58 m and a wetted width of 0.87 m. During high water events, both channels are expected to be flooded and flowing.

Channel structure consisted mostly of riffles (90%), with the occasional pool (10%). The average maximum riffle depth was of 6.0 cm, and an average maximum pool depth of 9.0 cm. The water clarity was clear with the stream substrate consisting mostly of gravels and cobbles, indicating moderate water velocities. Most cover is provided by small woody debris and large woody debris.

The lower 50 m of the reach is expected to provide good spawning and rearing habitat for Kokanee (*Oncorhynchus nerka*), sculpin (*Cottidae spp.*), and rainbow trout (*Oncorhynchus mykiss*) (BC MOE, 2003).





Photo 27: Spring Creek, 2005



Photo 28: Spring Creek side channel at Expo Trail, 2005

### 2.5.3 Millar Creek

Millar Creek enters the study area at the northeast corner of Lot C from Alpha Lake (Photos 29-30). The creek flows west through Polygon 8 and drains west to eventually drain into the Cheakamus River. A review of existing aquatic biophysical information for Millar Creek was conducted, with field observations taken on October 10, 2003.

Millar Creek is approximately 3.3 km in length, with approximately 700 m flowing through the subject property. The upper reaches, near the northwestern border of the property, are largely braided with cover provided by a shrubby forest and herb layer. As the creek flows downstream it becomes channelized (for approximately 500 m) until it reaches the Function Junction industrial park. Within the study area, the creek is contained by a wetland, described in more detail in Section 2.5 below.

The average gradient is 1%, with an average wetted width of 9.2 m and a channel width of 11.3 m within the channelized portion of the creek. Channel structure consisted mostly of riffle and glide (40% each) with some deep pools (20%). The average maximum riffle depth was approximately 45 cm; and the average maximum pool depth was 1.3 m. The water clarity was clear with stream substrate consisting mostly of fines and cobbles, indicating moderate water velocities. Overhanging vegetation provides 20% of instream cover.

Millar Creek is considered good spawning and rearing habitat due to its moderate water velocity, vegetated banks, and variety of substrate sizes. Kokanee (*Oncorhynchus nerka*), Sculpin (*Cottidae spp.*), and rainbow trout (*Oncorhynchus mykiss*) all occur in Millar Creek (BC MOE, 2003).



Photo 29: Millar Creek upstream to wetland area at Lynham Road.



Photo 30: Millar Creek downstream at Lynham Road.

### 2.5.4 Intermittent Drainages

Intermittent upland drainage areas were identified during the site visit in October 2003 and were later reconfirmed during the site visit in January 2004 and can be seen on Map 2. Riparian Area Assessments were conducted in 2007 and identified the alignment and extent of these drainages. They were labelled as Stream A, Stream B, and Stream C (Map 2). These drainages flow into or out of wetlands 1, or 2 during periods of high precipitation. Outflow from the wetland areas begins as overland flow then, in some cases flows subsurface, ultimately reaching the Alpha and Millar Creek wetlands.

An unnamed tributary was identified in Polygon 7, flowing from Highway 99 into Millar Creek. The gradient is 1.0% with no obvious barriers to fish passage.

### 2.5.5 Wetlands

#### 2.5.5.1 Wetland Classification

Wetland type and the extent of wetlands on the subject site were classified using the Canadian Wetland Classification System. The Canadian Wetland Classification System is based on ecological variables that influence the growth and development of wetlands (NWWG, 1997). The ecological variables include physical characteristics, such as geomorphology, moisture regime, and soil type, and biological characteristics, including vegetation and wildlife present. The system divides wetlands into 5 classes: bog, fen, swamp, marsh, and shallow open water. A key feature in classifying wetlands is whether or not peat, the partially decomposed, compacted accumulation of plant remains, is consistently deposited in the soil compartment. Two types of wetlands were observed on and adjacent to the subject site, these are stream fens, and basin swamps.

The Millar Creek wetland area (Polygon 8) is classified as a stream fen. Fens typically are associated with an accumulation of peat, fluctuating water table, and water flow on the surface and subsurface. Fens have higher levels of dissolved nutrients than bogs due to groundwater input. A stream fen is located in the main channel of a semi-permanent or permanent slow flowing stream. The banks of the stream are comprised of peat formed by well decomposed graminoid remains and the water table of the fen is affected by stream levels during normal and flood periods. Vegetation observed in the Millar Creek wetland included western redcedar (*Thuja plicata*), western hemlock (*Tsuga heterophylla*), red alder (*Alnus rubra*), sitka spruce (*Picea sitchensis*), hardhack (*Spirea douglasii*), willow (*Salix spp.*), salmonberry (*Rubus spectabilis*), skunk cabbage



(*Lysichitum americanus*), thimbleberry (*Rubus parvifolium*), horsetails (*Equisetum spp.*), and various sedges (*Carex spp.*), rushes (*Juncus spp.*), and grasses (*Poa spp.*).

The pocket wetlands, wetland 1, 2, 3, and 4 (Polygon 6) are classified as basin swamps (Map 2). Swamps typically are associated with wooded wetlands with trees or tall shrubs providing generally over 30% of cover. Basin swamps have constantly wet substrate that is permanently or seasonally flooded. A basin swamp is topographically defined in glacier features or bedrock where water is derived by surface runoff, groundwater, precipitation, or by small inflowing surface streams. Typically basin swamps have a well developed high shrub and herbaceous layer adjacent and throughout the basin areas. Vegetation observed in and around the pocket wetlands include skunk cabbage (*Lysichitum americanus*), labrador tea (*Ledum groenlandicum*), oval leaved blueberry (*Vaccinium ovalifolium*) salmonberry (*Rubus spectabilis*), bracken fern (*Pteridium aquilinum*), sedges (*Carex spp.*), hardhack (*Spiraea douglasii*) highbush cranberry (*Viburnum edule*), red-oiser dogwood (*Cornus stolonifera*), false azalea (*Menziesia ferruginea*), bunchberry (*Cornus canadensis*), western redcedar (*Thuja plicata*), western hemlock (*Tsuga heterophylla*) red-stemmed feathermoss (*Pleurozium schreberi*), shaggy sphagnum (*Sphagnum squarrosum*), pipecleaner moss (*Rhytidiopsis robusta*), and common haircap moss (*Polytrichum commune*). The forest canopy at the pocket wetlands is open with mixed deciduous and coniferous species. The wetland areas are expected to provide significant nutrients to downstream channels due to the diverse vegetation assemblage and rich soil associated with basin swamps.

The Alpha Creek wetland, although not part of the study area, is located to the north of the study area and is contained almost entirely within Lot 3, Block C, District Lots 1754 and 3361, Plan 18236. The Alpha Creek wetland, like Millar Creek wetland is classified as a stream fen.

A rare vascular plant species assessment was completed for the Alpha Creek Wetland in 2002 by Dave Polster, R.P.Bio., and no rare plants were observed. Vegetation observed during the assessment included nodding wood-reed (*Cinna latifolia*), Hylocomium splendens (*Hylocomium splendens*), skunk cabbage (*Lysichiton americanum*), Pleurozium schreberi (*Pleurozium schreberi*), small-flowered bulrush (*Scirpus microcarpus*), western redcedar (*Thuja plicata*), western hemlock (*Tsuga heterophylla*).

### 2.5.5.3 Wetland Function

The functionality of the wetlands occurring on the subject site is somewhat compromised by the impacts of past forest harvesting, and road building. Functions provided by the wetlands on site include to varying degrees; (SCS, 1992):

- ! Sediment Control - Capture and retain sediments from upstream runoff from Highway 99 and Alta Lake Road.
- ! Erosion Control - Help to stabilize adjacent stream channels through storm sewer outfall ablation.
- ! Flood Storage - Retain overflow and reduce the rate of flow during peak runoff by storm retention.
- ! Food Production - Provide forage for migrating birds and resident animals, as well as providing food for downstream fisheries production.
- ! Wildlife Habitat - Provide habitat and rearing habitat for the local wildlife population, including black-tailed deer, raccoons, small mammals, avian species, and herpetofauna.
- ! Wildlife Movement - Provide a primary corridor that would link the Alpha Creek Wetlands and the Whistler Interpretive forest (Cheakamus region).
- ! Fisheries Habitat – Provide rearing and overwintering habitat for existing populations of Rainbow trout (*Oncorhynchus mykiss*) and Kokanee (*Oncorhynchus nerka*) in the aquatic portions.
- ! Recreation – Opportunities to develop ecological interpretive programs, viewing platforms and trails.

### 3.0 ENVIRONMENTAL CONSTRAINTS

#### 3.1 Cultural Environment

##### 3.1.1 Heritage

A heritage/ archaeological survey was not conducted as part of this assessment, although evidence of past timber harvesting was noted on site.

##### 3.1.2 Anthropogenic Features

Anthropogenic modifications made to the study area include squatter cabins, gardens, bike parks, informal trails, black bear research, clearings and past timber harvesting. These activities all occurred on private lands and do not pose a constraint to development.

##### 3.1.3 Recreation Use

The informal "Expo" trail runs the length of Lots 1 and 2. Access is attained from the entrance to the Spring Creek subdivision or via Alta Lake Road. The trail is frequented by hikers, mountain bikers and dog walkers. This trail is not officially recognized by the municipality and exists on private land.

#### 3.2 Physical Environment

##### 3.2.1 Climate

Climate in the study area represents no obvious constraints or concerns with respect to land development. However, precipitation is considerable in the Whistler area. Intense rainfall, usually occurring during the autumn months can increase the risk of erosion, whereas snowfall can hinder access, and improper snow removal could damage natural environments. A snow removal strategy should be developed as part of the proposed development to ensure that snow removed from roads is not deposited into creeks or wetlands.

##### 3.2.2 Geology

Bedrock and lack of soils located on the upland portions of the study site (primarily Lots 1 and 2) may hinder development. Bedrock at or near the surface can be impermeable to stormwater and expensive to excavate. Consequently the distribution of bedrock will likely influence the location of infrastructure, roads and residential development on upland areas. Stormwater must be managed according to best management practices to ensure that run off does not result in increased erosion or sedimentation of waterways.

##### 3.2.3 Geomorphology

Steeply sloping, bedrock-controlled topography may hinder development of access routes, excavation and residential layout on the upland areas of Lots 1, 2 and 4. The active flood plain of Millar Creek (Polygons 1a, 1b, 7 and 8), and gullying/erosion processes of Spring and Alpha Creeks also hinder development. While potentially increasing the difficulty and cost of development, geomorphology of the site does not present constraints to development.

##### 3.2.4 Hydrology

Alpha and Spring Creek have the potential to flood during high precipitation events. While vegetated riparian buffers will offer protection against erosion and sedimentation, large floods could overwhelm riparian buffers and impact development. Stormwater management planning should be able to accept high precipitation volumes without causing increased sedimentation of receiving waterbodies. While hydrology itself does not present constraints to development,

improper management of water on site could present constraints under the *Water Act* and *Fisheries Act* regarding impacts to water quality.

#### 3.3 Terrestrial Environment

##### 3.3.1 Soils

The poorly developed soils found of the lowland sections of Lot C (Polygon 1a and 1b) are indicative of disturbance factors including recently deposited alluvium and a fluctuating water table. A geotechnical assessment should be conducted during the planning stages to ensure that development can proceed. Soils do not present any environmental constraints to development, although Cascade recommends that soils be salvaged and stored during development to be re-distributed on the site following development. The benefits of salvaging native soils is that soils contain seed banks for native seeds and will generally support the re-growth of site series representative of property conditions.

##### 3.3.2 Vegetation

Forest stands, including pole sapling, young and mature forests of polygons 3, 4, 5, and 7, do not present constraints to development. The mature forest of Polygon 2, located on the northern property boundary adjacent to the Millar Creek wetland, supports veteran trees. While not afforded official protection, veteran trees in a mature forest provide valuable habitat to birds and mammals and should be maintained where possible.

All vegetated or non-vegetated units located on floodplains, in wetlands or adjacent to wetlands or streams are protected under the RAR (Map 3).

##### 3.3.2.1 Rare and Endangered Plants and Ecological Communities

###### *Plant Species*

A rare plants survey was conducted at the Alpha Creek wetlands adjacent to the subject property in 2002 and no rare plants were observed (Polster, 2003). While a rare plants survey was not conducted on the subject property, the proximity and habitat similarity to the Alpha Creek wetlands and the anthropogenic disturbances of the site decreases the potential for rare plants to occur on the subject property. Should rare or endangered plants be identified on the subject property, development may be constrained in the vicinity of the plant.

###### *Ecological Communities*

Four rare and endangered ecological communities were observed on the subject property, including two blue-listed and two red-listed communities (Table Map 3). Mature and old growth forests are more ecologically important than disturbed, fragmented, or second growth communities as they contain many habitat features such as significant snags, and wildlife trees that are lacking in younger forests.

The ecological communities identified on the property are listed in Table 10. Considering the structural stages of the identified red and blue-listed ecological communities, the blue listed *Amabilis fir - western redcedar / devil's club* community exists in the most complex structural stage (i.e., 6 - mature forest) and should be conserved as a priority. The remaining ecological communities should also be considered priority conservation areas, especially considering the 7.5 ha size of the red-listed Black cottonwood / Sitka willow - thimbleberry community. The remaining ecological communities are located in areas that are constrained by other restrictions including the RAR, *Water Act* and *Fisheries Act*, and are therefore constraining to development.

While development within the blue listed *Amabilis fir - western redcedar / devil's club* community (polygon 7) is not protected by specific legislation, best management practices recommends that the location of project infrastructure should be positioned outside of this area wherever possible.



### 3.3.3 Wildlife and Wildlife Habitats

#### 3.3.3.1 Wildlife

Preserving or rehabilitating key ecosystem components, such as the creeks and their associated riparian areas, wildlife trees, and the larger veteran trees will act to maintain wildlife values and mitigate development impacts.

Although many valued ecosystem components are not afforded legislated protection, provincial and federal acts such as the *Water Act*, *Riparian Area Regulation*, *Fisheries Act*, and *Wildlife Act* ensure that these ecosystem components are protected from developmental impacts.

Under the *Wildlife Act*, breeding birds are protected as outlined in Section 34, which states:

*A person commits an offence if the person, except as provided by regulation, possesses, takes, injures, molests or destroys*  
*(a) a bird or its egg,*  
*(b) the nest of an eagle, peregrine falcon, gyrfalcon, osprey, heron or burrowing owl or,*  
*(c) the nest of a bird not referred to in paragraph (b) when the nest is occupied by a bird or its egg.*(Wildlife Act, 1996)

Clearing should occur outside of the typical breeding period of April 1 to July 31, or a nesting bird survey should be completed by a qualified environmental professional prior to any clearing to ensure that no active nests are disturbed. Active nests of all song birds and raptors are legally protected, whereas inactive nests of bald eagle, golden eagle, peregrine falcon, gyrfalcon, osprey and burrowing owl are similarly protected (Demarchi and Bently, 2005). If active/ inactive nests are identified, they must be protected by species-specific vegetation buffers depending on the species of bird that occupies or created the nest.

During site visits for the initial IER, wildlife was identified by visual observation, songs, tracks and feeding signs. Utilization by wildlife not observed during the site reconnaissance but was inferred from available habitat. Wildlife constraints to development are therefore based on site features of considerable high habitat value. Preservation of “valued ecosystem components”, as outlined in Section 3.3.3.3, is therefore imperative to minimizing potential conflicts with wildlife.

#### 3.3.3.2 Rare and Endangered Wildlife Species

Cascade identified twelve rare and endangered species as possibly occurring on the site. Some of these species (the red-legged frog and Pacific water shrew) have specific requirements associated with the creeks and riparian habitats of the property. Habitat management for listed species should be considered in the riparian area assessment. Wildlife habitat areas (WHA) for red-legged frog and coastal tailed frog should include a core area encompassing the wetland/ stream plus a 30 m riparian reserve beyond the high water mark, and a 20 m management zone beyond the core area (Maxcy, 2004; Mallory 2004).

#### 3.3.3.3 Valued Ecosystem Components

##### Wildlife Trees

Wildlife trees include significant standing snags, veteran trees, and trees with broken tops. These trees possess high habitat values important for perching, foraging and nesting. Wildlife trees and snags were observed throughout the property, especially in Polygons 5 and 8, and should be maintained wherever possible.

##### Riparian Areas

Creek and riparian habitats are important as feeding, drinking, and breeding sites for numerous wildlife species. These habitats also act as natural movement corridors for wildlife through the

site. The riparian areas associated with all creeks and wetland areas within the site are subject to the RAR and are thus constraining to development. Specific RAR setbacks, determined during the RAR assessment of 2007 are described in sections 3.4.

##### Wetlands

Wetlands 1 and 2, and the Millar Creek wetland are of particular value to fish and wildlife, providing high value nesting, breeding and foraging opportunities for birds, amphibians and mammals. As these wetlands are either fish bearing or drain into fish bearing waters, the wetlands are protected under the *Water Act*, the *Fisheries Act*, and the RAR.

The two unconnected pocket wetlands 3 and 4, are protected under the *Water Act* but are not afforded any riparian protection. Cascade recommends that a 10 m vegetated buffer be established around these wetlands to maintain water quality for use by amphibian, birds and mammals.

##### Wildlife Movement Corridors

Provision of wildlife movement corridors between the property and more extensive forested habitats is recommended to ensure continued wildlife use of the area. All creeks and riparian corridors on the subject property also function as wildlife movement corridors and are constraining to development under the RAR.

##### Mature Forest

While not afforded official protection, best management practices recommend that mature forests be maintained wherever possible. The mature forests with veteran old growth trees (structural stage 6 or greater) on the Alpha Creek Lands are illustrated in Map 3.

### 3.4 Aquatic Environment

Any development in the vicinity of Millar Creek, Alpha Creek, Spring Creek and their associated riparian areas is subject to the *Water Act*, *Fisheries Act* and RAR. Development is prohibited to occur within the Streamside Protection and Enhancement Areas (SPEA) that were determined during the RAR assessment of 2007. SPEA setbacks are based on the size and type of waterbody and are listed in Table 14, and illustrated on Map 3.

Table 13: Streamside Protection and Enhancement Areas for waterways on the subject property.

Waterbody	SPEA (m)
Stream A	10
Stream B	10
Stream C	10
Spring Creek	10-30 m from the top of ravine bank, depending on the width of the ravine
Alpha Creek	30 m from the top of ravine bank
Wetland 1	15-30 depending on aspect
Wetland 2	15-30 depending on aspect
Wetland 3 (unconnected)	n/a
Wetland 4 (unconnected)	n/a
Millar Creek Wetland	15-30 depending on aspect
Alpha Creek Wetland	15-30 depending on aspect

Any proposal to develop within the SPEA areas listed in Table 14 is subject to approval under the *Water Act*, and *Fisheries Act*. While wetland 3 and 4 are not protected under the RAR, the water quality of the wetlands is protected under the *Water Act*. Cascade recommends a 10 m vegetated setback be applied to these wetlands.



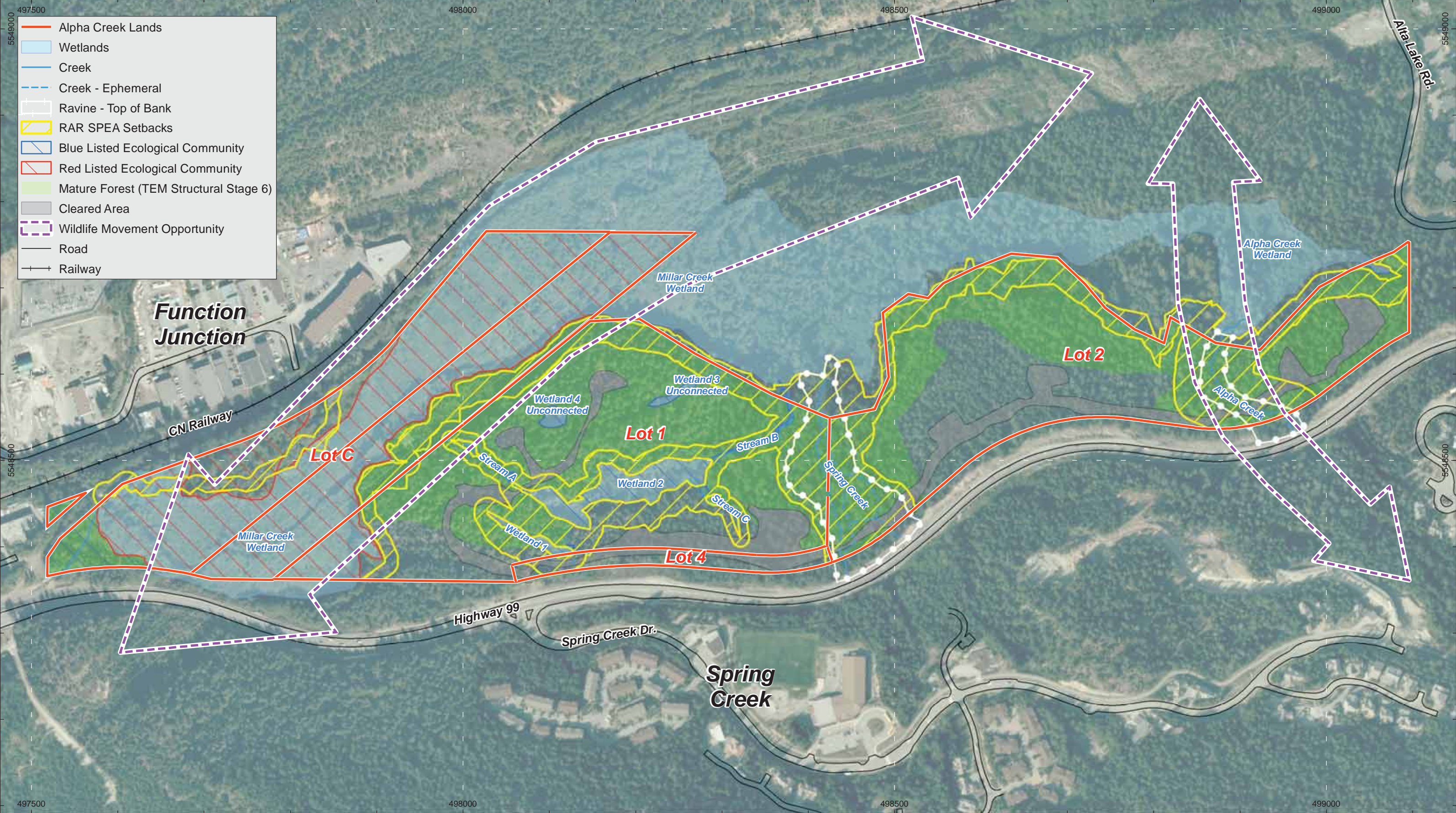
### 3.5 Development Permit Areas – Whistler Draft OCP

The RMOW's draft Official Community Plan (OCP) contains two Development Permit Areas (DPA) designed for the protection of the environment; they are Development Permit Area: Protection of Wetland and Riparian Ecosystems, and Development Permit Area: Protection of Other Ecosystems. The goal of the two DPAs is to preserve, protect, restore and enhance ecosystems identified within these areas. While still in draft form, the OCP, when accepted, will be constraining to development proposed within these DPAs.

According to Schedule K – Wetland Ecosystem Protection DPA, and Schedule L – Riparian Ecosystem Protection DPA of the Draft OCP, the Alpha Creek Lands are identified as being a DPA for the Protection of Wetland and Riparian Ecosystems. However, since a Riparian Area Assessment was completed for all waterways on the Alpha Creek Lands, and SPEA setbacks are assigned, specifications of the Development Permit Area: Protection of Wetland and Riparian Ecosystems are already addressed in the RAR.

According to Schedule M – Other Sensitive Ecosystems Protection DPA of the Draft OCP, the Alpha Creek Lands are not identified as being a DPA for Protection of Other Ecosystems area and therefore, restrictions associated with the DPA for Protection of Other Ecosystems do not apply to development on the property.





GIS Cartographer: Todd Hellinga  
Date: March 22, 2012  
CERG File#: 149-04-02  
Projection: UTM 10N, NAD83  
Orthophoto: Bing Maps



**Map 3 - Environmental Constraints**  
IER Update - Alpha Creek Lands  
Whistler, BC



## 4.0 Recommendations and Conclusions

Based on the information reviewed and the site conditions observed, the following recommendations are made to minimize potential negative impacts on the site arising from development:

1. Clearing of trees should be avoided during the typical bird breeding season (between April 1 and July 31). Any clearing during this period should be preceded by both a **breeding bird survey** and **raptor survey** conducted by a Qualified Environmental Professional to ensure compliance with Section 34 of the Wildlife Act, which forbids the destruction of nests occupied by a bird, its eggs, or young. All occupied song bird nests and occupied or unoccupied raptor nests identified during this time must be protected from clearing with appropriate vegetated buffers. If any bird species at risk are identified, additional mitigation measures may be required to protect the species.
2. Streamside Protection and Enhancement Areas (SPEA) as determined under the RAR assessment methodology must be delineated and protected from clearing/ intrusions prior to any development on the property.
3. Habitat management for listed species should be considered in the riparian area assessment. Wildlife habitat areas (WHA) for red-legged frog and coastal tailed frog should include a core area encompassing the wetland/ stream plus a 30 m riparian reserve beyond the high water mark, and a 20 m management zone beyond the core area (Maxcy, 2004; Mallory 2004).
4. Green space in the development should be selected to link all or portions of the blue and red listed ecological communities to the hydro right-of-way. By doing so, the existing hydro right-of-way will become an enhanced valley bottom wildlife movement opportunity.
5. The development of a wildlife management plan is recommended to ensure that protocols are in place to resolve issues with wildlife before they become health and safety concerns. In addition, the wildlife management plan should address specific design elements to control, avoid or mitigate against issues with wildlife, covering topics such as habitat to avoid during development, garbage management, and recommended plant species to avoid planting.
6. Valued Ecosystem Components (VEC) such as mature forests and wildlife trees including large veteran trees, snags, or trees with broken tops or holes in them should be retained wherever possible for their wildlife habitat values.
7. Site preparation and construction works should be monitored by a qualified environmental monitor.
8. A sediment and erosion control plan should be prepared to address concerns of sedimentation that may arise during construction. This plan should adhere to the Land Development Guidelines for the Protection of Aquatic Habitat (DFO and MELP, 1993).
9. A storm-water management plan should be developed/ updated to ensure that development does not increase the risk of erosion and sedimentation of local waterways. This plan should adhere to the Environmental Best Management Practices for Urban and Rural Land Development in British Columbia (BC MWLAP, 2005). Development plans should include considerations to reduce total impervious area, minimize site clearing and reduce peak flows due to runoff.

### 4.1 Recommended Additional Studies

A comprehensive raptor survey should be completed throughout the study area, with emphasis on the veteran trees found in Polygon 5. A survey for a potential great blue heron (*Ardea herodias*) rookery should be completed in Polygon 8 prior to development. If any development is to occur within 50 m of water, Pacific water shrew habitat should be assessed.

### 4.2 Enhancement Opportunities

Fisheries and wildlife enhancement opportunities identified on the Alpha Creek Lands include:

- ▲ Restoration of the Spring Creek channel;
- ▲ Initiating a comprehensive interpretive signage program for the Millar Creek wetlands.



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**Whistler**  International  
Campus

# Appendix 5: Examining the Environmental Implications of the Proposed Whistler University

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Dearden Report







Examining the Environmental Implications  
of the  
Proposed Whistler University

Introduction

A proposal has been made to develop the Alpha Creek Lands for the construction and subsequent operation of a small, private university (WhistlerU). The purpose of this report is to provide some perspective on the environmental implications of such a development (Figure 1). There have been many reports commissioned on the environmental characteristics of the Alpha Creek lands. The main distinctive feature of these lands is an area of restricted drainage, known as the Alpha Creek wetlands.

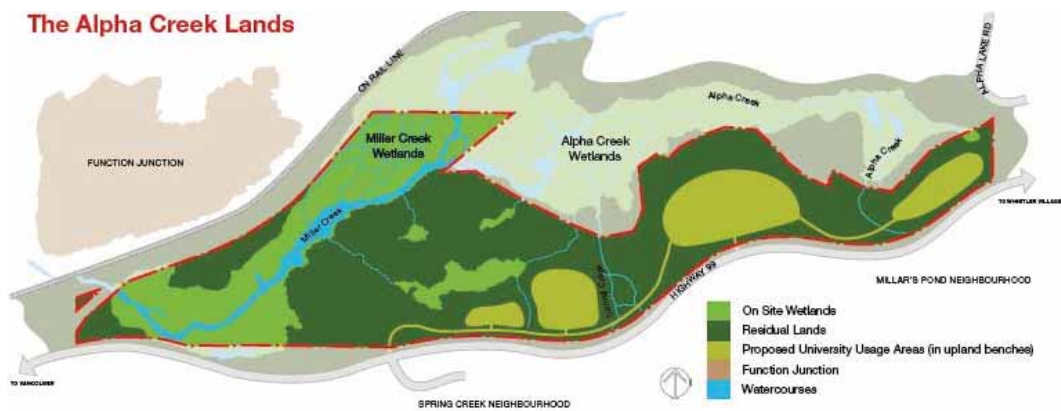


Figure 1: Map summarizing proposed University development at the Alpha Creek lands, Whistler.

Wetlands in general are recognized as valuable conservation areas and the Alpha Creek wetlands are no exception, although they are far from pristine, with a major transmission line complete with pylons straddling them (Photo 1, Appendix 1) and evidence that water levels have been impacted by previous developments, such as the road. The site has experienced extensive

previous modification including logging, logging road/trail construction, Highway 99 construction, stream/wetland relocation, upper watershed development and man-made drainage structures, all resulting in an altered hydrological regime. No distinctive rare and endangered species have been recorded at the site<sup>1</sup>. Nonetheless the wetlands constitute a valuable habitat, worthy of conservation and future restoration initiatives.

The proposal to develop WhistlerU is fully considerate of the conservation values of the wetlands and associated riparian zones, and plans no development on these areas. Developments will be restricted to approximately one-third of the upland areas, with these areas being the most distant areas from the wetlands on the site (Figure 1). This is consistent with the Description of Success (DOS) indicators of the Whistler 2020 Plan that “use of critical natural areas is avoided and use of surrounding areas is limited to ensure ecosystem integrity”.<sup>2</sup>

Potential impacts on the wetlands themselves will largely be confined to control of water run-off onto the wetlands from the developed area. State-of-the-art engineering techniques will be used to ensure that these impacts are negligible. These techniques are well known and should not present any technical problems if well-designed and implemented<sup>3</sup>. Landscaped areas will consist of native plant species that eliminate the need for watering and chemical use, again a DOS indicator for Whistler 2020.<sup>4</sup>

Recommendation 1

- Do not build any infrastructure on the wetlands or associated riparian zones.

Recommendation 2

- Ensure that site development follows state-of-the-art architectural and engineering practices to minimize potential impacts on wetland hydrology.

<sup>1</sup> Terra Planning Ltd, 2000. *Environmental Review of the Alpha Creek Lands Owned by Oka Holdings*. Whistler, BC; Cascade Environmental Resource Group Ltd 2005 *Initial Environmental review: “Alpha Creek Lands*. Report prepared for Oka Holdings, Whistler, BC.

<sup>2</sup> Resort Municipality of Whistler 2007 *Whistler 2020: Moving Towards a Sustainable Future. Descriptions of Success*. Whistler, BC. <http://www.whistler2020.ca/whistler/site/ourVision.acds?context=1930515&instanceid=1930516>. Accessed June 28, 2010.

<sup>3</sup> These recommendations are summarized following a hydrological assessment by consulting engineers and hydrologists: La Cas Consultants Inc 2005 *Overview Hydrological Assessment*. prepared for Oka Holdings, Whistler, BC.

<sup>4</sup> *Op cit*, Note 2.







Recommendation 3:

- Focus on high-density development that minimizes building footprints.

The second area of potential negative impacts is on the overall connectivity of conservation lands in the Whistler corridor. Whistler is developing a Protected Area Network (PAN) plan for the community. This is a valuable input to planning and contribution to Whistler 2020, although the final proposed version is not currently available for inspection. It is assumed that the wetlands and associated riparian zones will be part of this plan, and WhistlerU supports this measure. Most of the rest of the area of the Alpha Creek lands is in immature hemlock stands with some western red cedar, Douglas fir and amabilis fir mixed in (Photo 2) with little distinction from surrounding re-growth areas. Mature and wildlife trees will be protected (Photo 3). Night lighting will be muted and focused to facilitate nocturnal wildlife activities. Wildlife connectivity corridors will run the length and breadth of the proposed development. This is consistent with the Whistler 2020 DOS that “Corridor partners adopt Natural Areas Strategies consistent with the intent of this document.”<sup>5</sup>

Recommendation 4:

- Establish north-south and east-west wildlife connectivity corridors.

In contrast to concern over the negative impacts of development on the Alpha Creek lands, there has been little attention given to the potential enhancement of environmental values to the lands and to the Whistler region that could result from the University. The main purpose of this report is to outline these values, paying attention first to the Alpha Lands themselves and secondly to the Whistler region.

<sup>5</sup> Op cit , Note 2.

On-Site Environmental Values at Whistler University.

WhistlerU is to be a small, high-quality, private university with considerable flexibility in its curriculum, including undergraduate programs which will have mandatory courses in environmental studies, biology and geography that have a strong focus on environmental learning. All undergraduate students, regardless of their degree or major will gain essential experience in understanding environment and environmental issues through hands-on, field-based learning. The Alpha Creek Lands provide an ideal outside classroom on which to base these courses, embracing topics such as climate and microclimates, stream and wetland hydrology, snow hydrology, ecology including wetland vegetation, woodland vegetation, fish and amphibian habitat, bird nesting, feeding and migration and mammal activities. Despite the number of environmental reports completed on the Alpha Creek lands there are still gaps in understanding a basic inventory of ecosystem components, let alone functional relationships. For example, there is no baseline seasonal water quality data available for the site<sup>6</sup>. Having a year-round presence of expert (faculty) and novice (student) environmental monitors will result in a much clearer understanding of the area. At the moment there is nobody systematically studying the area. Making the site an outdoor classroom for a wide-range of scientific monitoring programs will facilitate improved conservation planning for the entire area. This will help realize the Whistler 2020 goal that “Continual learning about natural areas and species informs appropriate restoration and protection efforts.”<sup>7</sup>

Recommendation 5.

- Develop field-based monitoring classes focused on the Alpha Creek lands to build up biophysical inventory and understand processes.

At one time the classes noted above would have been just interesting parts of the curriculum. However in an era of global climate change, environmental monitoring is now an integral part of

<sup>6</sup> Op cit. Note 3.

<sup>7</sup> Op cit. Note 2.





planning for the future. Whistler occupies an interesting and important location for on-going monitoring related to aspects such as freeze-up and melt days, observing animal hibernation and returning migrants. These observations can be included in the broader national and international monitoring sites and help direct attention to Whistler as a scientific, educational and sustainability centre.

*Recommendation 6.*

- Link Whistler-based studies to global monitoring initiatives relating to climate change.

History demonstrates that restricting environmental understanding and assessment to science students can lead to considerable costs to society down the road as general awareness of environmental challenges fails to permeate through the population. As a new university, WhistlerU will be in a position to develop a more forward-looking curriculum that ensures that all students benefit from several environmental courses during their studies. This will help build environmental awareness and reduce environmental impacts amongst the student population overall.

*Recommendation 7:*

- Build compulsory environmental courses into all undergraduate programs

The range of habitats available both on site and in the immediate vicinity of Whistler University provide an unparalleled opportunity for experiential learning situations with minimal cost (Photo 4). Environmental courses and programs will be strongly field-based to take advantage of this

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*Is our educational system preparing you and the students that will follow you to understand and deal with these changes? ....Currently, many schools, colleges, and universities graduate students who have little or no idea about how the ecosphere functions and how human activities impair those functions. They shop, travel, eat, drink, work, and play in blissful ignorance of the impacts they may be having on life support systems.*

Dearden and Mitchell 2009, p581

opportunity. Developing this field-based component also helps fulfill the Whistler 2020 DOS that “Opportunities exist within developed and recreational areas for people to learn about the natural environment.”<sup>8</sup>

*Recommendation 8:*

- Ensure that environmental courses and programs have a strong field component to facilitate experiential learning.

WhistlerU intends to develop graduate programs for degrees at the master's and doctoral level. The undergraduate courses in environment are unlikely to suit the graduate programs, indeed, some of the students will have already completed them. All graduate students should however become parts of the WhistlerU culture with its focus on environmental learning and responsibility. This can be accomplished in two ways:

*Recommendation 9:*

- Graduate student orientation must include a required component on environmental awareness which includes field-based observation and understanding

*Recommendation 10:*

- At least one compulsory course in any Graduate program should deal with the importance of environmental responsibility in the field of study. Examples of this might include a course in *Ecotourism* in an MBA (Tourism), on *Ecobusiness* in an MBA (Business), on *Environmental Law* in a *Juris Doctor* program and *Environmental Education* in an MEd.

On the basis of the site inventories described above an optimal system of trails will be developed by the students. This trail system will be designed to minimize impacts on fragile areas and species while giving access to the area for both students and area residents. Trail mapping, construction and the development of effective nature interpretation signs are valuable practical

<sup>8</sup> *Op cit*, Note 2

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skills that can be built into course curricula. Wetland interpretation will be a strong focus of this trail system.

*Recommendation 11:*

- Develop an interpreted trail system that will protect sensitive areas from environmental impact and help build awareness of the value of habitats in the area.

**Off-Site Environmental Values at Whistler University**

*The future is increasingly a race between education and catastrophe*

H.G. Wells

Whistler is to be commended on the development and implementation of the Whistler 2020 Strategy. It is visionary, tied to practical strategies and should result in a more sustainable future for the community as it evolves and develops. WhistlerU fully supports the Strategy and feels that there is great potential for the University to contribute towards this evolution in a number of significant ways. Development of a university, a knowledge centre, is fundamentally different from other kinds of developments. Universities are recognized as societal leaders in a wide variety of fields. They attract world class thinkers and the leaders of tomorrow. They are catalysts of forward-focused thinking. Many communities compete to attract a university to their area. Establishment of a university in Whistler would be a prime example of one of the economic DOS indicators from Whistler 2020 to: “proactively seize[s] economic opportunities that are compatible with tourism, and effectively adapt[s] to changing external conditions.”<sup>9</sup>

WhistlerU will contribute directly to several of the main priorities outlined in Whistler 2020:

- *Enriching Community Life*

WhistlerU will attract well-educated people with interests and skills that will help enrich the resort municipality of Whistler. Faculty and students alike will add to the culture and social fabric of the community and enjoy Whistler’s wide range of activities and amenities. They will be residents, mix with visitors in the village and on the mountain, sharing in the resort vibrancy and cosmopolitan atmosphere. Local residents will be able to take university courses and obtain degrees. This is directly relevant to the Whistler 2020 DOS indicator that “diverse, affordable and accessible lifelong learning opportunities exist to meet the community’s needs.”<sup>10</sup> This is especially the case as WhistlerU will develop programs which are accessible to working adults and part-timers through ensuring that timetables extend into evening and weekend sections and

<sup>9</sup> *Op cit*, Note 2

<sup>10</sup> *Op cit*, Note 2





block courses which can be concentrated into short periods of time, especially during the summer.

The University, as a comprehensive knowledge centre will provide an opportunity for the development of other forms of learning and course-work, with special attention being paid to Whistler’s unique environmental setting and First Nations traditions (Photo 5). Again this relates directly to several of the 2020 DOS indicators, for example that: “A learning culture is nurtured and promoted locally and regionally through diverse formal and informal opportunities and leverages Whistler’s international stature” and that: “Residents and visitors have many opportunities to actively learn about the resort community, the natural environment and First Nations culture.”<sup>11</sup> There is also a DOS for a “physical and organizational focal point for the diversity of arts, culture and heritage activities that spread throughout the community”<sup>12</sup>. WhistlerU will help provide that function.

- *Protecting the Environment*

WhistlerU will have an overall positive environmental impact upon Whistler Resort Municipality. This will be manifest in many different ways but includes:

- Providing economic development and diversification that is non-polluting and is minimal in negative environmental impact compared to other forms of economic development;
- Developing environmental capacity in the community through augmenting the core of local residents who have technical backgrounds in environmental analysis;
- Developing programs and courses that raise environmental awareness as well as result in valued inputs into the local planning process.
- Contributing to local, regional, national and potentially international environmental monitoring programs.

<sup>11</sup> *Op cit*, Note 2

<sup>12</sup> *Op cit*, Note 2

- Providing and maintaining trails on the Alpha Creek lands that will facilitate access for residents but limit impacts to the area;
- Providing interpretive programming on these trails that helps raise community awareness of habitat values;
- Helping expand the sense of environmental community stewardship that is one of the goals of the Whistler 2020 plan.<sup>13</sup>

- *Ensuring Economic Viability*

Establishing a university will bring economic benefits and diversification to the Whistler community<sup>14</sup>. A university is part of the knowledge industry, a clean, non-polluting form of economic development that partners well with sustainable tourism and results in significant economic returns. Taxes paid by the University will help the local tax base and provide services for the local community. This is consistent with the Whistler 2020 goal that “Learning opportunities contribute to the local economy and attract visitors to the resort community for learning vacations.”<sup>15</sup>

- *Partnering for Success.*

WhistlerU is a prime example of the future need for “partnering for success” outlined as a main component of Whistler 2020. In the past, universities were seen as a product purely of government concern. However countries all over the world have discovered that partnering with the private sector can result in provision of unique learning opportunities that the public sector cannot provide. Whistler University represents a partnership between the educational and private sectors to establish a partnership with the local community to provide this learning opportunity. Establishment of Whistler University will help realize the Whistler 2020 DOS to provide “Learning opportunities foster collaboration, trust and community engagement and build the

<sup>13</sup> *Op cit*, Note 2

<sup>14</sup> Projections suggest an estimate of up to \$30 million per year. Source: WhistlerU 2008 Newsletter no. .2.

<sup>15</sup> *Op cit*, Note 2





community’s capacity for achieving Whistler’s vision of success and sustainability for future generations. “<sup>16</sup>

Conclusion

*Our greatest challenge lies in rethinking what kind of education is appropriate for a species whose standards of success threaten its ecological foundation.*

David Orr 1992

Any form of human-built infrastructure will have some environmental impact. This is inevitable. Intelligent planning must focus on assessment of those impacts, assessment of potential benefits to the community and make a rationale choice as to the best long-term course of action. Fortunately Whistler has had the foresight to develop a long-term vision for the community that outlines not only broad visionary goals but also specific indicators of success. Whistler University represents an opportunity to make a significant contribution to meeting those visions and many specific indicators of success. There will be no development on the most environmentally sensitive areas of the site, and state-of-the-art architectural and engineering solutions will be used to mitigate any hydrological impacts. Whistler University will showcase site design and construction practices that will be at the forefront of modern sustainability techniques and will provide an outstanding opportunity for Whistler to demonstrate the economy of tomorrow. Whistler University will through its on-going research and monitoring will enhance the environmental sustainability of the Alpha Lands and the whole region.

References

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<sup>16</sup> *Op cit*, Note 2

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SEACON, Victoria, BC, July, 2010

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<http://www.whistler2020.ca/whistler/site/ourVision.acds?context=1930515&instanceid=1930516>  
. Accessed June 28, 2010.

Terra Planning Ltd, 2000. *Environmental Review of the Alpha Creek Lands Owned by Oka Holdings*. Whistler, BC

<sup>1</sup> Report prepared by SEACON principal partner, Professor Philip Dearden on the basis of field inspections of the site, interviews with local residents and examination of environmental reports and maps as well as Whistler Municipality planning documents. Professor Dearden is the Chair of one of the largest Geography Departments in Canada at the University of Victoria. The Department is known for its strong environmental focus. Dr Dearden is known as one of Canada’s foremost authorities on protected areas and the author of a text book on the topic, published by Oxford University Press that is widely used in universities in Canada. He is also the co-author of another best-selling Oxford text book on environmental planning and management in Canada.,





APPENDIX 1  
PHOTOS



Photo1: The wetlands, showing transmission lines. The dead conifers are probably the result of past disturbances influencing water tables.



Photo 2: Characteristic second growth forest on the site upland areas.



Photo 3: Mature and wildlife trees, like this Douglas fir, will be identified and protected.







Photo 4. The range of habitats stretches from the wetlands of the river bottom up to the alpine terrain and provides an outstanding natural classroom.



Photo 5: Culturally modified tree (CMT) with stripped bark will provide an ideal site for students to learn about traditional First Nations’ practices.

SEACON, Victoria, BC, July, 2010 Page 15







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August 30, 2013

The Resort Municipality of Whistler  
 Attention: Mike Kirkegaard, Mike Furey, and Jan Jansen,  
 4325 Whistler Way  
 Whistler, BC V0N 1B4

Dear : Mr. Kirkegaard, Mr. Furey, and Mr. Jansen,

**RE: Rezoning Application 438 – RMOW Letter of Inquiry**

Enclosed are partial responses to your inquiry letter dated 14 August 2013. As discussed, our response to your information request will be provided in a series of submissions.

In this first submission we have included responses to your request for more detail related to the:

- **Proposed Learning Offerings** University Component (Items 1 & 2), and Leadership Centre (Item 3);
- **Development Capacity** (Item 9); and
- **Site Capacity** (Items 10 & 11)

As per our meeting of August 20, 2013 the WIC Business Plan is being updated and WIC's response to your questions related to Economic Benefit, Business Case and Risk Analysis will be address in a separate correspondence once the revised Business Plan is complete. The second submission will be comprised of a report prepared by MNP in response to the questions you have posed. We anticipate that this report will be provided to the Resort Municipality of Whistler (RMOW) by 1 October 2013. This report will address:

- **Economic Benefit** (Item 4);
- **Business Case** (Items 5, 6 & 7); and
- **Risk Analysis** (Item 8)

As per our meeting of August 20, 2013 certain confidentiality agreements may be required to share confidential/proprietary information.

Further, in our meeting you requested organizational charts illustrating the initial operating condition for Whistler International Campus and how WhistlerU would be related in the future. We have therefore supplied following org-charts appended to the end of this response letter:

- **Initial Organization of WIC**
- **Future Organization of WIC with WhistlerU**

The third and final submission will be a consolidated response of the previous two submissions.

Should you have any questions, please do not hesitate to contact us.

Sincerely,

Peter C. Lang Architect AIBC  
 Associate, IBI/HB Architects (IBI Group)  
 C.c. Roger Zen: OKA Holdings; Doug Player; File: VO 1350.5.3



RE: Rezoning Application 438 – RMOW Letter of Inquiry – August 30, 2013

NB: Page references are to the Whistler International Campus Preliminary Rezoning Package as Revised and Updated August 20, 2013 (herein referred to as the “rezoning package”).

NB: **RMOW Request:** Reference items to Mike Kirkegaard’s Letter of August 14, 2013

### **University Component**

#### ***1) Please provide clarification regarding the nature of the program offerings and partner commitments.***

**RMOW Request:** ***a. What is the nature of the partnerships and commitments with the partner institutions for program and certificate offerings?***

**WIC Response:** The partners are to provide programming on campus that leads to the granting of full degrees and certifications. Some programming proposals have already been completed by both UNBC and BCIT while the bulk of the work will begin upon approval of the campus. The nature of the offerings will be for both part time and full time programming on the campus.

**RMOW Request:** ***b. What are the durations of the partnership agreements?***

**WIC Response:** The agreements are 3 years with an automatic rollover clause.

**RMOW Request:** ***c. Will complete programs be offered on campus at WhistlerU including all courses necessary for obtaining the -degree or certification?***

**WIC Response:** Yes, depending upon the program and student demand. Courses will not be offered unless enough students are enrolled in the program. The initial estimate of students required to undertake the program will ensure its continuation, regardless if students drop out throughout the program duration. Initially, we anticipate Tourism and Culinary Arts options to take place in their entirety on campus. Other programming will involve some offerings on the Whistler campus and some on the partner’s home campus. This will be the case for example, initially with Technikum Wien. There will be a phasing in of additional programs that are offered entirely on campus.

**RMOW Request:** ***d. What is the number of courses that will be offered per semester?***

**WIC Response:** This question is impossible to answer, as it will depend on demand and facilities available; detailed campus programming will be done upon approvals. Note that the campus will operate year round not on a two semester basis. This makes more efficient use of space resources. Courses will expand with demand. WIC also intends to cater to the local community interest by offering courses where interest is demonstrated using local talent. We have already been approached by a number of locals who have suggested courses that would have local appeal and wherein there exists the talent to deliver. Course offerings will grow as the partner institutions add to the repertoire of programming offered. However, we will begin courses in the fall following Council rezoning of the land.

RE: Rezoning Application 438 – RMOW Letter of Inquiry – August 30, 2013

**RMOW Request: e. How will these offerings be secured?**

**WIC Response:** If we understand the question correctly, as soon as WIC receives approval, courses will be offered in temporary quarters on the campus on a part time basis as the campus begins to build. The purpose of this is to let all know WIC is open for business. These initial steps will require students to attend both in Whistler and on the partner's home campuses. UNBC has already proposed some sustainability offerings to begin their occupancy of the campus. Once the first phase of buildings is complete BCIT will begin occupancy immediately as all of their current four campuses are full and space is required immediately. WIC, through OKA holdings, will finance the administrative component of WIC for the first five years. This involves the hiring of an experienced BC University President.

Student demand will then determine offerings as the plan is to phase the campus using our already Department Qualification and Assessment Branch (DQAB) approved partners. WIC will then work towards a private WhistlerU that also occupies the campus.

**2) Please provide information relative to the approval of program offerings with the Ministry of Advanced Education, Innovation and Technology and Responsible for Multiculturalism.**

**RMOW Request: a. What level of investigation/documentation has been undertaken by Whistler U or the partner institutions relative to review requirements (financial, facilities, staffing) and program approvals?**

**WIC Response:** WhistlerU has met with the DQAB four times. The DQAB has our complete documentation minus pro formas (which we consider confidential). The first (public posting) and second (organization review) have been undertaken. The BCom and MBA reviews are scheduled for September. It should be noted these reviews are for the private WhistlerU. WIC's partners BCIT and UNBC are already approved for all of their offerings. BCIT operates under a provincial charter and requires no approvals and UNBC, as a formality, simply needs to notify the DQAB of their intent to occupy WIC.

The approvals required by the DQAB for WhistlerU to provide its own offerings are secured in stages. As can be seen above WIC is on its way to securing two degrees, BCom and MBA. Permission for our international partners to operate on campus will be sought when the campus is approved and because they already have accreditation in both Europe and Asia, DQAB has indicated that permission would be granted quickly. This is a chicken and egg situation as we cannot formally apply for the international partners' status until we can confirm the campus has approval from the Municipality.

**RMOW Request: b. What commitments are necessary and how will these be secured?**

**RMOW Request:** See (a) above. Approvals are already in place for the two BC partners. The process is underway for WIC. When appointed the President will carry the process forward.



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**RMOW Request:** *c. Please also describe the nature and status of university transfer programs and required agreements.*

**WIC Response:** Any course or program from the myriad of programs available through UNBC and BCIT may be immediately offered WIC. A full proposal for an Outdoor Recreation and Tourism Management program at WIC from UNBC has been completed and could be up and running very quickly. The courses offered would include:

- i) ORTM 200: Sustainability in Outdoor Recreation and Tourism
- ii) ORTM 202: Ecotourism and Adventure Tourism
- iii) ORTM 300: Impacts of Outdoor Recreation and Tourism
- iv) ORTM 305: Protected Area Planning and Management
- v) ORTM 306: Aboriginal Tourism
- vi) ORTM 332: Outdoor Education and Leadership
- vii) ORTM 333: Field Experience
- viii) ORTM 407: Recreation, Tourism and Communities
- ix) ORTM 433: Advanced Field Experience

### **Leadership Centre**

**3) Please provide additional information regarding the organization and operation of the Leadership Centre concept.**

**RMOW Request:** *a. Would a new organization be created to operate this Centre?*

**WIC Response:** The Leadership Centre is a WIC academic facility, owned and operated through WIC. The programs offered at the leadership centre will be provided by WIC's educational partners and potentially a leadership centre out of Amsterdam. All programs will be provided under the umbrella of WIC. Use of the Leadership Centre is available to the academic partners who will pay a management fee and rent. The Leadership Centre is another facility resources at WIC with special characteristics and location suited to leadership programs designed for executive level attendance. WIC will oversee the maintenance of the leadership facility.

**RMOW Request:** *b. Are partnerships envisioned?*

**WIC Response:** Yes, the Leadership Centre facility is generating a lot of interest from our current educational partners and other prospective program deliverers. On August 28, 2013, Dr Player met with Dr. Gordon Rein, Director, Open Enrollment, UBC Sauder School of Business to discuss offering their Executive Education on the WIC campus. Dr. Rein was the UBC presenter to the Whistler Task Force on Learning. He indicated that the ability for Sauder to offer programs in the WIC Leadership Center was an exciting prospect for a partnership. He felt that WIC's having a School of Creative Leadership from Europe in the center could be of assistance in helping Sauder extend their programs to a global audience. This connection would enable WIC to combine the fastest growing leadership center in Europe with the largest executive leadership provider in western Canada thereby working to each other's advantage.

**RMOW Request:** *c. How will the Centre be funded and operations secured?*

**WIC Response:** The leadership partners will operate their own programs within the center. Its start-up funding will come from the land owner and the operation will be self-sustaining.

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## **Development Capacity**

***9) Please provide additional information regarding the accommodation and commercial capacity of the proposed development by phase.***

**RMOW Request:** ***a. Provide an estimate of the bed unit count for all accommodation/residential development by component, phase and building, consistent with the allocations and calculations within the municipality's Official Community Plan (OCP).***

**WIC Response:** The Master Plan for WIC defines building footprints. Although the footprints have been tested and quantified for unit yield based on the building heights assigned in the Preliminary Rezoning Development Program (page 34), and the Unit Plan Concepts included in Appendix 3 of the Revised WIC Rezoning Package, the detailed design of individual buildings has not been completed at this time. As buildings undergo detailed design the yield and unit mix is subject to change.

We have provided the requested information in **Table 9a** included below. This table uses the same Bed Unit calculations as for commercial and multifamily accommodation outlined in the OCP for developments approved after the adoption of the OCP.

Residential accommodation on site is intended for the use of WIC students, staff and guest lecturers only and will be covenanted as such. A portion of the staff housing will be required to meet WIC's obligations toward resident employee housing and will be designed to meet Whistler Housing Authorities requirements. WIC's research has indicated that the market expectations are for primarily studio and 1-bedroom residence offerings. Please refer to the Staff/Student Residential Offerings Section of Appendix 3 of the rezoning package for more information. Studio and 1-bedroom units will be grouped where possible to provide 2 bedroom offerings with one door to the corridor. This type of unit would incur 3 bed units rather than 4 for the individual units. Table 9a has calculated 4 BU for this type of unit and therefore represents a maximum case scenario.

As noted in the rezoning package, WIC is seeking approval under Section 3.3.3.4 of the OCP as a development proposal that "is a strategic opportunity that demonstrates extraordinary benefits to the resort community and will strengthen Whistler's progress toward achieving its vision". WIC meets these criteria.

However WIC maintains that the student beds created by WIC are somewhat different than typical full market commercial and multifamily accommodation or the typical full time resident employee housing. In the OCP Glossary, Bed Units are as "A measure of development intended to reflect **servicing and facility requirements** for one person." We note that WIC's Students are not full time residents and will not be using municipal services to the same extent as residents. Further, WIC is providing on site recreational facilities that will be available for public use and therefore augmenting Whistler's services. Finally, in the event that the RMOW cannot provide adequate sewage capacity to service the intended site capacity WIC will need to invest in onsite treatment. In that case the WIC campus would have a lower impact on RMOW sewer services than contemplated by the current BU calculations. We suggest that if Bed Units must apply to WIC's Student housing, that a more equitable specific bed unit calculation be developed for this type of housing.



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Table 9a. Whistler International Campus: Estimated Bed Units (August 2013)						
Phase	Unit Type	# Units	Unit Size (Sqm)	BU/Unit	Total BU	Buildings
1A	Bachelor	512	32.5	2	1024	R1.1, R1.2, R1.3, & U2.2
	1 Bed	56	49.24	2	112	
	2 Bed	0	68.2	3	0	
	1 Bed Cabin	1	63.5	3	3	LC-2 (Leadership Centre)
	2 Bed Cabin	4	90.0	3	12	LC-2 (Leadership Centre)
<b>Subtotal Phase 1A</b>		<b>573</b>			<b>1151</b>	
1B	Bachelor	62	32.5	2	124	IS-2
	1 Bed	8	49.24	2	16	
	2 Bed	2	68.2	3	6	
	Duplex	1 <sup>*(1)</sup>	N/A	12	12	PH-1 (President / Vice President Residence)
<b>Subtotal Phase 1B</b>		<b>74<sup>*(1)</sup></b>			<b>158</b>	
2	Bachelor	99	32.5	2	198	R1.4, R1.5, R1.6
	1 Bed	32	49.24	2	64	
	2 Bed	15	68.2	3	45	
<b>Subtotal Phase 2</b>		<b>146</b>			<b>307</b>	
3	Bachelor	552	32.5	2	1104	R1.7, R1.8, R1.9, U4.2, R2.1, & R2.2
	1 Bed	66	49.24	2	132	
	2 Bed	24	68.2	3	72	
<b>Subtotal Phase 2</b>		<b>642</b>			<b>1308</b>	
<b>WIC Total</b>		<b>1435<sup>*(1)</sup></b>			<b>2924</b>	
<b>Notes*</b>	(1)	One (1) duplex dwelling is counted as 2 units in the #Units column				

**RMOW Request:** ***b. Please provide a breakdown of the proposed phase 1 commercial space of 19,200 square feet. What is this space for? Please provide allocations by use.***

**WIC Response:** Detailed programming of commercial uses within WIC has not been completed at this time. The 19,200 square feet of commercial space in Phase 1 is located within the Student Housing Central Village precinct and is located in two buildings:

- **Building R1.1:** 11,700 square feet
- **Building R1.2:** 7,500 square feet

Note: The areas above include commercial circulation and storage and food preparation areas.

The commercial spaces are appropriately located on the ground floor of the two gateway buildings surrounding the Village Square. The intended use is to support commercial space for the student / staff housing. This commercial use is not intended to be destination commercial for the broader community and is not intended to compete with local Village, Creekside or Function Junction retailers. WIC will provide preferred rental opportunities to established local providers to service WIC. Commercial uses will be scaled proportionally to the student / staff population. Possible uses may include:

- **WIC Book Store** (books, magazines, stationary, computer and cell phone, and camera related accessories / services)
- **WIC Tuck Shop / Convenience Store** (food and drug incidentals, comfort foods from around the world)
- **WIC Branded Merchandise** (clothing, water bottles, umbrellas etc.)
- **Student Lounge** (food and beverage)
- **Café** (food and beverage)
- **ATM Banking Terminal**
- **WIC Personal Services Centre** (student / staff health and wellness counseling & practitioners)
- **WIC Concierge** (adventure tours, ski lift passes, concert tickets, maps & guides, bus passes)
- **Sports Equipment Rentals** (skis, bicycles, outdoor / sports clothing and equipment outfitters etc.)

**RMOW Request:** ***c. Please provide additional rationale for environmental research and development space of 29,279 square feet.***

**WIC Response:** The Environmental Research and Development Facility is envisioned as high quality office, laboratory and studio space for research and businesses as offshoots of the university. This type of facility is quite common to universities across the world. Other uses may be incubator space for local businesses related to the programs at the university or demonstrating environmental innovation as well as studios related to the arts. This is flexible use space.

This facility is part of WIC's prudent long range planning and anticipates a future where more research based programs are available on campus, which may develop, in time, into full-time programs or possible commercial applications of research undertaken at WIC that requires dedicated research office and lab space. The facility has been planned in footprint to allow it to be built in phases in response to market demand. As noted above, detailed programming of commercial uses within WIC has not been completed at this time. Although, this space is listed as commercial space in the rezoning package, it is not intended as retail space. In fact as flexible research space the Environmental Research and Development Facility is somewhere between commercial office and institutional uses.



RE: Rezoning Application 438 – RMOW Letter of Inquiry – August 30, 2013

### **Site Capacity**

**RMOW Request:** *10) Please advise whether or not the plan respects 30 metre setback areas for all wetland ecosystem areas and riparian ecosystem areas contained within the OCP.*

**WIC Response:** The Master Plan for WIC predates the new OCP. Detailed environmental analysis relative to the requirements of the new OCP has not been undertaken at this time. We can confirm that the locations of buildings indicated on the WIC Master Plan represent our understanding of the requirements of the Provincial Riparian Area Regulations (RAR) as outlined on *Map 3 Environmental Constraints* in the environmental report by Cascade Environmental Resource Group, included as Appendix 4 of the rezoning package. The setbacks indicated include some 15-metre setbacks, which are permitted under the RAR regulations as assessed by a registered environmental professional.

The known exception to conformance with the RAR, which is noted in the rezoning package (Section 6.10 – page 10), with respect to one creek ephemeral (Stream C), is proposed to be diverted and enhanced to allow for a more appropriate urban design in the Village Square in the Student Village Centre. Compensation is proposed through repair and enhancement initiatives to other currently degraded sensitive riparian areas on site.

Detailed environmental analysis relative to the requirements of the new OCP will be undertaken for all building footprints as the rezoning process progresses. Plan adjustments will be made as required or appropriate compensation strategies are developed where required.

**RMOW Request:** *11) Please advise whether the plan respects the minimum setback distance of 20 metres from the highway right-of-way for any new development contained within the OCP.*

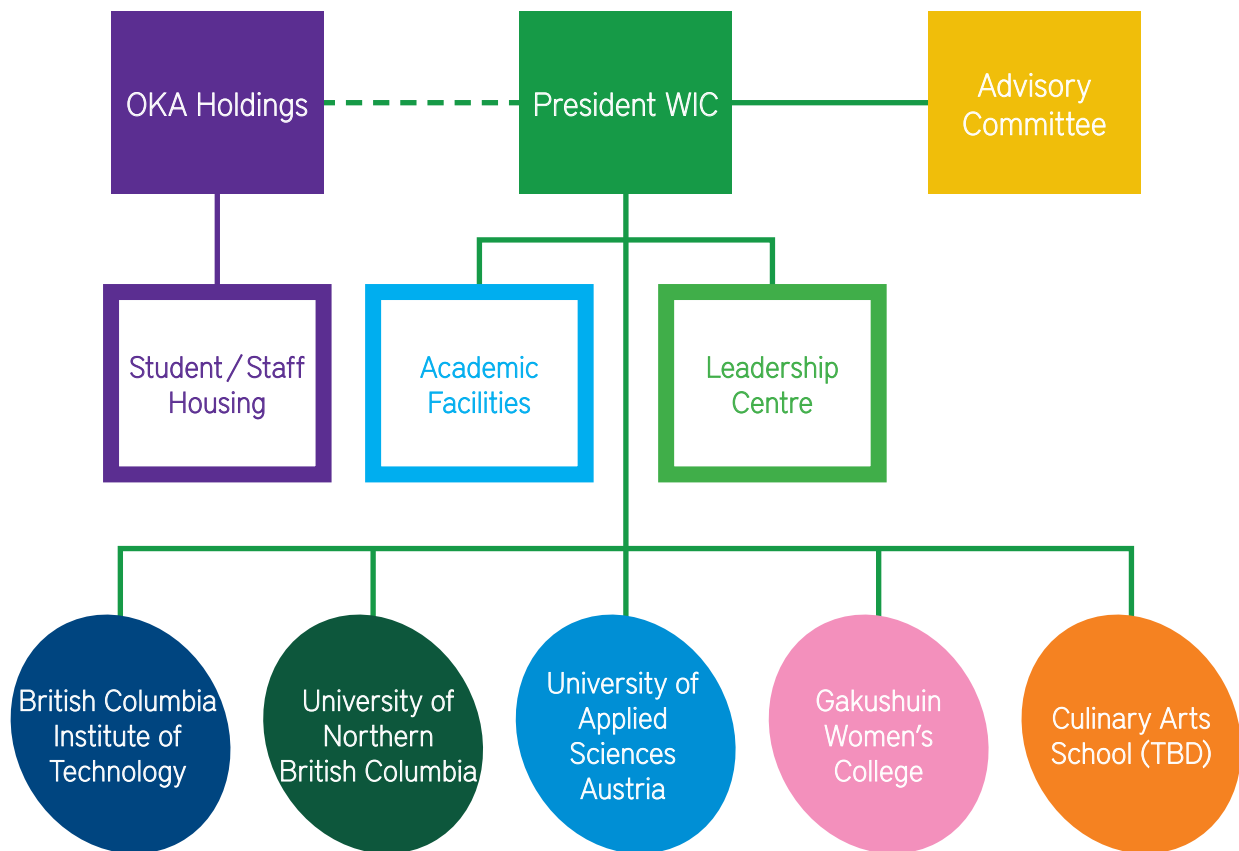
**WIC Response:** All building footprints shown on the WIC Master Plan meet or exceed the 20-metre setback requirement from the highway right-of-way with two exceptions:

- The gymnasium at the International School Academies, which is set back 15 metres from the highway right-of-way; and
- The very end of Building R2.2, which is set back is 10 metres from the highway right-of-way.

The buildings have been located and oriented on the site to conform to the site contours based on available survey information and to minimize site disturbance. As the rezoning and design process advances it may be possible to adjust the footprints of these buildings to suit. However, given that the Master Plan for WIC utilizes only 8% of the site for building footprints and results in only a 30% total site disturbance, including roads and project landscaping, this more than compensates for the minor non-conformance to the 20-metre highway setback.

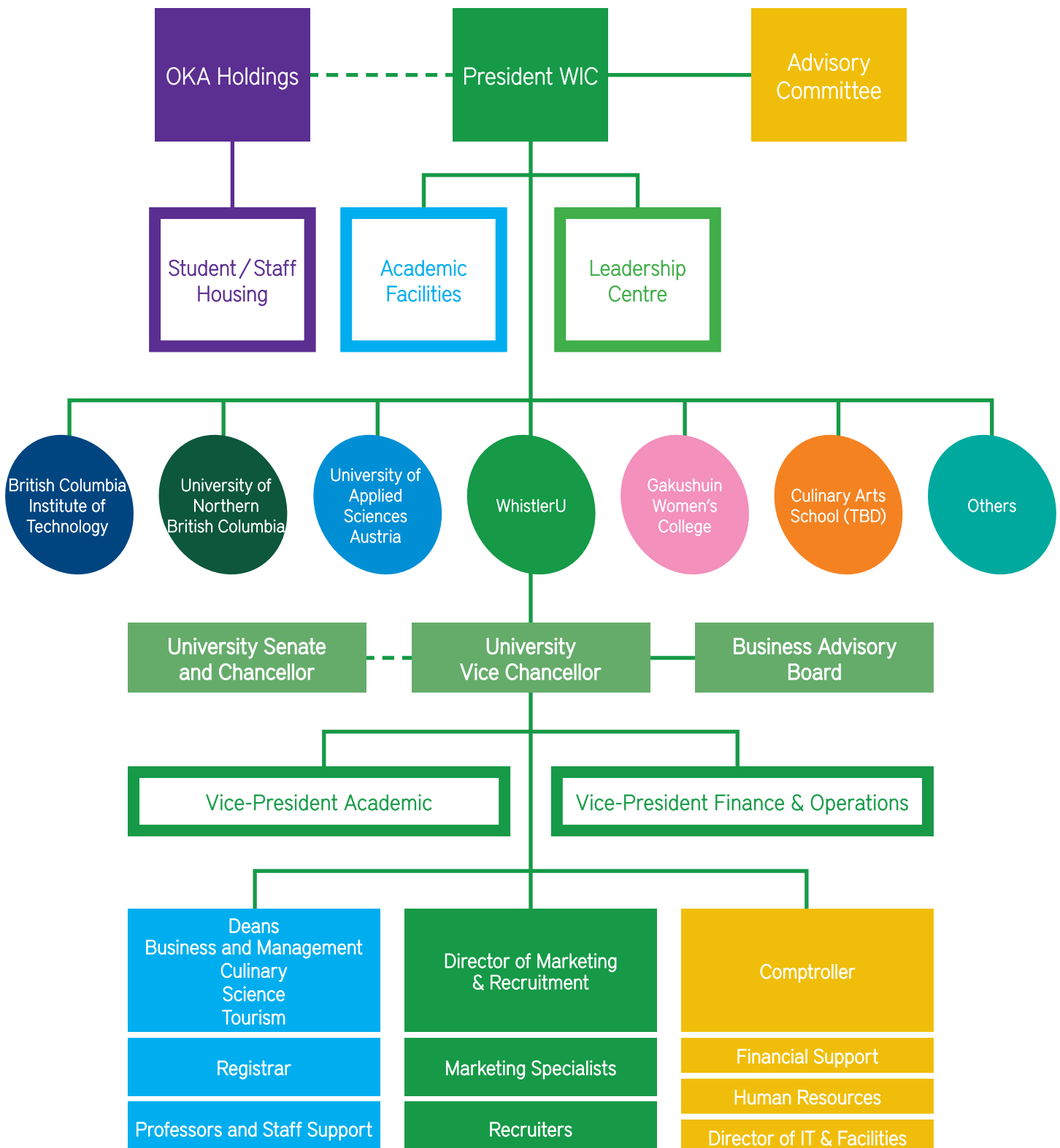
End of Response

# INITIAL ORGANIZATION OF WIC





# FUTURE ORGANIZATION OF WIC WITH WHISTLERU



**Response to the Resort Municipality of Whistler's Inquiry  
about the Whistler International Campus Project**

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Submitted October 17, 2013



October 17, 2013

Roger Zen  
Oka Holdings Inc.  
Suite 215, 1008 Homer Street  
Vancouver, BC V6B 2X1

**Re: Response to the Resort Municipality of Whistler's Inquiry about the Whistler International Campus Project (Questions 4 to 8)**

Oka Holdings Inc. (Oka) has engaged MNP LLP (MNP) to complete a response to Questions 4 to 8 of the Resort Municipality of Whistler's (Resort Municipality's) enquiry letter dated August 14, 2013.

**Introduction**

The Resort Municipality's Questions 4 to 8 ask for further explanation on the economic benefits, business case and risk analysis of the Whistler International Campus project. Specifically:

- Question 4 asks for further details related to the economic benefit analysis and forecasts of annual spending.
- Question 5 asks for additional details to assess financial feasibility including pro forma statements, along with student enrolment forecasts and costs broken down by component and type.
- Question 6 asks for the market rationale for the forecasted student enrollment.
- Question 7 asks for additional information on potential lease arrangements.
- Question 8 asks for a risk analysis including a sensitivity assessment of student enrollment, capital cost estimates and operating cost estimates.

**Economic Benefit Analysis and Forecasts of Annual Spending**

***Question 4.a: What is the basis for these forecasts?***

The analysis on the economic benefit of international students studying at Whistler International Campus relied on information provided by Whistler International Campus, as well as the following studies that have demonstrated the substantial economic benefits that can arise from attracting international students:

- Roslyn Kunin & Associates, "Economic Impact of International Education in Canada – Final Report" presented to Foreign Affairs and International Trade Canada, July 2009.
- Seldon, Dr. Zena A., "Economic Impact of Thompson Rivers University's International Students on the Kamloops Economy", 2010-2011 Update.

**Roslyn Kunin & Associates Study**

Roslyn Kunin and Associates, Inc. ("RKA") was commissioned by Foreign Affairs and International Trade Canada to undertake a study evaluating the economic impact of international education in Canada. More specifically, the purpose of the study was to develop, implement and analyze an economic model to determine the value of international education and assess what student mobility brings to the Canadian economy.

In the 2009 study, RKA relied on secondary sources to collect information on the quantitative impact of international students in various levels of study on the Canadian economy. Researchers involved in the

study also worked with international education stakeholders and organizations to collect data on different types of expenditure items and their values.

The study made use of Statistics Canada's economic multipliers, as derived from its provincial Input-Output Tables, to estimate international education services' contribution to each province's GDP, employment and government revenue. Direct economic impact results were published for individual provinces and territories and for Canada as a whole.

In addition to assessing the economic impact of international education, the study examined the increased tourism activities due to family and friends visiting Canada while students remain in the country. These results were also published for Canada as a whole and on a provincial/territorial basis.

A copy of the full report can be accessed through the following link:  
[http://www.international.gc.ca/education/assets/pdfs/RKA\\_IntEd\\_Report\\_eng.pdf](http://www.international.gc.ca/education/assets/pdfs/RKA_IntEd_Report_eng.pdf).

Please note that RKA has published an update to the original study since our economic impact study was prepared, which confirmed the general findings of the original study. The updated study is available at: [http://www.international.gc.ca/education/assets/pdfs/economic\\_impact\\_en.pdf](http://www.international.gc.ca/education/assets/pdfs/economic_impact_en.pdf).

#### Zena A. Seldon Study

In 2011 a report entitled the "Economic Impact of Thompson Rivers University's International Students on the Kamloops Economy" was prepared by Dr. Zena A. Seldon, Associate Professor of Economics in the School of Business and Economics at Thompson Rivers University. This report is, in part, an update on a previous analysis released in 2005-2006. The results of the 2010-2011 update report are presented in Table 1.

**Table 1: Economic Impact of International Students Attending Thompson Rivers University**

<b>Number of International Students</b>
Number of international students (2010-2011) - 1,460
<b>Total Annual Expenditures</b>
Total annual expenditure of international students - \$87.8 million
<b>Annual Direct Expenditures</b>
Basic living and capital purchases - \$20.5 million Tuition Payments - \$21.5 million International student visitor expenses - \$6.7 million <u>Short-term programming fees - \$834,000</u> <b>Total direct expenditures generated in Kamloops - \$49.6 million</b>
<b>Total Annual Expenditures per Student</b>
Annual tuition payment per student - \$14,700 Annual basic living costs per student - \$11,700 <u>Annual capital purchases per student - \$2,300</u> <b>Total annual expenditures per student - \$28,000</b>

Source: Thompson Rivers University: <http://inside.tru.ca/2011/04/06/international-education-contributions-for-kamloops-economy/>



### Whistler International Campus Analysis

The proposed campus in Whistler is projected to accommodate 1,500 students after the ramp up and initial development phases have been completed. The Economic Benefit Analysis was based on this forecast and further assumed that 70% of these students (or 1,050 students) will be international.<sup>1</sup>

Estimates of international student spending on tuition, accommodation, and capital purchases are based on a review of spending of international students at similar educational institutions. These estimates were provided by Oka Holdings and Whistler International Campus project partner, Doug Player, and have been reviewed by MNP. Please note that while based on a recent analysis projected annual spending per student is \$38,600 (as broken down in Table 2 below), we have used a more conservative estimate of \$31,300 per student in the economic impact assessment.

**Table 2: Projected Whistler International Campus International Student Average Annual Spending**

Spend Item	Value
Tuition	\$20,000
Accommodation	\$11,850
Capital Purchases	\$3,150
Food and Entertainment	\$3,600
<b>Total</b>	<b>\$38,600</b>

The 2009 RKA study identified the following direct economic impacts from all long-term international students in BC, including students in secondary or less, trade schools, university and other types of post secondary education.

**Table 3: Direct Economic Impacts of All International Students in BC**

	Student Spending	GDP	Employment (FTEs)	Government Tax Revenues
<b>All International Long-Term Students in BC</b>	\$1,423,161,000	\$1,056,820,000	17,610	\$40,872,300
<b>Direct Economic Impacts per \$1 Million in International Student Spending</b>	N/A	\$742,586	12.4	\$28,719

While the RKA study reported the direct expenditures associated with international university students in BC (i.e. \$604.4 million), the economic impacts were not published for university students specifically. As a result, MNP applied the ratios of economic impacts<sup>2</sup> to the expenditures of international university students in BC to estimate the economic impacts shown in Table 4. We have translated this into a per student impact using the number of international university students in BC (18,642) reported in the study.

<sup>1</sup> Blazing New Trails, Whistler International Campus: A Learning Campus.

<sup>2</sup> Shown as the direct economic impacts per \$1 million in international student spending in Table 3.

**Table 4: Direct Economic Impacts of International University Students in BC**

	Student Spending	GDP	Employment (FTEs)	Government Tax Revenues
<b>All International University Students in BC</b>	\$604,424,000	\$448,837,041	7,479	\$17,358,682
<b>Per Student</b>	\$32,423	\$24,077	0.40	\$931

MNP then applied the ratios for GDP, employment and government tax revenue from Table 3 to the projected level of per student spending by international students at Whistler International Campus and extrapolated these impacts to the projected international student population at Whistler International Campus as shown in the Table 5. In doing this, we estimate the \$32.9 million in projected international student spending to result in increased GDP of \$24.4 million annually and increased employment of 407 FTE. In addition, Whistler International Campus international student spending is estimated to generate \$943,862 in tax revenues to various levels of government.

**Table 5: Projected Annual Direct Economic Impacts of International Students at Whistler International Campus**

	Student Spending	GDP	Employment (FTEs)	Government Tax Revenues
<b>Per Student</b>	\$31,300 <sup>3</sup>	\$23,243	0.39	\$899
<b>International Students at Whistler International Campus (1,050)</b>	\$32,865,000	\$24,405,102	407	\$943,862

An additional benefit of international education to the Whistler region and the province as a whole is the increased tourism activities due to family and friends coming to visit students while they are studying in the region. We have provided some calculations based on the assumptions outlined below to provide an illustration of the general effect.

In Canada, there is currently little formal research or statistical data available related to tourism activity generated by international students. Therefore, we have based our analysis on research conducted in Australia and used in other studies including the report published by RKA. According to the Australian Council for Private Education and Training (ACPET) 2009, for every ten formal<sup>4</sup> visiting students, there are an additional five visitors (family or friends) to the country.<sup>5</sup> Assuming the 1,050 international students attending Whistler International Campus are formal visiting students and applying the ratio determined by the ACPET, the number of family and friend visitors to BC could be as high as 525 per year.

For travel expenses, we have made use of following data available from 2009 Tourism BC<sup>6</sup> which indicated that the average expenditure per international traveller per trip was \$888.<sup>7</sup> This is slightly higher than the average expenditure of \$732 reported for Canada (in 2007) in the RKA study.<sup>8</sup> Applying the

<sup>3</sup> The economic impact study used a more conservative estimate than the current projection of per student annual spending, which is \$38,600 as shown in Table 2.

<sup>4</sup> Formal visiting students are defined as those whose main purpose of visiting the country is education.

<sup>5</sup> Roslyn Kunin & Associates, "Economic Impact of International Education in Canada – Final Report" presented to Foreign Affairs and International Trade Canada, July 2009.

<sup>6</sup> "The Value of Tourism in British Columbia 2009, Tourism BC.

<sup>7</sup> Tourism BC 2009.

<sup>8</sup> Roslyn Kunin & Associates, "Economic Impact of International Education in Canada – Final Report" presented to Foreign Affairs and International Trade Canada, July 2009.



average trip expenditure to the 525 visitors, we estimate total annual expenditures of visitors to international students at Whistler International Campus to be \$466,454.

**Table 6: International Visitors to BC and Associated Expenditures in 2009**

Category	Visitors and Visitor Expenditures
Number of International Visitors to BC (excluding Washington State) <sup>9</sup>	3,022,000
Total Expenditures of International Visitors to BC (excluding spending by visitors from Washington State)	\$2,685,000,000
<b>Average Expenditure per International Visitor to BC</b>	<b>\$888</b>

Applying the visitor spending impact ratios reported in the study published by RKA (see Table 7) to the estimated spending by visitors to international students at Whistler International Campus (i.e. \$466,454), we estimate GDP generated by visitors of international students at Whistler International Campus at \$263,284, as indicated in Table 8. We further estimate these visitors to create employment of roughly 9 FTEs and to generate \$13,082 in annual revenues to various levels of government.

**Table 7: RKA Direct Economic Impact of Tourism Activities of International Students and Family and Friends**

International Visitor Impacts	Output	GDP	Employment (FTEs)	Government Revenue
<b>Total Impact</b>	\$285.2 million	\$160.7 million	5,331	\$8.3 million
<b>Direct Economic Impacts per \$1 Million in Visitor Spending</b>	NA	\$563,464	\$18.7	\$29,102

**Table 8: Projected Annual Direct Impacts of Visitors of International Students at Whistler International Campus<sup>10</sup>**

International Visitor Impacts	Output	GDP	Employment (FTEs)	Government Revenue
<b>Total Impact</b>	\$466,454	\$263,284	9	\$13,082

<sup>9</sup> We have excluded visitors from Washington State from our analysis as they are not believed to be representative of the types of visiting friends and relatives of Whistler International Campus students (i.e. many visitors from Washington State are same day visitors or come on very short trips).

<sup>10</sup> Numbers shown in this table don't add exactly, due to rounding.

**Question 4.b: What is the breakdown of spending by project component, market segment and spending category?**

Breakdown of Spending by Project Component

The estimated spending by project component, verified with Oka Holdings and project partner Doug Player, is summarized in the table below.

Project Component	Percent Spending
Whistler International Campus	55%
Leadership Centre	15%
International School	30%

Breakdown of Spending by Market Segment

As described in Section 4.a, the Economic Benefit Analysis estimated annual direct spending by **international students** to be \$38,600 per student about \$40 million in total.

While MNP's previous analysis did not investigate the expenditures made by local students, we have estimated annual direct spending by **local students** to be \$25,267 per student, including food and entertainment, about 11 million in total.

As described in Section 4.a., annual direct spending by **visiting friends and relatives** is estimated at \$466,454 in total.

Breakdown of Spending by Spending Category

The assumed breakdown of spending by category for **international students** is shown below.

Spend Item	Value	Percentage of Total
Tuition	\$20,000	52%
Accommodation	\$11,850	31%
Capital Purchases	\$3,150	8%
Food and Entertainment	\$3,600	9%
<b>Total</b>	<b>\$38,600</b>	<b>100%</b>

The assumed breakdown of spending by category for **local students** is shown below. We assume the breakdown of spending by local students would be very much the same as for international students with the exception of tuition fees (which would be expected to be lower).

Spend Item	Value	Percentage of Total
Tuition	\$6,667 <sup>11</sup>	26%
Accommodation	\$11,850	47%
Capital Purchases	\$3,150	12%
Food and Entertainment	\$3,600	14%
<b>Total</b>	<b>\$25,267</b>	<b>100%</b>

<sup>11</sup> Based on a review of domestic versus international tuition at various BC universities, we have assumed that domestic tuition fees are a third of international fees.



**Question 4.c: What proportion of expenditures are captured on site and are associated with on-site operations and facilities (e.g. university operations, staff and student housing, on-site food services and commercial space) and what are expected to be realized by off-site operations and facilities within the municipality?**

We have assumed that for **international students** the proportion of expenditures on-campus versus off-campus would be as follows:

Type of Expenditure	Percentage of Expenditures On-Campus	Percentage of Expenditures Off-Campus
Tuition	100%	0%
Capital Expenditures	10%	90%
Accommodation	90%	10%
Food and Entertainment	30%	70%

We have assumed that for **local students** the proportion of expenditures on-campus versus off-campus would be as follows:

Type of Expenditure	Percentage of Expenditures On-Campus	Percentage of Expenditures Off-Campus
Tuition	100%	0%
Capital Expenditures	10%	90%
Accommodation	80%	20%
Food and Entertainment	20%	80%

We have assumed that for **visiting friends and relatives** the proportion of expenditures on-campus versus off-campus would be as follows:

Type of Expenditure	Percentage of Expenditures On-Campus	Percentage of Expenditures Off-Campus
Accommodation	0%	100%
Food and Entertainment	10%	90%

**Question 4.d: Please provide the assumptions used for the forecasts and the basis for these assumptions.**

Please see response to Question 4.a above.

## **Financial Feasibility**

**Question 5.a: Please provide a detailed development pro forma showing project economics for each component of the development based on proposed phasing.**

The following table represents the Pro Forma Statement of Projected Revenues and Expenses for Whistler International Campus. Under the current assumptions, Whistler International Campus / Oka Holdings will incur a net loss in Years 1 and 2, break even in Year 3, with net projected net income of \$1.5 million, \$3.9 million and \$5.2 million in Years 3, 4 and 5 respectively.

<b>PROPOSED WHISTLER INTERNATIONAL CAMPUS</b>											
<b>Schedule 5</b>											
<b>Statement of Projected Revenues and Expenses</b>											
<b>Year Ended December 31</b>											
	<b>Year</b>	<b>1</b>	<b>%</b>	<b>2</b>	<b>%</b>	<b>3</b>	<b>%</b>	<b>4</b>	<b>%</b>	<b>5</b>	<b>%</b>
	<b>Inflation</b>	<b>1.5%</b>	<b>of total</b>	<b>1.5%</b>	<b>of total</b>	<b>1.5%</b>	<b>of total</b>	<b>1.5%</b>	<b>of total</b>	<b>1.5%</b>	<b>of total</b>
			<b>revenue</b>		<b>revenue</b>		<b>revenue</b>		<b>revenue</b>		<b>revenue</b>
<b>OPERATING REVENUE - FIXED</b>											
Lease Revenue	\$	2,323,558	93.6%	\$ 3,614,351	93.2%	\$ 5,845,120	94.1%	\$ 8,204,384	94.8%	9,480,281	95.2%
Parking Revenue	\$	158,813	6.4%	\$ 263,589	6.8%	\$ 369,340	5.9%	\$ 452,132	5.2%	476,891	4.8%
<b>Total Fixed Operating Revenue</b>	<b>\$</b>	<b>2,482,370</b>	<b>100.0%</b>	<b>\$ 3,877,940</b>	<b>100.0%</b>	<b>\$ 6,214,460</b>	<b>100.0%</b>	<b>\$ 8,656,516</b>	<b>100.0%</b>	<b>\$ 9,957,172</b>	<b>100.0%</b>
<b>Total Operating Revenue</b>	<b>\$</b>	<b>2,482,370</b>	<b>100.0%</b>	<b>\$ 3,877,940</b>	<b>100.0%</b>	<b>\$ 6,214,460</b>	<b>100.0%</b>	<b>\$ 8,656,516</b>	<b>100.0%</b>	<b>\$ 9,957,172</b>	<b>100.0%</b>
<b>EXPENSES</b>											
Operating Expenses	\$	4,370,257	176.1%	\$ 4,580,634	118.1%	\$ 4,580,577	73.7%	\$ 4,605,173	53.2%	4,630,407	46.5%
Fixed Expenses	\$	147,834	6.0%	\$ 150,100	3.9%	\$ 152,400	2.5%	\$ 154,700	1.8%	157,000	1.6%
<b>Total Expenses</b>	<b>\$</b>	<b>4,518,091</b>	<b>182.0%</b>	<b>\$ 4,730,734</b>	<b>122.0%</b>	<b>\$ 4,732,977</b>	<b>76.2%</b>	<b>\$ 4,759,873</b>	<b>55.0%</b>	<b>\$ 4,787,407</b>	<b>48.1%</b>
<b>Net Income Before Non-Operating Revenue</b>	<b>\$</b>	<b>(2,035,721)</b>	<b>-82.0%</b>	<b>\$ (852,794)</b>	<b>-22.0%</b>	<b>\$ 1,481,483</b>	<b>23.8%</b>	<b>\$ 3,896,643</b>	<b>45.0%</b>	<b>\$ 5,169,765</b>	<b>51.9%</b>
<b>NON-OPERATING REVENUE (ANNUAL)</b>											
Government grants	\$	-	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	-	0.0%
Corporate donations	\$	-	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	-	0.0%
Sponsorship revenue	\$	-	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	-	0.0%
Other	\$	-	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	-	0.0%
<b>Total Non-Operating Revenue</b>	<b>\$</b>	<b>-</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Income before Debt Service and Taxes</b>	<b>\$</b>	<b>(2,035,721)</b>	<b>-82.0%</b>	<b>\$ (852,794)</b>	<b>-22.0%</b>	<b>\$ 1,481,483</b>	<b>23.8%</b>	<b>\$ 3,896,643</b>	<b>45.0%</b>	<b>\$ 5,169,765</b>	<b>51.9%</b>

MNP LLP



**Question 5.b: Show forecast student enrolment by component and type, and forecast revenues, capital costs and operating costs with breakdowns of these streams within general categories.**

MNP's financial model incorporates detailed estimates of projected revenues (e.g. lease and parking revenues), operating expenses (e.g. personnel, building operating and depreciation expenses) and capital costs (e.g. building, on-site and off-site infrastructure and servicing, and environmental remediation and protection). At present, these form part of the internal business planning for Whistler International Campus and are confidential in nature.

**Question 5.c: Please provide key assumptions and the basis for these assumptions.**

The assumptions described below were used in the development of the 5-year pro forma financial statements that forecast revenues, capital costs and operating costs for the Whistler International Campus Project.

Please note that all estimates are for Phase 1A of the development which represents the heart of the learning campus with the following facilities:

- Phase 1 university academic facilities including the main concourse, classrooms, a 400 seat lecture / performing arts / movie theatre venue, culinary arts teaching kitchen / lab, dining facilities and with student residences (50 beds) on the upper two floors and underground parking.
- Central Village Core student / staff housing (approximately 525 beds) with support commercial facilities.
- Leadership Centre and retreat cabins.

Please also note that annual inflation of 1.5% has been built in across the model.

**Parking Revenue**

1. **Phase 1A Parking Stall.** Parking at Whistler International Campus will be almost entirely underground, and MNP has assumed that Phase 1A will include 350 stalls:

*Total number of projected parking stalls: 350*

*Expected number of stalls for Phase 1A: 175 monthly rate stalls and 175 daily rate stalls*

2. **Utilization.** MNP assumed that utilization of monthly rate parking stalls will be at 30% of capacity in Year 1 and then increase by 15% annually with a ceiling of 85%, so utilization will be 30% in Year 1, 45% in Year 2, 60% in Year 3, 75% in Year 4 and 85% in Year 5. Comparatively, MNP assumed that utilization of daily rate parking stalls will be at 20% of capacity in Year 1 and then increase by 15% annually with a ceiling of 60%, so utilization will be 20% in Year 1, 35% in Year 2, 50% in Year 3, 60% in Year 4, and 60% in Year 5.
3. **Parking Rate.** MNP estimated the monthly rate for parking stalls by researching other universities and with input from Oka Holdings. In estimating the daily rate for parking stalls, MNP used an average of regional daily parking permit rates. We assumed the monthly rate to be \$100 and the daily rate to be \$7.50.
4. **Total Parking Revenue.** It is assumed that Whistler International Campus will collect year round parking revenues (12 months).

## Lease Revenue

- The following building area estimates (in square footage) were provided Oka Holdings for Phase 1A of development and used in the pro forma analysis:

*Academic Area – 77,850 square feet*

*Residential Area – 270,800 square feet*

*Commercial Area – 19,200 square feet*

*Total Gross Building Area – 367,850 square feet*

For more information, please visit [www.whistlerinternationalcampus.com](http://www.whistlerinternationalcampus.com).

- Based on estimates from Oka Holdings, MNP assumed the annual leasing fees per square foot to be \$35 for commercial space, \$30 for educational space, and \$36 for student and staff residential space.
- To account for different leasing rates for dedicated and common space (tenants of dedicated space pay towards the common areas but at lower rates), MNP reduced the leasing fee per square foot of building space by 10% for academic and commercial space, and by 25% for residential space.

*For Example:*

*(A) Total Academic Area (SQFT): 77,850*

*(B) Projected base lease rate (SQFT): \$30.00/SQFT*

*Total Academic Area lease revenue at 100% capacity = (A x B) x 0.9 = (77,850 x \$30.00) x 0.9 = \$2,101,950*

MNP assumed that for Phase 1A, academic and residential space will be leased commensurately with student enrolment levels. We assumed a maximum campus population of 1,300 students, including regular and leadership students, for Phase 1A (i.e. 1,300 students = 100% capacity) and then calculated the annual capacity based on the projected campus population in Years 1 to 5. Commercial space capacity was estimated based on the anticipated time it will take to attract vendors to the Campus. Based on these assumptions, we used the following capacities in the financial model:

Type of Space	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Educational Space</b>	23%	35%	54%	77%	88%
<b>Residential Space</b>	23%	35%	54%	77%	88%
<b>Commercial Space</b>	25%	50%	100%	100%	100%

## Personnel Expenses

- As per Doug Player's input, we assumed the following FTEs, salaries and benefits:
  - One president with a salary of \$250,000 plus 20% benefits
  - One maintenance supervisor with a salary of \$100,000 plus 20% benefits
  - One IT supervisor with a salary of \$80,000 plus 20% benefits
  - One Administrative Assistant with a salary of \$50,000 plus 20% benefits
- Personnel expenses exclude custodial staff and staff to handle snow removal, garbage removal, and landscaping; these costs are included in the Building Operating Costs (described below).



### Building Operating Costs

1. **Custodial Staff.** MNP assumed that Whistler International Campus will hire one daytime and two evening custodial staff. To account for vacation, sick time, and other related leaves, MNP has assumed 2.5 custodial FTEs. According to *Living in Canada*, the average wage for a custodian in the Vancouver/Lower Mainland area is \$15.03/hr which yielded an annual salary of \$31,262 per FTE.
2. **Repairs and Maintenance.** MNP has assumed that there will not be any costs associated with repairs and maintenance for Year 1 and Year 2 of operations as all facilities will be brand new. However, for Year 3 to Year 5, costs were determined based on a comparison with facility maintenance and repair costs at the Emily Carr University of Art and Design with an adjustment based on square footage and the fact that Whistler International Campus' buildings will be newer.
3. **Utilities.** These costs were determined based on a comparison with utilities costs at Emily Carr with an adjustment based on square footage, LEED-Gold construction standards at Whistler International Campus and lower visitor and student volumes in Phase 1A.
4. **Supplies.** These costs were determined based on a comparison with supplies costs at Emily Carr with an adjustment based on square footage and lower visitor and student volumes in Phase 1A.
5. **Contracted Services.** MNP assumed this cost to be \$60,000 in Year 1 based on researching financial statements of other educational institutions. We assumed an annual increase of 1.5% for inflation.
6. **IT.** This cost was determined based on a comparison with IT costs at Emily Carr with an adjustment based on square footage.
7. **Operations and Maintenance Overhead.** MNP assumed this cost to be \$56,000 in Year 1 based on researching financial statements of other educational institutions. We assumed an annual increase of 1.5% for inflation.

### Total Expenses

1. **Personnel Expenses.** As described above.
2. **Building Operating Costs.** As described above.
3. **Administrative Expenses.** Were calculated as 5% of personnel expenses. The industry benchmark is to use 10% of personnel expenses. Because most administration including registration will be handled by the partner institutions, we have reduced the ratio to 5% for Whistler International Campus.
4. **Marketing and Communications Expenses.** Were assumed to be 2.5% of revenue. The industry benchmark is to use 5% of revenue. Because most of the marketing and communications will be handled by the partner institutions, we have reduced the ratio to 2.5% for Whistler International Campus.
5. **Depreciation of Capital Assets Methodology:**

*Projected Building Costs: \$133,994,410 (we explain how this figure was derived in the Capital Costs description below)*

*Estimated usable life: 40 years*

*Using straight-line depreciation method: 3,349,860 or 2.5%/year*
6. **Insurance Expense.** Was calculated at 5% of total expenses. This assumption was made based on MNP's experience with financial models for other educational institutions.
7. **Property Taxes.** To be determined but are currently not included in the model.

### Capital Costs (Phase 1A Construction Costs)

1. **Capital Costs.** Projections of capital costs are associated with the construction of Phase 1A only. This phase is expected to take three years to construct. As such, all building costs have been distributed equally across the build-out phase.

Please note that the following items are based on 2013 Construction Costs as provided by Butterfield Development Consultants LTD ("BDC") and were reviewed and confirmed by Oka Holdings.

- MNP assumed all academic areas and commercial space will be built with construction costs similar to what BDC categorizes as Office Towers and will therefore cost between \$255 and \$335 per square foot. MNP assumed a cost per square foot of \$290, also taking into account the RMOW LEED-Gold certified building requirement.
  - MNP assumed all residential buildings will be built with construction costs similar to what BDC categorizes as a Resort Hotel and will therefore cost between \$220 and \$295 per square foot. MNP assumed a cost per square foot of \$290, also taking into account the RMOW LEED-Gold certified building requirement.
2. **University Buildings and Leadership Centre.** Building costs for university buildings and the proposed Leadership Centre were calculated as follows:
    - A) *Building Cost per Square Foot of Academic Area: \$290*
    - B) *Academic Area (SQFT): 77,850*
    - C) *Total Building Cost for Academic Area:  $A \times B = C$  or  $\$290 \times 77,850 = \$22,576,500$*   
*C is then distributed equally across the build-out phase.*
  3. **Residences.** Building costs for the residential space were calculated as follows:
    - A) *Building Cost per Square Foot of Academic Area: \$290*
    - B) *Residential Area (SQFT): 270,800*
    - C) *Total Building Cost for Academic Area:  $A \times B = C$  or  $\$296.13 \times 270,800 = \$78,532,000$*   
*C is then distributed equally across the build-out phase.*
  4. **Commercial Space.** Building costs commercial space were calculated as follows:
    - A) *Building Cost per Square Foot of Academic Area: \$290*
    - B) *Academic Area (SQFT): 19,200*
    - C) *Total Building Cost for Academic Area:  $A \times B = C$  or  $\$290 \times 19,200 = \$5,568,000$*   
*C is then distributed equally across the build-out phase.*
  5. **Furniture.** Is assumed to be included in the building costs per square foot stated above. Students will bring their own computers to campus.
  6. **Servicing Costs.** MNP assumed that servicing costs will be \$3,000,000 for the complete build-out of Whistler International Campus. As Phase 1A accounts for 38% of total square footage, MNP assumed that 38% of the servicing costs will be incurred for Phase 1A.
  7. **Roads and Landscaping Infrastructure Costs.** MNP assumed that these costs will be \$10,300,000 for the complete build-out of Whistler International Campus. As Phase 1A accounts for 38% of total square footage, MNP assumed that 38% of the road and landscaping costs will be incurred for Phase 1A.
  8. **Parking Infrastructure Costs.** MNP assumed that these costs will be \$7,000,000 for the construction of 350 stalls at a cost of \$20,000 per stall.



9. **Miscellaneous Construction Costs.** MNP assumed that these costs will be \$3,000,000 for the complete build-out of Whistler International Campus. As Phase 1A accounts for 38% of total square footage, MNP assumed that 38% of the miscellaneous costs will be incurred for Phase 1A.
10. **Permits, Architecture, and Engineering.** MNP assumed that these costs will be \$5,000,000 for the complete build-out of Whistler International Campus. As Phase 1A accounts for 38% of total square footage, MNP assumed that 38% of the permit, architecture and engineering costs will be incurred for Phase 1A.
11. **Off-site Infrastructure a Servicing Costs; Environmental Protection and Remediation Costs.** MNP has increased total Phase 1A capital costs by 10% to account for off-site infrastructure and servicing costs.

## **Market Rationale**

### ***Question 6: Please provide the market rationale for the forecast student enrollment.***

The post-secondary educational market has unique and attractive characteristics, including advance payment of fees, moderate fixed costs and favourable profit margins, making it as strong sector for growth and return on investment. Furthermore, it is a market that continues to expand and evolve in alignment with changing global demand for higher education and program delivery.<sup>12</sup> In a recent report issued by the Organisation for Economic Co-operation and Development (OECD), it was estimated that 23 million people across OECD and other G20 countries will commence their studies at university this year alone.<sup>13</sup>

In Canada, Whistler International Campus will be a late-comer to the post-secondary educational market, and will face twelve competitive BC universities and a number of degree-granting colleges. These, and other Canadian universities and colleges, have well-established academic programs which focus primarily on recruiting domestic students and/or securing provincial or federal government research grants. However, all these universities operating in BC receive the majority of their capital and operational funds directly from government. Consequently, they have limited capacity to respond to the Canadian demand, or the interest in studying in Canada by foreign students, or in responding to corporate, business and/or institutional partnership offered from abroad.

In addition to local markets, Whistler International Campus will expand into carefully selected international markets, thereby creating a global network of learning in which students acquire access to international perspectives and insights. With this in mind, Whistler International Campus has forecasted student enrolment based on target market segments and strategies, regional, national and international demand, and the current generation of internationally mobile students.

<sup>12</sup> Statistics Canada. "Education Indicators in Canada: Fact Sheets," 2012, <http://www.statcan.gc.ca/pub/81-599-x/81-599-x2012009-eng.htm>.

<sup>13</sup> OECD, "Education at a Glance 2013: OECD Indicators, Indicator C4," <http://www.oecd.org/edu/eag.htm>.

The breakdown of forecasted student enrollment between domestic and international students is shown below.

Student Category	Year 1	Year 2	Year 3	Year 4	Year 5
Domestic students	90	180	270	315	360
International students	210	420	630	735	840
<b>Total</b>	<b>300</b>	<b>600</b>	<b>900</b>	<b>1,050</b>	<b>1,200</b>

Student Category	Year 1	Year 2	Year 3	Year 4	Year 5
Leadership students <sup>14</sup>	200	200	300	450	450

### **International Education Trends**

The majority of students at Whistler International Campus are forecasted to be international (i.e. 70% or more). The global international education market is significant and there is a demand for Canadian post-secondary education opportunities by international students.

The global demand for education is increasing. Enrolment in higher education globally is estimated at over 110 million students and public expenditure on education in the US alone is over US\$480 billion per annum.

The data and trends shown in the table below indicate that the international market potential is very large compared to the domestic Canadian market.

<b>Enrolment Projections of Secondary School Students (age 11 to 17) (000s) in some key countries</b>								
	<b>2000</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2015</b>
<b>India</b>	150,769	159,467	160,594	161,541	162,308	162,890	163,294	163,443
<b>China</b>	132,903	133,799	131,401	128,181	124,491	120,806	117,476	106,655
<b>Mexico</b>	12,718	13,248	13,293	13,303	13,284	13,244	13,189	12,711
<b>USA</b>	24,474	25,953	26,037	26,045	25,998	25,922	25,840	25,623
<b>Brazil</b>	25,035	23,543	23,407	23,364	23,403	23,504	23,648	24,752
<b>Canada</b>	2,469	2,593	2,594	2,584	2,564	2,538	2,507	2,319
<b>Indonesia</b>	25,916	25,172	25,035	24,920	24,830	24,761	24,712	24,830

Taking China as an example:<sup>15</sup>

- Foreign branch campuses from the US, UK, and Australia in particular are present now in the market and expanding.
- More Chinese students are opting to study abroad (with more and more electing to go as early in their studies as secondary school).
- In 2011 the number of Chinese students who went to study abroad hit a record 339,700 and this figure is expected to rise to between 550,000 and 600,000 by 2014.
- Online education platforms such as Coursera boasting prestigious foreign branding are setting up shop in China.

According to the ICEF i-graduate Agent Barometer's 2012 edition, which elicited responses from 1,023 education agent worldwide, Canada is one of the top two most attractive study destinations. With the

<sup>14</sup> Leadership students are counted separately from other students. They will only be on campus for one to two weeks at a time.

<sup>15</sup> ICEF Monitor, "Competition in Chinese higher education sector heats up," October 2012.  
<http://monitor.icef.com/2012/10/competition-in-chinese-higher-education-sector-heats-up/>.



United States in the lead with 73%, Canada and the UK tied in second place (64% each), Australia in third place with 48%, and New Zealand in fourth (32%). Since 2008, Canada has risen fully 15 percentage points in its perceived attractiveness among education agents. Asian agents in particular registered a great surge in how attractive they consider Canada. It is believed that possible factors in Canada's rise in the rankings include the Canadian government's continued focus on international education and increasingly open immigration policy.<sup>16</sup>

In 2008, the US attracted 456,000 full-time international students; the UK attracted 306,000, and Australia 181,000. Canada, a late entry into the market, attracted only about 80,000 international students, indicating a significant growth opportunity for Canadian Universities, especially in the private sector which is less constrained by tax-payer demands.

### **International Students in Canada and BC**

The year 2011 marked Canada's "all-time record" with over 98,000 international students entering the country.<sup>17</sup> About 6,700 of those made the transition to permanent resident status in the same year.<sup>18</sup> In total in Canada, the annual expenditure of \$8.0 billion by international students translated to estimates of almost \$4.9 billion worth of contribution to GDP, 86,570 jobs, and \$455 million of government tax revenue.<sup>19</sup>

With 94,000 people choosing to study in BC annually, the province has become a popular destination for international students hosting about 30 per cent of all international students living in Canada.<sup>20</sup> International education is helping to drive BC's economy, creating an estimated 22,000 jobs and \$1.25 billion in GDP.

The top five countries sending students to BC to take post-secondary classes are: China (12,500), Japan (2,700), Saudi Arabia (2,600), Korea (2,600) and the US (2,300).<sup>21</sup>

### **Target Market Segment Strategy**

Whistler International Campus has identified four primary target markets, located throughout Canada and internationally, for the initial program offerings. The rationale for targeting these markets was largely based on their compatibility with the Campus' strategy. Whistler International Campus will initially focus recruitment efforts locally in BC, nationally in Ontario, and internationally in the Middle East, Europe, China, and India.

Whistler International Campus plans to engage potential target markets principally through referrals, trade shows, publications, direct advertising and through a specialized recruitment force including, but not limited to, social-media marketing campaigns. The project partners anticipate further expansion into other focused markets following the establishment of Whistler International Campus.

<sup>16</sup> "2012 Agent Barometer global survey results are in!", October 29, 2012, InShare.

<sup>17</sup> Citizenship and Immigration Canada, <http://www.cic.gc.ca/english/resources/publications/employers/international-students-graduates.asp> (last updated Oct. 1, 2012).

<sup>18</sup> Ibid.

<sup>19</sup> Roslyn Kunin & Associates, "Economic Impact of International Education in Canada – Final Report" presented to Foreign Affairs and International Trade Canada, July 2009.

<sup>20</sup> Ministry of Advanced Education, "Innovation and Technology," <http://www.aved.gov.bc.ca/internationaleducation/welcome.htm>.

<sup>21</sup> Ibid.

Whistler International Campus' target markets are outlined below.

<b>Target Markets</b>	
<b>Undergraduate Business, Environment and Culinary Arts Students</b>  <b>Program Options:</b> <ul style="list-style-type: none"> <li>• Culinary Arts</li> <li>• Environmental Sciences and Sustainability</li> <li>• Event Management</li> <li>• Outdoor Training and Recreation Management</li> <li>• Sports Administration</li> <li>• Tourism Management</li> </ul>	<p>The potential candidates identified in this target market include both private and public high school graduates aged 18 to 24 years.</p> <p>Today's high school students see their educational future built significantly around technology platforms such as smartphones, laptops, iPads, MP3 players, etc. This group is looking for personalized learning based on their desires and how they learn best; the ability to find part-time work opportunities in resort facilities; access to outdoor activities including skiing, snowboarding, hiking, mountain biking, kayaking, adventure sports.</p>
<b>First Nations Business Students</b>	<p>Whistler International Campus will actively participate in the Ch'nook Initiative. Founded by the Sauder School of Business at the University of British Columbia in 2002, the Ch'nook Initiative (originally Chinook) has focused on increasing Aboriginal participation in post-secondary business education studies in the province of British Columbia and Canada. Recognizing that new ways of engagement would be required, Ch'nook led the development of collaborative mechanisms and priorities by which successful partnerships with Aboriginal organizations, First Nations communities, post-secondary institutions and Canadian corporations were established to support increased Aboriginal participation in business education studies.</p>
<b>International Business Students</b>  <b>Program Options:</b> <ul style="list-style-type: none"> <li>• Culinary Arts</li> <li>• Environmental Sciences and Sustainability</li> <li>• Event Management</li> <li>• Outdoor Training and Recreation Management</li> <li>• Sports Administration</li> <li>• Tourism Management</li> <li>• Master of Business Administration (MBA)</li> </ul>	<p>There are many benefits to continued recruitment of this market. Not only do International students bring a rich culture to the classrooms, they are also an important source of future permanent economic immigrants. Many international students have options for working during their studies or post graduation through the Off-Campus Work Permit Program and the Post-Graduation Work Permit Program.<sup>22</sup> Whistler International Campus will foster international student involvement within the community and provide international students with employment opportunities throughout and after their studies.</p> <p>The majority of international students are between the ages of 18-24 years and approximately half of these students are enrolled in undergraduate programs, about a third in graduate programs, and the rest in diploma and certificate programs. The majority (over 90%) of international students rate quality of education as the most important factor in choosing their education institution, and 38% of these students look to their friends as the most important source of information about their university. The key features of Whistler's local community which will be most attractive to international students are its high brand awareness, its proximity to Vancouver and its recreational activity offerings.</p>

<sup>22</sup> Citizenship and Immigration Canada, <http://www.cic.gc.ca/english/resources/publications/employers/international-students-graduates.asp> (last updated Oct. 1, 2012).



<b>Graduate Business Students</b>  <b>Program Options:</b> <ul style="list-style-type: none"> <li>• Master of Business Administration (MBA)</li> </ul>	<p>The potential candidates identified in this target market include students typically aged 22 to 35 years of age.</p> <p>Those students returning to graduate studies in Canada at this time are:</p> <ul style="list-style-type: none"> <li>a) fresh out of an undergraduate degree, but have the means to continue their educational careers as there is the perception of greater payoffs and prospects; and</li> <li>b) mature students looking to upgrade to advance their current position or who are looking for a career change.</li> </ul>
<b>Executive Graduate Business Students</b>  <b>Program Options:</b> <ul style="list-style-type: none"> <li>• Master of Business Administration (MBA)</li> </ul>	<p>The potential candidates identified in this target market include students aged 35 to 55 years interested in pursuing executive graduate studies in business.</p> <p>This group is looking for personalized learning based on their desires and how they learn best; access to powerful networking events, outdoor activities including skiing, snowboarding, hiking, golf, mountain biking, kayaking, adventure sports; enhance their current knowledge with a graduate degree.</p>
<b>Leadership Students</b>  <b>Program Options:</b> <ul style="list-style-type: none"> <li>• Executive Creative Leadership Program</li> </ul>	<p>The potential candidates identified in this target market include corporate change leaders, social entrepreneurs, and business entrepreneurs aged 30 to 55 seeking an innovative training experience to advance their leadership skills.</p> <p>This group is looking for a truly dynamic and unique learning experience that acknowledges the effective use of their time by delivering the program in one-week modules through the Whistler International Campus Leadership Centre.</p>

### **Potential Lease Agreements**

#### ***Question 7a: What is the forecast cost recovery through leasing for each component?***

MNP's financial model has allocated costs to the Phase 1A development overall and does not include a breakdown and cost recovery by leasing for each component.

#### ***Question 7b: What is the status of any lease discussions or agreements between the developer and users of the development?***

Whistler International Campus has signed three-year MOUs that are subject to securing the necessary funding and approvals with two domestic partnering institutions, BCIT and UNBC. Based on MNP's interviews with representatives from BCIT and UNBC, both partnership institutions state they are keen on pursuing this opportunity and on proceeding with program delivery at Whistler International Campus.

The leasing agreement with the partner schools will be a three year agreement with an automatic roll over after Year 3. Leasing fees will be charged per square foot of space used. Estimated fees are as follows:

- Revenue per square foot of commercial space leased is estimated at \$35 per square foot.
- Revenue per square foot of educational space leased is estimated at \$30 per square foot.
- Revenue per square foot of student residence space leased is estimated at \$36 per square foot.

**Question 7c: Are the identified university partners aware of potential lease costs and have any commitments been made regarding the business model and lease arrangements?**

Oka has had preliminary conversations with the partner universities about the lease costs and arrangements. As described above, MOU's are in place with BCIT and UNBC but the leasing arrangements have not been finalized.

**Risk Analysis**

**Question 8a: Provide an analysis of key risk considerations impacting project economic and variability and proposed mitigation measures for each stage of project development and operation.**

The table below summarizes key risk considerations that could impact project economics and viability as well as the mitigation measures that will be taken to alleviate such potential risks. The analysis was conducted with consideration of project scope, timeline, costs and strategy.

In addition to the high level list of risks and mitigation strategies provided in the table below, Oka Holdings will prepare a more detailed inventory of risks down the road. The inventory will spell out the potential impact of each risk, rate risks in terms of likelihood and impact to categorize risks from high to low priority and then define a mitigation strategy including mitigation steps, owners and timelines.

Risk Considerations and Proposed Mitigation Measures	
Risk	Mitigation by Oka Holdings and/or Whistler International Campus
<b>Project Delivery</b>	
<b>Time/schedule risk</b>	<ul style="list-style-type: none"> <li>Review scheduling plans for property development and identify any potential risks/gaps in timing.</li> <li>Develop a coordination strategy to explicitly state the roles and responsibilities of, and effectively work with, respective parties including Oka Holdings Inc. (the owner/developer), RMOW representatives, architects and other contractors.</li> <li>If required, conduct internal reorganization to best adapt to working with respective parties directly.</li> <li>Project Managers to work closely with property agents to ensure that the project is developed on time and as scheduled.</li> <li>Develop signed agreements with respective parties and meet with them to sign agreements in a timely manner.</li> <li>Throughout the life of the project, implement monitoring mechanisms and ensure regular opportunities to review and discuss progress with respective parties.</li> </ul>



Risk Considerations and Proposed Mitigation Measures	
Risk	Mitigation by Oka Holdings and/or Whistler International Campus
<b>Site condition risks</b>	<ul style="list-style-type: none"> <li>• Please see the IBI Group's April 2012 Preliminary Rezoning Package<sup>23</sup> for specific strategies to mitigate potentially adverse effects on and around the site.</li> <li>• Please note that the IBI Group's analysis specific to the site conditions and surrounding land use concluded that "these areas are no different than many typical sites that have been developed or are under consideration for development in Whistler".</li> </ul>
<b>Construction risks</b>	<ul style="list-style-type: none"> <li>• Throughout the life of the project, implement monitoring mechanisms and ensure regular opportunities to review and discuss progress with respective parties.</li> </ul>
<b>Quality risks</b>	<ul style="list-style-type: none"> <li>• Assign a dedicated internal quality management resource to develop a quality management plan that will:               <ul style="list-style-type: none"> <li>○ Define the quality standards to abide by.</li> <li>○ Identify quality management roles and responsibilities.</li> <li>○ Describe how quality management activities will be managed.</li> <li>○ Outline the processes to perform quality management activities.</li> <li>○ List the metrics to measure quality management performance.</li> </ul> </li> <li>• The quality manager will perform regular quality assurance throughout the life of the project.</li> <li>• Ensure that project specifications are followed throughout the construction period to avoid poor quality construction.</li> <li>• Ensure that housing is developed as per specified green building and site standards (LEEDR Gold equivalent or better).</li> <li>• Throughout the life of the project, implement monitoring mechanisms and ensure regular opportunities to review and discuss progress with respective parties.</li> </ul>
<b>Environmental risk</b>	<ul style="list-style-type: none"> <li>• Regularly review environmental commitments.</li> <li>• Assign responsibilities for environmental risk factors and ensure that commitments are clearly communicated.</li> <li>• Adequately communicate environmental mitigation tactics (as outlined below) and reasoning to public interest groups.</li> <li>• Continuously review environmental mitigation opportunities and designs.</li> <li>• Put in place contingency plans in the unlikely event that commitments are not being met.</li> <li>• Incorporate significant sustainable design elements into the proposed development, potentially including geothermal energy, innovative on-site treatment of waste water, gray water system recycling, and significant reuse of existing materials.</li> <li>• Build the proposed development to Leadership in Energy and Environmental Design – New Construction (LEEDR-NC) Gold equivalency or higher.</li> <li>• Preserve and enhance sensitive lands on the site.</li> </ul>

<sup>23</sup> The IBI Group, a global architecture, planning, engineering and technology firm, conducted an analysis and provided a planning rationale in support of the application made to amend the Resort Municipality of Whistler (RMOW) Zoning By-law to permit the development of the proposed Campus.

Risk Considerations and Proposed Mitigation Measures	
Risk	Mitigation by Oka Holdings and/or Whistler International Campus
	<ul style="list-style-type: none"> <li>Repair the adverse effects to creeks and waterways of the highway, gas line, and uphill development.</li> <li>Preserve environmentally sensitive lands for current and future Whistler generations.</li> <li>Undertake rehabilitation work for creeks present on the site that are disturbed.</li> <li>Use natural areas in the Campus as a natural classroom, and engage all students in environmental stewardship learning.</li> <li>Cluster the buildings close together to maximize the developable lands and minimize the impact of development on the Alpha Creek lands.</li> <li><i>Please note that the IBI Group's analysis concluded that the proposed development is generally consistent with the goals, objectives, and policies outlined in the relevant policy documents, inclusive of: the existing and in-force RMOW Official Community Plan (OCP) (1993) and the Draft OCP (First Reading November 2011), Whistler2020 Comprehensive Sustainability Plan (2008), and the RMOW's Zoning and Parking Bylaw (1983).</i></li> </ul>
<b>Finances</b>	
<b>Financial risks</b>	<ul style="list-style-type: none"> <li>Whistler International Campus' financing plan is structured to ensure access to cost effective capital while reducing financial risk. Oka has been conservative with its student projections and cost estimates in the financial analysis, and a project contingency fund will be available. In this way, cost overruns will be minimized but if encountered will be covered by the contingency fund.</li> <li>Oka's management team will periodically review and amend the financing plan to reflect, among other factors, changing market conditions, growth strategy and future capital requirements.</li> </ul> <p><b>Pricing Strategy</b></p> <ul style="list-style-type: none"> <li>Oka's pricing strategy is based on competitive market rates / industry standards and consultations with subject matter experts to determine lease rates that reflect the quality of the facility, the current cost of post-secondary education and the fiscal environment in Whistler.</li> </ul>
<b>Partnership and Communication</b>	
<b>Partnership risks</b>	<ul style="list-style-type: none"> <li>Whistler International Campus' business model is based on strategic alliances with institutions providing program offerings that will attract targeted clientele.</li> <li>Current partners include the British Columbia Institute of Technology (BCIT), the University of Northern British Columbia (UNBC - Canada's Greenest University™), Gakushuin Women's College in Tokyo (Japan), and the University of Applied Sciences Technikum in Vienna (Austria).</li> <li>Three-year MOUs are in place with UNBC, BCIT and Technikum Wien.</li> </ul>



Risk Considerations and Proposed Mitigation Measures	
Risk	Mitigation by Oka Holdings and/or Whistler International Campus
	<ul style="list-style-type: none"> <li>This partnership model will bring additional resources and capabilities that can support future growth.</li> <li>Additional domestic and international partnerships are in development.</li> <li>Whistler International Campus will further explore strategic alliances, academic articulation, and laddering agreements with domestic and international partners.</li> </ul>
<b>Communication risks</b>	<ul style="list-style-type: none"> <li>Develop an internal communication plan with proposed partners.</li> <li>Review commitments, agree upon in writing and assign responsibilities.</li> <li>Confirm where the responsibilities lie with each stakeholder group.</li> <li>Throughout the life of the project, implement the communication plan to ensure active involvement of partners.</li> </ul>
<b>Student Recruitment</b>	
<b>Inadequate Attraction of Students Risks</b>	<ul style="list-style-type: none"> <li>Leverage partner institutions' connections, resources and offices to recruit students. MNP's telephone interviews with representatives from Whistler International Campus' proposed domestic partners UNBC and BCIT suggest that:           <ul style="list-style-type: none"> <li>Wait lists have been prevalent among BCIT's tourism programs, which have more demand than the institution is currently able to accommodate given its capacity.<sup>24</sup> In regard to Whistler International Campus, David Tikkanen stated that: "We feel pretty confident that student recruitment will not be an issue".</li> <li>UNBC suggests that several existing Outdoor Recreation and Tourism Management (ORTM) courses will have suitable demand for residents of the Whistler region and possibly Japanese exchange students from a consortium of Japan Travel Business-connected Japanese universities, which have already expressed interest in a Whistler educational institution, and have an existing connection with UNBC.<sup>25</sup> The UNBC has signed a MOU with the Japan Travel Business World Tokyo Corporation, Japan's largest company specializing in exchange programs and business-expansion opportunities throughout Asia. UNBC's largest single international partner is the Gakushuin Women's College, one of Whistler International Campus' overseas partner institutions.<sup>26</sup></li> <li>In collaboration with the partner institutions, market Whistler International Campus' offerings: Consider a high-profile launch event related to the Whistler brand name, with key endorsements by medalists from the 2010</li> </ul> </li> </ul>

<sup>24</sup> According to David Tikkanen, BCIT's tourism program usually fills in May for the September intake and has waiting lists most years.

<sup>25</sup> ORTM Faculty, "Draft Five-Year Plan for Whistler-based ORTM Programming: Ecosystem Science and Management Program Outdoor Recreation and Tourism Management Unit," November 2012.

<sup>26</sup> University of Northern British Columbia, "Technology Bridges the Gap to Education Overseas," May 2012, <http://www.unbc.ca/releases/2012/05-14highdef>.

Risk Considerations and Proposed Mitigation Measures	
Risk	Mitigation by Oka Holdings and/or Whistler International Campus
	<p>Whistler Olympics, including a media blitz aimed at both Canadian and target international markets.</p> <ul style="list-style-type: none"> <li>○ Implement a sustained program of public relations, marketing, and recruitment increasingly focused on the academic quality and strengths of Whistler International Campus people and programs.</li> <li>○ Prepare marketing and recruitment materials and technologies.</li> <li>○ Identify a number of potential target markets, chosen based on their compatibility with our strategy, located throughout Canada and internationally.</li> <li>○ Engage potential target markets principally through referrals from an established network.</li> <li>○ Visit and present at local, national, and international high schools. Students will be invited to come and tour the campus and enjoy the recreational facilities of the resort.</li> <li>○ Maintain newsletters and other contacts with high-school counselors on a consistent basis.</li> <li>○ Attend education fairs in Canada and abroad to promote Whistler International Campus and its programs.</li> <li>○ Implement articulation and other collaboration agreements with universities and colleges across Canada and abroad.</li> <li>○ Use the Whistler International Campus website, combined with social media as a complementary tool for student recruitment.</li> </ul> <ul style="list-style-type: none"> <li>● Based on the assumption that Whistler International Campus will provide a distinct and flexible approach to program delivery, specifically with respect to dynamic, upward trends in international education, enrolment projections reveal that positive cash flows are to be expected in Year 3 of operations.</li> </ul>

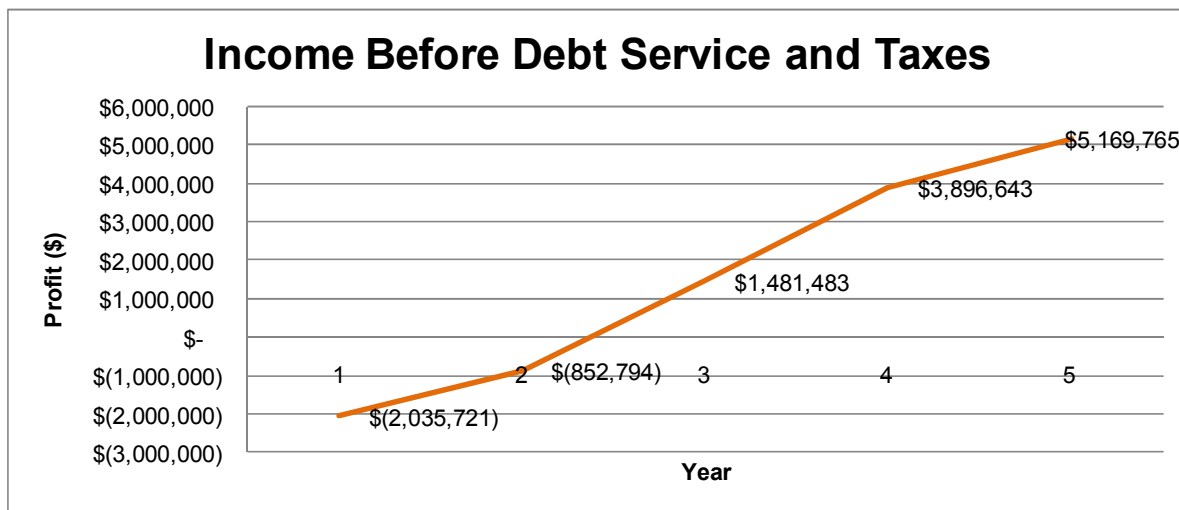
**Question 8b: Please conduct sensitivity analyses for the development pro forma including student enrollment and capital and operating cost estimates, and identify potential contingencies.**

### **Base Scenario**

The following graph represents the Pro Forma Statement of Projected Revenues and Expenses for Whistler International Campus. As previously mentioned, under the current assumptions, Whistler International Campus / Oka Holdings will incur a net loss in Years 1 and 2 and break even in Year 3, with net projected net income of \$1.5 million, \$3.9 million and \$5.2 million in Years 3, 4 and 5 respectively. This is depicted in the base-line scenario below.

It is likely that the actual outcome will differ from the assumptions used to guide the pro forma statement development. In accounting for this potential variance, MNP has also conducted sensitivity analyses on three key variables: student enrolment, operating expenses and capital costs.

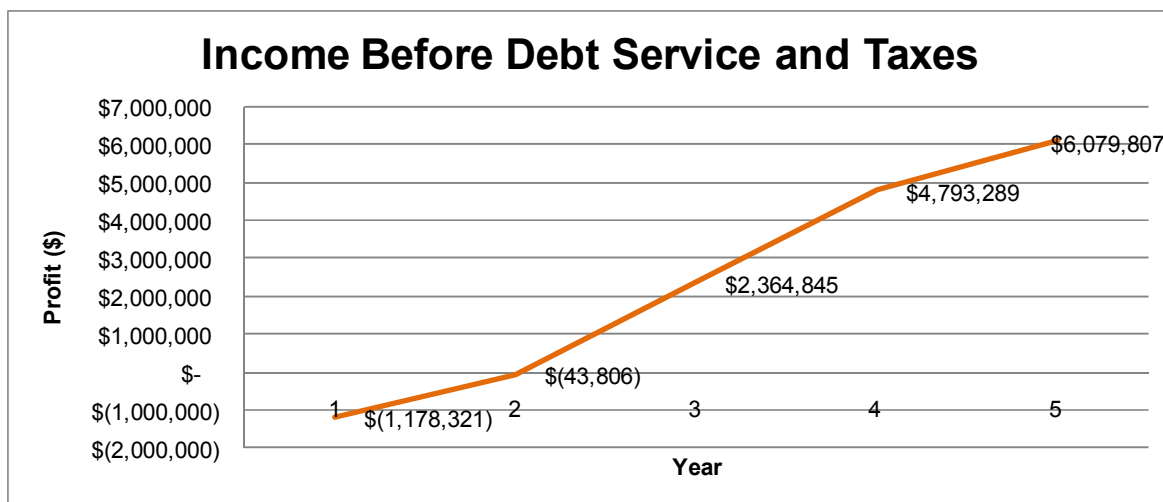




#### **Sensitivity Analysis 1 – Student Enrolment**

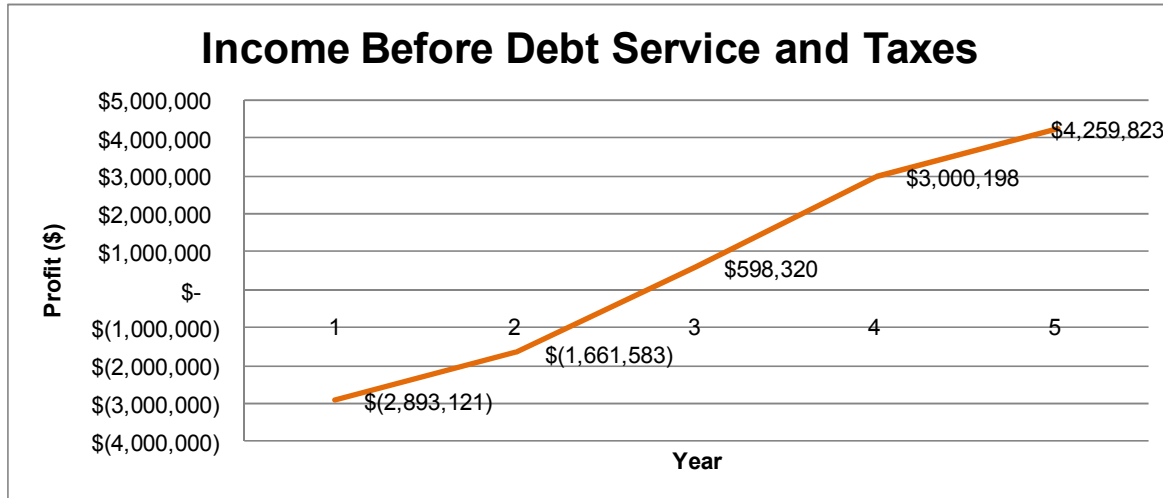
##### *A. Ten Percent Annual Student Enrolment Increase*

By adjusting student enrolment upwards by ten percent annually, Whistler International Campus would incur a net loss in Years 1 and 2, break even in Year 3 and incur net incomes of \$2.4 million, 4.8 million and 6.1 million in Years 3, 4 and 5 respectively.



### *B. Ten Percent Annual Student Enrolment Decrease*

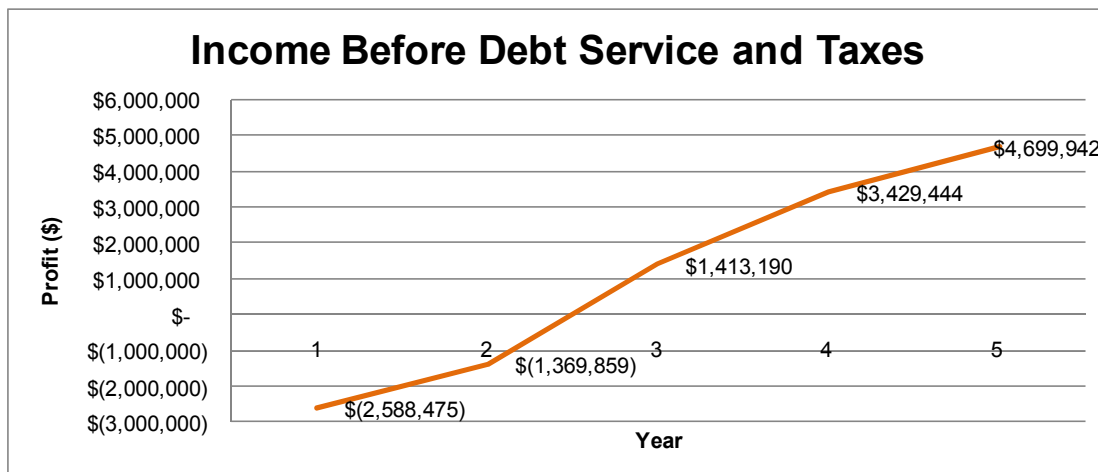
By adjusting student enrolment downwards by ten percent annually, Whistler International Campus would incur a net loss in Years 1 and 2, break even in Year 3 and incur net incomes of \$598,320, \$3.0 million and \$4.3 million in Years 3, 4 and 5 respectively.



### **Sensitivity Analysis 2 – Operating Costs**

#### *A. Ten Percent Annual Operating Cost Increase*

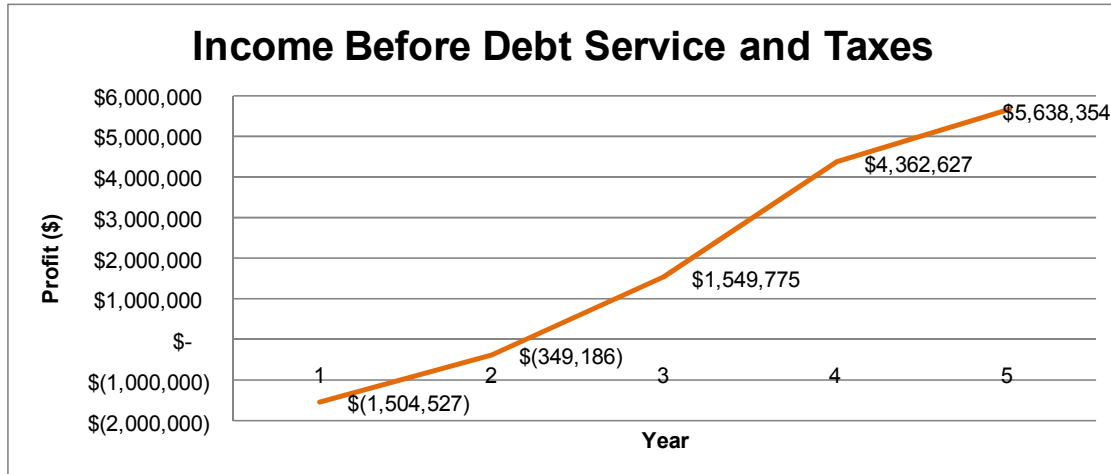
By increasing operating costs by ten percent, Whistler International Campus would incur a net loss in Years 1 and 2, break even in Year 3 and incur net incomes of \$1.4 million, \$3.4 million and \$4.7 million in Years 3, 4 and 5 respectively.





### *B. Ten Percent Annual Operating Cost Decrease*

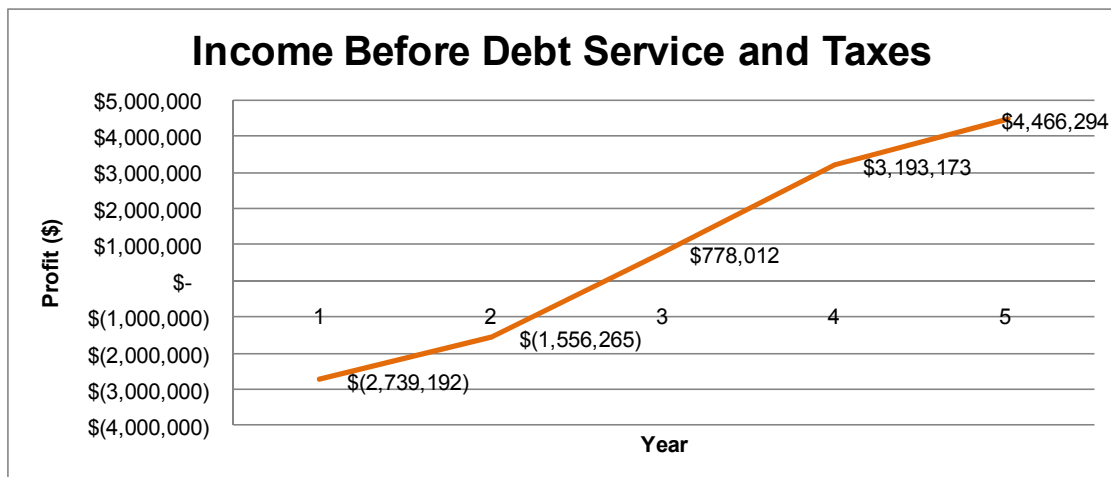
By decreasing operating costs by ten percent, Whistler International Campus would incur a net loss in Years 1 and 2, break even in Year 3 and incur net incomes of \$1.5 million, \$4.4 million and \$5.6 million in Years 3, 4 and 5 respectively.



### **Sensitivity Analysis 3 – Capital Costs**

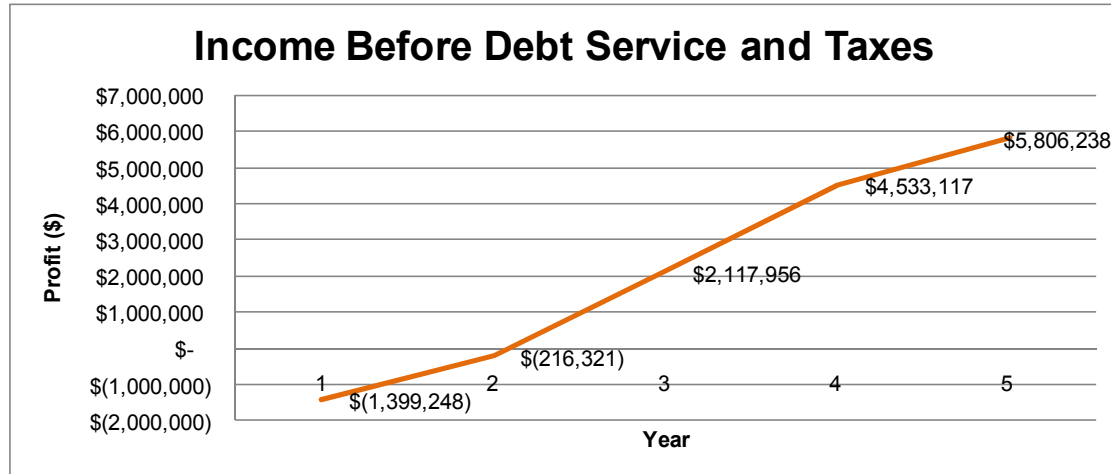
#### *A. Ten Percent Capital Cost Increase*

By increasing capital costs by ten percent, Whistler International Campus would incur a net loss in Years 1 and 2, break even in Year 3 and incur net incomes of \$778,012, \$3.2 million and \$4.5 million in Years 3, 4 and 5 respectively.



### *B. Ten Percent Capital Cost Decrease*

By decreasing capital costs by ten percent, Whistler International Campus would incur a net loss in Years 1 and 2, break even in Year 3 and incur net incomes of \$2.1 million, \$4.5 million and \$5.8 million in Years 3, 4 and 5 respectively.



In summary, even with a 10 percent increase or decrease in student enrolment, operating costs or capital costs, Whistler International Campus would break even in Year 3 of operating based on the assumptions underlying MNP's financial model.

In addition, Whistler International Campus' financing plan is structured to ensure access to cost effective capital while reducing financial risk. Oka has been conservative with its student enrolment projections and cost estimates in performing its financial analysis. This has been done in an effort to account for variability in project costs; however, according to Oka a project contingency fund will be available should it be required. In this way, cost overruns will be minimized but if encountered will be covered by the contingency fund.

### **Report Limitations**

This report is not intended for general circulation, nor is it to be published in whole or in part without the prior written consent of MNP LLP ("MNP"). The letter is provided for information purposes and is intended for general guidance only. It should not be regarded as comprehensive or a substitute for personalized, professional advice.

We have relied upon the completeness, accuracy and fair presentation of all information and data obtained from public and industry sources, believed to be reliable. The accuracy and reliability of the findings and opinions expressed in this letter are conditional upon the completeness, accuracy and fair presentation of the information underlying them. In addition, the analysis contained in this letter is based upon projections, founded on past events, giving an expectation of certain future events. Future events are not guaranteed to follow past patterns and results may vary, even significantly. As a result, we caution readers not to rely upon any findings or opinions expressed as accurate or complete and disclaim any liability to any party who relies upon them as such.

The findings and opinions expressed in this letter constitute judgments as of the date of the letter, and are subject to change without notice. MNP is under no obligation to advise of any change brought to its attention which would alter those findings or opinions.



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Whistler International Campus, Final Letter  
October 17, 2013

Yours very truly,

A handwritten signature in black ink that reads "Ed Mansfield". The signature is written in a cursive style with a large, stylized "E" and "M".

Ed Mansfield, PhD  
MNP LLP

### **Appendix A. About MNP**

MNP is the fastest growing major chartered accountancy and business advisory firm in Canada. Founded in 1945, MNP has grown from a single office in Manitoba to more than 75 offices and 2,500 team members across Canada.

MNP is a member of Praxity AISBL, a global alliance of independent firms, which enables us to access a broad range of industry specific expertise worldwide.

At MNP, our professionals are the driving force behind our success. They continue to demonstrate our culture and values which is integral to the way we conduct business, both internally and externally. As such, MNP is proud to be recognized for the fourth year in a row as one of the *50 Best Employers in Canada* by *Maclean's* magazine.



MNP provides a wide range of accounting, finance and business advisory services to clients. These include:

- Assurance
- Corporate Finance
- Enterprise Risk Services
- Consulting
- Succession
- Taxation
- Mergers and Acquisitions
- Forensic Accounting
- Insolvency and Corporate Recovery
- Valuations and Litigation Support



## **APPENDIX C**

### **WHISTLER TASK FORCE ON LEARNING & EDUCATION OPPORTUNITY EVALUATION FRAMEWORK**

- 1      **RMOW POLICY CONTEXT**  
Is the proposal consistent with RMOW's policies? (Whistler 2020, OCP, Corporate Plan, EPI)
- 2      **THE CHANGING ENVIRONMENT OF POST-SECONDARY EDUCATION**  
How does the proposal take account of this environment?
- 3      **ECONOMIC AND SOCIAL IMPACTS**  
What are the economic and social impacts of this initiative – are they positive for Whistler?
- 4      **KEY CONSIDERATIONS FOR AN EDUCATION AND LEARNING INITIATIVE**  
Does the initiative take into account the key considerations? (e.g., Is the location appropriate? Are there well-defined goals?)
- 5      **GUIDING PRINCIPLES, GOALS AND OBJECTIVES**  
Does this initiative align with the principles, and meet the goals and objectives identified for post-secondary education in Whistler?
- 6      **DUE DILIGENCE**  
Has due diligence been undertaken for this initiative, including a business plan and risk analysis?

#### **1      RMOW POLICY CONTEXT**

##### **Official Community Plan**

##### **Relevant Goals, Objectives and Policies**

GOAL 3.1 Guide Whistler's next phase of evolution as a maturing resort community focused on enhancement and optimization of existing and approved land use and development.

Objective 3.1.1 Establish and adhere to community-determined growth limits through this OCP.

Policy 3.1.1.3 Restrict Whistler's accommodation capacity to a maximum of 61,750 bed units.

Objective 3.1.2 Optimize the use and function of existing and approved development.

Policy 3.1.2.1 Support flexibility, diversity, adaptability and efficiency in land use and development so the resort community can derive the greatest benefit from existing development.

Policy 3.1.2.2 Seek creative solutions for optimizing land use and respective interests such as land exchanges, dedications, amenity zoning, and transfers of development rights.

Policy 3.1.2.3 Ensure new land uses and development are complementary to existing development and add to Whistler's success; avoid expansion and duplication that contributes to oversupply, diminishes the success of existing uses and development, and creates additional burdens on the resort community.

Policy 3.1.2.4 Support needed reinvestment, renovation and redevelopment of aging properties, and in particular in Whistler's core commercial areas, ...

GOAL 3.2 Manage land use and development to enhance the mountain resort community's character and quality of life, protect the natural environment, strengthen the local economy, protect human safety and property, and support efficient use of infrastructure and facilities.

Objective 3.2.1 Reinforce Whistler's mountain resort character, compact development pattern, social fabric, economic vitality, and diversity.

Policy 3.2.1.1 Maintain the natural forested mountain character and scenic quality of Whistler and its surrounding area.

Policy 3.2.1.3 Minimize land disturbance and conversion of remaining undisturbed natural areas to development.

Policy 3.2.1.4 Support land uses and development that contribute to a diversified tourism economy compatible with Whistler's resort community character & values.

Policy 3.2.1.5 Respect and reinforce Whistler's single Town Centre concept, ...

Policy 3.2.1.9 Enhance the high visual quality along the highway corridor through Whistler, through measures including:

a) ... maintain a minimum setback distance of at least 20 metres from the highway right-of-way for any new development

Objective 3.3.1 Plan land use and development to complement and better capitalize upon Whistler's existing development and remaining natural areas.

Policy 3.2.1.5 Designate the general land uses that are supported by this OCP for each parcel of land within the municipal boundaries as shown on Schedule A Whistler Land use Map

Objective 4.4.2 Balance the visitor accommodation supply with Whistler's resort and tourism capacity.

Policy 4.4.2.1 Limit further additions to the supply of visitor accommodation to complement and support the viability of existing accommodations.

Policy 4.4.2.4 Consider opportunities to support alternative uses of visitor accommodation, at owner's request, where it is to the benefit of the resort community and consistent with this OCP.

Policy 4.9.1.8 Support reinvestment, enhancement and redevelopment of Village properties to maintain a high quality built environment ...



GOAL 5.1 Provide effective, appropriate municipal infrastructure (including facilities and amenities) that minimize taxpayer costs and consider allocating the value of infrastructure replacement to future users.

GOAL 5.5 Support sustainable diversification and growth compatible with the tourism economy.

Objective 5.5.1 Support the accommodation and commercial sectors through economic diversification compatible with Whistler's four-season tourism economy.

Policy 5.5.1.1 Support increased cultural, arts, entertainment, events, sport tourism, and health and wellness opportunities that diversify our tourism-based economy.

Policy 5.5.1.2 Support diversification opportunities through an enhanced learning sector.

Policy 5.5.1.3 Recognize the importance of Whistler's tourism economy by supporting compatible education opportunities

Policy 5.5.1.4 Work with resort stakeholders to pursue diversification opportunities that are appropriate and complementary to our infrastructure.

Objective 5.7.1 Ensure that the resort community's investments in the built environment provide optimum levels of service and are continually renewed.

Policy 5.7.1.1 Support repurposing, reusing and/or optimizing built space instead of constructing new buildings.

GOAL 6.1 Implement an ecosystem-based management approach as a primary element of Whistler's commitment to the environment.

Objective 6.1.1 Recognize that ecosystem mapping and the development permit area guidelines for protection of the natural environment are the foundation to Whistler's ecosystem-based approach to protecting the natural environment during land development.

Policy 6.2.1.4 Limit development to the least environmentally sensitive lands within the Whistler Urban Development Containment Area.

Policy 6.2.1.6 To promote long-term ecosystem integrity and human health, land use decision-making shall apply the Precautionary Principle.

Objective 6.2.2 Maintain and enhance native species, habitat and biodiversity.

Policy 6.2.2.4 Protect and, where possible, restore the habitats, ecosystems and connectivity that sustain biodiversity including populations of species at risk.

Policy 6.2.2.5 Apply an ecosystem-based management approach that focuses on maintaining the interconnected components, functions and processes of local ecosystems.

GOAL 7.5 Ensure that an array of learning opportunities are available for residents and visitors.

Objective 7.5.2 Support improved access to post-secondary educational opportunities that enhance the resort community.

GOAL 7.8 Support and enhance the growth and vitality of Whistler's arts, culture and heritage sectors.

Objective 7.8.1 Support programs, partnerships and venues for furthering Whistler's arts, culture & heritage sectors.

Objective 7.8.2 Increase opportunities for education, participation & enjoyment of arts, culture & heritage for residents & visitors.

GOAL 7.10 Continue to reaffirm our unique natural setting as the primary foundation for Whistler's recreation and leisure experience.

GOAL 7.11 Continue to provide a variety of high quality recreation and leisure amenities.

### **Economic Partnership Initiative Key Related Findings**

- The goal as determined by the EPI was a prosperous resort economy that continues to support a healthy, sustainable resort community; and remains consistent with the unique 'Whistler Brand'
- Other key findings included:
  - Whistler is currently a very significant economic engine (\$1.27B, \$1.3B, \$428M, 22.5%)
  - Visitors (especially destination) are currently the key economic driver within the community (~85-90% of total spend; \$860M – destination, \$240M – regional)
  - Whistler is large compared to other comparable resorts (both in terms of population, retail space and existing bed base)
  - The existing number of rooms in Whistler is both a challenge and a key opportunity
  - Whistler accommodation rates are less expensive than most benchmarked communities
  - Converting day to overnight guest (especially in summer) presents an important opportunity for Whistler
  - There are significant business-to-business spends outside of our community
  - Benchmarked resorts have consistently better access to local air travel/airports services
  - The Sea to Sky highway continues to support/drive day visits.

### **Whistler 2020**

#### **Arts, Culture and Heritage**

- Whistler is renowned for world-class arts, cultural and heritage opportunities that have become part of Whistler's spirit and community life.
- Arts, cultural and heritage opportunities attract visitors and contribute to the experience and local economy.



#### Built Environment

- Limits to growth are understood and respected.
- The built environment is attractive and vibrant, reflecting the resort community's character, protecting viewscapes and evoking a dynamic sense of place.
- To maintain vibrancy, Whistler Village is the core of the resort community.

#### Economic

- Whistler has a diversified and year-round tourism economy.
- Whistler pro-actively seizes economic opportunities that are compatible with tourism, and effectively adapts to changing external conditions.
- Whistler holds competitive advantages in the destination resort marketplace as a result of its vibrancy and unique character, products and services.
- Whistler's core accommodation base and long-term investments made in the community are protected.

#### Finance

- Whistler has a healthy economy that generates revenue to contribute to the resort's funding base.
- The long-term consequences of decisions are carefully considered.
- Common evaluation criteria are used to assess actions and spending priorities, ensuring that all resource allocations strategically move Whistler toward its vision.

#### Learning

- Diverse, affordable, and accessible lifelong learning opportunities exist to meet the community's needs.
- A learning culture is nurtured and promoted locally and regionally through diverse formal and informal opportunities and leverages Whistler's international stature.
- Learning opportunities contribute to the local economy and attract visitors to the resort community for learning vacations.

#### Natural Areas

- An ecologically functioning and viable network of critical natural areas is protected and, where possible restored.
- Use of critical natural areas is avoided and use of surrounding areas is limited to ensure ecosystem integrity.
- A policy of no net loss is followed, and no further loss is preferred.

#### Partnership

- Residents, taxpayers, business and local government hold a shared vision for the resort community and work in partnership to achieve that vision.
- Decisions consider the community's values as well as short and long-term social, economic and environmental consequences.

#### Visitor Experience

- Visitors choose Whistler to actively participate in recreation, learning, and cultural opportunities.
- The resort community's authentic sense of place and engaging, innovative and renewed offerings attract visitors time and time again.
- A comfortable carrying capacity of the resort, its amenities, and the surrounding natural environment is respected.

## 2 THE CHANGING ENVIRONMENT OF POST-SECONDARY EDUCATION

How does the proposal take account of this environment?

1. Lifelong Learning
2. The Impact of the Internet
3. Expanding Education Opportunities
4. Funding for Post-secondary is Challenging
5. International Student Education
6. Educational Tourism

## 3 ECONOMIC AND SOCIAL IMPACTS

What are the economic and social impacts of this initiative – are they positive for Whistler?

## 4 KEY CONSIDERATIONS FOR AN EDUCATION AND LEARNING INITIATIVE

Does the initiative take into account the key considerations? (e.g., Is the location appropriate? Are there well-defined goals?)

1. Institutions May Strengthen Whistler's Social and Cultural Fabric
2. Capital From Public Sources is Difficult to Obtain
3. There are Risks
4. Location is Critical
5. Scale Affects Resources, Planning and Implementation
6. Well-Defined Quantifiable Goals
7. An Established Reputation is Essential
8. Development Will Take Time – Every Initiative Starts Small
9. Partnerships are Powerful
10. A Solid Business Plan is Required for Progress

## 5 GUIDING PRINCIPLES, GOALS AND OBJECTIVES

Does this initiative align with the principles, and meet the goals and objectives identified for post-secondary education in Whistler?



Goal	Objective
Protect and enhance Whistler's identity	<ul style="list-style-type: none"> <li>i. Reinforce Whistler's identity as a unique world-class sustainable, four-season mountain resort community.</li> <li>ii. Provide high quality initiatives.</li> </ul>
Complement and diversify the tourism economy	<ul style="list-style-type: none"> <li>i. Attract new Canadian and international visitors to Whistler, who come to learn, research, and teach.</li> <li>ii. Increase local spending through learners, faculty and staff, and the institution.</li> <li>iii. Support proposals that will leverage other benefits.</li> <li>iv. Where feasible, partner with and advance other community initiatives &amp; goals to strengthen shared objectives.</li> <li>v. Contribute to the overall economic viability of the resort community.</li> </ul>
Support Whistler's accommodation and commercial sectors	<ul style="list-style-type: none"> <li>i. Improve occupancy and use of facilities in hotels, especially during shoulder and off-peak seasons.</li> <li>ii. Improve the patronage of stores, hospitality and other services – especially during shoulder and off-peak seasons.</li> <li>iii. Encourage the delivery of programs and courses that are relevant to local employers.</li> <li>iv. Provide opportunities for learner networking with local employers.</li> </ul>
Enhance education opportunities for Whistler residents and visitors	<ul style="list-style-type: none"> <li>i. Provide for a diverse cross section of learners including local life-long learners of all ages, high-school graduates, First Nations, and international visitors.</li> </ul>
Enrich Whistler's social and cultural environment	<ul style="list-style-type: none"> <li>i. Provide educational opportunities in arts and culture.</li> <li>ii. Increase opportunities for and patronage of social and cultural local amenities – performing and visual arts, library, locally based cultural groups.</li> <li>iii. Enhance Whistler's international diversity and appeal.</li> </ul>
Capitalize on Whistler's sports environment	<ul style="list-style-type: none"> <li>i. Support active-living educational opportunities.</li> <li>ii. Support educational sport initiatives.</li> <li>iii. Utilize existing infrastructure where feasible.</li> </ul>
Demonstrate that an initiative will be Financially feasible	<ul style="list-style-type: none"> <li>i. Demonstrate economic viability in the "competitive future".</li> <li>ii. Ensure the business plan identifies risk, and carries contingencies.</li> <li>iii. Develop milestones to ensure project viability.</li> </ul>
Demonstrate consistency with community capacity	<ul style="list-style-type: none"> <li>i. Ensure consistency with Whistler's character, scale, and social fabric.</li> <li>ii. Demonstrate infrastructure support.</li> <li>iii. Ensure environmental sustainability.</li> </ul>

Goal	Objective
Locate appropriately, encouraging synergies with other educational initiatives and land uses	i. Contribute to community and village vitality. ii. Ensure location consistent with the RMOW's environmental policies.

## 6 DUE DILIGENCE

Has due diligence been undertaken for this initiative, including a business plan and risk analysis?

## 7 A FRAMEWORK FOR MOVING FORWARD

1. Utilize the Principles, Goals, Objectives, and Information Developed by the Task Force
2. Adopt a Pragmatic and Community-Based Approach
3. Recognize a variety of roles for the RMOW
4. Set a Time frame
5. Determine Infrastructure Availability
6. Prioritize opportunities for Pro-Action
7. Ensure Strong Partners
8. Establish Adequate Funding



## **R E P O R T   A D M I N I S T R A T I V E   R E P O R T   T O   C O U N C I L**

**PRESENTED:** December 3<sup>rd</sup> 2013 **REPORT:** 13-116  
**FROM:** Marla Zucht, Director, Whistler Valley Housing Society **FILE:** 7724  
**SUBJECT:** RMOW APPOINTMENTS TO WHISTLER VALLEY HOUSING SOCIETY

### **RECOMMENDATION**

**THAT** Council of the Resort Municipality of Whistler (RMOW), appoint Jonathan Decaigny, Claire Mozes, Gord Low and Marla Zucht as the four RMOW appointees to the Whistler Valley Housing Society (WVHS).

### **PURPOSE**

The purpose of this report is to provide a recommendation to the RMOW for the appointment of four Directors to the WVHS. These four RMOW appointments are necessary to keep the Directors' composition consistent with the Society's bylaws.

### **DISCUSSION**

The Whistler Valley Housing Society was established in 1983 and is the predecessor to the incorporated Whistler Housing Authority Ltd. The Society operates on a not-for-profit basis. The WVHS is eligible for government funding and assistance programs reserved exclusively for non-profit societies, the most significant of which is the favorable equity requirement for capital borrowing afforded by CMHC and BC Housing. The primary focus of the WVHS is to oversee the operations of Whistler Creek Court, a 20 unit rent-geared-to-income rental housing project in the Creekside.

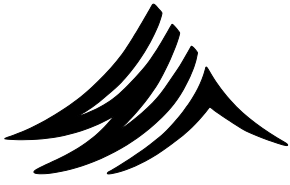
The Whistler Valley Housing Society Constitution sets the number of WVHS Directors at seven, with four Directors required to be appointed by the RMOW. The WVHS held their AGM in November 2013, at which time Garry Watson, Steve Bayly and Jessica Averiss were re-elected by the Directors as the WVHS community representatives to the Whistler Valley Housing Society.

### **SUMMARY**

This RMOW appointment of the four WVHS Directors will be consistent with the bylaws outlined in the Whistler Valley Housing Society Constitution and will enable the WVHS to continue to exist as a separate entity, with its function and responsibilities executed by the Whistler Housing Authority Ltd.

Respectfully submitted,

Marla Zucht  
DIRECTOR  
WHISTLER VALLEY HOUSING SOCIETY (ON BEHALF OF THE DIRECTORS OF THE WVHS)



## REPORT | ADMINISTRATIVE REPORT TO COUNCIL

**PRESENTED:** December 3, 2013

**REPORT:** 13-115

**FROM:** Infrastructure Services

**FILE:** 536.1

**SUBJECT:** Transit Future Planning Process for Sea to Sky Region

### COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

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

### RECOMMENDATION

**That** Council receive Administrative Report No. 13-115 Transit Future Planning Processes for the Sea to Sky Region; and

**That** up to four Council members consider attending the Elected Officials Forum in Whistler on December 10 and/or in Squamish late in December; and further

**That** Council authorize staff to sign-off on BC Transit's Sea to Sky Transit Future Plan Terms of Reference as attached in Appendix "A".

### PURPOSE OF REPORT

The purpose of this report is to introduce Council to the Transit Future Planning process for the Sea to Sky Corridor that will be led by BC Transit and the draft Terms of Reference (attached as Appendix "A") for this process.

### REFERENCE

Appendix "A" - Sea to Sky Transit System Future Plan Terms of Reference – Final Draft  
November, 2013

Appendix "B" - Elected Officials Forum Agenda

### DISCUSSION

BC Transit has scheduled Whistler and the other communities in the region to start the Transit Future Planning process in the winter of 2013. A Transit Future Plan envisions what the study area's transit network should look like 25 years from now. It describes and prioritizes infrastructure and investment needed to get there by analyzing the existing transit system to see how it could be improved. The plan will be designed to support local community goals and objectives, such as strengthening the link between transportation and land use in order to support sustainable growth.

BC Transit has defined the study areas to include the BC Transit service areas from Squamish through to Mount Currie and all neighbourhoods in between, locally known as the Sea to Sky region. BC Transit is proposing to develop a Sea to Sky Transit Future Plan (S2S Plan) in collaboration with area local partners that include the Squamish-Lillooet Regional District (SLRD), the Resort Municipality of Whistler (RMOW), the District of Squamish, Village of Pemberton, Lil'wat Nation and the Squamish Nation with distinct chapters for each system: 1) Squamish Transit, 2) Whistler Transit, 3) Pemberton Valley Transit and 4) Regional Transit.



It was suggested that an Elected Officials Forum (EOF) be convened to allow BC Transit staff to introduce the transit future planning project to the elected officials from the local governments, regional district and First Nations. To best accommodate schedules, BC Transit is proposing two EOFs, one on Tuesday, December 10, 2013 from 1:00 – 3:00 pm at the Squamish Lil'wat Cultural Centre in Whistler for the northern communities and a second forum in Squamish the week of December 16th, 2013. The agenda for these forums is attached as Appendix "B". Due to space considerations, BC Transit is suggesting up to four elected officials from each local partner attend.

The proposed planning process takes roughly 12 to 18 months as outlined on page eight of the attached draft terms of reference. Staff are suggesting that the Whistler Transit Management Advisory Committee (TMAC) form the base of the Whistler Stakeholder Advisory Group and be involved in Regional (intra- and inter-) discussions. Other stakeholders that will be contacted for participation include:

- Whistler Chamber of Commerce
- Tourism Whistler
- Whistler Blackcomb
- Whistler Mature Action Committee
- Whistler Community Services Society
- Measuring Up Select Committee of Council
- Whistler Secondary School Student Council
- Whistler Youth Centre
- Sea to Sky Clean Air Society
- Ministry of Transportation and Infrastructure
- School District 48
- Vancouver Coastal Health
- Sea to Sky Community Services
- Greyhound and other private inter-city carriers

RMOW staff have also suggested that "Municipal partners and First Nations groups" be added to the Regional Stakeholder list and that the Hotel Association of Whistler (HAW), Restaurant Association of Whistler and Ridership represented by Members-at-Large be added to the Whistler Stakeholder list. The full list of proposed project stakeholders can be found on pages six and seven of the attached draft terms of reference.

Staff is also requesting that Council authorize staff to sign-off on BC Transit's Sea to Sky Transit Future Plan Terms of Reference as attached in Appendix "A" if Council has no significant comment and if there are no significant changes as a result of the elected official forums. Alternately if Council has significant issues regarding the draft Terms of Reference or significant changes are made as a result of the EOFs, staff will bring the revised Terms of Reference with suggested amendments back to Council.

## WHISTLER 2020 ANALYSIS

W2020 Strategy	TOWARD Descriptions of success that resolution moves us toward	Comments
Partnership	Whistler partners and stakeholders work together to effectively and efficiently achieve Whistler2020 and partner objectives.	BC Transit's proposed Sea to Sky Transit Future Planning process outlined in the attached Terms of Reference supports all nine of the descriptions of success.

Finance	<p>Resort community partners work together to identify shared spending priorities, shared resources, and leverage funds and financing opportunities.</p> <p>Resort Community partners align their financial planning.</p> <p>Senior levels of government recognise the value of the resort community and support its success.</p> <p>The long-term consequences of decisions are carefully considered.</p>	<p>BC Transit is a key resort community partner representing the provincial government planning and financing our local transit system. The Sea to Sky Transit Future Planning process recognizes the importance of the financial implications of such a plan. As such, the implementation plan section of the S2S Plan, will prioritize infrastructure and service improvements to achieve the long term vision as well as identify opportunities for alternative funding sources with specific reference to funding models for sharing fuel tax revenues.</p>
Transportation	<p>The transportation system efficiently meets both the short and long-term needs of all users.</p> <p>The transportation systems to, from and within the resort community are accessible and offer affordable travel options.</p>	<p>BC Transit's proposed Sea to Sky Transit Future Planning process supports all of the Whistler2020 Transportation descriptions of success and especially those describing long-term needs of all uses as well as option to, from and within the resort community.</p>
Resident Housing	<p>Whistler has sufficient quality and appropriate mix of quality housing to meet the needs of diverse residents (Target: 75% of Whistler employees live in the resort community).</p> <p>Housing has been developed close to transit, pedestrian and bicycle routes, and amenities and services to reduce auto dependency.</p>	<p>BC Transit's Sea to Sky Transit Future Planning process states in its objectives that it should support the SLRD Regional Growth Strategy and the Official Community Plans, Transportation Plans and other local planning initiatives of local partners.</p>
Resident Affordability	<p>Residents have access to affordable goods and services that meet their needs.</p>	<p>Since its inception in 1991, the Whistler Transit System has been seen as a service that adds value and is vital to the success and affordability of the resort for both residents and guests.</p>
Visitor Experience	<p>Visitors perceive Whistler products, services and activities to be excellent value.</p>	

W2020 Strategy	AWAY FROM Descriptions of success that resolution moves us away from	Comments
		<p>BC Transit's proposed Sea to Sky Transit Future Planning process does not move the community away from any of the Whistler2020 descriptions of success.</p>



## **BUDGET CONSIDERATIONS**

BC Transit's proposed Sea to Sky Transit Future Planning process will be led by BC Transit as part of the ongoing administrative support that they give to local partners. There is no extra cost to this plan in the 2013/2014 or 2014/2015 Annual Operating Agreements.

The Sea to Sky Transit Future Planning process will require RMOW staff time. The RMOW staff time will be incorporated into the regular 2014 and 2015 work programs for the RMOW staff involved.

## **COMMUNITY ENGAGEMENT AND CONSULTATION**

BC Transit has proposed significant stakeholder and community consultation through this planning process over the next 18 months. The process will start with the launch of a Sea to Sky Transit Future Plan website this winter after the Sea to Sky Transit Future Plan terms of reference are approved by all local partners in the area. Phase 1 of Community Engagement is proposed for spring 2014 with Phase 2 of Community Engagement in the early fall of 2014. The Stakeholder Advisory Committee will meet throughout 2014 to work with BC Transit in guiding the development of the draft plan. The full schedule is included as page eight in the draft Terms of Reference attached as Appendix "A".

Staff are suggesting that Transit Management Advisory Committee form the base of the Whistler Stakeholder Advisory Group and also be involved in Regional (intra- and inter-) discussions. Other suggested community stakeholders are listed on page six and seven of the attached draft Terms of Reference.

## **SUMMARY**

As part of BC Transit's ongoing planning and transit system administration function, they have scheduled Whistler and the other communities in the region to start the Transit Future Planning process in the winter of 2013. A Transit Future Plan envisions what the study area's transit network should look like 25 years from now. It describes and prioritizes infrastructure and investment needed to get there. It analyzes the existing transit system to see how it could be improved. The plan will be designed to support local community goals and objectives, such as strengthening the link between transportation and land use in order to support sustainable growth.

BC Transit has proposed to introduce the transit future planning project and terms of reference (attached as Appendix "A") which will help guide the project to the elected officials from the local governments, regional district and First Nations at two meetings on Tuesday, December 10<sup>th</sup> in Whistler and the week of December 16<sup>th</sup> in Squamish. The agenda for these forums is attached as Appendix "B". Due to space considerations, BC Transit is suggesting up to four elected officials from each local partner attend.

Staff request that Council authorize staff to sign-off on BC Transit's *Sea to Sky Transit Future Plan Terms of Reference* as attached in Appendix "A". Alternately if Council has significant issues regarding the draft Terms of Reference or significant changes are made as a result of the EOFs, staff will bring the revised Terms of Reference with suggested amendments back to Council as soon as possible in the 2014.

Respectfully submitted,

Emma DalSanto  
TRANSPORTATION DEMAND MANAGEMENT COORDINATOR

for

JOE PAUL, ASCT

GENERAL MANAGER OF INFRASTRUCTURE SERVICES





# Sea to Sky Transit Future Plan Terms of Reference – Final Draft November, 2013



## 1. Purpose

The purpose of this document is to:

- provide an overview of the proposed transit future plan project purpose and objectives,
- outline project phases, scope, structure, roles and responsibilities, and timeline,
- describe the participation and consultation processes that will be used to engage and gather input from internal and external stakeholders,
- describe the communication plan.

## 2. Introduction

BC Transit, in collaboration with area local partners that include the Squamish-Lillooet Regional District (SLRD), the Resort Municipality of Whistler (RMOW), the District of Squamish, Village of Pemberton, Lil'wat Nation and the Squamish Nation, is developing a 25 year Transit Future Plan for the region. The Transit Future Plan envisions what the transit network should look like 25 years from now and describes what services, infrastructure and investments are required to achieve this. The plan will be designed to support local community goals and objectives, such as strengthening the link between transportation and land use in order to support sustainable growth.

### Summary of Key Project Objectives

To create a **long term vision** for transit in the Sea to Sky Region that:

- Supports the SLRD Regional Growth Strategy and the Official Community Plans, Transportation Plans and other local planning initiatives of local partners.

- Supports key initiatives of the BC Transit Strategic Plan by:
  - increasing integration with other types of sustainable travel,
  - influencing land use and development patterns,
  - identifying and establishing priority corridors for transit,
  - enhancing existing partnerships and developing new ones,
  - increasing our environmental, social and economic accountability.
- Supports the Provincial Transit Plan (PTP) strategy for expanding fast, reliable, green transit to increase transit ridership and travel mode share.
- Describes the transit service, fleet and facility changes required to transition existing transit systems to the proposed vision, including identifying improvements that provide an immediate, positive impact, and providing recommendations on priorities and phasing.
- Builds community understanding of the value of transit and support for increased transit investment.

## 3. Scope of Work

### 3.1 Transit Future Plan Study Area

The Sea to Sky Transit Future Plan study area includes all municipalities, First Nation communities and populated areas within Electoral Areas C and D. of the Squamish-Lillooet Regional District .

This region is currently served by the following transit systems

- Squamish, Whistler and the Pemberton-Whistler Commuter conventional services,
- local Pemberton Valley paratransit service,
- custom (handyDART) service in Squamish.

### 3.2 Project Components

#### 3.2.1 Stakeholder and Community Engagement

- A. Identify key stakeholders and the structure of a Project Working Group for the Transit Future Plan process.
- B. Outline key opportunities for stakeholder review and feedback.
- C. Identify key opportunities for public review and feedback.
- D. Discuss strategies for each public engagement opportunity.



- E. Community Engagement approach:
- **Inform** – keeping stakeholders and the community up to date on project progress and how to provide feedback.
  - **Listen** – providing opportunities for our stakeholders and the community to give feedback on how the current transit system meets, or doesn't meet, the needs of the community and transit's role in moving their community forward.
  - **Report Back** – providing feedback to the community and stakeholders on the project vision and goals, the proposed Transit Future Network and summary of comments received from stakeholders and the public.
- F. Outline media and communications requirements including the use of web and printed materials.

Stakeholders and community engagement will include all communities within the Sea to Sky study area, particularly with respect to discussing transportation on the regional and inter-regional scale and stakeholder workshops and public engagement forums will be centred in the following geographic areas:

- **Whistler:** all neighbourhoods within the Resort Municipality of Whistler jurisdiction.
- **Squamish:** the District of Squamish, adjacent areas of the Squamish Nation, and other significantly populated areas of the Squamish-Lillooet Regional District Electoral Area D, including Britannia Beach and Furry Creek.
- **Pemberton:** the Village of Pemberton, Lil'wat Nation, and other significantly populated areas of the Squamish-Lillooet Regional District Electoral Area C, including Birken and D'Arcy/Devine/N'Quatqua.

### 3.2.2 Context

- A. Review context information available through local municipalities, First Nations, SLRD and provincial departments and agencies.
- B. Review of plans, policies and objectives related to transit, transportation, land use and greenhouse gas emissions in the SLRD. This includes, but not limited to the Regional Growth Strategy, Official Community Plans (OCP), Neighborhood Plans, Transportation and Transit Plans and other community led plans, including those that may be in progress at the time of the Transit Future Plan.
- C. Review available transit data and collect new data as appropriate.
- D. Review existing service performance, ridership statistics, and efficiency measures.
- E. Review current travel patterns and identify current unmet needs.
- F. Document current contextual data including demographics, land use, and traffic patterns, collecting new data as appropriate and feasible.
- G. Compile an inventory of existing transit infrastructure and customer information.
- H. Identify key future travel movements and identify temporal patterns for these movements.

- I. Forecast service levels required to meet ridership, mode split, and greenhouse gas reduction targets.
- J. Review projected demographic and land use trends.

### **3.2.3. Vision and Goals**

- A. Leading the creation of a unified vision for transit in the region with significant input from local governments, stakeholders and the community.
- B. Determining goals to achieve the overarching vision in addition to pre-existing regional, provincial and federal goals.
- C. Outlining common system-wide policies and principles that should be used by all jurisdictions, including service design standards and performance guidelines to help guide future system evolution and decision-making.

### **3.2.4 Regional and Local Network Concept Plans**

- A. Identify key transit corridors and associated basic route structures.
- B. Develop the service hierarchy, identifying high priority corridors and how the local network will feed them.
- C. Develop a list of facilities required to support the network including but not limited to transit stations and exchanges, Park & Ride facilities, transit priority measures and passenger information technologies.
- D. Identify the estimated fleet requirements necessary to meet service demands and fleet options for fulfilling that demand.
- E. Project the required infrastructure through the 25-year horizon based on the fleet and facilities requirements.
- F. Project the required service hours through the 25-year horizon based on proposed service levels and outline risks related to operating costs.

### **3.2.5 Implementation Plan**

- A. Broadly prioritize service and infrastructure improvements to incrementally reach the long range vision, including high level costs and resources required for shorter term service options.
- B. Identify alternative funding sources and evaluate these alternatives in terms of their appropriateness and suitability in the Sea to Sky region. This evaluation will include the review of funding models related to the sharing of fuel tax revenues.
- C. Identify on-going improvements to occur throughout the life of the Plan.
- D. Identify value added partnership opportunities.
- E. Identify supporting transportation and land use strategies that could be initiated by the SLRD, municipalities and local First Nations to improve the effectiveness of the Transit Plan.



### 3.2.6 Final Draft Report

- A. The final draft report will describe the planning process, results and recommendations in addition to an executive summary tailored to a non-technical audience along with feedback from consultation.
- B. The final draft report will be presented to the Working Group for review prior to final approval.
- C. The final draft report will be presented to each of the jurisdictions for endorsement, approval and adoption.

Sections in the final report will include focus on each of the following areas:

- **Whistler:** including all communities within the Resort Municipality of Whistler.
- **Squamish:** including the District of Squamish, adjacent areas of the Squamish Nation, and other significantly populated areas of the Squamish-Lillooet Regional District Electoral Area D, including Britannia Beach and Furry Creek.
- **Pemberton:** including the Village of Pemberton, Lil'wat Nation, and other significantly populated areas of the Squamish-Lillooet Regional District Electoral Area C, including Birken and D'Arcy/Devine/N'Quatqua.
- **Regional** and Inter-Regional service, this will include transit services between the local areas identified above, as well as between the Sea to Sky region and Metro Vancouver/Vancouver, with consideration for potential connections to the Sunshine Coast and the District of Lillooet.

## 3.3 Key Deliverable

The final deliverable or outcome of this process will be a Transit Future Plan approved by all stakeholders.

## 4 Roles and Responsibilities

Roles and responsibilities of the groups and individuals are outlined below. These descriptions provide a basic outline and concept for each group.

The overall goal of the planning process is to ensure the final Plan is reflective of community desires. This includes local government partners, First Nation communities, stakeholders and the public. The project will have three organized groups to guide the development of the plan.

- **Project Steering Committee** consists of the Project Owner (Director of Corporate and Strategic Planning, BC Transit), senior BC Transit Planning and Management staff, Chief Administrative Officers or designate/s and a maximum of two staff members from each of the local partners. This group is responsible for making key decisions and ensuring the continued health of the project and formulation of a final Transit Future Plan. Steering Committee meetings will be held as required.
- **Project Working Group** consists of senior BC Transit Planning and Management staff, and includes a maximum of two staff members from each local partner. This group will meet on a

regular basis and are responsible for the production of the Plan and for providing updates to their respective organizations. This group will regularly draw on topic experts and the Technical Advisory Team to increase the group's effectiveness.

- **Technical Advisory Team** consists primarily of existing transit operating companies in the region as well as Regional District and local partner staff as required, throughout the process.
- **Stakeholder Advisory Group** consists of staff from local partners, institutions, community and business groups, residential associations and select members of the public identified to have a vested interest in transit in the region. Members are expected to provide open, honest and constructive feedback, and should seek input from their respective organizations and provide that feedback to the working group. This group will likely meet three times during the planning process. More frequent engagement may be required with major stakeholders.
- **Community stakeholders** will be consulted during the course of the plan development in terms of obtaining comments and input. The stakeholder group will include, but not be limited to the following:

#### **Squamish Area**

- District of Squamish
- Squamish Nation
- Howe Sound Secondary and Don Ross Secondary Student Councils
- Quest University
- Capilano University
- Squamish Chamber of Commerce
- Squamish Climate Action Network
- Squamish Seniors Centre
- Squamish Business Improvement Association\

#### **Whistler Area**

- Resort Municipality of Whistler
- Whistler Chamber of Commerce
- Whistler MAC (Mature Action Committee)
- Whistler Community Services Society
- Whistler Blackcomb
- Tourism Whistler
- Squamish-Lil-wat Cultural Centre
- The Hotel Association of Whistler (HAW) \*\*\*
- Restaurant Association of Whistler \*\*\*
- Measuring Up Select Committee of Council
- Whistler Secondary School Student Council
- Whistler Youth Centre
- Members-at-Large representing general ridership \*\*\*

#### **Pemberton Area**

- Village of Pemberton
- Lil'wat Nation
- Pemberton Senior's Society (ElderGo!)
- Pemberton Secondary School Student Council
- Pemberton Youth Centre
- SD48 Regional PAC
- Private Educational Institutions (e.g. Waldorf at Wedgewoods, Hill Academy at Pemberton)



- Pemberton-Area C Recreation Advisory Committee (RAC)
- Pemberton Taxi
- Pemberton and District Community Centre
- Village of Pemberton Manager of Community Services
- Pemberton & District Chamber of Commerce
- Xit'olacw Community School
- Ts'zil Learning Centre
- Winds of Change Steering Committee

#### **Regional Stakeholders**

- Squamish-Lillooet Regional District
- Sea to Sky Community Services
- Vancouver Coastal Health
- Black Tusk Village Strata Council
- Pine Crest Estates Strata Council
- Britannia Beach Community Association
- Furry Creek Community Association
- Translink
- BC Ferries
- Greyhound and Other Private Inter-City Carriers
- Sea to Sky Clean Air Society
- Ministry of Transportation and Infrastructure
- School District 48
- Municipal partners and First Nations groups \*\*\*

## 5 Schedule

Development of the Transit Future Plan takes roughly 12-18 months to complete. The proposed timeline below may require further refinement and confirmation by the Project Working Group.

Date	Activity
Winter 2013/14	Project startup: develop Terms of Reference with local partner staff
	Elected Officials Forum: Introductory presentation to council and board members on the Transit Future Plan and process, including discussion, refinement and endorsement of draft Terms of Reference
	Approval by individual councils and the SLRD Board of the Terms of Reference
	Launch Sea to Sky Transit Future Plan Website
Late Winter 2014	Phase One Community Engagement, including online survey and open houses on the Transit Future Bus
Spring 2014	Stakeholder Advisory Committee Meetings Round One (one in each area: Squamish, Whistler and Pemberton): <ul style="list-style-type: none"> <li>Review background material</li> <li>Visioning exercise including 'transit system principles'</li> <li>Set ridership targets</li> <li>Complete context review</li> </ul>
	Project update report to individual councils/Board – results of community engagement, context review and presentation of draft vision and goals
Summer 2014	Develop draft Transit Future Network, performance guidelines and service standards
	Stakeholder Advisory Committee Meetings Round Two: <ul style="list-style-type: none"> <li>Review vision and goals</li> <li>Review draft transit network</li> <li>Review draft performance guidelines and service standards</li> <li>Identify implementation priorities</li> </ul>
Fall 2014	Phase Two Community Engagement – Share Plan proposals
	Develop implementation plan and create draft report
Winter 2014/15	Stakeholder Advisory Committee Meeting Three <ul style="list-style-type: none"> <li>Review public consultation results</li> <li>Review final transit network, performance guidelines, service standards and implementation priorities</li> </ul>
	Project update report to Individual councils/Board on results of community engagement phase two and presentation of Transit Future Network
Spring 2015	Project completion - Plan endorsement by individual councils/board and BC Transit Board of Directors.



## Terms of Reference Approval

BC Transit  Erin Pinkerton, Director of Corporate and Strategic Planning	    Signature
Squamish-Lillooet Regional District  Name, Position	    Signature
Resort Municipality of Whistler  Name, Position	    Signature
District of Squamish  Name, Position	    Signature
Village of Pemberton  Name, Position	    Signature
Lil'wat First Nation  Name, Position	    Signature
Squamish First Nation  Name, Position	    Signature



## **SEA TO SKY REGION TRANSIT FUTURE PLAN ELECTED OFFICIALS FORUM: AGENDA**

**Date:** Tuesday, December 10, 2013  
**Time:** 1:00pm – 2:30pm  
**Location:** Squamish Lil'wat Cultural Center, 4584 Blackcomb Way, Whistler, BC

**Invited Attendees:** Elected Officials and key staff members of transit partners throughout the Sea to Sky Region, including the Resort Municipality of Whistler, District of Squamish, Squamish-Lillooet Regional District, Village of Pemberton, Lil'wat Nation and Squamish Nation.

### **Forum Objectives:**

- Provide information to elected officials and staff of area First Nations and local governments on BC Transit's Transit Future Plan process
- Discuss and gather feedback on what a similar process might look like within the context of the Sea to Sky Region
- Discuss and confirm the draft Terms of Reference for the project, such that the finalized draft can then be provided to each individual jurisdiction for formal approval at a later date.
- Provide a venue to discuss and answer other transit-related questions.

### **AGENDA**

1. Welcome and introductions
2. Transit Future Plans: Overview and General Purpose
3. Sea to Sky Transit Future Plan Proposed Terms of Reference:
  - a. Scope and objectives
  - b. Roles and responsibilities
  - c. Consultation process
  - d. Timeline
4. Other comments and questions



## REPORT | ADMINISTRATIVE REPORT TO COUNCIL

**PRESENTED:** December 3, 2013

**REPORT:** 13-120

**FROM:** Resort Experience

**FILE:** LLR 1161

**SUBJECT:** LLR 1161 – FAIRMONT GOLF COURSE CLUBHOUSE CHANGE TO HOURS OF SALE

### COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

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

### RECOMMENDATION

**That** Council authorize the resolution attached as Appendix “A” to Administrative Report No. 13-120 providing Council’s recommendation to the BC Liquor Control and Licensing Branch in support of an application from the Fairmont Chateau Whistler Golf Course located at 4612 Blackcomb Way for a Permanent Change to Licensed Hours of Sale for Liquor Primary License No. 151717, to change hours of sale at The Clubhouse to 9:00 am to 1:00 am Monday through Sunday.

### REFERENCES

Applicant: Fairmont Chateau Whistler  
Location: 4612 Blackcomb Way

Appendices: “A” – Council Resolution – Permanent Change to a Liquor License  
“B” – Location Plan  
“C” – Letter from Rising Tide Consultants dated October 11, 2013

### PURPOSE OF REPORT

This report presents a recommendation for Council’s consideration regarding a permanent change to hours of sale for the Fairmont Chateau Whistler Golf Course Clubhouse, a liquor primary licensed establishment. For this type of license change the provincial Liquor Control and Licensing Branch (LCLB) requires local government comment in the form of a resolution from Council regarding the suitability of the license change and specifically addressing considerations relating to the potential for noise, the impact on the community and the views of residents. The proposed resolution in favour of the application, including the rationale for support, is attached as Appendix “A”.

### DISCUSSION

#### License Request – Hours of Sale

The Resort Municipality of Whistler has received an application from the Fairmont Chateau Whistler Golf Course located at 4612 Blackcomb Way (shown on Appendix “B”) for a permanent change to hours of sale for existing liquor primary license No. 151717 for The Clubhouse. The current and requested hours of liquor sales are as follows:

	Current Hours of Sale	Requested Hours of Sale
Monday through Sunday	11:00 am to midnight	9:00 am to 1:00 am



The permanent change in hours of sale will permit the Fairmont Golf Course Clubhouse to serve liquor to the full extent of the municipal hours of service guidelines. An explanation of the request is included in a letter from Rising Tide Consultants on behalf of the applicant, attached as Appendix “C”. The Fairmont is requesting this extension of liquor service hours to better serve international and North American visitors and residents of Whistler and the surrounding area.

### **Liquor License Advisory Committee (LLAC) Review Process**

In accordance with Council Policy G-17 the municipal review process for a permanent change to the hours of sale within municipal policy guidelines for a liquor primary establishment requires a referral to the LLAC. A summary of the applicant proposal was referred by e-mail to LLAC members for comment on October 17, 2013. There were no objections raised by LLAC members who provided comment on the application.

### **Current Good Standing Status**

Council Policy G-17 requires that any establishment applying for a permanent liquor license change of this type be in “Good Standing” with respect to its compliance and enforcement history, in order for the application to be considered. As part of the good standing determination process, each of the LCLB inspector, the Whistler Detachment of the RCMP, the Whistler Fire Rescue Service and the municipal Building and Bylaws Departments is asked to provide a list of any contraventions and their disposition for the 12-month period preceding the date of the application. The RCMP staff sergeant then prepares a written recommendation as to whether or not the applicant compliance history is in good standing. The determination of good standing is based primarily on the compliance history and the number and severity of any contraventions and enforcement actions. Consideration is also given to the applicant’s previous history and any corrective measures that have been undertaken and/or proposed. Based on its compliance history the Fairmont Golf Course Clubhouse has been determined to be in Good Standing.

### **LCLB Policy and Approval Process**

The maximum hours of sale allowed by the LCLB for a licensed establishment are between the hours of 9:00 am and 4:00 am, subject to limitation by local government. The LCLB process for a permanent change to hours of sale for a liquor primary license requires that specific conditions regarding the license be addressed and comments be provided to the LCLB in a specifically worded and formatted resolution from local government. The LCLB process requires that local government take into consideration the potential for noise, the impact on the community and the views of residents and asks the details of the process used by local government in determining those views. The proposed resolution presented in Appendix “A” addresses all of the LCLB requirements. In summary, the proposed licensing will provide for improved customer service for both visitors and residents alike and is not expected to have any significant negative impacts on the resort community and is consistent with municipal liquor licensing policies.

### **WHISTLER 2020 ANALYSIS**

<b>W2020 Strategy</b>	<b>TOWARD Descriptions of success that resolution moves us toward</b>	<b>Comments</b>
Visitor Experience	Community members and organizations work collectively to ensure exceptional experiences that exceed visitor expectations	The permanent change in hours of sale will permit the Fairmont Golf Course Clubhouse to serve liquor to the full extent of the municipal hours of service guidelines.

Economic	The Whistler economy provides opportunities for achieving competitive return on invested capital	The applied for liquor license change would allow the Fairmont to take full advantage of the business opportunities available to a liquor primary establishment.
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W2020 Strategy	AWAY FROM Descriptions of success that resolution moves away from	Mitigation Strategies and Comments
Built Environment	Visitors and residents can readily immerse themselves in nature, free from noise and light pollution	Noise from an establishment or from patrons leaving an establishment serving alcoholic beverages can be disruptive to visitors staying in nearby accommodations. If the application for a 1:00 am closing time for liquor sales is approved, there is not expected to be an increase in noise from the establishment. The Clubhouse currently has a midnight closing time for liquor sales and does not have a history of noise or disturbances. The Good Neighbour Agreement requires all doors and windows to be closed by 10:00 pm.
Health & Social	Community members eat healthy food, exercise and engage in leisure and other stress relieving activities that assist in preventing illness and they avoid the abusive use of substances that evidence indicates have negative effects on physical and mental health	Any expansion of hours of alcohol sales has the potential for over-service and/or excessive consumption. The Fairmont has been determined to be in good standing and has signed a Good Neighbour Agreement that commits it to procedures and training to avoid potentially adverse effects of their products and services.

## OTHER POLICY CONSIDERATIONS

Under policies developed and supported by the Liquor License Advisory Committee and in Council Policy G-17, a permanent change to hours of sale for a liquor primary license within municipal hours of service guidelines requires a referral to the LLAC and a thirty day public comment period. This process has been completed, and no comments were received. Also, municipal and LCLB policies require local government comment in the form of a resolution from Council addressing a number of specific criteria. The resolution of Appendix “A” satisfies those requirements.

Council Policy G-17 hours of liquor service guideline for pubs and lounges is "9:00 am to 1:00 am Monday through Sunday; service between 9:00 – 11:00 am is subject to maintaining a fully operational kitchen and breakfast food service." Council Policy G-17 further states that, "Establishments that have existing hours of service that are less than the general range for the applicable category of establishments are eligible to apply for an extension of hours to the limits of the range for the category, with approval being subject to the municipal review process including consideration of the compliance and enforcement history of the establishment."

The kitchen serving the Fairmont Golf Course Clubhouse will be fully operational between 9:00 and 11:00 am and breakfast food service will be available. Further, the establishment is in Good Standing based on its compliance and enforcement history. Therefore, the application satisfies all municipal policy requirements.

## COMMUNITY ENGAGEMENT AND CONSULTATION

In accordance with municipal policy the applicant advertised the proposed permanent change to its liquor primary license in the October 17 and 24, 2013 editions of Pique Newsmagazine and posted a sign at the establishment (commencing October 17, 2013) in order to provide opportunity for public comment. The advertisements and sign requested that any comments be provided in writing to municipal staff on or before November 16, 2013. No comments were received.

## **SUMMARY**

This report presents a recommendation regarding an application for a permanent change to hours of sale for the Fairmont Chateau Whistler Golf Course Clubhouse. The report also provides a resolution in support of the application for Council's consideration that addresses criteria specified by the LCLB. This resolution is a result of the application of municipal policy and consultation with the community.

Respectfully submitted,

Frank Savage  
PLANNER  
for  
Jan Jansen  
GENERAL MANAGER OF RESORT EXPERIENCE



## APPENDIX A

General Manager,  
Liquor Control and Licensing Branch

RE: Application for a Permanent Change to a Liquor License for a change to hours of sale to Fairmont Chateau Whistler Golf Course Clubhouse liquor primary license No. 151717.

At the Council meeting held on December 3, 2013 the Council passed the following resolution with respect to the application for the above named amendment:

“Be it resolved that:

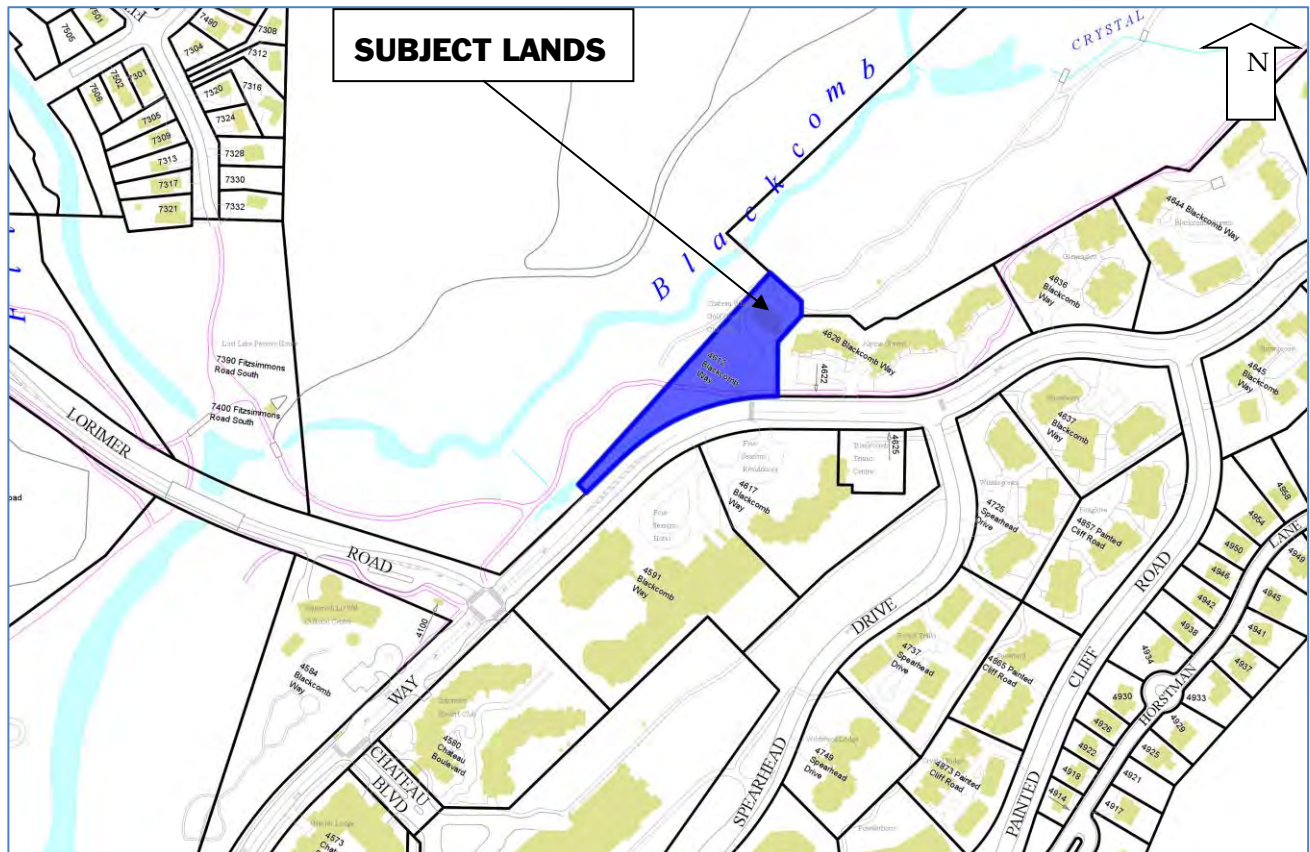
1. The Council recommends the amendment to the license for the following reasons:  
The proposed licensing will provide for improved customer service for both visitors and residents alike and will not have any significant negative impacts on the resort community. The applicant has entered into a Good Neighbour Agreement and Noise Mitigation Plan with the Municipality.
2. The Council's comments on the prescribed considerations are as follows:
  - (a) The potential for noise if the application is approved:  
If the application for liquor service from 9:00 am to 1:00 am daily is approved, there is not expected to be an increase in noise from the establishment. Specifically, the additional hour of service to 1:00 am is not expected to be a source of additional noise, as The Clubhouse currently has a midnight closing time daily for liquor sales and does not have a history of noise or disturbances. The Good Neighbour Agreement requires all doors and windows to be closed by 10:00 pm. Further, the hotel is applying for the license change as an amenity for hotel guests. The Clubhouse is subject to the provisions of the Municipality's *Noise Control Bylaw No. 1660, 2004*. The Good Neighbour Agreement commits the applicant to limit noise disturbances and comply with the municipal Noise Control Bylaw.
  - (b) The impact on the community if the application is approved:  
If the application is approved the impact on the community will likely, on balance, be positive by meeting the service expectations of both visitors and residents. Negative impacts on the community are not anticipated as a result of the requested change to the license.
  - (c) The views of residents:  
Council believes that residents are in favour of the application and that residents are not opposed to the application. The method used to gather the views of residents was placement of an information sign in a public location (commencing October 17, 2013) and advertisements in two consecutive editions of the weekly local newspaper, *Pique Newsmagazine*, commencing October 17, 2013. No comments were received. Further, the municipal Liquor License Advisory Committee, comprising various community representatives, provided comment on the application.”

The undersigned hereby certifies the above resolution to be a true copy of the resolution passed by the Council of the Resort Municipality of Whistler on December 3, 2013.

Sincerely,

Shannon Story  
CORPORATE OFFICER  
Resort Municipality of Whistler

## LOCATION PLAN - FAIRMONT CHATEAU WHISTLER GOLF COURSE CLUBHOUSE







1090 - 1130 West Pender Street | Vancouver | British Columbia | V6E 4A4  
 604-669-2928 | 604-669-2920 fax | www.risingtideconsultants.ca

October 11, 2013

VIA EMAIL

Mr. Frank Savage  
 Planner  
 Planning Services  
 Resort Municipality of Whistler  
 4325 Blackcomb Way  
 Whistler, B.C. VON 1B4

Dear Frank:

**Re: Application for Extension of Hours to Fairmont Chateau Whistler,  
 4612 Blackcomb Way, Whistler, B.C.  
 Liquor Primary License Number 151717 – The Clubhouse  
 Licensee: Canadian Resort Hotels Limited Partnership**

The writer is assisting the above applicant with a request to the Resort Municipality of Whistler for an extension of hours to this liquor primary license. In that regard please see attached a completed Resort Municipality of Whistler application for a change to the hours of liquor service as follows:

**LIQUOR PRIMARY LICENSE NUMBER 151717 FOR THE CLUBHOUSE**

**The current hours of operation are:**

Monday to Sunday 11 a.m. to Midnight

**The proposed hours are:**

Monday to Sunday 9 a.m. to 1 a.m.

The Fairmont Chateau Whistler is requesting this extension of liquor service hours to better serve the general public of Whistler which is a leading international and North American ski and recreational destination. The customer base being served are tourists both international and North American and people living and working in Whistler and the surrounding area.

The extension of liquor service hours will have benefits to the community in that it will provide employment opportunities and also provide a source of tax revenue for the Resort Municipality of Whistler and the Provincial and Federal Government. It will further diversify this luxurious hospitality venue nestled at the base of Blackcomb Mountain.

The kitchen facility in this liquor primary licensed establishment will be fully operational between 9 a.m. and 11 a.m. and breakfast food service would be available.

Do not hesitate to contact me if you require further information.

Thanks kindly for your assistance, Frank.

Yours truly,  
**RISING TIDE CONSULTANTS LTD.**

A handwritten signature in blue ink that reads "Susan Mander -". The signature is cursive and fluid, with a horizontal line at the end.

Susan Mander

Licensing Specialist

cc: Mr. John Gillespie, Controller, Fairmont Chateau Whistler



## REPORT | ADMINISTRATIVE REPORT TO COUNCIL

**PRESENTED:** December 3, 2013  
**FROM:** Resort Experience  
**SUBJECT:** LLR 1162 – FAIRMONT CHATEAU WHISTLER MALLARD BAR CHANGE TO HOURS OF SALE

**REPORT:** 13-121  
**FILE:** LLR 1162

### COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

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

### RECOMMENDATION

**That** Council authorize the resolution attached as Appendix “A” to Administrative Report No. 13-121 providing Council’s recommendation to the BC Liquor Control and Licensing Branch in support of an application from the Fairmont Chateau Whistler located at 4599 Chateau Blvd. for a Permanent Change to Licensed Hours of Sale for Liquor Primary License No. 132301, to change hours of sale at the Mallard Bar to 9:00 am to 1:00 am Monday through Sunday.

### REFERENCES

Applicant: Fairmont Chateau Whistler  
Location: 4599 Chateau Blvd.

Appendices: “A” – Council Resolution – Permanent Change to a Liquor License  
“B” – Location Plan  
“C” – Letter from Rising Tide Consultants dated October 11, 2013

### PURPOSE OF REPORT

This report presents a recommendation for Council’s consideration regarding a permanent change to hours of sale for the Fairmont Chateau Whistler Mallard Bar, a liquor primary licensed establishment. For this type of license change the provincial Liquor Control and Licensing Branch (LCLB) requires local government comment in the form of a resolution from Council regarding the suitability of the license change and specifically addressing considerations relating to the potential for noise, the impact on the community and the views of residents. The proposed resolution in favour of the application, including the rationale for support, is attached as Appendix “A”.

### DISCUSSION

#### License Request – Hours of Sale

The Resort Municipality of Whistler has received an application from the Fairmont Chateau Whistler located at 4599 Chateau Blvd. (shown on Appendix “B”) for a permanent change to hours of sale for existing liquor primary license No. 132301 for the Mallard Bar. The current and requested hours of liquor sales are as follows:

	Current Hours of Sale	Requested Hours of Sale
Monday through Saturday	11:00 am to 1:00 am	9:00 am to 1:00 am
Sunday	11:00 am to midnight	9:00 am to 1:00 am



The permanent change in hours of sale will permit the Mallard Bar to serve liquor to the full extent of the municipal hours of service guidelines. This will permit the Mallard Bar to provide consistent service seven days a week. An explanation of the request is included in a letter from Rising Tide Consultants on behalf of the applicant, attached as Appendix “C”. The Fairmont is requesting this extension of liquor service hours to better serve international and North American visitors and residents of Whistler and the surrounding area.

### **Liquor License Advisory Committee (LLAC) Review Process**

In accordance with Council Policy G-17 the municipal review process for a permanent change to the hours of sale within municipal policy guidelines for a liquor primary establishment requires a referral to the LLAC. A summary of the applicant proposal was referred by e-mail to LLAC members for comment on October 17, 2013. There were no objections raised by LLAC members who provided comment on the application.

### **Current Good Standing Status**

Council Policy G-17 requires that any establishment applying for a permanent liquor license change of this type be in “Good Standing” with respect to its compliance and enforcement history, in order for the application to be considered. As part of the good standing determination process, each of the LCLB inspector, the Whistler Detachment of the RCMP, the Whistler Fire Rescue Service and the municipal Building and Bylaws Departments is asked to provide a list of any contraventions and their disposition for the 12-month period preceding the date of the application. The RCMP staff sergeant then prepares a written recommendation as to whether or not the applicant compliance history is in good standing. The determination of good standing is based primarily on the compliance history and the number and severity of any contraventions and enforcement actions. Consideration is also given to the applicant’s previous history and any corrective measures that have been undertaken and/or proposed. Based on its compliance history the Fairmont Mallard Bar has been determined to be in Good Standing.

### **LCLB Policy and Approval Process**

The maximum hours of sale allowed by the LCLB for a licensed establishment are between the hours of 9:00 am and 4:00 am, subject to limitation by local government. The LCLB process for a permanent change to hours of sale for a liquor primary license requires that specific conditions regarding the license be addressed and comments be provided to the LCLB in a specifically worded and formatted resolution from local government. The LCLB process requires that local government take into consideration the potential for noise, the impact on the community and the views of residents and asks the details of the process used by local government in determining those views. The proposed resolution presented in Appendix “A” addresses all of the LCLB requirements. In summary, the proposed licensing will provide for improved customer service for both visitors and residents alike and is not expected to have any significant negative impacts on the resort community and is consistent with municipal liquor licensing policies.

### **WHISTLER 2020 ANALYSIS**

W2020 Strategy	TOWARD Descriptions of success that resolution moves us toward	Comments
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Visitor Experience	Community members and organizations work collectively to ensure exceptional experiences that exceed visitor expectations	The permanent change in hours of sale will permit the Mallard Bar to serve liquor to the full extent of the municipal hours of service guidelines. Specifically, permitting consistent liquor service seven days a week until 1:00 am will meet expectations of hotel guests of this full service hotel.
Economic	The Whistler economy provides opportunities for achieving competitive return on invested capital	The applied for liquor license change would allow the Fairmont to take full advantage of the business opportunities available to a liquor primary establishment.
	Whistler holds competitive advantage in the destination resort marketplace as a result of its vibrancy and unique character, products and services	As an international destination, resort visitors have an expectation that the hotel bar service be available on a consistent basis, seven days a week.

W2020 Strategy	AWAY FROM Descriptions of success that resolution moves away from	Mitigation Strategies and Comments
Built Environment	Visitors and residents can readily immerse themselves in nature, free from noise and light pollution	Noise from an establishment or from patrons leaving an establishment serving alcoholic beverages can be disruptive to visitors staying in nearby accommodations. If the application for a Sunday 1:00 am closing time for liquor sales is approved, there is not expected to be an increase in noise from the establishment. The Mallard Bar currently has a 1:00 am closing time for liquor sales Monday through Saturday and midnight on Sunday and does not have a history of noise or disturbances. The Good Neighbour Agreement requires all doors and windows to be closed by 10:00 pm. Further, the hotel is applying for the license change as an amenity for hotel guests.
Health & Social	Community members eat healthy food, exercise and engage in leisure and other stress relieving activities that assist in preventing illness and they avoid the abusive use of substances that evidence indicates have negative effects on physical and mental health	Any expansion of hours of alcohol sales has the potential for over-service and/or excessive consumption. The Fairmont has been determined to be in good standing and has signed a Good Neighbour Agreement that commits it to procedures and training to avoid potentially adverse effects of their products and services.

## OTHER POLICY CONSIDERATIONS

Under policies developed and supported by the Liquor License Advisory Committee and in Council Policy G-17, a permanent change to hours of sale for a liquor primary license within municipal hours of service guidelines requires a referral to the LLAC and a thirty day public comment period. This process has been completed, and no comments were received. Also, municipal and LCLB policies require local government comment in the form of a resolution from Council addressing a number of specific criteria. The resolution of Appendix "A" satisfies those requirements.

Council Policy G-17 hours of liquor service guideline for pubs and lounges is "9:00 am to 1:00 am Monday through Sunday; service between 9:00 – 11:00 am is subject to maintaining a fully operational kitchen and breakfast food service." Council Policy G-17 further states that, "Establishments that have existing hours of service that are less than the general range for the applicable category of establishments are eligible to apply for an extension of hours to the limits of the range for the category, with approval being subject to the municipal review process including consideration of the compliance and enforcement history of the establishment."

The kitchen serving the Mallard Bar will be fully operational between 9:00 and 11:00 am and breakfast food service will be available. Further, the establishment is in Good Standing based on its compliance and enforcement history. Therefore, the application satisfies all municipal policy requirements.

### **COMMUNITY ENGAGEMENT AND CONSULTATION**

In accordance with municipal policy the applicant advertised the proposed permanent change to its liquor primary license in the October 17 and 24, 2013 editions of Pique Newsmagazine and posted a sign at the establishment (commencing October 17, 2013) in order to provide opportunity for public comment. The advertisements and sign requested that any comments be provided in writing to municipal staff on or before November 16, 2013. No comments were received.

### **SUMMARY**

This report presents a recommendation regarding an application for a permanent change to hours of sale for the Fairmont Chateau Whistler Mallard Bar. The report also provides a resolution in support of the application for Council's consideration that addresses criteria specified by the LCLB. This resolution is a result of the application of municipal policy and consultation with the community.

Respectfully submitted,

Frank Savage  
PLANNER  
for  
Jan Jansen  
GENERAL MANAGER OF RESORT EXPERIENCE



## APPENDIX A

General Manager,  
Liquor Control and Licensing Branch

RE: Application for a Permanent Change to a Liquor License for a change to hours of sale to Fairmont Chateau Whistler Mallard Bar liquor primary license No. 132301.

At the Council meeting held on December 3, 2013 the Council passed the following resolution with respect to the application for the above named amendment:

“Be it resolved that:

1. The Council recommends the amendment to the license for the following reasons:  
The proposed licensing will provide for improved customer service for both visitors and residents alike and will not have any significant negative impacts on the resort community. The applicant has entered into a Good Neighbour Agreement and Noise Mitigation Plan with the Municipality.
2. The Council's comments on the prescribed considerations are as follows:
  - (a) The potential for noise if the application is approved:  
If the application for liquor service from 9:00 am to 1:00 am daily is approved, there is not expected to be an increase in noise from the establishment. Specifically, the additional hour of service to 1:00 am on Sunday nights is not expected to be a source of additional noise, as the Mallard Bar currently has a 1:00 am closing time for liquor sales Monday through Saturday and midnight on Sunday and does not have a history of noise or disturbances. All nighttime noise from the Mallard Bar will be contained within the hotel, as the Good Neighbour Agreement requires all doors and windows to be closed by 10:00 pm. Further, the hotel is applying for the license change as an amenity for hotel guests. The Mallard Bar is subject to the provisions of the Municipality's *Noise Control Bylaw No. 1660, 2004*. The Good Neighbour Agreement commits the applicant to limit noise disturbances and comply with the municipal Noise Control Bylaw.
  - (b) The impact on the community if the application is approved:  
If the application is approved the impact on the community will likely, on balance, be positive by meeting the service expectations of both visitors and residents. Negative impacts on the community are not anticipated as a result of the requested change to the license.
  - (c) The views of residents:  
Council believes that residents are in favour of the application and that residents are not opposed to the application. The method used to gather the views of residents was placement of an information sign in a public location (commencing October 17, 2013) and advertisements in two consecutive editions of the weekly local newspaper, *Pique Newsmagazine*, commencing October 17, 2013. No comments were received. Further, the municipal Liquor License Advisory Committee, comprising various community representatives, provided comment on the application.”

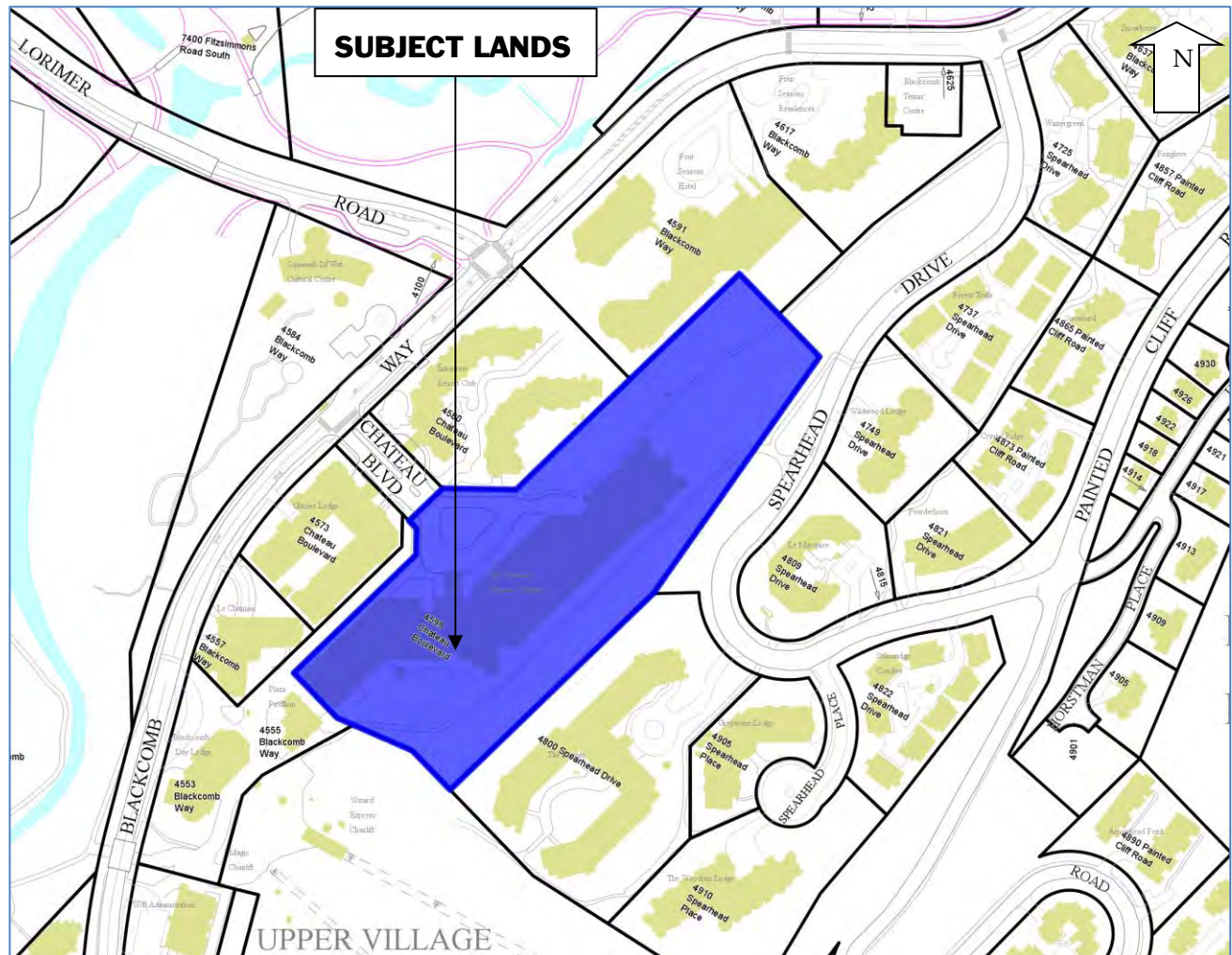
The undersigned hereby certifies the above resolution to be a true copy of the resolution passed by the Council of the Resort Municipality of Whistler on December 3, 2013.

Sincerely,

Shannon Story  
CORPORATE OFFICER  
Resort Municipality of Whistler

## APPENDIX B

## LOCATION PLAN – FAIRMONT CHATEAU WHISTLER MALLARD BAR







1090 - 1130 West Pender Street | Vancouver | British Columbia | V6E 4A4  
 604-669-2928 | 604-669-2920 fax | www.risingtideconsultants.ca

October 11, 2013

VIA EMAIL

Mr. Frank Savage  
 Planner  
 Planning Services  
 Resort Municipality of Whistler  
 4325 Blackcomb Way  
 Whistler, B.C. VON 1B4

Dear Frank:

**Re: Application for Extension of Hours to Fairmont Chateau Whistler,  
 4599 Blackcomb Way, Whistler, B.C.  
 Liquor Primary License Number 132301 – Mallard Bar  
 Licensee: Canadian Resort Hotels Limited Partnership**

The writer is assisting the above applicant with a request to the Resort Municipality of Whistler for an extension of hours to this liquor primary license. In that regard please see attached an application for a change to the hours of liquor service as follows:

**LIQUOR PRIMARY LICENSE NUMBER 132301 FOR MALLARD BAR**

**The current hours of operation are:**

Monday to Saturday 11 a.m. to 1 a.m.

Sunday 11 a.m. to Midnight

**The proposed hours are:**

Monday to Sunday 9 a.m. to 1 a.m.

The Fairmont Chateau Whistler is requesting this extension of liquor service hours to better serve the general public of Whistler which is a leading international and North American ski and recreational destination. The customer base being served are tourists both international and North American and people living and working in Whistler and the surrounding area.

The extension of liquor service hours will have benefits to the community in that it will provide employment opportunities and also provide a source of tax revenue for the Resort Municipality

of Whistler and the Provincial and Federal Government. It will further diversify this luxurious hospitality venue nestled at the base of Blackcomb Mountain.

The kitchen facility in this liquor primary licensed establishment will be fully operational between 9 a.m. and 11 a.m. and breakfast food service would be available.

Do not hesitate to contact me if you require further information.

Thanks kindly for your assistance, Frank.

Yours truly,  
**RISING TIDE CONSULTANTS LTD.**



Susan Mander

Licensing Specialist

cc: Mr. John Gillespie, Controller, Fairmont Chateau Whistler



## REPORT | ADMINISTRATIVE REPORT TO COUNCIL

**PRESENTED:** December 3, 2013  
**FROM:** Resort Experience  
**SUBJECT:** LLR 1163 – FAIRMONT CHATEAU WHISTLER FOOD PRIMARY CHANGE TO HOURS OF SALE

**REPORT:** 13-122  
**FILE:** LLR 1163

### COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

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

### RECOMMENDATION

**That** Council authorize the resolution attached as Appendix “A” to Administrative Report No. 13-122 providing Council’s recommendation to the BC Liquor Control and Licensing Branch in support of an application from the Fairmont Chateau Whistler located at 4599 Chateau Blvd. for a Permanent Change to Licensed Hours of Sale for Food Primary License No. 132427, to change hours of sale to 9:00 am to 1:00 am Monday through Sunday.

### REFERENCES

Applicant: Fairmont Chateau Whistler  
Location: 4599 Chateau Blvd.

Appendices: “A” – Council Resolution – Permanent Change to a Liquor License  
“B” – Location Plan  
“C” – Letter from Rising Tide Consultants dated October 11, 2013

### PURPOSE OF REPORT

This report presents a recommendation for Council’s consideration regarding a permanent change to hours of sale past midnight for food primary licensed areas of the Fairmont Chateau Whistler. For this type of license change the provincial Liquor Control and Licensing Branch (LCLB) requires local government comment in the form of a resolution from Council regarding the suitability of the license change and specifically addressing considerations relating to the potential for noise, the impact on the community, whether the amendment may result in the establishment being operated in a manner that is contrary to the primary purpose and the views of residents. The proposed resolution in favour of the application, including the rationale for support, is attached as Appendix “A”.

### DISCUSSION

#### License Request – Hours of Sale

The Resort Municipality of Whistler has received an application from the Fairmont Chateau Whistler located at 4599 Chateau Blvd. (shown on Appendix “B”) for a permanent change to hours of sale past midnight for existing food primary license No. 132427. The current and requested hours of liquor sales are as follows:

	Current Hours of Sale	Requested Hours of Sale
Monday through Sunday	11:00 am to midnight	9:00 am to 1:00 am



The permanent change in hours of sale will permit the food primary licensed areas of the Fairmont to serve liquor to the full extent of the municipal hours of service guidelines. The hotel areas included in the food primary license are the Wildflower Restaurant, the Grill Room, the Woodlands Terrace and all of the banquet rooms and foyer areas. An explanation of the request is included in a letter from Rising Tide Consultants on behalf of the applicant, attached as Appendix "C". The Fairmont is requesting this extension of liquor service hours to better serve international and North American visitors and residents of Whistler and the surrounding area.

### **Liquor License Advisory Committee (LLAC) Review Process**

In accordance with Council Policy G-17 the municipal review process for a permanent change to the hours of sale past midnight for a food primary establishment requires a referral to the LLAC. A summary of the applicant proposal was referred by e-mail to LLAC members for comment on October 17, 2013. There were no objections raised by LLAC members who provided comment on the application.

### **Current Good Standing Status**

Council Policy G-17 requires that any establishment applying for a permanent liquor license change of this type be in "Good Standing" with respect to its compliance and enforcement history, in order for the application to be considered. As part of the good standing determination process, each of the LCLB inspector, the Whistler Detachment of the RCMP, the Whistler Fire Rescue Service and the municipal Building and Bylaws Departments is asked to provide a list of any contraventions and their disposition for the 12-month period preceding the date of the application. The RCMP staff sergeant then prepares a written recommendation as to whether or not the applicant compliance history is in good standing. The determination of good standing is based primarily on the compliance history and the number and severity of any contraventions and enforcement actions. Consideration is also given to the applicant's previous history and any corrective measures that have been undertaken and/or proposed. Based on its compliance history the Fairmont food primary license has been determined to be in Good Standing.

### **LCLB Policy and Approval Process**

The maximum hours of sale allowed by the LCLB for a licensed establishment are between the hours of 9:00 am and 4:00 am, subject to limitation by local government. The LCLB process for a permanent change to hours of sale past midnight for a food primary license requires that specific conditions regarding the license be addressed and comments be provided to the LCLB in a specifically worded and formatted resolution from local government. The LCLB process requires that local government take into consideration the potential for noise, the impact on the community, whether the amendment may result in the establishment being operated in a manner that is contrary to the primary purpose and the views of residents and asks the details of the process used by local government in determining those views. The proposed resolution presented in Appendix "A" addresses all of the LCLB requirements. In summary, the proposed licensing will provide for improved customer service for both visitors and residents alike and is not expected to have any significant negative impacts on the resort community and is consistent with municipal liquor licensing policies.

### **WHISTLER 2020 ANALYSIS**

W2020 Strategy	TOWARD Descriptions of success that resolution moves us toward	Comments
-------------------	--	----------

Visitor Experience	Community members and organizations work collectively to ensure exceptional experiences that exceed visitor expectations	The permanent change in hours of sale will permit the food primary areas of the Fairmont to serve liquor to the full extent of the municipal hours of service guidelines. Specifically, permitting liquor service seven days a week until 1:00 am while dining will meet expectations of hotel guests of this full service hotel. Further, the banquet areas are used for corporate and other events, and the expanded service hours will be beneficial for that business.
Economic	The Whistler economy provides opportunities for achieving competitive return on invested capital	The applied for liquor license change would allow the Fairmont to take full advantage of the business opportunities available to a food primary establishment. Most other large hotels in Whistler have their food primary areas licensed for liquor service until 1:00 am.
	Whistler holds competitive advantage in the destination resort marketplace as a result of its vibrancy and unique character, products and services	As an international destination, resort visitors have an expectation that the hotel dining areas will have liquor service until 1:00 am.

W2020 Strategy	AWAY FROM Descriptions of success that resolution moves away from	Mitigation Strategies and Comments
Built Environment	Visitors and residents can readily immerse themselves in nature, free from noise and light pollution	Noise from an establishment or from patrons leaving an establishment serving alcoholic beverages can be disruptive to visitors staying in nearby accommodations. If the application for 1:00 am closing time for liquor sales is approved, there is not expected to be an increase in noise from the establishment. The food primary areas currently are licensed for liquor sales daily until midnight and there has not been a history of noise or disturbances. The Good Neighbour Agreement requires all doors and windows to be closed by 10:00 pm. Further, the hotel is applying for the license change as an amenity for hotel guests.
Health & Social	Community members eat healthy food, exercise and engage in leisure and other stress relieving activities that assist in preventing illness and they avoid the abusive use of substances that evidence indicates have negative effects on physical and mental health	Any expansion of hours of alcohol sales has the potential for over-service and/or excessive consumption. The Fairmont has been determined to be in good standing and has signed a Good Neighbour Agreement that commits it to procedures and training to avoid potentially adverse effects of their products and services.

## OTHER POLICY CONSIDERATIONS

Under policies developed and supported by the Liquor License Advisory Committee and in Council Policy G-17, a permanent change to hours of sale past midnight for a food primary license within municipal hours of service guidelines requires a referral to the LLAC and a thirty day public comment period. This process has been completed, and no comments were received. Also,

municipal and LCLB policies require local government comment in the form of a resolution from Council addressing a number of specific criteria. The resolution of Appendix “A” satisfies those requirements.

Council Policy G-17 hours of liquor service guideline for restaurants is "9:00 am to 1:00 am Monday through Sunday." Council Policy G-17 further states that, "Establishments that have existing hours of service that are less than the general range for the applicable category of establishments are eligible to apply for an extension of hours to the limits of the range for the category, with approval being subject to the municipal review process including consideration of the compliance and enforcement history of the establishment."

### **COMMUNITY ENGAGEMENT AND CONSULTATION**

In accordance with municipal policy the applicant advertised the proposed permanent change to its food primary license in the October 17 and 24, 2013 editions of Pique Newsmagazine and posted a sign at the establishment (commencing October 17, 2013) in order to provide opportunity for public comment. The advertisements and sign requested that any comments be provided in writing to municipal staff on or before November 16, 2013. No comments were received.

### **SUMMARY**

This report presents a recommendation regarding an application for a permanent change to hours of sale past midnight for the food primary licensed areas of the Fairmont Chateau Whistler. The report also provides a resolution in support of the application for Council's consideration that addresses criteria specified by the LCLB. This resolution is a result of the application of municipal policy and consultation with the community.

Respectfully submitted,

Frank Savage  
PLANNER  
for  
Jan Jansen  
GENERAL MANAGER OF RESORT EXPERIENCE



## APPENDIX A

General Manager,  
Liquor Control and Licensing Branch

RE: Application for a Permanent Change to a Liquor License for a change to hours of sale to Fairmont Chateau Whistler food primary license No. 132301.

At the Council meeting held on December 3, 2013 the Council passed the following resolution with respect to the application for the above named amendment:

“Be it resolved that:

1. The Council recommends the amendment to the license for the following reasons:  
The proposed licensing will provide for improved customer service for both visitors and residents alike and will not have any significant negative impacts on the resort community. The applicant has entered into a Good Neighbour Agreement and Noise Mitigation Plan with the Municipality.
2. The Council's comments on the prescribed considerations are as follows:
  - (a) The potential for noise if the application is approved:  
If the application for liquor service to 1:00 am daily is approved, there is not expected to be an increase in noise from the establishment. The Fairmont food primary areas are currently licensed to serve liquor until midnight, and the establishment does not have a history of noise or disturbances. All nighttime noise from the areas are contained within the hotel, and the Good Neighbour Agreement requires all doors and windows to be closed by 10:00 pm. Further, the hotel is applying for the license change as an amenity for hotel guests. The establishment is subject to the provisions of the Municipality's *Noise Control Bylaw No. 1660, 2004*. The Good Neighbour Agreement commits the applicant to limit noise disturbances and comply with the municipal Noise Control Bylaw.
  - (b) The impact on the community if the application is approved:  
If the application is approved the impact on the community will likely, on balance, be positive by meeting the service expectations of both visitors and residents. Negative impacts on the community are not anticipated as a result of the requested change to the license.
  - (c) Whether the amendment may result in the establishment being operated in a manner that is contrary to the primary purpose:  
It is unlikely that this amendment will result in this establishment being operated in a manner that is contrary to its primary purpose, as the emphasis is on food service rather than liquor service with this application. The establishment's operating procedures must ensure that it is operated at all times in a manner appropriate to its food primary license.

(d) The views of residents:

Council believes that residents are in favour of the application and that residents are not opposed to the application. The method used to gather the views of residents was placement of an information sign in a public location (commencing October 17, 2013) and advertisements in two consecutive editions of the weekly local newspaper, Pique Newsmagazine, commencing October 17, 2013. No comments were received. Further, the municipal Liquor License Advisory Committee, comprising various community representatives, provided comment on the application."

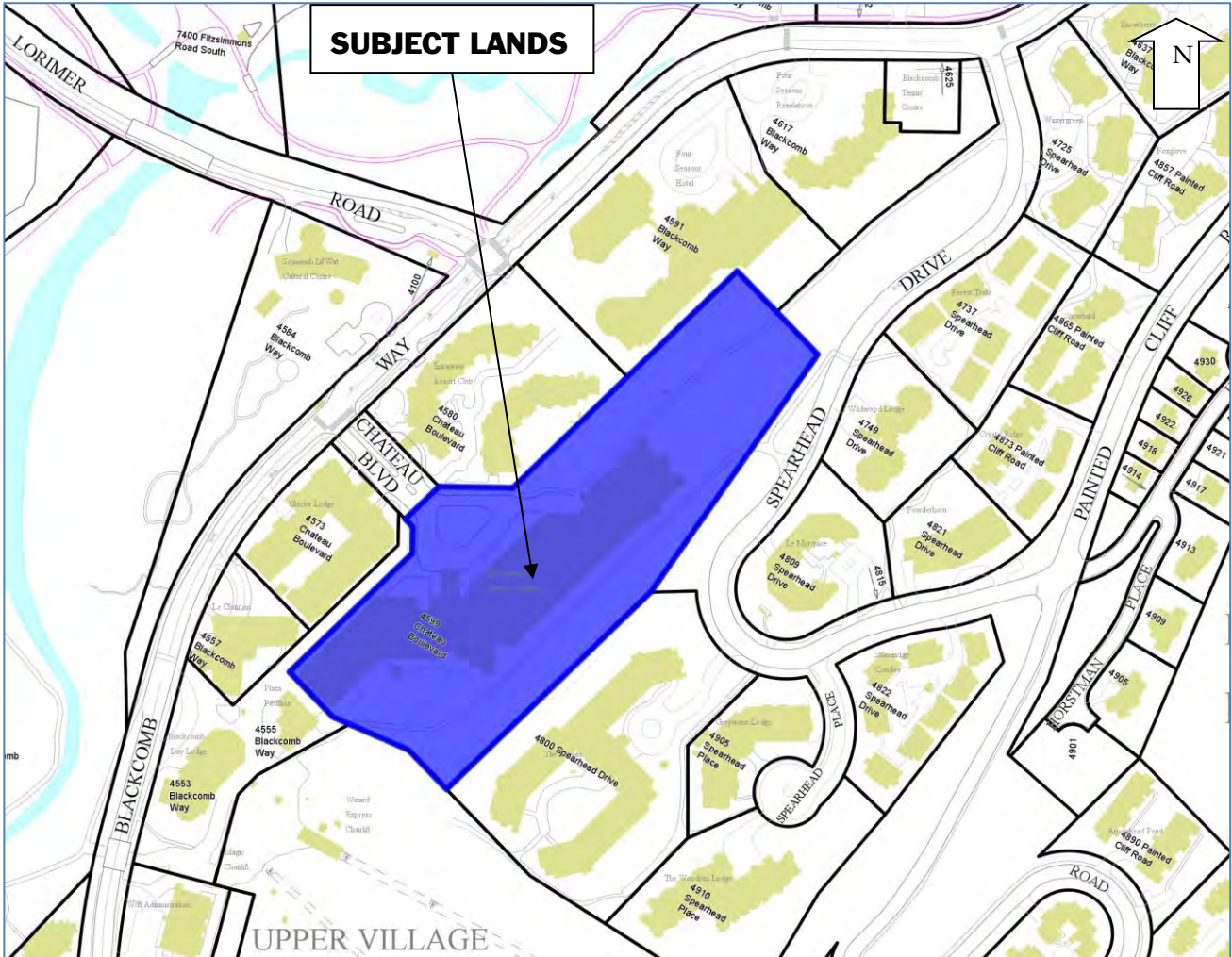
The undersigned hereby certifies the above resolution to be a true copy of the resolution passed by the Council of the Resort Municipality of Whistler on December 3, 2013.

Sincerely,

Shannon Story  
CORPORATE OFFICER  
Resort Municipality of Whistler

## APPENDIX B

## LOCATION PLAN – FAIRMONT CHATEAU WHISTLER FOOD PRIMARY







1090 - 1130 West Pender Street | Vancouver | British Columbia | V6E 4A4  
 604-669-2928 | 604-669-2920 fax | www.risingtideconsultants.ca

October 11, 2013

VIA EMAIL

Mr. Frank Savage  
 Planner  
 Planning Services  
 Resort Municipality of Whistler  
 4325 Blackcomb Way  
 Whistler, B.C. V0N 1B4

Dear Frank:

**Re: Applications for Extension of Hours to Fairmont Chateau Whistler,  
 4599 Blackcomb Way, Whistler, B.C.  
 Food Primary License Number 132427 – Fairmont Chateau Whistler  
 Licensee: Canadian Resort Hotels Limited Partnership.**

The writer is assisting the above applicant with a request to the Resort Municipality of Whistler for an extension of hours to this food primary license. In that regard please see attached a completed Resort Municipality of Whistler application for a change to the hours of liquor service as follows:

**FOOD PRIMARY LICENSE NUMBER 132427**

**The current hours of operation are:**

Monday to Sunday 11 a.m. to Midnight

**The proposed hours are:**

Monday to Sunday 9 a.m. to 1 a.m.


The Fairmont Chateau Whistler is requesting this extension of liquor service hours to better serve the general public of Whistler which is a leading international and North American ski and recreational destination. The customer base being served are tourists both international and North American and people living and working in Whistler and the surrounding area.

The extension of liquor service hours will have benefits to the community in that it will provide employment opportunities and also provide a source of tax revenue for the Resort Municipality of Whistler and the Provincial and Federal Government. It will further diversify this luxurious hospitality venue nestled at the base of Blackcomb Mountain.

Do not hesitate to contact me if you require further information.

Thanks kindly for your assistance, Frank.

Yours truly,  
**RISING TIDE CONSULTANTS LTD.**

A handwritten signature in blue ink that reads "Susan Mander". The signature is written in a cursive, flowing style.

Susan Mander

Licensing Specialist

cc: Mr. John Gillespie, Controller, Fairmont Chateau Whistler



## REPORT | ADMINISTRATIVE REPORT TO COUNCIL

**PRESENTED:** December 3, 2013

**REPORT:** 13-117

**FROM:** Corporate and Community Services

**FILE:** 3014.02

**SUBJECT:** 2014 COUNCIL MEETINGS

### COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

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

### RECOMMENDATION

**That** Council for the Resort Municipality of Whistler endorse the following Regular Council Meeting Schedule for 2014:

January 14	May 6	September 2
January 28	May 20	September 16
February 18	June 3	October 7
	June 17	October 21
March 4	July 2	November 4
March 18	July 15	
April 1		December 2
April 15	August 5	December 16

### REFERENCES

Appendix A – Council Calendar 2014

### PURPOSE OF REPORT

The purpose of this report is to seek Council approval for the proposed 2014 Regular Council Meeting Schedule.

### DISCUSSION

According to the *Council Procedure Bylaw No. 1659, 2004*, Council Meetings are to be held on the first and third Tuesday of each month except January in which regular council meetings will be held the second and fourth Tuesdays. The bylaw also states that the Corporate Officer must prepare and give notice annually on or before December 31<sup>st</sup> of a schedule of the dates, times and places of the Regular Council Meetings for the next calendar year.

Only one meeting has been scheduled for February since our second meeting in January is on the 28<sup>th</sup> and if we schedule a meeting for February 4<sup>th</sup>, there will only be one week between Council meetings.



Only one meeting has been scheduled in August in an effort to give Council and staff an opportunity for a summer vacation.

Tuesday, July 1, 2014 which would normally be a scheduled Regular Council meeting date is also Canada Day. The Regular Council meeting has been moved to the next day on Wednesday, July 2, 2014.

The meeting that would normally have been held on November 18<sup>th</sup> has been cancelled due to the next municipal general election being held on November 15<sup>th</sup>. The December 2<sup>nd</sup> meeting will be the inaugural meeting of the new Council.

### **OTHER POLICY CONSIDERATIONS**

Pursuant to Section 127 of the *Community Charter*, Council must make available to the public a schedule of the date, time and place of regular council meetings and must give annual notice of the schedule of Regular Council Meetings. If revisions are necessary to the annual schedule of Regular Council meetings, the Corporate Officer must as soon as possible post a notice at the public notice posting place and publish it in the newspaper to indicate any revisions to the date, time, duration, location, or cancellation of a Regular Council meeting.

Pursuant to Section 126 of the *Community Charter*, either the Mayor or two or more Council Members may call a Special Council Meeting. 24 hours' notice must be given unless notice is unanimously waived by all Council Members.

### **BUDGET CONSIDERATIONS**

There are no budget considerations identified with the approval of the 2014 Council meeting dates.

### **COMMUNITY ENGAGEMENT AND CONSULTATION**

An ad will be published in the local newspapers for two consecutive weeks before December 31<sup>st</sup> outlining the 2014 Council Meeting Schedule and it will be posted outside of Municipal Hall in the Public Notice Posting Place.

### **SUMMARY**

Staff is seeking Council's approval of the proposed 2014 Regular Council Meeting Schedule.

Respectfully submitted,

Shannon Story,  
MANAGER OF LEGISLATIVE SERVICES  
For  
Norm McPhail,  
GENERAL MANAGER, CORPORATE & COMMUNITY SERVICES

# Council Calendar 2014

**January**

S	M	T	W	T	F	S
29	30	31	1	2	B	4
5	6	7	8	9	A	11
12	13	14	15	16	B	18
19	20	21	22	23	A	25
26	27	28	29	30	B	1

**February**

S	M	T	W	T	F	S
26	27	28	29	30	31	1
2	3	4	5	6	A	8
9	10	11	12	13	B	15
16	17	18	19	20	A	22
23	24	25	26	27	B	1

**March**

S	M	T	W	T	F	S
23	24	25	26	27	28	1
2	3	4	5	6	A	8
9	10	11	12	13	B	15
16	17	18	19	20	A	22
23	24	25	26	27	B	29
30	31	1	2	3	4	5

**April**

S	M	T	W	T	F	S
30	31	1	2	3	A	5
6	7	8	9	10	B	12
13	14	15	16	A	18	19
20	21	22	23	24	B	26
27	28	29	30	1	2	3

**May**

S	M	T	W	T	F	S
27	28	29	30	1	A	3
4	5	6	7	8	B	10
11	12	13	14	15	A	17
18	19	20	21	22	B	24
25	26	27	28	29	A	31

**June**

S	M	T	W	T	F	S
1	2	3	4	5	B	7
8	9	10	11	12	A	14
15	16	17	18	19	B	21
22	23	24	25	26	A	28
29	30	1	2	3	4	5

**July**

S	M	T	W	T	F	S
29	30	1	2	3	B	5
6	7	8	9	10	A	12
13	14	15	16	17	B	19
20	21	22	23	24	A	26
27	28	29	30	31	1	2

**August**

S	M	T	W	T	F	S
27	28	29	30	31	B	2
3	4	5	6	7	A	9
10	11	12	13	14	B	16
17	18	19	20	21	A	23
24	25	26	27	28	B	30
31	1	2	3	4	5	6

**September**

S	M	T	W	T	F	S
31	1	2	3	4	A	6
7	8	9	10	11	B	13
14	15	16	17	18	A	20
21	22	23	24	25	B	27
28	29	30	1	2	3	4

**October**

S	M	T	W	T	F	S
29	30	31	1	2	A	4
5	6	7	8	9	B	11
12	13	14	15	16	A	18
19	20	21	22	23	B	25
26	27	28	29	30	A	1

**November**

S	M	T	W	T	F	S
26	27	28	29	30	31	1
2	3	4	5	6	B	8
9	10	11	12	13	A	15
16	17	18	19	20	B	22
23	24	25	26	27	A	29
30	1	2	3	4	5	6

**December**

S	M	T	W	T	F	S
30	1	2	3	4	B	6
7	8	9	10	11	A	13
14	15	16	17	18	B	20
21	22	23	A	25	26	27
28	29	30	31	1	2	3



Council Meeting Day

#

Stat Holiday



# WHISTLER

## MINUTES

### REGULAR MEETING OF FOREST & WILDLAND ADVISORY COMMITTEE

WEDNESDAY, SEPT. 11, 2013, STARTING AT 3:00 P.M.

In the Flute Room

4325 Blackcomb Way, Whistler, BC V0N 1B4

#### PRESENT:

Meetings to Date: 8

Chair, Gordon McKeever	8
AWARE, Bryce Leigh	8
CCF, Peter Ackhurst	6
John Hammons	6
Bob Brett	5
Candace Rose-Taylor (May)	3
Councilor Jayson Faulkner	5

Recording Secretary, Heather Beresford	8
--	---

#### REGRETS:

Kurt Mueller	5
Johnny Mikes	5
Rob Davis	4
WORCA, Ken Melamed	6

#### ADOPTION OF AGENDA

Moved by P. Ackhurst

Seconded by J. Hammons

**That** the Forest & Wildland Advisory Committee adopt the Forest & Wildland Advisory Committee agenda of September 11, 2013.

CARRIED

#### ADOPTION OF MINUTES

Moved by P. Ackhurst

Seconded by J. Hammons

**That** the Forest & Wildland Advisory Committee adopt the Regular the Forest & Wildland Advisory Committee minutes of July 10, 2013.

CARRIED

#### PRESENTATIONS/DELEGATIONS

### 3. Updates

**AWARE:** Claire Ruddy hired as part time executive director. Concern over ongoing dumping on Callaghan Road (pictures provided).



**WORCA: N/A**

**RMOW:**

- Trail Planning Working Group update meeting on Sept. 17.
- Infrastructure Services is preparing the 21 Mile Watershed management plan RFP.
- Recreation and Leisure Master Plan "What We've Heard" document prepared which will inform draft RLMP directions and recommendations. Martin Pardoe will present to FWAC at October 9 meeting.
- *Draft Additions to Reserve/Reserve Creation Policy*
- Gordon away October 9. FWAC decided to hold meeting on October 9 and do field trip after October 11. HB will send out Doodle poll to determine best date. 3 hours for field trip.

**Council:**

- Councilor Faulkner attended Rec Sites & Trails BC's meeting on September 4 re: 21 Mile alpin non-motorized activity. Ideas presented to control motorized incursions into 21 Mile watershed. Council has zero tolerance for incursions and will be monitoring success. Province/RCMP will be doing more enforcement this winter.
- Off Road Vehicle Licensing program progressing.

**Cheakamus Community Forest:**

- Logging continues. Approximately 10,000 m3 complete to date, aiming for 15,000 m3.
- Carbon project continues. Pre-assessment determined that the project would pass the test. Agreement with LCI & CCF extended.
- Forest Stewardship Council – Ecotrust received \$25,000 from Bullitt Foundation to help CCF become certified.
- Firesmart – Work to commence in autumn. B.A. Blackwell to do landscape fuel management fire model to identify risk/priorities. Use results to get UBCM funding.
- CCF Open House scheduled for October 16, 3:00 to 6:00 p.m. at Myrtle Philip school.
- Old Forest Focus Plan public engagement meeting tentatively scheduled for October 24.

**4. Old Forest Focus Plan**

A presentation by Peter Ackhurst **was** given regarding the Old Forest Focus Plan and a discussion was held.

CFOW grant of \$20,000 received in 2013. Project will determined what will be protected. Will also satisfy MOF requirement to identify Old Growth Management Areas (OGMAs). Blackwell has completed a draft map. CCF currently well above minimum MOF old growth targets. Need to discuss with MOF.

Bob Brett's tree coring data was added. Thirteen units identified. Will hold public engagement session in the fall to gain input on locations, and possibility of building trails to sites.

Request from B. Brett to recognize ancient forests (>400 years). Prioritize contiguous forests. Need to determine how to protect ancient forests that

are not in OGMAs.

Cultural Management Areas: CCF is building road toward Callaghan CMA. Squamish Nation has developed a draft map identifying sensitive areas, and has approved road and 1 block.

Firesmart: RichPly proposing blocks for 2014. Cheakamus 02 and west of Highway 99.

Loggers Lake Road – MOF approved signs and dust control behind Cheakamus Crossing neighbourhood due to safety/nuisance concerns.

CCF developing a 10-year plan for Cheakamus Valley. Retention will be interspersed, blocks <2 hectares. Visit a high retention site on October field trip (Powerline Hill).

Discussion re: CCF's ability to stay out of unroaded areas such as Callaghan old growth.

#### **5. FWAC Annual Report to CCF**

A presentation by Gordon McKeever was given regarding the FWAC Annual Report to the CCF and a discussion was held.

FWAC reviewed the draft report and made revisions.

Discussion re: moving beyond commenting on aesthetics, and conveying technical ecological information to the wider audience. E.g. Coarse woody debris looks messy on the ground but is good for the ecology.

Add CWD to page 3 perspectives. Also add Firesmart and road management to the list. General Notes section revised to include purpose of report, need to recognize unique challenges and balance priorities.

J. Faulkner left at 4:55 p.m.

Report not complete. Gordon will distribute by email for further comment.

#### **6. Other Business**

##### **OTHER BUSINESS**

Upcoming Agenda Items:

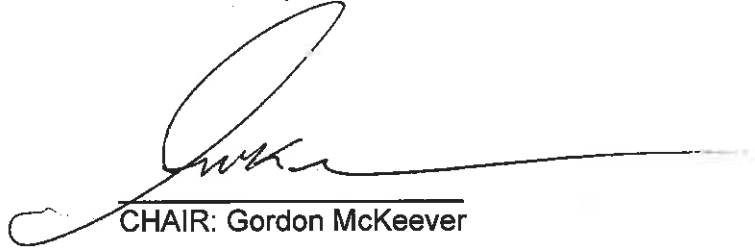
- Next meeting October 9. A date will be selected for the field trip (after October 11) through email communication.
- Recreation & Leisure Master Plan Update – October
- Tree Coring Project – November

##### **ADJOURNMENT**

Moved by G. McKeever

**That** the Forest & Wildland Advisory Committee adjourn the September 11, 2013 meeting at 5:04 p.m.

CARRIED

A handwritten signature in black ink, appearing to read 'Gordon McKeever', is written over a horizontal line. The signature is fluid and cursive, with a long horizontal stroke extending to the right.

CHAIR: Gordon McKeever





# WHISTLER

## MINUTES

### REGULAR MEETING OF FOREST & WILDLAND ADVISORY COMMITTEE

WEDNESDAY, OCT. 9, 2013, STARTING AT 3:00 P.M.

In the Flute Room

4325 Blackcomb Way, Whistler, BC V0N 1B4

#### PRESENT:

Meetings to Date: 9

John Hammons	7
Kurt Mueller	6
Johnny Mikes	6
Rob Davis	5
Recording Secretary, Heather Beresford	9

#### REGRETS:

WORCA, Ken Melamed	6
Chair, Gordon McKeever	8
AWARE, Bryce Leigh	8
CCF, Peter Ackhurst	6
Bob Brett	5
Candace Rose-Taylor (May)	3
Councilor Jayson Faulkner	5

**R. Davis chosen as Chair for meeting.**

#### ADOPTION OF AGENDA

Moved by J. Mikes

Seconded by J. Hammons

**That** the Forest & Wildland Advisory Committee adopt the Forest & Wildland Advisory Committee agenda of October 9, 2013.

**CARRIED**

#### ADOPTION OF MINUTES

Moved by R. Davis

Seconded by K. Mueller

**That** the Forest & Wildland Advisory Committee adopt the Regular the Forest & Wildland Advisory Committee minutes of September 11, 2013.

**CARRIED**

#### PRESENTATIONS/DELEGATIONS

### 3. Updates

**AWARE:** Claire Ruddy hired as part time executive director. AWARE focusing on four program areas including Alpha/Miller Creek wetlands, backcountry recreation and CCF.

**WORCA:** N/A

**RMOW:**

- B.A. Blackwell and Associates hired to complete a wildfire model for the CCF. Will be used to direct harvesting related to wildfire management.
- FWAC resolutions: RMOW requests that FWAC choose resolution wording that recommends RMOW staff review a topic and provide direction to Council, rather than recommending that Council take direct action.
- RMOW has hired Doug Konkin, retired MOF Deputy Minister, to act as forestry advisor.
- CCF Open House scheduled for Wednesday, October 16 from 3:00 to 6:00 at Myrtle Philip School.

**Council:** N/A

**Cheakamus Community Forest:**

- Jeff Fisher elected as new Chair.
- Carbon auditors chosen and will begin soon.
- Logging continues.

### 4. Coast to Cascades Grizzly Bear Project

A presentation by Johnny Mikes was given regarding the Coast to Cascades Grizzly Bear initiative and a discussion was held.

<http://cpawsbc.org/campaigns/grizzlybears>

C2C grizzly bear initiative launched on September 24 by 9 environmental groups. Purpose is to see threatened populations return to thriving state. Asking government to complete recovery plans. Group will make presentations to various communities, First Nations and agencies in the new year. Broad suite of tools recommended to achieve goals.

### 5. RMOW Recreation & Leisure Master Plan Update

A presentation by Martin Pardoe was given regarding the RMOW Recreation & Leisure Master Plan and a discussion was held

RLMP will provide high level guiding direction in a 10 year plan. Goals are to maintain & enhance; plan for new assets; and provide a transparent process for decision making. "What We've Heard" document prepared from public input and posted on-line.

For FWAC's specific consideration:

**Whistler Recreation Experience** – "polishing the gems." RLMP wants to identify the gems in the broader Whistler area, e.g. Ancient Cedars, and encourage improved operations and maintenance.

**Off Road Non-Motorized Trails** – TPWG still the lead forum for trail planning outside WUDCA.

**Lakes** – manage increased use at Logger's Lake. Inventory and update WIF signs.

**Rivers** – work with province and potential IPPs to protect whitewater opps on Lower Callaghan Creek.

**Next steps:**

Draft direction document posted on-line next week.

RLAC review next week.

Adjustments after comments received.

Council adoption in November/December.

**FWAC Discussion:**

What is the process for establishing trails with the province? Establishing a trail through Rec Sites & Trails BC process requires a group/agency take long term responsibility for maintenance. WORCA developing a master trail list which will be reviewed and updated periodically.

Environmental Concerns: good to see erosion included, but need to also include habitat considerations. Grizzly use report due in spring 2014 and should be included in trail planning.

Private Land Easements – RMOW will need to address where it occurs.

Gates – gates cut off public access to public lands. Topic included in RLMP access management plan.

Encouraging to see RLMP expanding focus beyond RMOW boundary.

RMOW and RMI need metrics to determine current use levels and make impact comparisons in future.

IPPs – Consider prioritizing and rating kayaking opportunities and difficulty levels. Goal is to retain a spectrum of levels. Compare to IPP applications.

## 6. Other Business

### OTHER BUSINESS

Upcoming Agenda Items:

- Tree Coring Project – November
- FWAC Annual Report finalized – November
- CCF Draft 2014 harvesting plans - November
- Coast to Cascades Grizzly Bear Project – Jan/Feb.



**ADJOURNMENT**

Moved by R. Davis

**That** the Forest & Wildland Advisory Committee adjourn the October 9, 2013 meeting at 4:47 p.m.

**CARRIED**

A handwritten signature in black ink, appearing to read 'Rob Davis', is written over a horizontal line.

CHAIR: Robert Davis



RECEIVED  
NOV 8 - 2013

CITY OF BURNABY  
OFFICE OF THE MAYOR  
DEREK R. CORRIGAN  
MAYOR

2013 October 28

File: 07400-01

Mayor and Council  
Resort Municipality of Whistler  
4325 Blackcomb Way  
Whistler, BC V0N 1B4

Dear Mayor and Council:

**Subject:      Renewal of Federal Gas Tax Agreement – UBCM Member Survey**  
(Item No. 01, Manager's Reports, Council 2013 October 21)

Burnaby City Council, at the Open Council meeting held on 2013 October 21, received a report from the City's Director Planning and Building regarding proposals for renewal of the Federal Gas Tax Agreement. Council adopted the following recommendations contained in the report including the underlined amendment to Recommendation No. 4:

1. "THAT Council request the Ministry of Community, Sport and Cultural Development and the Federal Department of Infrastructure Canada to develop a renewed Gas Tax Agreement for BC that establishes the Metro Vancouver Board as the responsible authority for management and administration of the agreement for the identification of project priorities and allocation of gas tax funds, within the Metro Vancouver Region, as outlined in this report.
2. THAT Council request that the development of a future administrative framework for the renewed Gas Tax Agreement, as outlined in this report, provide for:
  - a. full transparency and accountability within the governance model;
  - b. tracking of administrative costs for the MV area;
  - c. segmentation of the Innovation Fund to ensure that the Metro Vancouver Region receives its fair share of available funding under this funding stream;

*Continued page 2...*

- d. a clear definition of qualifying local and regional governments to avoid the situation whereby applications from non-qualifying organizations would be considered;
  - e. clear assessment of criteria including information on weighting, ranking and priorities for program criteria; and
  - f. a broader scope of eligible project categories.
3. THAT Council request the support of the Metro Vancouver Board and of the member municipalities of the Metro Vancouver for the establishment of a renewed Gas Tax Agreement, based on the proposals and directions presented in this report.
4. THAT a copy of this report be sent to: Ministers responsible for the Ministry of Community, Sport and Cultural Development and the Federal Department of Infrastructure; the Metro Vancouver Board; member municipalities of the Metro Vancouver Region; and the UBCM including member municipalities.”

In accordance with Recommendation No. 4, a copy of the report is enclosed for your reference.

Very truly yours,



Derek R. Corrigan  
MAYOR



## COUNCIL REPORT

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**TO:** CITY MANAGER **DATE:** 2013 October 15

**FROM:** DIRECTOR PLANNING AND BUILDING **FILE:** 7400- 01  
*Reference: Federal Gas Tax Agreement*

**SUBJECT: RENEWAL OF FEDERAL GAS TAX AGREEMENT –  
UBCM MEMBER SURVEY**

**PURPOSE:** To seek Council endorsement of proposals for renewal of the Federal Gas Tax Agreement.

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**RECOMMENDATIONS:**

1. **THAT** Council request the Ministry of Community, Sport and Cultural Development and the Federal Department of Infrastructure Canada to develop a renewed Gas Tax Agreement for BC that establishes the Metro Vancouver Board as the responsible authority for management and administration of the agreement for the identification of project priorities and allocation of gas tax funds, within the Metro Vancouver Region, as outlined in this report.
2. **THAT** Council request that the development of a future administrative framework for the renewed Gas Tax Agreement, as outlined in this report, provide for:
  - a. full transparency and accountability within the governance model;
  - b. tracking of administrative costs for the MV area;
  - c. segmentation of the Innovation Fund to ensure that that the Metro Vancouver Region receives its fair share of available funding under this funding stream;
  - d. a clear definition of qualifying local and regional governments to avoid the situation whereby applications from non-qualifying organizations would be considered;
  - e. clear assessment of criteria including information on weighting, ranking and priorities for program criteria; and
  - f. a broader scope of eligible project categories.
3. **THAT** Council request the support of the Metro Vancouver Board and of the member municipalities of the Metro Vancouver for the establishment of a renewed Gas Tax Agreement, based on the proposals and directions presented in this report.
4. **THAT** a copy of this report be sent to: Ministers responsible for the Ministry of Community, Sport and Cultural Development and the Federal Department of Infrastructure; the Metro Vancouver Board; member municipalities of the Metro Vancouver Region; and the UBCM.

## REPORT

### 1.0 INTRODUCTION

As introduced by the Federal Government in 2005, the *Gas Tax Fund* (GTF) was established to provide reliable, multi-year funding in support of municipal infrastructure and capacity-building initiatives that contribute to cleaner air, cleaner water and reduced greenhouse gas emissions. The first term of the program was from 2005 to 2010. Through this program, the Federal Government re-distributes a share of the proceeds from the Federal tax on fuel to local government projects. The original agreement has since been extended twice, with the spending approval currently set to expire in 2019<sup>1</sup>.

In 2011, the Federal Government passed legislation to make the GTF a permanent part of the Federal budget with an allocation of \$2 billion a year as of fiscal 2014/15. In 2013, the Federal Government also committed to indexing the GTF by 2% annually and to expand the scope of eligible project categories to include highways, local and regional airports, short-line rail, short-sea shipping, disaster mitigation, broadband and connectivity, brownfield redevelopment, culture, tourism, sport and recreation.

Agreements with each province provide the mechanisms for the governance and allocation of the GTF. In BC, that agreement is due for renewal in 2014. In preparation for the negotiations towards a renewed *Gas Tax Agreement* (GTA) in BC, the Union of British Columbia Municipalities (UBCM) has circulated a survey entitled "*Renewed Gas Tax Fund*" to member municipalities as a part of its member consultation program. The intent of the survey is to build on directions received as part of the UBCM's annual resolution process, and on a related survey from September 2012.<sup>2</sup> The UBCM is seeking to provide input towards discussions that will take place between the Federal and Provincial Governments for a 10-year renewed GTA in BC.

The survey seeks input on the scope of eligible projects, pooling and direct allocation, capacity building, and gas tax reporting and compliance requirements. Of note, the UBCM survey does not seek input on the administrative or governance model of the GTA.

The purpose of this report is to review the current agreement that provides for the administration, governance and allocation of the gas tax funds within BC, in order to assist Council in submitting recommendations on the terms for its renewal in 2014.

### 2.0 GENERAL GAS TAX AGREEMENTS

With the introduction of the GTF in 2005, the Federal Government negotiated '*agreements*' between the Federal Government and each province and territory directly, referred to as *Gas Tax Agreements* (GTA). Other than British Columbia and Ontario, the agreements between the Federal Government and the applicable province or territory did not involve other partners at a provincial, regional or local level. British Columbia and Ontario have agreements that included additional partners. In BC, the UBCM was included as a partner responsible for administration of the program. In Ontario,

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<sup>1</sup> Canada-British Columbia – UBCM Agreement on Transfer of Federal Gas Tax Revenues, Amendment No 4, 2013 Feb 20.

<sup>2</sup> Survey on the Long-Term Infrastructure Plan (LTIP) which provided high-level recommendations on infrastructure programming beyond the 2014 expiry of the Build Canada Plan which encompasses the Gas Tax Fund.

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agreement signatories included the Association of Municipalities of Ontario (AMO), which is an organization that is similar to the UBCM, and the City of Toronto<sup>3</sup>.

The GTAs specified the program and governance parameters, including allocation models, eligible project categories, delivery mechanisms and administration, reporting and compliance requirements.

## 2.1 Governance Models

Staff have reviewed the governance models of the agreements for various provinces and territories<sup>4</sup>. In general, there is a similar structure for the various governance models. Typically, each agreement establishes an oversight committee with representation from each of the signatories to the GTA. The oversight committees are responsible for monitoring the implementation of the agreements.

For BC, a slightly modified governance structure was established. The BC GTA established two governance committees to administer the terms of the agreement. There is a *Partnership Committee* (PC), comprised of representatives from the Federal and Provincial Governments and the UBCM. The PC is responsible for monitoring the implementation of the GTA, and for establishing the spending priorities for the various funds within the GTA.

BC also has a *Management Committee* (MC). The MC is responsible for the implementation of the GTA. The membership of the MC consists of three appointments from UBCM, one appointment from the federal government, and one from the provincial government. The MC is chaired by one of the UBCM appointees. The primary focus of the MC is to provide approvals for projects for the pooled funding programs. The MC is advised by a technical committee comprised of staff from the Local Government Infrastructure and Finance Division of the Ministry of Community, Sport and Cultural Development. The technical committee evaluates eligible applications for the various gas tax funding streams, and makes recommendations to the MC for approval and award.

Information on the composition of the PC and MC was only recently made available on the UBCM website, as of mid 2013. This recent information included the members and contact details for each of the committees. *Appendix 1* provides a current listing of the members of the MC and PC. To date, however, minutes of the PC and MC meetings, where decisions related to the administration of the program are made, are not yet available for public review. This lack of public information raises concerns related to the transparency of decisions made for the expenditure of the gas tax funds in BC. Moreover, since members of the PC and MC are not substantially composed of elected representatives, there is a further concern as to the accountability of decisions for approval and award of funds from the pooled program under the GTA.

In summary, the existing management/governance structure of the GTA includes no elected officials, with the exception of a UBCM appointee at the PC, currently held by Mayor M. Sjoström of Quesnel. The MC includes no elected officials and, as such, no direct electoral accountability for decisions made regarding eligible and approved projects.

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<sup>3</sup> At the time of negotiation of the agreement in Ontario, the City of Toronto had withdrawn its membership from the AMO, and, thus refused to be represented by the AMO in negotiations with the Federal Government. This resulted in the formation of a separate agreement with Toronto.

<sup>4</sup> Except for Saskatchewan and Quebec for which no information was available online.



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*Staff would suggest that any future administrative framework for a GTA should provide for full transparency and accountability within the governance model, in order to ensure that decisions on allocation of public funding for pooled programs is made by elected representatives in an open and public manner.*

## **2.2 Administration Costs**

A staff review of the approaches taken to provide for the cost of the administration of the GTAs identified two distinct methods to addressing this issue. The GTAs generally enable signatories to claim administration costs, provided that a business case is submitted and approved by the Federal Government. Alberta, Nova Scotia, Quebec and the City of Toronto chose not to access the funding for administration costs under their GTAs, and, instead, directly covered the costs of administration, without drawing on the GTF. The remaining jurisdictions, including BC, use a portion of the GTF for administration costs.

Staff were able to gather information on the level of administrative costs from four jurisdictions – BC, Saskatchewan, Ontario (AMO), and PEI. The percentage of the funds received under the GTAs that were reported to be allocated to administration for these jurisdictions were 0.28% for BC, 1.11% for Saskatchewan, 0.78% for Ontario (AMO), and 1.12% for PEI.<sup>5</sup>

For BC, the administrative costs incurred by UBCM in the delivery of the GTF was reported at a total of \$3,201,000 for 2011, and would involve the costs of administration both within the Metro Vancouver (MV) area, and for all other local jurisdictions in BC. Staff would expect that the majority of the effort required for administration of the GTA under the BC agreement is associated with the greater number of jurisdictions from outside of MV.

*Staff would suggest that any future administrative framework for a future GTA provide for the tracking of administration costs for the MV area on a separate basis, in order to ensure that gas tax funds intended to be expended within MV remain available for that purpose, and are not used to cross-subsidize the administrative costs for delivering the balance of the program for the remaining municipalities in BC.*

## **2.3 Eligible Projects**

The GTF was first established in support of municipal infrastructure and capacity-building initiatives that contribute to cleaner air, cleaner water and reduced greenhouse gas emissions.

The Federal Government has indicated an expansion to the scope of eligible project categories under the renewed Gas Tax Program from the initial infrastructure categories of water, wastewater, public transit, community energy systems, solid waste management and local roads, to include highways, local and regional airports, short-line rail, short-sea shipping, disaster mitigation, broadband and connectivity, brownfield redevelopment, culture, tourism, sport and recreation.

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<sup>5</sup> Sources: BC: UBCM 2011 Annual Expenditure Report for the Gas Tax and Public Transit Agreements in BC.  
SASK: Annual Report Agreement on the Transfer of Federal Gas Tax Revenues (April 1, 2011 to March 31, 2012).  
New Deal Secretariat, Saskatchewan Ministry of Municipal Affairs.  
Ontario: Association of Municipalities Ontario. Canada's Gas Tax Fund: Permanent funding for municipal infrastructure. 2011 Annual Expenditure Report (Part I)  
Province of Prince Edward Island Annual Expenditure Report 2011-2012

The current GTA puts limits on a number of eligible categories for Metro Vancouver and member municipalities. This GTA currently excludes solid waste, local roads, bridges and tunnels, and active transportation infrastructure projects, as well as community energy systems projects for retrofitting local government buildings or infrastructure, or fleet vehicle conversions.

The new GTA is an opportunity to ensure that a broader scope of eligibility can be reflected for Metro Vancouver. Staff would suggest that the scope of eligible projects include "core economic infrastructure" to better assist local governments in targeting funds in infrastructure areas that are most applicable and of priority to the region and member communities. This would encompass municipal infrastructure that is necessary for the essential operation of a city and region, promotes investment opportunities, and is considered an important financial asset. Categories of infrastructure would include road and bridges, highways, public transit, water, waste water, and municipally-owned buildings and facilities, as well as the remaining project categories in the expanded scope proposed by the Federal government..

*Staff would suggest that a broad scope of eligible project categories for Metro Vancouver and member municipalities should be established in any new GTA to reflect full extent of what is permitted under the Federal guidelines for the Gas Tax Program.*

### **3.0 CURRENT BC GAS TAX AGREEMENT**

#### **3.1 Current Allocation of Funding**

The GTF is currently delivered through a number of programs. The current, primary approach to providing gas tax funding is based on the allocation of Federal funds on an *equal per capita basis* among all municipalities. The majority of municipalities across the nation receive a direct allocation, and have local authority to invest in infrastructure and capacity-building initiatives of their choosing, subject to the specific criteria established for the fund. In some cases, in place of direct allocation to individual municipalities, funds may be pooled to serve a specific purpose.

In BC, the GTA includes both a direct and a pooled allocation. Local governments in BC are categorized into three tiers:

- Tier 1 are all areas of BC excluding Stikine<sup>6</sup> and areas in Tiers 2 and 3;
- Tier 2 are Regional Districts and their member municipalities except Metro Vancouver;
- Tier 3 is Metro Vancouver and its member municipalities.

Each tier determines the available funding from the various direct and pooled allocations in the three funding streams (*Community Works, Innovation and Strategic Priorities Funds*). *Table 1* table below provides a summary of the funding allocation streams by tier.

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<sup>6</sup> The unincorporated area of Stikine.

**Table 1 Funding Streams by Community Category**

			Municipal / Regional Tiers		
			Tier 1	Tier 2	Tier 3
			All areas of BC (excluding Stikine and areas in Tiers 2 and 3)	Regional Districts and their member municipalities (except Metro Vancouver)	Metro Vancouver and its member municipalities
Funding Stream	Community Works Fund (CWF)		\$481 million	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Innovations Fund (IF)		\$82 million	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Strategic Priorities Fund (SPF)	General Strategic Priorities Fund (GSPF)	\$174 million	<input checked="" type="checkbox"/>	
		Regionally Significant Project Fund (RSP)	\$102 million	<input checked="" type="checkbox"/>	
		Greater Vancouver Strategic Priorities Fund (GVSPF)	\$799 million		<input checked="" type="checkbox"/>

Under the current agreement framework, the *Community Works Fund* (CWF) is a direct allocation (guaranteed) funding available on a per capita basis to all local and regional governments in the province except MV and its member municipalities. This is because, as noted below, MV chose to pool and allocate its CWF funding to the *Strategic Priorities Fund* (SPF).

The *Innovations Fund* (IF) supports projects that reflect an innovative approach to achieving the intended outcomes of cleaner air and water and reduced GHG emissions. The IF is a competitive application-based program, with applications from across the province ranked against program criteria, and funded accordingly. This fund is further discussed below.

Metro Vancouver and its member municipalities are eligible to access funding from two of the funding streams: the *Innovations Fund* and the *Strategic Priorities Fund*. The Metro Vancouver Board in 2005 decided to allocate its direct per capita funding that would have been available under the *Community Works Fund*, towards the *Greater Vancouver Strategic Priorities Fund*. In other words, Metro Vancouver chose to pool and contribute its individual per capita funding, that would have been available under the general CWF, to the SPF for Metro Vancouver. Details of the *Strategic Priorities Fund* are provided below in Section 3.1.2.

<sup>7</sup> The distribution of funding by stream and tier is reflective of the per capita share attributable to the specific local and regional jurisdictions, after the 5% allocation to IF.



### 3.1.1 Innovation Fund

The *Innovation Fund* is funded prior to the allocation of the CWF and SPF, with up to 5% of BC's total GTF allocation being set aside into the IF. Applications to the fund can be submitted by any municipality or regional government.

A staff review of the total IF program applications and awards indicated that there is an over representation bias and direction of funding approvals to local governments that are outside the Metro Vancouver Tier 3 communities. Since its inception, the IF fund has received over 400 applications, totaling \$747,227,625. Of the approved funding applications, the majority of the projects were awarded to Tier 1 and Tier 2 local governments and regional districts. Of the 82 approved projects, only 9 were approved in Metro Vancouver, and 73 were approved for other areas of BC. In relation to per capita population, since the inception, the Region has only received approximately 19% of the funding available under this program, while representing more than 50% of the province's population. A summary of the distribution of funding under this program is detailed in *Table 2* below.

**Table 2 Innovation Fund Awards by Community Category**

<b>Tier</b>	<b># of Projects by Tier</b>	<b>Total Value</b>
Tier 1	45	\$ 46,156,212
Tier 2	28	\$ 20,394,954
Tier 3	9	\$ 15,432,217
<b>Total</b>	<b>82</b>	<b>\$ 81,983,383</b>

Source: UBCM 2013

In summary, the information shows a considerable trend towards the distribution and award of the Innovation Fund to municipalities and regional districts outside of Metro Vancouver, and the resulting inequity creates issues in terms of fairness, and ensuring that all local governments receive an equitable per capita share of funding under this program.

*Staff would suggest that any future administrative framework for implementation of a GTA should allow for the Innovation Fund to be segmented to separate Metro Vancouver's funding share from the balance of BC.*

Other administrative aspects of this program that appear to affect the outcomes of fund distribution include an amended application process, whereby the UBCM allows for a single application to be submitted and assessed for both the *General Strategic Priorities Fund* (GSPF) and the IF. This, while reducing the effort of making applications, results in a single application receiving consideration for each fund, and increases the likelihood of funding of the many smaller, typically capacity-building applications, of local governments outside of Metro Vancouver. Overall, there would appear to be a considerable lack of equity arising from the application and administrative process for the IF.

In the staff review of the application and awards granted from the Innovation Fund, it is noted that TransLink (GVTA) has made four applications for funding, totaling \$23.26M, in competition with member municipalities. From staff's view, however, TransLink should not

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qualify for funding under this program, as it is not a Regional Government, an entity of a Regional District or a local government. While not awarded through this process, the applications from TransLink should have been rejected on receipt.

*Staff would suggest that any future administration framework for the GTA should ensure that there is a clear definition of qualifying local and regional governments with a screening process to avoid the situation whereby applications from non-qualifying organizations would be considered.*

Staff also reviewed the criteria employed in the evaluation of applications under the IF. All applications received for the IF are reviewed by a technical assessment team from the BC Ministry of Community, Sport and Cultural Development in relation to the criteria. However, in staff's view, these criteria are vague and do not provide clear information on weighting or ranking of priorities or program criteria elements.

*Staff would suggest that any future administration framework for the GTA ensure that there is greater clarity on the IF assessment criteria including information on weighting or ranking of priorities or program criteria elements.*

### **3.1.2 Strategic Priorities Fund**

The Strategic Priorities Fund (SPF) provides funding to strategic investments that are larger in scale or regional in impact. The SPF is application-based.<sup>8</sup> The SPF is itself divided into three funding streams for Tiers 1 and 2, and Tier 3. The Greater Vancouver Strategic Priorities Fund (GVSPF) is only available to Tier 3 – Metro Vancouver.

As with all funding streams, UBCM is responsible to apportion available funding in accordance with the delivery mechanism rules set out in the GTA. The rules of the GTA provide that between 75% and 100% of the per capita allocation for Metro Vancouver - Tier 3, must be aggregated into a pooled fund, rather than being available to municipalities individually. The PC is responsible for determining the percentage between 75% and 100% that would be allocated to a pooled fund. The PC set the Tier 3 SPF percentage allocation at 100% reflecting the 2005 GVRD Board resolution directing 100% Gas Tax funding toward transportation investments through TransLink. The PC subsequently established Public Transit as the spending priority for the Tier 3 SPF.

At the time the GVRD Board agreed to direct 100% of its SPF allocation towards TransLink projects, the Board had *direct authority and control* over TransLink's Strategic and Financial program, and hence local accountability for those decisions by the representatives on the Board that are elected locally. With the 2008 enactment of the South Coast British Columbia Transportation Authority Act, and subsequent creation of a new governance model for TransLink, the Metro Vancouver Board lost its authority to directly approve projects under the GTA. This loss of influence on expenditures is inconsistent with the overall intent and mandate of the Federal Gas Tax Program, which is intended to support local government in establishing its infrastructure priorities.

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<sup>8</sup> The General Strategic Priorities Fund (GSPF) is application based. For the Regionally Significant Project Fund (RSP), Regional Districts propose a project, and the MC approves. For the Tier 3 Greater Vancouver Strategic Priorities Fund (SPF), TransLink makes application to the MC for approval.

To: City Manager  
From: DIRECTOR PLANNING AND BUILDING  
Re: Renewal of Federal Gas Tax Agreement - UBCM Member Survey  
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The change in TransLink's governance structure, coupled with the extension of the GTF, which was initially established for a 5-year period (2005 – 2010), resulted in Metro Vancouver effectively losing its local government input and authority to directly approve projects under the GTA. This will be the case for the duration of the agreement to 2015, and has resulted in a loss of local and regional government involvement in the allocation of this portion of the gas tax, making other significant municipal and regional '*non-transit infrastructure*' projects ineligible for gas tax funding over the extended span of the agreement.

Metro Vancouver has articulated the expectations for the new Gas Tax agreement, and stated that "*it is imperative that Metro Vancouver and its member municipalities have control of these funds to ensure that decisions on gas tax expenditures reflect the broader interests of the [regional] community.*"

*On this basis, staff would also suggest the full reinstatement of the Metro Vancouver Board's regional autonomy in project priority identification, and control of GTA funds should be established to ensure that gas tax expenditures reflect the broader interest of the regional community.*

*Staff would, also suggest that any future administrative framework for a GTA should ensure that future decisions for the allocation of the Strategic Priorities Fund, attributable to Tier 3 – Metro Vancouver and its member municipalities, is the responsibility of the Metro Vancouver Board.*

#### **4.0 OTHER CONSIDERATIONS FOR RENEWAL OF THE GTA FOR BC**

A review of the current British Columbia GTA and its administration, presented in this report, raised a number of concerns that have been addressed in the individual recommendations presented above. The renewal of the GTA is, however, an opportunity to fully establish a new agreement to better reflect the objectives of Metro Vancouver municipalities based on the principles of accountability, transparency, equitability and regional representation.

As Canada's third largest census metropolitan area, Metro Vancouver and its member municipalities have an opportunity to establish an agreement that would provide a governance, administrative and funding model to meet its objectives and deliver benefits to the local region on a fair basis, whereby direct funding would be allocated and administered by the Metro Vancouver Board.

This model would ensure local and direct authority for project approval and funding, consistent with the protocols and practises across the country. The direct authority and control of gas tax funds would ensure that decisions on expenditures would reflect the broader interests of the region, and that there would be local accountability to the electorate via the Metro Vancouver Board.

#### **5.0 CONCLUSIONS**

Arising from the Federal Government's commitment to make the GTF permanent in 2015, provincial and municipal signatories and partners are reviewing the current agreements in anticipation of the upcoming GTA renewals.



To: City Manager  
From: DIRECTOR PLANNING AND BUILDING  
Re: Renewal of Federal Gas Tax Agreement - UBCM Member Survey  
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The renewal negotiations thus provide an important opportunity for MV local governments to express how the agreement can be improved to better reflect the objectives and priorities of Metro Vancouver and its member municipalities based on the principles of accountability, transparency, equitability and regional representation. This report has presented several proposals to support the development of the new GTA. It is, therefore recommended that Council request:

- 1) the Ministry of Community, Sport and Cultural Development and the Federal Department of Infrastructure Canada to develop a renewed Gas Tax Agreement for BC that establishes the Metro Vancouver Board as the responsible authority for management and administration of the agreement for the identification of project priorities and allocation of gas tax funds, within the Metro Vancouver Region, as outlined in this report.
- 2) the development of a future administrative framework for the renewed Gas Tax Agreement, as outlined in this report, that provides for:
  - a. full transparency and accountability within the governance model;
  - b. tracking of administrative costs for the MV area;
  - c. segmentation of the Innovation Fund to ensure that that the Metro Vancouver Region receives its fair share of available funding under this funding stream;
  - d. a clear definition of qualifying local and regional governments to avoid the situation whereby applications from non-qualifying organizations would be considered;
  - e. clear assessment of criteria including information on weighting, ranking and priorities for program criteria; and
  - f. a broader scope of eligible project categories.
- 3) the support of the Metro Vancouver Board and of the member municipalities of the Metro Vancouver for the establishment of a renewed Gas Tax Agreement, based on the proposals and directions presented in this report.

It is further recommended that copy of this report be sent to the Ministers responsible for the Ministry of Community, Sport and Cultural Development and the Federal Department of Infrastructure; the Metro Vancouver Board; member municipalities of the Metro Vancouver Region; and the UBCM.

Lou Pelletier, Director  
PLANNING AND BUILDING

LL:jc  
*Attachment*

cc: Deputy City Managers                      Director Engineering                      Director Finance

**Partnership Committee**

<b>Member</b>		<b>Position</b>	<b>E-Mail</b>
Patrick Tanguy	Federal Co-Chair	A/Assistant Deputy Minister	<a href="mailto:Patrick.Tanguy@inf.gc.ca">Patrick.Tanguy@inf.gc.ca</a>
Julian Paine	Provincial Co-Chair	Assistant Deputy Minister	<a href="mailto:Julian.Paine@gov.bc.ca">Julian.Paine@gov.bc.ca</a>
Vacant	Federal Appointee	Vacant	Vacant
Lois-Leah Goodwin	Provincial Appointee	Executive Director	<a href="mailto:LoisLeah.Goodwin@gov.bc.ca">LoisLeah.Goodwin@gov.bc.ca</a>
Mayor Mary Sjostrom	UBCM Appointee	UBCM President	<a href="mailto:msjostrom@quesnel.ca">msjostrom@quesnel.ca</a>
Gary MacIsaac	UBCM Appointee	Executive Director	<a href="mailto:gmacisaac@ubcm.ca">gmacisaac@ubcm.ca</a>

**Management Committee**

<b>Member</b>		<b>Position</b>	<b>E-Mail</b>
Gary MacIsaac	UBCM Chair	Executive Director	<a href="mailto:gmacisaac@ubcm.ca">gmacisaac@ubcm.ca</a>
Carol Mason	UBCM Appointee	Commissioner/Chief Administrative Officer	<a href="mailto:Carol.Mason@metrovancover.org">Carol.Mason@metrovancover.org</a>
Patrick Tanguy	Federal Appointee	A/Assistant Deputy Minister	<a href="mailto:Patrick.Tanguy@inf.gc.ca">Patrick.Tanguy@inf.gc.ca</a>
Julian Paine	Provincial Appointee	Assistant Deputy Minister	<a href="mailto:Julian.Paine@gov.bc.ca">Julian.Paine@gov.bc.ca</a>
Brenda Gibson	UBCM Appointee	Victoria General Manager	<a href="mailto:bgibson@ubcm.ca">bgibson@ubcm.ca</a>

Source: UBCM website <http://www.ubcm.ca/EN/main/funding/gas-tax-fund/governance-and-structure.html>

RECEIVED  
NOV 15 2013

November 12, 2013

Resort Municipality of Whistler  
4325 Blackcomb Way  
Whistler, BC  
V0N 1B4  
**Attn: Her Worship Mayor Wilhelm-Morden and Council**

Dear Mayor Wilhelm-Morden and Council,

I am writing to you to express my gratitude for supporting the Sister City Exchange program for Whistler Secondary School students this year.

My daughter Madeline recently took part in the Sister City Exchange with Karuizawa, Japan. She had a wonderful time with her friends from Whistler Secondary School. She enjoyed taking part in hosting the students when they came to Whistler in March 2013. We hosted two students in our home for three nights. We enjoyed getting to know the students from a very different culture. The students took part in many fantastic activities to showcase Whistler!

Madeline had an amazing time when the group went to Japan in October. She saw and did so many things with the "Sister" students while visiting Japan. I know that she will carry many of these experiences in her memories for a lifetime. The group from Whistler visited the Karuizawa high school, took part in a Tea Ceremony, visited a local castle and spent time in Tokyo. The trip was incredibly well organized and executed by Stephanie Nicoll. Right down to the wrap-up meeting that all parents and a counselor attended. I am still amazed that my daughter has had the opportunity to go to **Japan** on a student exchange!

I really appreciate the support of the Mayor and Council to continue this program for future students of Whistler Secondary. The financial support of the mayor and council makes it possible for many students to take part. I believe that it is an excellent opportunity to broaden the horizons of local students and host students back to our wonderful resort. Thank you again for helping with this exchange!

Best regards,



Rosie Blaser  
604-932-7151  
[rosie@whistlerbaskets.com](mailto:rosie@whistlerbaskets.com)



**From:** Lesley Fox [<mailto:lesley@furbearerdefenders.com>]  
**Sent:** Thursday, November 14, 2013 6:42 PM  
**To:** Donna Wango; 'Councillor'; Jayson Faulkner; John Grills  
**Subject:** Urban trapping

Dear Mayor Wilhelm-Morden and councillors of Whistler,

Our organization is contacting you because we are greatly concerned about a recent initiative being proposed by the BC trappers organization (BCTA) to train and license wildlife control operators. The BCTA will be approaching BC municipalities soon and we hope to share with you another perspective on the issue for your consideration.

You also might be interested to know that under current provincial BC trapping regulations, leg-hold traps are still legal, warning signs or I.D. tags on traps are not required, there is no mandatory for non-target catches (ie. people's dogs, birds etc) and traps can be set within 200 metres of a dwelling.

It is our belief that lethal trapping is an outdated method of addressing wildlife issues.

Attached is more information.

If you would like to learn more about non-lethal strategies for managing animals in your community, including beavers and coyotes, please let me know. We are happy to help.

Thank you!

Lesley Fox  
Executive Director  
**The Association for the Protection of Fur-Bearing Animals**  
179 W. Broadway  
Vancouver, BC  
V5Y 1P4  
Tel: 604-435-1850  
Cell: 778-892-5369  
[www.furbearerdefenders.com](http://www.furbearerdefenders.com)

You can also follow us at:

[www.facebook.com/furfree](http://www.facebook.com/furfree)  
[www.twitter.com/furbearers](http://www.twitter.com/furbearers)

October 16, 2013

Dear Mayor and Members of Council,

We represent a number of organizations in Canada who have a significant interest in animal welfare and wildlife conservation issues, ranging from humane societies, animal/wildlife/environmental protection organizations, licensed wildlife rehabilitation centres, to wildlife control businesses.

Recently, it has come to our attention that the Fur Institute of Canada (FIC) has initiated a program to train and license wildlife control operators in Canada. We are opposed to this move as this is a conflict of interest for the FIC, which has a mandate to promote the use of fur resources in Canada. Unlike Fur Institute members, the majority of wildlife control operators currently use non-lethal measures to resolve human/wildlife conflicts. The FIC however, almost entirely relies on lethal measures because it represents all aspects of the fur industry.

As urban development encroaches into natural areas, wildlife become displaced, resulting in a growing number of human-wildlife interactions. Most interactions are neutral or positive, but when conflicts arise, scientific research shows that non-lethal, evidence-based approaches are the most effective in the long term and most favoured by the public.

We also know from collective experience in the field, that lethal wildlife control practices are ineffective. Reducing wildlife populations without decreasing the resources they seek, results in animals who live longer, have larger litters and migrate to fill ecological voids. This approach results in reactive, repetitive and expensive lethal management. It prompts constant public controversy and negative media for municipalities, taking up council's valuable time and wasting tax dollars.

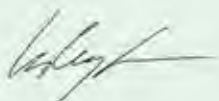
Additionally, inhumane devices such as legholds and Conibear traps are indiscriminate and pose a public safety risk to children, pets, protected species, creating liability issues for municipalities. Even the so called "dog proof trap" would not be considered to be a humane solution to wildlife conflicts by any of our organizations.

Overall, it is significantly more cost-effective to use education, prevention and evidence-based strategies, and this is happening in a growing number of municipalities across the country. Communities want progressive, modern and humane solutions to wildlife issues. Existing wildlife control companies have responded by building their businesses and reputations around "humane" control measures. The humane treatment of wildlife is an essential objective for all our organizations. Working together through mutual understanding of this goal is therefore critical and beneficial to all, including your community.



On behalf of the hundreds of thousands of supporters we represent, we have requested that Council place this matter before the appropriate committee for consideration. We urge Council to adopt non-lethal, evidenced-based wildlife coexistence strategies for your municipality. We look forward to your response. We would be happy to provide additional information should you require it.

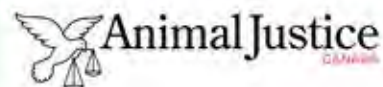
Sincerely,



Lesley Fox  
Executive Director  
The Association for the Protection of Fur-Bearing Animals  
179 W. Broadway, Vancouver, BC. V5Y 1P4

On behalf of:

**The Association for the Protection of Fur-Bearing Animals**  
**BC SPCA**  
**AAA Gates Wildlife Control**  
**Animal Alliance of Canada**  
**Born Free**  
**Coyote Watch Canada**  
**Wilderness Committee**  
**Vancouver Humane Society**  
**Canadian Federation of Humane Societies**  
**Friends of Animals**  
**Project Coyote**  
**Lifefore Foundation**  
**Ontario Wildlife Coalition**  
**Ottawa Carelton Wildlife Society**







# Municipal Trapping

## What you need to know

### Introduction to trapping

Across Canada, many municipalities are struggling to manage urban wildlife conflicts, typically involving beavers and coyotes. While jurisdiction of this issue resides primarily with the provincial government, municipalities are being forced to deal with this on their own due to cutbacks.

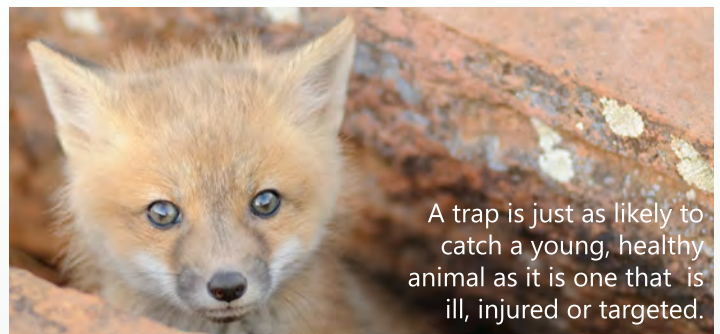
To address human-wildlife conflicts, lethal traps are sometimes being used. Whether you are aware of it or not, it is completely legal and highly likely that leg-hold, Conibear and snare traps are being set in your community.

Currently, several B.C. municipalities including Surrey and Nanaimo are now making an effort to prohibit these cruel and dangerous devices in favour of cost-effective and humane alternatives.

As a result, pro-industry trapping groups are contacting municipalities, proclaiming themselves as wildlife experts capable of handling all wildlife-related issues.

The Association for the Protection of Fur-Bearing Animals (APFA) has prepared this document to assist municipalities – be it residents, managers or councillors – in understanding some of the myths and facts around wildlife control in 21st century Canada.

Our opinions and solutions are based on modern science as well as our own experiences in communities that have chosen eco-friendly, sustainable co-existence models over lethal action. We would be happy to consult at no cost with any municipality seeking to create or update a wildlife strategy and have numerous resources available.



A trap is just as likely to catch a young, healthy animal as it is one that is ill, injured or targeted.

### Protecting public health and safety

Do wild animals represent a risk to public health and safety? In general, no, they do not. Whether it's disease, conflict or invasive species, preventative measures and scientifically-founded strategies have proven to be the most cost-effective and sustainable practices of protecting public health.

For example, the rabies vaccine bait drop program in Ontario has virtually eliminated the spread of the disease among vector-carrying species, reducing the number of rabies cases by 99 per cent since its inception.

### *What trappers don't want you to know*

Regardless of who may set a trap or what type of trap it is, the devices are inherently dangerous to anyone – be it a pet, endangered species, or human – that falls victim to it. As inanimate objects designed to hold against one's will or to kill, they create a public safety hazard for all and are an ineffective means of identifying, capturing or killing a particular species, let alone a particular animal.

## Science-backed solutions for conflict

Bears, coyotes and other species can collide with society. But examination by scientists show that it is rarely the fault of a wild animal; it is most often a change in human activity that creates a situation ripe for conflict. By understanding these animals – their biology, behaviour and history – communities can peacefully coexist with them.

- After a highly-publicized coyote conflict occurred in Oakville, Ontario, the Town implemented a thorough education program coupled with an investigation of the area. It was discovered that one homeowner was feeding wildlife. By-laws were enacted and enforced to prevent behaviour that could create further conflict. Since then, there have been no reported conflicts.

- The Get Bear Smart Society has worked with the municipalities as well as law enforcement and parks officials to develop scientifically-founded coexistence methods. The result is an informed community who work together to make their homes safer for everyone.

### *What trappers don't want you to know*

Trapping does not solve a problem; it covers up a symptom. The cause of a conflict is not examined or investigated and the conflicts will continue. Without understanding the change in environment that caused the change in behaviour in the animal, the problem continues.

## Controlling populations

Historically, human attempts to control wildlife have not ended well. A microcosm of this can be found at Yellowstone National Park. After the removal of wolves from the area, multiple types of native animal and plant life were severely impacted, leading to the extirpation of some and the rapid spread of disease. This phenomenon is known as trophic cascading and results when an apex predator is removed from an ecosystem. Decades of work by scientists and governments are resulting in improvements, but the future is still uncertain. It is best to use habitat modification, appropriate buffers and sustainable urban planning to manage wildlife without affecting unwanted change to other species.

**"I know of no evidence whatsoever that supports trapping as an effective measure to contain pathogens. The way to contain pathogens is ultimately to redefine how we treat animals that are living in the wild and to stop encroaching on their habitats."**

**- Dr. Aysha Akhtar**

*Author of **Animals and Public Health;**  
**Why treating animals is critical to human welfare***

### *What trappers don't want you to know*

Traps cannot distinguish between one animal and another. A trap set for a coyote could maim or kill any number of species, including domestic pets and humans. Further, a trap does not follow nature's way in removing an individual from a population – those that are weak, ill or old.

## The cost of coexistence

Coexistence is a cost-effective, long-term and environmentally sustainable solution for preventing wildlife conflict. Programs for coexisting with animals such as bears and coyotes are often enveloped into existing programs and budgets for parks, environmental issues and existing by-laws and require little in the way of additional resources. Frequently they are almost entirely run by volunteers. In the case of coexisting with beavers, a single flow device – which will allow a beaver colony to remain in place and eliminate the risk of flooding – costs approximately \$500. Each device has a lifespan of approximately 10 years and poses no risk to human or pet safety, the environment and can even be made of recycled or reused materials.

### *What trappers don't want you to know*

For every animal caught there is a fee; as trapping does not examine the reason animals are in the area to begin with, more animals will move in and costs will rapidly rise.

## The effectiveness of coexistence

Coexistence is based on sound science and is publicly endorsed by biologists and ecologists. An example of efficiency is beaver flow devices. While trapping yields only a 5 per cent success rate over 5 years (based on a sample of 100 sites), a variety of flow devices show success rates of over 90 per cent (and as high as 97 per cent) in the same time period.

### *What trappers don't want you to know*

Trapping has been the standard response to conflict for over 300 years, yet conflicts continue to occur.

## Sustainable protection

Understanding the biology and ethology of wildlife is critical in creating sustainable protection for both humans and wildlife. For example, coyotes – eastern and western – have been proven to reproduce at higher rates and accept smaller territories when persecuted through trapping or hunting. Many species are found in conflict because their parent(s) were removed from their lives and they did not properly learn to hunt or react to certain situations – such as avoiding humans. Female raccoons will endure intense pain from devices created to keep them out of a home if their kits are still inside. Traditional methods of managing wildlife predate current science and understanding of wildlife behaviour by decades, if not centuries.

## Protecting pets

Trappers are not required to report non-species catch including domestic pets. APFA monitors media reports of domestic pets being caught and killed or maimed in traps throughout Canada. In recent years, the number of these reports are rising.



*"Over the span of 30 years, my company has firmly proven that nuisance wildlife situations can be dealt with humanely without resorting to methods that expose animals to undue stress, bodily harm and death. The mere idea that animals need to be trapped and killed in order to solve wildlife intrusions is wrong and appalling in today's environmentally oriented society."*

**- Brad Gates**

B.Sc. AAA Gates Wildlife Control

## Public perception

Rarely does the public support trapping of wildlife for any reason. Numerous municipalities across Canada are putting in place outright bans on trapping within their boundaries with strong, if not full, support of their communities. When municipalities have supported trapping within their community, local – and even provincial or national – media outlets were contacted by upset residents.

## The question of jurisdiction

While the jurisdiction of trapping and wildlife falls under the realm of provincial bodies, ongoing cutbacks and triaging have made municipal concerns a low priority. Municipalities are enacting their own by-laws as the need to educate and protect not only their constituents, but the environment in their borders, is rising. This has occurred in municipalities including Guelph, Ontario, Sechelt, B.C., and numerous others. Depending on the province or territory, approval may or may not be required by the provincial regulatory body. But that does not mean a municipality cannot – or should not – create their own policies to protect and serve their citizens.



# What others are saying about coexistence and trapping

## **Kim Marosevich, Surrey, BC**

"I completely support a trapping bylaw in Surrey as it sends a clear message that we do not see killing animals as a solution to cohabitation issues. We must seek out progressive methods for conflict resolution with wildlife that do not rely on lethal means."

*Kim Marosevich is the Animal Care & Control Manager for the City of Surrey*

## **Mayor Ron Toyota, Creston, BC**

"Please consider taking immediate action to prohibit the use of body-gripping traps, including the leg-hold, Conibear and snare traps, in urban areas."

*Letter to the Ministry of Forests, Lands and Natural Resources from Mayor Ron Toyota, Town of Creston.*

## **Larry Binks, Central Kootenay**

"I am opposed to leg-hold traps. Period. I am surprised they are still using them in 2013."

*Larry Binks is a Director at the Central Kootenay Regional District.*

## **Doug Hockley, Sechelt, BC**

"The leg-hold trap shouldn't be within a municipality anywhere in Canada. Both the historical rights of fur trappers and the aboriginal rights should not be considered relevant within a municipality. In order to safeguard the rights of its citizens the paramount objective should be to ban fur trapping by anyone. One would think this should be easy to accomplish but that is not the case and if you're a citizen out for a walk in the woods watch where you're stepping."

*Doug Hockley is a Councillor in Sechelt, BC.*

## **Fred Pattje, Nanaimo, BC**

"I believe that most people in this municipality believed that body-gripping traps were prohibited way back when, and I suppose that the cause for that was that we confused 'toothed' traps, which are banned, with others such as leg-hold-, Conibear traps and snares, which are not.

Because of one recent incident in Nanaimo, which drew our attention to this mistaken belief, we, with the assistance of APFA, came to the conclusion what we needed to stop the use of body-gripping devices at the earliest opportune moment and have a by-law in place which would prohibit these inhumane methods. APFA was very helpful in pointing out alternate and non-lethal ways of dealing with beavers, including the installation of water-flow devices and, very importantly, they offered assistance to implement these changes, free of charge, to municipalities and landowners alike.

We are aware that we cannot ban the ACT of trapping, that being part of the Wildlife Act and Provincial jurisdiction, but we feel that we should have a say in the manner of how trapping is being conducted within the borders of our Municipality!

Bottom line to us, and we voted 8-1 in favour of crafting a by-law to deal with this, is to put an end to inhumane trapping, to create a by-law that will send a message to the Province that the 2013 UBCM resolution asking the Province to deal with this, is a serious one and needs to be dealt with sooner rather than later, eventually allowing us to have a humane trapping by-law on the books, one that cannot and will not be challenged by the Province, or the Trappers Association of B.C. for that matter!"

*Fred Pattje is a Councillor in Nanaimo, BC.*

## **Dr. Marc Bekoff**

"Peaceful coexistence is the only road to travel as we negotiate our challenging and frustrating interactions with urban wildlife, the nonhuman animal beings into whose homes we freely and regrettably trespass, as we redecorate nature for our own, not their, benefits. Compassionate conservation stresses that the lives of individual animals matter and we should respect each animal's life as if it were our own."

*Dr. Marc Bekoff, author of The Emotional Lives of Animals and editor of Ignoring Nature No More: The case for compassionate conservation.*



Contact us today to learn how we can help your municipality prevent senseless loss and trauma from traps and develop a sustainable and eco-friendly coexistence plan.



THE ASSOCIATION FOR THE  
**PROTECTION**  
of Fur-Bearing Animals

179 W. Broadway  
Vancouver, BC V5Y 1P4  
604-435-1850  
[fbd@furbearerdefenders.com](mailto:fbd@furbearerdefenders.com)

1565 Khyber Lane  
Whistler, BC  
V0N 1B1

RECEIVED  
NOV 19 2013

November 17, 2013

Resort Municipality of Whistler  
4225 Blackcomb Way  
Whistler, BC  
V0N 1B4

Re: Karuizawa Exchange

Dear Mayor and Council,

We are writing to thank you for your support of the Sister City Exchange Program with Karuizawa, Japan. We have been extremely fortunate that both of our boys have been able to participate in this valuable program, Brody - two years ago, and Brett - this year. As a family, we have thoroughly enjoyed the opportunity to host the Japanese students and to be involved in the wide variety of events that Stephanie Nicoll arranges.

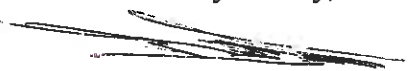
Every year seems to be better than the previous one, which is hard to believe as we wonder how the program could possibly improve. From the Museum, to skiing, to skating, to Ziptrek and dinners, every day is packed with new events, laughter, and charades... for the students and our families to enjoy. Experiencing being hosts and sharing our hometown really makes our children aware of what a wonderful place we live in. So often, home is taken for granted, and this allows them to see their home through the eyes of someone who has never been here before.

The language and culture lessons for our students are invaluable. We are hopeful that some of the cultural traditions can be incorporated into our own lives.

This is topped off with their trip to Japan where they are cared for, celebrated and included in their host families lives. This experience enables our children to develop their self-confidence and resilience. Problem solving in another country really encourages independence and growth. The opportunity to experience authentic Japanese culture in this way is invaluable. Likely, our children would never have the opportunity to do this otherwise.

Your support, both financial and in facilitating this program, is so appreciated.

Thank you,  
The Hennessey Family,



Lenka Brody Hennessey Brett Hennessey  
Hennessey

Dave, Lenka, Brody and Brett



# Gas Tax Program Services

...delivering the federal gas tax agreement funding in British Columbia

RECEIVED  
NOV 22 2013

November 19, 2013

Mayor & Council  
Resort Municipality of Whistler  
4325 Blackcomb Way  
Whistler, BC V0N 1B4

Dear Mayor & Council:

**RE: GAS TAX AGREEMENT COMMUNITY WORKS FUND PAYMENT**

I am pleased to advise that UBCM is in the process of distributing the second of two Community Works Fund (CWF) payments for fiscal 2013/2014. Please be advised that this is the final payment under the current Gas Tax Agreement's Community Works Fund program. An electronic transfer of \$149,209.70 is expected to occur on **Tuesday, November 26<sup>th</sup>**. These payments are made in accordance with the payment schedule set out in your CWF Agreement with UBCM (see Addendum #1 of your Agreement).

CWF are made available to eligible local governments by the Government of Canada pursuant to the Agreement on the Transfer of Federal Gas Tax Revenues between UBCM and the governments of Canada and British Columbia. Funding under the program may be directed to local priorities that fall within one of the eligible project categories and that are in keeping with the Agreement's intended outcomes of reduced greenhouse gas emissions, cleaner air and cleaner water.

Further details regarding use of CWF and project eligibility are outlined in your CWF Agreement and details on the Gas Tax Agreement, including information on a renewed Gas Tax Fund can be found on our web site at [www.ubcm.ca](http://www.ubcm.ca).

For further information, please contact Brant Felker, Gas Tax Policy and Program Manager, by e-mail at [bfelker@ubcm.ca](mailto:bfelker@ubcm.ca) or by phone at 250-356-0893.

Sincerely



Rhona Martin  
UBCM President

CC: Ken Roggeman, Chief Financial Officer



Administration provided  
By UBCM

Funding provided by:  
Government of Canada

Canada

In partnership with:  
The Province of BC



Gas Tax Program  
Services

Local Government House  
525 Government St.  
Victoria BC V8V 0A8

Phone: 250-356-5134  
Fax: 250-387-5119

Website:

[www.ubcm.ca](http://www.ubcm.ca)  
under Funding Programs,  
Gas Tax Fund

November 20, 2013

Dear Mayor and Council,

Thank you for giving your attention to the plastic bag issue over the past year. Since June when you requested grocery stores to monitor and lower their use of plastic bags, we (the *Ban Plastic Bags in Whistler* team of Spring Creek Community School) have not personally seen any change.

We hope that at the next council meeting which discusses this issue, the reports from the grocery stores will show a significant drop in bag usage, preferably by 50%. If not, please enact the regulation that you said you would.

If you need some suggestions on what to do next, we think you should require grocery stores to switch from plastic bags to recyclable or biodegradable bags. These could be clearly marked with a colour stripe to indicate to customers where to dispose of them. For example, if recyclable, the stripe could be blue and if biodegradable, the stripe could be green.

We recognize that this will cost grocery stores more, but the end result will be a cleaner environment and a better reputation for our community.

We understand that no grocery store wants to be the first to make a change, so we remind you of your responsibility and encourage you to enact the regulation to ban plastic bags.

Sincerely,

Jane Millen, for Spring Creek Community School's *Ban plastic bags in Whistler* Team  
1509 Spring Creek Dr, Whistler, BC  
1-604-935-3822

cc      Whistler Question  
         Pique newsmagazine

Dear Mayor and Council,

November 23, 2013

I oppose the re-zoning of the Zen lands.

In the past, different proposals have come through Muni Hall with the objective of rezoning these lands.

These proposals offered a variety of benefits to the community but the overall objective was always a profitable return for the developer. Hence the various proposals were rejected by the community and the council of the day.

In the attached South Whistler OCP, you will see that following extensive community input, there was a carefully thought out Comprehensive Development Strategy (CDS) put in place for Whistler's South.

This CDS not only fulfilled several objectives of our Official Community Plan (OCP), it also carefully distributed the balance of Whistler's remaining bed units throughout Whistler's South to prevent having too much density in one area.

As you will see on page 4, it was agreed by the community that the distribution of bed units through Whistler's South allocated 890 to Creekside, 444 to Spring Creek and 360 to Kadenwood (The Peaks) for a total of 1,694 bed units - all within our established bed cap.

Throughout the recent community engagement process to up-date our OCP, the number one theme for land use issues was to 'Work together within a limited growth cap'.

Last I heard, this developer is requesting an additional 2900 bed units above our established bed cap. This kind of density, on this small site, is just bad planning – socially, economically and environmentally. Should it be supported, this development will disturb Whistler's natural environment, increase greenhouse gas emissions and it will dilute the emphasis of Whistler Village as Whistler's social and commercial core. With 2900 bed units, this development is basically proposing to build another Whistler Village.

In Chapter 2, the OCP describes The Whistler Experience. Here is an especially poignant excerpt:

To sustain prosperity means we maintain an essentially steady-state condition, where economic well-being is maintained without requiring continued land development and physical growth that would ultimately compromise the unique attributes which make up the social, cultural and natural environments that are the cornerstone of Whistler's community character and resort success – the Whistler Experience.

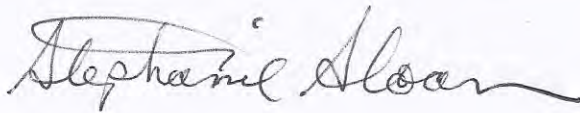


As it is currently zoned, this property has rights to 4 single family homes or 24 bed units.

I encourage you to keep the Zoning as it is. Re-Zoning these lands is not consistent with the policies adopted in our OCP. If this re-zoning moves forward, it is my understanding that we will have to amend our OCP – a direction I cannot support.

If a post-secondary school is an economically viable option, developers should be encouraged to bring forward proposals using the land and existing bed units that they already have. As you know, developers with land and allocated bed units still exist in Whistler.

Thanks for taking the time to read this,

A handwritten signature in black ink, reading "Stephanie Sloan". The signature is fluid and cursive, with a long horizontal stroke at the end.

Stephanie Sloan

5121 Old Gravel Road

Whistler B.C.

**Schedule V<sup>9</sup>**  
**To the Official Community Plan of the Resort Municipality of Whistler**

**SOUTH WHISTLER COMPREHENSIVE DEVELOPMENT STRATEGY**  
**OFFICIAL COMMUNITY PLAN**

**I. Scope and Application**

*Background*

*The South Whistler Comprehensive Development Strategy (the “South Whistler CDS”) entails the development of three sites:*

- *Spring Creek*
- *The Peaks*
- *Whistler Creek*

*The South Whistler CDS is intended to fulfill several of the objectives of the OCP through the provision of the following community amenities:*

- *Elementary School Site*
- *Daycare Site*
- *Fire Hall Site*
- *Resident Housing*
- *Open Spaces*
- *Valley Trails*
- *Parks*

1.1 This South Whistler Official Community Plan (the “South Whistler OCP”) applies to:

- the Spring Creek lands shown hatched on the map which forms Appendix I-1 to this South Whistler OCP,
- the Peaks lands shown hatched on the map which forms Appendix I-2 to this South Whistler OCP, and
- the Whistler Creek area shown hatched on the map which forms Appendix I-3 to this South Whistler OCP,

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<sup>9</sup> Bylaw 1428—00/01/10

(hereinafter referred to respectively as “Spring Creek,” “The Peaks,” and “Whistler Creek,” or collectively as the “South Whistler CDS Lands”).

- 1.2 This South Whistler OCP forms part of the Resort Municipality Official Community Plan (the “OCP”), and if any provision of this Schedule V is in conflict with any other provision of the OCP, the provisions of this Schedule V shall govern.
- 1.3 This South Whistler OCP is a general statement of the broad objectives and policies of the Resort Municipality of Whistler (the “Municipality”) respecting the nature of development, the proposed land uses, the servicing requirements, and the provision of community lands and facilities under the South Whistler CDS.
- 1.4 The approximate locations and type of residential development and institutional uses proposed for Spring Creek are generally shown on the Spring Creek Development Concept Plan, being Appendix II-1 to this South Whistler OCP.
- 1.5 The approximate locations and type of residential development proposed for The Peaks are generally shown on The Peaks Development Concept Plan, being Appendix II-2 to this South Whistler OCP.
- 1.6 The approximate locations and type of residential and commercial development proposed for Whistler Creek are generally shown on the Whistler Creek Base Development Concept Plan, being Appendix II-3 to this South Whistler OCP.
- 1.7 The Parks and Trails Concept Plan, being Appendix III to this South Whistler OCP, shows the approximate parkland areas and trail alignments anticipated for the South Whistler CDS Lands. For the purpose of Section 941 of the *Municipal Act*, those lands shown as park on Appendix III shall be accepted by the Municipality in complete satisfaction of any statutory requirement to provide park dedication within the South Whistler CDS Lands.
- 1.8 The Institutional Uses Concept Plan, being Appendix IV to this South Whistler OCP, shows the approximate locations of sites for an elementary school, a daycare, and a fire hall within Spring Creek.
- 1.9 No industrial or agricultural land uses are proposed for the South Whistler CDS Lands.
- 1.10 The South Whistler CDS Lands contain no sand or gravel deposits suitable for future extraction for use outside the South Whistler CDS Lands, and no provision has been made therefor.
- 1.11 No waste treatment or disposal sites are planned for the South Whistler CDS Lands.



## II. Bed Unit Inventory

### *Background*

*Whistler's OCP and Comprehensive Development Plan (CDP) both contain growth management policies, some of which are explicitly tied to an overall cap on bed units that may be developed in Whistler. The CDP stipulates that the total number of approved and committed bed units will not be increased except under extraordinary circumstances, and that there is already a large approved capacity for development. Appendix 1 to the CDP provides an inventory of the approved and committed bed unit capacity (the "bed unit inventory"). The OCP defines "bed unit" by indicating the number of bed units allocated to each type of accommodation use in the Municipality. The Municipality updates the bed unit inventory on an annual basis. The inventory is a planning tool that measures Whistler's capacity for accommodation, and helps to monitor future growth.*

*The allocations under the bed unit inventory are based primarily on the highest and best accommodation use permitted by the zoning designation of each property in Whistler. However, in some instances, bed units are inventoried for entities other than zoned land. These include bed units "earned" by the ski mountains in lift construction during the early planning stages of Whistler, and, in some limited cases, bed unit allocations which have been recognized by Council resolution. But bed units do not equate to development rights, nor do they have any property status. The development of each parcel in Whistler is governed by the zoning of the parcel. Bed units are simply a measure of development that assists the Municipality in tracking and managing growth. A property must be zoned for development before development can take place.*

*Historically, Whistler Mountain earned bed units through the construction of ski lifts. Of the bed units earned, 7,500 are accounted for in the current bed unit inventory. Of these 7,500 inventoried bed units, 5,212 have been utilized to date under current OCP and zoning designations, leaving a remainder of 2,288 unallocated bed units. The Comprehensive Development Strategy for South Whistler (the "CDS") is a plan for utilizing a substantial portion of these remaining Whistler Mountain bed units. It is anticipated at the time of passage of this South Whistler OCP that 594 bed units may have been allocated from the Whistler Mountain inventory to Lot E at Blackcomb, leaving 1,694 bed units remaining in the inventory. The CDS contemplates rezonings to allow for the development of these remaining 1,694 bed units. The following policies govern the use and extent of building on the South Whistler CDS Lands through the allocations of bed units.*

- 2.1 The maximum number of bed units that shall be developed on the South Whistler CDS Lands (including each and every parcel into which the lands may be subdivided) is 1,694 bed units.

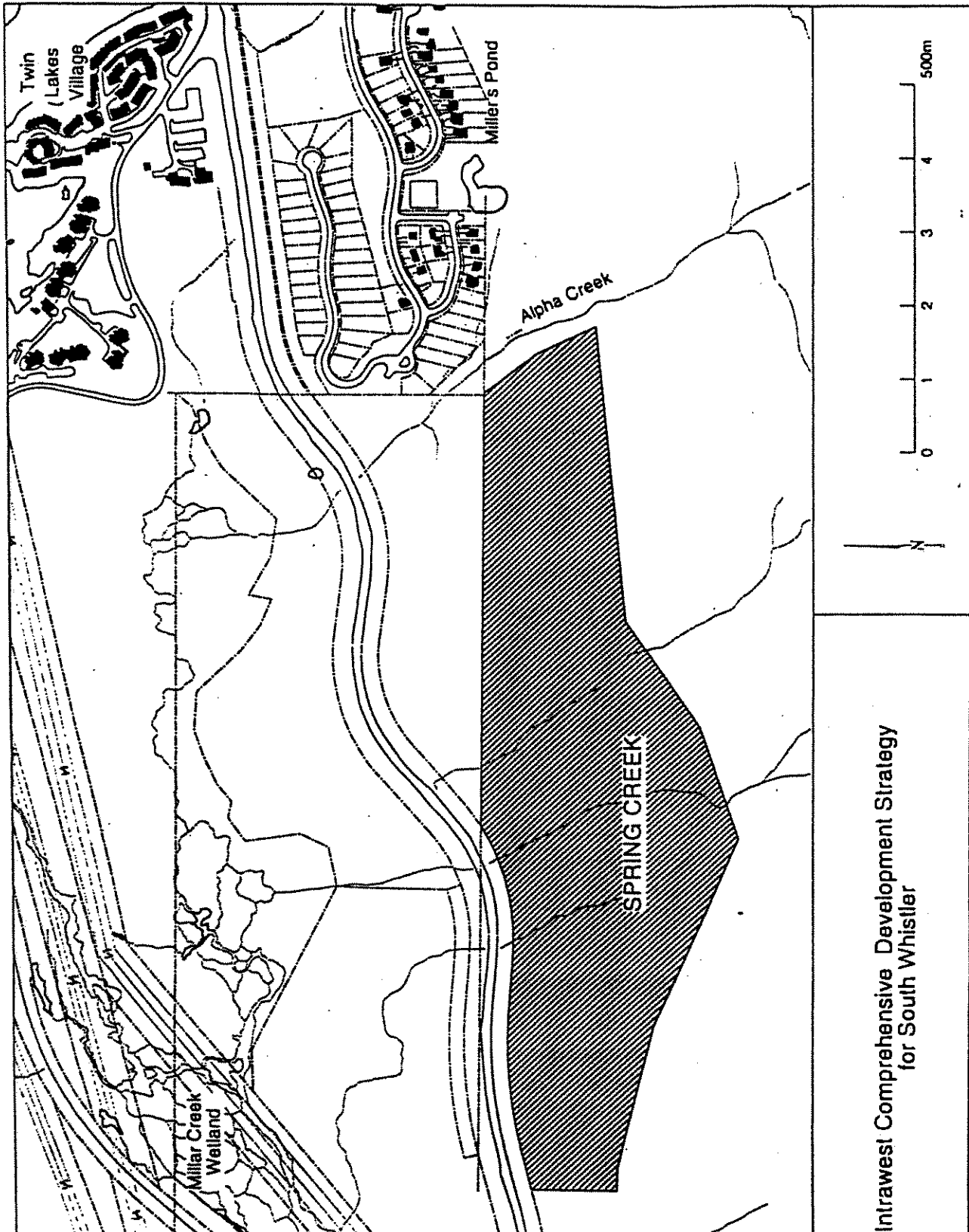
- 2.2 The maximum number of bed units permitted to be developed at each respective project of the South Whistler CDS is as follows:

Spring Creek	444
The Peaks	360
Whistler Creek	<u>890</u>
Maximum Total:	1,694

- 2.3 Despite section 2.2, the maximum number of bed units permitted to be developed at Whistler Creek may exceed the 890 bed units, provided that the maximum number of bed units to be developed at Spring Creek and The Peaks combined is reduced by the number of bed units in excess of 890 developed at Whistler Creek.
- 2.4 The final number of bed units developable at each respective project of the South Whistler CDS shall be determined through the zoning regulations of each respective parcel, and through the criteria in a restrictive covenant registered on title to each parcel.
- 2.5 Any bed units utilized for the development of resident employee accommodation shall not be subtracted from the Whistler Mountain inventory of bed units.
- 2.6 Any bed units remaining unallocated through this development process shall be maintained as “Whistler Mountain” bed units as recorded under the Municipality’s inventory of bed units. These bed units shall be considered relevant only to the growth management policies of Council. Council may consider one or more rezonings to permit the “Whistler Mountain” bed unit development potential to be realized, in accordance with Council’s unfettered discretion on the merits of each case. Development applications to utilize these bed units shall be reviewed under the Municipality’s usual process for rezoning applications, and shall be subject to all criteria set out in the OCP and other relevant municipal policies and guidelines.

# SOUTH WHISTLER CDS

## APPENDIX I-1 LOCATION OF SPRING CREEK



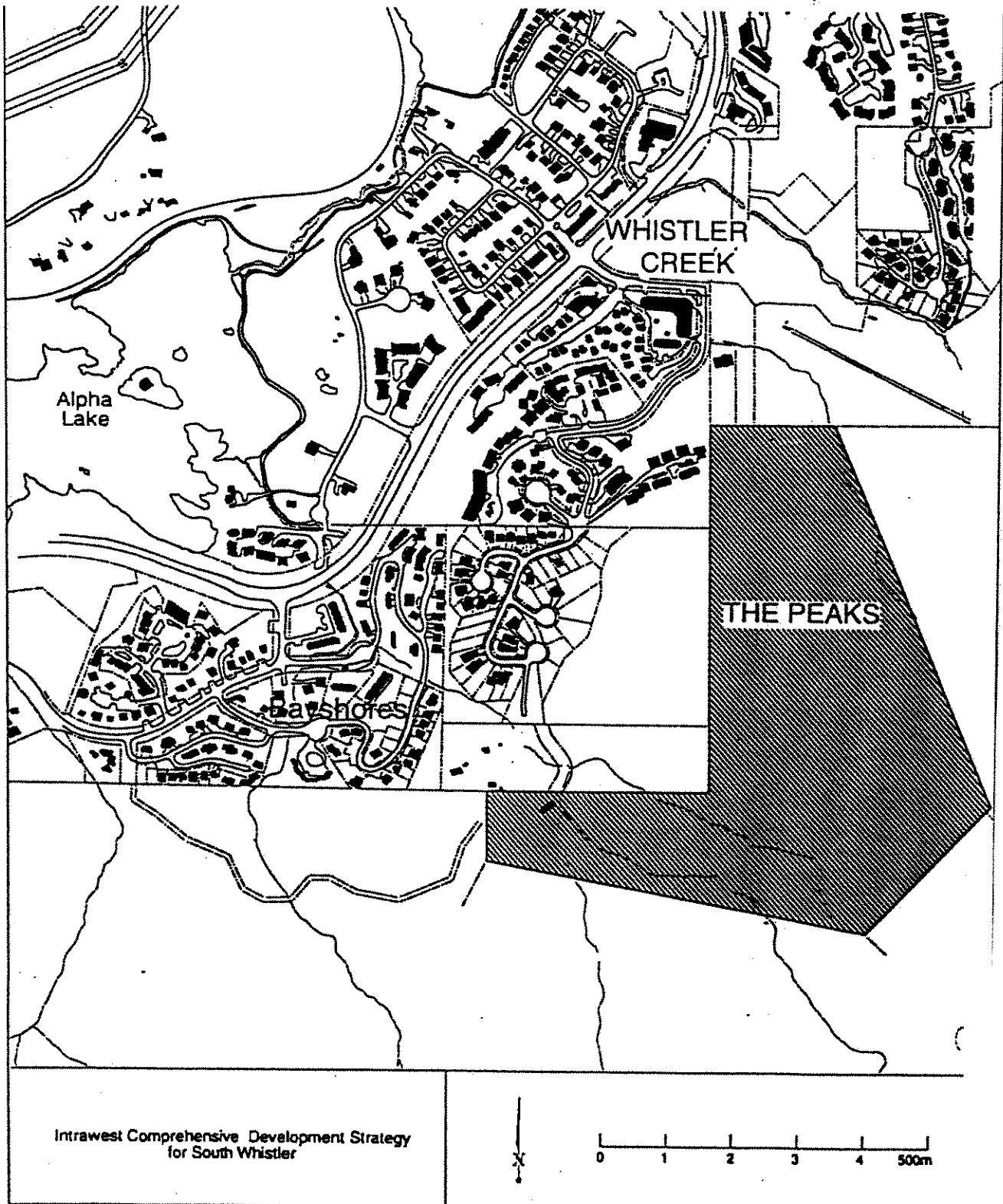
Intrawest Comprehensive Development Strategy  
for South Whistler



SOUTH WHISTLER CDS

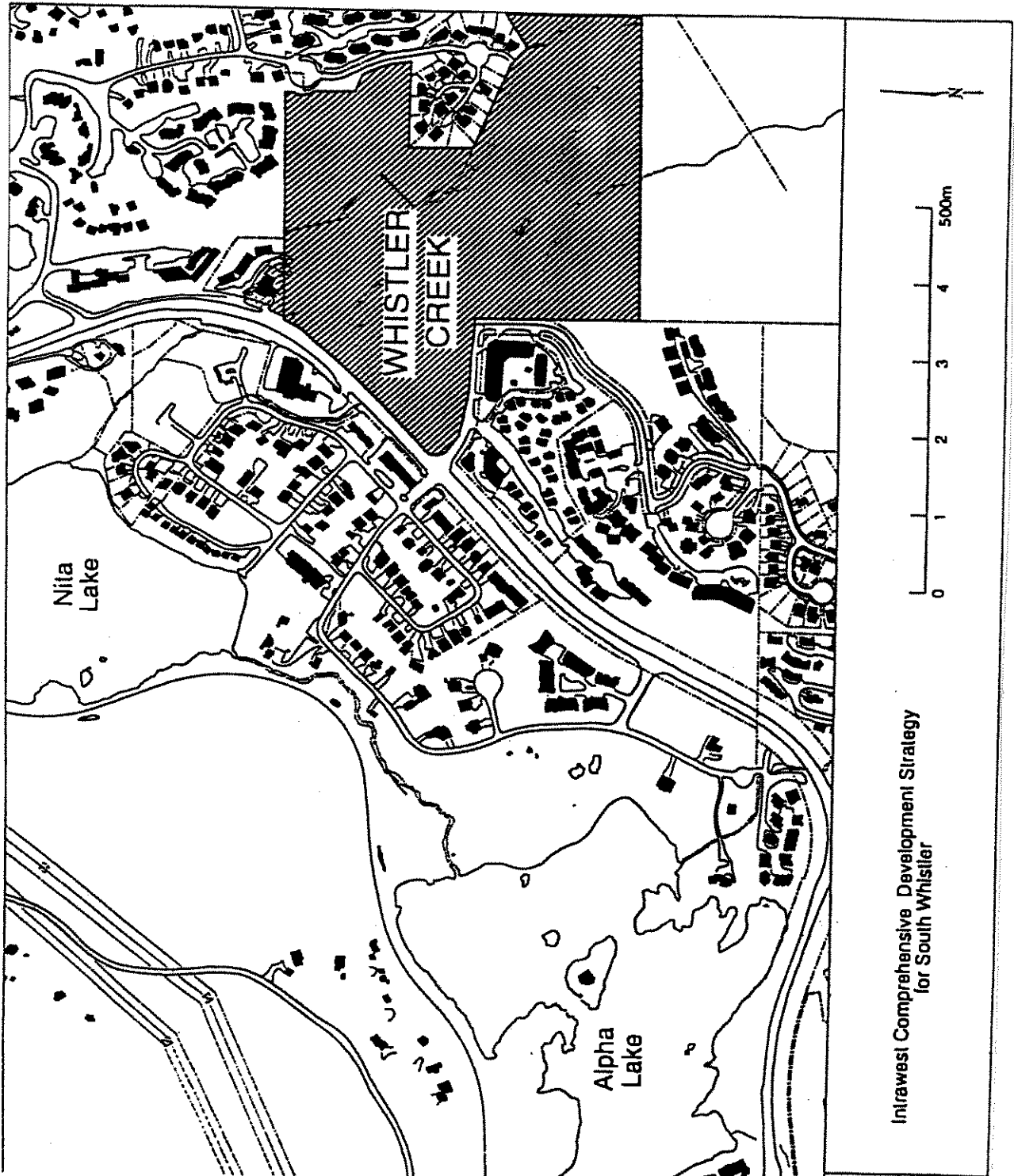
APPENDIX I-2

LOCATION OF THE PEAKS



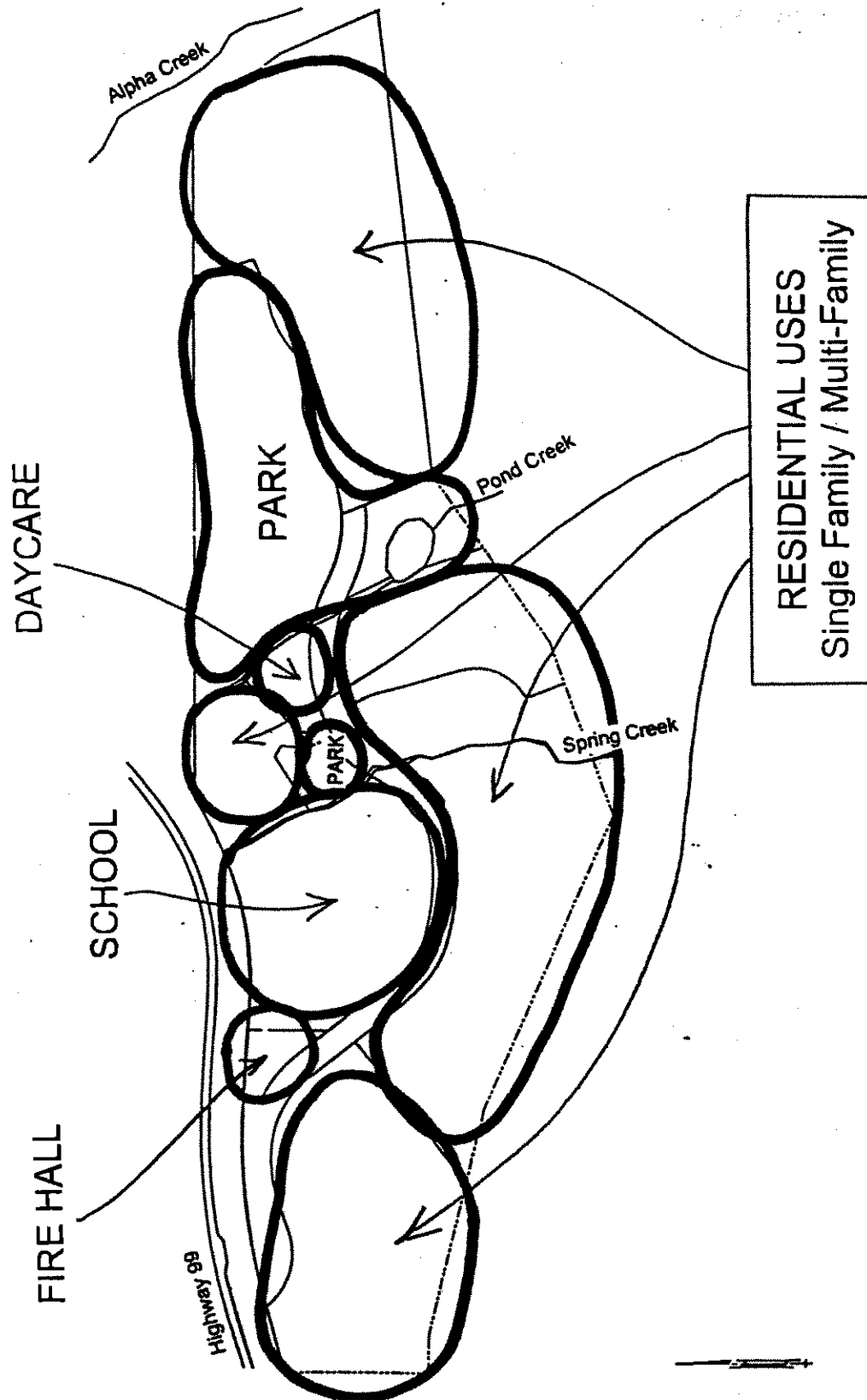
# SOUTH WHISTLER CDS

## APPENDIX I-3 LOCATION OF WHISTLER CREEK



# SOUTH WHISTLER CDS

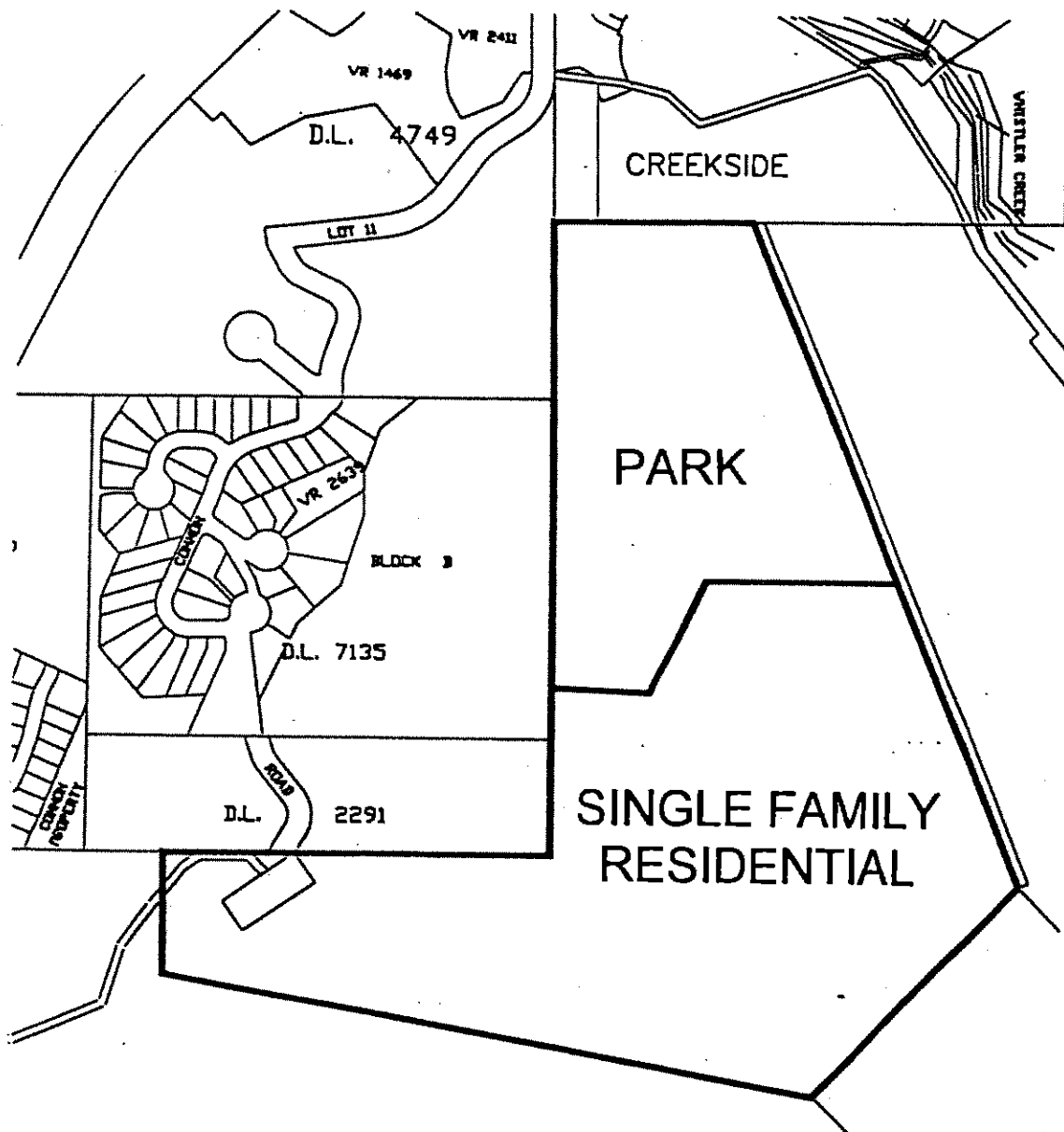
## APPENDIX II-1 SPRING CREEK DEVELOPMENT CONCEPT PLAN





# SOUTH WHISTLER CDS

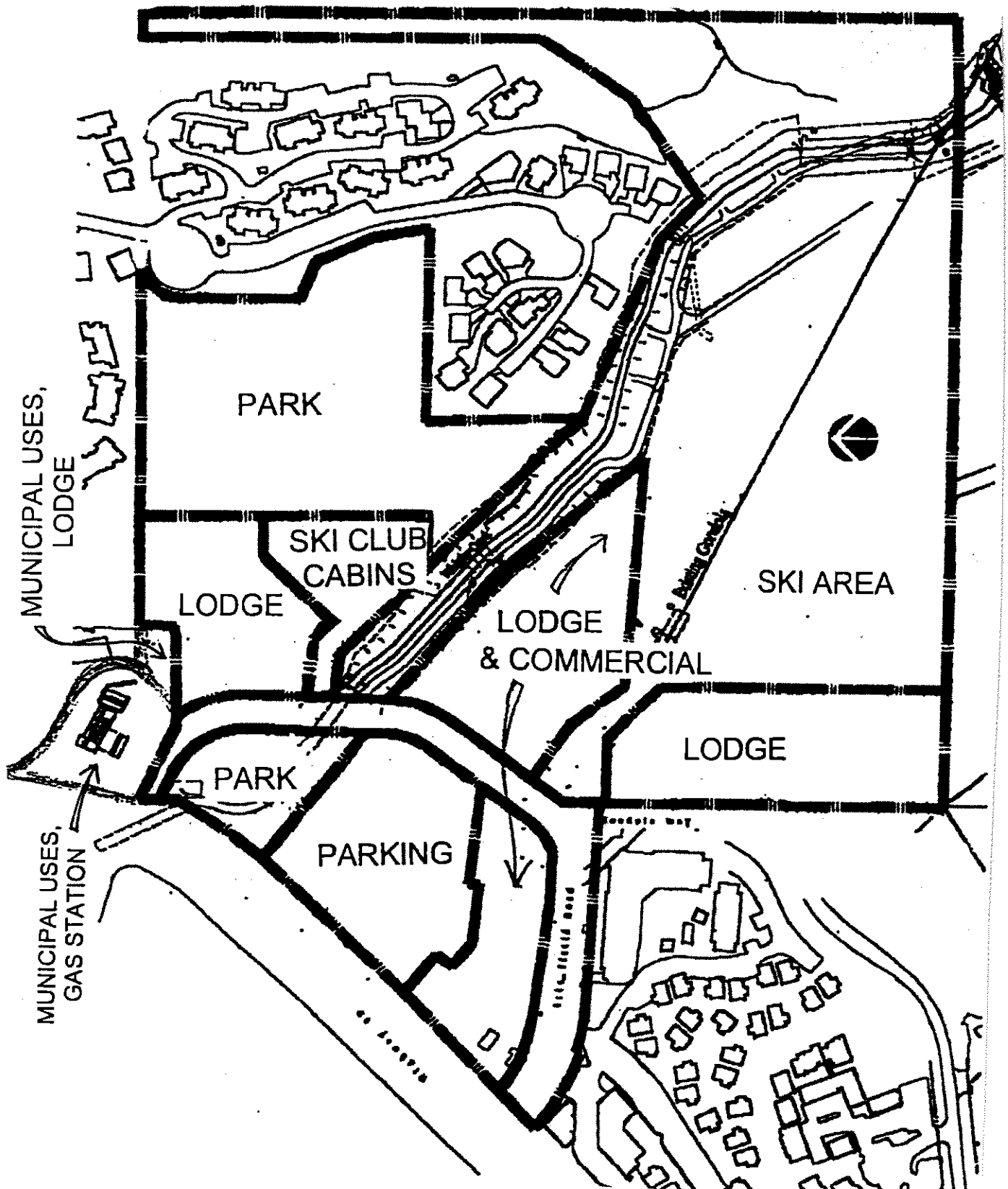
## APPENDIX II-2 THE PEAKS DEVELOPMENT CONCEPT PLAN



SOUTH WHISTLER CDS

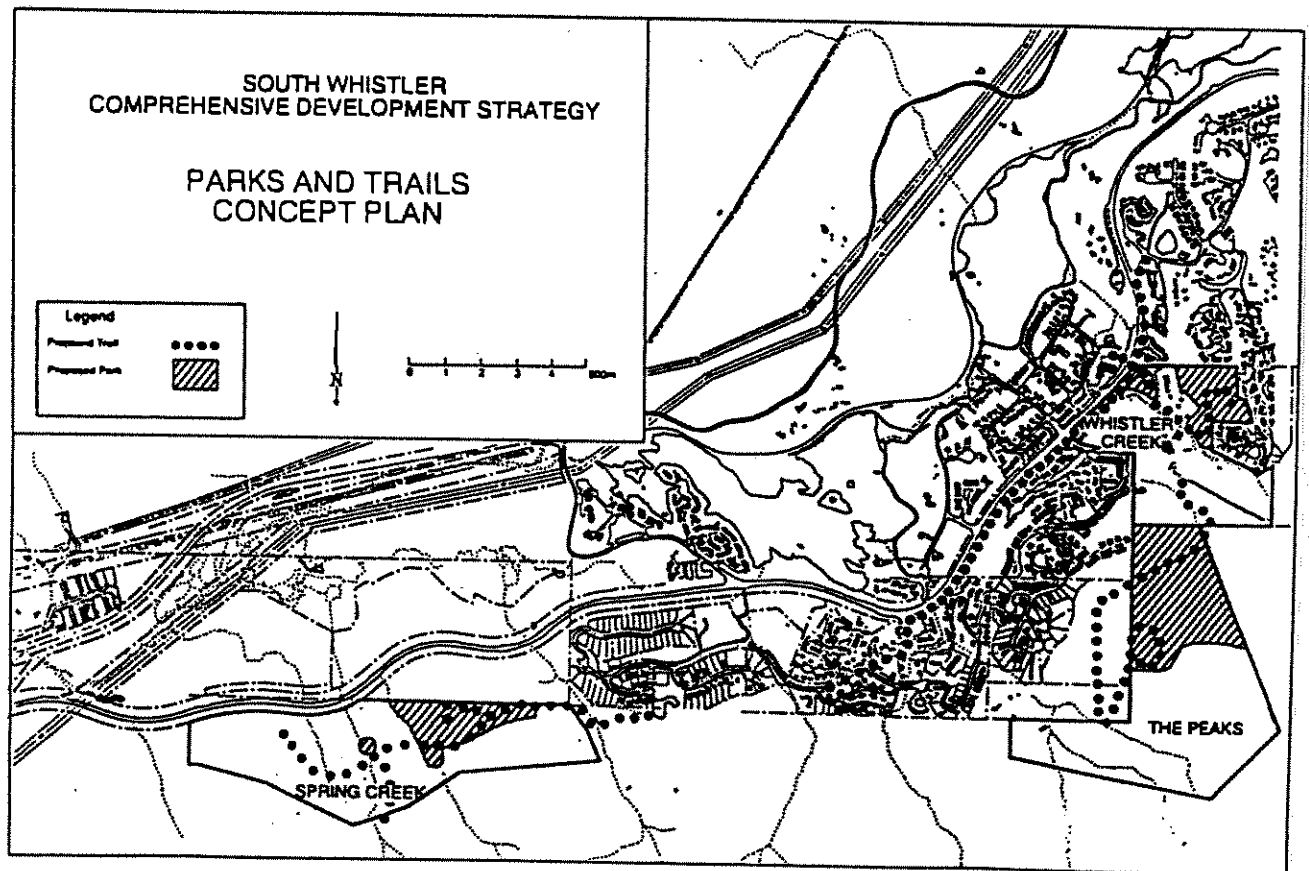
APPENDIX II-3

WHISTLER CREEK DEVELOPMENT CONCEPT PLAN



# SOUTH WHISTLER CDS

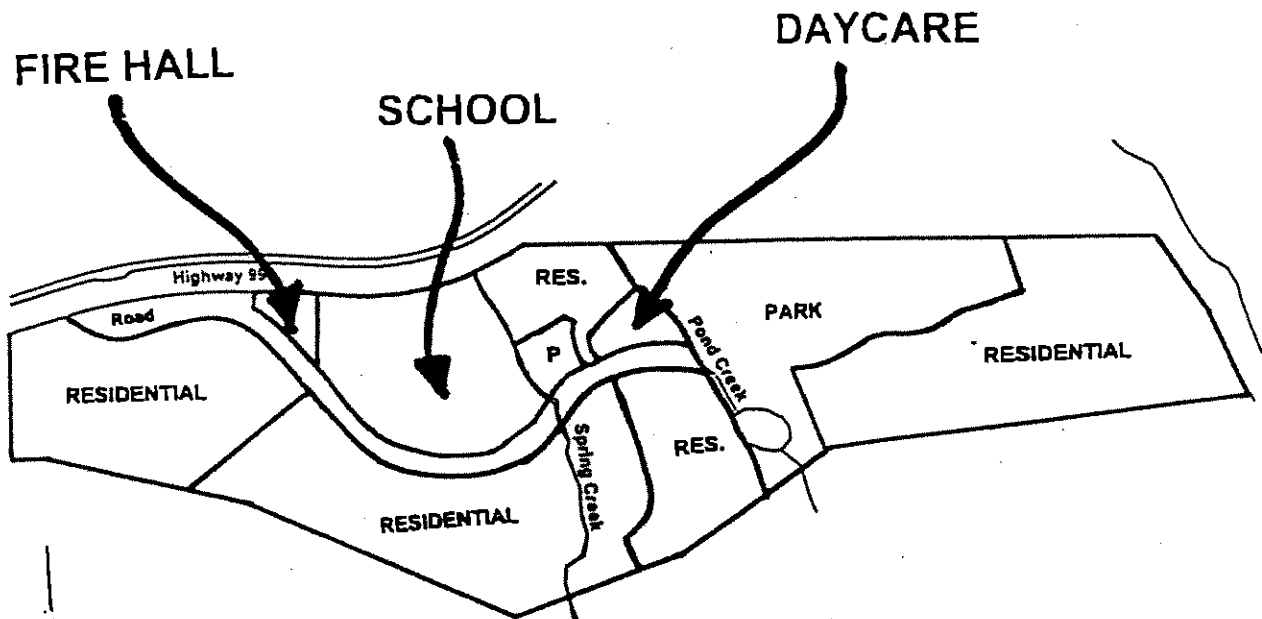
## APPENDIX III PARKS AND TRAILS





# SOUTH WHISTLER CDS

## APPENDIX IV INSTITUTIONAL USES



**From:** Al Whitney [<mailto:alwhitney@telus.net>]  
**Sent:** Sunday, November 24, 2013 9:44 PM  
**To:** Mayor's Office  
**Cc:** Al Whitney  
**Subject:** WIC and the Zen Lands

To the Councillors and Mayor of the RMOW,

In a very short time you will be coming to a decision about post secondary education in Whistler. You have the conclusions of advisory commissions, and data that looks on the face of it, convincing, that there is much to be gained. What has always been missing however is any separation of the concept and rationalization of a post secondary institution here from the rezoning and development of a particular piece of sensitive land.

The Whistler community would be best served if you moved to trade the Zen lands including the rights for the four houses, for a large enough parcel of land to develop a campus on less sensitive (above valley bottom) land. As the proponents of WIC support their project with data on the number of students, faculty and collegiate partners they have, one result of such a motion could be that they would jump in and carry on, as this would change nothing in the support numbers they have provided. A different possible outcome might be to show this to be the real estate development scheme many claim it to be.

The fruitful outcome of such a motion is that you will have protected our last piece of low valley wetlands and vertical bog, (a position supported in the past by both FWAC and Aware) and will have separated two now entwined complex issues so that each can be judged on its real merits. What is there to lose?

Yours Truly  
Alan G. Whitney  
Whistler  
604 932 3107  
cc The editor PIQUE Magazine

Al Whitney  
[alwhitney@telus.net](mailto:alwhitney@telus.net)

*What will it take for the decision makers of the world to understand that the economy is a wholly owned subsidiary of the environment?*

<http://darwinsound.blogspot.com/>

**Subject:** Permission to address Council Requested

To: RMOW Council

Subject: Permission to address Council Requested on Whistler concerns on dangers highlighted by recent highway fatality.

I think our Mayor articulated our concerns as residents that a resort municipality like Whistler suffers in human cost, reputation and financially from incidents like the recent logging truck tragedy on Hwy 99, which unfortunately intersects Whistler. As a Whistler resident for the past 35 years, I understand that Whistler is particularly sensitive to such incidents, given that our recreation-based economy suffers from conflicts between heavy transport trucks and other road users, particularly cyclists and pedestrians. Industry also suffers losses from accidents. This week Mike Wallace, President of the Sea to Sky Forestry Society, wrote a letter to the editor in the Pique expressing his condolences and indicating that Society member companies are currently reviewing their procedures to see where there are areas of improvement. Clearly everyone wants the same end goal of safer roads for all users.

I would like to request permission to address the Whistler Council at its next meeting (after December 3<sup>rd</sup>) to propose that Whistler, with input from citizens and staff, take the leadership in putting forward a new solution for BC to significantly reduce the threat of future logging truck accidents. This solution is made practical with today's technology, and would involve monitoring of the tipping forces that logging trucks are subjected to as they travel the highway, providing a warning when a dangerous tipping threshold is reached.

Because of the work I do, I am familiar with ways in which other jurisdictions are managing the challenge of road safety involving large and potentially hazardous loads. With your permission, I would like to share these approaches with you at your next meeting. It is my belief that such approaches might also be readily employed in BC to significantly reduce the dangers associated with logging trucks and perhaps also other heavy vehicles sharing the road with the public. For example, we are currently working in China, where country-wide regulations have been enacted to make it mandatory to track and monitor certain tankers. The Chinese authorities decided on this approach because of safety concerns relating to the transport of LNG, and later expanded the scope to include all tankers with pumps, so that industrial gasses and cryogenic tankers are also covered. Similar approaches are also being contemplated in Australia.

The tracking and monitoring uses a combination of 2-way satellite communications, GPS, a smart on-board device, and the Internet to provide a robust, real time, easily-accessible means to ensure that specific safety requirements are being met. This system allows high tipping forces to be detected, and the driver is warned if a reasonable threshold is breached. Quick feedback to the driver helps provide safety training, as logging trailers tip more easily than transport trailers. Should a higher, *dangerous* threshold be breached, however, a wireless message would also go to a website including truck ID, time and location. Excessive speeds and harsh braking events can similarly be flagged. If such a system was implemented in BC, the logging company, and perhaps ICBC, could have access to the website. In addition, ICBC might be willing to extend a discount to logging companies that agree to monitoring, knowing that these companies can now get the feedback they too need to train and ensure safe driving.



Whistler has a high stake in preventing logging truck accidents, given our need to ensure safety of residents and visitors alike. Whistler is thus well positioned to take a leadership role on this issue. However, many other BC municipalities no doubt share Whistler's concerns. For example Surrey traffic was tied up for a long time period as a logging truck tipped on November 21. If Whistler's municipal leaders are willing to move forward and work with other municipalities and the provincial government to propose concrete ways in which to address the issue of road safety, I would be pleased to contribute whatever knowledge I have towards finding a way to use today's technology to solve this long-standing problem. It seems to me to offer improvements for the public, logging companies and the drivers themselves.

Returning to the recent logging truck death, the police apparently told Joe Paul that they do not know what the cause was, which is understandable since the logging truck had no black box. With the approach, I am suggesting here, we would have answers to the cause, so that we could take corrective action to help prevent it happening again.

Thank you in advance for this opportunity.

Yours truly,

Peter von der Porten  
CEO of Vehicle Monitoring Corporation  
9105 Summer Lane  
Whistler, BC, V0N 1B9  
604 938 2501

Presentation to RMOW Mayor and Council December 3, 2013

Re: OKA Property and WIC

I am opposed to the rezoning of the OKA property to permit its use as the Whistler International Campus for the following reasons. Even in its initial stages as proposed, it will overwhelm and restrict consideration by Whistler Council of any other proposals such as those that have been identified to date. Second, despite assertions that there will not be costs to Whistler taxpayers, that is simply not the case. The significant numbers of students and staff projected will impact existing municipal services and require increased commitments of existing revenue resources and/or increasing taxes to local residents. Other letters submitted to Council clearly identify a number of areas that will be impacted. Third, there are funding issues that have not been satisfactorily answered and which are critical to any consideration of the proposal. The projected cost of the project is in the hundreds of millions of dollars. To date, Council have received a comprehensive business plan that meets their expectations. To proceed without one cannot be tolerated.

In addressing the rezoning application of OKA property and WIC, there are several options that can be taken.

First, deny the application on the basis that its size excessively impacts municipal services and restricts needed flexibility in considering other options and alternatives.

If that rationale does not meet with a favourable reception by Council, require WIC to provide a comprehensive business plan satisfactory to Council before any action is taken. Only when said business plan meets Council's requirements will consideration be given to the application and then it will be considered solely its merits.

Yours Sincerely

John S. Chase  
326-3309 Ptarmigan Place  
Whistler, B.C. V0N1B3  
Phone 604 938-6226

**David and Rosemary Malaher  
2 – 2001 Nordic Place  
Whistler B.C.  
V0N 1B2  
604-905-0130**

The Mayor and Council of the Resort Municipality of Whistler,  
4325 Blackcomb Way,  
Whistler, B.C.

November 28, 2013

Re: OKA Property and WIC

Dear Fellow Residents of Whistler,

We are opposed to the rezoning of the OKA property to permit its use as the Whistler International Campus for the following reasons and considerations. The proposal is far too risky an enterprise. It would depend on a very long-term, sustained input of intellectual and management resources in order to be successful.

**Increasing the Bed Cap.** The number of students, plus all ancillary staff, will leave the town with no flexibility for future increase. Even though the municipal council has incrementally raised the limit over the years, at some point the valley will run out of sustainable space, and any more proposals, however attractive, will have to be denied. This project requires too much of our finite potential. Even the first phase is too large.

The Learning and Education Task Force investigated several partners who were interested in coming to Whistler to conduct courses including Capilano University, Emily Carr University of Art + Design and the Vancouver Symphony. It would be desirable to encourage these possibilities to develop and to have the flexibility to allow these to happen. It would be unfortunate if the acceptance of the WIC would force the RMOW to exclude other future proposals.

To make the argument against increasing the bed cap, it is important to assess the risks of the development. If such a facility were to be built, there would be two principal parties involved, the owners of the property, and the RMOW. The owners of the property will hold the contracts with other institutions to which the RMOW will have no access, but whose actions will affect the reputation of the town. The greatest future risk is to the RMOW but the responsibility for success rests with the owners. Therefore, it is necessary to examine where the risks and responsibilities lie.

**Marketing.** On Page 11 of the MNP report in reply to the RMOW questions, there is a statement that 5% of revenue should be allowed for marketing. In this case, since the



partner institutions will be doing their own marketing, the WIC report states that their own number should be reduced to 2 ½ %. The cachet of Whistler is not sufficient to warrant backing off the marketing effort. Given the competition for foreign students, we would suggest that even 5% is too low. According to the economic study of foreign students cited in the report of the Learning and Education Task Force, Thompson Rivers University has a high number of these students for their size in British Columbia. The author of that study, Dr. Roslyn Kunin, in private conversation, indicated that their success is due to the high emphasis and ample funds put into marketing. The shorter the terms of the courses, as are proposed by WIC, the more marketing will have to be done. In comparison with Quest University with fewer students and a four-year program, for example, WIC would need to recruit at a much faster rate.

**Reputation.** To fill the available spaces up to the capacity of 1500 students, and to continue to run at a profitable level will require a constant, sustained effort on the part of the WIC administration here in Whistler, as well as a continued high caliber of performance in order to maintain a reputation for value for money. All facilities and services will have to match the unknown, ever-climbing “World Class” offerings of other international post-secondary institutions. The Whistler Campus will not be the last entry into this competitive field, and all the Canadian institutions will be under pressure to keep up.

**Cost to the taxpayer.** Although the Whistler International Campus proposal information suggests that there will be no cost to the municipality, the proponent has taken a very limited view of costs, and has only dealt with those items entirely internal to the project. This leaves any spillover to be ferreted out by the council and citizens of the community. Several of these have come to mind in close examination of the material offered.

- a.) Traffic management at entrance on Hwy. 99 during construction and subsequently
- b.) Medical clinic/infirmary
- c.) Sports facilities – soccer pitch, ice rink for hockey
- d.) Food and bar services on campus rather than exclusively in the Village or at Creekside
- e.) Library with adequate modern research access by computer
- f.) On-site meeting space sufficient for typical campus and campus/community gatherings
- g.) Car parking adequacy in the campus area
- h.) Bus transportation including additional buses and related maintenance
- i.) Drinking water services to the campus
- j.) Sewage collection and treatment
- k.) Firefighting
- l.) Police services

We submit that the WIC proposal is undesirable for Whistler’s future.