

**VILLAGE OF PEMBERTON  
-REGULAR COUNCIL MEETING AGENDA-**

**Agenda** for the **Regular Meeting** of Council of the Village of Pemberton to be held Tuesday, March 16, 2021 at 9:00 a.m. via electronic means through a ZOOM Webinar. This is Meeting No. 1534.

*"This meeting is being recorded as authorized by the [Village of Pemberton Video Recording & Broadcasting of Electronically Held Council, Committee, and Board Meetings](#)*

**\* All Council and Staff will be attending the meeting electronically. Instructions for public participation at the meeting can be found [here](#). Link to the Zoom Webinar: <https://us02web.zoom.us/j/86727425717>**

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**Item of Business**

**Page No.**

**9:00 a.m.                    2021 BUDGET INFORMATION SESSION**

**This information session will take place prior to the start of  
the Regular Council Meeting**

**REGULAR COUNCIL MEETING**

**To follow immediately after the Budget Information Session.**

**1. CALL TO ORDER REGULAR MEETING FOLLOWING THE 2021 BUDGET INFORMATION SESSION**

In honour of the Lil'wat7ul, the Village of Pemberton acknowledges that we are meeting within the unceded territory of the Lil'wat Nation.

**2. APPROVAL OF AGENDA**

**Recommendation:** THAT the Agenda be approved as presented.

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**3. ADOPTION OF MINUTES**

**a) Regular Council Meeting No. 1533, Tuesday, March 2, 2021**

**Recommendation:** THAT the minutes of Regular Council Meeting No. 1533, held Tuesday, March 2, 2021, be approved as circulated.

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**4. BUSINESS ARISING FROM THE PREVIOUS REGULAR COUNCIL MEETING**

**5. RISE WITH REPORT FROM IN CAMERA**

**6. BUSINESS ARISING FROM THE COMMITTEE OF THE WHOLE**

**7. COMMITTEE MINUTES - FOR INFORMATION**

None

**8. DELEGATION**

## 9. REPORTS

### a) Office of the Chief Administrative Officer

#### i. Verbal Report

### b) Corporate & Legislative Services

#### i. Lower Mainland Local Government Association - Resolution for Consideration 15

**Recommendation:** THAT Council provides direction with respect to the draft resolution to the LMLGA regarding the impact of tourism on the natural environment.

### c) Pemberton Fire Rescue Department

#### i. FireSmart – Community Resilience Investment Grant Funding Opportunity 96

**Recommendation:** THAT an application for grant funding, up to \$150,000.00, from the Union of BC Municipalities (UBCM) under the Community Resiliency Investment (CRI) program which provides 100% funding for the Village of Pemberton FireSmart program be supported.

#### ii. Road Rescue Service Provision Outside Squamish-Lillooet Regional District Electoral Area C 98

**Recommendation:** THAT Council supports the continuation of Pemberton Fire Rescue to provide Road Rescue Service to areas outside the Squamish-Lillooet Regional District Electoral Area C that include the following:

- Highway 99 North/Duffey Lake Road, to the boat launch on Duffey Lake and to Blowdown Creek as per agreement with Lillooet Road Rescue.

### d) Development Services

#### i. Development Variance Permit No. 127 – 7665 Cerulean Drive 101

Following the Staff report, the meeting will be opened to the public for comment regarding DVP No. 127.

**Recommendation:** THAT Council provide direction to Staff on which option they wish to proceed with.

## 10. BYLAWS

### a) Bylaws for Adoption

#### i. Village of Pemberton Board of Variance Bylaw No. 893, 2021 168

**Recommendation:** THAT the Village of Pemberton Board of Variance Bylaw No.893, 2021 be adopted.

## 11. MAYOR'S Report

## 12. COUNCILLORS' Reports

## 13. CORRESPONDENCE

a) For Action

b) For Information

- i. **Correspondence from Margaret McCullough, City of Victoria resident, dated February 28, 2021, presenting an e-petition requesting that the Government of Canada ban the operation of puppy mills.** 173
- ii. **Correspondence from Jonathan Coté, Mayor, New Westminster, dated March 4, 2021, requesting Council's support at the LMLGA Virtual Conference in May for their resolution regarding Local Government Election Candidate access to multifamily dwellings for the purposes of canvassing or distributing candidate information.** 177
- iii. **Correspondence from Jonathan Coté, Mayor, New Westminster, dated March 4, 2021, requesting Council's support at the LMLGA Virtual Conference in May for their resolution requesting that the Province engage with regional governments to develop legislation that would provide regional districts with the authority to restrict the sale and distribution of single-use items.** 182
- iv. **Copy of correspondence from Jonathan Coté, Mayor, New Westminster to the Honourable Harry Bains, Minister of Labour, dated March 5, 2021, requesting that the BC government protect the livelihoods of laid-off hotel and tourism industry workers.** 187
- v. **Copy of correspondence from Jonathan Coté, Mayor, New Westminster to the Honourable Melanie Mark, Minister of Tourism, Arts, Culture and Sport, dated March 5, 2021, requesting that the BC government protect the livelihoods of laid-off hotel and tourism industry workers.** 189
- vi. **Copy of correspondence from Christine Fraser, Mayor, Township of Spallumcheen, to the Honourable Patty Hajdu, Minister of Health, dated March 5, 2021, supporting the adoption of 988, a national three-digit suicide and crisis hotline.** 191
- vii. **Correspondence from Patrick Weiler, MP, West Vancouver-Sunshine Coast-Sea to Sky Country, dated March 10, 2021, announcing a 10-year, \$517 million investment in the Canada-British Columbia Housing Benefit that will provide financial support to low income, marginalized groups, to help with monthly rent payments.** 193
- viii. **Correspondence from Patrick Weiler, MP, West Vancouver-Sunshine Coast-Sea to Sky Country, dated March 10, 2021, announcing details of funding support for live arts and music and heritage programs under the Emergency Support Fund for Cultural, Heritage and Sport Organizations.** 194
- ix. **Correspondence from Patrick Weiler, MP, West Vancouver-Sunshine Coast-Sea to Sky Country, dated March 10, 2021, announcing \$2.75 billion in funding over five years, starting in 2021, to enhance public transit systems and switch them to cleaner electrical power, including supporting the purchase of zero-emission public transit and school buses.** 196
- x. **Copy of correspondence from Jamie Ross, Mayor, Belcarra, to Nelly Shin, MP, Port Moody-Coquitlam, supporting the 9-8-8 crisis line initiative.** 197

- xi. Correspondence from Kelly Kenney, Corporate Officer, City of Langley, dated March 11, 2021, requesting favourable consideration at the LMLGA Virtual Conference in May for their resolution requesting the Province permanently reinstate the \$300/month benefit for people receiving disability benefits and income assistance and move to raise disability and income assistance to a livable rate that is above the market basket measure. 198
- xii. Correspondence from Kate Barchard, Corporate Officer, City of Pitt Meadows, dated March 11, 2021, presenting for information two resolutions related to fair taxation from railway operations and industrial parks for inclusion and discussion at the upcoming LMLGA Convention. 201
- xiii. Correspondence from Patrick Weiler, MP, West Vancouver-Sunshine Coast-Sea to Sky Country, dated March 11, 2021, inviting feedback through an online program development questionnaire regarding potential priorities for federal funding from Infrastructure Canada that will support retrofits, repairs or upgrades of existing public buildings and the construction of new public buildings. 206

**Recommendation:** THAT the correspondence be received.

**14. DECISION ON LATE BUSINESS**

**15. LATE BUSINESS**

**16. NOTICE OF MOTION**

**17. QUESTION PERIOD**

207

**18. IN CAMERA**

**THAT** the meeting is closed to the public in accordance with the *Community Charter* Section 90 (1) (c) Employee Relations (k) Negotiations and related discussions that in the view of Council could reasonably expect to harm the interest of the municipality if they were held in public.

**19. RISE WITH REPORT**

**20. ADJOURNMENT OF REGULAR COUNCIL MEETING**



**VILLAGE OF PEMBERTON  
-REGULAR COUNCIL MEETING MINUTES-**

**Minutes of the Regular Meeting** of Council of the Village of Pemberton held on Tuesday, March 2, 2021 at 5:30 p.m. in Council Chambers, 7400 Prospect Street. This is Meeting No. 1533.

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**IN ATTENDANCE\*:** Mayor Mike Richman  
Councillor Ted Craddock  
Councillor Leah Noble  
Councillor Ryan Zant  
Councillor Amica Antonelli

**STAFF IN ATTENDANCE\*:** Nikki Gilmore, Chief Administrative Officer  
Sheena Fraser, Manager of Corporate & Legislative Services  
Lisa Pedrini, Manager of Development Services  
Joanna Rees, Planner  
Vinka Hutchinson, Communications & Grant Coordinator  
Emily White, Executive Assistant/HR  
Laura Murphy, Project & Research Coordinator  
Sarah Toews, Emergency Management Coordinator  
Gwendolyn Kennedy, Legislative Assistant

**PUBLIC:** 4

**MEDIA:** 1

***\*ALL COUNCIL MEMBERS AND STAFF ATTENDED ELECTRONICALLY***

***A RECORDING OF THE MEETING WAS MADE AVAILABLE TO THE PUBLIC & MEDIA***

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**1. CALL TO ORDER REGULAR MEETING**

At 5:32 p.m. Mayor Richman called the Regular Meeting to Order.

In honour of the Lil'wat7ul, the Village of Pemberton acknowledges that we are meeting within the unceded territory of the Lil'wat Nation.

**2. APPROVAL OF AGENDA**

Moved/Seconded

**THAT** the agenda be approved as presented.

**CARRIED**

### **3. ADOPTION OF MINUTES**

#### **a) Regular Council Meeting No. 1532, Tuesday, February 16, 2021**

Moved/Seconded

**THAT** the minutes of Regular Council Meeting No. 1532, held Tuesday, February 16, 2021 be approved as circulated.

**CARRIED**

### **4. BUSINESS ARISING FROM THE PREVIOUS REGULAR COUNCIL MEETING**

There was no business arising from the previous Regular Council Meeting.

### **5. RISE WITH REPORT FROM IN CAMERA**

At the In Camera Meeting held earlier today Council determined to Rise with Report on the following resolutions made at previous In Camera Meetings:

#### **a) Naming of the Recreation Site and Unnamed Road off Pemberton Farm Road East**

At In Camera Meeting No. 1530, held Tuesday, January 12, 2021, Council resolved that the recreation site be named Den Duyf Park in recognition of the Den Duyf Family gift to the Village and further resolved that the unnamed road that accesses the Recreation site north of the site located at 7362 Pemberton Farm Road East be named Sabre Way.

#### **b) Community Emergency Preparedness Fund - 2020 Structural Flood Mitigation Funding Stream – Grant Application Approved**

At In Camera Meeting No. 1531, held on Tuesday, February 2, 2021, Council received correspondence from UBCM advising that the Village has been approved for grant funding, in the amount of \$613,847.98, for the North Arm Outlet Replacement, Riverlands Culvert Gate Replacement, Green River Miller Creek Hydrometric Gauge Install projects under the Community Emergency Preparedness Fund - 2020 Structural Flood Mitigation Funding Stream.

#### **c) Community Economic Recovery Infrastructure Program – Community Economic Resilience Project #CE001 – Pemberton and Area Mountain Bike Skills Park**

At the In Camera Meeting No. 1532, held Tuesday, February 16, 2021, Council received correspondence from the Minister of Municipal Affairs advising that the Village of Pemberton has been approved for grant funding, in the amount of \$974,258, for the Pemberton and Area Mountain Bike Skills Park through the Community Economic Recovery Infrastructure Program.

## 5. BUSINESS ARISING FROM THE COMMITTEE OF THE WHOLE

Recommendations from Committee of the Whole Meeting No. 212 held earlier today:

### a) Annual Business Licence Fees for Cannabis Retail Stores and Cannabis Production Facilities

Moved/Seconded

**THAT** Staff be directed to undertake an amendment process to the Village of Pemberton Business Licence Bylaw No. 855, 2019, that will include the following changes:

1. to reduce the business licence fees for Cannabis Retail Stores and Cannabis Production Facilities to 50% of their current rate in 2022; and
2. to further reduce these fees to match our standard business licence fees in 2023; and
3. to add an application fee of \$1,000 to business licence applications for Cannabis Production Facilities; and
4. to increase application fee for business licence applications for Cannabis Retail Stores from \$1,000 to \$1,000 plus advertising costs for the notification as required by Village of Pemberton Recreational Cannabis Retail Policy DEV-011 and by section 94 of the *Community Charter*.

**CARRIED**

## 6. COMMITTEE MINUTES - FOR INFORMATION

There were no Committee minutes for receipt.

## 7. DELEGATION

There were no delegations.

## 8. REPORTS

### a) Office of the Chief Administrative Officer

At 5:37 p.m. Vinka Hutchinson joined the meeting.

### i. Canada Healthy Communities Initiative (CHCI) Funding Application – Pemberton Community Barn Surface Upgrade

Moved/Seconded

**THAT** the Village of Pemberton apply to the Canada Healthy Communities Initiative (CHCI) for grant funding, up to an amount of \$250,000, for a portable ice rink and surface upgrades to the Pemberton Community Barn.

**CARRIED**

Moved/Seconded

**THAT** Council supports the allocation of an amount, up to \$80,000, from the Village's COVID 19 Safe Restart Fund to cover the remainder of the cost of the portable ice rink and surface upgrades to the Pemberton Community Barn should the Grant application to the Canada Healthy Communities Initiative (CHCI) be successful.

**CARRIED**

At 5:47 p.m. Ms. Hutchinson left the meeting.

At 5:47 p.m. Sarah Toews joined the meeting.

**ii. UBCM Evacuation Route Planning Funding Stream Application – Resolution Revision**

Moved/Seconded

**THAT** the following resolution passed at the Regular Meeting No. 1527 held Tuesday, November 17, 2020 be rescinded:

***THAT** Council supports a joint application with the Squamish-Lillooet Regional District and District of Squamish to UBCM's Evacuation Route Planning funding stream for a \$60,000 consultant-led evacuation exercise in the Pemberton Valley and Squamish floodplain affected areas.*

**CARRIED**

Moved/Seconded

**THAT** Council supports a joint application with the Squamish-Lillooet Regional District and the District of Squamish to UBCM's Evacuation Route Planning funding stream and approves the appointment of the Squamish-Lillooet Regional District as the primary partner to apply for, receive and manage funding for this grant on behalf of all three partners.

**CARRIED**

At 5:50 p.m. Ms. Toews left the meeting.

**iii. CERIP Grant Application for Pemberton Farm Road East Friendship Trail – Verbal Update**

CAO Gilmore informed Council that the Village's application for funding for the Pemberton Farm Road East portion of the Friendship Trail under the Community Economic Recovery Infrastructure Program CERIP funding stream was unsuccessful. Staff will seek alternate funding sources so that the work may proceed as soon as possible.

**b) Corporate & Legislative Services**

**i. Lower Mainland Local Government Association - Resolutions for Consideration**

Moved/Seconded

**THAT** the following resolution be submitted to the Lower Mainland Local Government Association for consideration at the Annual General Meeting to be held May 12<sup>th</sup> to 14<sup>th</sup>, 2021:

**WHEREAS** the name of British Columbia is representative of only a brief period and limited part of the history of this Province and completely fails to acknowledge either the First Nations history and culture, or the multi-cultural heritage of the settlers;

**AND WHEREAS** the adoption of a more inclusive and historically relevant name would better reflect the diverse population of our Province, and could be considered a reconciliatory action, in consultation with local First Nations;

**THEREFORE BE IT RESOLVED** that UBCM request that the Provincial government consider changing the name of British Columbia to a name that better represents the First Nations and multi-cultural residents of the land;

**AND BE IT FURTHER RESOLVED** that UBCM request that the Provincial government consider changing the coat of arms and the flag of the Province to symbols that better reflect the Province's Indigenous heritage and the multi-cultural nature of our population.

**CARRIED**

Moved/Seconded

**THAT** Staff draft a resolution, for review at the next Regular Meeting of Council, addressing the Village's concerns regarding the impact of tourism on the natural environment, including reference to the added pressures placed on vulnerable environments due to the increasing outdoor tourism and recreation resulting from the COVID-19 pandemic.

**CARRIED**

At 6:05 p.m. Lisa Pedrini joined the meeting.

**c) Development Services**

**i. Zoning Amendment (Retaining Wall Regulations) – Request for Direction**

Moved/Seconded

**THAT** the Village retain the status quo with respect to regulations regarding retaining walls in Zoning Bylaw No. 832, 2018.

**CARRIED**

## 11. BYLAWS

At 6:41 p.m. Joanna Rees joined the meeting.

### a) Bylaws for First, Second, and Third Readings

#### i. Board of Variance Bylaw No. 893, 2021

Moved/Seconded

**THAT** the Village of Pemberton Board of Variance Bylaw No.893, 2021 receive First, Second, and Third Readings.

**CARRIED**

At 6:50 p.m. Ms. Pedrini and Ms. Rees left the meeting.

## 12. MAYOR'S Report

Mayor Richman reported on the following meeting and events:

- Participated in a teleconference call with the Honourable Josie Osborne, Minister of Municipal Affairs, and the Honourable Sheila Malcomson, Minister of Mental Health and Addictions:
  - More news regarding CERIP funding to be forthcoming;
  - Parks and campgrounds reservation bulletin;
  - Emergency Crisis Fund for housing supports
  - Common thread of increasing stress due to COVID-19 emerged at the round table discussion;
  - Pointed out the lack of resources and the need for these in small communities.
  - Discussed need for counseling services; barriers and stigma around mental health; cost of services;
- Sea to Sky Mayors and Chairs meetings with MLA Sturdy and MP Weiler
- Vancouver Coastal Health calls regarding vaccination planning
- Attended the Squamish-Lillooet Regional District Board Meeting on February 24<sup>th</sup>:
  - funding for Pemberton Secondary School outdoor classroom was approved;
  - affordable housing amendments for Areas A, C, and D received second Reading and a public hearing will be scheduled;
  - a zoning amendment for 9669 Portage Road that will subdivide the property into eight lots and permit gentle densification received First reading;
  - the SLRD Housing Continuum report was received and discussed;

- bylaw amendment to Bylaw Enforcement Notice Bylaw around animal attractants
  - fees for use of the Community Centre for the vaccination program were waived;
  - there was discussion of the regional connectivity program
  - there was discussion regarding strengthening the CAC policy, regarding possible minimum sizes for affordable housing, and regarding designating rental only zoning;
  - a \$100,000 funding application for mapping of the Ryan River app was supported;
  - a \$150,000 grant application for Fire Smart in Regional District was supported;
  - a funding opportunity for Regional Transit was supported;
  - a temporary use permit for three years for Twin River Gravel to establish a mobile concrete plant was approved.
- Attended the Squamish-Lillooet Regional District Committee of the Whole meeting on February 25<sup>th</sup> where discussion focused on the draft budget. A negligible increase is expected in 2021 and a small increase in 2022.
  - Attended the Hospital District Board where the budget was discussed and adopted. The Board is planning to build reserves and significant increases can be expected over the next few years.
  - Attended the Spelkumtn Community Forest Interim Board meeting on February 24<sup>th</sup> with Councillor Craddock. Discussion focused on upcoming forestry activities and communication to the public.

Mayor Richman reminded Councillors to complete the Destination BC Survey as this is an opportunity for input into how tourism is marketed in our region, allowing Councillors to emphasize their commitment to education, sustainability principles, and protection of the natural environment.

Mayor Richman will attend the following upcoming meetings:

- Fire Committee meeting
- Pemberton Valley Utilities and Services Committee meeting
- Meeting with new Tourism Pemberton president Andy Meeker who was appointed at last week's AGM. Mark Mendonca was appointed Vice President.
- Chamber of Commerce AGM on March 17<sup>th</sup>.

Mayor Richman thanked all who participated in the Affordable Housing survey which ended on February 17<sup>th</sup>. The winner of the survey participation draw is Frank Ingham. In lieu of a \$25 gift certificate to a Pemberton business of his choice, Mr. Ingham has kindly donated the value of his prize to the Pemberton Food Bank.

Mayor Richman reminded those present of the Public Budget Info Session to be held on Tuesday, March 16<sup>th</sup> at 9 a.m. Details are available on the Village website.

## 12. COUNCILLORS Reports

### Councillor Craddock reported on the following:

- attended the PVDD meeting on February 21<sup>st</sup> where project planning was discussed; and
- attended the Spelkumtn Community Forest Interim Board Meeting with Mayor Richman. Councillor Craddock commented on the successful relationship building that has characterized the development of the Community Forest Board.

Councillor Zant did not report.

Councillor Noble did not report.

Councillor Antonelli did not report.

## 13. CORRESPONDENCE

### a) For Action

- Correspondence from Natalie Szewczyk, dated February 22, 2021, providing information regarding employment services offered through WorkBC for job seekers and local employers.**

Moved/Seconded

**THAT** the information be forwarded to the Pemberton & District Chamber of Commerce and posted on the Virtual Hub Page.

**CARRIED**

### b) For Information

- Correspondence from Patrick Weiler, MP, West Vancouver-Sunshine Coast-Sea to Sky Country, dated February 17, 2021, announcing the most recent initiatives to receive funding for the assessment, removal, and disposal of abandoned boats in Canadian waters under the Abandoned Boats Program, and reminding readers of the ongoing call for applications.**
- Correspondence from Patrick Weiler, MP, West Vancouver-Sunshine Coast-Sea to Sky Country, dated February 26, 2021, relaying important information regarding tax filing, including a list of tax credits that seniors may be eligible to claim.**

Moved/Seconded

**THAT** the correspondence be received.

**CARRIED**



## 15. DECISION ON LATE BUSINESS

There was no late business.

## 16. LATE BUSINESS

There was no late business.

## 17. NOTICE OF MOTION

There was no notice of motion.

## 18. QUESTION PERIOD

Dan Falloon, Pique Newsmagazine, requested clarification on the bylaw amendment process required to establish the new business licence fees that received approval in principle by Council.

At 7:18 p.m. the Regular Meeting was recessed.

At 7:20 p.m. the Regular Meeting was reconvened and Council moved In Camera.

## 19. IN CAMERA

Moved/Seconded

**THAT** the meeting is closed to the public in accordance with the *Community Charter* Section 90 (1) (c) Employee Relations (k) Negotiations and related discussions that in the view of Council could reasonably expect to harm the interest of the municipality if they were held in public.

**CARRIED**

## 20. RISE FROM IN CAMERA

At 7:29 p.m. Council Rose without Report.

## 21. ADJOURNMENT OF REGULAR COUNCIL MEETING

Moved/Seconded

**THAT** the Regular Council Meeting be adjourned.

**CARRIED**

At 7:29 p.m. the Regular Council Meeting was adjourned.

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Mike Richman  
Mayor

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Sheena Fraser  
Corporate Officer

DRAFT

**Date:** March 16, 2021

**To:** Nikki Gilmore, Chief Administrative Officer

**From:** Sheena Fraser, Manager of Corporate and Legislative Services  
Gwendolyn Kennedy, Legislative Assistant

**Subject:** Lower Mainland Local Government Association - Resolution for Consideration

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### **PURPOSE**

The purpose of this report is to present to Council a proposed resolution to be submitted by the Village of Pemberton for consideration by the Lower Mainland Local Government Association (LMLGA) at their Virtual Conference and Annual Meeting to be held May 12 -14, 2021.

### **BACKGROUND**

At Regular Council Meeting No. 1532, held Tuesday, February 16, 2021, discussion took place respecting submitting resolutions to LMLGA to inspire action on issues important to local governments. As a result, the following resolutions were passed:

*Moved/Seconded*

**THAT** Staff prepare a draft resolution to the Lower Mainland Local Government Association regarding consideration of a change to the name of the province, the coat of arms, and the flag, representative of the multi-cultural nature of our population and inclusive of indigenous history, for review at the March 2, 2021 Regular Council Meeting.

**CARRIED**

*Moved/Seconded*

**THAT** Staff prepare a draft resolution to the Lower Mainland Local Government Association requesting funding to ensure management and protection of parks, crown lands not managed for tourism, and natural resources, in a manner respectful of Aboriginal traditional and contemporary land use, as increased tourism impacts the natural environment.

**CARRIED**

It should be noted that submissions related to resolutions already considered and forwarded by local area associations to UBCM or those already considered, and direction provided at a previous UBCM Convention will not be entertained to avoid duplication.

In follow up, at Regular Council Meeting No. 1533, held Tuesday, March 2, 2021, a resolution respecting the request to consider a name, coat of arms and flag change for the Province was presented and Staff requested further direction with respect to a draft resolution referring to the impact of tourism on the natural environment, due to requirement that resolutions not repeat previous requests. The resolution related to consideration of a name change was supported and in response to Staff's request for direction Council passed the following resolution:

*Moved/Seconded*

**THAT** Staff draft a resolution, for review at the next Regular Meeting of Council, addressing the Village's concerns regarding the impact of tourism on the natural environment, including reference to the added pressures placed on vulnerable environments due to the increasing outdoor tourism and recreation resulting from the COVID-19 pandemic.

**CARRIED**

### **Sustainable Tourism Impacted by Covid-19 Pandemic**

Resolutions submitted to the Lower Mainland Local Government Association in recent years have requested additional funding to local governments for the management of adventure tourism, and the Province has responded and set out its initiatives in this respect.

This year the Village's concern is related to the rapid growth in adventure tourism and outdoor recreation, in part prompted by the Province's focus on outdoor recreation and exploration as suitable activities during the COVID-19 pandemic. Although quantitative information is not yet available, anecdotal reports suggest that the pandemic has increased use of trails, campsites, climbing crags, lakes, hot springs, and other key tourist destinations, many of which were already reaching or exceeding capacity. Destination BC's report, Sea to Sky Corridor Development Strategy (**Appendix A**), outlining key objectives for the development of tourism in the corridor, is notably lacking acknowledgement of the threats of unrestricted outdoor and adventure tourism on vulnerable natural environments, despite the Village having voiced these concerns in the past. The Village is concerned that the desire to bring economic benefit to the region through post-pandemic tourism has overshadowed the need to protect natural ecosystems. Staff have included reference to Destination BC's Explore BC Initiative in the following draft resolution:

**WHEREAS** in the summer of 2020, in response to the COVID-19 pandemic, the Province moved to Phase 3 of BC's Restart Plan which resulted in Destination BC focusing on encouraging residents to Explore BC as a way to promote domestic tourism;

**AND WHEREAS** the Explore BC campaign has been so successful that unprecedented numbers of residents and visitors have sought ways to experience the Province's natural environment and these numbers are expected to continue beyond the active pandemic phase;

**THEREFORE BE IT RESOLVED THAT** the Province provide funding to assist local governments in establishing sustainable tourism policies and programs to ensure that visitor use of lands and natural resources is done in a manner that protects the natural environment in perpetuity.

### **COMMUNICATIONS**

No communication components are required.

### **LEGAL CONSIDERATIONS**

There are no legal, legislative, or regulatory considerations.

### **IMPACT ON BUDGET & STAFFING**

There is no impact on budget and staffing as the preparation of this report is incorporated into the daily activities of the Department of Corporate & Legislative Services.

### **INTERDEPARTMENTAL IMPACT & APPROVAL**

There is no interdepartmental impact or approval required.

### **IMPACT ON THE REGION OR NEIGHBOURING JURISDICTIONS**

A review of this initiative has no impact on other jurisdictions.

### **ALTERNATIVE OPTIONS**

There are no alternative options for consideration.

### **RECOMMENDATIONS**

**THAT** Council provide direction with respect to the draft resolution to the LMLGA regarding the impact of tourism on the natural environment.

### **Attachments:**

**Appendix A:** Sea to Sky Corridor Development Strategy (Destination BC)

Submitted by:	Gwendolyn Kennedy, Legislative Assistant
Manager Approval by:	Sheena Fraser, Manager of Corporate and Legislative Services
CAO Approval by:	Nikki Gilmore, Chief Administrative Officer



# SEA-TO-SKY CORRIDOR DESTINATION DEVELOPMENT STRATEGY



DESTINATION  
BRITISH COLUMBIA™



## DESTINATION BC

**Heather Boyd**

MANAGER,  
VANCOUVER, COAST & MOUNTAINS  
AND INDUSTRY PROGRAMS

**Shawna Leung**

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**Amber Mattock**

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FRONT COVER PHOTO: SEA TO SKY HIGHWAY, Destination BC

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# EXECUTIVE SUMMARY

## A. DISTINCTIVE DESTINATION FOR THE SEA-TO-SKY CORRIDOR

The Sea-to-Sky Corridor planning area encompasses all of the North Shore of Metro Vancouver Regional District and the Squamish-Lillooet Regional District (SLRD). This estimated 260-kilometre-long area includes North Vancouver, along Highway 1 and Burrard Inlet through West Vancouver to Horseshoe Bay, and then north along Highway 99 where the route meanders along the scenic Howe Sound coastline to Squamish.

The route continues inland through the Coast Mountain Range to Whistler, Pemberton, and Lillooet. The Sea-to-Sky Corridor includes all communities and remote areas in between North Vancouver and Lillooet, including Bowen Island and the Bridge River Valley, north of Pemberton.

As of 2016, the region was home to approximately 235,314 residents distributed among nine incorporated municipalities, 12 Indigenous communities, and a number of unincorporated communities. The planning area travels through the territories of the Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Líl'wat Nation, and St'át'imc Nation.



Numerous Sea-to-Sky Corridor communities have a long history of tourism: North Vancouver, Horseshoe Bay, and Whistler. Other communities were resource-based, focusing on forestry (logging, saw, and pulp mills), fishing, mining (copper and gold), horticulture, and agriculture. Tourism and recreation opportunities, as well as residential migration, have shifted the dependence from the natural resource sectors to a more diversified economy.

WHILE STRONG TOURISM GROWTH IS FELT WITHIN THE COMMUNITIES IN THE SOUTHERN PARTS OF THE SEA-TO-SKY CORRIDOR, FEEDBACK FROM PARTICIPANTS SUGGESTS THE NORTHERN COMMUNITIES COULD BENEFIT FROM ADDITIONAL ECONOMIC DEVELOPMENT.

Three main visitor markets were identified for the planning area: leisure, group travel, and sport tourism. Based on the Vancouver, Coast & Mountains regional profile, the top North American

leisure markets for the Sea-to-Sky Corridor are British Columbia, Washington, Alberta, Ontario, and California. Top International markets identified by strategy development participants include the UK, Australia, Mexico, Germany, and China.

Major attractions for the area include iconic demand generators such as Grouse Mountain, Deep Cove/Baden Powell Trail, Capilano Suspension Bridge, Bowen Island, the Sea to Sky Gondola, multiple Provincial Parks (such as Stawamus Chief, Alice Lake, Shannon Falls, Brandywine Falls, Garibaldi, Joffre Lakes, and South Chilcotin), Whistler Blackcomb, Whistler Village, hot springs, and an abundance of festivals, events, and outdoor recreation experiences, such as mountain biking and hiking.

**Potential motivating experiences to develop a year-round destination include:**

- outdoor adventures
- festivals and events
- Indigenous cultural tourism
- agriculture and culinary
- touring and road trips
- marine-based
- educational and learning
- attractions and activities
- group travel (meetings, convention and incentive travel, travel trade)
- sporting events
- health and wellness

## B. DISTINCTIVE DIRECTION FOR THE SEA-TO-SKY CORRIDOR

The vision is aligned with existing planning frameworks and the aspirations of what type of destination tourism partners would like the Sea-to-Sky Corridor to be in 10 years:

VIBRANT, DIVERSE, AND AUTHENTIC, THE SEA-TO-SKY CORRIDOR PAIRS A YEAR-ROUND SUSTAINABLE AND PROSPEROUS TOURISM MANAGEMENT MODEL WITH BEING THE MOST SOUGHT-AFTER DESTINATION FOR WORLD CLASS OUTDOOR RECREATION AND THRIVING, CULTURAL EXPERIENCES.

**There are seven destination development goals identified to support the vision for the Sea-to-Sky Corridor:**

1. Increase resident and community prosperity through sustainable tourism growth.
2. Improve visitor dispersion year-round throughout the Sea-to-Sky Corridor.
3. Improve visitor use of the natural and cultural heritage in a respectful and sustainable manner.
4. Improve tourism infrastructure for transportation and employee and entrepreneur housing.
5. Increase the involvement of Indigenous communities and entrepreneurs in tourism.
6. Increase the global competitive strength of the entire Sea-to-Sky Corridor destination experience.
7. Strengthen resilience and adaptive capacity to climate-related hazards, natural disasters, and market changes.

**These seven goals support the two common provincial goals:**

1. Lead Canada in growth of overnight visitor expenditures.
2. Secure the highest Net Promoter Score in North America.

**Specific motivating experiences identified for destination development include the following:**

1. Outdoor adventure and recreation
2. Festivals and events
3. Indigenous cultural tourism
4. Culture
5. Culinary experiences
6. Touring
7. Marine-based
8. Education and learning
9. Meetings and Conventions
10. Health and Wellness
11. Attractions and Activities

**Eight destination development themes will help strengthen the Sea-to-Sky Corridor as a destination:**

**THEME 1:** Stewardship and social commitment

**THEME 2:** Proactive visitor growth management

**THEME 3:** Indigenous tourism development

**THEME 4:** New products and improved travel experiences

**THEME 5:** Community character and personality building

**THEME 6:** Infrastructure and shared transportation options

**THEME 7:** Attracting talent and workforce sustainability

**THEME 8:** Partnerships and working together



## ACRONYMS

**AEST** Ministry of  
Advanced Education,  
Skills & Training

**AGRI** Ministry of Agriculture

**CDMO** Community  
Destination Marketing  
Organization

**DBC** Destination British  
Columbia

**DMO** Destination  
Marketing Organization

**EDUC** Ministry  
of Education

**ENV** Ministry of  
Environment & Climate  
Change Strategy

**FIN** Ministry of Finance

**FLNR** Ministry of Forests,  
Lands, Natural Resource  
Operations and Rural  
Development

**IRR** Ministry of Indigenous  
Relations and Reconciliation

**ITAC** Indigenous Tourism  
Association of Canada.

**ITBC** Indigenous Tourism  
Association of British  
Columbia

**MRDT** Municipal Regional  
District Tax

**OCP** Official  
Community Plan

**RDMO** Regional  
Destination Marketing  
Organization

**RMI** Resort Municipality  
Initiative

**RMOW** Resort Municipality  
of Whistler

**SLCC** Squamish Lil'wat  
Cultural Centre

**SLRD** Squamish-Lillooet  
Regional District

**TAC** Ministry of Tourism,  
Arts and Culture

**TIABC** Tourism Industry  
Association of British  
Columbia

**TRAN** Ministry of  
Transportation and  
Infrastructure

**UNDRIP** United Nations  
Declaration on the Rights  
of Indigenous Peoples

**VCM** Vancouver, Coast  
& Mountains Tourism Region

# 1

# FOREWORD AND ACKNOWLEDGEMENTS

**FOREWORD** This Destination Development Strategy is the result of a 22-month, iterative process of gathering, synthesizing, and validating information with tourism partners about the status and future direction of tourism in the Sea-to-Sky Corridor.

As one of 20 destination development strategies that are produced between 2016 and 2019, the Sea-to-Sky Corridor strategy will contribute to long-term regional and provincial planning that supports the development of British Columbia as a world-class tourism destination.



## ACKNOWLEDGEMENTS

Destination British Columbia and the project facilitation team thank the over 400 participants and tourism partners who contributed by:

- attending community meetings
- participating in surveys, interviews, and follow-up conversations
- forwarding relevant documents for the planning area's Situation Analysis

We thank the Indigenous communities and entrepreneurs on whose traditional territories we travelled and gathered for our community meetings including the Skwxwú7mesh (Squamish), Tseil-Waututh, Lil'wat, and St'át'imc Indigenous communities.

The participation of our partners was invaluable, but it is important to note that no endorsement of this strategy or any action listed within was obtained.


### Special thanks are offered to members of the Working Group:

- Angela Bissat, Lillooet Chamber of Commerce
- Christy Allan, Sea to Sky Gondola
- Don Coggins, Copper Cayuse Outfitters
- Drew Copeland, Howe Sound Biosphere Region Initiative
- Graham Turner, Lil'wat Business Corp, Pemberton and District Chamber of Commerce

- Jack Crompton, Squamish-Lillooet Regional District
- Jan Jansen, Resort Municipality of Whistler
- Jennifer Belak, Vancouver North Shore Tourism Association
- Jill Brooksbank, Village of Pemberton
- Jodi Westbury, Grouse Mountain
- John Rae, Resort Municipality of Whistler
- Karen Goodwin, Tourism Whistler
- Lesley Weeks, Tourism Squamish
- Louise Walker, Squamish Chamber of Commerce
- Meredith Kunza, Tourism Whistler
- Murray Atherton, Tourism Bowen Island
- Stephen Mikicich, District of West Vancouver
- Rishi Sharma, Ministry of Advanced Education, Skills & Training
- Scott Shaw-MacLaren, Ministry of Forests, Lands, Natural Resource Operations and Rural Development
- Tania Johnson, Ministry of Tourism, Arts and Culture

### Special thanks are offered to the facilitator of the Sea-to-Sky Corridor destination development process:

- Susan Rybar, Vardo Creative Inc.



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# INTRODUCING THE STRATEGY

BOWEN ISLAND FERRY  
Photo: Alex Guiry

This Destination Development Strategy was developed to enhance the competitiveness of the Sea-to-Sky Corridor over the next 10 years and beyond. The strategy is part of Destination BC's Destination Development Program. The Program is a critical part of Destination BC's corporate strategy and facilitates the collaboration of local, regional, and provincial agencies, Indigenous communities and entrepreneurs, destination marketing organizations (DMOs), tourism operators, and other community interests to guide the long-term growth of tourism in the Sea-to-Sky Corridor.





## A. PROGRAM VISION AND GOALS

The provincial vision for the Destination Development Program is:

- BC is a world-class tourism destination that offers remarkable products and experiences that are authentic, driven by visitor demand, exceed expectations, and align with BC's brand

The provincial vision is supported by three goals:

- Make BC the most highly recommended destination in North America
- Create strategic 10-year plans for tourism development and improve return-on-investment for government and private sector investments in tourism assets
- Elevate BC's ability to compete as a premium destination while making the province more attractive for investment

Destination development brings together planning, policy, and capacity building efforts to:

- Ensure that a destination is well positioned to make future strategic decisions
- Address impediments to growth and capitalize on opportunities
- Outline key assets of a destination including the main product themes and experiences available
- Outline key priorities for new product, infrastructure, and amenity development
- Identify impediments to development and tourism growth (e.g., potential policy or capacity issues, available funding, access to funding, etc.)



FIGURE 1:  
Tourism Revenue  
Drivers



## B. PURPOSE OF THE STRATEGY

This strategy not only supports the goals of the provincial Destination Development Program but also:

- Provides strategic direction for the region, and guidance for local and regional planning
- Enhances the Sea-to-Sky Corridor’s ability to leverage their resources and programs
- Fosters joint action and inter-community dialogue

This strategy serves as a guide for tourism partners as they proceed with implementation. This document should be reviewed and updated as necessary to reflect changing tourism objectives, priorities, and market conditions. Results should also be tracked regularly to ensure learnings can help future implementation activities to be even more effective in increasing economic, social, and cultural benefits to the entire Sea-to-Sky Corridor planning area.

## C. A FOCUS ON THE SUPPLY AND EXPERIENCE

Destination development is the mechanism whereby the natural life cycle of tourism (e.g., development, stagnation, decline, and rejuvenation) is managed to ensure a destination evolves to remain desirable for the consumer and therefore, competitive in its target markets.

Destination development happens when industry and government plan and work together to enhance the quality of a visitor’s experience by ensuring tourism products, services, amenities, and practices meet and exceed expectations over the long term.

Tourism has two primary revenue drivers – supply and demand (Figure 1). Creative marketing efforts strive to generate short-term demand for a destination and

create immediate urgency for people to want to visit. Destination development focuses on the supply side of tourism by creating a compelling visitor experience to attract new visitors and entice repeat visitation. In this age of near instantaneous sharing via social networks (e.g., Facebook, Instagram, Twitter) and third-party platforms, the traveller can review their experiences (e.g., TripAdvisor, Google), the quality of the destination, and the experiences it offers.

There are multiple dimensions to supply that are considered in destination development planning to enhance the visitor experience:

- the setting in which our experiences take place and how to access them
- policies that establish and maintain opportunities and growth barriers
- the investment enhancement framework
- products and experiences matched to consumer interests, including infrastructure and amenities (which are all often public in nature and used by residents as well as visitors)
- visitor servicing programs that meet and exceed guest expectations
- capability, skills, and training industry needs so that we all can excel at what we do

These dimensions are illustrated in Figure 2.

## D. METHODOLOGY

This strategy was developed based on an extensive, collaborative effort during a 22-month process that culminated in the creation of a Situation Analysis report and this document.

Iterative destination development planning provided opportunities for input and validation (Figure 3). Developed by Destination BC, the strategic process was semi-structured to allow for flexibility which ensured the unique considerations of the Sea-to-Sky Corridor were assessed and respected.

A volunteer Working Group contributed their expertise. This Working Group reviewed and discussed the key findings from the Situation Analysis and helped develop the goals and supporting objectives in this strategy. See Appendix 1 for the full process outline.



FIGURE 3:  
Key Project  
Timelines

ACTIVITY	DATES
Pre-project staging and document review; interviews and initial site visits	August – September 2017
Session 1: In-community consultation in Whistler	September 2017
Interviews and Industry Survey	October – November 2017
Session 2: In-community consultation in Squamish	November 2017
Interviews and Industry Survey	November 2017 – January 2018
Draft Situation Analysis	August 2017 – January 2018
Working Group: Priority setting and preliminary findings in Whistler	March 2018
Draft Destination Development Strategy	February – March 2018
Review and finalize the Destination Development Strategy	April 2018 – May 2019

## E. PROJECT OUTPUTS

Key outputs from this project include:

1. An asset inventory of accommodations, tourism businesses, attractions, tourism organizations, food and beverage establishments, parks and recreation sites, sports and arts facilities, meeting facilities, transportation, festivals, events, and visitor services.
2. A 122-page Situation Analysis that provides foundational research related to the Sea-to-Sky Corridor, access and infrastructure, key tourism assets, key markets, a destination assessment, and priority planning area considerations which informed the development of the planning area's strategy.
3. This Destination Development Strategy.

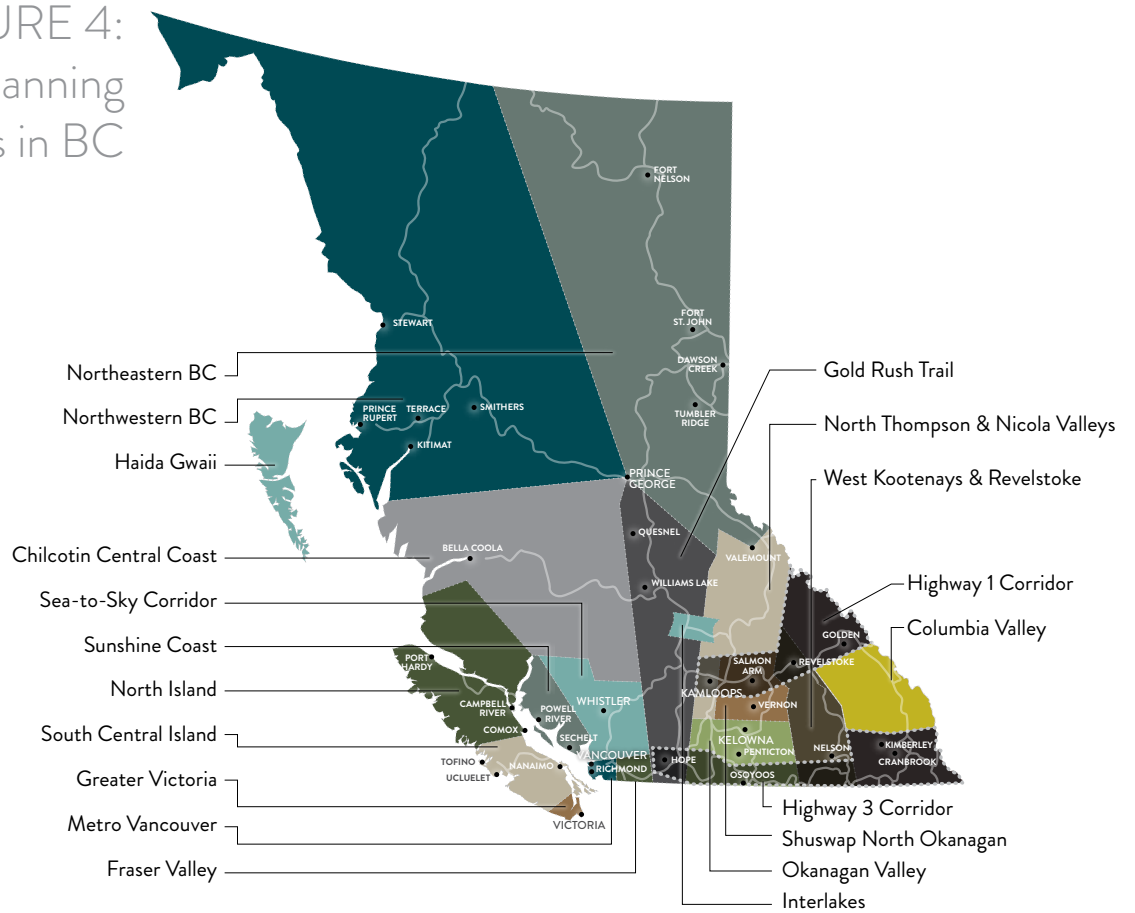
# 3

# ALIGNMENT

NORTH SHORE TRAIL  
Photo: Julian Apse

The destination development strategy (DDS) for the Sea-to-Sky Corridor is one of six that will be prepared for the Vancouver, Coast & Mountains tourism region and one of 20 for the province (Figure 4).

FIGURE 4:  
Planning  
Areas in BC



The five other planning areas in the Vancouver, Coast & Mountains tourism region are: Metro Vancouver, Sunshine Coast, Fraser Valley, Gold Rush Trail, and Highway 3 Corridor. Each of the province's six Regional Destination Marketing Organizations (RDMOs) will integrate their planning area strategies into one Regional Destination Development Strategy which, in turn, will be used to inform a Provincial Destination Development Strategy. (Figure 5).

It is important to recognize that visitors do not make travel decisions based on artificial boundaries created by governments and organizations. As a result, planning areas span multiple jurisdictions thus reinforcing the importance of an integrated approach with a shared vision and prioritized investments.

The destination development strategies themselves will be influenced by, and where appropriate, reflect and complement other planning initiatives.

FIGURE 5:  
Levels of Destination Development Planning







4

# SUCCESS NETWORK

COAST MOUNTAIN BREWING  
Photo: BC Ale Trail

Success networks represent the clusters of businesses and organizations (private sector, government, and not-for-profit) who are encouraged to collaborate and work in harmony to bring the opportunity to fruition. Successful destination development implementation recognizes that we all have a role to play.

The recommendations contained within this Destination Development Strategy form the foundation for additional discussions that are focused and aligned, regarding implementation locally, regionally, and provincially. Organizations identified within each tactical success network will be able to review the potential for growing tourism locally, regionally, and provincially, by leading or supporting implementation and action. It does not imply that the

organizations have committed or endorsed the tactic. This strategy is intended to inform conversations that may lead to future investments and actions, or that will contribute to growing this planning area's and British Columbia's visitor economy.

It is important to note that the development opportunities are not mutually exclusive.

Tourism partners demonstrated a desire to work together throughout the community consultations. The complexity of the tourism opportunity is understood along the Sea-to-Sky Corridor.

Tourism partners have already articulated their desire to work cooperatively on destination development initiatives. It is only

by working collaboratively that the true potential of the Sea-to-Sky Corridor can be realized.

The following partners have been identified collectively through the strategy development process as likely playing a role in moving a potential objective or action forward:

FIGURE 6: Key Governmental and Management Organizations

FEDERAL	FIRST NATIONS	PROVINCIAL	REGIONAL	LOCAL
<ul style="list-style-type: none"> <li>• Destination Canada</li> <li>• Western Economic Diversification</li> <li>• Parks Canada</li> <li>• Canadian Heritage</li> <li>• Department of Fisheries and Oceans</li> <li>• Public Safety Canada</li> <li>• Transport Canada</li> <li>• Public Works and Government Services Canada</li> </ul>	<ul style="list-style-type: none"> <li>• St’át’imc Nation</li> <li>• Lil’wat Nation</li> <li>• Squamish Nation</li> <li>• Tsleil-Waututh Nation</li> <li>• Indigenous Tourism Association of BC</li> <li>• Indigenous Tourism Association of Canada</li> </ul>	<ul style="list-style-type: none"> <li>• Destination BC</li> <li>• go2HR</li> <li>• BC Ferries</li> <li>• Ministries and Agencies:               <ul style="list-style-type: none"> <li>-Tourism, Arts and Culture</li> <li>-Jobs, Trade and Technology</li> <li>-Transportation and Infrastructure</li> <li>-Forests, Lands, Natural Resource Operations and Rural Development</li> <li>-Indigenous Relations and Reconciliation</li> <li>-Environment &amp; Climate Change Strategy</li> <li>-Agriculture</li> <li>-Municipal Affairs and Housing</li> <li>-Advanced Education, Skills &amp; Training</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Squamish-Lillooet Regional District</li> <li>• Metro Vancouver Regional District</li> <li>• Capilano University (North Vancouver)</li> <li>• Quest University (Squamish)</li> <li>• BC Rural Network</li> <li>• The Future of Howe Sound Society</li> <li>• Airports and aerodomes</li> <li>• Transportation Providers</li> <li>• Vancouver Attractions Group</li> <li>• Fraser Basin Council</li> </ul>	<ul style="list-style-type: none"> <li>• DMO’s (non-government)</li> <li>• Local Governments</li> <li>• Chambers of Commerce</li> <li>• Business Improvement Associations</li> <li>• Hotel Associations</li> <li>• Community Associations</li> <li>• Visitor Centres</li> <li>• Harbour Authorities</li> <li>• Tourism Operators</li> <li>• Nature-based Organizations</li> <li>• Arts, Culture, Heritage Organizations</li> <li>• Clubs/Volunteer Groups</li> <li>• Search and Rescue</li> <li>• Residents</li> </ul>

This strategy is intended to inform actions for the future, which over time, may be embedded in the local, regional, and provincial decision making process. The result will be an integrated system of priorities that will achieve better development decisions, drive greater tourism revenues, and realize benefits for businesses and communities on the Sea-to-Sky Corridor. All of this will contribute to a thriving, vibrant, and growing economy.

Joint strategy ownership among all planning area tourism partners is a critical component of this program's success. The planning process identifies a suggested success network of tourism partners to champion and move actions within each objective forward. However, during implementation, the leads and parties involved would need to be verified. In many instances, executing an initiative may require the sharing of responsibilities, and listed entities will be responsible to lead their own areas.

The regional representative (Vancouver, Coast & Mountains) has an important role to play as regional destination development champions. As this planning process is not intended to duplicate ongoing efforts or create new organizational or administrative structures, the implementation of this strategy should first be executed through existing organizations, where possible.



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# A DISTINCTIVE DESTINATION

BLACK TUSK AND WHISTLER  
Photo: Andrew Strain

## A. GEOGRAPHIC DESCRIPTION OF THE AREA

The Sea-to-Sky Corridor planning area encompasses all of the North Shore of Metro Vancouver Regional District and the Squamish-Lillooet Regional District (SLRD). This estimated 260-kilometre long area includes North Vancouver, along Highway 1 and Burrard Inlet through West Vancouver to Horseshoe Bay, and then north along Highway 99 where the route meanders along the scenic Howe Sound coastline to Squamish.

The route continues inland through the Coastal Mountain Range to Whistler, Pemberton, and Lillooet. The Sea-to-Sky Corridor includes all communities

and rural areas in between North Vancouver and Lillooet, including Bowen Island, and the Bridge River Valley, north of Pemberton.



Communities in the Sea-to-Sky Corridor are accessible by motor vehicles and/or public transit, including the SeaBus that goes from North Vancouver to Vancouver. Several communities along the Sea-to-Sky Corridor are accessible by air. Water taxis take passengers and BC

Ferries takes vehicles and passengers to and from Horseshoe Bay to Bowen Island and the Sunshine Coast.

There are visitor centres and visitor services teams in North Vancouver, Bowen Island, Squamish, Whistler, Pemberton, Lillooet, and Bridge River Valley.

## B. DESCRIPTION OF THE POPULATION BASE AND INCLUDED COMMUNITIES

As of 2016, the region was home to approximately 235,314 residents distributed among nine incorporated municipalities, 12 Indigenous communities, and a number of non-incorporated

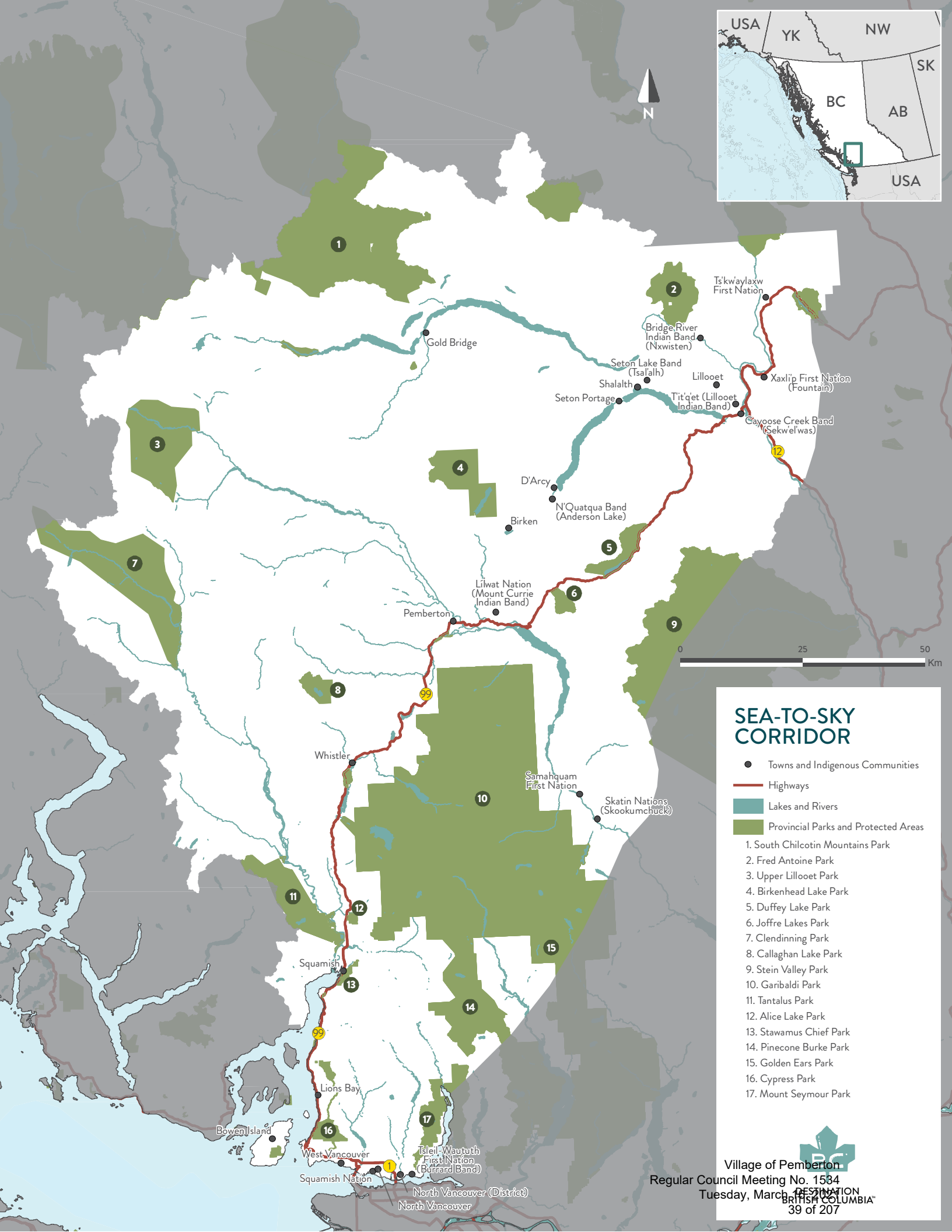
communities. The Sea-to-Sky Corridor travels through the territories of the Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, and St'át'imc Nation.

## C. DESCRIPTION OF ECONOMY BASE – HISTORICAL AND CURRENT

Numerous Sea-to-Sky Corridor communities have a long history of tourism, specifically North Vancouver, Horseshoe Bay, and Whistler. Other communities were natural resource-based, focusing on forestry (logging, saw, and pulp mills), fishing, mining (copper and gold), horticulture, and agriculture. Tourism and recreation opportunities (as well as residential migration) have shifted the dependence from the resource sector to a more diversified economy. Pemberton still relies on logging and agriculture but has diversified into gardening, agritourism, and outdoor recreation. Forestry is the primary industry in Lillooet, with tourism second, followed by agriculture.

The communities have since diversified their economies through tourism, predominantly due to an abundance of outdoor recreation activities for all seasons, for all communities throughout the Sea-to-Sky Corridor.

While strong tourism growth is felt within the communities in the southern parts of the Sea-to-Sky Corridor, feedback from participants suggests the northern communities could benefit from additional economic development.



## SEA-TO-SKY CORRIDOR

- Towns and Indigenous Communities
- Highways
- Lakes and Rivers
- Provincial Parks and Protected Areas

1. South Chilcotin Mountains Park
2. Fred Antoinette Park
3. Upper Lillooet Park
4. Birkenhead Lake Park
5. Duffey Lake Park
6. Joffre Lakes Park
7. Clendinning Park
8. Callaghan Lake Park
9. Stein Valley Park
10. Garibaldi Park
11. Tantalus Park
12. Alice Lake Park
13. Stawamus Chief Park
14. Pinecone Burke Park
15. Golden Ears Park
16. Cypress Park
17. Mount Seymour Park



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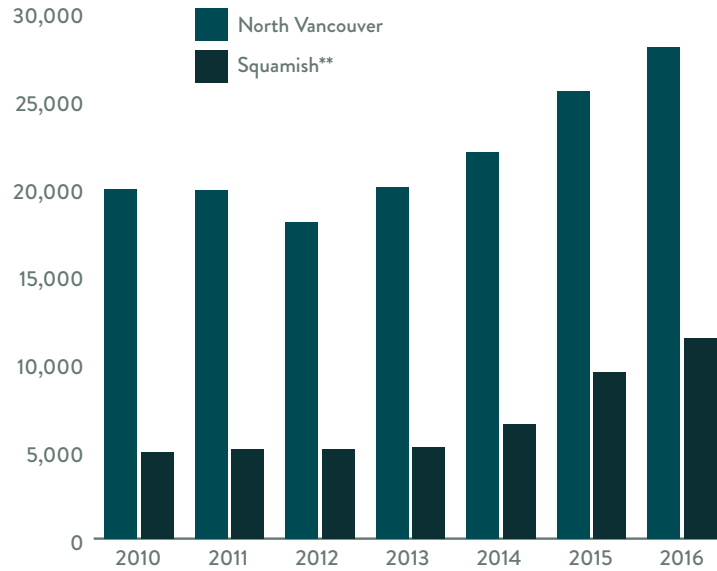
## D. OVERVIEW OF TOURISM PERFORMANCE

There are several indicators available to measure performance of the tourism industry at a local level. The data that exists includes: room revenue, airport volume, average daily rate, occupancy, highway volume, and visitor centre statistics.

### ROOM REVENUE

Year-over-year analysis of room revenue trends between 2010 and 2016 show strong growth in Squamish. Room revenue declined in 2011 (after the 2010 Winter Olympics) in both North Vancouver and Whistler, however it has been increasing steadily since then (Figures 7 and 8). Due to the significant difference in total revenues by community, two charts have been provided to demonstrate year-over-year trends.

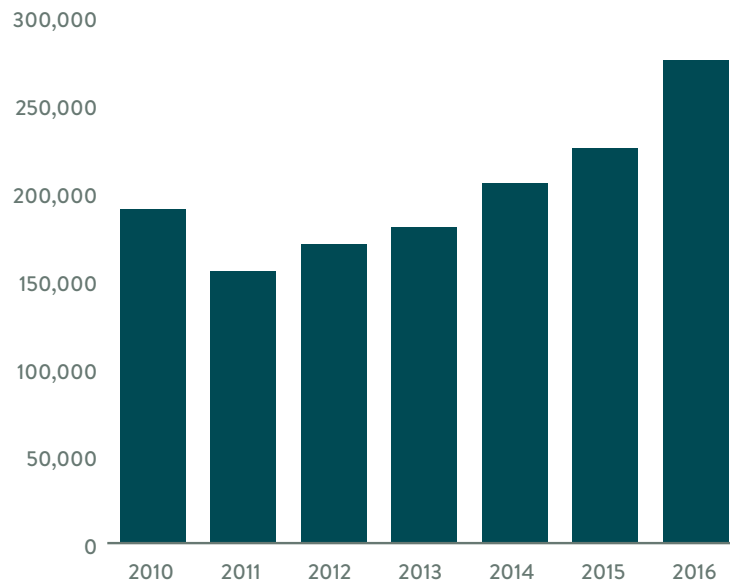
FIGURE 7:  
Room Revenue  
(in \$000), North  
Vancouver and  
Squamish, Annually  
2010–2016



\*\* Squamish 2010: Annual totals should be interpreted with caution since the unsuppressed data for this community is not available for all months within the year.

Source: BC Stats and Ministry of Finance; Aug. 23, 2017

FIGURE 8:  
Room Revenue  
(in \$000),  
Whistler, Annually  
2010–2016



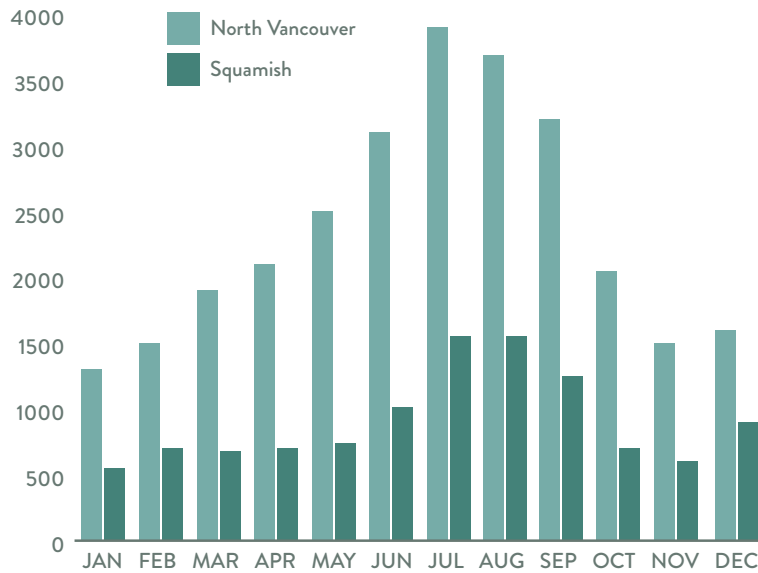
Source: BC Stats and Ministry of Finance; Aug. 23, 2017

## ACCOMMODATION SEASONALITY

Month-over-month analysis of room revenue for 2016 shows the highest growth in revenue for the summer months in North Vancouver and Squamish. Over the winter months in both communities, there are peaks in revenue in December and March. Whistler has the highest revenue over

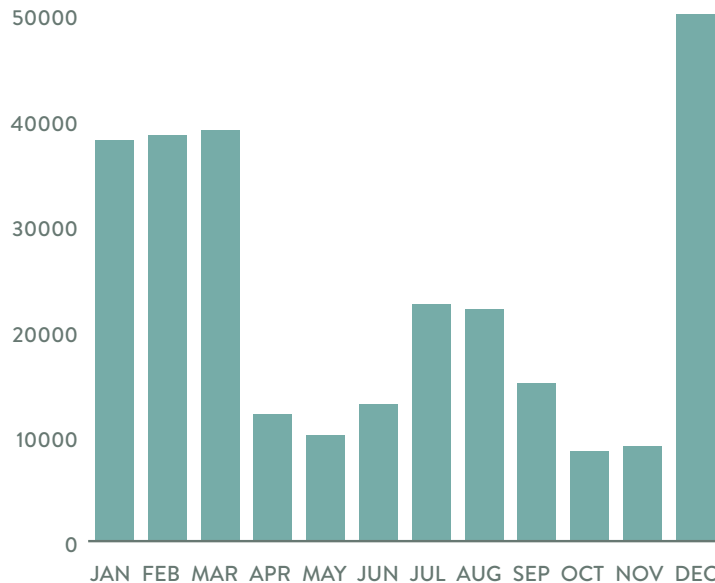
winter months, followed by July and August, and lower revenue in spring and fall (Figures 9 and 10). Due to the significant difference in total revenues by community, two charts have been provided to demonstrate seasonal trends and capacity for growth.

FIGURE 9:  
Room Revenue  
(in \$000), North  
Vancouver and  
Squamish  
MONTHLY 2016



Source: BC Stats and Ministry of Finance; Aug. 23, 2017

FIGURE 10:  
Room Revenue (in  
\$000), Whistler  
MONTHLY 2016



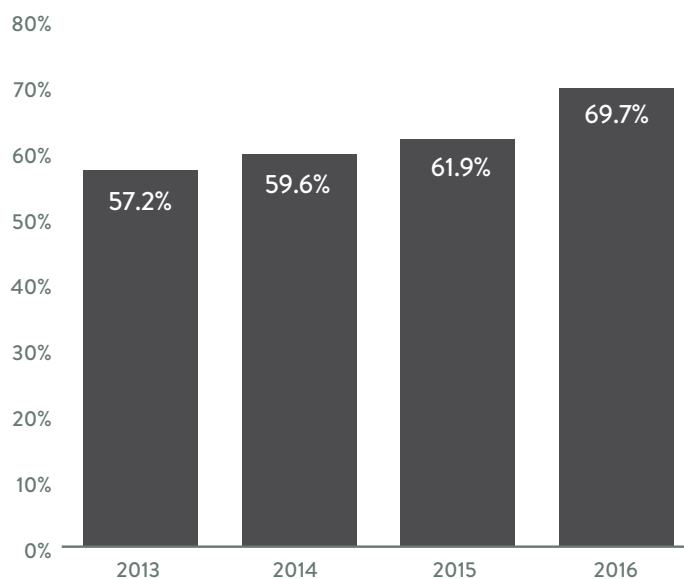
Source: BC Stats and Ministry of Finance; Aug. 23, 2017

FIGURE 11:  
Occupancy Rate,  
Whistler, Annually  
2013–2016

## HOTEL OCCUPANCY AND AVERAGE DAILY RATE

Whistler is the only community along the Sea-to-Sky Corridor whose hotel data is tracked by CBRE Hotels.

Year-over-year analysis of occupancy trends between 2013 and 2016 show strong growth (Figure 11).



Source: CBRE Hotels, Trends in the Hotel Industry National Market Report.

## E. KEY VISITOR MARKETS

In 2014, the Vancouver, Coast & Mountains tourism region represented 49% of provincial overnight visitation and 52% of related spending. British Columbia residents make up the largest share of overnight visitation (48%), but a much lower share of spending (23%) compared to other tourism regions. On average, BC travellers in the Vancouver, Coast & Mountains tourism region stayed 2.4 nights and spent \$107 per night during their trip (Figure 12).

Within the Sea-to-Sky Corridor, three main visitor markets have been identified, including leisure, group travel, and sport tourism markets.

### Leisure markets include:

- Metro Vancouver and Fraser Valley residents who take a day trip to the Sea-to-Sky Corridor.
- Destination visitors to Metro Vancouver and Fraser Valley who take a day trip to the Sea-to-Sky Corridor as part of a longer visit.
- Destination visitors who get away or vacation within one of the Sea-to-Sky Corridor communities.
- Touring visitors who pass through the Sea-to-Sky Corridor as part of a larger multi-destination trip to BC.

FIGURE 12:  
VCM, Average  
Spending, Average  
Nights per Visitor,  
2014

	AVERAGE SPENDING PER VISITOR	AVERAGE NIGHTS	AVERAGE SPENDING PER VISITOR PER NIGHT
ALL TRAVELLERS IN VANCOUVER, COAST & MOUNTAINS	\$522	4.7	\$111
BC RESIDENTS	\$255	2.4	\$107
OTHER CANADIAN RESIDENTS	\$748	5.1	\$146
US RESIDENTS	\$547	3.2	\$171
OTHER INTERNATIONAL RESIDENTS	\$1,131	14.0	\$81

FIGURE 13:  
Top Vancouver,  
Coast &  
Mountains  
Markets

TOP FIVE MARKETS OF ORIGIN (2014)	SHARE IN VANCOUVER, COAST & MOUNTAINS	
	Visitation	Spending
1. BRITISH COLUMBIA	48%	23%
2. WASHINGTON	9%	6%
3. ALBERTA	6%	8%
4. ONTARIO	5%	9%
5. CALIFORNIA	4%	5%

Source: Destination BC Vancouver, Coast & Mountains Regional Tourism Profile, 2017



Destination visitors and touring visitors include BC, other Canada, and international markets.

Group travel markets include meetings, conventions and incentive travel, weddings, and travel trade.

Sport tourism markets include traditional sport hosting such as golf tournaments, baseball tournaments, and the BC Summer Games, as well as outdoor recreational and sporting events such as marathons, physical endurance events, and mountain bike competitions.

Based on the Vancouver, Coast & Mountains regional profile, the top North American leisure markets for the Sea-to-Sky Corridor are British Columbia, Washington, Alberta, Ontario,

and California (Figure 13). Top international markets identified by participants include the UK, Australia, Mexico, Germany, and China.

Visitors to the Sea-to-Sky Corridor may differ in several ways, including their expectations, attitudes, motivations, interests, passions, and willingness to pay for a tourism experience. It is important to consider these market segmentations in development plans.

In terms of Explorer Quotient markets, the segments with the greatest inclination to visit the Sea-to-Sky Corridor are Authentic Experiencers, Cultural Explorers, Free Spirits, and Gentle Explorers.

## FIGURE 14: Explorer Quotient Markets

### AUTHENTIC EXPERIENCERS

Older and highly educated, they relish experiencing all their travel destination has to offer in an authentic, reserved, non-exorbitant way. They like the freedom of doing their own thing connecting with the locals and have an interest in history.

### CULTURAL EXPLORERS

Avid, open-minded, and socially engaged travellers, they embrace, discover, and immerse themselves in all aspects of the travel experience. They seek spontaneous and authentic experiences on their own terms.

### FREE SPIRITS

Younger, adventurous thrill seekers, they are highly social and open-minded. They are committed travellers who indulge in high-end experiences that are shared with others.

### GENTLE EXPLORERS

Reluctant travellers who demand luxury and comfort when they travel, they are frequent travellers that return to past destinations and enjoy the security of familiar surroundings.

## F. SUMMARY OF KEY STRENGTHS, CHALLENGES, AND OPPORTUNITIES

The Sea-to-Sky Corridor benefits from a range of strengths. However, it is also facing several destination development

challenges, some of which have the potential to impact the future growth and sustainability of the tourism sector.

To build on these strengths and address these challenges, several key opportunities were identified. These opportunities form the foundation of the Sea-to-Sky Corridor Destination Development Strategy. Key strengths, challenges, and opportunities are summarized below.

FIGURE 14: Strengths, Challenges, and Opportunities

KEY STRENGTHS	KEY CHALLENGES	KEY OPPORTUNITIES
<ul style="list-style-type: none"> <li>• Global reputation</li> <li>• Outdoor playground for nature-based tourism</li> <li>• Proximity to large markets</li> <li>• Whistler Blackcomb and Whistler resort community</li> <li>• Diverse geography, climates, natural assets, and Provincial Parks</li> <li>• Agritourism/food culture</li> <li>• Cultural experiences</li> <li>• Funding programs</li> <li>• Unique communities</li> <li>• Sustainability practices</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of transportation options and congestion</li> <li>• Year-round staff constraints, including skill sets, housing, and seasonality</li> <li>• Staff and funding for land-based management</li> <li>• Decline of visitation in shoulder and off season</li> <li>• Lack of tourism operators and visitor-ready experiences</li> <li>• Lack of visitor amenities</li> <li>• Aging infrastructure</li> <li>• Lack of intel/data to make informed decisions</li> </ul>	<ul style="list-style-type: none"> <li>• Growth at Vancouver International Airport</li> <li>• Connected visitors and technology use</li> <li>• Arts, culture and heritage tourism, including festivals and events</li> <li>• Growing demand for experiences: culinary, road cycling, health and wellness retreats</li> <li>• Indigenous cultural tourism development</li> <li>• Lower Canadian dollar to attract US market</li> </ul>



## G. EXPERIENCE POTENTIAL

Traditional major attractions for the area include iconic demand generators such as Grouse Mountain, Deep Cove/ Baden Powell Trail, Capilano Suspension Bridge, Bowen Island, the Sea to Sky Gondola, multiple Provincial Parks (such as Stawamus Chief, Alice Lake, Shannon Falls, Brandywine Falls, Garibaldi, Joffre Lakes, South Chilcotin), Whistler Blackcomb, Whistler Village, hot springs, and an abundance of additional festivals, events, and experiences, such as mountain biking and hiking, with potential to further increase the visitor interest for travelling along the Sea-to-Sky Corridor.

### SPECIFIC PRODUCT EXPERIENCES

Potential motivating experiences to develop a year-round destination include:

- outdoor adventures
- festivals and events
- Indigenous cultural tourism
- culture
- agriculture and culinary experiences
- touring and road trips
- marine-based
- educational
- attractions and activities
- group travel (meetings, convention and incentive travel, sporting events, travel trade)
- health and wellness



# 6

# A DISTINCTIVE DIRECTION

BRANDYWINE FALLS  
Photo: Blake Jorgenson

**A. VISION** The vision is aligned with existing community plans, planning frameworks, and the aspirations of what type of destination tourism partners would like the Sea-to-Sky Corridor to be in 10 years.

The goals, strategies, and actions within this strategy were prioritized to achieve the elements identified within this vision.

Vibrant, diverse, and authentic, the Sea-to-Sky Corridor pairs a year-round sustainable and prosperous tourism management model with being the most sought-after destination for world class nature-based tourism and thriving cultural experiences.

### **Our vision is supported by our aspirations:**

- The Sea-to-Sky Corridor is the best place in the world to connect with true nature. Nature is celebrated, preserved, protected, and respected, and the area's renowned natural beauty brings visitors back year after year.
- Heritage, culture, values, and rights are respected and honoured, including those of Indigenous Peoples, all residents, and visitors.
- The Sea-to-Sky Corridor is a global best-practice of tourism done right, providing social, economic, and environmental benefits to businesses, communities, and residents throughout the entire region.
- Communities collaborate while maintaining their distinct spirit and cultural expression.
- Visitors and residents are in harmony and enhance the community vibe and visitor experience.





## B. GOALS

Seven destination development goals have been identified to support the vision for the Sea-to-Sky Corridor:

1. Increase resident and community prosperity through sustainable tourism growth.
2. Improve visitor dispersion year-round throughout the Sea-to-Sky Corridor.
3. Improve visitor use of the natural and cultural heritage in a respectful, sustainable manner.
4. Improve supporting tourism infrastructure for transportation, and employee and entrepreneur housing.
5. Increase the involvement of Indigenous communities and entrepreneurs in tourism.
6. Increase the global competitive strength of the entire Sea-to-Sky Corridor destination experience.
7. Strengthen resilience and adaptive capacity to climate-related hazards, natural disasters, and market changes.

**These seven goals support the two common provincial goals:**

1. Lead Canada in growth of overnight visitor expenditures.
2. Secure the highest Net Promoter Score in North America.





## C. GUIDING PRINCIPLES FOR DESTINATION DEVELOPMENT

As destination development continues in the Sea-to-Sky Corridor, choices will have to be made and priorities set.

### Participants developed the following guiding principles for decision making for destination development in the Sea-to-Sky Corridor:

- Tourism will operate in harmony with our natural ecosystems and growth must recognize ecological limits and carrying capacities, and not be detrimental to the natural environment.
- Tourism growth must be balanced with meeting visitor's needs to ensure any visit to the Sea-to-Sky Corridor is a positive, memorable experience.
- Tourism development will be focused on both collaborative corridor-wide initiatives as well as individual community-based opportunities that are transformative and strengthen long-term product competitiveness of the entire Sea-to-Sky Corridor.
- Tourism partners will work together to spread the benefits of tourism throughout the Sea-to-Sky Corridor, ensuring prosperity is shared by all.
- Tourism will be part of a larger effort to support and engage Indigenous communities and Peoples. Growth and development must respect the titles, rights, cultural values, history, and priorities of the Indigenous communities and entrepreneurs, as well as agreements among governments.
- The destination will be developed to meet the needs of a diverse visitor market, focusing on improving the value of a visitor and improving industry resiliency over long-term business cycles.
- Development must ensure the quality of experiences matches the Sea-to-Sky Corridor destination brand promise.
- Tourism will enhance the appeal of the Sea-to-Sky Corridor for residents and support the lifestyle of residents.
- Investing in new tourism businesses and development must be balanced with the need to elevate the current resident, entrepreneurial, and visitor experience.
- Growth must enhance and support the long-term retention of community character and personality, and enhance the distinctiveness of the Sea-to-Sky Corridor.
- Visitors will be an integral part of the stewardship efforts and will be educated to be respectful and responsible travellers.
- Tourism development will reinforce the Sea-to-Sky Corridor's values of responsibility, tolerance, openness, diversity, inclusion, and respect.

## D. MOTIVATING EXPERIENCES

### What do we focus our attention on for the next 10 years that will position the Sea-to-Sky Corridor as a competitive and sustainable destination?

Identifying the motivating experiences will entice tourists to visit our region. Differentiating a destination, and making it truly unique from other destinations, helps to improve its competitiveness.

There were three main visitor markets identified throughout the strategy development process: leisure, group travel, and sport tourism markets. Within sport tourism, this Destination Development Strategy focused on the outdoor recreation and sporting events market for collaborative efforts, recognizing individual communities have differing aspirations for traditional sport hosting markets (such as soccer tournaments).

**Eleven distinct motivating experiences were identified that elevate the core strengths of the destination and align to the demand generators deemed most relevant to the desired visitor:**

- Outdoor adventure and recreation
- Festivals and events (including outdoor recreation events)

- Indigenous cultural tourism
- Culture
- Culinary experiences
- Touring
- Marine-based
- Education and learning
- Meetings and conventions
- Health and wellness
- Attractions and activities

A key focus of this strategy is to work together to ensure there is a collective mass of activities for each of these experiences to motivate travel to the Sea-to-Sky Corridor as a destination. Further information is provided below, to provide the context and opportunities for each motivating experience.

STRATEGIC PRIORITY AREAS	SPECIFIC TARGETS
<p><b>OUTDOOR ADVENTURE AND RECREATION</b></p>	<p>Visitors cite the natural environment, diversity of outdoor activities, and spectacular scenery as primary motivators for choosing to vacation in British Columbia. There is an abundance of outdoor adventure and recreation activities for all seasons, in all communities along the Sea-to-Sky Corridor, including: world-class winter ski resorts located in Whistler and on the North Shore mountains, activities like snowshoeing on the North Shore mountains, snowmobiling in the backcountry around Pemberton, playing hockey on frozen Little Gun Lake during Winterfest, or cross country skiing in Lillooet. Summer offerings are abundant, including hiking, world class mountain biking, rafting, camping, road cycling, fishing, kayaking, and horseback riding, among others.</p> <p>In 2013, approximately 43% of visitors to British Columbia participated in an outdoor adventure activity while on their trip to British Columbia. Among overseas visitors, 10% participated in outdoor adventures while in British Columbia. In recent years, there has been greater demand for experiences from visitors that involve cultural and natural discovery through physically active and exhilarating activities.</p> <p>Outdoor recreation activities and experiencing scenery and nature are key motivators for trips along the Sea-to-Sky Corridor. As such, it is critical to maintain and enhance the abundance of outdoor recreational assets and visitor amenities for all seasons and ensure the parks and natural spaces continue to attract visitors. As the Sea-to-Sky Corridor has a global reputation and competitive advantage for its outdoor adventure products and experiences. It is critical to build on this strength and protect this positioning for the future.</p> <p>It is important to note that while some recreational activities such as golf, tennis, and baseball are very important to visitors and residents in individual communities, the focus for collaboration within the entire Sea-to-Sky Corridor has been agreed to be on nature-based outdoor adventure and recreation as described above.</p>

**STRATEGIC PRIORITY AREAS****SPECIFIC TARGETS****FESTIVALS AND EVENTS**

The Sea-to-Sky Corridor offers an abundance of festivals and events that draw significant tourism visitation to all communities, such as large scale, mass-participation outdoor recreation and sporting events that create sufficient demand to drive the tourism economy, as well as year-round arts festivals and events that activate the communities, add colour to the destination, and attract visitors from within the region and internationally.

It is a common aspiration from all communities within the planning area to support existing festivals and events, as well as build new ones that improve the vibrancy of their community for both residents and visitors, and to expand the season beyond peak visitor months.

**INDIGENOUS CULTURAL TOURISM**

Indigenous cultural tourism is a small, but rapidly growing segment of the British Columbia tourism industry that tends to attract an international visitor who spends more per trip than other visitors. Within the Sea-to-Sky Corridor, significant opportunity exists to enhance the cultural product and experience offerings and participate more fully in this growing segment. There is interest in supporting Indigenous experiences as part of a destination stay. Any Indigenous tourism development needs to originate from the Indigenous communities.

**CULTURE**

The cultural identity of British Columbia is distinct and diverse, drawing from many different narratives. This woven fabric is appealing to an international audience and there are opportunities to diversify the Sea-to-Sky Corridor product base while supporting existing and developing new cultural experiences<sup>1</sup>. This will help to attract new, high-yield markets (higher-yield long-haul markets are more interested in arts, culture, and heritage) and diversify the visitor base. This will also support year-round visitation through generating a volume of experiences that are indoor and therefore less reliant on nature-based amenities and weather.

Several Sea-to-Sky Corridor municipalities and Indigenous communities have developed specific Cultural Plans or have identified cultural development strategies within their Community Plans. Clearly woven within all plans is the need to preserve cultural heritage and the opportunity to improve storytelling. Several projects such as an expansion of the Cultural Journey viewpoints<sup>2</sup> have been identified for growth development.

Most communities within the Sea-to-Sky Corridor also have well-established public art programs and supporting tactics and there may be the opportunity to integrate storytelling throughout the planning area through these programs.

**CULINARY EXPERIENCES**

The Sea-to-Sky Corridor has built a reputation for agricultural experiences, local foods and culinary tourism, which aligns to the growing consumer interest in food experiences. The Sea-to-Sky Corridor also has significant agriculture plans that guide agriculture efforts, and all communities aspire to enhance their culinary offerings that are connected to the land (e.g., farm-to-table, culinary events, etc.). Both Pemberton and Lillooet aspire to have their tourism positioning strongly linked to their food and farm culture. Destination development strategies need to support all these aspirations through creating a stronger regional culinary destination experience.

**TOURING**

The Sea-to-Sky Corridor is part of the Coast Mountain Circle Route and a significant portion of BC's tourism visitation is associated with touring. Self-guided touring provides an ideal way to move around from place to place, experiencing various parts of the province. A focus on improving the touring experience will enhance economic opportunities for all businesses and communities within the Sea-to-Sky Corridor and is a core strategy in moving visitors to more rural communities in the northern part of the planning area, such as Pemberton, Mount Currie, D'Arcy, the Bridge River Valley, and Lillooet.

<sup>1</sup>The UNWTO definition for cultural tourism: Cultural tourism is a type of tourism activity in which the visitor's essential motivation is to learn, discover, experience and consume the tangible and intangible cultural attractions/products in a tourism destination. These attractions/products relate to a set of distinctive material, intellectual, spiritual and emotional features of a society that encompasses arts and architecture, historical and cultural heritage, culinary heritage, literature, music, creative industries and the living cultures with their lifestyles, value systems, beliefs and traditions.

<sup>2</sup>Cultural Journey is a self-guided route through the Skwxwú7mesh Úxwumixw (Squamish Nation) and Lil'wat First Nations lands and includes seven kiosks and viewpoint signage at easily accessible pullouts. Going northbound from Vancouver, kiosks 1 to 5 are on the way up to Whistler and kiosks 6 and 7 are on the southbound side of the highway. [slcc.ca/experience/cultural-journey/](http://slcc.ca/experience/cultural-journey/)

## STRATEGIC PRIORITY AREAS

## SPECIFIC TARGETS

### MARINE-BASED

There are opportunities to better use the oceanfront and coastal community features of the Sea-to-Sky Corridor, drawing from its rich Indigenous culture and history of marine-based tourism. Improved access and activities could generate new interest in visiting the area, lessen the pressures on the land-base, and provide an alternative to highway transportation. Existing efforts to secure UNESCO status for the Howe Sound Biosphere could be leveraged.

### EDUCATION AND LEARNING

Destination Canada and Destination BC have both identified Learners as a key traveller market for Canada and BC, those who search for unique learning experiences that help them engage with destinations and locals. For the Sea-to-Sky Corridor, educational opportunities have been identified as experience enhancers, to be woven into the offerings of all other motivating experiences (e.g., culinary schools, outdoor education, and Indigenous cultural understanding).

### MEETINGS AND CONVENTIONS

The Sea-to-Sky Corridor offers 35 meeting and convention facilities with over 190,000 square feet in space combined. The Whistler Conference Centre is the largest facility and generates more than 80,000 room nights annually.

According to Destination Canada, meetings, incentive travel, conventions and exhibitions (MICE) related travel in 2015 accounted for almost 17% of all travellers to Canada and 21% of tourism industry revenues. More than 85% of MICE activities in 2012 were held in hotels and resorts with meeting facilities and roughly 82% of the events in Canada had fewer than 100 attendees.

In 2012, BC received \$4.3 billion in economic impact from the MICE sector<sup>3</sup> and destinations that can offer flexible venues and a range of pre-and-post activities that will be better positioned to attract these diverse groups. There are opportunities for the Sea-to-Sky Corridor to further develop its meeting and convention spaces, supporting accommodations, and capture a larger share of this lucrative market that spurs additional pre- and post-meeting leisure travel.

### HEALTH AND WELLNESS

The growing demand for health and wellness experiences by leisure travellers has been identified as an opportunity for the Sea-to-Sky Corridor that currently has several assets in this service category, but it not yet recognized for. The development of new health and wellness product experiences should tie into and support the abundance of nature-based experiences within the Sea-to-Sky Corridor. The Scandinave Spa in Whistler and Peak Yoga on Grouse Mountain (free outdoor yoga) are excellent examples of health and wellness experiences that enhance the visitor experience.

### ATTRACTIONS AND ACTIVITIES

The Sea-to-Sky Corridor is home to some of BC's most popular and iconic attractions and activities, including: Grouse Mountain, Capilano Suspension Bridge, Mount Seymour, Cypress Mountain, Sea to Sky Gondola, Britannia Mine Museum, West Coast Railway Heritage Park, and the PEAK 2 PEAK Gondola in Whistler.

These attractions and activities enhance a destination stay and encourage visitors to stay longer and spend more.

<sup>3</sup>In 2012 the MPI Foundation and its partners conducted an update of a national MICE sector study (Canadian Economic Impact Study – CEIS 3.0) that aggregated data from many partners and agencies. It found that over 585,000 business events were hosted in 2,176 venues and attracted over 35 million participants that year, contributing an estimated \$29.0 billion in direct spending by participants and non-participants.





## E. DEVELOPMENT THEMES

The Sea-to-Sky Corridor planning area participants identified development themes to focus their attention on for the next 10 years. Destination development planning themes define the priorities that have surfaced from tourism partners through the planning process to support the vision and goals, as well as the motivating experiences. Eight destination development themes were identified to strengthen the Sea-to-Sky Corridor as a destination. Each theme has objectives and actions identified to support it.

### THEME 1: STEWARDSHIP AND SOCIAL COMMITMENT

Tourism partners in the Sea-to-Sky Corridor destination development planning process continually elevated the need for sustainability principles to be at the foundation of the Destination Development Strategy. Responsible and sustainable tourism development must support the inherent values of place and ensure the social, economic, and environmental benefits from tourism exceed the costs attributed to each ideal.

### THEME 2: PROACTIVE VISITOR GROWTH MANAGEMENT

The rapid growth of the resident base and tourist visitation since 2010 has placed significant strains on many tourism assets and infrastructure in the North Vancouver to Mount Currie portion of the Sea-to-Sky Corridor.

This has resulted in the need to better understand and manage tourism capacity and disperse visitors throughout the planning area, balancing tourism quantity with quality, and ensuring experiences are proactively designed for the right level of visitor use. Pressures are acutely felt on the recreational land-base (the backcountry in particular) as well as within residential neighbourhoods.

### THEME 3: INDIGENOUS TOURISM DEVELOPMENT

The demand for experiential travel that authentically connects travellers to local people, culture, and places in deep and meaningful ways continues to grow. In 2017, BC's Indigenous tourism sector generated approximately \$705 million in gross direct output for the province. There are enormous opportunities to create and market Indigenous cultural experiences, a growing area of interest and demand amongst travellers, including Canadian, Chinese, German, US, and British markets. There are a significant number of Indigenous communities with existing tourism developments, tourism businesses, and tourism aspirations; it is through their lead that Indigenous tourism may prosper.

Indigenous tourism development helps to improve understanding for, and respect of, Indigenous title, rights, and land use priorities, as well as support the Province's commitment to the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Calls to Action of the Truth and Reconciliation Commission.



## THEME 4: NEW PRODUCTS AND IMPROVED TRAVEL EXPERIENCES

New products and experiences are needed to increase resident and community prosperity through sustainable tourism growth, improve visitor dispersion year-round and throughout the Sea-to-Sky Corridor, and increase visitor interest in travelling to the Sea-to-Sky Corridor from key markets.

The diversity of the Sea-to-Sky Corridor communities, geographic areas, and visitor markets requires distinct solutions to tourism growth. While more urban or mature destinations require new products and experiences to improve the off-season and shoulder-season prosperity, more rural communities require new products and experiences to support the viability of existing businesses and key destination draws to attract more and/or higher-valued visitors. A variety of paid and unpaid experiences are necessary to deliver a good destination visitor experience in the Sea-to-Sky Corridor and ensure the destination is affordable for the diverse markets.

## THEME 5: COMMUNITY CHARACTER AND PERSONALITY BUILDING

The distinct communities, the sense of place, and the vibe within the Sea-to-Sky Corridor are a significant part of the destination appeal and are a critical part of the draw for travellers. It is important that the distinctiveness of each community is identified, preserved, elevated, and showcased, while at the same time bringing together all communities within the Sea-to-Sky Corridor.

The Sea-to-Sky Corridor has a compelling mix of urban areas, resort municipalities, and rural villages. A continued focus on strengthening sense of place and local identities (including a much stronger vision for Indigenous culture) can provide a stronger foundation for nature-based tourism that currently drives the tourism economy.

## THEME 6: INFRASTRUCTURE AND SHARED TRANSPORTATION OPTIONS

Transportation has been identified as a top constraint to tourism growth within the Sea-to-Sky Corridor and adding sustainable transportation alternatives is key to the long-term viability. The primary arteries through the planning area are

challenged with a lack of public transit options, a lack of connectivity between communities (including under-developed roadways), road closures, safety issues, and traffic congestion at points such as bridges, community entrances, and parking areas. Despite significant improvements by the provincial government and municipalities, game-changing efforts are needed to ease the transportation flow. Visitors continue to be dependent on personal or rented vehicles and the traffic flow is hindered by residential development and an increased volume of travellers visiting the destination.

In addition to transportation, needed infrastructure has been identified for wi-fi and connectivity, accommodations, meetings, and convention spaces to remove barriers to visitation growth in specific communities.

## THEME 7: ATTRACTING TALENT AND WORKFORCE SUSTAINABILITY

Provincially, as the visitor economy grows, more acute labour shortages are being felt. The Sea-to-Sky Corridor is no exception as there are significant human resource challenges that need to be addressed. Entrepreneur and staff housing shortages, labour shortages, and gaps in skillsets were identified by tourism partners as barriers to tourism growth. Recruiting, retaining, and training staff are all critical elements to business success and the visitor experience.

## THEME 8: PARTNERSHIPS AND WORKING TOGETHER

The Sea-to-Sky Corridor has not had a long history of working together on tourism development and management, and yet, cooperation and collaboration are critical to addressing current challenges and future opportunities. It is important that a solid foundation is built that enables comprehensive and collaborative management of the planning area while still evolving the diverse destinations within the planning area. Working cooperatively and in partnerships, both within and outside of the tourism industry, is key to the industry's success.

## F. INTERACTION OF DEVELOPMENT THEMES AND MOTIVATING EXPERIENCES

For any destination development strategy to achieve its goals, there must be coordinated interaction with the other components of the tourism development process.

Destination development focuses on the supply side of tourism by providing the setting, access, policy framework, investment attraction, experiences, and visitor services that attract new visitors and entice repeat visitation.

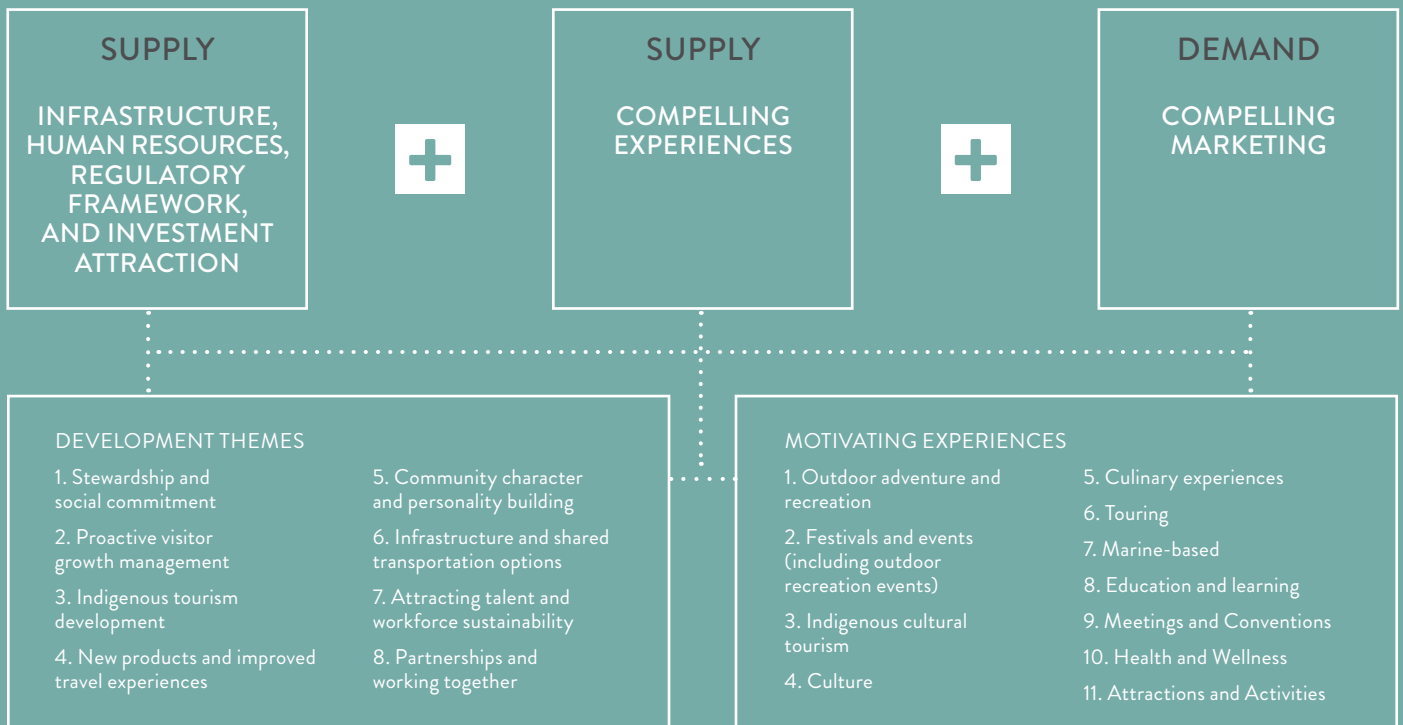
Demand side marketing efforts strive to create urgency for people to want to visit. While this strategy focuses on the supply side, it is important to connect the defined destination themes to the motivating experiences that lead to purchase decisions and result in visitation.

The interaction of supply, demand, development themes, and motivating experiences is cyclical. The process of developing supply drivers such as transportation, policy frameworks, and investment attraction supports the development of compelling experiences — the supply drivers of products and services. These can then be marketed to potential visitors to generate demand. The marketing demand drivers lead to purchase decisions which result in visitation. Then, a new cycle of

supply-side management and investment is set in motion to encourage competitiveness, sustainability, and tourism-driven benefits over the long term.

Each of the eight development themes contributes to each of the eleven motivating experiences that were determined for the Sea-to-Sky Corridor, although they will do so at different levels, based on the actual objectives recommended (Figure 14).

**FIGURE 14:**  
Interaction of Development Themes and Motivating Experiences





# STRATEGY AT A GLANCE

WHISTLER  
Photo: Kevin Arnold

## SEA-TO-SKY: A DISTINCTIVE DESTINATION

VISION	Vibrant, diverse, and authentic, the Sea-to-Sky Corridor pairs a year-round sustainable and prosperous tourism management model with being the most sought after destination for world class nature-based outdoor recreation and thriving cultural experiences.			
GOALS	<ol style="list-style-type: none"> <li>1. Increase resident and community prosperity through sustainable tourism growth.</li> <li>2. Improve visitor dispersion year-round and geographically throughout the Sea-to-Sky Corridor.</li> </ol>	<ol style="list-style-type: none"> <li>3. Improve visitor use of the natural and cultural heritage in a respectful, sustainable manner.</li> <li>4. Improve supporting tourism infrastructure for transportation, and employee and entrepreneur housing.</li> </ol>	<ol style="list-style-type: none"> <li>5. Increase the involvement of Indigenous communities and entrepreneurs in tourism.</li> <li>6. Increase the global competitive strength of the entire Sea-to-Sky Corridor destination experience.</li> </ol>	<ol style="list-style-type: none"> <li>7. Strengthen resilience and adaptive capacity to climate related hazards, natural disasters, and market changes.</li> </ol>
MOTIVATING EXPERIENCES	<ol style="list-style-type: none"> <li>1. Outdoor adventure and recreation</li> <li>2. Festivals and events</li> </ol>	<ol style="list-style-type: none"> <li>3. Indigenous cultural tourism</li> <li>4. Culture</li> <li>5. Culinary experiences</li> </ol>	<ol style="list-style-type: none"> <li>6. Touring</li> <li>7. Marine-based</li> <li>8. Education and learning</li> </ol>	<ol style="list-style-type: none"> <li>9. Meetings and conventions</li> <li>10. Health and wellness</li> <li>11. Attractions and activities</li> </ol>
DEVELOPMENT THEMES	<ol style="list-style-type: none"> <li>1. Stewardship and social commitment</li> <li>2. Proactive visitor growth management</li> </ol>	<ol style="list-style-type: none"> <li>3. Indigenous tourism development</li> <li>4. New products and improved travel experiences</li> </ol>	<ol style="list-style-type: none"> <li>5. Community character and personality building</li> <li>6. Infrastructure and shared transportation options</li> </ol>	<ol style="list-style-type: none"> <li>7. Attracting talent and workforce sustainability</li> <li>8. Partnerships and working together</li> </ol>



# STRATEGIC PRIORITIES

SQUAMISH LIL'WAT CULTURAL CENTRE  
Photo: Blake Jorgenson

**FRAMEWORK** The Sea-to-Sky Corridor Working Group utilized a framework to determine the prioritization of each objective and the relative timing for implementation:

**1. QUICK WINS** high value tactics with low complexity and can be achieved within 3 years (2019–2022).

**2. LONGER TERM ACTIONS** high value, high complexity that require 4 to 10 years to achieve the result (2023–2029) albeit activities can begin immediately to achieve the outcome.

**3. SET ASIDE UNTIL RESOURCES ALLOW** low complexity and low value, address when time and/or resources exist.

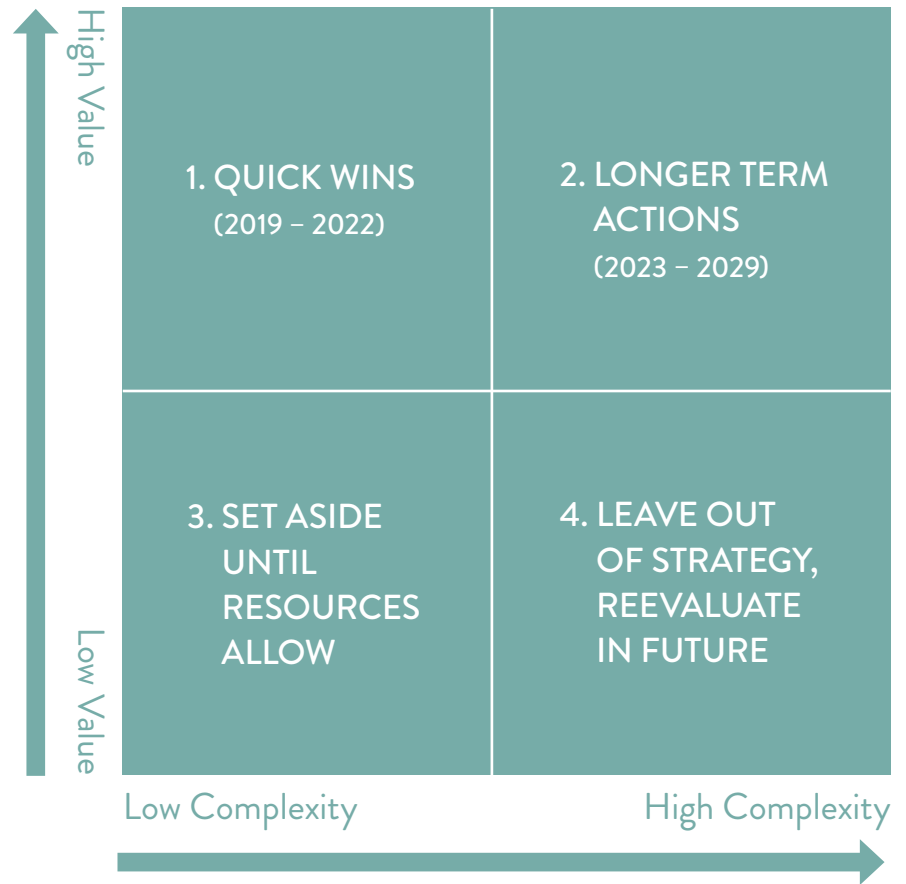
**4. LEAVE OUT OF STRATEGY, RE-EVALUATE IN FUTURE** high complexity and low value, not realistically achieved in the 10-year time frame of this strategy.

Using a consistent framework will allow the province and the Sea-to-Sky Corridor to examine the various priorities across all planning areas to identify those which belong within a regional or provincial strategy. The success network is identified<sup>4</sup>, and where the proposed objective has provincial or regional scope beyond this planning area. This list does not represent all the opportunities that emerged during the planning process, but those that emerged as a higher priority for tourism destination development.

The Working Group also identified priority catalyst projects, which are actions for moving the Sea-to-Sky Corridor Destination Development Strategy into implementation. These have been noted in the section below and summarized in section 9a.

<sup>4</sup>Organizations and partners listed under the success networks have been identified collectively through the strategy development process as likely playing a role in moving a potential objective or action forward. In no way is this meant to suggest any form of commitment or endorsement of the objective or action.





## A. OBJECTIVES AND ACTIONS

In total, 39 objectives have been identified for the Sea-to-Sky Corridor as a tourism destination for the next 10 years. The following section outlines the objectives by each development theme, the priority, and relevant timing for implementation. It also identifies the priority actions within each objective.

This is not meant to be an exhaustive list of all tactical implementation activities but a highlight of the priorities. As such, objectives or actions may require detailed implementation plans.

A full list of all 39 objectives sorted by priority is included in Appendix 3.

# THEME 1: STEWARDSHIP AND SOCIAL COMMITMENT

## Aspirations for Success:

1. Sea-to-Sky Corridor is recognized as an inspiration for sustainable tourism globally.
2. Ensure protection for natural, cultural, heritage, and spiritual places.
3. Ensure long-term health of the ecosystems and natural assets.
4. Protect marine life, wildlife and wildlife corridors, and reduce wildlife displacement from impact of human recreation.
5. The values of the local communities are supported and there is harmony amongst visitors and residents in preserving and protecting the social and environmental background to the Sea-to-Sky Corridor.

THEME 1: OBJECTIVES & ACTIONS	PRIORITY
<p><b>1. Improve sustainability practices of the tourism industry and partners.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Establish a Sustainable Tourism Council and measurable sustainability goals.                             <ul style="list-style-type: none"> <li>- Set up standards.</li> <li>- Conduct an audit to identify non-sustainable practices and work together to fill gaps.</li> <li>- Build on and promote best practices – education and raising awareness.</li> <li>- Review alignment with the Cariboo Chilcotin Coast planning areas sustainability and climate change goals and actions.</li> </ul> </li> <li>• Work with tourism businesses and municipalities to incorporate sustainability best practices into their tourism infrastructure and operations.                             <ul style="list-style-type: none"> <li>- Develop incentives to address lack of resources.</li> </ul> </li> </ul> <p><b>SUCCESS NETWORK</b> DBC, municipalities, SLRD, DMOs, Tseil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, tourism businesses, economic development agencies, FLNR</p>	<p>1. QUICK WINS</p> <p>CATALYST</p>
<p><b>2. Develop a Sea-to-Sky Corridor climate change resiliency plan specific to tourism assets and visitor needs.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Identify actions needed to be better prepared to adapt to climate change conditions, including lack of snow, drought, landslides, wildfire, flooding, heat, blizzards, etc.                             <ul style="list-style-type: none"> <li>- Review alignment with the Cariboo Chilcotin Coast planning areas sustainability and climate change goals and actions.</li> </ul> </li> <li>• Encourage tourism businesses to prepare their business-specific climate change resiliency plans.</li> </ul> <p><b>SUCCESS NETWORK</b> DBC, municipalities, SLRD, DMOs, Tseil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, tourism businesses, FLNR</p>	<p>2. LONGER TERM ACTIONS</p>
<p><b>3. Leverage provincial efforts to better prepare the tourism industry and visitors for emergencies.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Work with go2HR and Emergency Management BC to encourage tourism businesses to prepare their business-specific emergency plans, leveraging Prepared BC resources.</li> <li>• Coordinate with emergency community planning to ensure visitor needs are included and guests will be safe and taken care of in times of emergency.</li> </ul> <p><b>SUCCESS NETWORK</b> go2HR, Prepared BC, DBC, municipalities, SLRD, DMOs, Tseil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, tourism businesses, FLNR, economic development agencies</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p>

THEME 1: OBJECTIVES & ACTIONS	PRIORITY
<p><b>4. Support in principle the efforts to achieve UNESCO Howe Sound Biosphere certification.</b></p> <p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>Extend key learnings from implementation to other waterways in the Sea-to-Sky Corridor, as well as other geographic areas where relevant.</li> </ul> <p><b>SUCCESS NETWORK</b> Howe Sound Biosphere Region Initiative, tourism businesses, municipalities, SLRD, environmental organizations, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation)</p>	<p><b>1. QUICK WINS</b></p> <p>REGIONAL SCOPE</p>
<p><b>5. Improve Sea-to-Sky Corridor industry and visitor education programs and interpretations.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>Develop a Sea-to-Sky Corridor welcome, safety, and visitor education program.</li> <li>Encourage tourism businesses to incorporate staff and visitor education into their standard business practices.</li> <li>Add additional interpretation signage that also provides visitor education (e.g., cultural, historical, ecosystem, environmental, safety, etc.).</li> <li>Work with online platforms (e.g., Google, TripAdvisor, etc.) to ensure visitor education and safety information is embedded in content</li> </ul> <p><b>SUCCESS NETWORK</b> DBC, Visitor Services, Visitor Centres, municipalities, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, tourism businesses, go2HR, economic development agencies</p>	<p><b>2. LONGER TERM ACTIONS</b></p>

## THEME 2: PROACTIVE VISITOR GROWTH MANAGEMENT

### Aspirations for Success:

1. Provide economic opportunity for all communities and businesses.
2. Visitation and the benefits of tourism are spread throughout the planning area.
3. Provide visitor experiences in line with visitor expectations.
4. Avoidance of overtourism through adherence to proactive growth management.
5. Utilize tourism infrastructure capacity in non-peak seasons and non-peak days.
6. Retention of social license for tourism by residents, communities, and other industries.
7. Land use planning defines and provides certainty for businesses.
8. Minimize conflicts with rise in backcountry use on the land base.

THEME 2: OBJECTIVES & ACTIONS	PRIORITY
<p><b>6. Implement and enforce proactive visitor management for nature-based experiences and hotspots where visitors may congregate.</b></p> <p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>• Apply learnings from the FLNR Visitor Use Management Framework throughout the planning area. (Catalyst Project)</li> <li>• Develop new methods of understanding the multitude of limits and explore ways that tourism growth can be managed to stay within those limits.</li> <li>• Identify and explore opportunities to improve the visitor and resident experience (e.g., parks reservation systems, increasing communications to tourism businesses and visitors, and/or improved site management where increased visitation has created concerns regarding meeting demand, visitor safety, and waste management).</li> <li>• Improve enforcement of bylaws and sustainable tourism policies.</li> </ul> <p><b>SUCCESS NETWORK</b> FNLNR, ENV, TAC, DBC, municipalities, SLRD, DMOs, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, tourism businesses, nature-based organizations, economic development agencies</p>	<p>1. QUICK WINS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p>
<p><b>7. Develop a Visitor Dispersion action plan to better disperse visitors throughout the Sea-to-Sky Corridor.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Work with all Sea-to-Sky Corridor partners to develop and abide by a policy of marketing responsibly, in a way that educates visitors, encourages responsible travel, and doesn't unintentionally lead to overtourism. (Catalyst Project)</li> <li>• Identify ways to monitor visitor volumes and flow.</li> </ul> <p><b>SUCCESS NETWORK</b> DBC, municipalities, SLRD, DMOs, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, tourism businesses, transportation providers, economic development agencies</p>	<p>2. LONGER TERM ACTIONS</p> <p>CATALYST</p>
<p><b>8. Work with the government of BC to improve land-use planning and adventure tourism tenure management in partnership with Indigenous communities and entrepreneurs.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Work with FLNR on the Bridge River Valley land use project. (Catalyst Project)</li> <li>• Utilize the process established by the Adventure Tourism Coalition to develop a protocol agreement and guidelines between operators, recreation users, mountain biking, resorts, and Indigenous communities and entrepreneurs to promote understanding and streamline approval processes, protect the environment, and promote sustainable use.</li> <li>• Identify and protect wild spirit areas and sensitive places for private Indigenous cultural opportunities.</li> </ul> <p><b>SUCCESS NETWORK</b> TAC, FLNR, ENV, DBC, municipalities, SLRD, CRD, DMOs, CCCTA, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, Tsilhqot'in National Government, tourism businesses, Adventure Tourism Coalition, economic development agencies</p>	<p>2. LONGER TERM ACTIONS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>



## THEME 3: INDIGENOUS TOURISM DEVELOPMENT

### Aspirations for Success:

1. Increase and ensure a deep and thorough understanding for, and respect of, Indigenous title, rights, and land use priorities by all non-Indigenous groups, including having a deep understanding of colonial history and understanding of linkages to today.
2. Improve Indigenous communities and entrepreneur engagement, partnership, and participation in tourism.
3. Improve Indigenous and non-Indigenous community support for new or expanding tourism businesses.
4. Increase coordination and collaboration between partners along the Sea-to-Sky Corridor.
5. Increase Indigenous cultural tourism products.
6. Increase the number of culturally-trained Indigenous guides.
7. Build tourism as an example industry for supporting UNDRIP and Truth and Reconciliation Calls to Action commitments.

THEME 3: OBJECTIVES & ACTIONS	PRIORITY
<p><b>9. Develop a full understanding of the aspirations of all Indigenous communities and entrepreneurs within the Sea-to-Sky Corridor.</b></p> <p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>• ITBC to work with Indigenous communities and entrepreneurs to gain and articulate a robust understanding of the Indigenous tourism aspirations throughout the Sea-to-Sky Corridor. (Catalyst Project)</li> <li>- Understand and share how non-Indigenous tourism industry can support UNDRIP, the Truth and Reconciliation Calls to Action, and Indigenous title, rights, and land use priorities.</li> </ul> <p><b>SUCCESS NETWORK</b> ITBC, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, Indigenous entrepreneurs, Squamish Lil'wat Cultural Centre</p>	<p>1. QUICK WINS</p> <p>CATALYST</p> <p>REGIONAL SCOPE</p>
<p><b>10. Work together with ITBC to explore representation for the Vancouver, Coast &amp; Mountains tourism region specific to increasing Indigenous tourism development, relations, and partnerships in tourism.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Work with ITBC to explore representation models and secure funding to support the Vancouver, Coast &amp; Mountains tourism region. (Catalyst Project)</li> <li>• Develop stronger collaboration to improve Indigenous engagement in tourism and foster partnerships between Indigenous and non-Indigenous tourism businesses.</li> <li>• Encourage policies around ensuring genuine and appropriate recognition of Indigenous communities when working together within the tourism industry and when communicating with visitors</li> </ul> <p><b>SUCCESS NETWORK</b> ITBC, SLCC, DBC, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation</p>	<p>1. QUICK WINS</p> <p>CATALYST</p> <p>REGIONAL SCOPE</p>

THEME 3: OBJECTIVES & ACTIONS	PRIORITY
<p><b>11. Increase access to relevant and affordable tourism training programs for Indigenous Peoples.</b></p> <p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>• Execute programs to improve customer service skills levels through First Host. <ul style="list-style-type: none"> <li>- Leverage Lil'wat Nation train the trainer program.</li> </ul> </li> <li>• Provide affordable business development mentoring, training, and support.</li> <li>• Leverage the Tsleil-Waututh Nation Cultural Training Guide to create similar guides for all Nations.</li> <li>• Leverage the government of BC's skills training programs. <ul style="list-style-type: none"> <li>- Leverage Employment Services and Supports Program through the Canada Job Fund and possible supports through a renewed Labour Market Transfer Agreement.</li> </ul> </li> </ul> <p><b>SUCCESS NETWORK</b> ITBC, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, Indigenous entrepreneurs, Squamish Lil'wat Cultural Centre</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p>
<p><b>12. Improve Indigenous storytelling of history.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Extend Cultural Journey Viewpoints and signage that uses Indigenous language to the entire Sea-to-Sky Corridor. (Catalyst Project)</li> <li>• Leverage the province's language training programs.</li> <li>• Explore opportunity to connect Indigenous storytelling of sacred mountain holy places and medicine people (Connects to Objective 22 Health and Wellness).</li> </ul> <p><b>SUCCESS NETWORK</b> ITBC, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, SLCC, TRAN, AEST</p>	<p>2. LONGER TERM ACTIONS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p>
<p><b>13. Develop new Indigenous cultural tourism products throughout the Corridor.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Develop a St'át'imc Cultural Centre in Lillooet.</li> <li>• Support enhancement of the Lil'wat Cultural Centre in Mount Currie.</li> <li>• Work with Indigenous communities and entrepreneurs to add new guided tours (e.g., recreation, cultural, heritage, medicinal plants, etc.).</li> <li>• Connect the breadth of Indigenous experiences with other visitor experiences.</li> <li>• Support Indigenous Tourism BC's authentic Indigenous destination certification program.</li> <li>• Increase funding and resources for development and research, business establishment, and market-readiness.</li> </ul> <p><b>SUCCESS NETWORK</b> ITBC, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, Indigenous entrepreneurs, DMOs</p>	<p>2. LONGER TERM ACTIONS</p>
<p><b>14. Increase product development along 5 Nation highway (in-SHUCK-ch and Harrison West Forest Service Road).</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Engage with Xa'xtsa Nation, Skatin Nation, and Samahquam Nation.</li> <li>• Identify new Indigenous cultural experiences with opportunities to become visitor and market ready (Indigenous communities must lead).</li> </ul> <p><b>SUCCESS NETWORK</b> SLRD, TRAN, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation (Xa'xtsa, Skatin and Samahquam), Indigenous entrepreneurs</p>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p>

## THEME 4: NEW PRODUCTS AND IMPROVED TRAVEL EXPERIENCES

### Aspirations for Success:

1. Support and strengthen the distinct values and assets that contribute to the Sea-to-Sky Corridor brand.
2. Strengthen product competitiveness of the entire Sea-to-Sky Corridor by building a volume of similar-themed experiences that motivates travel to and throughout the planning area.
3. Develop compelling experiences to entice visitors to travel to rural, less-visited areas.
4. Maintain product quality and preserve the Sea-to-Sky Corridor’s key assets.
5. Improve accessibility to experiences (e.g., mobility barriers).
6. Nurture and promote a culture of innovation and enhance the entrepreneurial character of the Sea-to-Sky Corridor.
7. Improve the visitor experiences at all touchpoints along the consumer travel journey, including accommodations, gas stations, rest areas, restaurants, spas, retail stores, attractions and activities, and learning opportunities.
8. Sufficient management and stewardship of nature-based recreational resources and facilities.

THEME 4: OBJECTIVES & ACTIONS	PRIORITY
<p><b>15. Foster regional collaboration around thematic product development and experience improvements.</b></p> <p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>• Participate in Destination BC’s Designing Remarkable Experiences workshop. (Catalyst Project)</li> <li>• Develop a Sea-to-Sky Tourism Acceleration Fund to support small-scale experience development. (Catalyst Project)</li> <li>• Create programs to develop visitor readiness and improve visitor experiences.</li> <li>• Consider incorporating Indigenous recognition into all tourism offerings and encourage tourism operators and DMOs to include Indigenous welcome.</li> <li>• Develop programs to encourage collaboration on packaging to turn day trippers to overnight visitors, increase dispersion, and increase lifetime value of the visitor.</li> <li>• Organize tourism entrepreneurship events and education that encourage the creation of new tourism products, such as networking, mentorship program, and innovation-in-tourism events to fuel creative entrepreneurship (e.g., business pitch contests).</li> </ul> <p><b>SUCCESS NETWORK</b> DBC, municipalities, SLRD, DMOs, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil’wat Nation, St’át’imc Nation, tourism businesses, economic development agencies, TAC</p>	<p><b>1. QUICK WINS</b></p> <p><b>CATALYST</b></p>
<p><b>16. Develop a festivals and events strategy to motivate travel and coordinate planning.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Complete a planning area inventory of festivals and events and identify gaps and complimentary opportunities that everyone is aligned with (e.g., build on existing events, identify gaps and opportunities that ensure transportation corridors are open). <ul style="list-style-type: none"> <li>- From gaps in the calendar, identify one large event we can all build on (e.g., Harvest Festival).</li> </ul> </li> <li>• Implement a Sea-to-Sky Corridor Festivals and Events Coordination Committee.</li> <li>• Coordinate an event calendar — many festivals and events on same dates create capacity issues for accommodations and transportation.</li> <li>• Support festival and event organizers to enhance their programming, activities, and services in a way that supports a unified trail of events along the Sea-to-Sky Corridor and showcases the diverse traditions that make their communities unique.</li> <li>• Provide training and learning opportunities to grow capacity in the local events planning groups.</li> </ul> <p><b>SUCCESS NETWORK</b> DMOs, municipalities, SLRD, event organizers</p>	<p><b>2. LONGER TERM ACTIONS</b></p>

17. Create new culture-based experiences to build the Sea-to-Sky Corridor as a cultural destination.

2. LONGER TERM ACTIONS

**ACTIONS:**

- Identify additional cultural heritage sites of importance with potential to develop as attractions and experiences for visitors.
  - Work with the FLNR Cultural Heritage Branch, Heritage BC, and local heritage/cultural groups to identify the known and hidden places of historic interest and select different types of heritage cultural experiences that create a unique Sea-to-Sky Corridor experience that matches key travel markets interests.
  - Support Indigenous communities to develop and showcase self-identified cultural sites.
- Knit together shared goals from cultural plans to identify shared aspirations and projects.
- Encourage tourism businesses and new developments to incorporate cultural assets that enhance the Sea-to-Sky Corridor cultural experience.

**SUCCESS NETWORK** DBC, municipalities, SLRD, DMOs, cultural organizations (e.g., Upper St’át’imc Language, Culture and Education Society; Lil’wat Cultural Heritage Language Authority), ITBC, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil’wat Nation, St’át’imc Nation, tourism businesses, TAC, FLNR

18. Add more easily accessible oceanfront and coastal travel experiences to disperse visitors from land-based experiences.

2. LONGER TERM ACTIONS

**ACTIONS**

- Improve policies around waterfront access and revitalization.
- Improve the visitor experience within community-based waterfronts, as well as between communities.
  - Improve waterfront access and viewpoints, parking, signage, and learning opportunities.
- Develop an Active Working Waterfront touring route that connects visitors to the industrial waterfront history and assets along the coast.
- Fully implement the Sea to Sky Marine Trail, where appropriate.
- Work with the Vancouver Fraser Port Authority, Tsleil-Waututh Nation, and BC Parks to fully implement the spirit of the outdoor recreation goals and tourism development opportunities identified within the Say Nuth Khaw Yum/Indian Arm Provincial Park Management Plan.

**SUCCESS NETWORK** Municipalities, SLRD, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil’wat Nation, St’át’imc Nation, Vancouver Fraser Port Authority, ENV, BC Marine Trails Network Association, Sea Kayak Association of BC, nature-based organizations



THEME 4: OBJECTIVES & ACTIONS	PRIORITY
<p><b>19. Add more backcountry travel experiences that disperse visitors throughout the Sea-to-Sky Corridor.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Develop and implement a master trails plan with all communities involved for a Sea-to-Sky Corridor approach. (Catalyst Project) <ul style="list-style-type: none"> <li>- Fully implement the Sea to Sky Recreation Trails Strategy while setting goals for maintenance and identify opportunities for growth to bring visitors to areas to reduce or restrict visitation.</li> <li>- Knit together the various trails master plans.</li> <li>- Continue to build destination mountain biking trails, where appropriate.</li> <li>- Continue to build destination hiking trails, where appropriate.</li> </ul> </li> <li>• Work with BC Parks, FLNR, Indigenous communities, local governments, and nature-based organizations to add more backcountry capacity for trails, huts, campsites, and amenities where appropriate.</li> <li>• Enhance backcountry product offerings in the South Chilcotin Mountain Range, from Mount Currie toward D'Arcy, and along the Duffey Lake road, ensuring amenities and services are in place before backcountry development occurs.</li> <li>• Manage backcountry access and transportation routes including: <ul style="list-style-type: none"> <li>- identifying priority resource roads visitors can access</li> <li>- restricting backcountry access where appropriate</li> <li>- continuing to deactivate resource roads as required</li> </ul> </li> </ul> <p><b>SUCCESS NETWORK</b> FLNR, ENV, municipalities, SLRD, DMOs, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, tourism businesses, economic development agencies, nature-based organizations</p>	<p>1. QUICK WINS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p>
<p><b>20. Build additional experiences that disperse visitors throughout the Sea-to-Sky Corridor.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Develop a hot springs tourism development and management strategy. (Catalyst Project)</li> <li>• Continue to strategically add more campgrounds, campsites, and RV capacity (ensuring dispersion throughout the planning area).</li> <li>• Leverage the old growth forests as assets with significant public appeal for recreation to create market-ready product development.</li> <li>• Create a string of nature appreciation and nature-based learning opportunities throughout the Corridor (e.g., nature walks with a biologist).</li> <li>• Integrate nature-based wayfinding throughout the Sea-to-Sky Corridor, similar in nature to a large national park.</li> <li>• Identify specific opportunities to add frontcountry experiences to enhance the Coast Mountain Circle Route.</li> <li>• Leverage the proposed development of the 5 Nation Highway (in-SHUCK-ch and Harrison West Forest Service Road).</li> </ul> <p><b>SUCCESS NETWORK</b> FLNR, ENV, TRAN, municipalities, SLRD, DMOs, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, tourism businesses, nature-based organizations</p>	<p>1. QUICK WINS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p>

THEME 4: OBJECTIVES & ACTIONS	PRIORITY
<p><b>21. Build a stronger cluster of culinary and agritourism experiences.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Work together to develop a specific palette of flavours for each community and use that themed approach to develop product experiences to support a linked culinary route throughout the Sea-to-Sky Corridor. <ul style="list-style-type: none"> <li>- Explore linking themed experiences from the Sea-to-Sky Corridor to the Gold Rush Trail.</li> </ul> </li> <li>• Develop a program to encourage the development of diverse farms and farm-to-table experiences throughout the Sea-to-Sky Corridor, including educational workshops and/or courses.</li> <li>• Develop a chain of culinary schools, workshops, cooking classes, and food product experiences that are coming out of the land and leverage the farm culture that exists in the area. <ul style="list-style-type: none"> <li>- Build on existing experiences (e.g., Cook Culture (Lonsdale), Bowen Island chocolate workshops, and Klahanie Resort plans for a culinary school).</li> </ul> </li> <li>• Develop a world class culinary school in Pemberton to support culinary tourism combined with farm-to-table movement and locally sourced ingredients.</li> <li>• Develop and enhance an agritourism business and signage program for Lillooet and Pemberton.</li> </ul> <p><b>SUCCESS NETWORK</b> FLNR, ENV, municipalities, SLRD, DMOs, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, tourism businesses, economic development agencies</p>	<p>2. LONGER TERM ACTIONS</p>
<p><b>22. Support development of more health and wellness facilities and experiences.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Encourage the development of new health and wellness product experiences that tie into the nature-based experiences.</li> <li>• Explore the business proposition to develop a wellness centre and/or retreat.</li> </ul> <p><b>SUCCESS NETWORK</b> Economic development agencies, tourism businesses</p>	<p>2. LONGER TERM ACTIONS</p>

## THEME 5: COMMUNITY CHARACTER AND PERSONALITY BUILDING

### Aspirations for Success:

1. Enhance and preserve the sense of place and long term retention of community character and personality.
2. Ensure the destination is aesthetically pleasing to visitors and residents.
3. Improve vibrancy of downtown centres.

THEME 5: OBJECTIVES & ACTIONS	PRIORITY
<p><b>23. Commit to a strong declaration of community character building, placemaking, and preservation.</b></p> <p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>• Develop a cohesive story panel (narrative) throughout the planning area.               <ul style="list-style-type: none"> <li>- Most of the communities within the Sea-to-Sky Corridor have well-established public art programs and supporting tactics. There may be an opportunity to integrate storytelling throughout the Sea-to-Sky Corridor through these programs.</li> </ul> </li> <li>• Work with local governments to leverage existing tools and programs to contribute and enhance local and cultural placemaking throughout the Sea-to-Sky Corridor.               <ul style="list-style-type: none"> <li>- Incorporate tourism benefits and aspirations of cultural building into official community plans, cultural mapping projects, arts and cultural strategies, etc.</li> </ul> </li> </ul> <p><b>SUCCESS NETWORK</b> SLRD, municipalities, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, arts and cultural societies</p>	<p>2. LONGER TERM ACTIONS</p>
<p><b>24. Develop a Sea-to-Sky Corridor beautification program.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Work with communities to ensure the visual quality of the planning area is preserved along travelling routes and access points.</li> </ul> <p><b>SUCCESS NETWORK</b> SLRD, municipalities, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, TRAN, FLNR</p>	<p>2. LONGER TERM ACTIONS</p>

## THEME 6: INFRASTRUCTURE AND SHARED TRANSPORTATION OPTIONS

### Aspirations for Success:

1. Provide for and improve the infrastructure that is critical to the visitor experience and future tourism growth.
2. Improve ease of travel to and throughout the Corridor for visitors and tourism staff.
3. Improve access to seamless car-free and congestion-free transportation experiences.
4. Improve public transit options throughout the Sea-to-Sky Corridor.
5. Improve the year-round safety of roadways.
6. Add more accommodation capacity in communities where estimated growth outpaces capacity.
7. Add more facilities for meetings and conventions.

THEME 6: OBJECTIVES & ACTIONS	PRIORITY
<p><b>25. Continue to work with transportation partners and governing authorities to make transformative enhancements to the highway, ferry, and cycling transportation systems to get visitors to the tourism experiences and tourism staff to work.</b></p> <p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>• Work with TRAN to implement the planned highway and bridge infrastructure and safety improvements.</li> <li>• Continue to expand core public transit service networks, including expanding public transit from Pemberton to Lillooet.</li> <li>• Work with TransLink (Metro Vancouver) on the Transport 2040 regional transportation strategy and 10-year investment vision to make transformational improvements to the reduction of congestion on the North Shore.               <ul style="list-style-type: none"> <li>-Address congestion on both sides of Burrard Inlet and improve connectivity between the two adjacent tourism planning areas (e.g., the North Shore is the connection point between Metro Vancouver and the Sea-to-Sky Corridor).</li> <li>-Work with TRAN to explore the development of a third fixed link connection between Vancouver and the North Shore.</li> </ul> </li> <li>• Work with TRAN and FIN to access transit tax funds to improve shared bus services and/or shuttles and public transit north of Horseshoe Bay to Lillooet.</li> <li>• Work with BC Ferries to continue to improve the Horseshoe Bay visitor experience and ferry services by participating in the \$250 million retrofit and expansion plan being developed for the Horseshoe Bay terminal.</li> <li>• Work with BC Ferries to continue to improve the service on the Bowen Island to Horseshoe Bay route, as visitor changes occur.</li> <li>• Work with TransLink and BC Ferries to improve the transit and ferry connectivity schedules for a seamless transfer to/from downtown Vancouver to Bowen Island.</li> <li>• Work with existing and new bus service providers to improve bus service, including stops in West Vancouver and service to Lillooet.               <ul style="list-style-type: none"> <li>-Work with CN Rail and St’át’imc Nation to explore feasibility of expanding the Kaoham shuttle service.</li> <li>-Develop a business case to introduce free shuttles.</li> </ul> </li> </ul> <p><b>SUCCESS NETWORK</b> TRAN, FIN, SLRD, TransLink, MVRD, municipalities, BC Ferries, transportation business operators</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>



THEME 6: OBJECTIVES & ACTIONS	PRIORITY
<p><b>26. Work with the provincial government to improve transportation access and management to Bridge River Valley (Hurley and Highway 40) and the 5 Nations Highway (in-SHUCK-ch and Harrison West Forest Service Road).</b></p> <p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>• Improve standards of maintenance on the Hurley.</li> <li>• Improve infrastructure and amenities on the Hurley to support May through October use.</li> <li>• Improve Highway 40 infrastructure and amenities for year-round use.</li> <li>• Develop the 5 Nations Highway as a year-round route, offering visitors and residents a viable travel alternative and residents an emergency exit route.</li> </ul> <p><b>SUCCESS NETWORK</b> SLRD, Lil'wat Nation, St'át'imc Nation, in-SHUCK-ch Nation, ITBC, TRAN, FLNR, forestry companies</p>	<p><b>1. QUICK WINS</b></p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>
<p><b>27. Support efforts to add passenger rail transportation from North Vancouver to Lillooet and beyond.</b></p> <p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>• Work with CN Rail on a feasibility study to determine economic options to start up the passenger train again, including a business plan to ensure tourism experiences and visitor amenities will motivate demand for the passenger rail once the service is activated.</li> </ul> <p><b>SUCCESS NETWORK</b> TRAN, SLRD, MVRD, municipalities, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, economic development agencies, federal government, CN Rail</p>	<p><b>2. LONGER TERM ACTIONS</b></p> <p>PROVINCIAL SCOPE</p>
<p><b>28. Encourage private investment in transportation experiences and alternatives to personal vehicle travel.</b></p> <p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>• Develop a plan to identify feasibility of adding water-based transportation throughout Howe Sound (e.g., transport to/from North and West Vancouver, Horseshoe Bay, Lions Bay, Porteau Cove, Furry Creek, Britannia Beach, and Squamish).</li> <li>• Revisit the business case and opportunity to add water transport directly from YVR to Squamish.</li> <li>• Encourage investments in private and Indigenous-supported shuttle services throughout the Corridor (e.g., Hurley shuttle similar to Park Bus model, Joffre Lakes Shuttle).</li> <li>• Improve policies to enable ride sharing.</li> <li>• Explore development of floatplane access in Squamish waterfront.</li> <li>• Encourage improvements in Squamish, Lillooet, and Gun Lake aeroparks, and partnering with tourism businesses to package flight transportation.</li> </ul> <p><b>SUCCESS NETWORK</b> DBC, BC Ferries, Fraser Vancouver Port Authority, economic development agencies, municipalities, airports, TRAN, TAC</p>	<p><b>2. LONGER TERM ACTIONS</b></p>

THEME 6: OBJECTIVES & ACTIONS	PRIORITY
<p><b>29. Develop new, and expand existing meeting and convention facilities.</b></p> <p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>• Support the expansion of the Whistler Conference Centre.</li> <li>• Develop a world class convention centre on Squamish oceanfront. <ul style="list-style-type: none"> <li>- Link to water-based accommodations and transportation.</li> </ul> </li> <li>• Incorporate meeting facilities as part of new hotel development in North Vancouver and West Vancouver, as well as the future Cypress Village development.</li> </ul> <p><b>SUCCESS NETWORK</b> Whistler Conference Centre, RMOW, Tourism Whistler, District of Squamish, Tourism Squamish, District of West Vancouver, District of North Vancouver, City of North Vancouver, PAVCO, Vancouver’s North Shore Tourism Association, accommodation operators, economic development agencies</p>	<p>2. LONGER TERM ACTIONS</p>
<p><b>30. Attract investment for new accommodations to be built.</b></p> <p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>• Encourage investment in the development of new quality accommodations. <ul style="list-style-type: none"> <li>- Identify areas for new accommodations, including Squamish, North Vancouver, West Vancouver, Pemberton, Lillooet, and Bridge River Valley.</li> <li>- Identify styles of accommodations to match the growth aspirations for each community and encourage dispersion of visitors throughout the planning area.</li> </ul> </li> <li>• Support Indigenous communities and entrepreneurs in the development of Indigenous owned and operated accommodations as an authentic experience.</li> <li>• Explore opportunities to align policies on overnight parking and/or car camping (i.e., address personal vehicles being camped overnight at the side of the road or in parking lots).</li> </ul> <p><b>SUCCESS NETWORK</b> Economic development agencies, municipalities, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil’wat Nation, St’át’imc Nation, accommodation operators</p>	<p>2. LONGER TERM ACTIONS</p>

## THEME 7: ATTRACTING TALENT AND WORKFORCE SUSTAINABILITY

### Aspirations for Success:

1. Ensure the Sea-to-Sky Corridor has the sustainable and enviable workforce to match the desired experience and growth potential.
2. Secure an adequate inventory of affordable housing for staff and entrepreneurs.
3. Have a year-round skilled workforce to minimize impacts of staff labour shortages.
4. Improve staff retention.
5. Improve product knowledge of staff.

THEME 7: OBJECTIVES & ACTIONS	PRIORITY
<p><b>31. Secure an adequate inventory of affordable housing now and for desired future growth.</b></p> <p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>• Work with the government of BC, SLRD, and municipalities to advocate for affordable housing in the Sea-to-Sky Corridor for tourism employees and entrepreneurs, including seasonal (smaller accommodations) and middle management (family homes) positions. (Catalyst Project) <ul style="list-style-type: none"> <li>- Ensure tourism communities continue to have the same access as other BC communities to funding through BC Housing channels (vs. new MRDT policy being the sole avenue).</li> <li>- Leverage the \$40 billion National Housing Strategy and Canada Community Housing Initiative to support homeless and socially vulnerable tourism employees.</li> </ul> </li> <li>• Leverage the efforts of the Resort Municipality of Whistler Housing Task Force, the Whistler labour task force and the Squamish labour task force to identify solutions for the entire Sea-to-Sky Corridor and assist other communities in identifying and moving forward with staff housing solutions.</li> <li>• Explore leveraging the Whistler Housing Authority (WHA) model in other areas of the Sea-to-Sky Corridor to set up a framework that enables affordable housing.</li> <li>• Explore opportunities to align short-term rental regulations and policies and ensure consistent messaging for residents and visitors.</li> <li>• Encourage and motivate employers to take responsibility for providing housing.</li> <li>• Review ability for seasonal tourism workers to access unused ALR farm housing.</li> </ul> <p><b>SUCCESS NETWORK</b> BC Housing, MAH, Whistler Housing Authority, RMOW, SLRD, municipalities, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, tourism businesses, AGRI, go2HR, chambers of commerce, Work BC, community labour task forces</p>	<p>2. LONGER TERM ACTIONS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p>
<p><b>32. Create a business culture that aspires to provide a living wage for tourism staff.</b></p> <p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>• Develop a living wage pay scale for the tourism industry.</li> <li>• Work with go2HR and the Ministry of Social Development and Poverty Reduction to review BC's wage disparity (compared to other parts of Canada).</li> <li>• Conduct an analysis of other regional tourism areas that have implemented living wage initiatives to help with decision making.</li> </ul> <p><b>SUCCESS NETWORK</b> DMOs, go2HR, Living Wage Canada, tourism businesses, Ministry of Social Development and Poverty Reduction</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p> <p>(regarding wage disparity between other provinces)</p>

THEME 7: OBJECTIVES & ACTIONS	PRIORITY
<p><b>33. Enhance knowledge building programs that inspire and educate frontline staff on experience delivery and product knowledge.</b></p> <p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>• Develop product training and knowledge of the entire Sea-to-Sky Corridor, including Indigenous communities. <ul style="list-style-type: none"> <li>- Provide product education tools for frontline staff.</li> </ul> </li> <li>• Extend the Tourism Challenge program throughout the Sea-to-Sky Corridor for direct experience training with attractions and activities.</li> <li>• Implement the customer service training programs throughout the Sea-to-Sky Corridor (e.g., Whistler Experience, Squamish program, SuperHost).</li> <li>• Educate staff on the role of tourism in the Sea-to-Sky Corridor and the importance of visitor experience delivery.</li> <li>• Provide training (e.g., an online course) about stewardship and sustainable tourism, and the natural history and human heritage of the Sea-to-Sky Corridor.</li> <li>• Leverage the provincial government’s management training funding programs.</li> <li>• Explore incentives that can be offered to frontline staff for training rewards. Examples include the Whistler Experience Spirit Pass, Tourism Challenge passport, etc.</li> <li>• Work with school districts to implement tourism training and knowledge programs in high schools.</li> </ul> <p><b>SUCCESS NETWORK</b> DBC, go2HR, AEST, DMOs, tourism businesses, chambers of commerce, Vancouver Attractions Group, Hotel Association of Vancouver, school districts, educational institutions, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil’wat Nation, St’át’imc Nation</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p>
<p><b>34. Create an employee attraction program.</b></p> <p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>• Continue and enhance efforts needed to build a growing domestic workforce.</li> <li>• Continue and enhance efforts on international worker attraction.</li> <li>• Leverage employee attraction work being implemented in Squamish and Whistler to apply to the rest of the Sea-to-Sky Corridor.</li> <li>• Develop recruitment and retention plans specific to individual target sectors.</li> <li>• Explore the development of incentives to attract employees.</li> </ul> <p><b>SUCCESS NETWORK</b> Municipalities, SLRD, tourism businesses, economic development agencies, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil’wat Nation, St’át’imc Nation</p>	<p>2. LONGER TERM ACTIONS</p>



## THEME 8: PARTNERSHIPS AND WORKING TOGETHER

### Aspirations for Success:

1. Effective tourism management and collaboration within the entire Sea-to-Sky Corridor.
2. Promote ongoing dialogue and coordination between DMOs.
3. Secure sustainable funding for visitor amenities and stewardship of tourism assets (e.g., trail maintenance).
4. Foster support for volunteers and not-for-profits who manage and steward visitor experiences.
5. Effective planning and management of wildfire risk and natural disasters.
6. Effective adventure tourism tenure management.
7. Improve understanding of the value of tourism and community support for tourism.
8. Municipal, regional, and Indigenous community participation and commitment to tourism growth.
9. Integrated approach and sufficient municipal, regional, and provincial services to support visitors and related business operations (e.g., water, sewage, garbage removal, health services, etc.).
10. Foster an environment that sparks, encourages, and grants businesses the freedom to innovate.
11. Ensure sustainable government funding for tourism development.

THEME 8: OBJECTIVES & ACTIONS	PRIORITY
<p><b>35. Develop a structured approach to working together as the Sea-to-Sky Corridor to grow tourism responsibly.</b></p> <p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>• Work with the Vancouver, Coast &amp; Mountains tourism region to champion an enhanced destination management role for the entire Sea-to-Sky Corridor through ongoing project management support to move initiatives forward, bring partners together regularly, conduct reporting, and provide support for updating action plans and priorities in future, etc.</li> <li>• Implement Sea-to-Sky Corridor collaboration meetings two or three times per year with DMOs and other destination development partners.</li> <li>• Develop a system of integrated decision making.</li> <li>• Create a signed commitment and/or agreement to support and build on a Sea-to-Sky Corridor destination experience.</li> </ul> <p><b>SUCCESS NETWORK</b> DBC, DMOs, ITBC, go2HR, SLRD, municipalities, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, FLNR, ENV, TAC</p>	<p style="background-color: #4CAF50; color: white; padding: 5px;">2. LONGER TERM ACTIONS</p> <p style="background-color: #666; color: white; padding: 5px;">CATALYST</p>
<p><b>36. Build data, insights, and knowledge on the entire visitor experience to identify future opportunities for improvement.</b></p> <p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>• Implement Sea-to-Sky Corridor research and data gathering to develop baselines, identify goals, and prioritize opportunities to improve. (Catalyst Project)</li> <li>• Leverage Visitor Services channels for visitor intelligence gathering.</li> </ul> <p><b>SUCCESS NETWORK</b> DBC, DMOs, Destination Canada, ITBC, visitor services, tourism businesses</p>	<p style="background-color: #4CAF50; color: white; padding: 5px;">1. QUICK WINS</p> <p style="background-color: #666; color: white; padding: 5px;">CATALYST</p>
<p><b>37. Work with the provincial government for the continuation of funding programs and explore expanding the programs to new areas within the Sea-to-Sky Corridor.</b></p> <p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>• Encourage the government of BC to continue the MRDT program and review the applied allowable use.</li> <li>• Encourage the government of BC to continue the RMI program and review the applied allowable use.</li> <li>• Work with TAC and FLNR to review rural development funding program policies.</li> </ul> <p><b>SUCCESS NETWORK</b> TAC, FLNR, FIN, DMOs, municipalities, SLRD</p>	<p style="background-color: #4CAF50; color: white; padding: 5px;">1. QUICK WINS</p> <p style="background-color: #666; color: white; padding: 5px;">PROVINCIAL SCOPE</p>

THEME 8: OBJECTIVES & ACTIONS	PRIORITY
<p><b>38. Work with the government of BC to ensure ministry budgets are sufficient for management and stewardship of assets.</b></p> <p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>• Work with the government of BC to increase funds and human resources to better manage and maintain government owned tourism amenities and assets (e.g., trails, garbage cleanup, outhouses on Crown land, parking, etc.). (Catalyst Project)</li> <li>• Work with the government of BC to shift funding towards more operational dollars vs. capital improvements (e.g., BC Parks operational dollars could be included with capital improvement funds).</li> </ul> <p><b>SUCCESS NETWORK</b> TAC, FLNR, ENV, TRAN, DBC, DMOs, municipalities, SLRD</p>	<p>1. QUICK WINS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p>
<p><b>39. Understand and leverage the planning efforts and 10-year destination development strategies for: Gold Rush Trail, Fraser Valley, Sunshine Coast, Highway 3 Corridor, and Metro Vancouver.</b></p> <p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>• Monitor relevant progress in other planning areas, the Vancouver, Coast, &amp; Mountains Destination Development Strategy, and the Provincial Destination Development Strategy. Proactively connect with other planning areas to identify initiatives across adjacent planning areas.</li> </ul> <p><b>SUCCESS NETWORK</b> DBC</p>	<p>1. QUICK WINS</p>

# 9

# IMPLEMENTATION FRAMEWORK

BRIDGE RIVER VALLEY  
Photo: Blake Jorgenson

The following 15 actions were identified as catalyst projects for immediately moving the Sea-to-Sky Corridor Destination Development Strategy into implementation:

## A. CATALYST PROJECTS

- Establish a Sustainable Tourism Council and measurable sustainability goals. (Objective 1)
- Apply learnings from the FLNR Visitor Use Management Framework throughout the Sea-to-Sky Corridor. (Objective 6)
- Work with all Sea-to-Sky Corridor partners to develop and abide by a policy of marketing responsibly, in a way that educates visitors, encourages responsible travel, and doesn't unintentionally lead to overtourism. (Objective 7)
- Work with FLNR on the Bridge River Valley land use project. (Objective 8)
- ITBC to work with Indigenous communities and entrepreneurs to gain and articulate a robust understanding of the Indigenous tourism aspirations throughout the Sea-to-Sky Corridor. (Objective 9)
- Work with ITBC to explore representation models and secure funding to support the Vancouver, Coast & Mountains tourism region. (Objective 10)
- Extend Cultural Journey Viewpoints throughout the entire Sea-to-Sky Corridor. (Objective 12)
- Participate in Destination BC's Designing Remarkable Experiences workshop. (Objective 15-1)





- Develop a Sea-to-Sky Tourism Acceleration Fund to support small-scale experience development. (Objective 15-2)
- Develop and implement a master trails plan with all communities involved for a Sea-to-Sky Corridor approach. (Objective 19)
- Develop a hot springs tourism development and management strategy. (Objective 20)
- Work with the government of BC, SLRD, and municipalities to advocate for affordable housing for the Sea-to-Sky Corridor for tourism employees and entrepreneurs, including seasonal (smaller accommodations) and middle management (family homes) positions. (Objective 31)
- Work with the Vancouver, Coast & Mountains tourism region to champion an enhanced destination management role for the entire Sea-to-Sky Corridor through ongoing project management support to move initiatives forward, bring partners together regularly, conduct reporting, and provide support for updating action plans and priorities in future, etc. (Objective 35)
- Implement Sea-to-Sky Corridor research and data gathering to develop baselines, identify goals, and prioritize opportunities to improve. (Objective 36)
- Work with the government of BC to increase funds, staff, and volunteers to better manage and maintain government owned tourism amenities and assets (e.g., trails, garbage cleanup, outhouses on Crown land, parking, etc.). (Objective 38)

**The following additional actions were identified as immediate priorities for implementation:**

- Encourage tourism businesses to prepare their business-specific climate change resiliency plans. (Objective 2)
- Encourage tourism businesses to prepare their business-specific emergency plans. (Objective 3)
- Develop a Sea-to-Sky Corridor wide welcome, safety, and visitor education program. (Objective 5)
- Develop stronger collaboration to improve Indigenous engagement in tourism and foster partnerships between Indigenous and non-Indigenous tourism businesses. (Objective 10)
- Leverage the efforts of the RMOW Housing Task Force, the Whistler labour task force, and the Squamish labour task force to identify solutions for the entire Sea-to-Sky Corridor and assist other communities in identifying and moving forward with staff housing solutions. (Objective 31)
- Implementation of this Sea-to-Sky Corridor Destination Development Strategy may change as new information and context arises. For example, there continues to be progress made on the proposed Garibaldi at Squamish ski resort development, which in spring 2019 entered a new round of public consultation. As of May 2019, the development is aiming to begin construction in 2023 to allow for an opening in 2025

## B. PROVINCIAL AND REGIONAL PRIORITIES

A key deliverable of the Destination Development Program is the creation of regional and provincial strategies. Objectives and actions that are shared commonly across the Vancouver, Coast & Mountains tourism region may become regional priorities and at the very least will inform the Regional Destination Development Strategy.

This Sea-to-Sky Corridor Destination Development Strategy, together with the other 19 strategies, will then inform the creation of a single Provincial Destination Development Strategy.

Objectives identified as provincial in scope may involve multiple provincial organizations, including Destination BC, ITBC, go2HR, MTAC, and TIABC.

It is recommended the following Sea-to-Sky Corridor objectives and actions become provincial initiatives within the Provincial Destination Development Strategy:

OBJECTIVES	PRIORITY
<b>THEME 1: Stewardship and social commitment</b>	
3. Work with go2HR and Prepared BC to better prepare the tourism industry and visitors for emergencies.	2
<b>THEME 2: Proactive visitor growth management</b>	
5. Implement and enforce proactive visitor management for nature-based experiences and hotspots where visitors may congregate.	1
8. Work with the government of BC to improve land-use planning and adventure tourism tenure management in partnership with Indigenous communities and entrepreneurs.	2
<b>THEME 3: Indigenous tourism development</b>	
11. Increase access to relevant and affordable tourism training programs for Indigenous Peoples.	2
12. Improve Indigenous storytelling of history.	2
<b>THEME 4: New products and improved travel experiences</b>	
19. Add more backcountry travel experiences that disperse visitors throughout the Sea-to-Sky Corridor.	1
20. Build additional experiences that disperse visitors throughout the Sea-to-Sky Corridor.	1
<b>THEME 6: Infrastructure and shared transportation options</b>	
25. Continue to work with transportation partners and governing authorities to make transformative enhancements to the highway, ferry, and cycling transportation systems to get visitors to tourism experiences and tourism staff to work.	2
26. Work with the provincial government to improve transportation access and management to Bridge River Valley (Hurley and Highway 40) and the 5 Nations Highway (in-SHUCK-ch and Harrison West Forest Service Road).	1
27. Support efforts to add passenger rail transportation from North Vancouver to Lillooet and beyond.	2



OBJECTIVES	PRIORITY
<b>THEME 7: Attracting talent and workforce sustainability</b>	
31. Secure an adequate inventory of affordable housing now and for desired future growth.	2
32. Create a business culture that aspires to provide a living wage for tourism staff.	2
33. Enhance knowledge building programs that inspire and educate frontline staff on experience delivery and product knowledge.	2
<b>THEME 8: Partnerships and working together</b>	
37. Work with the government of BC for the continuation of funding programs and explore expanding the programs to new areas within the Sea-to-Sky Corridor.	1
38. Work with the government of BC to ensure ministry budgets are sufficient for management and stewardship of assets.	1

It is recommended the following Sea-to-Sky Corridor objectives and actions become regional initiatives within the Regional Destination Development Strategy:

OBJECTIVES	PRIORITY
<b>THEME 1: Stewardship and social commitment</b>	
2. Support in principle the efforts to achieve UNESCO Howe Sound Biosphere certification.	2
8. Work with the government of BC to improve land-use planning and adventure tourism tenure management in partnership with Indigenous communities and entrepreneurs.	2
<b>THEME 3: Indigenous tourism development</b>	
9. Develop a full understanding of the aspirations of all Indigenous communities and entrepreneurs within the Sea-to-Sky Corridor.	1
10. Add ITBC dedicated staff representation for the Vancouver, Coast & Mountains tourism region specific to increasing Indigenous tourism development, relations, and partnerships in tourism.	1
14. Increase product development along 5 Nations highway (in-SHUCK-ch and Harrison West Forest Service Road).	2
<b>THEME 6: Infrastructure and shared transportation options</b>	
25. Continue to work with transportation partners and governing authorities to make transformative enhancements to the highway, ferry, and cycling transportation systems to get visitors to tourism experiences and tourism staff to work.	2
26. Work with the government of BC to improve transportation access and management to Bridge River Valley (Hurley and Highway 40) and the 5 Nations Highway (in-SHUCK-ch and Harrison West Forest Service Road).	1
38. Work with the government of BC to ensure ministry budgets are sufficient for management and stewardship of assets.	1

## C. FUNDING PROGRAMS

To assist planning areas such as the Sea-to-Sky Corridor in their implementation efforts, Destination BC has compiled a list of funding programs as part of the Provincial Situation Analysis.

The different funding options highlighted include: Municipal and Regional District Tax (MRDT), Destination BC Programs, Western Economic Diversification Canada (WD), Ministry of Transportation and Infrastructure Programs, Community Gaming Grants, BC Parks Foundation, Community Trusts, Resort Municipality Initiative (RMI), Municipal Funding, Rural Dividend, and Business Levies.

Contact Destination BC for a copy of this information sheet.

The provincial government also has an [online tool on their website](#) to find economic development funding and grants.

### Funding options also include:

- Continuation of the annual Rural Dividend Program through the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNR).
- The Connecting British Columbia program, which extends high-speed internet access to rural and remote communities.

- An investment from the federal government to ITBC was committed to help ensure Indigenous tourism can grow and sustain itself. The money is to be handed out over three years to Indigenous Tourism BC.
- The government of BC has enhanced the scope and guidelines for the Bike BC programs to better support rural communities and environmental initiatives and offer more flexibility for communities looking to improve their cycling and airport infrastructure.
- Hosting BC grants provides funds to communities for hosting sporting events, while fostering economic, social, and community development throughout the province.
- Investment to support Indigenous communities seeking to revitalize connections to their languages.
- Funding for the Indigenous Skills Training Development Fund, supporting programs such as computer literacy and safety training.



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# MEASURING AND MONITORING SUCCESS

## OVERALL OBJECTIVE

Ultimately, the overall objective of this strategy is to guide the growth of the Sea-to-Sky Corridor planning area in an economically, socially, and environmentally sustainable manner over the next 10 years. The following recommended measurements can be used to monitor the success of the tourism industry in the Sea-to-Sky Corridor and the implementation of this strategy.



GOALS	RECOMMENDED MEASUREMENT	SOURCE
1. Increase resident and community prosperity through sustainable tourism growth.	Measurement to be determined by the Sea-to-Sky Corridor Sustainable Tourism Council identified in Objective #1	To be determined
2. Improve visitor dispersion year-round throughout the Sea-to-Sky Corridor.	Changes to accommodation room revenue and capacity	BC Stats, accommodation tracking
3. Improve visitor use of the natural and cultural heritage in a respectful, sustainable manner.	# of Reported Issues	BC Parks, FLNR, tourism businesses
4. Improve supporting tourism infrastructure for transportation and employee and entrepreneur housing.	Transportation Projects Completed Housing Vacancy Rate	TRAN annual and service plans BC Housing
5. Increase the involvement of Indigenous communities and entrepreneurs in tourism.	# of Indigenous Businesses # of Indigenous cultural experiences	ITBC Inventory
6. Increase the global competitive strength of the entire Sea-to-Sky Corridor destination experience.	Economic Impact	Destination BC's Value of Tourism model <sup>5</sup>
7. Strengthen resilience and adaptive capacity to climate-related hazards, natural disasters, and market changes.	# of Emergency Plans Completed	Community plans, tourism businesses

<sup>5</sup>Destination BC's Value of Tourism model: [www.destinationbc.ca/Resources/Monitoring-and-Evaluation/Value-of-Tourism-Model.aspx](http://www.destinationbc.ca/Resources/Monitoring-and-Evaluation/Value-of-Tourism-Model.aspx)

# APPENDIX

## A. APPENDIX 1: OVERVIEW OF PLANNING PROCESS

The following planning process ensured this Sea-to-Sky Corridor Destination Development Strategy was written based on a thoughtful process with consistent participation from a diverse group of industry partners that impact tourism either directly or indirectly. The process followed a semi-structured design by Destination BC that was customized for the Sea-to-Sky Corridor.

### 1. Session 1 – Kick-off and working sessions with representative partners

- a. Introduced the program, engaged partners, and began to gather information that helped in understanding the context of the planning area.
- b. Reviewed the operating context and captured participants input on markets, destination assessment, constraints, and opportunities.
- c. Met with over 70 tourism partners in Whistler on September 22, 2017.

### 2. Review of planning area reports, strategies, plans, and other information

- a. For a full list of documents that have been reviewed as part of this process, see Appendix 4.

### 3. Interviews and site visits

- a. Interviews were conducted with various partners to develop a deeper understanding of the operating context, constraints, and opportunities.
- b. Site visits were conducted to engage front line staff and contribute to the assessment of the destination



– understanding firsthand what makes the Sea-to-Sky Corridor a unique and special place to visit, as well as experiencing some of the challenges and opportunities.

#### 4. Industry Engagement

- a. Participants were surveyed to validate and provide further input into the constraints and opportunities identified in Session 1. There were 236 survey responses from over 1,000 invites.

#### 5. Session 2 – Visioning session with representative partners

- a. Reviewed the planning considerations and developed a shared vision, goals, and identified destination development themes. For a full list of planning considerations, see Appendix 5.
- b. Meeting in Squamish Valley on November 30, 2017, attended by over 70 tourism partners.

#### 6. Industry Engagement

- a. Participants were engaged through a second survey to validate and provide further input into the vision, goals, destination development themes, and motivating experiences identified in Session 2. There were 148 survey responses from over 1,000 invites.

#### 7. Session 3 – Working Group meetings on February 27, March 13, and March 14, 2018.

- a. A smaller Working Group reviewed a draft strategy framework and provided recommendations.
- b. Follow up discussions were held to refine the objectives and actions.

#### 8. Industry Engagement

- a. Tourism partners were invited to provide feedback on the draft strategy.

## B. APPENDIX 2: SUSTAINABLE GROWTH ASPIRATIONS

The following specific community-based sustainable growth aspirations were articulated during the February 27 Working Group meeting and process input, and where possible, were validated or refined by the community DMO or representative afterwards.

All communities agreed that the goal is sustainable tourism growth; this chart helps to understand nuances by community and rural areas in between.

COMMUNITY/ GEOGRAPHIC AREA	GROWTH ASPIRATIONS	
North Vancouver	<ul style="list-style-type: none"> <li>• Tourism revenue growth</li> </ul>	<ul style="list-style-type: none"> <li>• Visitation volume growth</li> </ul>
Tsleil-Waututh Nation	<ul style="list-style-type: none"> <li>• Tourism revenue growth</li> <li>• Visitation volume growth</li> <li>• North Shore developed as a First Nations tourism destination</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural preservation</li> <li>• Provide education for community youth</li> </ul>
West Vancouver	<ul style="list-style-type: none"> <li>• Tourism revenue growth</li> <li>• Visitation volume growth</li> <li>• Capture pass through vehicles, and encourage their occupants to stay and visit for a while</li> </ul>	<ul style="list-style-type: none"> <li>• Increase recognition (awareness and interest) – be on the map</li> <li>• Increase in tourism infrastructure (e.g., hotels)</li> </ul>

COMMUNITY/ GEOGRAPHIC AREA	GROWTH ASPIRATIONS	
Bowen Island	<ul style="list-style-type: none"> <li>• Tourism revenue growth — high yield, low volume</li> <li>• Lower the rate of visitation volume growth, managed growth</li> </ul>	<ul style="list-style-type: none"> <li>• Increase spending from day trippers</li> <li>• Increase percentage of overnight visitors compared to day trippers</li> </ul>
Skwxwú7mesh Úxwumixw (Squamish Nation)	<ul style="list-style-type: none"> <li>• Tourism revenue growth that includes opportunities for revenue sharing, employment, recreation, education, and language</li> <li>• Managed visitation, respectful of Skwxwú7mesh rights and culture</li> </ul>	<ul style="list-style-type: none"> <li>• Growth that increases employment opportunities</li> </ul>
Squamish	<ul style="list-style-type: none"> <li>• Tourism revenue growth</li> <li>• Visitation volume growth — June to August mid-week and rest of the year all week long</li> </ul>	<ul style="list-style-type: none"> <li>• Increase recognition and appeal as a destination</li> </ul>
Whistler	<ul style="list-style-type: none"> <li>• Tourism revenue growth</li> <li>• Managed visitor volume growth — by sector, fill the gaps</li> </ul>	<ul style="list-style-type: none"> <li>• Diversify markets</li> <li>• Increase resiliency over long term business cycles</li> </ul>
Pemberton	<ul style="list-style-type: none"> <li>• Tourism revenue growth</li> <li>• Visitation volume growth</li> </ul>	<ul style="list-style-type: none"> <li>• Support community</li> <li>• Growth of agricultural tourism</li> </ul>
Bridge River Valley	<ul style="list-style-type: none"> <li>• Tourism revenue growth</li> <li>• Managed visitation volume growth — supported by community infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Attract entrepreneurs and new residents to BRV</li> <li>• Ensure financial benefit to community from visitors</li> </ul>
Lillooet	<ul style="list-style-type: none"> <li>• Tourism revenue growth</li> </ul>	<ul style="list-style-type: none"> <li>• Visitation volume growth</li> </ul>
Lil'wat Nation	<ul style="list-style-type: none"> <li>• Tourism revenue growth</li> <li>• Visitation volume growth that supports the reclamation, preservation, and promotion of Lil'wat traditional culture and language, including supporting the two cultural centres</li> </ul>	<ul style="list-style-type: none"> <li>• Growth that increases employment opportunities</li> </ul>
St'át'imc Nation	<ul style="list-style-type: none"> <li>• Tourism revenue growth</li> <li>• Managed visitation volume growth that will benefit communities and not harm the environment</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural and language preservation</li> <li>• Opportunities for youth</li> </ul>
5 Nation Highway	<ul style="list-style-type: none"> <li>• Tourism revenue growth</li> </ul>	<ul style="list-style-type: none"> <li>• Visitation volume growth</li> </ul>
Rural areas	<ul style="list-style-type: none"> <li>• In general, it has been discussed that rural areas with tourism aspirations are seeking growth in overnight visitation and development of new accommodations that help to drive visitation</li> </ul>	

## C. APPENDIX 3: OBJECTIVES BY PRIORITY AND IMPLEMENTATION TIMING

OBJECTIVES	PRIORITY
<b>Priority 1</b>	
4. Support in principle the efforts to achieve UNESCO Howe Sound Biosphere certification.	1
6. Implement and enforce proactive visitor management for nature-based experiences and hotspots where visitors may congregate.	1
9. Develop a full understanding of the aspirations of all Indigenous communities and entrepreneurs within the Sea-to-Sky Corridor.	1
10. Work together with ITBC to explore representation for the Vancouver, Coast & Mountains tourism region specific to increasing Indigenous tourism development, relations, and partnerships in tourism.	1
15. Foster regional collaboration around thematic product development and experience improvements.	1
19. Add more backcountry travel experiences that disperse visitors throughout the Sea-to-Sky Corridor.	1
20. Build additional experiences that disperse visitors throughout the Sea-to-Sky Corridor.	1
26. Work with the government of BC to improve transportation access and management to Bridge River Valley (Hurley and Highway 40) and the 5 Nations Highway (in-SHUCK-ch and Harrison West Forest Service Road).	1
36. Build data, insights, and knowledge on the entire visitor experience to identify future opportunities for improvement.	1
37. Work with the government of BC for the continuation of government funding programs and explore expanding the programs to new areas within the Sea-to-Sky Corridor.	1
38. Work with the government of BC to ensure ministry budgets are sufficient for management and stewardship of assets.	1
39. Understand and leverage the planning efforts and 10-year destination development strategies for: Gold Rush Trail, Fraser Valley, Sunshine Coast, Highway 3 Corridor, and Metro Vancouver.	1
<b>Priority 2</b>	
1. Improve sustainability practices of the tourism industry and partners.	2
2. Develop a Sea-to-Sky Corridor climate change resiliency plan specific to tourism assets and visitor needs.	2
3. Work with go2HR and Prepared BC to better prepare the tourism industry and visitors for emergencies.	2
5. Improve Sea-to-Sky Corridor industry and visitor education programs and interpretation.	2
7. Develop a Visitor Dispersion action plan to better disperse visitors throughout the Sea-to-Sky Corridor.	2
8. Work with the government of BC to improve land-use planning and adventure tourism tenure management in partnership with Indigenous communities and entrepreneurs.	2

OBJECTIVES	PRIORITY
Priority 2 continued	
11. Increase access to relevant and affordable tourism training programs for Indigenous Peoples.	2
12. Improve Indigenous Peoples storytelling of history.	2
13. Develop new Indigenous cultural tourism products throughout the Sea-to-Sky Corridor.	2
14. Increase product development along 5 Nations highway (in-SHUCK-ch and Harrison West Forest Service Road)	2
16. Develop a festivals and events strategy to motivate travel and coordinate planning.	2
17. Create new culture-based experiences to build the Sea-to-Sky Corridor as a cultural destination.	2
18. Add more easily accessible oceanfront and coastal travel experiences to disperse visitors from land-based experiences.	2
21. Build a stronger cluster of culinary and agritourism experiences.	2
22. Support development of more health and wellness facilities and experiences.	2
23. Commit to a strong declaration of community character building, placemaking, and preservation.	2
24. Develop a Sea-to-Sky Corridor beautification program.	2
25. Continue to work with transportation partners and governing authorities to make transformative enhancements to the highway, ferry, and cycling transportation systems to get visitors to tourism experiences and tourism staff to work.	2
27. Support efforts to add passenger rail transportation from North Vancouver to Lillooet and beyond.	2
28. Encourage private investment in transportation experiences and alternatives to personal vehicle travel.	2
29. Develop new and expand existing convention facilities.	2
30. Attract investment for new accommodations to be built.	2
31. Secure an adequate inventory of affordable housing now and for desired future growth.	2
32. Create a business culture that aspires to provide a living wage for tourism staff.	2
33. Enhance knowledge building programs that inspire and educate frontline staff on experience delivery and product knowledge.	2
34. Create an employee attraction program.	2
35. Develop a structured approach to working together as the Sea-to-Sky Corridor to grow tourism responsibly.	2



## D. APPENDIX 4: ALIGNMENT DETAILS – PLANS REVIEWED

The following reports are included in the review, as well as a significant amount of online information:

1. Metro Vancouver Board Strategic Plan 2015 to 2018
2. Sea to Sky Trail Master Plan, 2006
3. Sea to Sky Corridor Recreation Trail Strategy, 2007
4. Sea to Sky Mountain Biking Economic Impact Study, 2016
5. Sea to Sky Land and Resource Management Plan (S2S LRMP), 2008
6. Northern SLRD – Proposed Touring Routes, Phase One, 2015
7. SLRD Area B, District of Lillooet & St’át’imc Agricultural Plan, 2014
8. SLRD Transit Future Plan SEA TO SKY, 2015
9. SLRD Agritourism Bylaw Change, 2016
10. SLRD Emergency Program Annual Report, 2016
11. SLRD Regional Growth Strategy Bylaw No. 1062, 2008
12. SLRD Integrated Sustainability Plan, 2013
13. City of North Vancouver Economic Development Strategy 2008
14. City of North Vancouver Official Community Plan, 2014
15. North Vancouver Recreation & Culture Commission 2014–2018 Strategic Plan
16. A Community Vision for Tourism on the North Shore, 2001
17. District of North Vancouver Corporate Plan 2015–2018
18. District of North Vancouver Official Community Plan Progress Monitoring 2011-2014
19. District of North Vancouver Parks and Open Space Strategic Plan, 2012
20. District of NV Seylynn and Bridgman Parks Master Plan, 2015
21. North Vancouver Central Waterfront Development, 2014
22. North Shore Cultural Mapping Project, 2017
23. Say Nuth Khaw Yum /Indian Arm Provincial Park Management Plan, 2010
24. District of West Vancouver’s Economic Development Plan, 2018
25. West Vancouver Five Year Financial Plan 2016–20
26. West Vancouver Ambleside Waterfront Concept Plan
27. West Vancouver Strategic Plan, 2009
28. Horseshoe Bay Sewell’s Landing, 2015
29. Bowen Island Plan, 2017
30. Bowen Island Community Tourism Plan, 2015
31. Bowen Island Visitors’ Survey, 2014
32. Village of Lions Bay Infrastructure Master Plan, 2016
33. Village of Lions Bay Official Community Plan, 2008
34. Britannia Mine Museum Annual Report, 2016
35. South Britannia Beach Master Plan, 2014
36. Squamish Economic Development and Action Plan, 2016
37. Squamish 2010 Trails Master Plan, 2010
38. Squamish Council Strategic Plan 2015–18
39. Squamish 2015–2018 Strategic Plan, 2016 update
40. Squamish Oceanfront Development Plan, 2015

41. Squamish Tourism Investment Attraction Strategy, 2005
42. Squamish OCP Update Executive Summary
43. Whistler Community Cultural Plan, 2013
44. Whistler Corporate Plan 2017
45. Whistler OCP, 1993
46. Whistler Community Energy and Climate Action Plan, 2016
47. Whistler Recreation and Leisure Plan, 2015
48. Pemberton and Area C Trails Master Plan, 2010
49. Pemberton 5 Year Financial Plan, 2014
50. Pemberton Arts & Culture Economic Impact & Strategy, 2008
51. Pemberton Community Agricultural Parks Master Plan, 2016
52. Community Forest Feasibility Study for the Village of Pemberton, 2016
53. Pemberton Cultural Plan 2012–22, 2011
54. Pemberton Downtown Enhancement Strategy, 2010
55. Pemberton Mountain Biking Economic Impact Study, 2017
56. Pemberton One Mile Lake Park Master Plan, 2016
57. Pemberton Parks and Open Spaces Master Plan, 2011
58. Pemberton Short Term Rentals Info Session, 2017
59. Pemberton Strategic Communications Plan 2016–18
60. Pemberton Visitor's Guide 2017
61. Pemberton OCP
62. Pemberton Valley Agricultural Plan
63. Upper Bridge River Valley Official Community Plan, 2016
64. Bridge River Valley 2013 Value of Tourism Study, October 2015
65. Bridge River Valley Tourism Planning Workshop, 2014
66. Bridge River Valley Economic Capacity Report, 2015
67. Bridge River Valley Trails Committee Report, 2014
68. Bridge River Valley Visitor Guide, 2017
69. Haylmore Site Report and Statement of Significance
70. Electoral Area B, Official Community Plan, 2010
71. Electoral Area C Official Community Plan, 2015
72. Electoral Area D Official Community Plan, 2013
73. Poole Creek/Birken/D'Arcy 'Closer to Home' Recreation Plan, 2014
74. District of Lillooet, Electoral Areas A & B, Northern St'át'imc Economic Opportunity Assessment, 2008
75. Lillooet and Region Agritourism Strategy, 2017
76. Lillooet/Area A/Area B 2014 Northern Community Economic Development Projects, 2014
77. Lillooet 2015 Tourism Planning Workshop, 2015
78. Lillooet/Area A/Area B Regional Touring Routes Phase 1 Market Assessment, 2015
79. Lillooet Value of Tourism Study 2009–10
80. Lillooet Tourism Development Plan, 2008
81. Lil'wat Nation Strategic Plan 2016–2023, 2016
82. Translink: Update to Phase One of the 10-Year Vision 2017–2026 INVESTMENT PLAN, 2017

## E. APPENDIX 5: PLANNING CONSIDERATIONS

This section summarizes the planning context from the Situation Analysis and provides the key directions the Sea-to-Sky Corridor Destination Development Strategy should address.

1. The proximity of the Sea-to-Sky Corridor to the large Metro Vancouver population base, and the appeal of both Vancouver and Whistler as world-class destinations, attracts a significant volume and diversity of regional and international visitors annually to and throughout the Sea-to-Sky Corridor for vacation and recreation. This proximity to these markets, and awareness and interest, are significant strengths of the planning area as a destination. Destination development should continue to strive to serve a wide range of these markets to manage risk through market diversification.
2. The growing volume of travellers in the Sea-to-Sky Corridor, as well as the volume of local residents, requires that tourism-based and non-tourism businesses and organizations need to work together to manage and grow tourism in a way that meets the carrying capacity of the destinations, and the social license offered by residents, businesses, Indigenous communities and entrepreneurs, municipalities, and others.
3. There have been significant efforts expended by businesses, organizations, municipalities, the Squamish Lillooet Regional District, Indigenous communities and entrepreneurs, and the provincial government to improve and invest in tourism infrastructure and amenities. These include: affordable housing, transportation improvements and planning, wayfinding and cultural viewpoint signage, visitor experience, trail development, visitor management, and more. These efforts need to build upon and be coordinated for the entire planning area.
4. There are a significant number of Indigenous communities with existing tourism developments, tourism businesses, and tourism aspirations. It is important future development efforts engage and support their efforts and aspirations, as well as support the communities that have not yet determined or realized their tourism potential. Doing so will help effectively meet the growing needs and demands of Indigenous cultural experiences. Efforts should be directed towards improving Indigenous engagement and partnership, increasing Indigenous cultural tourism products, and connecting the breadth of Indigenous experiences with other visitor experiences.
5. Addressing the lack of understanding for and respect of Indigenous title, rights, and land use priorities has been identified as an opportunity. The strategy should support the government of BC's commitment to the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Calls to Action of the Truth and Reconciliation Commission.
6. Travelling to and throughout the corridor is primarily dependent on Highway 1, Highway 99, and the Horseshoe Bay ferry terminal, with ancillary transport via passenger rail, floatplane, helicopter, etc. These primary arteries are challenged with lack of public transit options, lack of connectivity between communities, road closures, and traffic congestion starting at the Ironworkers Memorial Bridge and Lions Gate Bridge, through North Vancouver, West Vancouver, Squamish, and Whistler Village. Solutions to these constraints need to be developed to improve the travel experience and generate capacity for tourism growth. Adding passenger rail transportation from North Vancouver to Lillooet and beyond has been identified as a critically important solution.
7. A growing demand for staff, population increases, increased housing prices, and other factors have all contributed to positioning affordable staff housing as the most critical issue identified by tourism partners. While efforts are underway to address this, there is a need to secure an adequate inventory of affordable housing now and for any desired future growth.
8. Like many areas within BC, acute shortages of a skilled, available labour force during peak season is an impediment to tourism growth (and often restricts existing demand and operations). Strategies and creative solutions need to be developed and implemented to ensure the Sea-to-Sky Corridor has the sustainable and enviable workforce to match the desired experience and growth potential.

9. Outdoor recreation activities and experiencing scenery and nature are key motivators for trips along the Sea-to-Sky Corridor. As such, it is critical to maintain and enhance the abundance of outdoor recreational assets and visitor amenities for all seasons and ensure the parks and natural spaces continue to attract visitors. The government of BC's commitment to modernized land-use planning in partnership with Indigenous communities and entrepreneurs is an opportunity for long term tourism benefits.

10. There are opportunities to better utilize the oceanfront and coastal community features of the planning area, drawing from its rich Indigenous culture and history of marine-based tourism. Improved access and activities could generate new interest in visiting the area, lessen the pressures on the land-base, and provide an alternative to highway transportation. Existing efforts to secure UNESCO status for the Howe Sound Biosphere could be leveraged.

11. Increases in frontcountry and backcountry use by visitors and locals has placed pressures on the land, the experiences, and amenities offered to visitors, local search and rescue groups, as well as pressures on the organizations that manage these resources. There is a strong desire from tourism partners for improved land use and visitor use management, working in cooperation with other industries, with an immediate need to address capacity issues in acute pressure areas. Land-use planning should guide responsible tourism development, ensure environmental protection, provide clarity, and long term security of access for tourism businesses.

12. Tourism accommodation occupancy rates are varied throughout the planning area, with strong summer occupancy rates for most areas, strong winter occupancy for Whistler, and lower occupancy rates for most other areas in the winter and all areas in the shoulder seasons (April/May/June and Sept/Oct/Nov). Development plans should support the consumer desire for the peak seasons and focus on helping fill the gaps in the shoulder and off-seasons, including policy alignment with regards to short-term rentals.

13. The destination development strategy should focus on the long-term value of a visitor as the total of all their trips to the Sea-to-Sky Corridor throughout their lifetime, including day trips, overnight getaways, and longer stay vacations. As such, it is important that visitors have exceptional experiences at all

touchpoints along the consumer travel journey, including accommodations, gas stations, rest areas, restaurants, spas, retail stores, attractions, and activities. High quality experiences are needed for visitors to recommend the planning area to others and for repeat visitation.

14. Due to the proximity of the large Metro Vancouver market, day trips to points within the Sea-to-Sky Corridor account for a significant volume of visitors (Same-day travelers accounted for 49% of visitor volume and 16% of visitor expenditures in the Vancouver, Coast & Mountains tourism region.). Similarly, overnight stays in larger communities such as North Vancouver, Whistler, or Squamish account for a significant number of day trippers to surrounding rural areas such as Pemberton and Lillooet. While day trippers don't spend as much as overnight visitors, they add to the vibe and support tourism businesses (e.g., restaurants, activities, attractions, transportation providers, etc.). Within all communities there is a desire to turn day trippers to overnight visitors.

15. There is a desire to ensure visitors are respectful and contribute to the visitor economy (e.g., adding to the local economy while not being detrimental to the overall experience or costs of managing amenities such as trails, garbage, washrooms, parking, etc.).

16. Building on a strong base of outdoor recreation products, and a growing portfolio of festivals and events, there are opportunities to diversify the product base while supporting existing and developing new arts, culture, and learning-based products and experiences. This will help to attract new, high-yield markets (higher-yield long-haul markets are more interested in arts, culture, and heritage) and diversify the visitor base. This will also support year-round visitation through generating a volume of experiences that are indoor and therefore less reliant on nature-based amenities and weather.

17. The Resort Municipality of Whistler continues to be rated as one of the top winter resorts worldwide and has evolved to be a world-class year round destination. In large part due to the resort community, the Sea-to-Sky Corridor "enjoys global recognition for its unparalleled skiing, mountain biking, range of activities, multitudinous events, culinary luminescence, and – let's face it – partying."<sup>6</sup> There is a need to support the success of this resort community as a main attraction that helps to draw visitors to and throughout the entire planning area.

<sup>6</sup>Source: [www.piquenewsmagazine.com/whistler/a-solution/Content?oid=3475259](http://www.piquenewsmagazine.com/whistler/a-solution/Content?oid=3475259)

18. While the travel corridor from North Vancouver to Whistler encompasses the significant volume of tourism experiences and therefore visitation, it is important to recognize that the Sea-to-Sky Corridor includes a few rural and coastal communities and areas that look to tourism for job creation, to diversify their economies, and enhance residents' quality and way of life. These rural areas (e.g., Bridge River Valley, Lillooet, Indigenous communities, Seton Portage, D'Arcy, etc.) have very different levels of visitor amenities, supporting infrastructure, managing organizations, and tourism development needs. The development strategy must include the needs of all, regardless of where they are at within the tourism development spectrum. Destination development can support opportunities to spread the wealth of visitors throughout the planning area in a manner that serves both to reduce the pressure points at times of peak visitation and to contribute to these rural, developing tourism economies.

19. There are opportunities to open new outdoor playgrounds and develop further into rural areas with difficult access, including Bridge River Valley (Hurley and Highway 40) and the 5 Nations Highway (in-SHUCK-ch and Harrison West Forest Service Road). However, it is important to ensure there are opportunities to gain financial benefits from increased visitation (e.g., visitors are not degrading the assets with little or no local economic impact). It is equally important to ensure that the pace of access improvements and the pace of product and/or experiential development are aligned to both meet visitor expectations and avoid flooding small communities and sensitive ecosystems.

20. There are potential developments being worked on that could dramatically alter the tourism landscape of the Sea-to-Sky Corridor, including increases in residential housing, the Garibaldi at Squamish ski resort, and multiple developments from other industries (e.g., forestry, etc.). Planning must consider both the opportunities and challenges that may come with these potential developments.

21. The long-term health of the ecosystems and natural assets, and the long-term retention of community character and personality are both very important pillars to ensure destination development adds to and doesn't detract from the planning area.

22. Being mindful of the impacts of climate change and natural disasters such as wildfires, it is important that management frameworks be put in place to ensure the businesses and communities are prepared to act now if needed and be safeguarded for any actions and/or recovery needed in the future.

23. There is good DMO representation in the Sea-to-Sky Corridor and growing incidences of collective collaboration, but varying levels of tourism management resources (staff and budgets) can make it challenging to look at planning and executing area-wide initiatives.

24. Sufficient funding is required by federal and provincial governments, Indigenous communities and entrepreneurs, regional districts, and municipalities to ensure the needed infrastructure and amenities are in place to support the visitor (including BC Parks and local recreational demands) and that communities are supported in their tourism growth. The level of services, amenities, and infrastructure required by current and anticipated levels of visitation to the planning area cannot be funded primarily by property taxes collected by local governments and should continue to be supported by other funding programs such as the RMI.





DESTINATION  
BRITISH COLUMBIA™

**Date:** March 16, 2021  
**To:** Nikki Gilmore, Chief Administrative Officer  
**From:** Robert Grossman, Fire Chief  
**Subject:** FireSmart – Community Resilience Investment Grant Funding Opportunity

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### **PURPOSE**

The purpose of this report is to seek Council's support in making application for grant funding up to \$150,000.00 from the Union of BC Municipalities (UBCM) under the Community Resiliency Investment (CRI) program for the Village of Pemberton FireSmart program.

### **BACKGROUND**

The Community Resiliency Investment (CRI) program is a provincial program intended to reduce the risk and impact of wildfire to communities in BC through community funding, supports and priority fuel management activities and funding request for FireSmart activities.

The FireSmart Community Funding & Supports program is a grant available under the CRI program that provides funding to local governments and First Nations to increase community resiliency by undertaking community based FireSmart planning and activities that reduce the community's risk from wildfire.

### **DISCUSSION & COMMENTS**

The application is for 2021 funding to create two new positions of a FireSmart Program Coordinator and worker to develop a more comprehensive community based FireSmart program that will focus on developments in the Wildfire Interface, education for homeowners and home assessments to assist residents on decision making to help them ready their home from a Wildfire. Fuel management activities will continue primarily at the local homeowner level. The two positions, temporary / one year terms, will be created tentatively August 2021 upon receiving approval for the grant.

### **COMMUNICATIONS**

This report is provided for information purposes and does not require communications element.

### **LEGAL CONSIDERATIONS**

There are no legal, legislative, or regulatory considerations at this time.

### **IMPACT ON BUDGET & STAFFING**

The grant funding can contribute 100% of the cost of eligible activities to a maximum of \$150,000. Eligible expenditures include consultant costs, applicant staff and administration costs, and public

information costs. As well, the funding allows for the development & promotion of local FireSmart activities as well as Fuel & Vegetation Management on publicly owned land.

A completed submission must be submitted by March 19, 2021.

**INTERDEPARTMENTAL IMPACT & APPROVAL**

There are no interdepartmental impacts or approvals required.

**IMPACT ON THE REGION OR NEIGHBOURING JURISDICTIONS**

The activities of Pemberton Fire Rescue, such as increased fire prevention awareness activities, firefighter recruitment and training support to improve upon the current level of service to the Village and the Fire Service District Service Area. This is a benefit to the community and positively impacts the Squamish-Lillooet Regional District and Lil'wat Nation.

**ALTERNATIVE OPTIONS**

There are no alternative options for consideration.

**RECOMMENDATIONS**

**THAT** an application for grant funding, up to \$150,000.00, from the Union of BC Municipalities (UBCM) under the Community Resiliency Investment (CRI) program which provides 100% funding for the Village of Pemberton FireSmart program be supported.

Submitted by:	Robert Grossman, Fire Chief
CAO Approval by:	Nikki Gilmore, Chief Administrative Officer

**Date:** March 16, 2021

**To:** Nikki Gilmore, Chief Administrative Officer

**From:** Robert Grossman, Fire Chief

**Subject:** Pemberton Fire Rescue - Road Rescue Service Provision Outside SLRD Electoral Area C

---

### **PURPOSE**

The purpose of this report is to seek a resolution from Council to support Pemberton Fire Rescue response to areas outside the road rescue boundary of Squamish-Lillooet Regional District (SLRD) Electoral Area C.

### **BACKGROUND**

Pemberton Fire Rescue provides Road Rescue Service to the entire SLRD Electoral Area C covering 5,570 square kilometers pursuant to SLRD Pemberton Fire Rescue Contribution Service Conversion and Establishment Bylaw No. 715-2001.

A map showing SLRD Electoral Area C boundary is available at the following link: <https://www.pemberton.ca/public/download/files/176234>. Further details on the boundaries areas that may not be apparent when viewing the map are as follows:

- Reaches south to the Rural Municipality boundary of the Resort Municipality of Whistler.
- North on Highway 99 to the first Cayoosh Creek Bridge, 2 Kilometers north of Joffre Lakes parking lot.
- Just past D'Arcy on Pemberton Portage Road at the start of the Highline Forest Service Road
- 16 kilometers up the Hurley Forest Service Road
- 25 kilometers on the In-Shuck-ch Forest Service Road
- To the end of the Lillooet Forest Service Road by Keyhole Hot Springs.
- To the end of Pemberton Meadows Road at 9749 Pemberton Meadows Road.

### **DISCUSSION & COMMENTS**

There has been a mutual understanding that Pemberton Fire Rescue will respond as far north on Highway 99 (Duffy Lake Road) to Blowdown Creek just past Duffy Lake which is the 50-kilometer mark and Lillooet Road Rescue will respond from Lillooet to the Blowdown Creek approximately 50 kilometers from Lillooet toward Pemberton. There has also been a mutual understanding that Pemberton Fire Rescue will respond to areas outside of SLRD Electoral Area C in remote areas when there has been a known entrapment.

When Pemberton Fire Rescue travels outside of Area C for a motor vehicle incident, an Emergency Management British Columbia (EMBC) task number is requested to ensure cost recovery by Pemberton Fire Rescue.

Each year Pemberton Fire Rescue applies to EMBC to provide and be recognized as a Road Rescue Service Provider. This year EMBC requires that to be recognized as a Road Rescue Service Provider outside of its jurisdiction, permission from Council must be granted to do so.

The permission required is to continue to respond to the areas outside the boundary of SLRD Electoral Area C not covered by existing agreements as follows:

- Highway 99 North/Duffey Lake Road, to the boat launch on Duffey Lake and to Blowdown Creek (Lillooet covers beyond Blowdown Creek) as per agreement with Lillooet Road Rescue

Pemberton Fire Rescue will respond to the areas listed below that are outside of SLRD Electoral Area C when known entrapment is confirmed.

- Hurley River Forest Service Road past the 16-kilometer boundary
- Pemberton Portage Road past the SLRD Electoral Area C boundary
- Highline Road
- In-Shuck-ch past the 25-kilometer boundary

### **COMMUNICATIONS**

This report is provided for information purposes and does not require communications element.

### **LEGAL CONSIDERATIONS**

There are no legal, legislative, or regulatory considerations at this time.

### **IMPACT ON BUDGET & STAFFING**

There will be no impact on budget or staffing responding outside the area as costs would be recovered from EMBC.

### **INTERDEPARTMENTAL IMPACT & APPROVAL**

There are no interdepartmental impacts or approvals required.

### **IMPACT ON THE REGION OR NEIGHBOURING JURISDICTIONS**

The activities of Pemberton Fire Rescue, regarding Road Rescue, should this request not be approved would mean there would be no road rescue service in areas outside of Area C by Pemberton Fire Rescue which have been serviced in the past.

### **ALTERNATIVE OPTIONS**

There are no alternative options for consideration.



**RECOMMENDATIONS**

**THAT** Council supports the continuation of Pemberton Fire Rescue to provide Road Rescue Service to areas outside the Squamish-Lillooet Regional District Electoral Area C that include the following:

- Highway 99 North/Duffey Lake Road, to the boat launch on Duffey Lake and to Blowdown Creek as per agreement with Lillooet Road Rescue.

Submitted by:	Robert Grossman, Fire Chief
CAO Approval by:	Nikki Gilmore, Chief Administrative Officer

**Date:** March 16, 2021

**To:** Nikki Gilmore, Chief Administrative Officer

**From:** Joanna Rees, Planner

**Subject:** Development Variance Permit No. 127 – 7665 Cerulean Drive

---

### **PURPOSE**

The purpose of this report is for Council to consider issuance of Development Variance Permit (DVP) No. 127. The application was submitted by David Russell and Stephanie Nicoll-Russell (the “Applicants”), owners of the subject property located at 7665 Cerulean Drive.

### **BACKGROUND**

The following section outlines the background on the application, including any previous permits or orders that have been issued on the subject lands to date:

On July 31, 2019, Site Alteration Permit No. 2019-11 was issued authorizing the following works:

- Exploratory site grubbing works which allowed the applicant to clear the site within their building envelope to determine how they would build on the site.
- Construction of retaining walls up to 1.2 metres. The Permit specifically stated that any retaining wall 1.2 metres or higher required a Retaining Wall Permit.
- Establishment of a driveway which allowed the applicant to create access to continue building on the site.

On August 25, 2020, Building Permit No. 1951 was issued for construction of a single detached dwelling with a secondary suite. On the building permit plan approved, a retaining wall of less than 1.2 metres was shown.

The Village of Pemberton Building Bylaw No. 867, 2019 requires a permit for a retaining wall of 1.2 metres or higher. Retaining walls are subject to Section 4.13 and 7.21 of the Zoning Bylaw No. 832, 2018, described below. Retaining walls above 1.2 meters in height require a variance to be constructed.

Upon Staff noticing that the retaining wall built on the property exceeded 1.2 metres, a Stop Work Order was issued on September 23, 2020 due to the construction of a retaining wall in contravention of Part 7.21 of the Village of Pemberton Zoning Bylaw No. 832, 2018.

The applicants applied to the Board of Variance to appeal the Zoning Bylaw retaining wall regulations to permit the existing wall. At the Board of Variance meeting, held on October 28<sup>th</sup>, 2020, a resolution was passed that the variances did not constitute as a minor variance and therefore fell outside the scope of the Board’s jurisdiction.

## **DISCUSSION & COMMENTS**

The Applicants are requesting variances to allow for an existing retaining wall structure to facilitate the development of a single detached residential dwelling. The following variances from Sections 4.13 and 7.21 of Zoning Bylaw No. 832, 2018 are requested:

- To vary Section 4.13(a) viii. in order to allow a retaining wall in excess of 1.2 metres in height to be placed on the portion of the site in general compliance with the location and height on the Site Plan completed by Doug Bush Survey Services (shown on Schedule “B” of **Appendix A**), dated October 5, 2020, or in a location approved by Building Permit, not to exceed 43 metres in length; and
- To vary Section 7.21 (a) i. to vary the maximum height of a retaining wall, from 1.2 metres to a maximum of 4.32 metres, a variance of 3.12 metres.

This variance is to accommodate the existing height and location of the retaining wall. Over and above the variance, if supported, a retaining wall building permit is required for a retaining wall higher than 1.2 metres including sign off from a geotechnical engineer.

The Development Variance Permit is attached as **Appendix A**. The applicant’s description of the proposal and rationale is attached as **Appendix B**.

### **Description of Variance**

The subject lands legally described as Lot 24, District Lot 211, Lillooet District Plan EPP88381, are known municipally as 7665 Cerulean Drive. The location of the subject lands is shown on Schedule A of **Appendix A**. The topography of the subject lands is sloped to the South West.

The subject lands are designated Residential in the Official Community Plan and are zoned Residential Amenity 1, Sunstone (RSA-1) as per Village of Pemberton Zoning Bylaw No. 832, 2018. Adjacent lands are residential, and a pedestrian path and park land is located adjacent to the rear lot line. The existing retaining wall on the subject lands is shown in **Figure 1**.



**Figure 1:** Photo of retaining wall located at 7665 Cerulean Drive taken on October 9, 2020

The siting of the retaining wall is adjacent to the rear and interior lot lines as shown in green in **Figure 2**. The height of the retaining wall ranges from 0.09 metres on the east interior lot line (next to Lot 23 or 7663 Cerulean Drive) to 4.32 metres at its maximum height adjacent to the rear lot line to 0.59 metres adjacent to the westerly interior lot line (next to Lot 25 or 7667 Cerulean Drive).

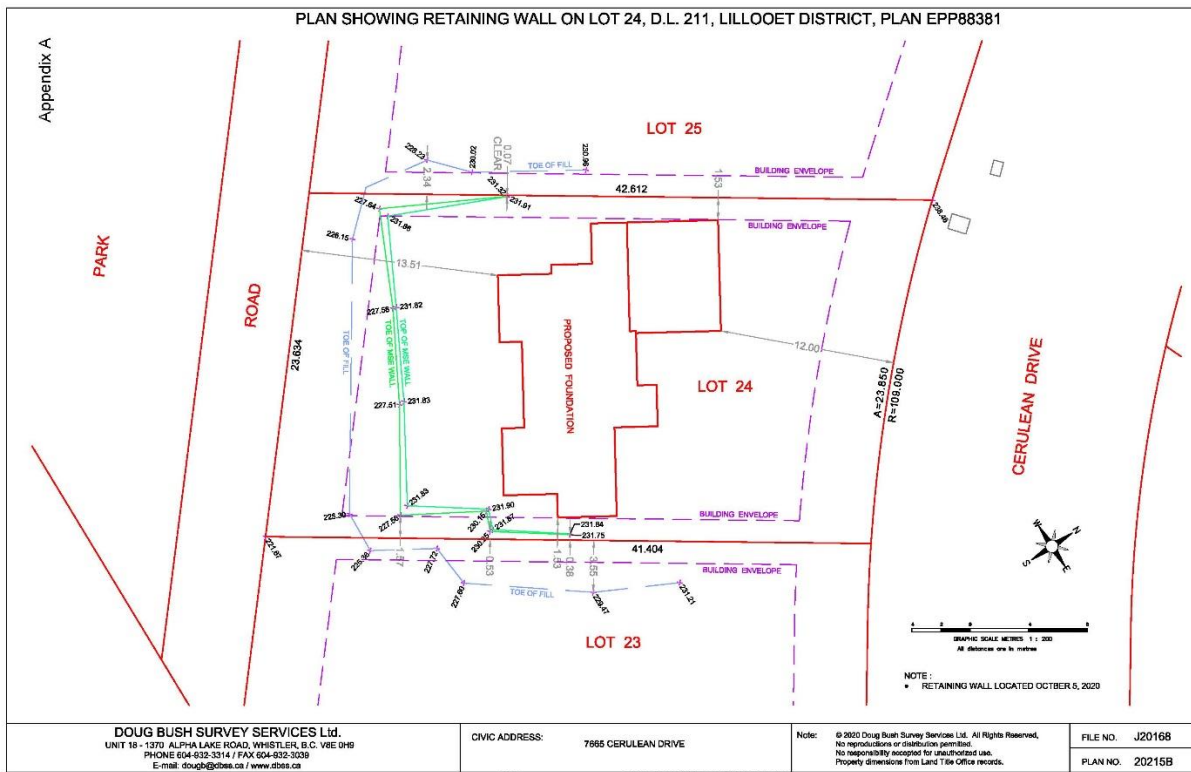


Figure 2: Site Plan completed by Doug Bush Survey Services Ltd.

The Applicants have advised they are committed to landscaping the retaining wall and creating a landscaped buffer to mitigate visual impacts. The Applicants submitted a digital rendering of the proposed landscape screening, **Figure 3**, and a landscape plan completed by Sound Garden Landscape & Design, dated October 11, 2020 (Schedule C of **Appendix A**).





**Figure 3:** Digital rendering of the proposed retaining wall landscaping.

### **Zoning Bylaw No. 832, 2018**

The following setbacks apply to the subject lands as per the Residential Amenity 1, Sunstone (RSA-1) Zone:

- b) Minimum Front Setback: 5 metres
- c) Minimum Rear Setback: 5 metres
- d) Minimum Interior Side Setback: 1.5 metres
- e) Minimum Exterior Side Setback: 3 metres

The existing retaining wall is within both the easterly and westerly interior lot line setbacks. The retaining wall is 0.38 meters from the easterly lot line and 0.07 meters from the westerly lot line.

The existing retaining wall requires a variance from the followings Sections 4.13 a) viii) and 7.21 a) i) of Zoning Bylaw No. 832, 2018.

Projections into the required setbacks are only permitted in accordance with the following policies of Section 4.13:

#### *4.13 Projections into Required Setback and Exceptions to Siting Requirements*

- a) *Every part of any setback required by this Bylaw shall be open and unobstructed by any building or structure, except that, a setback may contain architectural or functional*

*structures or a building or structure feature such as but not limited to; windowsills, sunlight control projections, balconies, cornices, eaves, gutters, chimneys, pilasters, canopies, ornamental features or window bays, provided that:*

- viii. A retaining wall to a maximum height of 1.2 m may be sited on any portion of a lot*

Retaining walls are limited in height in accordance with Section 7.21:

#### *7.21 Retaining Walls*

*a) In a residential Zone, a single retaining wall shall:*

- i. Not exceed a Height of 1.2 m measured from the average natural grade level at its base; and*
- ii. Not be located within 0.6 m, measured horizontally, of any other retaining wall.*

The current provisions in the Zoning Bylaw No. 832, 2018 are a change from the previous Zoning Bylaw. The previous zoning regulations did not state a maximum retaining wall height, but rather placed additional engineering requirements on retaining walls exceeding 2.4 metres. Staff do not have a rationale for the change that was made, however the 1.2 metre height limitation is one that has been utilized as a trigger point for more rigorous engineering and visual analysis in other jurisdictions.

## **COMMUNICATIONS**

Notice of Council's intent to consider issuance of the Development Variance Permit (DVP) was sent to adjacent property owners within 100 metres of the subject lands as per Section 499 of the *Local Government Act* and the Village Development Procedures Bylaw 887, 2020.

At the meeting that the DVP is being considered, although not specified by the *Local Government Act*, it is the Village's practice to give anyone in attendance who believes they are impacted by the application, an opportunity to be heard before the application is considered. As such, following the Staff presentation of the report Council may consider opening the meeting to allow for comment from the public in attendance.

Staff have received four (4) written comments at the time of preparing this report which are attached as **Appendix C**.

## **LEGAL CONSIDERATIONS**

Development Variance Permits (DVP's) are subject to Part 14, Division 9 of the *Local Government Act*. On application by an owner of land, a local government may, by resolution, issue a DVP that varies the provisions of certain bylaws, including the Zoning Bylaw. A DVP must not vary the use and density of land, residential rental tenure, or a flood plain specification.

## **IMPACT ON BUDGET & STAFFING**

There are no impacts on budget or staffing as the applicants paid the requisite application fees and the Village will cost recover any additional expenses as per the Development Procedures Bylaw No. 887, 2020.

### **INTERDEPARTMENTAL IMPACT & APPROVAL**

There are no interdepartmental impacts and approvals required regarding this application.

### **IMPACT ON THE REGION OR NEIGHBOURING JURISDICTIONS**

There are no impacts on the region or other neighbouring jurisdictions.

### **ALTERNATIVE OPTIONS**

The following options have been provided for Council's consideration:

1. **THAT** Council authorizes issuance of Development Variance Permit No. 127 with the following conditions:
  - a. Provision of a landscape bond in the amount of \$6000.00, 120% of the soft landscaping costs
2. **THAT** Council refuses the application for Development Variance Permit No. 127; and
3. **THAT** Council refers the application for Development Variance Permit No. 127 back to Staff to address any further considerations.

### **RECOMMENDATIONS**

**THAT** Council provide direction to Staff on which option they wish to proceed with.

### **ATTACHMENTS:**

**Appendix A:** Development Variance Permit No. 127

**Appendix B:** Applicant's Letter of Rationale

**Appendix C:** Public Comments

Prepared by:	Joanna Rees, Planner
CAO Approval by:	Nikki Gilmore, Chief Administrative Officer





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**VILLAGE OF PEMBERTON  
Development Variance Permit #127  
7665 Cerulean Drive**

Issued to: **Stephanie Nicoll-Russel and David Russel**

File No.  
**DVP#: DVP127**

(Registered owners according to Land Title Office, hereafter referred to as the "Permittee")

Address: **Lot 24, District Lot 211, Lillooet District Plan EPP88381  
PID: 030-665-469  
7665 Cerulean Drive, Pemberton, BC**

- 1) This Development Variance Permit is issued subject to compliance with all Bylaws of the Village of Pemberton applicable thereto, except as specifically varied or supplemented by this permit.
- 2) This Development Variance Permit applies to and only to those lands within the Village of Pemberton described below:

Parcel Identifier: **030-665-469**

Legal Description: **Lot 24, DL 211, LDP EPP88381**

Civic Address: **7665 Cerulean Drive, Pemberton, BC.**

as shown on the attached **Schedule "A"**, attached hereto and forming part of this permit, referred to hereafter as the "Land".

- 3) The Village of Pemberton Zoning Bylaw No. 832, 2018 is hereby varied as follows and as shown on Schedule "C" which is attached to and forms part of this permit:
  - a) To vary Section 4.13(a) viii. in order to allow a retaining wall in excess of 1.2 m in height to be placed on the portion of the site in general compliance with location and height on the Site Plan completed by





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Doug Bush Survey Services dated October 5<sup>th</sup> 2020 or in a location approved by Building Permit, not to exceed 43 m in length; and

- b) To vary Section 7.21 (a) i. to vary the maximum height of a retaining wall, from 1.2 m to a maximum of 4.32 m, a variance of 3.12 metres.
- 4) All retaining wall landscape screening to be installed on the said lands shall be in substantial compliance with the Landscape Plan prepared by Soundscape Garden, dated 11<sup>th</sup> October 2020, attached to and forming a part of this Permit as **Schedule C**;

#### Landscaping Plan – Retaining Wall Screening

approved by the Village Council on the XX day of March 2021.

- 5) This Development Variance Permit is issued subject to the Permittee providing security in the form of Cash, Bond or an Irrevocable Letter of Credit in the amount of \$6,000.00 which is equal to 120% of the estimated total cost of the required works (\$5000.00) to secure provision of the on-site soft landscaping. The Letter of Credit shall be received before issuance of a Building Permit and kept in force until all the landscaping works are completed and installed to the satisfaction of the Village.

The Permittee shall complete all works and landscaping referenced in **Schedule C** to the satisfaction of the Municipality within one (1) year from the date that the Building Permit has been issued. If the landscaping is not completed to the satisfaction of the Municipality within the required time, the security deposit may be used to undertake the required landscaping. Extensions to the one (1) year time limit may be applied for in writing thirty days prior to the expiry date, pending approval from the Village.

- 6) The Permittee shall be responsible for maintaining all the landscaping, in an orderly and responsible manner.
- 7) This Permit shall not have the effect of varying the use or density of the land specified in Village of Pemberton Zoning Bylaw No. 832, 2018 or a flood plain specification under s. 524 of the *Local Government Act RS2015*, or any other servicing standard or requirement in Village of Pemberton Subdivision and Development Control Bylaw No. 677, 2012.
- 8) This Permit prevails over the provisions of the Bylaw in the event of conflict.





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- 9) The land described herein shall be developed strictly in accordance with the terms and conditions and provisions of this Permit and any plans and specifications attached to this Permit shall form a part hereof.
- 10) This Permit is not a building permit.
- 11) Notice of this Permit shall be filed in the Land Title Office at New Westminster under s. 503 of the *Local Government Act RS2015*, and upon such filing, the terms of this Permit or any amendment hereto shall be binding upon all persons who acquire an interest in the Land affected by the Permit.

**AUTHORIZED BY RESOLUTION PASSED BY THE VILLAGE COUNCIL THE  
XXth DAY OF MARCH 2021.**

---

Mike Richman, Mayor

---

Nikki Gilmore, Chief Administrative Officer

END OF DOCUMENT

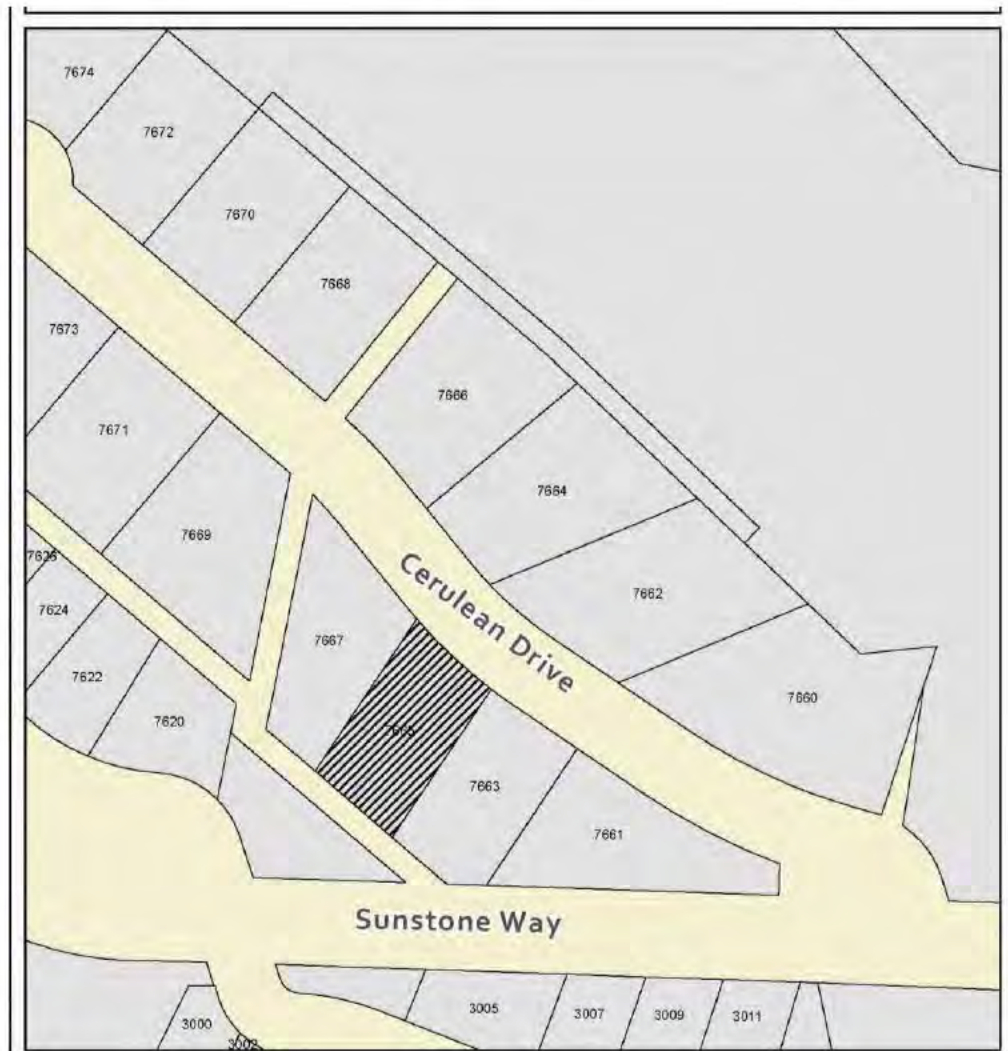
# Village of PEMBERTON

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
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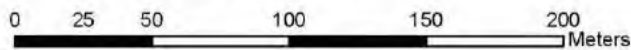
## Schedule "A"



### Legend

 Subject Property

7665 Cerulean Drive  
Lot 24 DL 211 LLD Plan EPP8381



Date: 2020 / 10 / 13



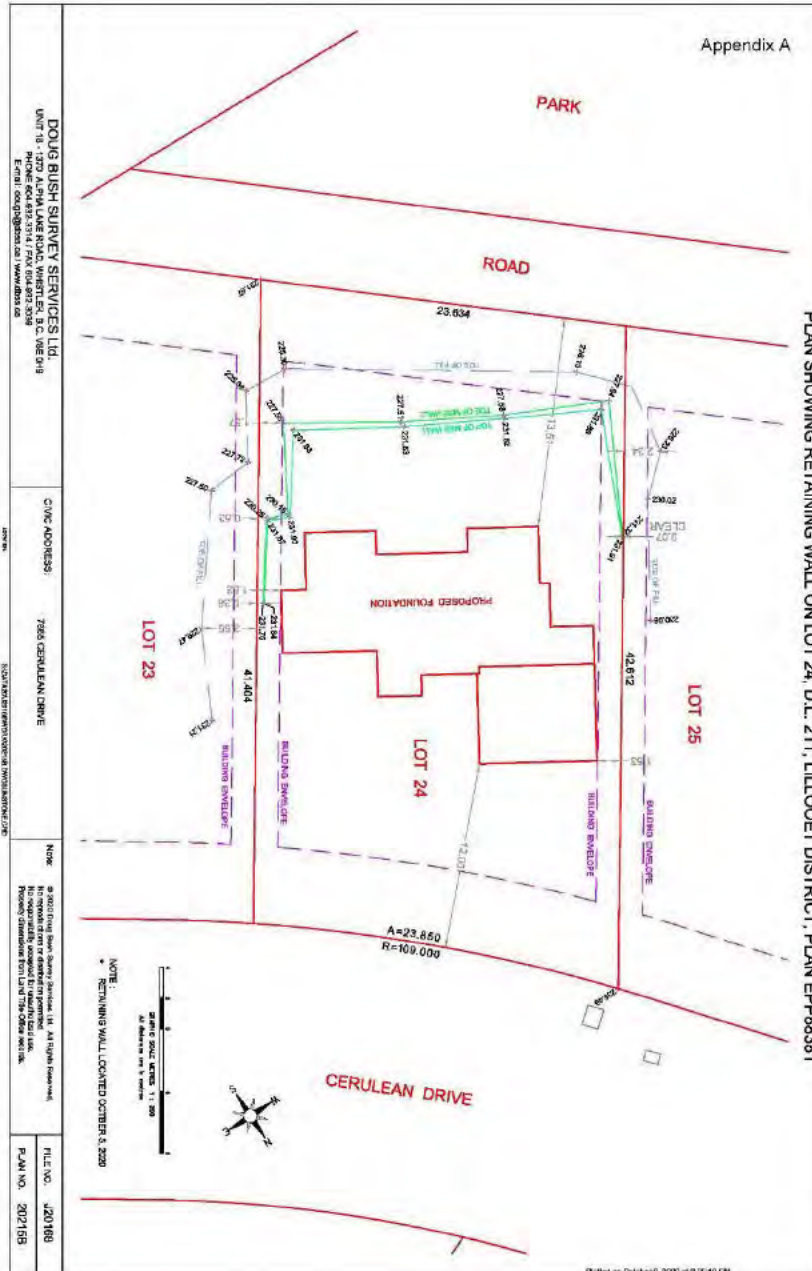


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Schedule "B"



Appendix A

PLAN SHOWING RETAINING WALL ON LOT 24, D.L. 211, LILLOOET DISTRICT, PLAN EPP98381

**DOUG BUSH SURVEY SERVICES LTD.**  
UNIT 18 - 3270 ALPINE LANE #104, WHISTLER, B.C. V8E 0H9  
PHONE 604.937.914 / FAX 604.937.9398  
E-MAIL doob@doobss.com www.doobss.com

CIVIC ADDRESS: 7868 CERULEAN DRIVE

NOTE: © 2021 from Doug Bush Survey Services Ltd. All Rights Reserved.  
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FILE NO. J20188  
PLAN NO. 2021551

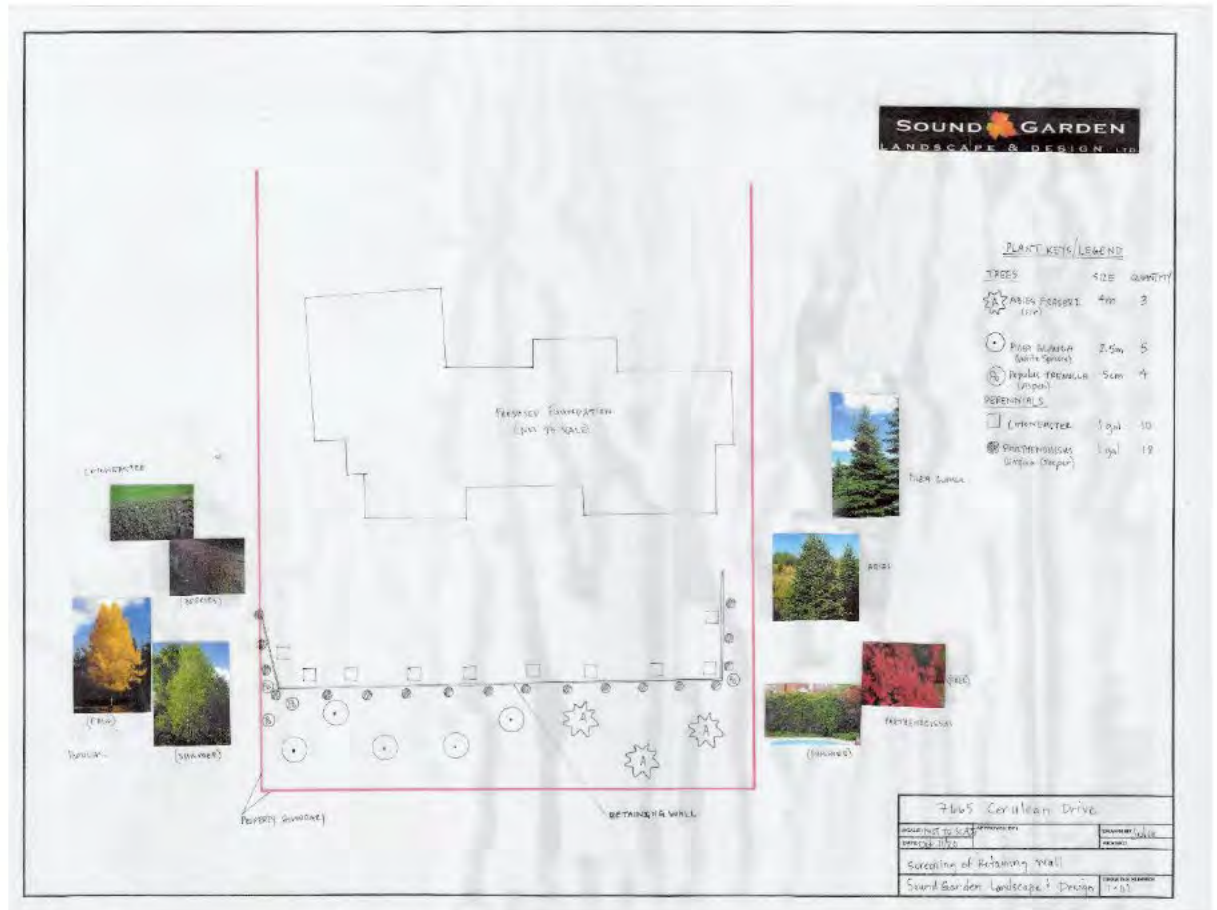
Plotted on Oct/Nov/8, 2020 at 2:35:10 PM

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Schedule "C"



Village of Pemberton  
Box 100, Pemberton, BC V0N 2L0

January 30, 2021

Dear Mayor & Council.

Thank you for the opportunity to hear our request for a Variance regarding our retaining wall, 7665 Cerulean Drive.

This letter will provide you with some background of our situation, address the hardship involved to build a retaining wall, the options that were considered and the solutions to address the visual impact of the wall.

### **Background of our situation**

- We purchased our lot in October 2017 prior to road and services being constructed. The construction of the road added a 13 ft/4m change in elevation to our already steep lot.
- In preparation for our build, we designed our home as one story with a walkout basement before the road and sewer services were built.
- Upon receiving a Site Alteration Permit from the Village of Pemberton (VoP) on July 31, 2019, we began preparation by removing trees.
- In June 2020, we began filling our lot with required structural fill.
- Following the purchase of 120 truckloads of structural fill and recognizing that significant fill was still required and that we were losing the size of our building envelope, we requested a survey of the fill and lot from Doug Bush Survey Services Ltd., *Appendix A*.
- The survey confirmed that using only structural fill due to the steepness of our lot, would result in our building envelope decreasing by 30% from the original Site Plan at time of purchase, *Appendix B*.
- It was never our intent to build a retaining wall, which is the reason it was not shown on our building plans at the time of submission for a Building Permit.
- The Developer of Sunstone recommended the design and material for the retaining wall we purchased.

Upon much consideration and professional input from Kontur Geotechnical Consultants, we decided to proceed with building of the retaining wall based on the design of our home approved by Sunstone's Design Review committee and submitted with our Building Permit application. We followed Sunstone's Design and Building Guidelines, June 27, 2019 which state, "retaining walls over 1.2m must be designed and approved by a Geotech." Kontur Geotechnical Consultants provided the engineering on September 18, 2020 for the required approval, *Appendix C*.

During the three-week build of our \$50k retaining wall, the Village of Pemberton's (VOP) Building Inspector, Chris Derouin and David Russell met on-site three times. On Chris' final visit it was agreed upon by both parties and confirmed David would submit for a Building Permit upon receiving the



final inspection from Kontur Geotechnical Consultants in the early week of September 14, 2020. On September 15, 2020, we received a Stop Work Order from the VoP's Development Services Department. The required documentation was nonetheless submitted and the building permit was stalled pending approval from the Board of Variance.

#### Reasons a retaining wall was built and plans for build

- When we filled at a grade 2:1, recommended by Kontur Geotechnical Consultants, the fill came up 15 feet and back 30 feet - we lost the ability to have a walkout basement.
- Without the build of the retaining wall, we would not meet the VoP's Zoning Bylaw 832, 2018 8.11 (l), That portion of *any* lot used as a driveway from the lot line to a required parking area does not exceed the grade of 20%.
- Without the build of the retaining wall, the grade of our driveway would be 45%; too steep to drive a vehicle up or down the driveway. With the retaining wall, our driveway will be at a grade of 16% which will be driveable for vehicles, especially important from November – March each year.
- The retaining wall is needed as the majority of our home will sit on the wall.
- The lot is too steep and not deep enough to have multiple retaining walls, a house and include a driveway.

**Imagine A** below indicates the steepness from the top of the street to our building envelope, which is 5.5m/18' from the upper lip to the building site.





**Image B** below indicates the top of our lot from the street, the steepness of our lot confirms you cannot see our building envelope below. With our raised elevation on the retaining wall, we still must start the driveway on the east side of the lot, coming across the lot to access the house as opposed to being able to drive straight down the driveway to our home from the street.



- A site section, *Appendix D*, completed by Ms. Wassberg of MW Design Studio on November 18, 2020 confirms the steepness of our lot and the need for a retaining wall.
- A site section, *Appendix E*, completed by Ajia Canadian Building Systems Inc on November 23, 2020 confirms the steepness of our lot with our home situated on our lot and the need for the retaining wall.
- Emergency vehicles will be able to access the grade of 16%, without the retaining wall, emergency vehicles would not be able to safely access our home.
- Should we have not built a retaining wall, the cement foundation for our home would need to be a total of 25 feet high of which would be visible from Sunstone Way. We believe, based on the Developer's recommendation that the retaining wall is more aesthetically pleasing within the neighbourhood than a cement wall.
- Without a retaining wall, we could put our home on 25-foot stilts (the height of the retaining plus of the basement). This means we would need to build a second story on our home (currently our home is one floor with a walkout basement). By building our home on stilts, a retaining wall would still be required to support the front of the home and to retain the fill from the driveway. The size of the retaining wall would be approximately 12 feet (4m). This retaining wall would still be visible from the Sunstone Way.
- By building our retaining wall, we created a flat building pad to build our home on which now will be accessible by vehicles, particularly important during the winter months.
- The retaining wall retains the 120 loads of structural fill on our lot which supports most of our home.
- There is no harm to the existing ecosystem due to the build of our retaining wall.

- The retaining wall does not block any planned play areas or public walkways. It is constructed between 5 to 10m in front of a public access path.
- The wall is appealing with the ability to include trees and vines (see rendition photo below, Image C).
- There will be less visual impact with completed landscaping opposed to a cement foundation or a large amount of structural fill.
- Depending where the neighbouring properties build, their views to the west will not be blocked by our home having a retaining wall, as each home on our street will require fill and/or a retaining wall.
- We adhered to Sunstone Design Guidelines which states, “no section of exterior wall should be higher than two stories.” We believe the visual impact of a three-story home would overpower the look from Sunstone Way.
- Our lot is one of the two steepest lots on Cerulean Drive. The slopes of the lots on Cerulean Drive increase from the bottom to the top of the street; as you go up the Cerulean Drive, lots become steeper and then begin to plateau at the top of the street.
- To mirror the image of the existing retaining wall, same height, longer in length built by our neighbours on their lot at 7671 Cerulean Drive.

### **Solutions to address the visual impact of wall**

We recognize the visual impact retaining walls have on developments. We also are aware that in hillside developments retaining walls may be required and that landscaping will minimize the look of such walls.

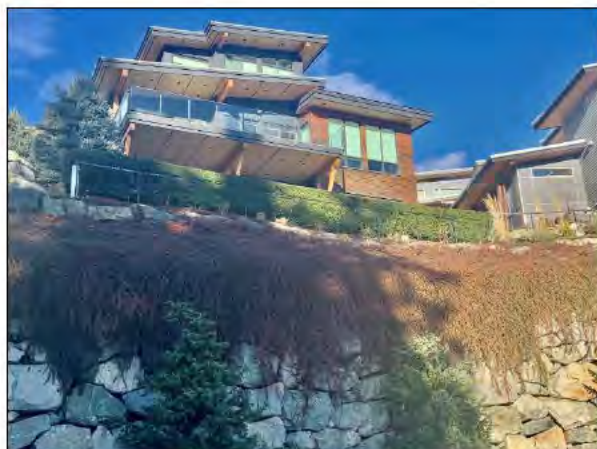
As requested by the VoP’s Building Services Department, we have submitted a comprehensive landscape design completed by Sound Garden Landscape and Design, see attached. You will note that our proposed landscape design is made of natural building materials so the visual impact will be minimized with natural landscaping. The landscaping plan does follow VoP’s Hillside Guidelines, Landscaping. The proposed landscaping will further enhance the completed landscaping in Sunstone. Prior to the landscaping request, we submitted Image C to the VoP; the intent was to hide the look of the retaining wall. We have submitted in writing to the VoP that landscaping will be completed by June 30, 2021. Please note we purchased our lot as the green space below appealed to us, notice that the landscaping adds attraction to the green space.



Image C is a rendition of our home with landscaping in front of the retaining wall.



Image D, taken November 2020 of the newly constructed subdivision Baxter Creek, located in the Rainbow subdivision in Whistler. As per the recommendation of Sound Garden, we have proposed planting the same vine on our submitted landscaping plan.



Addressing the Village of Pemberton VoP’s Hillside Design Guidelines, April 2020 we believe our retaining wall and landscaping plan addresses the Vision and Goals:

- Vision: Hillside developments will be environmentally sensitive, functionally appropriate, aesthetically pleasing and economically feasible.
- Goals: Development applications within hillside areas should work to achieve the vision for hillside development by focusing on achieving the following goals: Complement the scenic hillside character of Pemberton; Screen visual impact and minimize unsightly cut and fill; Integrate unique natural features such as landforms, rock outcroppings, viable existing stands of trees and vegetation, ravines, water features, hilltops and ridgelines into new neighbourhoods; Avoid development on unstable or hazardous sites and prevent potential rockfall hazards; Preserve and enhance access to trails and outdoor recreation; Protect wildlife habitat, wildlife corridors and other environmental values; and Manage storm run-off and limit erosion hydrology.

**Specially to the Visual Guidelines section**

~1.1.1 Images of retaining walls below are not recommended – our retaining wall is neither of these two designs below:



Blasted rock wall leaves stark and negative mark on the landscape.



Unattractive visually dominant retaining wall.

~1.1.1: Landscaping is capable of hiding retaining walls – our landscape plans confirm this as well as **Image C** above.

~1.1.1: Consider using natural building materials – our retaining wall complies with this guideline.

~1.3: Streetscape Objective state: Developments are accessible to emergency vehicles – without a retaining wall, driveway would be too steep for emergency vehicle access.

~1.4.1: Grading and Retaining Objectives state: Retaining walls can be used to reduce slope disturbance, rather than modify natural terrain – our retaining wall has reduced slope disturbance.

~1.5.1: Sign-off from the geotechnical engineer(s) must be provided – this has been completed and received by the VoP.

~2 Landscaping: our submitted landscaping plans meets these requests.



**Neighborhood Impacts**

Currently two homes on Cerulean Drive have occupancy, two homes are currently being built, (not including ours). Of the two occupied homes, one home has two retaining walls over 1.2m. Of the two homes currently being built, one home has built a retaining wall, same height/much longer than ours, the other home does not have a retaining wall but required a significant amount of structural fill to build his home up to accommodate his driveway; the owner has the room to do so within his lot, we did not as our lot size is smaller and steeper than his. Both homeowners recognize the challenge of building on our steep lot and have written letters in support of our retaining wall.

We recognize our neighbour, Ms. Edwards' of 7663 Cerulean Drive concern of our retaining wall. Since the issue of the stop work order, we have not been able to return to our lot to address the overflow of fill on the neighbouring lot, 7663 Cerulean Drive. We informed the owner, Ms. Edwards, when David met her at her lot in November, we would complete upon removal of the stop work order.

In Ms. Edwards' letter to Council on January 26, 2021 she noted her concern is blocking her view to the south, this is completely incorrect. The view to the south, south-west and Mt. Currie is wide open. Her view to the East from her basement might be compromised by our wall if she has windows in her basement and moves her house down the lot by cutting her tree line down. Her main floor will be above our retaining wall. Please note in Ms. Edwards drawing submission in her letter to Council on January 26, 2021 there are three separate retaining walls, each of which are 1.2m. The three retaining walls of 1.2m, plus the height of the foundation and the fact that her lot is already higher than ours results in her main floor being above our retaining wall. Please note due to the steepness of our lot compared to Ms. Edwards' lot, we are unable to build three separate retaining walls.

**Moving forward**

Council is to be applauded for supporting staff's acknowledgement that the existing Zoning Bylaw for retaining walls does not comply on hillside developments and therefore amending the bylaw is recommended. While we recognize and support the processes involved, upon review from staff at the VoP, it should be noted the VoP has granted four permits specifically for retaining walls over 1.2m since July 2018 when the current bylaw was adopted; under the same bylaw we are requesting the same permit. Of the other permits approved, development permits were not required for retaining walls over 1.2m. It should be noted that of the permits granted, there are retaining walls higher and longer than ours with no landscaping requirements. We thank the previous Variance Committee members and recognize the difficult situation they were faced with approving our request for a variance at the October 28, 2020 Variance Committee meeting for our retaining wall; Mr. A. LeBlanc confirmed that we are the first home builders to be requested by senior staff to obtain a variance from the variance committee for a retaining wall over 1.2m since the bylaw was adopted. Due to the hardship for a build on our lot, we are requesting the same permit, under the same Zoning Bylaw.

Having lived (rented and owned) in several different subdivisions over the past 25 years, we have witnessed new neighbourhoods increase as developments have been approved by council,

including hillside developments that include retaining walls. We too desire the community of Pemberton to maintain its natural beauty in all subdivisions. With approval of our request for a Development Variance Permit for our existing retaining wall with our landscaping plan, we feel we will be maintaining Pemberton's naturally beauty and will enhance the existing landscaping Sunstone has achieved.

We are hopeful Council recognizes the due hardship and will support our request for the required Development Variance Permit for our retaining wall while acknowledging:

- Evidence confirming the steepness of our lot and the need for a retaining wall we have built
- Challenges without a retaining wall to build our driveway according to Bylaw 832 That portion of *any* lot used as a driveway from the lot line to a required parking area does not exceed the grade of 20%.
- Our landscaping plan shows minimum visual impact of our retaining wall
- We adhered to Sunstone's Design Guidelines
- We adhered to VoP's Hillside Guidelines
- VoP have recognized the Bylaw does not show favour for lots in hillside developments
- Public support for our existing retaining wall

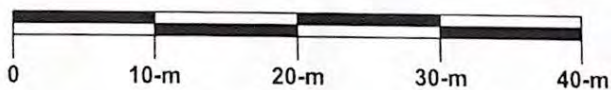
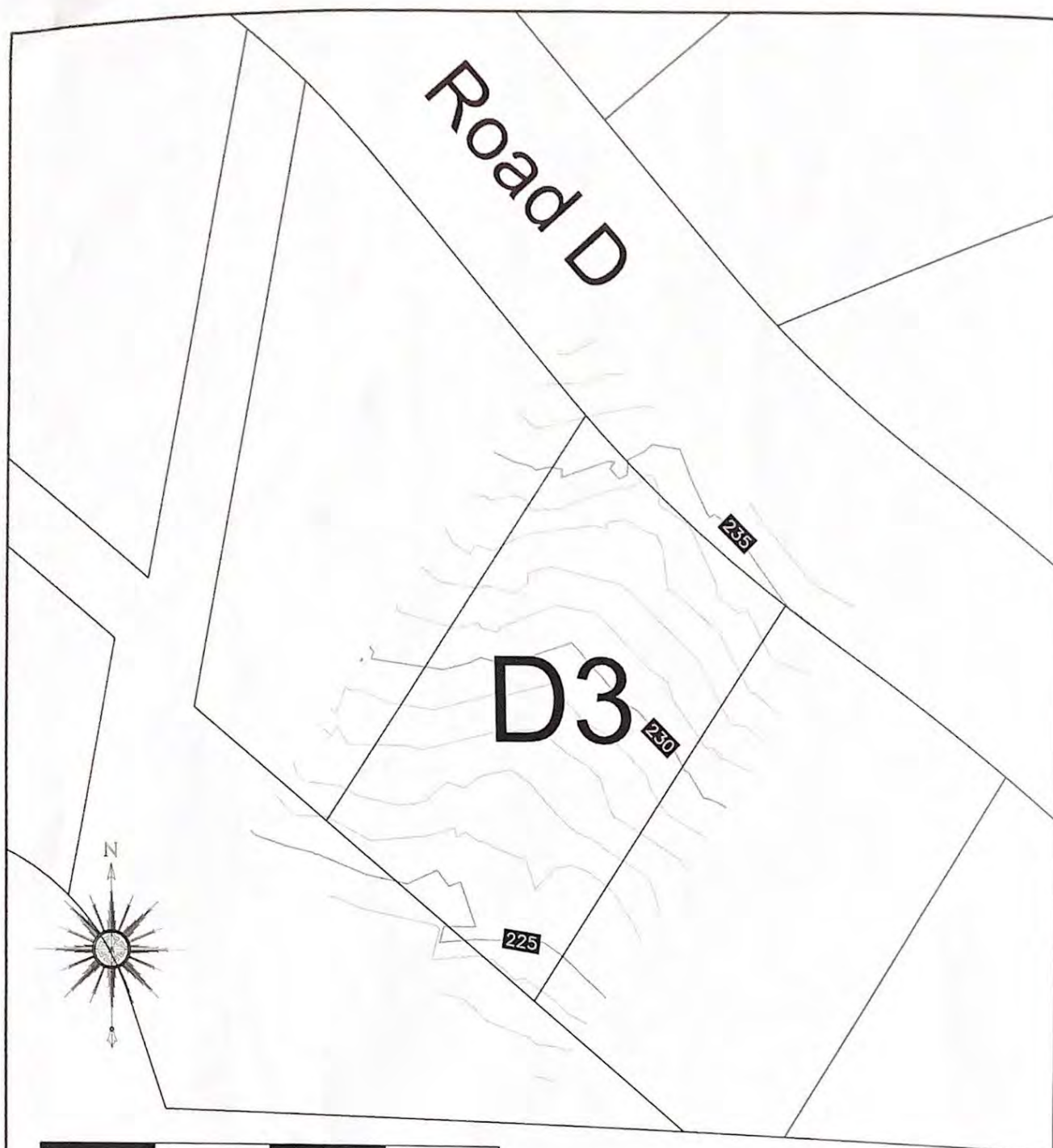
In recognition of the shortened building timeframe in Pemberton, the already five months delay in building our home and the added costs involved to obtain a Development Variance Permit, it is hoped there are no further delays in approving our requested Variance and we can move forward in applying for a Development Variance Permit.

Thanking you in advance for your consideration.

Sincerely,  
David Russell and Stephanie Nicoll-Russell  
7665 Cerulean Drive, Pemberton







**Notes**

1. Property boundaries are shown approximately and are subject to change in the final subdivision plan.
2. Lidar information is approximate and was generated prior to subdivision servicing construction.
3. Contours are in geodetic meters and are georeferenced.

<p><b>GILBEY ENGINEERING SERVICES</b>                  9674 Pemberton Portage Road                  P.O. Box 1735, D'Arcy, B.C. V0N 1L0</p>	Client: Sunstone Ridge Developments Ltd
	Project: Sunstone Ridge Development - Phase 1
	Drawing: Lot D3 - Lidar Topography (4Feb18)





## MEMORANDUM

September 18, 2020  
Project No.: K-191219-00

**To:** Dave Russell  
Tree Top Homes

**By Email:** [REDACTED]

**Cc:**

**From:** Evan Sykes, P.Eng.  
Kontur Geotechnical Consultants Inc. [REDACTED]

**Subject** **Field Reviews**  
**Retaining Wall**  
**Lot D3, Sunstone Development, Pemberton, BC**

As requested, Kontur Geotechnical Consultants Inc. (Kontur) completed intermittent field review during construction of a Mechanically Stabilized Earth (MSE) Wall. A proprietary Atlantic Industries Ltd (AIL) wall system was used for construction of the wall. Subgrade preparations for the MSE wall generally consisted of excavation to below design subgrade elevation removing organics and loose soils to expose dense sand with trace to some silt and some gravel. The exposed sand layer was compacted with a heavy vibratory compactor to a very dense state. Design subgrade elevation was achieved with river sand and gravel (25mm minus), compacted with several passes of a heavy vibratory compactor to achieve at least 95% Modified Proctor Maximum Dry Density (Density reports attached). The fill created a slope with an inclination of about 2H: 1V (Horizontal: Vertical) in front of the wall.

The temporary excavation, where required to allow for space for the geogrid was excavated at an inclination of about 3H: 4V (Horizontal: Vertical).

The MSE wall was constructed with Miragrid 10XT Geogrid extending at least 5.5m behind the wall face in the upper two rows and 4.5m for the lower rows. Wall heights at the front of the wall were about 4.5m.

A drainage pipe consisting of 100mm perforated PVC pipe was installed near the back of the geogrid outletting to the side of the wall. The pipe was surround by at least 150mm of 19mm clear crushed gravel wrapped in non-woven filter fabric. Backfill for the wall generally consisted of 50mm minus dredged river sand and gravel placed in lifts about 300mm thick compacted to a very dense state with several passes of a heavy vibratory compactor.

The retaining wall was considered to have been constructed in general compliance with Kontur's drawings and recommendations.

Kontur trusts that the information described above meets your current requirements. If you should have any concerns or questions, please do not hesitate to contact the undersigned.



Sincerely,

**Kontur Geotechnical Consultants Inc.**

Per:



Evan Sykes, P.Eng.  
Principal Geotechnical Engineer

Reviewed by:



J.Y. (Yoshi) Tanaka, P.Eng.  
Principal Geotechnical Engineer

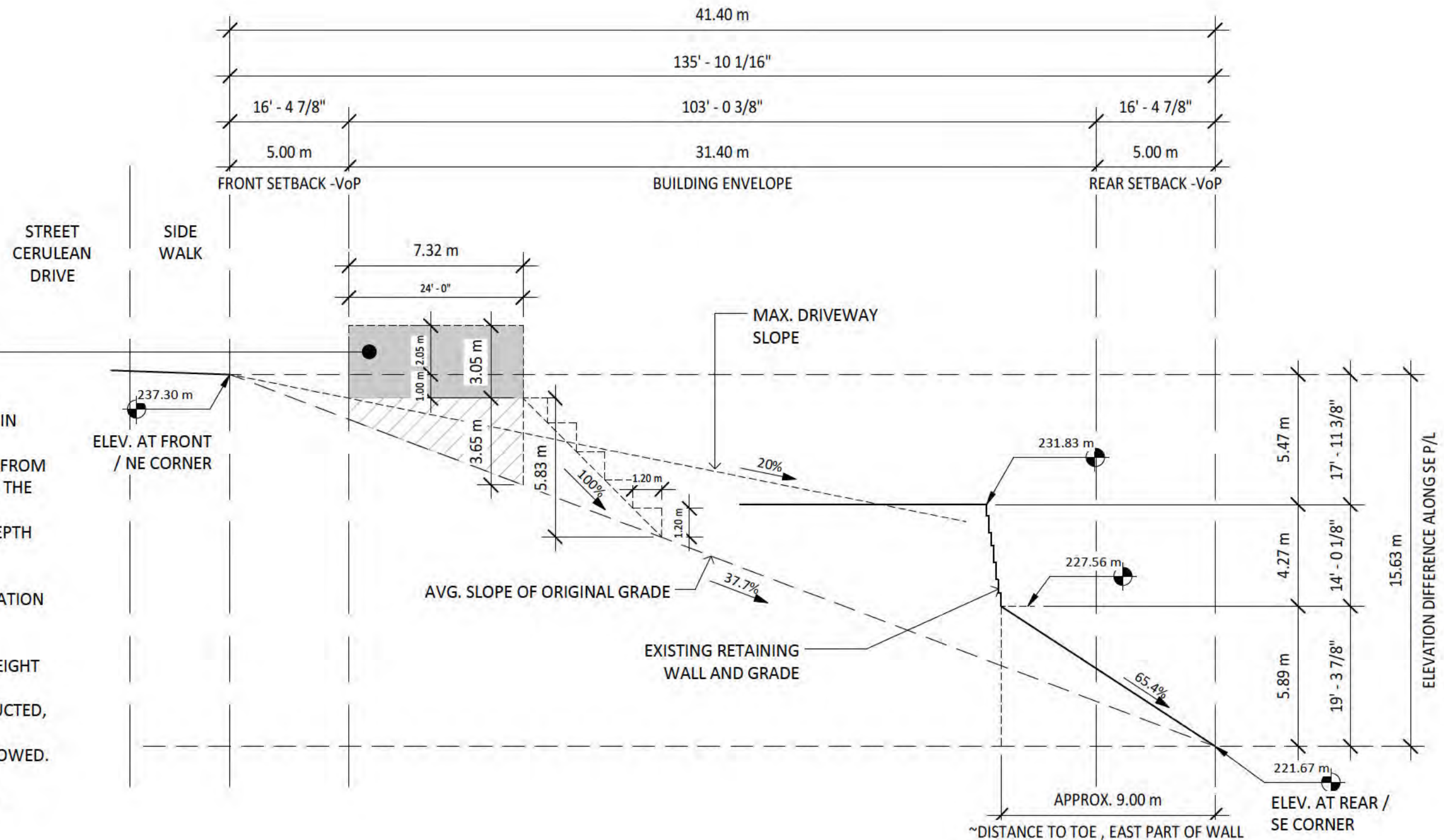
**Attachments:** Photographs  
Sieve Analysis Report  
Field Density Report

**D3 - SITE SECTION ALONG SE P/L**

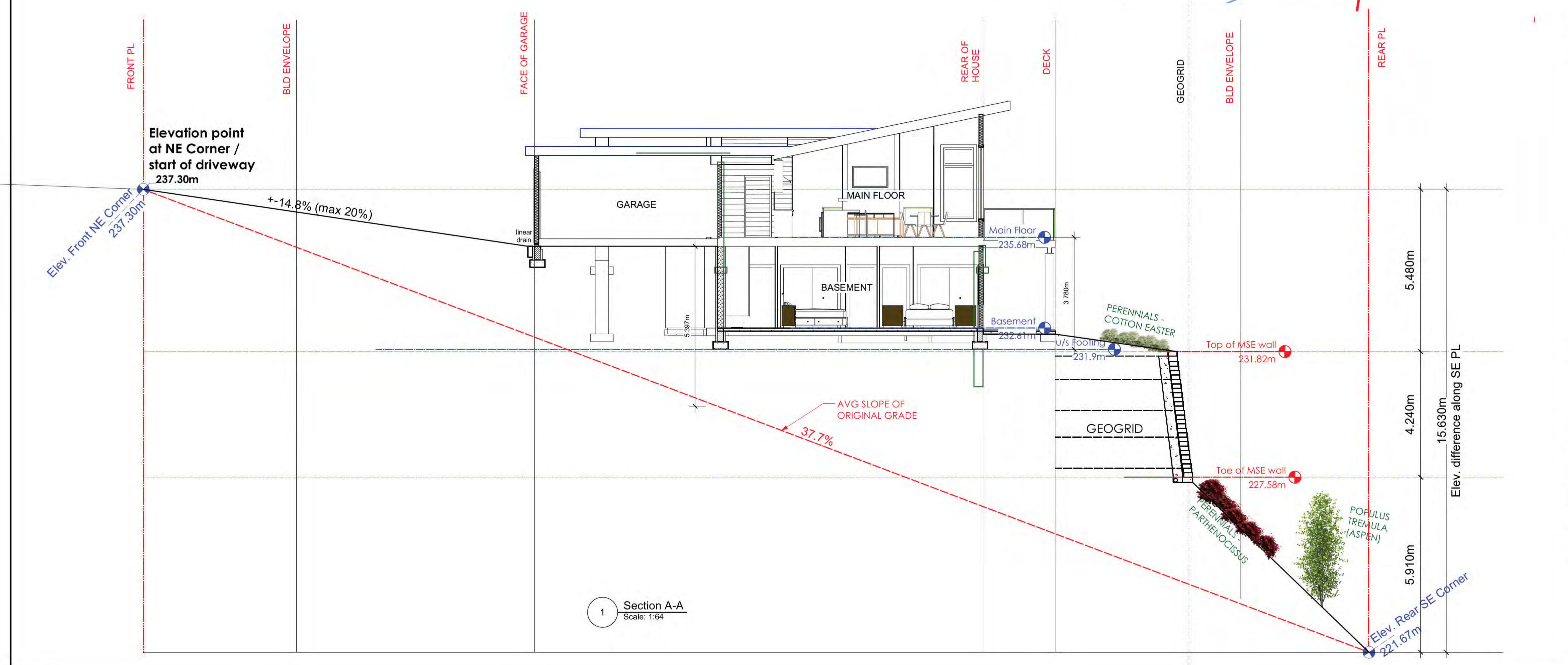
**CONCEPTUAL MASSING OF *MINOR* BUILDING ON LOT D3  
OUTLINING THE MINIMAL HEIGHT OF RETAINING\***

- MINIMAL DISTANCE TO ROAD (AS PER VoP ZONING) IN ORDER TO MINIMIZE RETAINING
- MAXIMUM DRIVEWAY SLOPE (NO DRAINAGE AWAY FROM GARAGE TAKEN INTO ACCOUNT -THIS WOULD RAISE THE BUILDING)
- MINIMAL DEPTH OF BUILDING (APPROX. GARAGE DEPTH ONLY INCL. WALLS.)
- MINIMUM OF ~3.65 M (12 FT) RETAINING / FOUNDATION WALL VERTICALLY AT END OF GARAGE WOULD BE REQUIRED.
- A WALL AT 1:1 RATIO WOULD INCREASE OVERALL HEIGHT OF RETAINING TO ~5.85 M (~19FT).
- THE FURTHER BACK (SOUTH) RETAINING IS CONSTRUCTED, THE HIGHER IT WILL BECOME AS THE LOT IS SUBSTANTIALLY STEEPER THAN MAX DRIVEWAY ALLOWED.

\*This is a diagram of the grade through the property -this is not depicting a proposed design.







1 Section A-A  
Scale: 1:64

Geogrid details

SITE ADDRESS:

LEGAL DESCRIPTION:

LOCAL AUTHORITY

SQ. FOOTAGE:

DESIGN BY: KM

DRAWN BY: KM

ISSUED FOR:

DESIGN

SHEET:

A1.2

JOB No:

20-03

Date: 11/23/20

Time: 1:05:16 PM

Village of Ferniston

Regular Council Meeting No. 1534  
Tuesday, March 16, 2021  
127 of 207

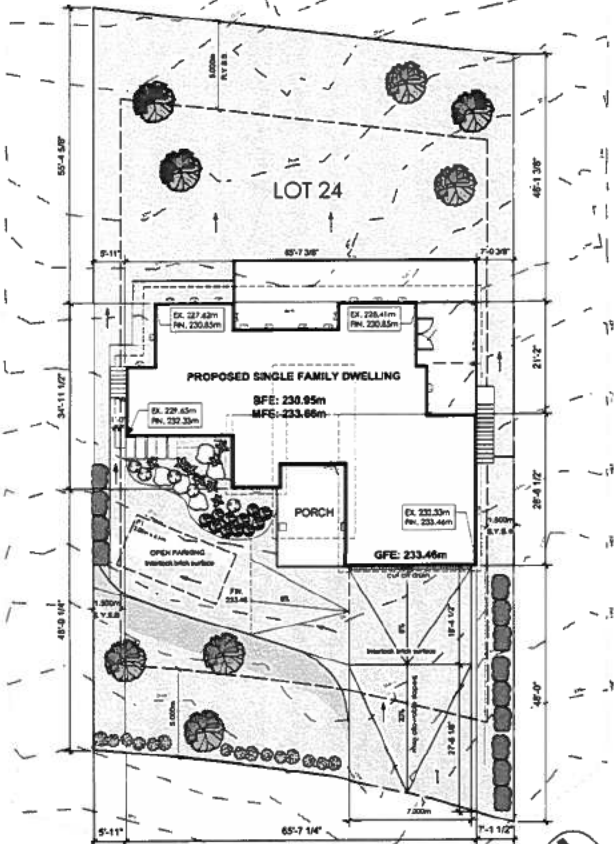


# RUSSELL RESIDENCE

7665 CERULEAN DRIVE, PEMBERTON BC.

SUMMARY OF EFFECTIVE R-VALUE OF CONSTRUCTION ASSEMBLIES. SEE PAGE

BUILDING ASSEMBLY	ZONE 4 - 4000 TO 4999 HOOD	INSTALLED EFFECTIVE R VALUE
CATHEDRAL CEILING AND PLAT ROOF	4.87	5.07 <sup>1</sup>
WALLS	2.78	2.84 <sup>1</sup>
FLOOR OVER UNHEATED SPACE	4.87	4.87 <sup>1</sup>
FOUNDATION WALL	2.96	4.03
UNHEATED FLOOR ABOVE FROST LINE	1.76	2.30 <sup>1</sup>



ALL WINDOWS TO BE TRIPLE GLAZED, VINYL FRAMED, LOW-E, 13MM ARGON GAS, INSULATED SPACER, MINIMUM U.S.I. 1.80, MEETS MINIMUM PRESCRIPTIVE STANDARDS.  
 SKYLIGHTS - TO MEET MINIMUM PRESCRIBED STANDARD USI 1-2.00.  
 EXTERIOR DOORS TO MEET MINIMUM PRESCRIBED STANDARD USI 1.80.  
 GAS FIRED TANKLESS HOT WATER HEATER FOR DOMESTIC WATER AND HYDRONIC HEATING SYSTEM ENERGY FACTOR TO MEET OR EXCEED 0.80

1 Site Plan  
Scale: 3/32" = 1'-0"

ASSEMBLY	DESCRIPTION	R-VALUE
R1	ROOF - UNHEATED	5.07
R2	ROOF - UNHEATED	5.07
R3	ROOF - UNHEATED	5.07
R4	ROOF - UNHEATED	5.07
R5	ROOF - UNHEATED	5.07
R6	ROOF - UNHEATED	5.07
R7	ROOF - UNHEATED	5.07
R8	ROOF - UNHEATED	5.07
R9	ROOF - UNHEATED	5.07
R10	ROOF - UNHEATED	5.07
R11	ROOF - UNHEATED	5.07
R12	ROOF - UNHEATED	5.07
R13	ROOF - UNHEATED	5.07
R14	ROOF - UNHEATED	5.07
R15	ROOF - UNHEATED	5.07
R16	ROOF - UNHEATED	5.07
R17	ROOF - UNHEATED	5.07
R18	ROOF - UNHEATED	5.07
R19	ROOF - UNHEATED	5.07
R20	ROOF - UNHEATED	5.07
R21	ROOF - UNHEATED	5.07
R22	ROOF - UNHEATED	5.07
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R24	ROOF - UNHEATED	5.07
R25	ROOF - UNHEATED	5.07
R26	ROOF - UNHEATED	5.07
R27	ROOF - UNHEATED	5.07
R28	ROOF - UNHEATED	5.07
R29	ROOF - UNHEATED	5.07
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R100	ROOF - UNHEATED	5.07

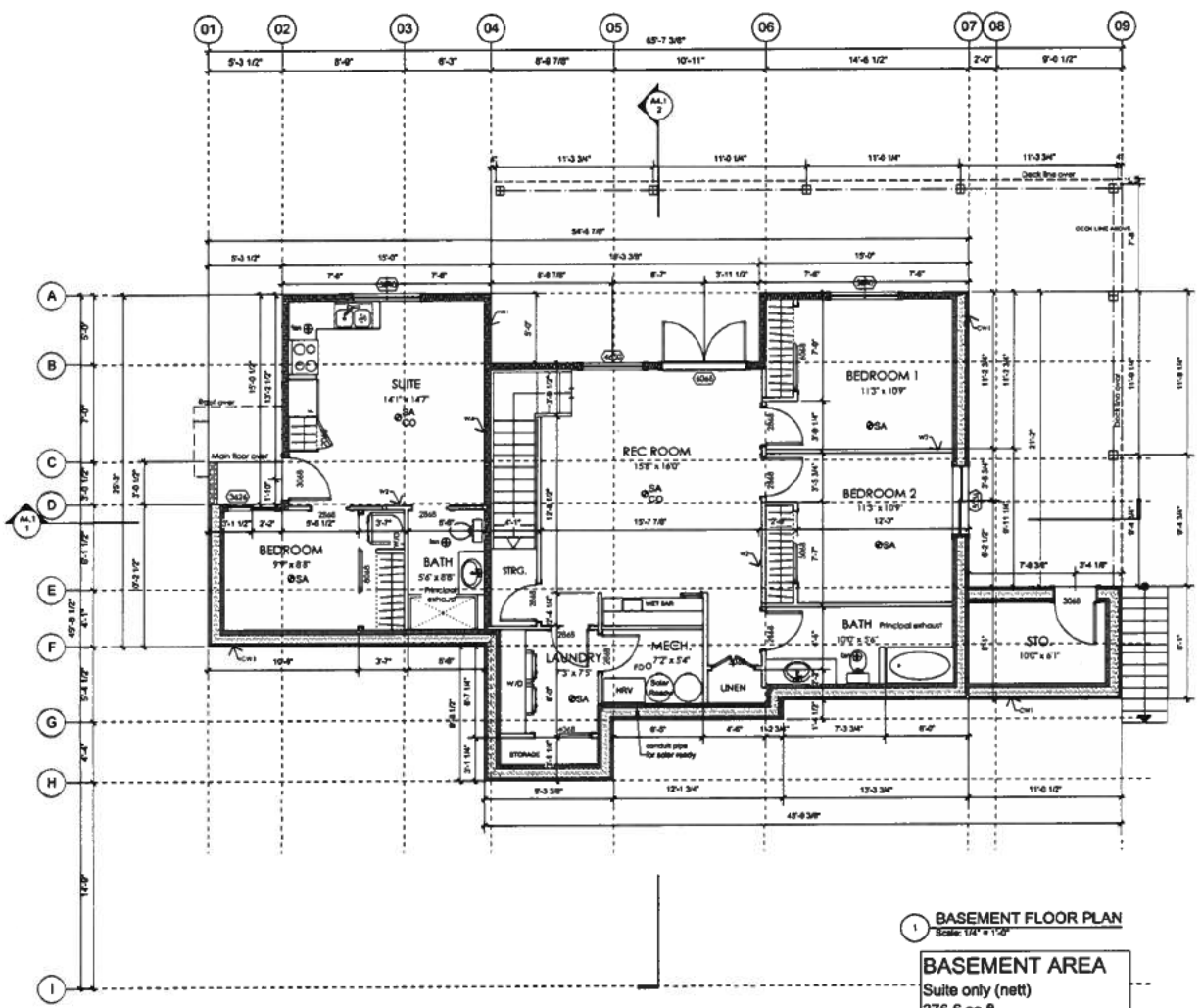
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ASSEMBLY	DESCRIPTION	R-VALUE
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F97	FLOOR - UNHEATED	4.87
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F99	FLOOR - UNHEATED	4.87
F100	FLOOR - UNHEATED	4.87

PROJECT INFORMATION	
CIVIC ADDRESS	7665 CERULEAN DRIVE
MUNICIPALITY	PEMBERTON
PROJECT TYPE	PROPOSED NEW SINGLE FAMILY DWELLING
AUTHORITY HAVING JURISDICTION	VILLAGE OF PEMBERTON
PROJ. NO.	230-443-469

# RUSSELL RESIDENCE

7665 CERULEAN DRIVE, PEMBERTON BC.



1 BASEMENT FLOOR PLAN  
Scale: 1/8" = 1'-0"

**BASEMENT AREA**  
Suite only (nett)  
376.6 sq ft  
Total basement  
1499.8 sq ft

NOTE: ALL FRAMED WALL DIMENSIONS ARE SHOWN TO FACE OF STUD

NOTE: ALL FRAMED WALL DIMENSIONS ARE SHOWN TO FACE OF STUD

**AJIA**

CANADIAN BUILDING SYSTEMS INC.

AJIA CUSTOM PREFAB HOMES  
1-888-990-AJIA (2542)  
www.ajia.ca

AJIA CANADIAN BUILDING SYSTEMS INC.  
1367 CROWN STREET  
NORTH VANCOUVER, BC V7J 1G4

ENGINEER: MARCOLOM MACDONALD/BSA

ADDRESS: 1367 CROWN ST.  
N. VANCOUVER, BC V7J 1G4

Basement / Main Floor Plans

SITE ADDRESS:

LEGAL DESCRIPTION:

LOCAL AUTHORITY:

SQ. FOOTAGE:

DESIGN BY: SA

DRAWN BY: SA

ISSUED FOR: DESIGN

SHEET:

**A2.1**

JOB NO. **20-03**

Date: 4/29/20  
Time: 3:53:28 PM



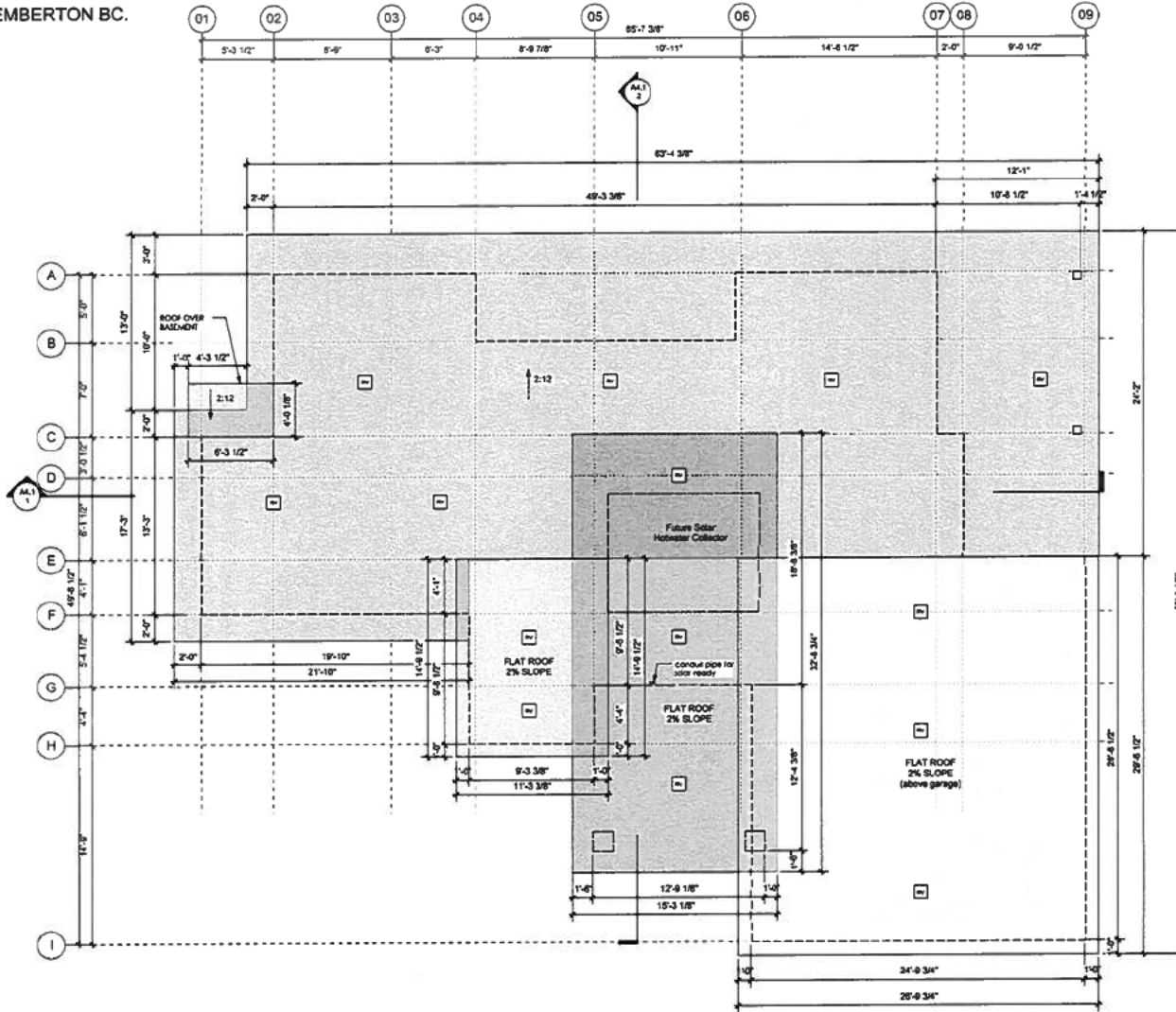
202003 03  
Basement / Main Floor Plans  
Russell Residence (Pemberton) (A2.1).dwg





# RUSSELL RESIDENCE

7665 CERULEAN DRIVE, PEMBERTON BC.



1 ROOF PLAN  
Scale: 1/4" = 1'-0"

**AJIA**

CANADIAN BUILDING SYSTEMS INC.

**AJIA CUSTOM PREFAB HOMES**  
1-888-990-AJIA (2542)  
www.ajia.ca

AJIA CANADIAN BUILDING SYSTEMS INC.  
1767 CROWN STREET  
NORTH VANCOUVER, BC V7J 1G4

TEL: 604-680-1122, FAX: 604-680-1120

ENGINEER: MALCOLM MACDONALD, P.Eng.

ADDRESS: 1767 CROWN ST.  
N. VANCOUVER, BC V7J 1G4

TEL: 604-680-1122, FAX: 604-680-1120

Roof Plan

SITE ADDRESS:

LEGAL DESCRIPTION:

LOCAL AUTHORITY:

SQ. FOOTAGE:

DESIGN BY: KM

DRAWN BY: QM

ISSUED FOR: DESIGN

SHEET:

**A2.3**

JOB NO.:

**20-03**

Date: 4/29/20  
Time: 3:53:28 PM



NOTE: ALL FRAMED WALL DIMENSIONS ARE SHOWN TO FACE OF STUD

NOTE: ALL FRAMED WALL DIMENSIONS ARE SHOWN TO FACE OF STUD

2/20/20  
 2:52:23 PM  
 Russell Residence (Pemberton) A2000001.rvt



# RUSSELL RESIDENCE

7665 CERULEAN DRIVE, PEMBERTON BC.

EXTERIOR FINISHES - SEE COLOUR SCHEDULE

- 1 PREFINISHED METAL ROOFING
- 2 FIBRE-CONCRETE SIDING (HORIZONTAL) ON BANSCREEN - PAINT FINISH
- 3 HARDIE PANEL ON BANSCREEN - PAINT FINISH
- 4 FASCIA BOARD TO SPEC
- 5 VINYL FRAMED WINDOWS
- 6 WOOD COLUMN - FIR
- 7 EXTERIOR ENTRY DOOR
- 8 OVERHEAD DOOR - PAINT FINISH
- 9 METAL GUTTER & DOWNSPOUT
- 10 TRIMER BEAM

James Hardie Panels with Smooth Finish  
4x8 in Cobble Stone



James Hardie Trim Board with  
Rustic Grain Finish in Iron Gray

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BUILDING SYSTEMS INC.

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www.ajia.ca

AJIA CANADIAN  
BUILDING SYSTEMS INC.  
1367 CROWN ST.  
N. VANCOUVER, BC V7J 1G4

TEL: 604-681-1122 FAX: 604-681-1125

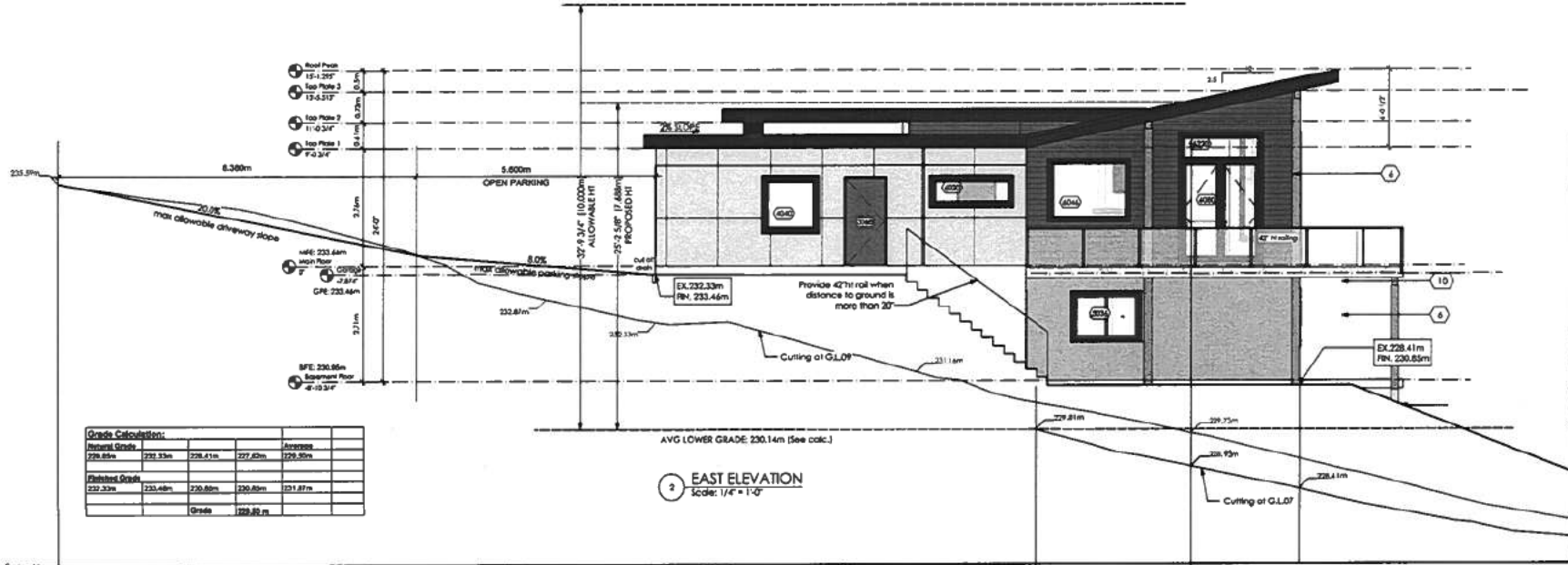
ENGINEER:  
MALCOLM MACDONALD/RE/ALMA

ADDRESS: 1367 CROWN ST.  
N. VANCOUVER, BC V7J 1G4

TEL: 604-681-1122 FAX: 604-681-1125



**1 SOUTH ELEVATION**  
Scale: 1/4" = 1'-0"



**2 EAST ELEVATION**  
Scale: 1/4" = 1'-0"

Grade Calculations:			
Natural Grade	Top of Footing	Finished Grade	Proposed
229.33m	228.41m	227.85m	229.50m
229.33m	228.48m	230.85m	231.87m
	Grade	229.82 m	

Elevations

SITE ADDRESS:

LEGAL DESCRIPTION:

LOCAL AUTHORITY:

SQ. FOOTAGE:

CONCRETE BY: RM

CRANE BY: RM

ISSUED FOR: DESIGN

SHEET

**A3.1**

DATE:

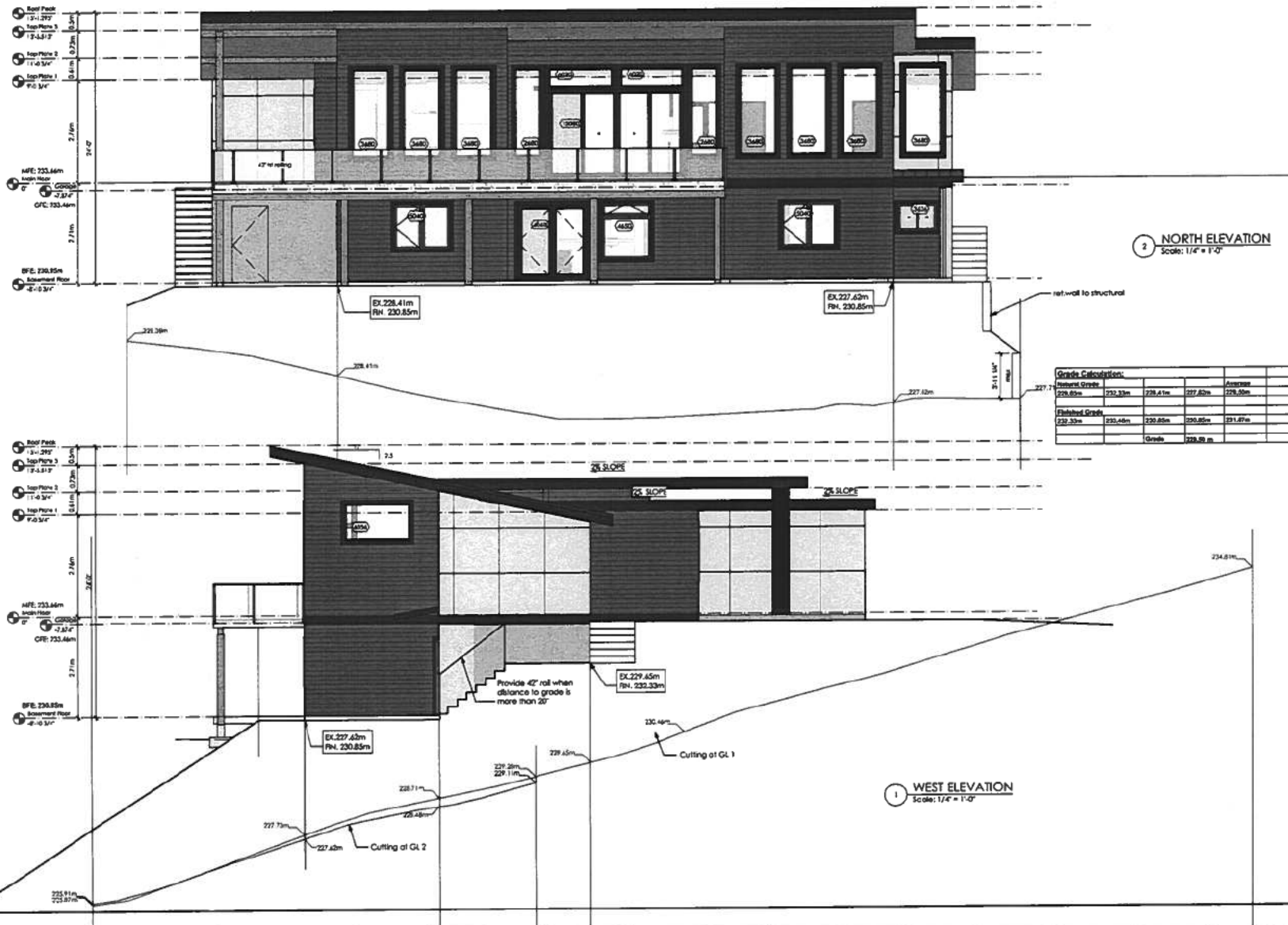
**20-03**

DATE: 4/29/20

TIME: 3:53:28 PM

# RUSSELL RESIDENCE

7665 CERULEAN DRIVE, PEMBERTON BC.



**AJIA**  
CANADIAN BUILDING SYSTEMS INC.

**AJIA CUSTOM PREFAB HOMES**  
1-888-990-AJIA (2542)  
www.ajia.ca

AJA CANADIAN BUILDING SYSTEMS INC.  
1307 CROWN STREET  
NORTHVANCOUVER BC V7J 1G4  
TEL: 604-681-1125 FAX: 604-681-1125

ENGINEER:  
MALCOLM MACDONALD B.A.  
ADDRESS: 1367 CROWN ST.  
N. VANCOUVER, BC V7J 1G4  
TEL: 604-681-1125 FAX: 604-681-1125

**Elevations**

SITE ADDRESS:

LEGAL DESCRIPTION:

LOCAL AUTHORITY:

SOL. FOOTAGE:

DESIGN BY: MJA  
DRAWN BY: GSD

ISSUED FOR:  
DESIGN

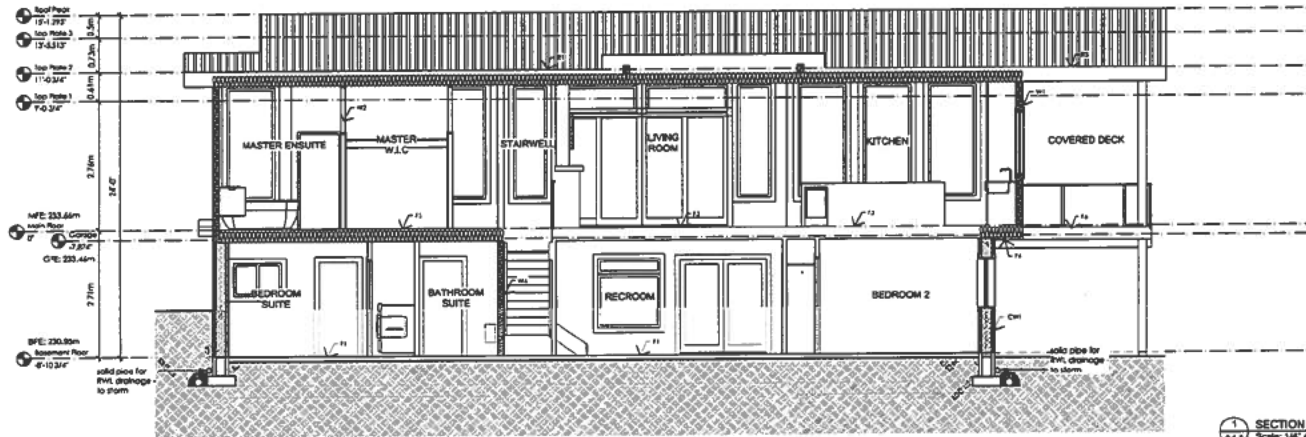
SHEET:  
**A3.2**

JOB No.:  
**20-03**

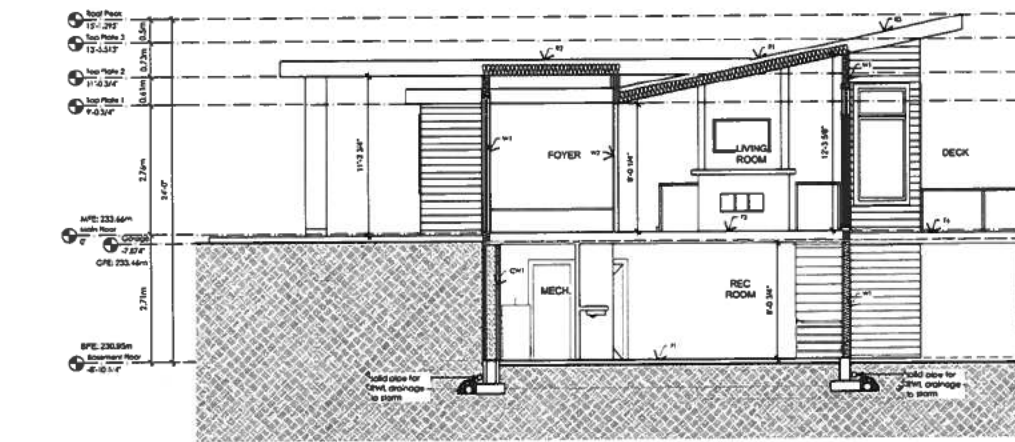
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Time: 3:53:52 PM

# RUSSELL RESIDENCE

7665 CERULEAN DRIVE, PEMBERTON BC.



SECTION 1  
Scale: 1/4" = 1'-0"



SECTION 2  
Scale: 1/4" = 1'-0"

NOTE: ALL FRAMED WALL DIMENSIONS ARE SHOWN TO FACE OF STUD

Roof & Floors		RSB EFFECTIVE U-VALUE	RSB U-VALUE
R1	ROOF - UNINSULATED (OVERHANGS & OVER OUTDOOR AREA)	UNINSULATED	
R2	LOW SLOPED ROOF - UNINSULATED	RSB 4.67 RECD	
R3	METAL ROOF - UNINSULATED (OVERHANGS & OVER OUTDOOR AREA)	UNINSULATED	
F1	SLAB ON GRADE - SUBMENT	RSB 1.88 RECD	
F2	CONCRETE SLAB - TYPE TO SLOPE	UNINSULATED	
F3	INTERIOR FLOOR	UNINSULATED	
F4	FLOOR OVER UNHEATED SPACE	RSB 4.67 RECD	
F5	EXTERIOR FLOOR (SUITE / SLATE)	1.48 RFB	
F6	DECK OVER EXTERIOR SPACE - UNINSULATED		

Interior Walls		RSB EFFECTIVE U-VALUE	RSB U-VALUE
W1	EXTERIOR PARTY WALL	UNINSULATED	
W2	RESIDENTIAL WALL - LIVING / DINING	RSB 1.87 RECD	
W3	WEDGEO WALL - TYPE 1 (WOOD SHAKING)	RSB 1.87 RECD	

Exterior Walls		RSB EFFECTIVE U-VALUE	RSB U-VALUE
W4	CONCRETE FOUNDATION WALL - UNINSULATED LINING	RSB 1.88 RECD	
W5	EXTERIOR WALL - BRICK	RSB 1.88 RECD	
W6	EXTERIOR WALL - STUCCO	RSB 1.88 RECD	

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AJIA CANADIAN BUILDING SYSTEMS INC.  
1387 OLIVER STREET  
NORTHVANCOUVER, BC V7J 1G4  
TEL: 604-665-1121 FAX: 604-665-1162

ADDRESS: 1361 CROWNE ST  
S. VANCOUVER, BC V7J 1G4  
TEL: 604-665-1121 FAX: 604-665-1162

**Sections**

**LEGAL DESCRIPTION**

**LOCAL AUTHORITY**

**DESIGN BY:** RCM  
**DRAWN BY:** RCM

**ISSUED FOR:** DESIGN

**SHEET:** A4.1



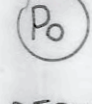

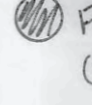
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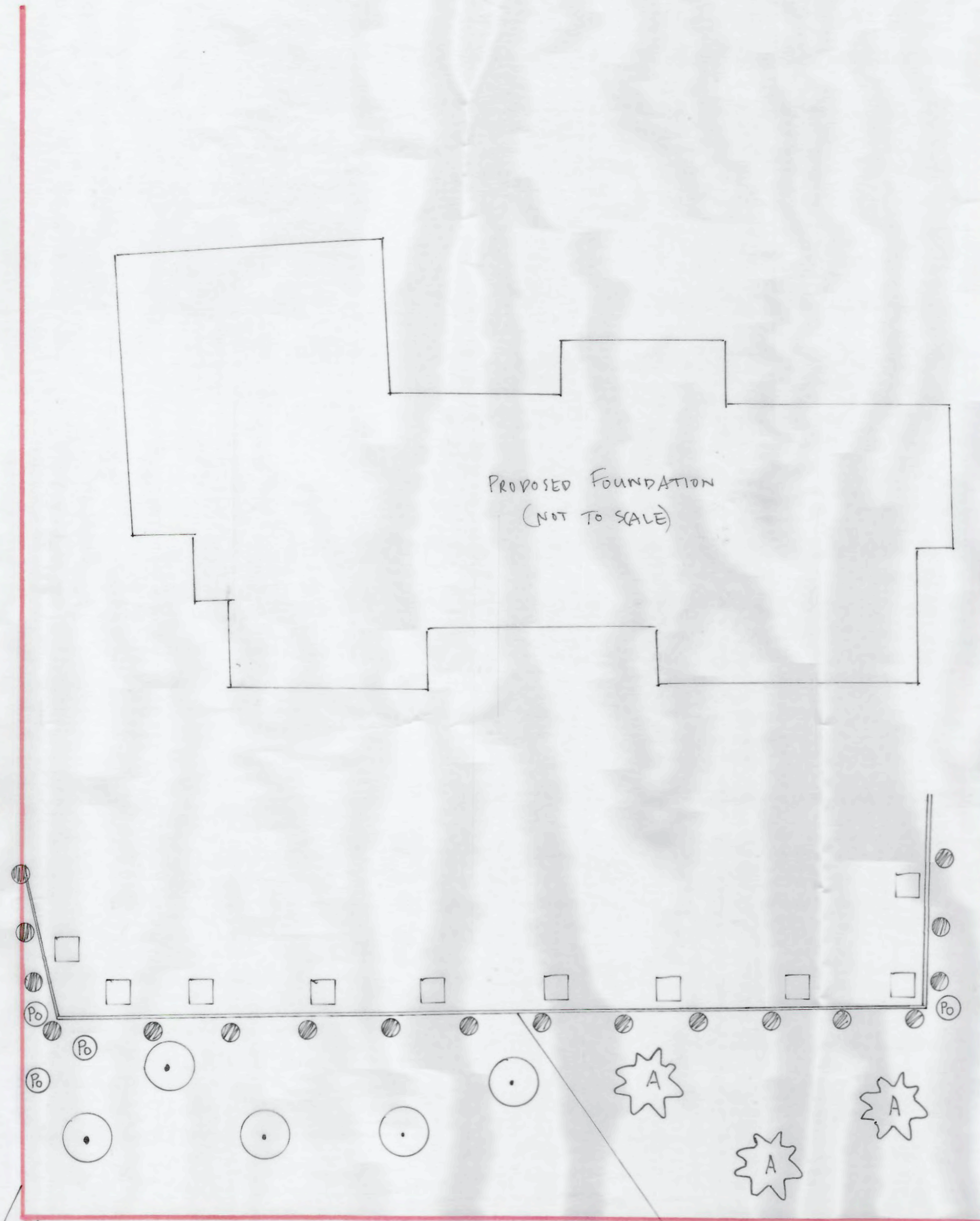
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**Time:** 3:04:10 PM





PLANT KEYS/LEGEND

TREES	SIZE	QUANTITY
 ABIES FRASERI (Fir)	4m	3
 PICEA GLAUCA (White Spruce)	2.5m	5
 POPULUS TREMULA (Aspen)	5cm	4
PERENNIALS		
 COTONEASTER	1 gal	10
 PARTHENOISSUS (Virginia Creeper)	1 gal	18



COTONEASTER



(BERRIES)



(FALL)

POPULUS



(SUMMER)



PICEA GLAUCA



ABIES



(FALL)

PARTHENOISSUS



(SUMMER)

PROPERTY BOUNDARY

RETAINING WALL

7665 Cerulean Drive

SCALE: NOT TO SCALE APPROVED BY: DRAWN BY Julie  
 DATE: Oct 11/20 REVISOR

Screening of Retaining Wall

Sound Garden Landscape & Design  
 Council Meeting No. 1534  
 Tuesday, March 16, 2021



**TITLE SEARCH PRINT**

File Reference: Lisa Ames  
Declared Value \$329000

\*\*CURRENT INFORMATION ONLY - NO CANCELLED INFORMATION SHOWN\*\*

**Land Title District** KAMLOOPS  
Land Title Office KAMLOOPS

**Title Number** CA7398706  
From Title Number CA7260251

**Application Received** 2019-03-18

**Application Entered** 2019-03-20

**Registered Owner in Fee Simple**  
Registered Owner/Mailing Address: DAVID FRANCIS RUSSELL, BUILDER  
STEPHANIE ANNE NICOLL-RUSSELL, PROJECT COORDINATOR  
[REDACTED]  
PEMBERTON, BC  
VON 2L0  
AS JOINT TENANTS

**Taxation Authority** North Shore - Squamish Valley Assessment Area  
Pemberton, Village of  
Pemberton Valley Dyking District

**Description of Land**  
Parcel Identifier: 030-665-469  
Legal Description:  
LOT 24 DISTRICT LOT 211 LILLOOET DISTRICT PLAN EPP88381

**Legal Notations**  
HERETO IS ANNEXED RESTRICTIVE COVENANT CA1132532 OVER LOT 1  
PLAN EPP1353

THIS TITLE MAY BE AFFECTED BY A PERMIT UNDER PART 26 OF THE LOCAL  
GOVERNMENT ACT, SEE CA4415324

THIS TITLE MAY BE AFFECTED BY A PERMIT UNDER PART 26 OF THE LOCAL  
GOVERNMENT ACT, SEE CA4415329

HERETO IS ANNEXED EASEMENT CA6987764 OVER PART OF LOTS B EPP74427

HERETO IS ANNEXED RESTRICTIVE COVENANT LB319180 OVER LOT 1  
PLAN EPP1353

**TITLE SEARCH PRINT**

File Reference: Lisa Ames

Declared Value \$329000

**Charges, Liens and Interests**

Nature: COVENANT  
 Registration Number: CA6503577  
 Registration Date and Time: 2017-12-11 18:40  
 Registered Owner: VILLAGE OF PEMBERTON  
 Remarks: INTER ALIA

Nature: RESTRICTIVE COVENANT  
 Registration Number: CA6503578  
 Registration Date and Time: 2017-12-11 18:40  
 Remarks: INTER ALIA  
 APPURTENANT TO PCL A ( DD W34182F PL A21 )  
 DL 211 LD

Nature: EASEMENT  
 Registration Number: CA6503589  
 Registration Date and Time: 2017-12-11 18:40  
 Remarks: INTER ALIA  
 APPURTENANT TO LOT 8 EPP72101

Nature: STATUTORY BUILDING SCHEME  
 Registration Number: CA7273860  
 Registration Date and Time: 2018-12-31 10:16  
 Remarks: INTER ALIA

**Duplicate Infeasible Title** NONE OUTSTANDING

**Transfers** NONE

**Pending Applications** NONE

**FIRST AMENDMENT TO DISCLOSURE STATEMENT**

(Amending the Disclosure Statement dated September 14, 2017.)

This First Amendment to Disclosure Statement is dated July 20, 2018.



**SUNSTONE RIDGE DEVELOPMENTS LTD.**

**Address for Service  
and Business Address**

701-1155 Robson Street  
Vancouver, B.C.  
V6E 1B5

**Real Estate Brokerage**

Whistler Real Estate Company Ltd.  
17-4308 Main Street  
Whistler, B.C.  
V0N 1B4

The Developer reserves the right to use its own employees to market the subdivision lots being offered for sale pursuant to this Disclosure Statement. Any employees of the Developer who market the offered subdivision lots on behalf of the Developer may not be licensed under the *Real Estate Services Act* (British Columbia) and are not acting on behalf of the purchasers.

**This Disclosure Statement has been filed with the Superintendent of Real Estate, but neither the Superintendent, nor any other authority of the government of the Province of British Columbia, has determined the merits of any statement contained in the Disclosure Statement, or whether the Disclosure Statement contains a misrepresentation or otherwise fails to comply with the requirements of the *Real Estate Development Marketing Act*. It is the responsibility of the developer to disclose plainly all material facts, without misrepresentation.**

This First Amendment to Disclosure Statement amends the Disclosure Statement dated September 14, 2017 (the "**Disclosure Statement**") with respect to an offering by Sunstone Ridge<sup>2</sup> Developments Ltd. (the "**Developer**") for the sale of certain subdivision lots located in the Village of Pemberton, British Columbia in a development known as "Sunstone Pemberton". All capitalized terms used herein shall have the meanings given to them in the Disclosure Statement, unless expressly defined herein. The Disclosure Statement is hereby amended as follows:

1. The notice of rescission right under Policy Statement 5 issued by the Superintendent on page ii is deleted in its entirety.
2. The notice of rescission right under Policy Statement 6 issued by the Superintendent on page iii is deleted in its entirety.
3. Exhibit A is deleted from the list of Exhibits after the Table of Contents.
4. Section 1.4 is amended by deleting the names "Amanda Girling, Jeremy Turner and Nyal Wilcox" and replacing them with the names "Jeremy Turner and James Dales".
5. Section 1.5(1) is amended by deleting the table in its entirety and replacing it with the following:

Party	Year(s)	Nature and Extent of Experience (including types of previous development properties)
Sunstone Ridge Developments Ltd.	9	The Developer was created specifically for the purpose of the development of the Parent Property, which includes the Development, and has no prior development experience.
James Dales	36	James Dales is a director of the Developer. He has been in the civil works and contracting industry for approximately 36 years and successfully ran his own company. He has been involved in the planning of the Development.
Jeremy Turner	13	Jeremy Turner is a director of the Developer. He has been involved in the planning of the Development and was recently involved in the development of another residential subdivision project in Pitt Meadows, BC.
Nyal Wilcox	21	Nyal Wilcox is the president of the Developer. As a former commercial real estate lawyer, he worked extensively with various developers on numerous projects. Since leaving the practice of law 12 years ago to go into private business he has overseen a small four lot subdivision in Port Coquitlam, BC, the acquisition of several commercial sites, the development of a senior's residence in Nanaimo, BC, and has been involved in the planning of the Development.

6. Section 2.1 is amended by deleting the first and second paragraphs thereof in their entirety and replacing them with the following:

"The Developer intends that the development known as "Sunstone Pemberton" (the "**Development**") shall form part of a larger residential community (the "**Community**") to be developed over an unknown number of years on several parcels of land located in the Village of Pemberton, British Columbia (the "**Village**") comprising approximately 274 acres (the "**Parent**



**Property**"). The Developer anticipates that the Community will include parks which will be owned and operated by the Village. It is not intended that there will be any arrangements for the sharing of costs or facilities between the Development and the balance of the Community.

The Developer subdivided the Parent Property to create the Lands (as defined in Section 4.1), on which the Development will be constructed. The Development will be comprised of 39 single family residential lots (collectively, the "**Lots**", and individually a "**Lot**"), as shown in Exhibit "A-1".

7. Section 2.3 is amended by deleting the words "Parent Property is" from the first line of the last paragraph thereof and replacing them with "Lands are".
8. Paragraph 3.1(g) is amended by deleting the second sentence thereof in its entirety.
9. Section 4.1 is deleted in its entirety and replaced with the following:

"The Lands are legally described as follows:

PID: 030-329-639  
 Lot 3  
 District Lot 211  
 Lillooet District  
 Plan EPP72101

PID: 030-329-647  
 Lot 4  
 District Lot 211  
 Lillooet District  
 Plan EPP72101

The Developer anticipates that the Lots, once subdivided from the Lands, will be legally described as follows:

Lots 1-39  
 District Lot 211  
 Lillooet District  
 Plan EPP\_\_\_\_\_."

10. Section 4.2 is deleted in its entirety and replaced with the following: "The Developer is the registered and beneficial owner of the Lands".
11. Section 4.3 is amended by deleting the words "Parent Property is" from the first line of the first paragraph thereof and replacing them with "Lands are".
12. Subparagraph 4.3(a)(v) is deleted in its entirety.
13. Section 4.3(b) is deleted in its entirety and replaced with the following:

"i. Covenant CA2219878

Covenant CA2219878 is a covenant in favour of the Village and the Ministry of Transportation and Infrastructure that requires the Developer to complete certain works, including the construction of a trail, and do certain things before a school is constructed on the portion of the Lands referred to in the agreement as the "School Lands". This covenant is currently registered against the entirety of the Parent Property; however, the intention is that the covenant will ultimately only encumber the "School Lands", which are separate from the Lands. Following the subdivision of the Parent Property and upon the request of the Developer, the Village will discharge this covenant from title to the Lands. This covenant will not encumber titles to the Lots.

ii. Mortgage CA2253671 and Assignments of Rents CA2253672

Mortgage CA2253671 is a mortgage granted by the Developer in favour of HSBC Bank Canada (the "**Lender**") in order to secure financing in respect of the Lands, and Assignment of Rents CA2253672 is an assignment of rents granted by the Developer in favour of the Lender as collateral security to Mortgage CA2253671. The Lender will provide a partial discharge of these encumbrances, insofar as they relate to any particular Lot, within a reasonable amount of time following the completion of the sale of such Lot. Mortgage CA2253671 and Assignment of Rents CA2253672 are hereinafter referred to, together, as the "**Lender's Charges**".

iii. Covenant CA2265131, Modification CA6503563, Priority Agreement CA2265132 and Priority Agreement CA6503564

Covenant CA2265131 is a restrictive covenant granted in favour of the Village which prohibits the Developer from subdividing the Lands until certain works have been completed, including, without limitation, the construction of a community garden, the installation of park amenities to be agreed upon by the Village and the construction of a trail. The Village will discharge this covenant upon the Developer fulfilling its obligations therein. This restrictive covenant is modified by CA6503563.

Priority Agreement's CA2265132 and CA6503564 grant Covenant CA2265131 and Modification CA6503563 priority over the Lender's Charges, respectively.

iv. Restrictive Covenant CA6503578 and Priority Agreement CA6503580

Restrictive Covenant CA6503578 is granted in favour of the British Columbia Railway Company ("**BCRC**") in which the Developer acknowledges that there are railway lands adjacent to or abutting the Lands (the "**Railway Lands**"). The Developer agrees not to use the Lands in any way that would adversely affect the lateral support or the stability of the slope between the Lands and the Railway Lands, nor the existing grades or the drainage patterns on or effecting the Railway Lands. The Developer also agrees not to object to the Railway Lands being used for railway purposes or to any noise or vibration or any other effect associated with such use. The Developer agrees to indemnify and save harmless the BCRC in relation to any of the items listed in this restrictive covenant.

Priority Agreement CA6503580 grants Restrictive Covenant CA6503578 priority over the Lender's Charges.

v. Covenant CA6503577 and Priority Agreement CA6503579

Covenant CA6503577 is granted in favour of the Village in which the Developer acknowledges that the Lands may be subject to and affected by noise and vibration as a result of the use of the Railway Lands. The Developer agrees to indemnify and save harmless the Village from any claims, actions and damage to or loss of property on or about the Lands.

Priority Agreement CA6503579 grants Covenant CA6503577 priority over the Lender's Charges.

vi. Easement CA6503589 and Priority Agreement CA6503590

Easement CA6503589 is a nuisance easement granted in favour of the owner of the lands located adjacent to the Lands (the "**Festival Lands**"). The Developer as grantor is granting such easement and rights to the owner of the Festival Lands in relation to any noise, vibration, dust, lights or other actions or occurrences which may cause a nuisance in relation to any outdoor performance or festival which may be carried out on the Festival Lands. The Developer agrees not to make any claim or take any action against the owner of the Festival Lands in regards to the items listed in such easement.

Priority Agreement CA6503590 grants Easement CA6503589 priority over the Lender's Charges."

14. Section 4.4 is amended by deleting each of paragraphs (c), (d) and (e) therein and replacing each of them with the words "Intentionally Deleted".

15. Section 5.1 is amended by deleting the table in its entirety and replacing it with the following:

<b>"Actual Commencement Date</b>	<b>Estimated Completion Date</b>
July 1, 2017	October 1, 2018 to December 31, 2018"

16. Section 6.1 is deleted in its entirety and replaced by the following:

"The approving officer for the Village issued a Tentative Approval Letter ("**TAL**") for the proposed subdivision to create the Lands on April 7, 2017, which TAL was re-issued by TAL S052 on June 29, 2017. On July 26, 2017 TAL S067, which is subsequent to TAL S052, was issued, TAL S067 was subsequently re-issued on September 15, 2017. TAL S052 and S067 issued on March 20, 2018 replaced the previous TAL's S052 and S067, which were then re-issued on June 20, 2018. This satisfies the Developer's obligations under Policy Statement 5 issued by the Superintendent."

17. Section 6.2 is deleted in its entirety and replaced by the following:

"The Developer has sufficient financing available from a third party lender and its own resources to constitute a "satisfactory financing commitment" for the construction of the Development (as defined in Policy Statement 6 issued by the Superintendent) but retains the right to elect to obtain additional third party financing in the future, which financing and the security therefor the Developer will cause to be discharged from title to any particular Lot conveyed to a purchaser within a reasonable time after receipt of the net sale proceeds from the purchaser of such Lot."

18. Exhibit A is deleted in its entirety.

**STATEMENT RE: DEEMED RELIANCE**

Section 22 of the *Real Estate Development Marketing Act* provides that every purchaser who is entitled to receive this Disclosure Statement is deemed to have relied on any false or misleading statement of a material fact contained in this Disclosure Statement, if any, and any omission to state a material fact. The developer, its directors and any person who has signed or authorized the filing of this Disclosure Statement are liable to compensate the purchaser for any misrepresentation, subject to any defences available under section 22 of the Act.

**DEVELOPER'S DECLARATION**

The foregoing statements disclose, without misrepresentation, all material facts relating to the Development referred to above, as required by the *Real Estate Development Marketing Act* of British Columbia, as of July 20, 2018.

**SUNSTONE RIDGE DEVELOPMENTS LTD.**

by its authorized signatory:

Per:   
\_\_\_\_\_  
Authorized Signatory

**The Directors of Sunstone Ridge Developments Ltd. in their personal capacity:**

  
\_\_\_\_\_  
JAMES DALES

  
\_\_\_\_\_  
JEREMY JURNER



[REDACTED]  
Barbara and Scott Turrin

Pemberton, B.C.

VON 2L3

Jan. 31, 2021

Village of Pemberton – Attention Mayor and Council

Dear Mike and Council Members,

We would like to offer our support for Dave and Stephanie’s application for a variance on their retaining wall at 7665 Cerulean Drive. The current height of 1.2m for retaining walls is simply not sufficient for residential sized lots in a steep hillside development. We have seen Dave and Stephanie’s landscape plans which clearly shows what the wall will look like when the home is complete. The wall will be masked beautifully and blend in with the landscape. As will the other retaining walls which will be required in Sunstone and the Ridge developments.

We would like to share our personal story. With rose colored glasses we purchased a stunning lot at The Ridge and began to plan for our dream home in this Valley where we have lived for twenty plus years. After our purchase, the road was put in which added substantial elevation. With this new elevation and setbacks on our lot we realized we could now build our two-story dream home in the middle of the air as ground was a long, long way down. We have successfully almost built our now three-story dream home. We have invested everything we have into the community we love. However, we had to build retaining walls they were not an optional if we wanted to build on this site.

In hindsight we should have known more. In hindsight the developer should have had more information regarding the grade of these lots before they were marketed for sale. In hindsight we do feel the Village Planning Department should have expected “substantial retaining walls” would be required at The Ridge and Sunstone Developments. Looking at the homes that have been built so far retaining walls were required in almost every situation.

Walking through our new neighborhood looking at the vacant lots, many more retaining walls will be required. We can all assume that most of the folks who have purchased these steep lots did not start their dream with “I can’t wait to spend \$50,000 to \$100,000 on retaining walls” before I start to build.

We hope the Village will assist our future neighbors Dave and Stephanie to get on with building their home.

With regards,

Scott and Barbara Turrin

Cc [REDACTED]

January 31, 2021

Karen Ross

[REDACTED]  
Pemberton, BC V0N 2L3

Village of Pemberton  
7400 Prospect Street  
Pemberton BC V0N 2L0

RE: Hillside Development and Retaining Wall

Dear Mayor and Council,

I am a homeowner in the Elevate at Sunstone townhomes located in the Hillside Development area. It has come to my attention that the owners of 7665 Cerulean Drive in Sunstone are applying for a variance under the existing Zoning Bylaw to allow for an over height retaining wall on their property.

As a resident of the Sunstone development, I am writing you to express my full support for the variance that will allow a change in the maximum height provision on these steeply graded hillside lots. As it is now, most of the development on the south side lots of Seven O'clock Drive have permits for retaining walls and some appear to be above the maximum height provided for in the Bylaw. In my opinion the higher retaining walls, once landscaped will provide a more natural look that is consistent with the rest of the development. With a lower retaining wall, it is possible that the structures would have an exposed 3 story wall which can look very stark and out of place. I will be driving by the retaining walls for years to come and would prefer the aesthetics of the more natural landscaping with a consistent look.

Thank you for your consideration of my support for this variance.

Regards,

[REDACTED]

Karen Ross

**Joanna Rees**

---

**From:** Gregory Dennie [REDACTED]  
**Sent:** Monday, February 1, 2021 11:58 AM  
**To:** Sheena Fraser; Joanna Rees  
**Cc:** David Russell  
**Subject:** Development Variance Permit - 7665 Cerulean Drive, Pemberton

Good day Mayor and Council

I write today in support of my neighbours (Mr. and Mrs. Russell) who own the property under development (currently on hold), which is 2 lots away from mine, on the same side (south side/downslope) of the street.

I support objectives of Staff, Council, and Mayor which are forward-thinking and have a future vision of what are our core values, what do we embrace, etc..

I can advise personally of the challenges and dynamics of planning and constructing on my unique downslope lot. Other property owners nearby (south-side/downslope) may or already have experienced similar challenges.

The existing retaining wall at 7665 Cerulean Drive, in my view, is suitable for the unique terrain (and neighbourhood) and allows for a functional driveway. The general appearance of the retaining wall, although somewhat a matter of personal opinion, could easily be altered with landscaping and screening efforts.

There are other existing retaining walls within Sunstone and elsewhere in Pemberton, which were required to contend with slope-side challenges. This same requirement can be said to exist within certain individual lots.

I support the granting of a Development Variance Permit, under the existing zoning bylaw, to allow the property owners to move forward with their plans.

Respectfully Submitted,

Gregory Dennie  
[REDACTED] Cerulean Drive, Pemberton

Mayor and Council  
Village of Pemberton  
Box 400, 7600 Prospect Street  
Pemberton BC V0N 2L0

March, 2021

Attention: Mayor and Council

**RE: Variance application for 7665 Cerulean Drive, Pemberton BC**

I am the owner of 7663 Cerulean Drive, located adjacent to, and north of, the above referenced property. I am very concerned about the application for a variance with respect to the Village of Pemberton zoning bylaw Section 4.13a) viii) and/or Section 7.21 regarding the height of a retaining wall.

I oppose the requested variance and request that the application for it be refused.

Cerulean Drive (in Sunstone) is a new development, situated to take advantage of stunning views of Mount Currie, and the valleys both north and south of the development. Cerulean Drive traverses along a hillside, allowing for sloped lots that should permit each owner to enjoy the extensive view corridor. It was my expectation when I purchased the lot that these views would be protected by reasonable building restrictions. My expectations are consistent with the principles set out in the Hillside Development Design Guidelines adopted by the Village of Pemberton Council in their meeting of November 19, 2019 (see extracts in Appendix to this letter).

During this past summer (while I was away, as it happens), the owner of 7665 Cerulean Drive made extensive modifications to the property that have:

- directly and substantially impaired the use and enjoyment of my adjacent property;
- adversely affect the natural environment;

and, in my opinion;

- defeated the intent of the applicable bylaw and the integrity of the plans as set out by the Village of Pemberton and the future development plans.
- Set a poor precedent moving forward for future development.

Specifically:

1. Massive amounts of fill had been added to build up a large terrace which is approximately 18ft. (5.49 meters not including a fence or retaining structure that will be added to retain the soil on top of the wall) above the original grade at its



easternmost edge running the entire north-south width of the lot<sup>1</sup> (see photos A and B).

Photo A: # 7665 taken from corner of # 7663 at lower edge of property



---

<sup>1</sup> To a layperson, this terrace would seem to violate the Village of Pemberton Zoning Bylaw 4.13(a) vi. regarding an uncovered patio or terrace no greater than 0.6m above grade.



Photo B: # 7665 taken from corner of # 7663 at street level (Cerulean Drive)





2. The fill is held in place by a retaining wall built of wire cages which runs along my property line. This retaining wall forms an unsightly and complete barrier to what was previously an open view south along the south Pemberton valley (see photo C). It also substantially reduces the options for attractive building sites and building orientations on my lot.

Photo C: # 7665 taken from central area of # 7663



3. It is my understanding that the fill was added and the retaining wall built without a Site Alteration Permit or Retaining Wall Permit. In the absence of these permits, it is unclear whether the fill and retaining wall were properly engineered, and whether they are stable. There is now a PCV pipe running out of the lower part of the wall structure directly onto my lot which I assume is a drainage. Please see photo.
4. The addition of a house on top of this fill would result in a combined structure equivalent to a 4-story building at the front of the lot as that is where the foundation has been placed. Not at the road edge of the lot as in the case of other homes on the road. A combined structure this size would obstruct not only my view lines, but also those of the neighbours across Cerulean Drive (up the slope, to the west) and the adjacent neighbours both to the north of my lot, and to the south of 7665 Cerulean Drive.
5. Without written or verbal consent from the owner while building the said wall a large amount of fill was spilled onto my property and will have to be dealt with (removed to enable proper assessment of the underlying soil and structure by an



engineer) before my property can be prepped for building. (See Photo D). Furthermore, several trees on my property are now dying as the fill is now completely surrounding them at a considerable height. It will be very challenging to plant trees or shrubs on the property line without proper soil in place and some way to retain the fill that has been put in place.

Photo D: Fill overflowing from # 7665 onto my lot



6. In order to achieve a building envelope where I could again enjoy the original view lines, I would need to carry out a similar modification to my property, a considerable and unanticipated expense. Such a modification would itself need a variance and could set off a domino effect with adjacent neighbours, each needing modifications to achieve what should be available to us all – a lovely view. It would also make it impossible for me to build a house that blends into the landscape.

The variance that is sought is not minor in nature. The combination of the massive amount of fill from property line to property line, the unsightly wire cage retaining wall, and the impact on the vegetation have substantially affected my views and potential building sites, and have in fact, devalued my property. The existing terrace and proposed building are quite inconstant with many elements of the Hillside Development Design Guidelines, which, while not law, have been put in place to provide guidance for developments such as Sunstone (some key extracts are set out in the Appendix to this letter).

I have further submitted a complete design plan of my property that has been approved on all levels and follows all the guidelines as set out by the Sunstone development team and the village of Pemberton to show that these walls are not necessary. As such, I am



re submitting my letter dated January 26<sup>th</sup> to provide the plans for my property and help guide Council in making an informed decision.

As stated previously, I respectfully request that the Council refuse the variance application regarding 7665 Cerulean Drive, and take whatever steps are possible to require the owner to remove the improperly added fill and retaining walls without delay.

Sincerely,

Lee Edwards

Owner: 7663 Cerulean Drive Pemberton

Residence :

Cell Number [REDACTED]

## Appendix

Extracts from Hillside Development Design Guidelines Adopted November 2019, published April 2020

### 1.2 Housing Diversity, Design, Massing and Setback Objectives

- Visual dominance of development on the hillside is reduced.

#### 1.2.1 Housing Diversity, Design, Massing and Setback Guidelines

- Respond to the natural slope of the hillside by using a stepped foundation and setting the building into the hillside to help integrate it with the natural landform.
- Avoid large, unbroken expanses.
- Avoid over height buildings and minimize the visual impact of new buildings on steep slopes.
- Terrace back yards to reduce grading/retaining.

### 1.4 Grading and Retaining Objectives

- Manufactured grades mimic natural slopes.
- Site and lot grading do not compromise visual objectives.
- Retaining structures integrate well with the onsite architectural character and natural environment. Visual dominance as a result of development is reduced by sensitive grading.

#### 1.4.1 Grading and Retaining Design Guidelines

- **Retaining walls can be used to reduce slope disturbance, rather than modify natural terrain – lot sizes should increase as the natural slope increases**
- **Site grading and retaining walls respect existing terrain; that is, large cuts/fills are not used to create ‘buildable lots’ or flat yards.**

Lee Edwards

Owner of 7663 Cerulean Drive, Pemberton BC

January 26, 2021

Mayor and Council  
Village of Pemberton

Sent via email to: [admin@pemberton.ca](mailto:admin@pemberton.ca)

**RE: Variance application for 7665 Cerulean Drive, Pemberton BC**

Dear Mr. Mayor and Council,

I am the owner of 7663 Cerulean Drive, located adjacent to, and north of, the above referenced property. I made a detailed submission to the October 31, 2020 Board of Variance meeting regarding this property, setting out my opposition to the requested variance. I also attended the January 12, 2021 Council meeting, where proposed changes to the by-laws concerning retaining walls were discussed. I am very aware of the issues and discussion regarding Pemberton's retaining wall by-laws, Hillside Development Design Guidelines and the changes in the wording and enforcement of Pemberton by-laws over time.

I have two main areas of concern around the use of large retaining walls in the new hillside developments around Pemberton, and in Sunstone in particular:

- 1) **The negative impact of these walls with respect to**
  - a) **the adjacent properties, including blocking sightlines, limiting options for siting buildings, adverse impact on vegetation, and safety issues with respect to people or property falling off, all of which combine to reduce the enjoyment and value of the neighbouring lots; and**
  - b) **the overall appearance of the development in that these walls are not consistent with the Village of Pemberton Hillside Development Design Guidelines.**
- 2) **The assertion that these walls are necessary to build on lots such as those on Cerulean Drive, which I can show is not true.**

I will address the second point first. I understand that some have asserted that the only way to build on some of these new hillside lots in Pemberton is to utilize large retaining walls. To demonstrate that it is in fact possible to design a home that works WITH the slope with no need for large (greater than 1.2 m) retaining walls, I have attached a copy of the engineered plan for my lot (please see details in the Appendix to this letter). This design complies with current Village of Pemberton building by-laws and the Village of Pemberton Hillside Development Design Guidelines (as well as meeting Sunstone's Design and Building Guidelines – the design has already been approved by Sunstone).

The photo below shows one view of the design, which incorporates an energy efficient home, large enough for a family with one or two children plus a suite (2,460 square feet on two levels), a two-tiered yard with ample safe space for children, gardens and the retention of the existing trees. The upper floor

1



## Appendix C

is accessible from street level with a conveniently flat driveway. The design takes advantage of the slope to provide access from the lower level directly to the garden. A large retaining wall is simply not needed.



The above rendering does not show the retaining wall that has been built on 7665 Cerulean Drive, which is located in the left background. Here are two photos of that retaining wall, taken from a position on my property approximately at the left side of the above rendering. The lot line markers are plainly visible, and show how the fill has overflowed onto my lot, burying the base of the trees.





The wall is 4.32 m high at its highest point and, at its closest point, is only 0.39 m from the shared property line (the site plan and other details are available in the meeting materials for the October 31, 2020 Board of Variance meeting <https://www.pemberton.ca/public/download/files/156368> ). The full retaining wall structure runs from lot line to lot line and changes the entire character of the lot, which is approximately 10,500 square feet, from sloping to flat. It is not an exaggeration to say that it looms over my property, obscuring the view that I previously had to the south. The presence of the massive retaining wall has limited the viable building sites and orientations on my lot. It is plainly visible from the entrance to Sunstone. It is simply not possible to “fix” this through a landscaping plan.

The drainage pipe improperly drains onto my lot. The fill that has spilled over the property line has adversely impacted the vegetation on my lot, and I will need to have it moved and the vegetation underneath restored.

It is my understanding that there is no requirement under the building by-laws for safety rails to be built on a retaining wall of this nature, despite the obvious risk of falls for people or property onto adjacent lots or the walking trail that runs below.

Quite simply, this retaining wall does not comply with the Village of Pemberton building by-laws and does not remotely align with the Hillside Development Design Guidelines. I invite you to drive up to Sunstone for a first hand look.

I understand from the discussion at the January 12, 2021 council meeting that broad development issues around building on sloped lots can best be addressed at the “street scale”, not at the lot level, but that has not been done (at least not uniformly) in the issuance of past development permits. I believe this is an issue with the lots on Cerulean Drive, where the location of Cerulean Drive itself, which was built after the lots were sold, changed the elevation profile of the downhill lots, making them much steeper than when they were first put on the market. As a result, some property owners are finding their building options to be quite constrained. I commend the Mayor and Council for seeking to find solutions to the current issues.

However, any solution must take into account the impact of these massive retaining walls on the neighbours. I have described the negative impact of just one retaining wall on one adjacent property, but more generally, these massive retaining walls impair sightlines, create safety issues, impact the building design options, impact the drainage and vegetation, and change the appearance of the neighbourhood.

In my opinion, if these massive retaining walls, built in violation of building by-laws and without prior approval, are allowed to proliferate, it calls into question the meaning of our by-laws, and sets a poor precedent.

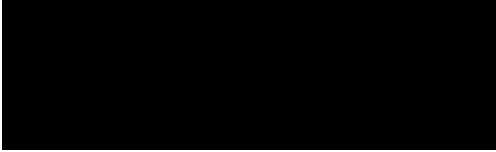
It may be that the best solution to the issues around hillside development in Pemberton includes some relaxation of the current by-laws concerning retaining walls, but there also needs to be some meaningful limit. Massive walls, built right to the property line, should not be permitted.

I appreciate that Mayor and Council recognize the financial difficulty that property owners that are “mid-stream” have with this issue. I would also add there is a similar urgency from my perspective to have this resolved in a timely way.

## Appendix C

I hope this helps the Mayor and Council make an informed decision regarding the integrity of further development in Pemberton. I would be happy to answer any questions that the Mayor, Council or the Planning Department might have.

Yours truly,



Lee Edwards

**Appendix: Engineered Building Plan for 7663 Cerulean Drive**



# EDWARDS RESIDENCE

SHEET INDEX	
ID	NAME
A-001	Cover Sheet
A-101	Site Plan
A-102	Foundation Plan
A-103	Lower Level Floor Plan
A-104	Main Level Floor Plan
A-105	Roof Plan
A-106	Landscaping Plan
A-201	Elevations N & S
A-202	Elevations E & W
A-301	Sections
A-302	Sections
A-401	Details
A-402	Details
A-501	Schedules

**GENERAL NOTES:**

1. CONTRACTOR SHALL CHECK ALL LEVELS AND DIMENSIONS ON SITE, AND BE RESPONSIBLE FOR THE SAME. DO NOT SCALE DRAWINGS.
2. ALL DIMENSIONS ARE TAKEN FROM STUD TO STUD/CONCRETE OR TO THE FACE OF SHEATHING OF PREFABRICATED PANELS.
3. ALL CONSTRUCTION TO BE IN ACCORDANCE WITH THE LATEST BCBC.
4. TOP OF EXTERIOR FOUNDATION WALLS TO BE 203mm ABOVE FINISHED GRADE.
5. CONTRACTOR TO VERIFY ALL SERVICE LINES PRIOR TO CONSTRUCTION.
6. CAULK ALL EXTERIOR OPENINGS.
7. RECIRCULATING SYSTEM AND HOT WATER PIPES TO BE INSULATED TO RSI 0.35 (R 2.84).
8. HEAT RECOVERY VENTILATOR WITH MINIMUM 85% EFFICIENCY RATING AT SPECIFIED FLOW RATE.
9. HOT WATER TANK OR ON DEMAND TANKS MUST BE 78% EFFICIENCY OR GREATER. ELECTRIC TANKS TO BE INSULATED WITH MINIMUM RSI 1.74 (R 10).
10. SITE CERTIFICATE REQUIRED.
11. CONTRACTOR SHALL REVIEW THESE PLANS THOROUGHLY, MAKE A DETAILED SITE VISIT, AND SHALL IMMEDIATELY BRING ANY INCONSISTENCY, SITE LAYOUT PROBLEM, OR ANY OTHER REQUEST FOR CLARIFICATION TO THE OWNER FOR RESOLUTION PRIOR TO THE DELIVERY OF ANY BID. FAILURE TO DO SO SHALL CAUSE THE CONTRACTOR TO BE INELIGIBLE FOR EXTRAS RELATING TO SUCH MATTERS.
12. SEE STRUCTURAL DRAWINGS FOR ALL STRUCTURAL ASPECTS.
13. DRAWINGS OF EXISTING SITE COMPONENTS ARE, IN GENERAL, DIAGRAMMATIC. EXACT LOCATIONS SHALL BE DETERMINED BY THE CONTRACTOR FROM FIELD MEASUREMENTS TAKEN BY THE CONTRACTOR'S PERSONNEL.
14. DIMENSIONS SHALL GOVERN THESE DRAWINGS AND THEY ARE NOT TO BE SCALED.
15. ALL INTERIOR FINISHES, MILLWORKS AND EQUIPMENTS TO BE OWNER SPECIFIED. CONTRACTOR TO VERIFY ALL EQUIPMENTS, FURNISHING AND MILLWORKS RELATED TO ELECTRICAL, MECHANICAL AND PLUMBING WITH OWNER PRIOR TO CONSTRUCTION AND FABRICATIONS.



DESIGN:



**BC Passive House Inc.**

BC Passive House Inc.  
1928 Artisan Road,  
Pemberton, BC V0N 2K0

PHONE: (604) 894-5084  
BCPASSIVEHOUSE.COM

**BUILDING PERMIT ONLY**

IT IS THE RESPONSIBILITY OF THE OWNER, GENERAL AND/OR TENANT CONTRACTOR AND ALL SUB-TRADES TO BE FAMILIAR WITH THE PROJECT AS A WHOLE. ALL DISCREPANCIES AND DIMENSIONAL ERRORS ON THE PLANS AND RELATED DOCUMENTS MUST BE REPORTED TO THE DESIGNER PRIOR TO COMMENCING ANY WORK

DO NOT SCALE DRAWING

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**Edwards**

7663 Cerulean Drive  
Lot D2, Sunstone  
Pemberton, BC

**Client:**

Lee Edwards

Item No.	Date: (dd/mm/yy)	Issued For:
1.	18/11/20	PRELIM PRICING & REVIEW
2.	10/12/20	ISSUED FOR BP

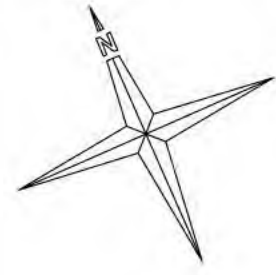
Item No.	Date: (dd/mm/yy)	Revisions:

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DRAWN BY: PS  
SCALE: AS NOTED  
SHEET SIZE: 22" x 34" (ANSI-D 559 x 864)

SHEET TITLE  
**Cover Sheet**

**A-001**  
SHEET 1 OF 14





**EDWARDS RESIDENCE**

STREET #: 7663 CERULEAN DRIVE  
LOT D2, SUNSTONE, PEMBERTON

PID #: UNREGISTERED

ZONING: RSA-1

LOT AREA: 1020 m<sup>2</sup> / 10,979 ft<sup>2</sup>

PROPOSED GFA: 228.5 m<sup>2</sup> / 2460 ft<sup>2</sup>  
ALLOWED GFA: 408 m<sup>2</sup> / 4391 ft<sup>2</sup>

PROPOSED FSR: 0.22

ALLOWED FSR: N/A

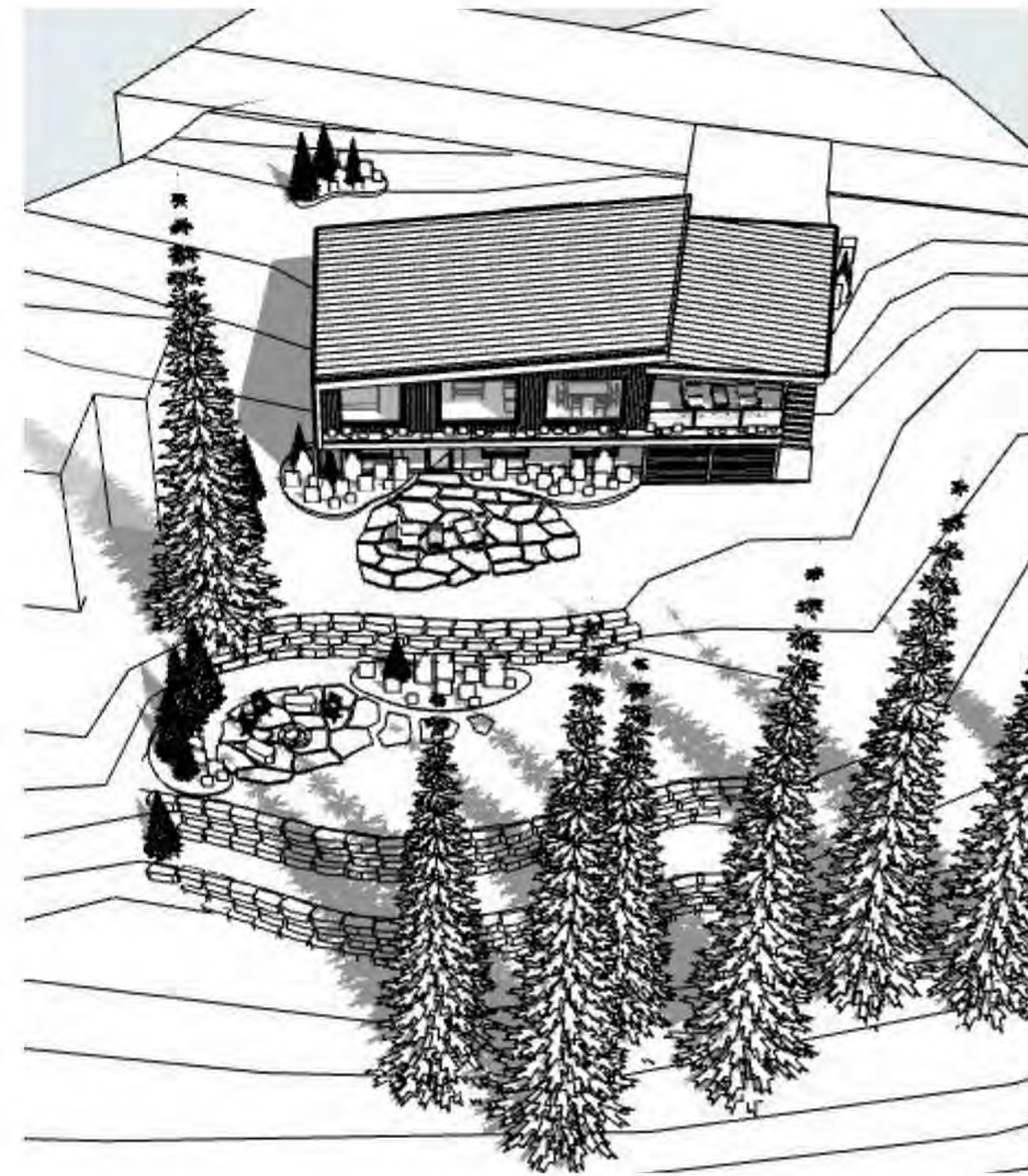
BUILDING HEIGHT: approx. 7.05 m

MAX HEIGHT ALLOWED: 10.5 m

PROJECTED AREA: 121.4 m<sup>2</sup>

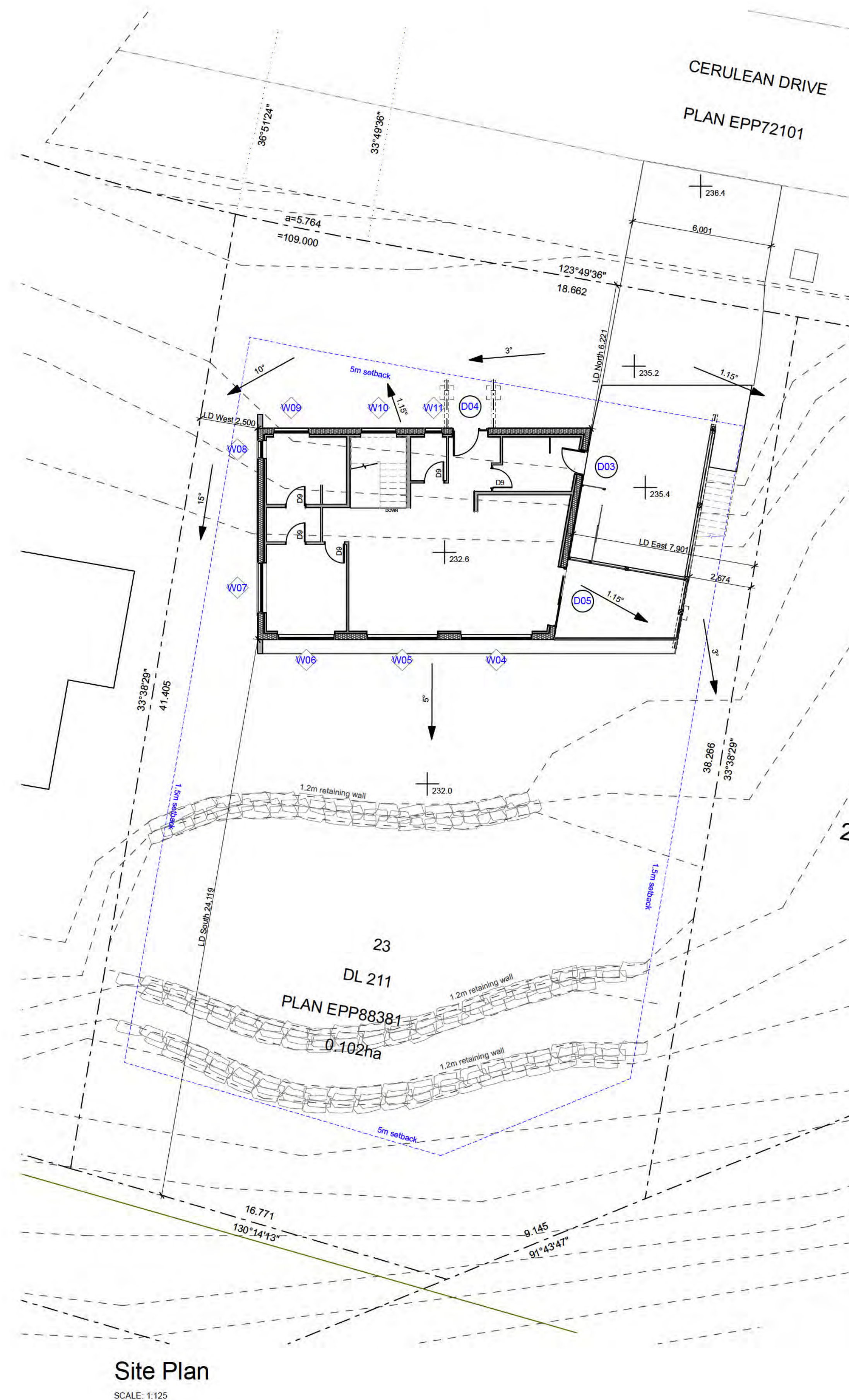
SITE COVERAGE: 121.4\*100/1020 = 12%

SITE COVERAGE MAX ALLOWED: 40%



LIMITING DISTANCE CALCULATIONS				
WALL FACE	WALL AREA (m <sup>2</sup> )	UNPROTECTED OPENINGS (m <sup>2</sup> )	LIMITING DISTANCE (m)	PERMITTED OPENINGS (m <sup>2</sup> )
SOUTH	73.6	28.2	24.1	580.8
EAST	39.4	10.1	7.9	62.4
NORTH	43.7	6.3	6.2	38.4
WEST	40	2.9	2.5	6.3

BCBC 2012  
9.10.15.4 GLAZED OPENINGS IN EXPOSED BUILDING FACE  
1) EXCEPT AS PROVIDED IN SENTENCES (6), THE MAXIMUM AGGREGATE AREA OF GLAZED OPENINGS IN AN EXPOSING BUILDING FACE SHALL  
c) WHERE THE LIMITING DISTANCE IS NOT LESS THAN 1.2m, BE EQUAL TO OR LESS THAN THE LIMITING DISTANCE SQUARED



Site Plan

SCALE: 1:125

DESIGN:



**BC Passive House Inc.**

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**Edwards**

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Lot D2, Sunstone  
Pemberton, BC

Client:

Lee Edwards

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PROJECT NO: LED

DRAWN BY: PS

SCALE: AS NOTED

SHEET SIZE: 22" x 34" (ANSI-D 559 x 864)

SHEET TITLE

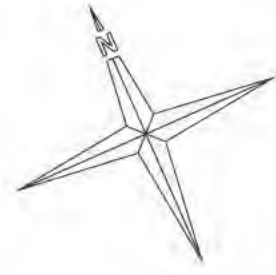
Site Plan

**A-101**

SHEET 2

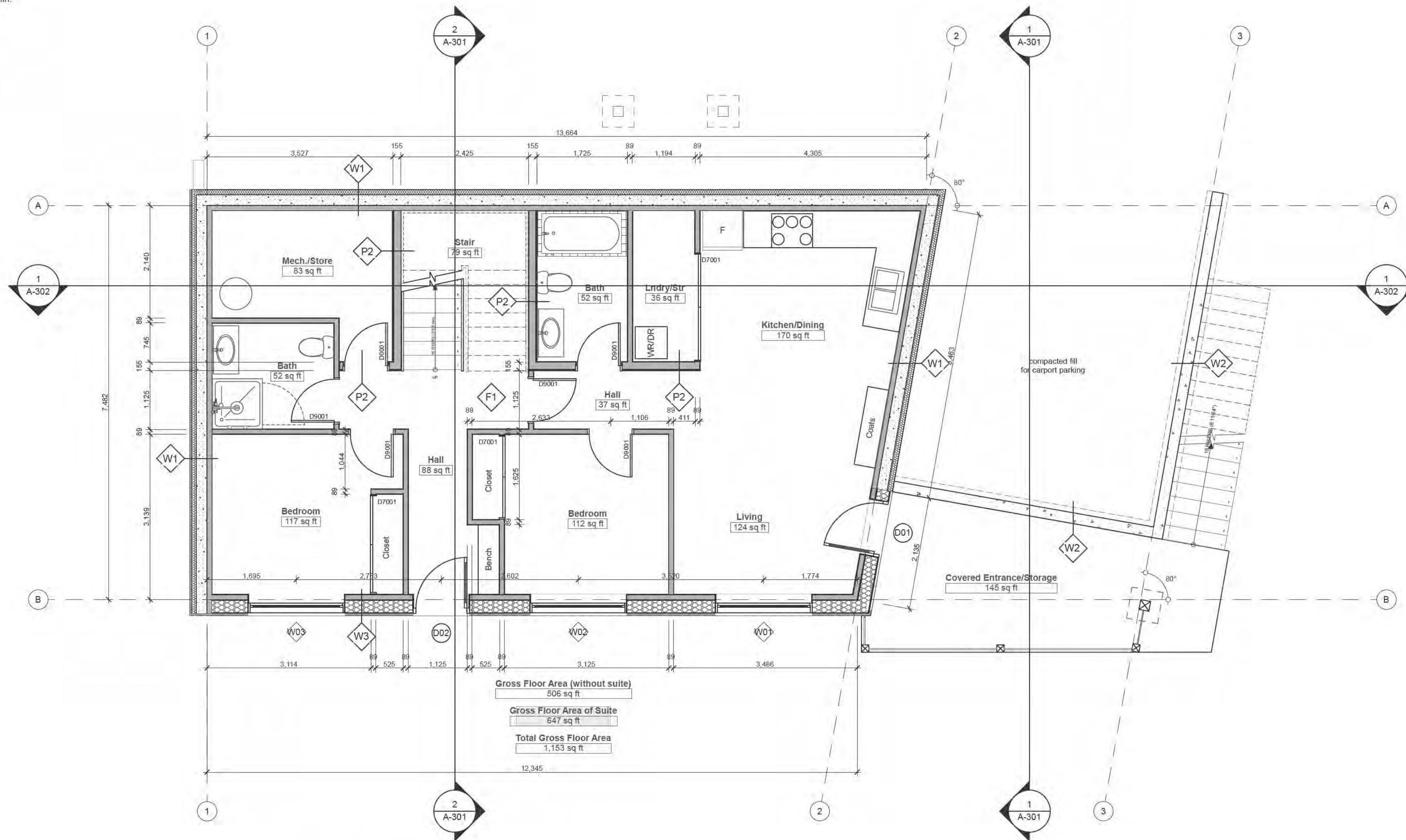
OF 14





**NOTES:**

1. ALL DIMENSIONS ARE TAKEN FROM STUD TO STUD/CONCRETE OR TO THE FACE OF SHEATHING OF PREFABRICATED PANELS.
2. HOT WATER TANK REQUIRES PAN AND DRAIN.
3. ALL PENETRATIONS THROUGH AIR BARRIER TO BE SEALED (DOORS, WINDOWS, ETC.).
4. FLASHING IS REQUIRED OVER ALL UNPROTECTED OPENINGS. BCBC 9.27.3.8.
5. GUARDS WITHIN DWELLING UNIT - HEIGHT min. 900mm.
6. HANDRAIL HEIGHTS - 865mm - 965mm.
7. EXTERIOR GUARDS - HEIGHT min. 900mm WITHIN 1.8m OF GRADE AND min. 1070mm ELSEWHERE.
8. GLASS IN GUARDS HAS TO BE SAFETY GLASS OF THE LAMINATED OR TEMPERED TYPE CONFORMING TO CAN/CGSB - 12.1-M.
9. SMOKE ALARMS TO BE INSTALLED AS PER BCBC 9.10.19.
10. FOUNDATION DRAINAGE AS PER 9.14.2.
11. FIREPLACE TO BE INSTALLED AS PER BCBC 9.22.
12. VENTILATION AS PER 9.32.
13. CARBON MONOXIDE ALARMS AS PER BCBC 9.32.4.2.
14. REFER TO STRUCTURAL DRAWINGS FOR ALL STRUCTURAL INFORMATION.



**WD - Lower Level Floor Plan**

SCALE: 1:50

DESIGN:



**BC Passive House Inc.**

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1928 Artisan Road,  
Pemberton, BC V0N 2K0

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**Edwards**

7663 Cerulean Drive  
Lot D2, Sunstone  
Pemberton, BC

**Client:**

Lee Edwards

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PROJECT NO: LED

DRAWN BY: PS

SCALE: AS NOTED

SHEET SIZE: 22" x 34" (ANSI-D 559 x 864)

SHEET TITLE

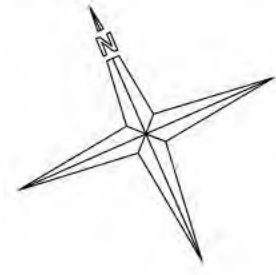
Lower Level Floor Plan

**A-103**

SHEET 4

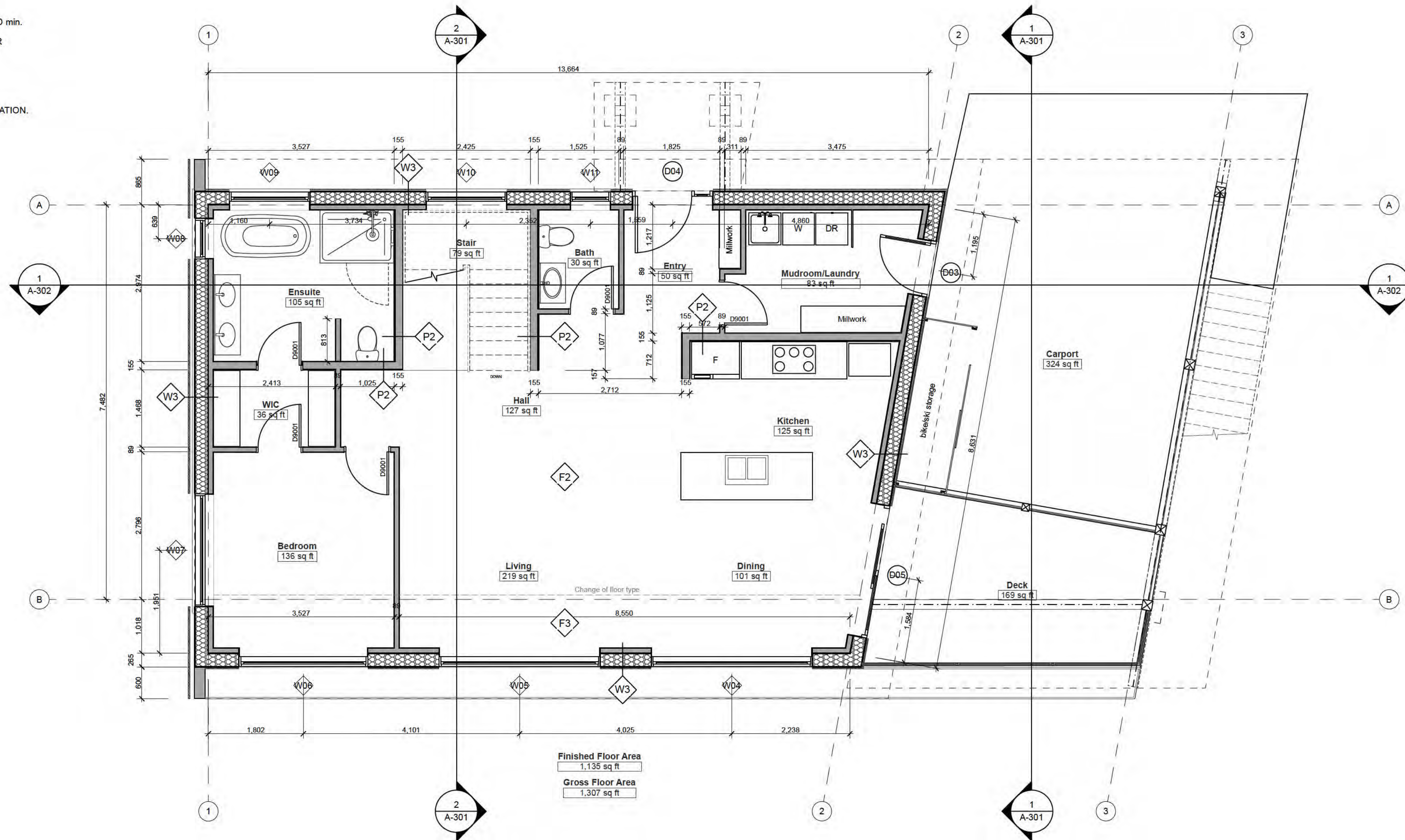
OF 14





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13. CARBON MONOXIDE ALARMS AS PER BCBC 9.32.4.2.
14. REFER TO STRUCTURAL DRAWINGS FOR ALL STRUCTURAL INFORMATION.



**WD - Main Level Floor Plan**

SCALE: 1:50

DESIGN:



**BC Passive House Inc.**

BC Passive House Inc.  
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Pemberton, BC V0N 2K0

PHONE: (604) 894-5084  
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**Edwards**

7663 Cerulean Drive  
Lot D2, Sunstone  
Pemberton, BC

**Client:**

Lee Edwards

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Item No.	Date: (dd/mm/yy)	Revisions:

PROJECT NO: LED

DRAWN BY: PS

SCALE: AS NOTED

SHEET SIZE: 22" x 34" (ANSI-D 559 x 864)

SHEET TITLE

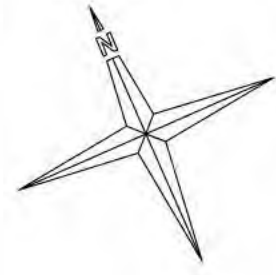
Main Level Floor Plan

**A-104**

SHEET 5

OF 14



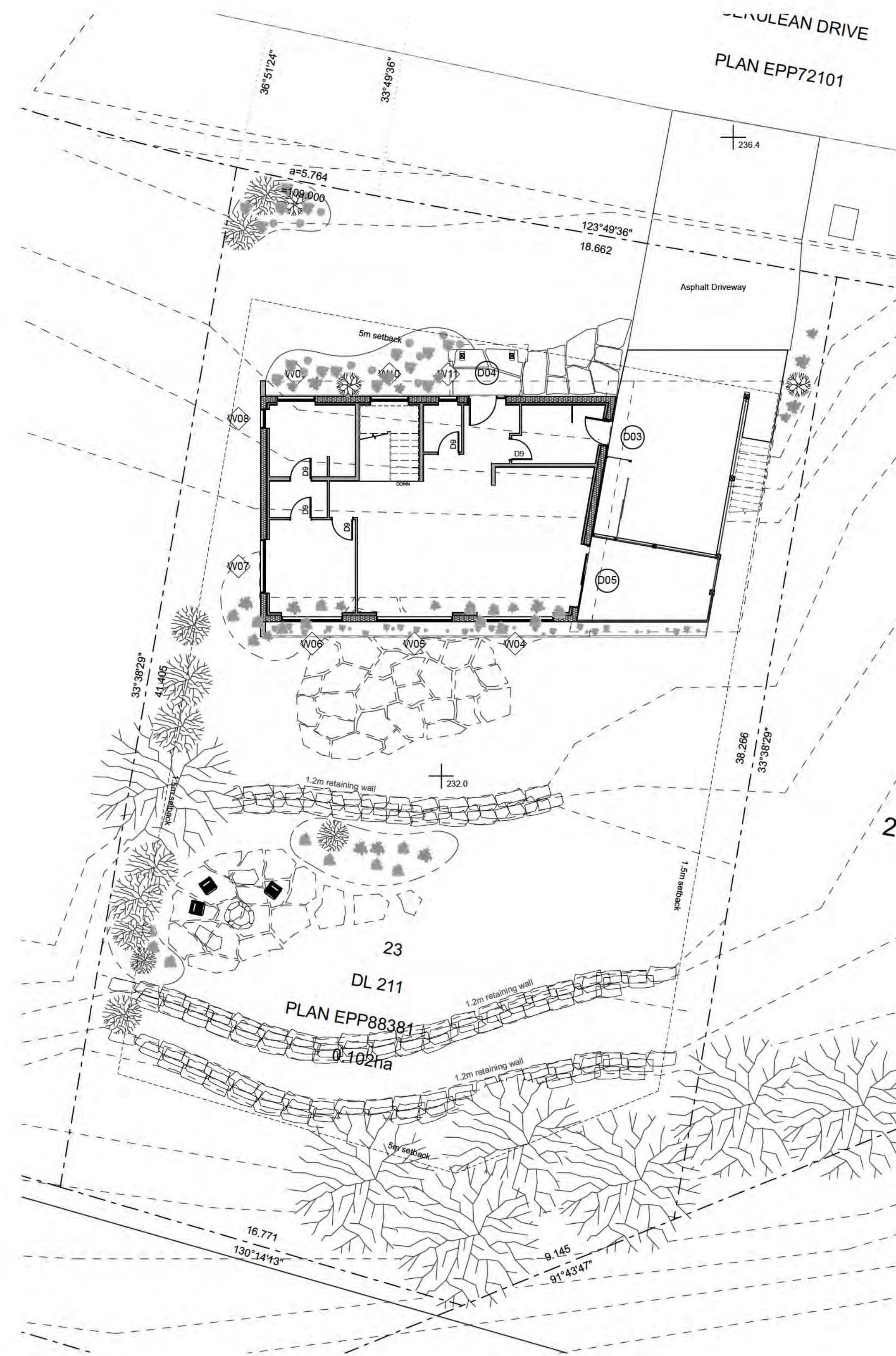


**NOTES:**

1. EXISTING TREES TO BE PRESERVED. NO GRADE CHANGE WITHIN DRIPLINE.
2. FIRE SMART RATING TO BE CONSIDERED FOR ALL PLANTINGS AND GROUND COVER MATERIALS.
3. ANY RETAINING WALLS TALLER THAN 1.2m TO BE STEPPED AT A 45°.
4. ELEVATION/GRADE CHANGE TO BE DONE BY GRADING WHEREVER POSSIBLE TO MINIMIZE THE AMOUNT AND HEIGHT OF RETAINING WALLS.

**LEGEND:**

	ROCK STACK WALL (TBC)
	PLANTINGS - ASSORTED VARIETIES, PREDOMINANTLY NATIVE - SEE PLANT LIST (BY OTHER)
	CONIFEROUS TREES - PRIVACY SCREENING (TBC)
	FLAGSTONE PATHS & PATIO (TBC)



**Landscape Plan**

SCALE: 1:125

DESIGN:



**BC Passive House Inc.**

BC Passive House Inc.  
1928 Artisan Road,  
Pemberton, BC V0N 2K0

PHONE: (604) 894-5084  
BCPASSIVEHOUSE.COM

**BUILDING PERMIT ONLY**

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DO NOT SCALE DRAWING

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**Edwards**

7663 Cerulean Drive  
Lot D2, Sunstone  
Pemberton, BC

**Client:**

Lee Edwards

Item No.	Date: (dd/mm/yy)	Issued For:
1.	18/11/20	PRELIM PRICING & REVIEW
2.	10/12/20	ISSUED FOR BP

Item No.	Date: (dd/mm/yy)	Revisions:

PROJECT NO: LED

DRAWN BY: PS

SCALE: AS NOTED

SHEET SIZE: 22" x 34" (ANSI-D 559 x 864)

SHEET TITLE

Landscaping Plan

**A-106**

SHEET 7

OF 14



**MATERIAL LEGEND: (ALL MATERIALS TBC)**

- 1. HARDIE "REVEAL" SIDING
- 2. STANDING SEAM METAL ROOFING W/ SNOW GUARD
- 3. VERTICAL WOOD SIDING
- 4. WOOD PRIVACY SCREEN
- 5. GLASS PANEL RAILING
- 6. GLULAMS
- 7. T&G VENTED SOFFIT
- 8. BOARD FORM CONCRETE
- 9. CORTEN STEEL



**South Elevation**

SCALE: 1:50



**North Elevation**

SCALE: 1:50

DESIGN:



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PROJECT NO: LED  
DRAWN BY: PS  
SCALE: AS NOTED  
SHEET SIZE: 22" x 34" (ANSI-D 559 x 864)

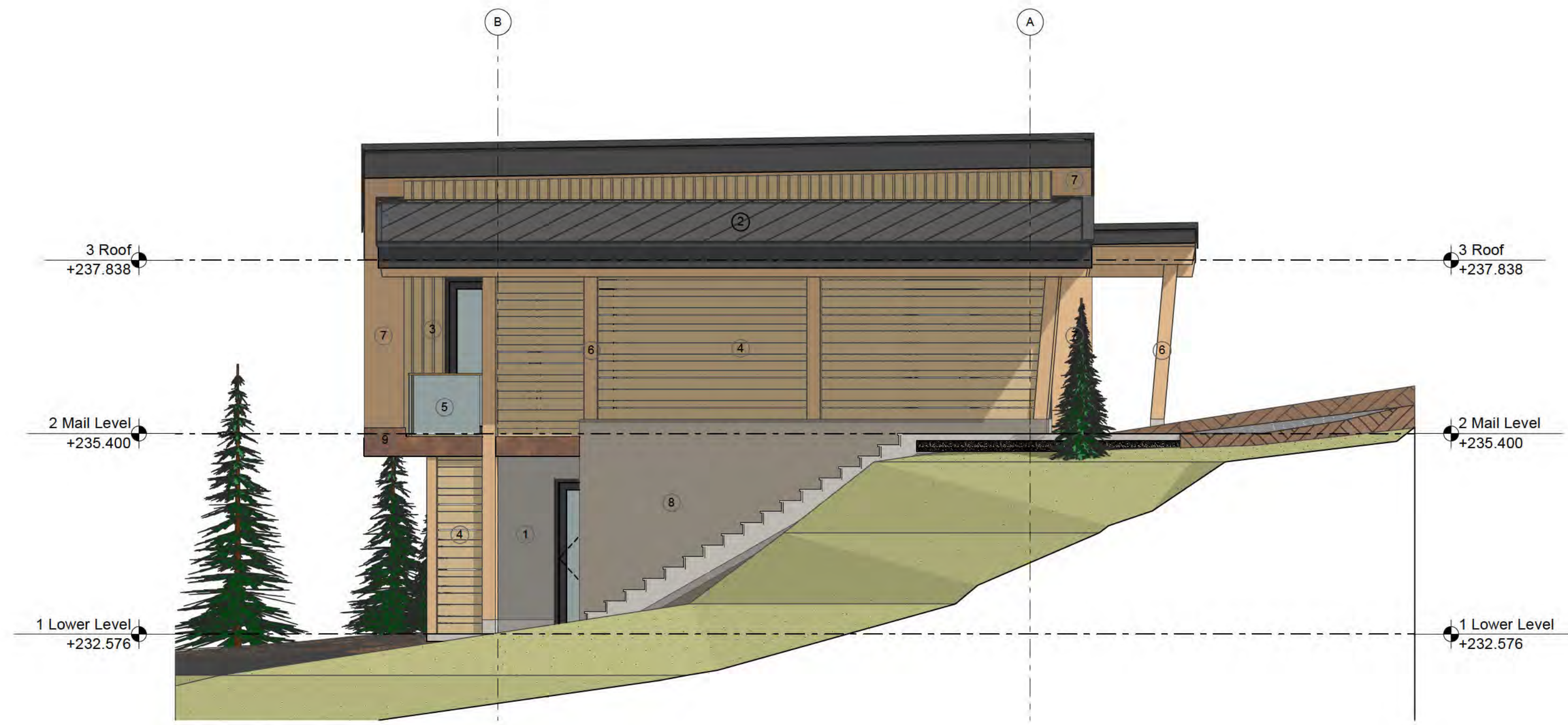
SHEET TITLE  
**Elevations N & S**

**A-201**  
SHEET 8 OF 14

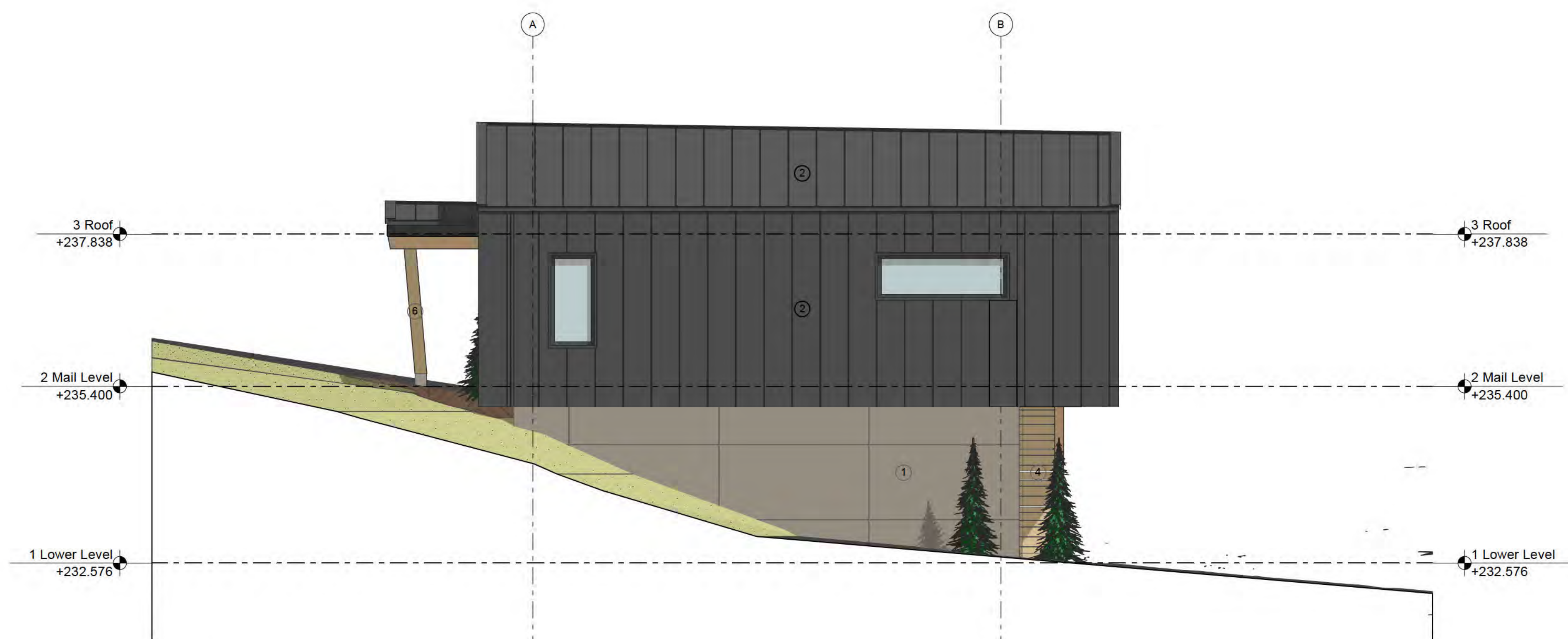


**MATERIAL LEGEND: (ALL MATERIALS TBC)**

- 1. HARDIE "REVEAL" SIDING
- 2. STANDING SEAM METAL ROOFING W/ SNOW GUARD
- 3. VERTICAL WOOD SIDING
- 4. WOOD PRIVACY SCREEN
- 5. GLASS PANEL RAILING
- 6. GLULAMS
- 7. T&G VENTED SOFFIT
- 8. BOARD FORM CONCRETE
- 9. CORTEN STEEL



**East Elevation**  
SCALE: 1:50



**West Elevation**  
SCALE: 1:50

DESIGN:



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**Edwards**  
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**Client:**  
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Item No.	Date: (dd/mm/yy)	Revisions:

PROJECT NO: LED  
DRAWN BY: PS  
SCALE: AS NOTED  
SHEET SIZE: 22" x 34" (ANSI-D 559 x 864)

SHEET TITLE  
**Elevations E & W**

**A-202**  
SHEET 9 OF 14



DESIGN:



**BC Passive House Inc.**

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Pemberton, BC V0N 2K0  
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Item No.	Date: (dd/mm/yy)	Revisions:

PROJECT NO: LED  
DRAWN BY: PS  
SCALE: AS NOTED  
SHEET SIZE: 22" x 34" (ANSI-D 559 x 864)

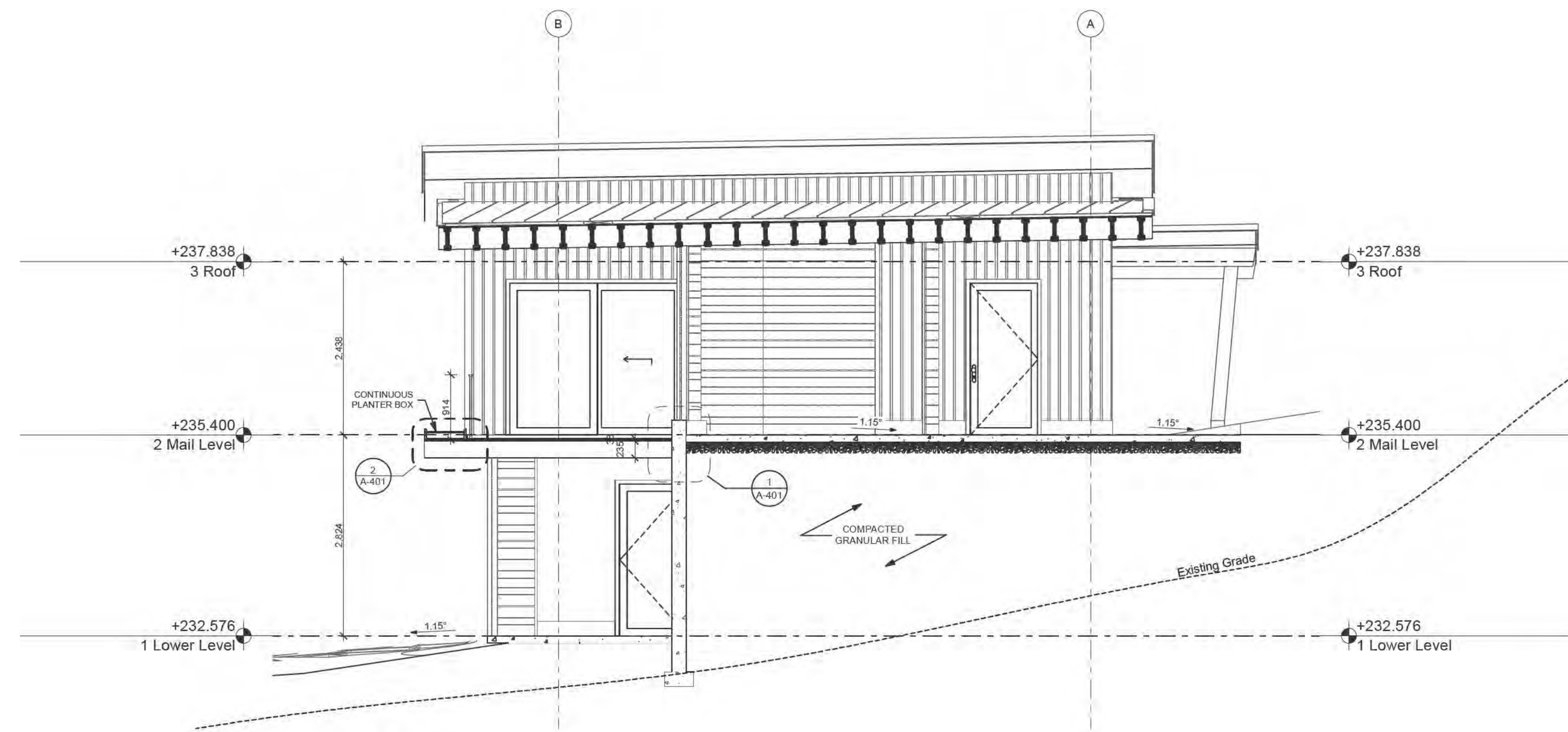
SHEET TITLE

Sections

**A-301**

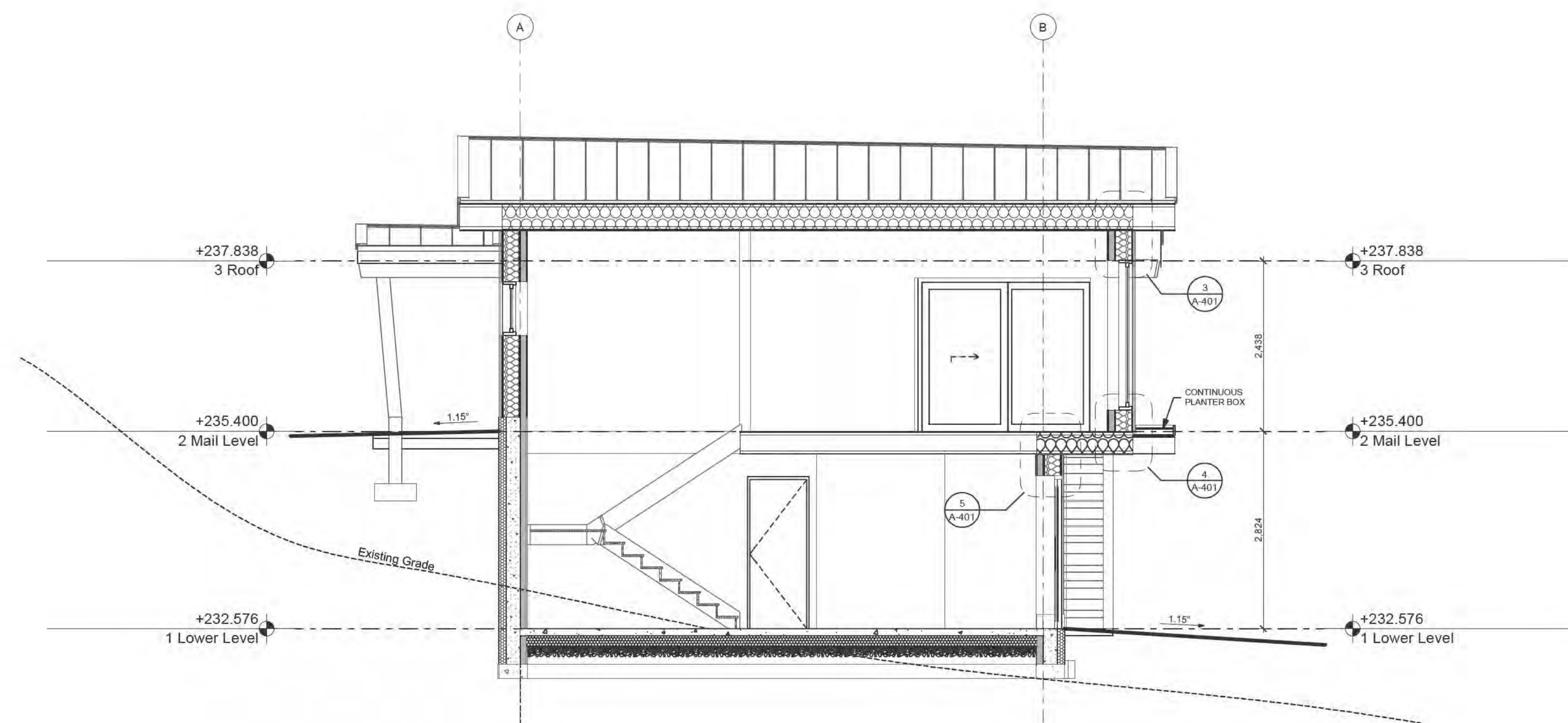
SHEET 10

OF 14



**Cross Section A**

SCALE: 1:50



**Cross Section B**

SCALE: 1:50

**NOTE:**

REFER TO STRUCTURAL DRAWINGS FOR ALL STRUCTURAL INFORMATION.



DESIGN:



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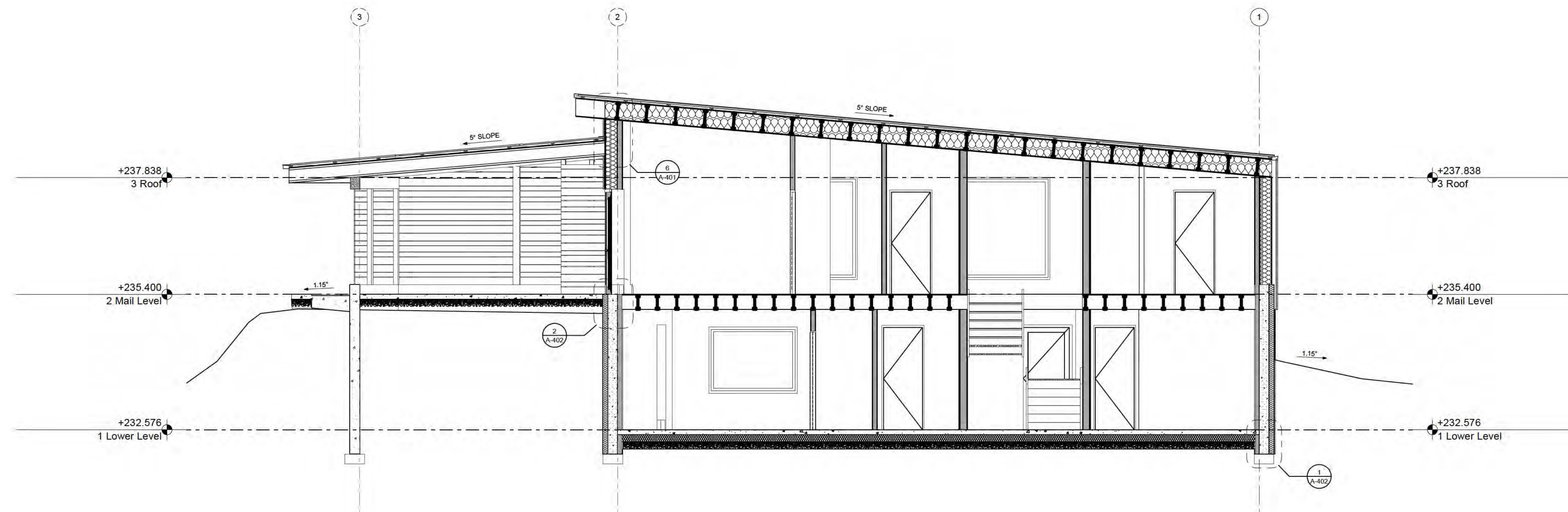
PROJECT NO: LED  
DRAWN BY: PS  
SCALE: AS NOTED  
SHEET SIZE: 22" x 34" (ANSI-D 559 x 864)

SHEET TITLE

Sections

**A-302**

SHEET 11 OF 14



**NOTE:**  
REFER TO STRUCTURAL DRAWINGS FOR ALL STRUCTURAL INFORMATION.

VILLAGE OF PEMBERTON

BYLAW No. 893, 2021

---

A BYLAW TO ESTABLISH A BOARD OF VARIANCE

---

**WHEREAS** the Council of the Village of Pemberton has adopted a Zoning Bylaw:

**AND WHEREAS** the *Local Government Act*, provides that where a Council has adopted a Zoning Bylaw, there shall be established, by bylaw, a Board of Variance.

**AND WHEREAS** the *Local Government Act* provides that in a bylaw establishing a Board of Variance there shall be set out the procedures to be followed by the Board of Variance, including the manner in which appeals are to be brought to the Board of Variance and how notices of applications to the Board of Variance are to be given;

**NOW THEREFORE** the Council of the Village of Pemberton, in open meeting assembled, enacts as follows:

1. **CITATION**

- 1.1 This Bylaw may be cited for all purposes as the “Board of Variance Bylaw, No. 893, 2021”.

2. **ESTABLISHMENT**

- 2.1 The Board of Variance is hereby established in accordance with the provisions of the *Local Government Act*.

3. **INTERPRETATION**

- 3.1. In this Bylaw:

“ <b>Board</b> ”	means the Village of Pemberton Board of Variance;
“ <b>Chair</b> ”	means the Chair of the Board of Variance;
“ <b>Council</b> ”	means the Council of the <i>Village</i> ;
“ <b>Manager of Development Services</b> ”	means the person appointed by the Chief Administrative Officer for the Village as the Manager of Development Services and



includes any person temporarily appointed or designated to act in their place;

**“Village”**

means the Village of Pemberton;

- 3.2 Unless otherwise defined herein, words and phrases in this Bylaw have the same meanings as in the Local Government Act, Community Charter, or Interpretation Act (British Columbia), as the context required. A reference to a statute, regulations or bylaw refers to that enactment as amended or replaced from time to time.
- 3.3 A reference contained within this Bylaw to any enactment of British Columbia or the Village of Pemberton is a reference to the enactment amended, revised, consolidated, or replaced from time to time.

#### **4. APPOINTMENT OF BOARD MEMBERS**

- 4.1 The *Board* shall consist of three (3) members appointed by *Council*.
- 4.2 The *Board* shall elect one of their members as *Chair*, who may appoint an acting *Chair* to preside in the absence of the *Chair*.
- 4.3 Each *Board* member shall hold office for a term of three (3) years or until a successor is appointed, but a member may be re-appointed for a further term(s).

#### **5. MEETINGS**

- 5.1 The *Board* shall determine the meeting schedule with a minimum of one meeting scheduled per month, except for December.
- 5.2 In the event that no application of appeal to the *Board* is submitted at least twenty-nine (29) calendar days prior to the date of the next meeting, then no meeting shall be held.
- 5.3 The *Board* shall be convened by the *Chair* on the date of the hearing and at the time set out in the notice.
- 5.4 The *Board* shall hear representation made to the *Board*.
- 5.5 All meetings and deliberations of the *Board* shall be open to the public.

#### **6. PROCESS AND FEES**

- 6.1 The *Board* shall hear and determine applications as specified under Section 542, 543 and 544 of the *Local Government Act*.
- 6.2 The *Manager of Development Services* may prescribe:
- a) the form and content of application forms; and
  - b) whether or not an application is complete.
- 6.3 Any person desiring to be heard by the Board of Variance must submit an application as follows:
- a) Completed application form and accompanied by supporting documents as indicated on the form;
  - b) Filed with the Village of Pemberton Development Services Department;
  - c) Signed by either the applicant or by a person authorized to sign on behalf of the applicant; and
  - d) Accompanied by the non-refundable application fee of \$400.00
- 6.4 Where an appeal is based on a determination of value made pursuant to Section 544(1) of the *Local Government Act*, notice of appeal shall be filed no later than thirty (30) days after the appellant has been advised in writing of such determination.

## **7. NOTICE OF HEARING**

- 7.1 The Village shall not less than seven (7) calendar days before the hearing of an appeal under Section 540 of the *Local Government Act*, mail or otherwise deliver notice of the hearing to all owners and occupiers of land that are at a distance no greater than 100 meters from the property line of the lands subject to the application.
- 7.2 The notice of the hearing shall state the date, place, and time of the hearing and shall state the subject matter of the application.
- 7.3 *The Village* shall upon receipt of any notice of application or of any written evidence entered before the hearing including staff reports, permit the same to be inspected at the *Village* office during regular office hours.

## **8. CONDUCT OF HEARING**

- 8.1 A quorum for the Board shall be two (2) members. In the absence of the Chair, and provided that they have not appointed an Acting Chair, the remaining members may appoint one or the other as an Action Chair for the duration of the hearing.

- 8.2 The *Chair* is a member and is entitled to vote on all matters coming before the *Board*.
- 8.3 Any person or body with interest in property within the Municipality of Pemberton is entitled to be heard at the hearing and is entitled to be represented by a solicitor or by an agent duly appointed in writing.
- 8.4 Any person represented in accordance with Section 8.3, whether or not also attending in person, shall be deemed to be a party attending the hearing.
- 8.5 The *Village*, through an official appointed by *Council*, is entitled to be heard as a party attending the hearing.
- 8.6 Evidence at a hearing may be given orally or in writing, but the *Board* shall not hear oral evidence except at a regularly constituted hearing of the subject matter of that evidence.
- 8.7 No member of the *Board* shall discuss the merits of the appeal with any person who is not a member of the *Board* or *Village* staff, before the *Board* has reached a decision.
- 8.8 The applicant shall be afforded the first opportunity to present their evidence and arguments, thereafter evidence and arguments shall be presented in such sequence as the *Chair* may direct until all parties to the application have been afforded a reasonable opportunity to be heard.
- 8.9 The *Board* may view the property affected by the appeal and surrounding properties.
- 8.10 The *Board* may adjourn a hearing and no further notice of the hearing is required if the date, time and place for its resumption are stated to those present at the time of adjournment.
- 8.11 If the applicant, having failed to notify the *Village* at least three (3) days in advance that neither he nor a representative is able to attend, does not appear at the hearing, the *Board* may proceed to decide the appeal in their absence.

## **9 DECISION**

- 9.1 The decision of the majority shall be the decision of the *Board*, provided that where the votes of the members present, including the vote of the *Chair* or *Acting Chair*, are equal for and against allowing an appeal, the appeal shall be denied.



- 9.2 The *Village* shall, within seven (7) days of a decision, send by mail or otherwise deliver the written decision of the *Board* to the applicant and the *Village* Building Inspector.
- 9.3 The *Village* shall, within seven (7) days of the decision, enter that decision in the record maintained at the local government office.
- 9.4 A decision of the *Board* may contain such conditions as it deems advisable under the circumstances.
- 9.5 A decision of the *Board* is final.

## 10 GENERAL

- 10.1 Subject to the provisions of this bylaw, the *Board* shall determine its own procedure.
- 10.2 Wherever the singular is used in this bylaw, the same shall be construed to mean the plural or body corporate as the context may require.

## 11 REPEAL

- 11.1 “The Corporation of the Village of Pemberton Board of Variance Bylaw, No. 678, 2011” and its amendments are hereby repealed.

**READ A FIRST TIME** this 2 day of March 2021.

**READ A SECOND TIME** this 2 day of March 2021.

**READ A THIRD TIME** this 2 day of March 2021.

**READ A FOURTH TIME AND FINALLY ADOPTED** this \_\_\_\_ day of \_\_\_\_\_ 2021.

---

Mike Richman  
Mayor

---

Sheena Fraser  
Corporate Officer

**From:** no-reply@webguidecms.ca <no-reply@webguidecms.ca>

**Sent:** Sunday, February 28, 2021 1:32 PM

**To:** Sheena Fraser <sfraser@pemberton.ca>; Nikki Gilmore <ngilmore@pemberton.ca>; Gwendolyn Kennedy <gkennedy@pemberton.ca>

**Subject:** Website Submission: Write to Mayor & Council - pemberton.ca

Village of Pemberton - Website Submission: Write to Mayor & Council - pemberton.ca

## Website Submission: Write to Mayor & Council - pemberton.ca

### Form Submission Info

**First Name:** Margaret

**Last Name:** McCullough

**Street Address:** [REDACTED]

**PO Box:**

**Town/City:** Victoria

**Province:** BC

**Postal Code:** [REDACTED]

**Phone Number:** [REDACTED]

**Email:** [REDACTED]

**Please attach any related documents (if applicable):**

**Message to Mayor & Council:** Hello Mayor and council, I am most concerned and disappointed about the lack of protection for companion animals in Canada. The consequences of this are being exacerbated by the huge demand for puppies because of the pandemic. Our laws regarding the conditions animals can be kept in are outdated and need strengthening. These living conditions as proposed by the Humane Society of Canada and the SPCA need to be actually stated in the criminal code. Other countries such as New Zealand, Finland and the UK have recently done this. I would also ask that anyone breeding a companion animal for sale must be registered, (this would be dependent on meeting the stated living standards), advertising animals for sale from unregistered breeders would be illegal and buyers must be able to see where the

animals are living. This would help CKC registered breeders who already adhere to strict standards. I have an e petition, sponsored by MP Nathaniel Erskine Smith, and it would be fantastic if you could sign and share it. I have a huge amount of support from citizens across Canada including in your province, and also ask that you consider enacting Animal Welfare legislation similar to that adopted by Beaconsfield council Quebec.

Thank you,

Margaret McCullough

██████████

Victoria BC ██████████

<https://petitions.ourcommons.ca/en/Petition/Details?Petition=e-2997>

Village of Pemberton



# e-2997 (Animals)

- **Keywords**

- [Animal rights and welfare](#)
- [Dogs](#)
- [Pet industry](#)

E-petition

Initiated by Margaret McCullough from Victoria, British Columbia

Original language of petition: English

## Petition details

### Petition to the Government of Canada

Whereas:

- Animals in puppy mills are kept in cramped, filthy conditions with no opportunity for exercise, socialisation or veterinary care;
- The living conditions for animals in a puppy mill include tiny wire or wooden cages, old tractor cabs, and the mother dogs being chained to trees;
- Mother dogs are repeatedly bred, spend their whole lives in these appalling living conditions and often suffer with debilitating eye, skin, ear, foot and other diseases;
- When mother dogs are unable to breed anymore they are discarded, and more than often killed; and
- Inbreeding is common in puppy mills, and the puppies are often sick and suffer with horrific genetic disorders.

We, the undersigned, **Citizens of Canada**, call upon the **Government of Canada** to ban the operation of puppy mills in the entire country.

## History

### Open for signature

December 15, 2020, at 11:54 a.m. (EDT)

### Closed for signature

March 15, 2021, at 11:54 a.m. (EDT)

## Member of Parliament



[Nathaniel Erskine-Smith](#)

Beaches—East York

Liberal Caucus

Ontario

7345 signatures



**Jonathan X. Côté**  
Mayor

March 4, 2021

**VIA EMAIL**

Dear Mayor and Council,

**Re: Local Government Election Candidates: Access to Multifamily Dwellings during the Campaign Period**

As part of the City of New Westminster's review of the 2018 municipal election, staff and Council noted that voting data indicated that there were fewer voters from multifamily homes. This caused concerns because participation in elections is the right of all citizens. One of the reason for this lower turnout may be the inability of local government candidates and their representatives to canvass in multifamily residences. This is in contrast to Federal and Provincial candidates, who have legislated access to these types of buildings. As developers and governments encourage the building of multifamily housing to address the housing crisis, we anticipate that this issue will continue to grow. Therefore the New Westminster City Council at the March 1, 2021 regular meeting passed the following resolution:

*WHEREAS Provincial and Federal elections candidates can access all different types of multifamily dwellings, including apartments, strata and co-operative housing for the purposes of canvassing or providing candidate information, as provided for in Section 228.01 of the British Columbia Election Act and Section 81 of the Canada Elections Act, respectively;*

*AND WHEREAS Local Government elections candidates can access only rental buildings for the purposes of canvassing or distributing candidate information, as provided for in Section 30(2) of the Residential Tenancy Act;*

*THEREFORE BE IT RESOLVED THAT the Lower Mainland Local Government Association (LMLGA) and Union of BC Municipalities (UBCM) request the Province of British Columbia enact legislation that gives Local Government Election Candidates access to all types of multifamily dwellings, including housing*

**Office of the Mayor**

Corporation of the City of New Westminster

511 Royal Avenue, New Westminster, BC • Canada V3L 1H9 T (604) 527 4522 F (604) 527 4599 Millage of Pemberton  
www.newwestcity.ca Regular Council Meeting No. 1534

Tuesday, March 16, 2021

177 of 207



*cooperatives and strata, for the purposes of canvassing or distributing candidate information;*

*AND BE IT FURTHER RESOLVED THAT the Lower Mainland Mainland Local Government Administration (LMLGA) and Union of BC Municipalities (UBCM) request the Provincial Government enact this legislation in time for the 2022 Local Government Elections.*

I am writing to ask for the support of your municipality for this motion at the LMLGA Virtual Conference in May.

A council report giving more background is attached.

If you have any questions or would like more information, please contact me at [jcote@newwestcity.ca](mailto:jcote@newwestcity.ca) or 604-527-4522.

Thank you for your attention to this matter.

Yours truly,

A black rectangular redaction box covering the signature of Jonathan X. Côté.

Jonathan X. Côté  
Mayor

Att: Backgrounder: Access to Multifamily Dwellings for Local Election Candidates

**Office of the Mayor**

Corporation of the City of New Westminster

511 Royal Avenue, New Westminster, BC • Canada V3L 1H9 T (604) 527 4522

[www.newwestcity.ca](http://www.newwestcity.ca)

F (604) 527 4559 Millage of Pemberton

Regular Council Meeting No. 1534

Tuesday, March 16, 2021

178 of 207

## City of New Westminster

### Backgrounder: Access to Multifamily Dwellings for Local Election Candidates

With many municipalities responding to the housing crisis in British Columbia by building multifamily housing options, ensuring there is access for election candidates to these housing forms is critical for both voters to enable them to be informed about the election and for candidates seeking to make their case for voter support.

In analyzing the City of New Westminster 2018 Municipal Election, staff discovered that areas with predominantly multifamily housing types - the Brow of the Hill (17%) and Downtown (18.7%) - had a lower voter turnout than predominantly single family areas such as Queens Park (21%) and Glenbrooke North (22%) .

One of the reasons for this may have been a lack of awareness of the election (and therefore candidates), and the methods of Elections Office outreach may not have sufficiently penetrated predominantly multifamily residences and neighbourhoods.

The 2018 analysis outlined above supports the idea that improving candidate access to multifamily dwellings may help increase voter participation in democracy. Supporting candidates in accessing multifamily dwellings, will allow more voters to "meet the candidate" and talk to them, generating more awareness of both the election and the candidates running for office.

### *Review of BC Legislation*

There are three pieces of legislation to consider in BC. The *Local Government Act* (Section 3), provides the rules for municipal elections, but is silent on election candidates accessing multifamily residences. The other two pieces of legislation - the *Election Act* and the *Residential Tenancy Act (RTA)* – provide guidance on this matter.

#### *Election Act*

Section 228.01 of the *Election Act* addresses Provincial government candidates access to housing cooperatives, strata and rental properties. Specifically:

228.01 (2) The following individuals and organizations must not unreasonably restrict access to residential property by a candidate or an authorized canvasser for the purposes of canvassing voters and distributing candidate information:

- (a) a housing cooperative or individual acting on behalf of a housing cooperative;
- (b) a landlord or individual acting on behalf of a landlord;
- (c) a strata corporation or individual acting on behalf of a strata corporation.

However, the *Election Act* applies only to candidates for Provincial elections. Federal candidates are provided the same access in Section 81 of the *Canada Elections Act*, except for dwellings where residents' physical or emotional well-being might be harmed as a result of canvassing or campaigning.

*Residential Tenancy Act*

Section 30(2) of the *Residential Tenancy Act* states:

- A landlord must not unreasonably restrict access to residential property by
- (a) a candidate seeking election to the Parliament of Canada, the Legislative Assembly or an office in an election under the Local Government Act, the School Act or the Vancouver Charter, or
  - (b) the authorized representative of such a person
- who is canvassing electors or distributing election material.

This applies only to rental properties, and not to other forms of multifamily dwellings, such as strata or co-operative housing. Access to manufactured home parks is provided in Section 24 of the *Manufactured Home Park Tenancy Act*. There is no Provincial legislation in place that allows local government election candidates reasonable access to other forms of multifamily dwellings for the purposes of canvassing or distributing election material.

***Review of Legislation from Other Canadian Jurisdictions***

Since municipalities are creatures of the Provinces, there are a variety of different ways that Provinces deal with access to multi-family residences for local elections candidates. These methods can be divided into two main categories: Provinces that have specific legislation regarding the municipal elections, and provinces that use other legislation to enable such access.

*Provinces Allowing Access to all Multifamily Residences*

Four provinces have legislation regarding municipal election candidate access usually allow access to all types of multifamily dwellings.

<b>Province</b>	<b>Legislation Name &amp; Section</b>	<b>Intent of Section</b>
Ontario	Municipal Elections Act S. 88.1	No candidate/representative can be prevented from campaigning between 9am and 9 pm at the doors to apartments, units, or houses.



Alberta	Local Authorities Election Act S. 52	A candidate/representative with identification in the prescribed form may not be obstructed from free access to each residence in a building with two or more residences.
Manitoba	Municipal Councils and School Boards Elections Act	No candidate/representative with identification may be prevented from canvassing or distributing election material at the door of each residence in an apartment, condominium complex, or other multiple-unit residence.
Nova Scotia	Municipal Elections Act S. 54A	A candidate or candidate's representative may enter any apartment building or other multiple residence during reasonable hours for the purpose of lawfully campaigning.

*Provinces Providing Access to Multifamily Rental Dwellings*

New Brunswick, Newfoundland and Labrador, and Saskatchewan are similar to British Columbia in that they provide access to rental dwellings for candidates under their *Residential Tenancy Act* (or similar legislation), but have no regulations around strata/condominium access:

*Other Provinces*

Quebec, and Prince Edward Island appear to have no current legislation regarding access to multifamily dwellings. Prince Edward Island is in the process of replacing its *Rental of Residential Properties Act* with a *Residential Tenancy Act*. The wording to allow candidates access to rental buildings is included in the proposed *Act*.

**Discussion**

From the review of the legislation it appears that BC is not in line with the majority of provinces in Canada in allowing municipal candidates access to all multi-family dwellings types. Given the increasing predominance of this form of housing type in British Columbia this lack of access places both the candidate and the voter at a disadvantage as the results of the 2018 election data indicates.

**Conclusion**

To allow residents of all types of multifamily housing full participation in municipal elections via the receiving of volunteer delivery literature, to conversation on the door step, and to bring BC into line with other provinces, New Westminster requests support from LMLGA and UBCM members in asking the Provincial Government to modify local government election legislation to enable candidates and their representatives access to all housing forms in time for the 2022 municipal elections.



**Jonathan X. Côté**  
Mayor

March 4, 2021

**VIA EMAIL**

Dear Mayor and Council,

**Re: Single-Use Item Regional Regulation**

The City of New Westminster is very concerned about the environmental damage that is caused by single-use plastic items. Council understands that municipalities have the power to regulate this issue, however Council feels that for wide-scale consistent implementation for consumers and businesses alike, regulations need to cover large geographical areas.

This need for regional regulation is particularly true in the Lower Mainland but would hold true in all areas of British Columbia. In order to achieve regional regulation, the province must provide the legislative framework to regional districts to implement bylaws in this area under their environmental mandate. By creating a larger framework, it is hoped that regulations will address the equity issues involved in legislating this matter, particularly issues such as accessibility and cultural needs.

It is for this reason that Council passed the following motion for LMLGA and UBCM at its March 1, 2021 regular meeting:

*WHEREAS enactment of bylaws to regulate single-use items by individual municipalities could lead to a mosaic of regulations across the region and in BC, which may lead to confusion and inconsistency for residents and businesses in the sale or distribution of these items;*

*WHEREAS greater consistency could be achieved by implementing a regional approach;*

*WHEREAS regional districts do not have the authority to establish bylaws or regulations in relation to the sale or distribution of single-use items;*

**Office of the Mayor**

Corporation of the City of New Westminster

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*THEREFORE BE IT RESOLVED that the Lower Mainland Local Government Association and the Union of BC Municipalities request the Province to engage with regional governments to develop legislation which would provide regional districts with the legislative authority to restrict the sale and distribution of single-use items.*

I am writing to ask for the support of your municipality for this motion at the LMLGA Virtual Conference in May. Let us support our shared environment as we collectively work to remove single-use items from British Columbia.

A council report giving more background is attached.

If you have any questions or would like more information, please contact me at [jcote@newwestcity.ca](mailto:jcote@newwestcity.ca) or 604-527-4522.

Thank you for your attention to this matter.

Yours truly,



Jonathan X. Cote  
Mayor

Att: February 1, 2021 Council Report “Single-Use Item Reduction Advocacy for Consistent Regional Regulation”





## REPORT

### *Engineering Services*

**To:** Mayor Coté and Members of Council      **Date:** 2/1/2021

**From:** Jim Lowrie      **File:** 09.1740.04  
 Director of Engineering Services      (Doc#1740496v2)

**Item #:** 22/2021

**Subject: Single-Use Item Reduction Advocacy for Consistent Regional Regulation**

#### **RECOMMENDATION**

**THAT** Council authorize the Mayor and Clerk to submit the letter (Attachment 1 - in the February 1, 2021 Council Report) to the Board of Directors of the Greater Vancouver Sewerage and Drainage District Board (GVS&DD) and the Zero Waste Committee at Metro Vancouver to develop a region-wide single-use items reduction strategy including regulation.

**THAT** Council direct staff to submit a resolution to the Lower Mainland Local Government Association (LMLGA) to advocate for consistent regional regulation of the use of single-use items.

#### **PURPOSE**

The purpose of this report is to provide Council with an advocacy letter for consideration to be sent to the Board of Directors of the Greater Vancouver Sewerage and Drainage District (GVS&DD) and Zero Waste Committee to develop a region-wide single-use items reduction strategy.

This report also provides Council with an option to assist with advocacy for a regional approach by submitting a resolution to the next Lower Mainland Local Government Association (LMLGA) meeting that could be endorsed and submitted to Union of BC Municipalities (UBCM) for consideration.

## **BACKGROUND**

On January 19, 2021, Council directed staff to prepare a letter to the Board of Directors at the Greater Vancouver Sewerage and Drainage District Board (GVS&DD) and the Zero Waste Committee at Metro Vancouver requesting the development of a region-wide single-use plastics reduction strategy incorporating the principles of Metro Vancouver's Single-Use Item Toolkit and integrating them into a regional regulatory regime. Council also discussed that an equity lens be applied to that regime.

## **ANALYSIS**

A letter (Attachment 1) has been prepared for Council's consideration. The letter advocates Metro Vancouver to take a lead role in developing a regulatory framework for the region so that local governments can be more unified in their approach to implementing regulations that could help reduce single-use item waste. Council expressed at its meeting on January 18<sup>th</sup>, 2020, that the framework developed must also ensure that equity aspects, such as accessibility and cultural needs, are adequately addressed.

The two most relevant bodies of Metro Vancouver, which would have a mandate to consider regulations related to solid waste, would be the Greater Vancouver Sewerage and Drainage District (GVS&DD) and Zero Waste Committee. The GVS&DD operates under a Solid Waste Management Plan (approved by the Province) and is one of four separate corporate entities governed by a board of directors of elected officials appointed by their respective municipal council. The Zero Waste Committee is the standing committee of the Metro Vancouver Board that provides advice and recommendations on policies, bylaws, plans, programs, budgets and issues related to solid waste management under the GVS&DD service.

The draft letter acknowledges that Metro Vancouver, as a regional district, does not currently have authority to restrict the sale and use of single-use items for the region. This authority was recently highlighted in the Regional District staff report<sup>1</sup> submitted to the North Okanagan Regional District Board of Directors. This report includes a letter from the Province (to the District) that states:

*“While Sections 304 and 307 of the Local Government Act allow regional districts to make bylaws in relation to two of the four spheres (public health and prohibition of soil deposit or removal), subject to the Community Charter’s concurrent authority rules, the concurrent*

---

<sup>1</sup>[https://rdno.civicweb.net/document/149438/201118\\_RPT\\_BoD\\_SUP\\_regulation\\_update\\_full.pdf?handle=B192C1757-1974A95AAE17307252180DD](https://rdno.civicweb.net/document/149438/201118_RPT_BoD_SUP_regulation_update_full.pdf?handle=B192C1757-1974A95AAE17307252180DD)

*authority provisions of the Community Charter are not generally applicable to environmental protection bylaws enacted by regional districts". See Attachment 2.*

The City could support Metro Vancouver in this advocacy effort by submitting a resolution to the Lower Mainland Local Government Association for consideration at the next meeting in March and if endorsed, it could then be submitted to the Union of BC Municipalities (UBCM) for consideration.

### **FINANCIAL IMPLICATIONS**

There are no financial implications. However, staff time will be needed for research, administration and liaison with Metro Vancouver.

### **INTERDEPARTMENTAL LIAISON**

The Engineering Department has consulted with the City solicitor and with staff from Legislative Services in the preparation of this report.

### **OPTIONS**

The following options are presented for Council's consideration:

1. Authorize the Mayor and Clerk to submit the letter (Attachment 1 - in the February 1, 2021 Council Report) to the Board of Directors of the Greater Vancouver Sewerage and Drainage District Board (GVS&DD) and the Zero Waste Committee at Metro Vancouver to develop a region-wide single-use items reduction strategy including regulation.
2. Direct staff to submit a resolution to the Lower Mainland Local Government Association (LMLGA) to advocate for consistent regional regulation of the use of single-use items.
3. Provide other directions to staff.

Staff recommends Options 1 and 2.

### **ATTACHMENTS - NOT INCLUDED, NOT APPLICABLE TO LMLGA**

~~Attachment 1 - Draft Letter to GVS&DD and Zero Waste Committee: Single-Use Item Reduction Advocacy for Consistent Regional Regulation~~

~~Attachment 2 - Letter from Province to Regional District of North Okanagan, Dated October 1, 2020~~





Jonathan X. Côté  
Mayor

March 5, 2021

The Honourable Harry Bains  
Minister of Labour  
PO Box 9064, Stn Prov Govt  
Victoria, BC V8W 9E2

Dear Minister Bains:

**Re: Support for Laid-off Hotel and Tourism Industry Workers**

I am writing to ask that the BC government protect the livelihoods of laid-off hotel and tourism industry workers and their rights to return to their jobs when the pandemic eases. These rights are at risk as there are reports of hotels refusing to commit to bringing workers back to their jobs when business returns. To this end, on March 1, 2021, the New Westminster City Council passed the following resolution:

*WHEREAS the COVID-19 pandemic has exacerbated existing inequalities and its social, health, and economic impacts are particularly devastating for women and racialized communities;*

*AND WHEREAS the tourism and hospitality industries have been drastically impacted;*

*AND WHEREAS of the 50 000 hotel workers that were laid off in March 2020, the majority are women and people of colour;*

*AND WHEREAS the duration of the pandemic means that recall rights require extension;*

*AND WHEREAS there are reports of hotels in British Columbia refusing to commit to bringing workers back to their jobs when business returns;*

Office of the Mayor

Corporation of the City of New Westminster

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Village of Pemberton  
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*AND WHEREAS the City of New Westminster is committed to a COVID recovery plan that takes better care of people, the environment, and the community than the systems we had before the pandemic;*

*AND WHEREAS the City of New Westminster recognizes hotel workers and people who work in the tourism industry as valued and valuable members of our community;*

*THEREFORE, BE IT RESOLVED THAT the City of New Westminster affirms that people should not lose their livelihoods due to the pandemic; and*

*BE IT FURTHER RESOLVED THAT the City of New Westminster write to the Ministers of Labour and Tourism expressing our support for the right for laid off workers to return to their jobs when the pandemic eases; and*

*BE IT FURTHER RESOLVED THAT this letter be forwarded to all BC municipalities asking to write their support; and*

*BE IT FURTHER RESOLVED THAT the City of New Westminster writes to the Lower Mainland Local Government Association and Union of BC Municipalities encouraging them to host future conferences and events in venues that respect worker rights and pay at least a living wage.*

We appreciate your consideration of this important matter.

Yours truly,



Jonathan X. Cote  
Mayor

Cc: Hon. Melanie Mark, Minister of Tourism, Arts, Culture and Sport  
All BC municipalities



Jonathan X. Côté  
Mayor

March 5, 2021

The Honourable Melanie Mark  
Minister of Tourism, Arts, Culture and Sport  
PO Box 9082, Stn Prov Govt  
Victoria, BC V8W 9E2

Dear Minister Mark:

**Re: Support for Laid-off Hotel and Tourism Industry Workers**

I am writing to ask that the BC government protect the livelihoods of laid-off hotel and tourism industry workers and their rights to return to their jobs when the pandemic eases. These rights are at risk as there are reports of hotels refusing to commit to bringing workers back to their jobs when business returns. To this end, on March 1, 2021, the New Westminister City Council passed the following resolution:

*WHEREAS the COVID-19 pandemic has exacerbated existing inequalities and its social, health, and economic impacts are particularly devastating for women and racialized communities;*

*AND WHEREAS the tourism and hospitality industries have been drastically impacted;*

*AND WHEREAS of the 50 000 hotel workers that were laid off in March 2020, the majority are women and people of colour;*

*AND WHEREAS the duration of the pandemic means that recall rights require extension;*

*AND WHEREAS there are reports of hotels in British Columbia refusing to commit to bringing workers back to their jobs when business returns;*

Office of the Mayor

Corporation of the City of New Westminster

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Village of Pemberton  
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*AND WHEREAS the City of New Westminster is committed to a COVID recovery plan that takes better care of people, the environment, and the community than the systems we had before the pandemic;*

*AND WHEREAS the City of New Westminster recognizes hotel workers and people who work in the tourism industry as valued and valuable members of our community;*

*THEREFORE, BE IT RESOLVED THAT the City of New Westminster affirms that people should not lose their livelihoods due to the pandemic; and*

*BE IT FURTHER RESOLVED THAT the City of New Westminster write to the Ministers of Labour and Tourism expressing our support for the right for laid off workers to return to their jobs when the pandemic eases; and*

*BE IT FURTHER RESOLVED THAT this letter be forwarded to all BC municipalities asking to write their support; and*

*BE IT FURTHER RESOLVED THAT the City of New Westminster writes to the Lower Mainland Local Government Association and Union of BC Municipalities encouraging them to host future conferences and events in venues that respect worker rights and pay at least a living wage.*

We appreciate your consideration of this important matter.

Yours truly,

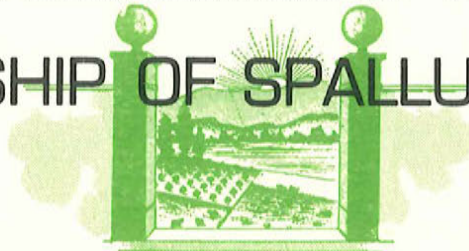


Jonathan X. Cote  
Mayor

Cc: Hon. Harry Bains, Minister of Labour  
All BC municipalities

THE CORPORATION OF THE  
TOWNSHIP OF SPALLUMCHEEN

TEL. (250) 546-3013  
FAX. (250) 546-8878  
OUR FILE NO.



4144 Spallumcheen Way  
Spallumcheen, B.C. V0E 1B6

Email: mayor@spallumcheentwp.bc.ca

March 5, 2021

www.spallumcheentwp.bc.ca

OFFICE OF THE MAYOR

File: 0320-20-01

The Honourable Patty Hajdu

sent via email

House of Commons  
Ottawa, Ontario,  
Canada  
K1A 0A6

Patty.Hajdu@parl.gc.ca

**Re: Support for 988 Crisis Line**

Please be advised that at the Monday, March 1, 2021 Regular Council Meeting, the Township of Spallumcheen Council passed the following resolution:

***“THAT the Township of Spallumcheen Council pass the following motion and direct a letter indicating such support to the local MP, MPP, Federal Minister of Health, the CRTC and local area municipalities as outlined in the letter from Member of Parliament Mel Arnold, North Okanagan - Shuswap for support for a National Suicide Prevention Hotline:***

***WHEREAS the Federal government has passed a motion to adopt 988, a National three-digit suicide and crisis hotline;***

***AND WHEREAS the ongoing COVID-19 pandemic has increased the demand for suicide prevention services by 200 percent;***

***AND WHEREAS existing suicide prevention hotlines require the user to remember a 10-digit number and go through directories or be placed on hold;***

***AND WHEREAS in 2022 the United States will have in place a national 988 crisis hotline;***

***AND WHEREAS the Township of Spallumcheen Council recognizes that it is a significant and important initiative to ensure critical barriers are removed to those in a crisis and seeking help;***

***NOW THEREFORE BE IT RESOLVED THAT the Township of Spallumcheen Council endorses this 988 crisis line initiative.”***

Council understands, now more than ever, that Canadians may need access to additional resources amidst the COVID-19 pandemic. It is imperative, we as elected officials, do everything that we can to help everyone come out stronger on the other side of this unprecedented and challenging time.

Thank you for your attention to this matter, if you have any questions in this regard please contact the undersigned.

Respectfully,



Christine Fraser  
Mayor

cc. Member Municipalities  
MP Todd Doherty  
MP Mel Arnold  
Canadian Radio-Television and Telecommunications Commission (CRTC)





HOUSE OF COMMONS  
CHAMBRE DES COMMUNES  
CANADA

*Patrick Weiler*

Member of Parliament  
West Vancouver-Sunshine Coast-Sea to Sky Country

March 10, 2021

Dear Friends & Neighbours,

Every Canadian deserves a safe and affordable place to call home. That is why the Government of Canada partnered with the Government of British Columbia to provide additional support to thousands of low-income households across the province.

This week, the Honourable Ahmed Hussen, Minister of Families, Children and Social Development and Minister responsible for Canada Mortgage and Housing Corporation (CMHC), the Honorable Joyce Murray, Minister of Digital Government and Member of Parliament for Vancouver Quadra, Terry Beech, Member of Parliament for Burnaby North–Seymour, along with David Eby, Attorney General and Minister Responsible for Housing, announced a 10-year, \$517 million investment in the Canada-British Columbia Housing Benefit (CA-BC HB), that will support more than 25,000 households across BC.

The new housing benefit will provide financial assistance to marginalized groups with low incomes to help with their monthly rent payments. As part of the CA-BC HB program, half of the investment is already being used to support enhancements that were made to the provincial [Rental Assistance Program \(RAP\)](#) or [Shelter Aid for Elderly Renters \(SAFER\)](#) in 2018.

The program will be delivered to households that are not eligible for RAP or SAFER, and fall within one or more targeted priority groups, including women and children experiencing or at risk of domestic violence, Indigenous peoples, racialized communities, veterans, youth leaving care, people with disabilities and people experiencing or at risk of homelessness. The benefit will be provided directly to selected qualifying households through non-profit housing providers or by BC Housing, through The Housing Registry.

To find out more about the National Housing Strategy, visit [www.placetocallhome.ca](http://www.placetocallhome.ca). If you have any questions, please do not hesitate to reach out to our office and we would be happy to assist you with your enquiry.

Sincerely,



Patrick Weiler, MP  
West Vancouver-Sunshine Coast-Sea to Sky Country

*Constituency* *Ottawa*

6367 Bruce Street Suite 282, Confederation Building  
West Vancouver 229 Wellington Street, Ottawa Village of Pemberton  
British Columbia V7W 2G5 Ontario K1A 0A6 Regular Council Meeting No. 1534  
Tel.: 604-913-2660 | Fax.: 604-913-2664 Tel.: 613-947-4617 | Fax.: 613-847-4620 Tuesday, March 16, 2021  
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HOUSE OF COMMONS  
CHAMBRE DES COMMUNES  
CANADA

*Patrick Weiler*

Member of Parliament  
West Vancouver-Sunshine Coast-Sea to Sky Country

March 10, 2021

Dear Friends & Neighbours,

Arts and culture play a vital role in the civic and economic life of Canadians. This country's creative sector, which is a major economic driver, is facing extraordinary challenges because of the COVID-19 pandemic. The Government of Canada is committed to supporting Canadian artists and cultural workers through this difficult time. This is why we created the [Emergency Support Fund for Cultural, Heritage and Sport Organizations](#), and why we are continuing to provide additional support through targeted and sector specific measures announced in the Fall Economic Statement 2020.

Last week, the Honourable Steven Guilbeault, Minister of Canadian Heritage, in collaboration with Simon Brault, Director and CEO for the Canada Council for the Arts, **announced further details about the implementation of \$181.5 million in funding for the live arts and music sectors in 2021–2022.**

This funding will support the planning and presentation of COVID-19-safe events in the arts and music sectors—including both live and digital—and provide work opportunities in these sectors. Funding will also help stabilize the overall environment for the arts and music sectors by providing a one-year renewal of funding for three Canadian Heritage programs originally provided in Budget 2019.

The Department of Canadian Heritage is receiving \$40 million in new funding to stimulate short-term contracting of workers in the live events sector through three Canadian Heritage programs:

1. [Building Communities through Arts and Heritage](#)
2. [Canada Arts Presentation Fund](#)
3. [Canada Music Fund](#)

**[Further information on how to access the new funds can be found on the Canadian Heritage website.](#)**

In addition, to help stabilize the overall environment for the arts and music sectors, the Government is extending a one-year renewal of funding of \$25 million for these three Canadian Heritage originally provided in Budget 2019.

For its part, the Canada Council for the Arts will invest \$116.5 million. Through a new digital innovation initiative (Digital Now), \$50.5 million will enable arts groups, collectives and organizations to adapt or create works to be shared with virtual audiences; and \$66 million of new funding will be used to

*Constituency Ottawa*

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stimulate increased research, creation and production of new work through the Explore and Create program.

If you have any questions, please do not hesitate to reach out to our office and we would be happy to assist you with your enquiry.

Sincerely,



Patrick Weiler, MP  
*West Vancouver-Sunshine Coast-Sea to Sky Country*





HOUSE OF COMMONS  
CHAMBRE DES COMMUNES  
CANADA

*Patrick Weiler*

Member of Parliament  
West Vancouver-Sunshine Coast-Sea to Sky Country

March 10, 2021

Dear Friends & Neighbours,

The Government of Canada is working to secure the health and safety of Canadians, rebuild businesses, and promote jobs and growth as we build toward economic recovery and a net-zero emissions future.

Better public transit helps people get around in faster, cleaner, and cheaper ways. Helping communities invest in zero-emission transit options ensures cleaner air for our kids, creates jobs and supports Canadian manufacturing.

Last week, Infrastructure and Communities Minister Catherine McKenna and the Minister of Innovation, Science and Industry Francois-Philippe Champagne announced **\$2.75 billion in funding over five years, starting in 2021, to enhance public transit systems and switch them to cleaner electrical power, including supporting the purchase of zero-emission public transit and school buses.**

This funding is part of an eight year, \$14.9 billion public transit investment recently outlined by Prime Minister Justin Trudeau, and will also support municipalities, transit authorities and school boards with transition planning, increase ambition on the electrification of transit systems, and deliver on the government’s commitment to help purchase 5,000 zero-emission buses over the next five years. This investment will create more well paying jobs in Canada’s robust and growing electric vehicle manufacturing sector. Nova Bus in Saint-Eustache, Lion Electrique in Saint-Jérôme, GreenPower in Vancouver and New Flyer in Winnipeg are great examples of innovative companies that have been delivering zero-emission transit solutions.

Infrastructure Canada will ensure coordination between this investment and the Canada Infrastructure Bank commitment to invest \$1.5 billion in zero-emission buses and associated infrastructure as part of its three year Growth Plan.

[For more information on this announcement and funding, please visit this webpage.](#) If you have any questions, please do not hesitate to reach out to our office.

Sincerely,



Patrick Weiler, MP  
*West Vancouver-Sunshine Coast-Sea to Sky Country*

	<i>Constituency</i>	<i>Ottawa</i>	
	6367 Bruce Street	Suite 282, Confederation Building	
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Tel.: 604-913-2660   Fax.: 604-913-2664		Tel.: 613-947-4617   Fax.: 613-847-4620	Tuesday, March 16, 2021
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# VILLAGE OF BELCARRA

*"Between Forest and Sea"*

4084 BEDWELL BAY ROAD, BELCARRA, B.C. V3H 4P8  
TELEPHONE 604-937-4100 FAX 604-939-5034  
belcarra@belcarra.ca • www.belcarra.ca



March 10, 2021

Honourable Nelly Shin  
Member of Parliament  
Port Moody – Coquitlam  
1116 Austin Avenue  
Coquitlam, BC V3K 3P5

Via email: [nelly.shin@parl.gc.ca](mailto:nelly.shin@parl.gc.ca)

Dear Honourable Nelly Shin,

Re: Belcarra Council Motion – Endorsement of 9-8-8 Crisis Line Initiative

Please be advised that at a Regular meeting of Belcarra Council held on March 8, 2021, the following motion was passed:

“That the Village of Belcarra endorse the 9-8-8 crisis line initiative; and  
That staff be directed to send a letter indicating support to the local MP, MPP, Federal Minister of Health, the CRTC and UBCM municipalities to indicate the support of Belcarra.”

Thank you for bringing this matter to the attention of Belcarra Council. 2021 has been an unprecedented challenge. There have been considerable impacts from the COVID-19 Pandemic on the mental health of Canadians. Through unanimous consent, Belcarra supports the creation of a National 3-Digit Suicide Prevention Hotline in Canada.

Sincerely,

[Redacted Signature]  
Jamie Ross  
Mayor

cc Hon. Adrian Dix, Minister of Health  
Rick Glumac, MLA  
CRTC  
UBCM Member Municipalities

File: 1610.01

March 11, 2021

UBCM member local governments

VIA Email

Dear Mayor and Council:

**Re: Raise Disability and Income Assistance to a Livable Rate**

---

At its March 8, 2021 Regular Council meeting, the Council for the City of Langley endorsed the following resolution and resolved that it be forwarded to UBCM member local governments, local MLAs and MPs, as well as the Provincial ministers responsible for Social Development, Poverty Reduction, Finance, and Housing, requesting favourable consideration:

**WHEREAS** after many years of frozen income assistance rates and only minimal increases to disability benefits the current Provincial Government increased rates, for single people, by \$150 between 2017 and 2019 but most people who receive disability benefits or income assistance continue to live well below the poverty line; and

**WHEREAS** the Provincial Government added a \$300/month COVID benefit for those receiving disability and income assistance, which temporarily reduced people's risk of losing their housing and increased their access to necessities including food and medical supplies, but as of January 2021 the benefit has been reduced to \$150/month and there is no commitment to provide additional support past March 2021;

**BE IT RESOLVED THAT** the Province of British Columbia permanently reinstate the automatic, \$300/month benefit for people receiving disability benefits and income assistance and move to raise disability and income assistance to a livable rate that is above the market basket measure (MBM).

Background information on this resolution is enclosed for reference.

Yours truly,  
CITY OF LANGLEY



Kelly Kenney  
Corporate Officer

Enclosure





## CITY OF LANGLEY

### COUNCIL MEMBER MOTION

**RAISE DISABILITY AND INCOME ASSISTANCE TO A LIVABLE RATE – Mayor van den Broek**

#### **BACKGROUND:**

---

For decades B.C. has had one of the highest rates of poverty in the country. As part of a broader Poverty Reduction Strategy, the current Provincial government increased disability and income assistance rates, for single people, by \$150 between 2017 and 2019. Even with these increases most people who receive this assistance continue to live below the poverty line.

In response to the economic hardships of the pandemic, the Federal Government determined that \$2000/month was required to meet a minimum standard of living in Canada. This is significantly higher than what people on disability or income assistance receive per month. In April of 2020 the Province of British Columbia provided an automatic, monthly, \$300 COVID benefit for those receiving disability and income assistance. This significantly reduced people's risk of losing their housing and increased their access to necessities including food and medical supplies but did not raise disability or income assistance rates to or above the poverty line.

A single person on income assistance receives \$760/month and \$1060 with the COVID top-up. Someone on disability benefits is eligible for \$1183.42/month or \$1483 with the top-up. These rates do not reflect the cost of living in BC. The current average rent for a one bedroom in Langley is \$1200, forcing people who access assistance to give up basic necessities in order to pay rent. These gaps send an impact across our whole community, creating or worsening other social crises, including homelessness and mental health issues, and lock community members into poverty. As of January 2021, the \$300 monthly top-up has been reduced by half and there is no guarantee of an extension of this top-up past March 2021.

Access to one-time, temporary measures to address gaps in funding, like the Recovery Benefit, are subject to an application process. The application process will be a barrier for those who require additional support to apply. The Provincial government has signaled towards a permanent increase for disability and income assistance. This is welcomed news but reinstating the \$300 top-up, even permanently, would not raise disability or income assistance rates to the poverty line. Ultimately, to eliminate poverty, disability and income assistance must be raised to livable rates that are above the market basket measure (MBM). Community members have shared their significant challenges, poverty and disability groups, locally and across BC, have strongly advocated for this change, Victoria and New Westminster City Council recently passed a similar motion, and Vancouver City

Council passed a motion to raise rates in 2019. We recommend advancing this issue to the Province through the Union of BC Municipalities.

**MOTION:**

---

**THAT** Council endorses the following resolution and directs staff to forward copies to UBCM member local governments, local MLA's and MP's, as well as the Provincial ministers responsible for Social Development, Poverty Reduction, Finance, and Housing, requesting favourable consideration:

**WHEREAS** after many years of frozen income assistance rates and only minimal increases to disability benefits the current Provincial Government increased rates, for single people, by \$150 between 2017 and 2019 but most people who receive disability benefits or income assistance continue to live well below the poverty line; and

**WHEREAS** the Provincial Government added a \$300/month COVID benefit for those receiving disability and income assistance, which temporarily reduced people's risk of losing their housing and increased their access to necessities including food and medical supplies, but as of January 2021 the benefit has been reduced to \$150/month and there is no commitment to provide additional support past March 2021.

**BE IT RESOLVED THAT** the Province of British Columbia permanently reinstate the automatic, \$300/month benefit for people receiving disability benefits and income assistance and move to raise disability and income assistance to a livable rate that is above the market basket measure (MBM).

March 11, 2021

File: 01-0390-20/21

UBCM Member Municipalities

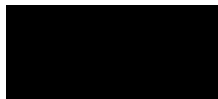
Sent via email

Dear UBCM Members:

**Re: Fair Taxation from Railway Operations & Industrial Parks**

At its March 2, 2021 Regular Council Meeting, Pitt Meadows City Council endorsed two resolutions related to fair taxation from railway operations and industrial parks for inclusion and discussion at the upcoming LMLGA Convention, in advance of the UBCM Convention this fall. Certified copies of both resolutions and background information regarding same have been enclosed for your information.

Sincerely,  
City of Pitt Meadows



Kate Barchard  
Corporate Officer

Enclosure



## CERTIFICATION

I, TANYA BARR, Deputy Corporate Officer for the City of Pitt Meadows, HEREBY CERTIFY that the following is a true and exact extract of the Minutes for the Regular Meeting of the Pitt Meadows City Council held on Tuesday, March 2, 2021 regarding the Proposed Lower Mainland Local Government Association Resolution - CP Rail:

*"It was MOVED and SECONDED THAT Council approve the following resolution and submit it to the Lower Mainland Local Government Association (LMLGA) for consideration:*

- A. *WHEREAS section 5(e) of the Assessment Act - Prescribed Classes of Property Regulation B.C. Reg. 438/81 mandates that land or improvements used for transporting of products or used for the storage of products are classified as Class 5 Light Industry, but specifically excludes land or improvements held for purposes ancillary to the business of transportation from railway operations;*

*AND WHEREAS this legislation creates unfair taxation from railway operations because they are reflective of a class 5 Light Industrial use and require high level City service support including Fire Services and road infrastructure use;*

*THEREFORE BE IT RESOLVED THAT the UBCM urge the Provincial Government to repeal section 5 (e) from the Assessment Act - Prescribed Classes of Property Regulation B.C. Reg. 438/81 in order to create fair taxation from railway operations.*

*CARRIED."*

  
Tanya Barr  
Deputy Corporate Officer  
City of Pitt Meadows

March 4 / 21  
Date Signed

## CERTIFICATION

I, TANYA BARR, Deputy Corporate Officer for the City of Pitt Meadows, HEREBY CERTIFY that the following is a true and exact extract of the Minutes for the Regular Meeting of the Pitt Meadows City Council held on Tuesday, March 2, 2021 regarding the Proposed Lower Mainland Local Government Association Resolution - Golden Ears Business Park:

*"It was MOVED and SECONDED THAT Council approve the following resolution and submit it to the Lower Mainland Local Government Association (LMLGA) for consideration:*

- A. *WHEREAS section 5 (f) of the Assessment Act - Prescribed Classes of Property Regulation B.C. Reg. 438/81 mandates that land or improvements used for transporting of products or used for the storage of products are classified as Class 5 Light Industry, but specifically excludes land or improvements being used principally as an outlet for the sale of a finished product to a purchaser for purposes of his or her own consumption;*
- B. *AND WHEREAS this legislation creates unfair taxation from industrial parks which are a heavy burden on City infrastructure through heavy trucking activity in movement of product;*
- C. *THEREFORE BE IT RESOLVED THAT the UBCM urge the Provincial Government to repeal section 5 (f) of the Assessment Act - Prescribed Classes of Property Regulation B.C. Reg. 438/81 to create fair taxation from industrial parks.*

*CARRIED."*

  
\_\_\_\_\_  
Tanya Barr  
Deputy Corporate Officer  
City of Pitt Meadows

*March 4 / 21*  
\_\_\_\_\_  
Date Signed

## Fair Taxation from Railway Operations

### Backgrounder

At the March 2, 2021 Regular Meeting, Council passed a resolution seeking endorsement by the Lower Mainland Local Government Association (LMLGA) regarding ending unfair taxation benefitting CP Rail.

CP Rail is in the business of moving goods for a wide range of industries. The Assessment Act categorizes property held for transporting products as Class 5 Light Industry.

However, the Assessment Act – Prescribed Classes of Property Regulation B.C. Reg. 438/81 section 5 (e) specifically excludes property held for purposes ancillary to business related to transportation from railway operations. The existence of this section results in creating unfair taxation by moving CP Rail property to Class 6 Business.

Recognizing the burden on city services in the provision of Fire Services and road infrastructure, removal of section 5 (e) would result in railway operations being more appropriately included within the Class 5 Light Industry classification. This action would create fairer taxation by including railway activities within the property class more relative to the nature of the operations.

Additional background information may be found in the January 19, 2021 Council Agenda package:

[https://pittmeadows.ca.granicus.com/Viewer.php?view\\_id=2&clip\\_id=1208&meta\\_id=143659](https://pittmeadows.ca.granicus.com/Viewer.php?view_id=2&clip_id=1208&meta_id=143659)



## Fair Taxation from Industrial Parks

### Backgrounder

At the March 2, 2021 Regular Meeting, Council passed a resolution seeking endorsement by the Lower Mainland Local Government Association (LMLGA) regarding ending unfair taxation benefitting Industrial Parks.

Industrial parks are an area zoned and planned for the purpose of industrial development. Also, an industrial park is a more 'heavyweight' version of a business park or office park. The Golden Ears Business Park is a large-scale industrial park in Pitt Meadows. The concentration of industry in an industrial park raises environmental concerns from the heavy transportation volumes as well as the burden on road infrastructure with the constant movement of cargo on semitrailers.

The Assessment Act categorizes property held for transporting products as Class 5 Light Industry.

However, the Assessment Act – Prescribed Classes of Property Regulation B.C. Reg. 438/81 section 5 (f) specifically excludes property being used as an outlet for the sale of a finished product to a purchaser for purposes of his or her own consumption. The existence of this section results in creating unfair taxation by moving Industrial Park operations to Class 6 Business.

Recognizing the burden on city services in the provision of road infrastructure, removal of section 5 (f) would result in Industrial Park operations being more appropriately included within the Class 5 Light Industry classification. This action would create fairer taxation by including industrial park activities within the property class more relative to the nature of the operations.

Additional background information may be found in the January 19, 2021 Council Agenda package:

[https://pittmeadows.ca.granicus.com/MetaViewer.php?view\\_id=2&clip\\_id=1208&meta\\_id=143659](https://pittmeadows.ca.granicus.com/MetaViewer.php?view_id=2&clip_id=1208&meta_id=143659)



HOUSE OF COMMONS  
CHAMBRE DES COMMUNES  
CANADA

*Patrick Weiler*

Member of Parliament  
West Vancouver-Sunshine Coast-Sea to Sky Country

March 11, 2021

Dear Friends & Neighbours,

Investing in energy-efficient homes and buildings is an important part of creating a green, sustainable economy. Not only are energy-efficient buildings more comfortable and cost less to power, but they will help cut pollution, make life more affordable, and create thousands of good jobs and new careers in construction, technology, manufacturing and sales.

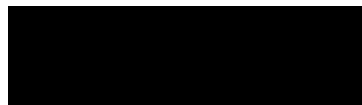
Infrastructure Canada has announced a commitment to provide up to \$1.5 billion in federal funding for community buildings that will support retrofits, repairs or upgrades of existing public buildings and the construction of new public buildings that serve communities across Canada.

This funding commitment is part of Canada's strategy to meet ambitious climate objectives, and was announced on December 11, 2020 as part of the [Government of Canada's Strengthened Climate Plan](#). This initiative will also support economic growth and job creation, and building more inclusive communities where all Canadians have opportunities to thrive. At least 10 per cent of this funding will be allocated to projects serving First Nations, Inuit and Métis communities, including Indigenous populations in urban centres.

While this proposed program is still in development and is not accepting funding applications at this time, we would like your feedback on how to move forward. **As part of this plan, provincial, territorial and local governments, not-for-profit and Indigenous organizations are invited to provide ideas on potential priorities to Infrastructure Canada through the [online program development questionnaire](#).** I invite all interested organizations to participate and share their thoughts on how we develop this program.

If you have any questions about the Program Development Questionnaire, please do not hesitate to reach out to our office or contact the Infrastructure Canada team directly at: [infvc.gicbp-pbcvi.infvc@canada.ca](mailto:infvc.gicbp-pbcvi.infvc@canada.ca).

Sincerely,



Patrick Weiler, MP  
West Vancouver-Sunshine Coast-Sea to Sky Country

*Constituency* *Ottawa*

6367 Bruce Street Suite 282, Confederation Building  
West Vancouver 229 Wellington Street, Ottawa Village of Pemberton  
British Columbia V7W 2G5 Ontario K1A 0A6 Regular Council Meeting No. 1534  
Tel.: 604-913-2660 | Fax.: 604-913-2664 Tel.: 613-947-4617 | Fax.: 613-847-4620 Tuesday, March 16, 2021  
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## OPEN QUESTION PERIOD POLICY

**THAT** the following guidelines for the Open Question Period held at the conclusion of the Regular Council Meetings:

- 1) The Open Question Period will commence after the adjournment of the Regular Council Meeting;
- 2) A maximum of 15 minutes for the questions from the Press and Public will be permitted, subject to curtailment at the discretion of the Chair if other business necessitates;
- 3) Only questions directly related to business discussed during the Council Meeting are allowed;
- 4) Questions may be asked of any Council Member;
- 5) Questions must be truly questions and not statements of opinions or policy by the questioner;
- 6) Not more than two (2) separate subjects per questioner will be allowed;
- 7) Questions from each member of the attending Press will be allowed preference prior to proceeding to the public;
- 8) The Chair will recognize the questioner and will direct questions to the Councillor whom he/she feels is best able to reply;
- 9) More than one Councillor may reply if he/she feels there is something to contribute.

*Approved by Council at Meeting No. 920  
Held November 2, 1999*

*Amended by Council at Meeting No. 1405  
Held September 15, 2015*