



WHISTLER

AGENDA

COMMITTEE OF THE WHOLE
TUESDAY, NOVEMBER 5, 2013 STARTING AT 2:00 P.M.

At Municipal Hall, Flute Room
4325 Blackcomb Way, Whistler, British Columbia V0N 1B4

ADOPTION OF AGENDA

Adoption of the Committee of the Whole agenda of November 5, 2013.

PRESENTATION/DISCUSSION

2:00 p.m. – A presentation from Casey Vanden Huevel, Executive Director, Dr. Sarah
3:00 p.m. Goodwin, Director of Development, Chexiyma (Allison Burns), Human
Resources & Training Coordinator, and Sik Sik (Josh Anderson), Guest
Services Coordinator, regarding a project overview of Squamish Lil'wat
Cultural Centre's Cultural Journey - Phase III.

A discussion regarding the project overview of Squamish Lil'wat Cultural
Centre's Cultural Journey - Phase III.

ADJOURNMENT

**CULTURAL JOURNEY > PHASE III
SQUAMISH LIL'WAT CULTURAL CENTRE
PROJECT OVERVIEW**

October 30, 2013

Squamish Lil'wat Cultural Centre - Cultural Journey Phase III Project Overview

Address

Squamish Lil'wat Cultural Centre
4584 Blackcomb Way
Whistler, B.C.
V0N 1B4
www.slcc.ca

Society number: S0044948
Registered charitable tax number: BN 86358 6640 RR0001

Project Contacts

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Mission

The Squamish Lil'wat Cultural Centre is a unique non-profit society developed by the Skwxwú7mesh (Squamish) and Lil'wat7úl (Lil'wat) Nations to engage and inspire the public about Coastal and Interior Salish indigenous knowledges and enhance employment opportunities for Aboriginal Youth who reside throughout the Sea to Sky Corridor.

Squamish Lil'wat Cultural Centre Operations

Housed in a stunning 30,000 square foot LEEDs certified building, our modern interpretation of a longhouse, the Squamish Lil'wat Cultural Centre (SLCC) is a house of learning that includes the following functional areas:

- **Class "A" Museum** – hosting exhibitions delivered in collaboration with leading institutions (e.g. Canadian Museum of Civilization, Museum of Anthropology, Burke Museum) that include some of the most significant cultural artifacts from the area (e.g. **Sekw'ekw'í7nexw Ihxáytsten** – Owl Bowl – over 1785 years old). Interpretation is provided by Aboriginal Youth Ambassadors on traditional and contemporary aspects of history, culture, and the arts – with customized programs designed for school groups, seniors, and international visitors;
- Gallery and Gift Shop – providing guests with locally crafted works of art based on a unique consignment model designed to support and grow artist development in the region (e.g. consignment program provides 75% revenue of each item sold to artist with SLCC retaining 25%). The SLCC is attracting art collectors from the US and Europe based on our reputation for authentic, locally created, and competitively priced pieces of art;
- Event and Meeting Venue – creating opportunities for people to connect, celebrate, and learn from each other the SLCC hosts thousands of groups each year. Many select the SLCC to ensure their event has a unique and authentic quality. We have successfully secured conferences, weddings, and lectures swaying clients from venues in other parts of British Columbia, Alberta, Washington, and California as a result of our ability to offer a meaningful site for their special occasion.
- Café and Catering Services – offering cuisine with a First Nations twist the Thunderbird Café and Catering Services team enhances the guest experience with culinary option created from locally sourced indigenous inspired foods.

Organizational Success

The SLCC receives over 50,000 guests per year through dedicated group tours, events, conferences, and educational programming. In addition to onsite activities, Aboriginal Youth Ambassadors reach out to over another 50,000 people per year through off-site performances, specialized training services, and outreach programming (e.g. Rocky Mountaineer on-board storytelling, Salmon Festival, Provincial tourism training - WorldHost).

Canadian Heritage cites the SLCC as an organization demonstrating best practices in cultural tourism development and delivery in Canada. Over the years a variety of awards have been received including:

2010 – United Nations – Indigenous Tourism
2011 – Tourism Industry Association of Canada – Cultural Award
2011 – BC Achievement Award – Aboriginal Arts
2012 – Aboriginal Tourism BC – Cultural Centre Award
2012 – BC Cultural Authenticity Award – TIABC
2013 – Aboriginal Tourism BC – Cultural Centre Award

At the root of this success are the Aboriginal Youth Ambassadors who present and share their culture with visitors every day. Whether they are delivering tours, assisting customers in the gift shop or preparing nourishing meals it is this unique connection to local cultural through direct interaction that sets the SLCC apart from other cultural institutions.

Ambassadors commute from communities throughout **Squamish and Lil'wat Nation territories** (reserves from North Vancouver, West Vancouver, Squamish, Brackendale, and Mt. Currie) each day to work **at the Squamish Lil'wat Cultural Centre** in Whistler, B.C. to carry out duties in each of the functional areas and teach Aboriginal Youth Ambassador (AYA) students who participate in our training programs.

Since 2008, over 500 students have completed the AYA program. Not only has this program added to the success of the Centre but has also directly assisted high risk aboriginal youth to contribute to their communities by completing and attaining further education, employment experience, and developing patterns of success that feed back into the success of local economies and their families. Elders, cultural experts, post-secondary instructors, and industry practitioners assist in the delivery of this program that has the highest success rate of any aboriginal youth training program in Canada. Graduates have gone on to complete post-secondary programs, obtain meaningful employment, and further develop their artistic and cultural talents. This program has been a key element to the noticeable decline in suicide rates in the corridor over the last ten years.



Image 1 - AYA Students - Spring 2013 – Photographer - Robyn O'Neill

Cultural Journey Phase III

The SLCC is embarking on a \$6 million dollar capital campaign to ensure completion of the Cultural Journey program.

Cultural Journey is an innovative multi-sensory experience encouraging visitors to the province of British Columbia to connect with the peoples, cultures, and geography of the communities throughout Squamish, Lil'wat, and Nisga'a Nation territories. Building on the success of previous phases, Cultural Journey Phase III will include the following mix of capital and programming components:

Proposed Project Budget

Description	Amount
Cultural Connector - pedestrian crossing – Fitzsimmons Creek – cultural stroll completion to enhance link between upper and lower villages	\$5,000,000
Kiosk program completion (1 – Squamish Nation territory, 3 Lil'wat Nation territory – Pemberton, Mt. Currie, and Duffy Lake, 3 Nisga'a Nation)	\$775,000
Aboriginal Youth Ambassador Program	\$100,000
Great Hall Enhancement	\$75,000
Forest Walk Development (deck and nature path completion - archery range)	\$75,000
Contemporary Exhibition Development – Our Sacred Markings – The Art and Design of Tattoo and Tribal Symbology)	\$50,000
Total	\$6,075,000

Proposed Funding Matrix

The following table outlines the current funding snapshot. It is intended to give an understanding to the approach to funding and is currently in development.

Funder	Amount	Status
SLCC	\$300,000	Confirmed
Existing mix of funders (ATBC, VCC, others)	\$224,624	Confirmed
Coast Sustainability Trust	\$100,000	Confirmed
Western Diversification	\$500,000	Evaluation
Aboriginal Affairs and Northern Development Canada	\$1,500,000	Development
Nisga'a Nation & Partner Funders	\$250,000	Development
Canadian Heritage	\$250,000	
Ministry of Transportation	\$100,000	Development
Whistler Blackcomb Foundation – Founders Pass Application	\$350,000	Development
Community Matching Campaign	\$350,000	Development
BMO Financial	\$100,000	Development
Forestry Sector	\$775,188	Development
Energy Sector	\$775,188	Development
RMOW	\$500,000	Pre-Proposal
Total	\$6,075,000	

Cultural Connector

Whistler is a world-class resort destination built by a community with a passion for showcasing Canadian innovation, creativity, with a shared sense of purpose.

Given the development of the Audain Art Museum, the Squamish Lil'wat Cultural Centre is in a unique position to be able to secure funding from a variety of external sources to meet federal, provincial, and local priorities for showcasing innovation in the use of Canadian wood products to millions of influential international visitors through the development of pedestrian connector which would also address the communities desire to improve access, way finding, and create a free unique cultural interpretive experience through the forested areas between SLCC and Audain Art Museum.

This connector, an iconic public art piece – will reflect local indigenous culture and will stand as a free and public attraction to highlight **Whistler's** stunning natural beauty. Preliminary design concepts for the structure include:



Image 2 – Salish fish basket inspired design > Alfred Waugh Architect



Image 3 – Canoe inspired bridge design

A design-build bid process is planned using the highly successful Banff model. The RFP details and other process information has been shared by the Banff Municipal offices with the SLCC and is being

customized to ensure all local and provincial regulations and requirements are met. In addition, additional processes are being followed and planned to ensure that federal and provincial funding requirements are met (e.g. Western Diversification – pre-qualified bid process, external project accounting support, external advisory assistance from Polygon construction, etc.).

With this connector, the village stroll loop will be complete, responding to community feedback and priorities for improving visitor experience, improved access and signage, and better connecting the village as outlined in a variety of municipal reports (please refer to Linkages table).

Preliminary estimates from Tourism Whistler indicate that this development will add \$2.0 million dollars to the local economy each year through increased and extended visitation, building on the 3.0 million plus visitors per year that include the village stroll as part of their visit.

Partnering between upper village and lower village companies, organizations, and non-profit organizations, the Squamish Lil'wat Cultural Centre has received tremendous positive feedback and is moving ahead with preliminary geotechnical investigation to determine the suitability for the development and construction of this structure.

Pending feedback from the municipality, funding results, and appropriate approvals, the intent is to open the Cultural Connector to coincide with the opening of the Audain Art Museum.

Connector Location



Image 4 – Location Map –Image Provided by Tom Barratt

Kiosk Program

The ancestral language signage and kiosk program has been extremely successful in the Sea to Sky corridor creating awareness and understanding of Squamish Nation territories and cultural practices. With beautiful graphics, ancestral language and a free accompanying audio tour available from the SLCC website. Visitors are able to hear the voices, and learn the legends and songs of the Nation as they move through the territory on their way to Whistler. As they travel, they are able to more intimately understand the connections between culture and place. Smart phone tags on the panels provide the opportunity to link with website and site specific offers and promotions (e.g. coupons for discounted admission).

The current kiosks have resulted in increased aboriginal cultural tourism activity in the corridor and have increased visitation **to the Squamish Lil'wat Cultural Centre in Whistler. This next phase will** include an additional Squamish Nation kiosk, and run **north through Lil'wat Nation territory** and roll out into **Nisga'a territory**. The provincial expansion of this program will include cross-marketing opportunities, shared exhibitions, and the development of companion programming and promotions.



Image 5 – Kiosk – Olympic Plaza

Aboriginal Youth Ambassador Program

The Aboriginal Youth Ambassador program is an experiential-based education offering. Framed within the themes: Discover, Build, and Share Your Story, Aboriginal Youth Ambassador participants (aboriginal youth aged 17 to 30 years old) receive a combination of industry recognized training, exposure to the post-secondary education environment, and relevant meaningful work experience **opportunities at the Squamish Lil'wat Cultural Centre located in Whistler, B.C. This highly successful** model, designed to create opportunities for high risk aboriginal youth who primarily live on reservations and face multiple barriers (e.g. poverty, lower literacy levels), strengthens cultural connections by working with elders and other indigenous cultural experts from a range of Squamish **and Lil'wat Nation aboriginal communities and assists in developing successful work and education** patterns.

Participants originate from communities throughout **Squamish and Lil'wat Nations including** reservations in North Vancouver, West Vancouver, Squamish, and Mt. Currie. This program serves the participants as well as those who interact with the group throughout the summer extending the reach to local, regional, and international visitors.

Success is measured using both formative and summative evaluation techniques. For example, participant progress will be measured through the completion of formal curriculum components (exams, assignments, learning journals) as well as summative indicators (completion, retention, demonstrated of skills in each of the functional areas: admissions, cultural interpretation, traditional crafts, café, gift shop).

Since 2008 over 500+ Aboriginal Youth have successfully completed this program. Our program has the highest retention and success rate of any capacity development project in the province and is the basis for the Aboriginal Tourism British Columbia Trailblazer program.

Great Hall Enhancements

The Great Hall space is critical to the guest experience at the Squamish Lil'wat Cultural Centre. It is currently populated with exhibition panels and canoes but is in need of additional artifacts to ensure adequate impact and availability of materials for Aboriginal Youth Ambassador Cultural Interpreters to engage visitors. The addition of these pieces will also add ambience to the space enabling further event bookings for special events and functions.

Forest Walk Development

The Squamish Lil'wat Cultural Centre was a traditional trapping and gathering area for families from Squamish and Lil'wat Nations. An outdoor component that honours these families will assist the Centre to develop programming that aligns with elementary school curriculum increasing school group visits.

Planned activities include the development forest walk viewing platforms, a traditional hunting cabin based on the Wallace family activities, and an archery range to provide another experiential opportunity for educational programming.

Contemporary Exhibition Development

The current exhibition Pieces of the Past has been responsible for attracting significant group, school, and conference business – including the 2013 Canadian Archaeology Conference. The next exhibition, Our Sacred Markings is going to attract a younger demographic and explore the art and design of tattoo and other sacred markings. It will be a contemporary look at our connections to the past and will highlight innovative works of art.



**Image 6 - Artifact Example > Box of Promises – Artist –Cory Douglas
Inspired by Maori Tattoo Design**

Project Rationale

This project will be the realization of the vision and mandate set by Chiefs, elders, and community members from Skwxwú7mesh (Squamish) and Lil'wat7úl (Lil'wat) Nations who reside throughout the region and have identified the importance of creating awareness and actively revitalizing traditional knowledges. By working collaboratively with other Nations, corporate organizations and multiple levels of government we will be able to complete the Cultural Journey. Using an innovative and proven model we are able to create interesting ways to engage with cultural practices, ensure capacity development to support cultural revitalization and stimulate community-based economic development.

In addition this work also flow directly into priorities set by the communities, Nations, regional, provincial and federal government.

The target audiences for this project include community members, regional, national and international visitors and are comprised of the following markets/demographic profiles:

- Community members living in Vancouver, Squamish, Whistler, Pemberton, Mt. Currie, Lillooet, and across the province through the Nisga'a component to the Nass River Valley;
- Large scale tour operators (e.g. Rocky Mountaineer);
- Medium scale tour operators (e.g. increasing contracts with operators from China and India);
- School markets (elementary, secondary, post-secondary);
- Independent travelers – during the past year of operation trends include: Whistler recreational home owners; women over the age of 35 (primarily US residents on vacation); Small groups of seniors - international visitors from China, Germany, Japan, and Australia.

Not only will this project directly benefit the Squamish Lil'wat Cultural Centre but it will support economic growth in Whistler and the region by creating awareness about complimentary arts, culture, and education attractions and offerings throughout the province.

Project Experience

Established in 2002, we have been successful in a range of projects, working with a variety of corporate, non-profit, and governmental organizations. Examples of the scale and scope of projects that the Spo7ez Cultural Centre and Community Society has been involved in creating, managing, and implementing include:

Guardian Project	\$150,000
Wild Spirit Places Mapping Project	\$250,000
Salish Weaving Cooperative	\$200,000
Cultural Journey – Sea to Sky (interpretive signage and kiosks)	\$500,000
Aboriginal Tourism British Columbia – Trailblazer Program	\$250,000
Cultural Journey Phase II –kiosks, overpass in Squamish, exhibition development	\$1,300,000*

(*Note - This value does not include the additional approx. \$2,500,000 investment from the Province of B.C. - <http://tranbc.ca/2012/02/15/the-sea-to-sky-cultural-journey/>).

These projects and programs resulted in a variety of outcomes including:

- Youth capacity building, technical training, industry-certification, education, and on-the-job application of knowledge.
- Development and implementation of a range of successful cross-cultural and tourism training and education programs providing participants with an understanding and appreciation of the relevance and value of indigenous knowledge systems and the importance of this to Canadian society.
- Community-driven revitalization of traditional practices related to weaving, carving, performance arts, textile manufacturing, and culinary practices.
- Expansion and diversification of economic activities through direct and indirect employment, manufacturing, and materials requirements.
- Creation of strong partnership networks that encompass corporate, government, post-secondary, and non-profit organizations.
- Completion of large scale capital projects that showcase the revitalization activities, pride, and opportunity for future economic development for both Nations.

These programs were successful in part, as the result of our strong partnerships with key funding and implementation partners. Over the years we have developed a variety of partnerships with

corporate, government, and non-profit organizations who share our vision to engage, inspire, and teach people about the history and importance of aboriginal culture.

Linkages

The Cultural Journey project has a number of linkages with a variety of organizations and initiatives. The table below identifies a few of these and provides website information to obtain further details.

Organization	Linkage Type	Contribution Type
Resort Municipality of Whistler (RMOW)	<p>Municipal government. Variety of community planning policies and strategies:</p> <ul style="list-style-type: none"> - A. Whistler 2020 – Arts, Culture & Heritage – Descriptions of Success (e.g. Whistler’s people and history, the natural environment and First Nations culture are retained, celebrated and reflected through authentic and diverse offerings). - B. Cultural Tourism Development Plan – A Tapestry of Place (e.g. The SLCC is a lead experience in-the-making. When fully realized, the SLCC will represent a major cultural tourism asset for Whistler, and for British Columbia). - C. Community Cultural Plan –(e.g. Cultural Precincts - Audain Art Museum connects key cultural venues in the Village including the (SLCC), Millennium Place (MYMP), Whistler Olympic Plaza, as well as the Whistler Public Library and the Whistler Museum). - D. Whistler Parks and Recreation Plan (e.g. Improved wayfinding and signage). - E. Whistler 3.0 (e.g. Leverage opportunities, enhance the quality of the village built environment, create programming and 	<p>Municipal/regional recognition communicating Cultural Journey as a best practice - showcasing innovative partnerships and community-based economic development activities.</p> <p>This project directly support goals related to Visitor Experience, Economic, Partnerships, Arts & Culture, Education, and Natural Areas.</p> <p>A. Whistler 2020 link: http://www.whistler2020.ca/strategy/arts_culture_heritage</p> <p>B. Whistler’s Cultural Tourism Development Plan http://www.whistlercentre.ca/images/stories/documents/whistler%20cultural%20tourism%20development%20plan%20-%20project%20overview.pdf</p> <p>C. Whistler Community Cultural Plan http://www.whistler.ca/culturalplan</p> <p>D. RMOW’s Recreation and Leisure Master Plan http://www.whistler.ca/recmasterplan</p> <p>E. Whistler 3.0 http://www.whistler.ca/village3.0</p>

	activities that add life and vitality, evolve the retail offering to meet or exceed customer expectations and remain innovative.	
Aboriginal Tourism British Columbia	Provincial aboriginal tourism body that promotes, develops, and supports partnerships between tourism operators, post-secondary institutions, and industry bodies.	<p>Provincial recognition through tradeshow, media, and collaborative partnership opportunities.</p> <p>This initiative fits within the Aboriginal Tourism British Columbia Blueprint Strategy to develop, market, and enhance aboriginal tourism products to meet the 2015 tourism projections set by the Province of British Columbia and the growth strategy for 2017.</p> <p>www.aboriginalbc.com http://www.aboriginalbc.com/corporate/news/atbc-launches-new-five-year-plan-forecasts-significant-growth-to-2017</p>
Canadian Tourism Commission	<p>National Tourism Body</p> <p>http://en-corporate.canada.travel/</p>	<p>World Economic Forum Tourism Competitiveness Report 2013</p> <p>Canada improves to eighth overall in World Economic Forum ranking of competitiveness of tourism sector</p> <p>Key Findings The 2013 analysis finds that Canada's competitive position improved to eighth. Canada's competitive advantage are found to be: Rich natural resources (ranked 10th), including numerous World Heritage natural sites, (5th) Highly qualified human resources (5th), Cultural resources (16th), including many international fairs and exhibitions.</p>
United Nation Convention on Biological Diversity/Indigenous Tourism and Biodiversity Working Group	UNITB objective – Article 8j – Subject to national legislation, respect, preserve and maintain knowledge, innovations and practices of indigenous and local communities embodying traditional lifestyles relevant for the conservation and sustainable use of biological diversity and promote their wider application with the approval and involvement of the holders of such knowledge,	<p>International recognition through aboriginal tourism awareness development activities, promotions and award (e.g. UNITB).</p> <p>www.cbd.int</p>

	innovations and practices and encourage the equitable sharing of the benefits arising from the utilization of knowledge innovations and practices.	
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Project Supporters

The Squamish Lil'wat Cultural Centre is fortunate to have a broad base of support from a range of individuals, organizations, governments, and industry leaders. Examples of preliminary project partners that have provided funding or in-kind contributions include:

- Aboriginal Affairs and Northern Development Canada
- Audain Art Museum Foundation
- Canadian Heritage
- Capilano University
- Chateau Fairmont Whistler
- Cloudworks Energy
- Club Intrawest
- Four Seasons Resort Whistler
- **Lil'wat Nation**
- Ministry of Transportation
- Museum of Anthropology
- Rocky Mountaineer
- Rotary Club of Whistler
- Simon Fraser University
- Squamish Nation
- Sunshine Coast Museum and Archives
- Tourism Whistler
- University of British Columbia
- United States Government – US Consulate General Office
- Vancouver Community College