

Appendix 2 Project Description

GARIBALDI

Comfortable Carrying Capacity Summary

November 1997

<i>POD</i>	<i>PROPOSED LIFT</i>	<i>COMFORTABLE CARRYING CAPACITY</i>	<i>LOWER CAPACITY LIFT</i>	<i>COMFORTABLE CARRYING CAPACITY</i>
A	Detachable Gondola	2,545	Triple	1,527
B	Detachable Quad	4,148	Double	1,914
C	Two Doubles	1,749	Triple	1,093
D	Detachable Six	1,324	Detachable Six	1,324
E	Double	1,210	Double	1,210
F	Detachable Quad	2,761	Triple	1,911
G	Double	835	Double	835
H	Detachable Quad	2,727	Quad	2,186
I	Double	1,036	Double	1,036
J	Double	727	Double	727
K	Detachable Quad	2,692	Detachable Quad	2,692
L	Quad	1,021	Quad	1,021
M	Quad	1,329	Triple	1,087
N	Double	632	Double	632
O	Double	252	Double	252
P	Detachable Six	2,090	Detachable Six	2,090
Q	Quad	1,057	Triple	864
R	Quad	1,955	Triple	1,599
Total		30,090		24,000

GARIBALDI AT SQUAMISH

RUN CAPACITY CALCULATIONS BY POD

POD A

December 1997

				Average		Riders Per	Run	Resort
Run	Rider Class	Vertical	Horizontal	Width	Hectares	Hectares	Capacity	CCC
A1	Intermediate	545	2545	38	9.7	17	165	495
A2	Intermediate	305	912	38	3.5	17	60	180
A3	Intermediate	335	1086	38	4.1	17	70	210
A4	Expert	195	449	25	1.1	9	10	30
A5	Advanced	400	1289	30	3.9	14	55	165
A6	Expert	395	1243	25	3.1	9	28	84
A7	Expert	210	508	25	1.3	9	12	36
A8	Intermediate	130	502	38	1.9	17	32	96
A9	Intermediate			87	437	6	0.3	Connector
A10	Low Intermediate			36	194	6	0.1	Connector
A11	Intermediate			70	245	20	0.5	Connector

POD A SUMMARY

Rider Class	CCC	VTM/HR	Total VTM/HR
Intermediate	981	429	420,849
Advanced	165	786	129,690
Expert	150	1071	160,650

Total

1296

2286

711,189

POD B

December 1997

				Average		Riders Per	Run	Resort
Run	Rider Class	Vertical	Horizontal	Width	Hectares	Hectares	Capacity	CCC
B1	Novice	355	1358	38	5.2	30	156	468
B2	Low Intermediate	400	1591	38	6.0	20	120	360
B3	Intermediate	108	421	38	1.6	17	27	81
B4	Low Intermediate	45	268	38	1.0	20	20	60
B5	Intermediate	75	279	38	1.1	17	19	57
B6	Intermediate	210	823	38	3.1	17	53	159
B7	Intermediate	133	450	38	1.7	17	29	87
B8	Intermediate	165	632	38	2.4	17	41	123
B9	Low Intermediate	80	463	38	1.8	20	36	108
B10	Expert	245	538	25	1.3	9	12	36
B11	Expert	275	727	25	1.8	9	16	48
B12	Advanced	295	998	30	3.0	14	42	126
B13	Novice	345	1902	20	3.8	Connector		
B14	Connector	15	282	20	0.6	Connector		

POD B SUMMARY

Rider Class	CCC	VTM/HR	Total VTM/HR
Novice	468	250	117,000
Low Intermediate	528	375	198,000

Intermediate	507	429	217,503
Advanced	126	786	99,036
Expert	84	1071	89,964
Total	1713	2911	721,503

POD C

December 1997

				Average		Riders Per	Run	Resort
Run	Rider Class	Vertical	Horizontal	Width	Hectares	Hectares	Capacity	CCC
C1	Beginners	100	834	60	5	35	175	525
C2 (3)	Beginners	100	554	60	3.3	35	116	348
C3 (4)	Low Intermediate	20	184	38	0.7	20	14	42
C4 (5)	Low Intermediate	25	120	38	0.5	20	10	30

POD C SUMMARY

Rider Class	CCC	VTM/HR	Total VTM/HR
Beginners	873	125	109,125
Low Intermediate	72	375	27,000
Total	945	500	136,125

POD D

December 1997

				Average		Riders Per	Run	Resort
Run	Rider Class	Vertical	Horizontal	Width	Hectares	Hectares	Capacity	CCC
D1	Advanced	190	636	30	1.9	14	27	81

D2	Advanced	365	1852	30	5.6	14	78	234
D3 (4)	Advanced	285	857	30	2.6	14	36	108
D4 (5)	Advanced	190	740	30	2.2	14	31	93
D5 (6)	Advanced	100	283	30	0.8	14	11	33
D6 (7)	Advanced	185	486	25	1.2	14	17	51
D7 (8)	Advanced	365	1537	30	4.6	14	64	192
D8 (9)	Advanced	348	920	30	2.8	14	39	117
D9 (10)	Advanced	345	893	30	2.7	14	38	114
D10 (11)	Advanced	365	1984	30	6.0	14	84	252
D11 (?)	Intermediate			65	720	6	0.4	Connector

POD D SUMMARY

Rider Class	CCC	VTM/HR	Total VTM/HR
Advanced	1275	786	1,002,150
Total	1275	786	1,002,150

POD E

December 1997

				Average			Riders Per	Run	Resort
Run	Rider Class	Vertical	Horizontal	Width	Hectares	Hectares	Capacity	CCC	
E1	Novice	145	963	38	3.7	30	111	333	
E2	Novice	240	1304	38	5.0	30	150	450	
E3	Novice	45	331	38	1.3	30	39	117	

POD E SUMMARY

Rider Class	CCC	VTM/HR	Total VTM/HR
Novice	900	250	225,000
Total	900	250	225,000

POD F

December 1997

				Average			Riders Per	Run	Resort
Run	Rider Class	Vertical	Horizontal	Width	Hectares	Hectares	Capacity	CCC	
F1	Intermediate	130	467	38	1.8	17	31	93	
F2	Advanced	485	1945	30	5.8	14	81	243	
F3	Intermediate	115	393	38	1.5	17	26	78	
F4	Intermediate	125	679	38	2.6	17	44	132	
F5	Expert	45	150	25	0.4	9	4	12	
F6	Expert	615	1847	25	4.6	9	41	123	
F7	Advanced	285	1191	30	3.6	14	50	150	
F8	Expert	275	642	25	1.6	9	14	42	
F9	Expert	125	319	25	0.8	9	7	21	
F10	Intermediate	170	689	38	2.6	17	44	132	
F11	Low Intermediate	585	2733	38	10.4	20	208	624	
F12	Novice	280	1847	38	7.0	Connector			
F13	Intermediate	35	195	38	0.7	17	12	36	

POD F SUMMARY

Rider Class	CCC	VTM/HR	Total VTM/HR

Low Intermediate	624	375	234,000
Intermediate	471	429	202,059
Advanced	393	786	308,898
Expert	198	1071	212,058
Total	1686	2661	957,015

POD G

December 1997

				Average		Riders Per	Run	Resort
Run	Rider Class	Vertical	Horizontal	Width	Hectares	Hectares	Capacity	CCC
G1	Expert	765	2666	25	6.7	9	60	180
G2	Expert	415	716	25	1.8	9	16	48
G3	Expert	493	883	25	2.2	9	20	60
G4	Expert	635	1177	25	2.9	9	26	78
G5	Expert	567	1092	25	2.7	9	24	72
G6	Expert	580	959	25	2.4	9	22	66
G7	Expert	785	1890	25	4.7	9	42	126
G8	Expert	440	1170	25	2.9	9	26	78
G9	Expert	360	654	25	1.6	9	14	42

POD G SUMMARY

Rider Class	CCC	VTM/HR	Total VTM/HR
Expert	750	1071	803,250
Total	750	1071	803,250

POD H

December 1997

				Average		Riders Per	Run	Resort
Run	Rider Class	Vertical	Horizontal	Width	Hectares	Hectares	Capacity	CCC
H1	Advanced	340	1294	30	3.9	14	55	165
H2	Advanced	190	462	30	1.4	14	20	60
H3	Advanced	640	2573	30	7.7	14	108	324
H4	Advanced	425	1144	30	3.4	14	48	144
H5	Advanced	130	417	30	1.3	14	18	54
H6	Intermediate	685	2579	38	9.8	17	167	501
H7	Advanced	135	376	30	1.1	14	15	45
H8	Advanced	415	1341	25	3.4	14	48	144
H9	Expert	330	864	25	2.2	9	20	60
H10	Expert	265	622	25	1.6	9	14	42
H11	Intermediate	450	1567	38	6.0	17	102	306
H12	Intermediate		105	772	20	1.5	Connector	
H13	Expert	55	189	25	0.5	9	5	15
H14	Expert	70	153	25	0.4	9	4	12
H15	Intermediate		20	166	20	0.3	Connector	

POD H SUMMARY

Rider Class	CCC	VTM/HR	Total VTM/HR
Intermediate	807	429	346,203
Advanced	936	786	735,696

Expert	129	1071	138,159
Total	1872	2286	1,220,058

POD I

December 1997

				Average			Riders Per	Run	Resort
Run	Rider Class	Vertical	Horizontal	Width	Hectares	Hectares	Capacity	CCC	
I1	Expert	590	1417	25	3.5	9	32	96	
I2	Expert	20	100	25	0.3	Connector			
I3	Expert		245	560	25	1.4	9	13	39
I4	Expert		508	1190	25	3.0	9	27	81
I5	Intermediate		595	2140	38	8.1	17	138	414

POD I SUMMARY

Rider Class	CCC	VTM/HR	Total VTM/HR
Intermediate	414	429	177,606
Expert	216	1071	231,336
Total	630	1500	408,942

POD J

December 1997

				Average			Riders Per	Run	Resort
Run	Rider Class	Vertical	Horizontal	Width	Hectares	Hectares	Capacity	CCC	
J1	Low Intermediate	210	999	38	3.8	20	76	228	
J2	Low Intermediate	180	789	38	3	20	60	180	

J3	Intermediate	105	552	38	2.1	17	36	108
J4	Low Intermediate		5	76	20	0.2	20	Connector
J5	Expert	310	823	25	2.1	9	19	57

POD J SUMMARY

Rider Class	CCC	VTM/HR	Total VTM/HR
Low Intermediate	408	375	153,000
Intermediate	108	429	46,332
Expert	57	1071	61,047
Total	573	1875	260,379

POD K

December 1997

Run	Rider Class	Vertical	Horizontal	Average		Riders Per	Run	Resort
				Width	Hectares	Hectares	Capacity	CCC
K1	Intermediate	365	2103	38	8.0	17	136	408
K2	Intermediate	165	675	38	2.6	17	44	132
K3	Intermediate	135	739	38	2.8	17	48	144
K4	Intermediate	155	731	38	2.8	17	48	144
K5	Intermediate	25	208	38	0.8	17	14	42
K6	Intermediate	101	523	38	2.0	17	34	102
K7	Low Intermediate	30	191	38	0.7	20	14	42
K8	Low Intermediate	185	776	38	2.9	20	58	174
K9	Intermediate	163	858	38	3.3	17	56	168

K10	Intermediate	365	1857	38	7.1	17	121	363
K11	Low Intermediate			65	500	20	1.0	Connector

POD K SUMMARY

Rider Class	CCC	VTM/HR	Total VTM/HR
Low Intermediate	216	375	81,000
Intermediate	1503	429	644,787
Total	1719	804	725,787

POD L

December 1997

				Average			Riders Per	Run	Resort	
Run	Rider Class	Vertical	Horizontal	Width	Hectares	Hectares	Capacity	CCC		
L1	Low Intermediate	150	1012	38	3.8	20	76	228		
L2	Low Intermediate	65	289	38	1.1	20	22	66		
L3	Novice	28	230	38	0.9	30	Connector			
L4	Low Intermediate			110	415	38	1.6	20	32	96
L5	Low Intermediate			130	528	38	2.0	20	40	120
L6 (7)	Low Intermediate			105	446	38	1.7	20	34	102
L7 (8)	Novice			75	360	38	1.4	30	42	126
L8 (9)	Novice			65	333	38	1.3	30	39	117
L9 (10)	Expert			20	100	25	0.3	9	Connector	
L10 (11)	Low Intermediate			83	982	38	3.7	20	Connector	

POD L SUMMARY

Rider Class	CCC	VTM/HR	Total VTM/HR
Novice	243	250	60,750
Low Intermediate	612	375	229,500
Total	855	625	290,250

POD M

December 1997

				Average			Riders Per	Run	Resort
Run	Rider Class	Vertical	Horizontal	Width	Hectares	Hectares	Capacity	CCC	
M1	Low Intermediate	260	1221	38	4.6	20	92	276	
M2	Intermediate	140	568	38	2.2	17	37	111	
M3	Intermediate	145	547	38	2.1	17	36	108	
M4	Intermediate	180	526	38	2.0	17	34	102	
M5	Intermediate	15	105	20	0.2	Connector Trail			
M6	Intermediate	280	630	38	2.4	17	41	123	
M7	Intermediate	18	198	20	0.4	Connector Trail			

POD M SUMMARY

Rider Class	CCC	VTM/HR	Total VTM/HR
Low Intermediate	276	375	103,500
Intermediate	444	429	190,476
Total	720	804	293,976

POD N

December 1997

				Average		Riders Per	Run	Resort
Run	Rider Class	Vertical	Horizontal	Width	Hectares	Hectares	Capacity	CCC
N1	Intermediate	265	1071	38	4.1	17	70	210
N2	Intermediate	70	525	38	2.0	17	34	102
N3	Intermediate	65	384	38	1.5	17	26	78
N4	Intermediate	170	356	38	1.4	17	24	72
N5	Advanced	90	337	30	1.0	14	14	42
N6	Intermediate	85	644	38	2.4	17	41	123

POD N SUMMARY

Rider Class	CCC	VTM/HR	Total VTM/HR
Intermediate	585	429	250,965
Advanced	42	786	33,012
Total	627	1215	283,977

POD O

December 1997

				Average		Riders Per	Run	Resort
Run	Rider Class	Vertical	Horizontal	Width	Hectares	Hectares	Capacity	CCC
01 (02)	Beginner	25	297	60	1.8	35	63	189

POD O SUMMARY

Rider Class	CCC	VTM/HR	Total VTM/HR
Beginner	189	125	23,625

Total	189	125	23,625
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POD P

December 1997

				Average			Riders Per	Run	Resort
Run	Rider Class	Vertical	Horizontal	Width	Hectares	Hectares	Capacity	CCC	
P1	Novice	195	1270	38	4.8	30	144	432	
P2	Low Intermediate	150	475	38	1.8	20	36	108	
P3	Low Intermediate	65	313	38	1.2	20	24	72	
P4	Low Intermediate	150	751	38	2.9	20	58	174	
P5	Low Intermediate	175	996	38	3.8	20	76	228	
P6	Low Intermediate	100	477	38	1.8	20	36	108	
P7	Novice	195	1382	38	5.3	30	159	477	
P8	Low Intermediate	85	673	38	2.6	20	52	156	
P9	Low Intermediate		20	147	38	0.6	Connector Trail		
P10	Low Intermediate		52	417	38	1.6	Connector Trail		

POD P SUMMARY

Rider Class	CCC	VTM/HR	Total VTM/HR
Novice	909	250	227,250
Low Intermediate	846	375	317,250
Total	1755	625	544,500

POD Q

December 1997

				Average			Riders Per	Run	Resort
Run	Rider Class	Vertical	Horizontal	Width	Hectares	Hectares		Capacity	CCC
Q1	Novice			275	2055	6	1.2	Connector	
Q2	Low Intermediate			65	495	6	0.3	Connector	
Q3	Intermediate		270	897	38	3.4	17	58	174
Q4	Advanced		200	627	30	1.9	14	27	81
Q5	Advanced		190	611	30	1.8	14	25	75
Q6	Intermediate		200	893	38	3.4	17	58	174
Q7	Intermediate		35	173	38	0.7	17	12	36
Q8	Intermediate		145	519	38	2.0	17	34	102

POD Q SUMMARY

Rider Class	CCC	VTM/HR	Total VTM/HR
Intermediate	486	429	208,494
Advanced	156	786	122,616
Total	642	1215	331,110

POD R

December 1997

				Average			Riders Per	Run	Resort
Run	Rider Class	Vertical	Horizontal	Width	Hectares	Hectares		Capacity	CCC
R1	Expert	385	1213	25	3	9		27	81
R2	Low Intermediate	215	1119	38	4.3	20		86	258
R3	Low Intermediate			55	180	38	0.7	20	Connector

R4	Intermediate	25	199	38	0.8	17	Connector	
R5	Expert	70	155	25	0.4	9	4	12
R6	Advanced	400	1303	30	3.9	14	55	165
R7	Intermediate	240	758	38	2.9	17	49	147
R8	Advanced	343	1126	30	3.4	14	48	144
R9	Expert	255	609	25	1.5	9	14	42
R10	Advanced	204	559	30	1.7	14	24	72
R11	Novice	280	1083	38	4.1	30	123	369
R12	Novice	150	1283	20	2.6	Connector		
R13	Low Intermediate	223	1634	20	3.3	Connector		
R14	Low Intermediate	30	197	20	0.4	Connector		

POD R SUMMARY

Rider Class	CCC	VTM/HR	Total VTM/HR
Novice	369	250	92,250
Low Intermediate	258	375	96,750
Intermediate	147	429	63,063
Advanced	381	786	299,466
Expert	135	1071	144,585
Total	1290	2911	696,114

GARIBALDI AT SQUAMISH

TOTAL LIFT CAPACITY PER POD

November 20, 1997

		<i>Riders</i>	<i>Vertical</i>		<i>Operation</i>	<i>Adjusted</i>
<i>Pod</i>	<i>Lift Type</i>	<i>Per Hour</i>	<i>Metres</i>	<i>VTM/Hr</i>	<i>Adj. Factor</i>	<i>VTM/Hr.</i>
A	Detach 8-passenger gondola	3,000	517	1,555,000	90%	1,395,000
B	Detachable quad	2,600	663	1,723,800	95%	1,637,610
C1	Fixed grip double chair	1,200	100	120,000	95%	114,000
C2	Fixed grip double chair	1,200	100	120,000	95%	114,000
D	Detachable six-pack	3,000	365	1,095,000	95%	1,040,250
E	Fixed grip double chair	1,200	240	288,000	90%	259,200
F	Detachable quad	2,600	615	1,599,000	95%	1,519,050
G	Fixed grip double chair	1,200	785	942,000	95%	894,900
H	Detachable quad	2,600	720	1,872,000	95%	1,778,400
I	Fixed grip double chair	1,200	590	708,000	95%	672,600
J	Fixed grip double chair	1,200	280	336,000	90%	302,400
K	Detachable quad	2,600	365	949,000	95%	901,550
L	Fixed grip quad	2,200	150	330,000	90%	297,000
M	Fixed grip quad	2,200	260	572,000	90%	514,800
N	Fixed grip double chair	1,200	265	318,000	90%	286,200
O	Fixed grip double chair	1,200	25	30,000	90%	27,000
P	Detachable six-pack	3,000	195	585,000	95%	555,750
Q	Fixed grip quad	2,200	275	605,000	90%	544,500
R	Fixed grip quad	2,200	430	946,000	95%	898,700
TOTAL ADJUSTED VTM/HR						13,752,910

GARIBALDI AT SQUAMISH

TOTAL LIFT/RIDER VTM/HR COMPARISON BY POD

		<i>Lift</i>	<i>Rider VTM/</i>
<i>Pod</i>	<i>Lift Type</i>	<i>VTM/Hr.</i>	<i>Hr.</i>
A	Detach 8-passenger gondola	1,395,000	711,189
B	Detachable quad	1,637,610	721,503
C1	Fixed grip double chair		
C2	Fixed grip double chair	228,000	136,125
D	Detachable six-pack	1,040,250	1,002,150
E	Fixed grip double chair	259,200	225,000
F	Detachable quad	1,519,050	957,015
G	Fixed grip double chair	894,900	803,250
H	Detachable quad	1,778,400	1,220,058
I	Fixed grip double chair	672,600	408,942
J	Fixed grip double chair	302,400	260,379
K	Detachable quad	901,550	725,787
L	Fixed grip quad	297,000	290,250
M	Fixed grip quad	514,800	293,976
N	Fixed grip double chair	286,200	283,977
O	Fixed grip double chair	27,000	223,625
P	Detachable six-pack	555,750	544,500
Q	Fixed grip quad	544,500	331,110
R	Fixed grip quad	898,700	696,114
TOTAL ADJUSTED VTM/HR		13,752,910	9,834,950

GARIBALDI AT SQUAMISH

BALANCE CALCULATIONS

November 20, 1997

<i>Beginners</i>			<i>Novice</i>			<i>Low Intermediate</i>			<i>Intermediate</i>			<i>Advanced</i>			<i>Expert</i>		
Pod No.	Hectares	Resort CCC	Pod No.	Hectares	Resort CCC	Pod No.	Hectares	Resort CCC	Pod No.	Hectares	Resort CCC	Pod No.	Hectares	Resort CCC	Pod No.	Hectares	Resort CCC
C-1	5.0	525.0	B-1	5.2	468.0	B-2	6.0	360.0	A-1	9.7	495.0	A-5	3.9	165.0	A-4	1.1	30.0
C-2	3.3	348.0	E-1	3.7	333.0	B-4	1.0	60.0	A-2	3.5	180.0	B-12	3.0	126.0	A-6	3.1	84.0
O-1	1.8	189.0	E-2	5.0	450.0	B-9	1.8	108.0	A-3	4.1	210.0	D-1	1.9	81.0	A-7	1.3	36.0
			E-3	1.3	117.0	C-3	0.7	42.0	A-8	1.9	96.0	D-2	5.6	234.0	B-10	1.3	36.0
			L-7	1.4	126.0	C-4	0.5	30.0	B-3	1.6	81.0	D-3	2.6	108.0	B-11	1.8	48.0
			L-8	1.3	117.0	F-11	10.4	624.0	B-5	1.1	57.0	D-4	2.2	93.0	F-5	0.4	12.0
			P-1	4.8	432.0	J-1	3.8	228.0	B-6	3.1	159.0	D-5	0.8	33.0	F-6	4.6	123.0
			P-7	5.3	477.0	J-2	3.0	180.0	B-7	1.7	87.0	D-6	1.2	51.0	F-8	1.6	42.0
			R-11	4.1	369.0	K-7	0.7	42.0	B-8	2.4	123.0	D-7	4.6	192.0	F-9	0.8	21.0
						K-8	2.9	174.0	F-1	1.8	93.0	D-8	2.8	117.0	G-1	6.7	180.0
						L-1	3.8	228.0	F-3	1.5	78.0	D-9	2.7	114.0	G-2	1.8	48.0
						L-2	1.1	66.0	F-4	2.6	132.0	D-10	6.0	252.0	G-3	2.2	60.0
						L-4	1.6	96.0	F-10	2.6	132.0	F-2	5.8	243.0	G-4	2.9	78.0
						L-5	2.0	120.0	F-13	0.7	36.0	F-7	3.6	150.0	G-5	2.7	72.0
						L-6	1.7	102.0	H-6	9.8	501.0	H-1	3.9	165.0	G-6	2.4	66.0
						M-1	4.6	276.0	H-11	6.0	306.0	H-2	1.4	60.0	G-7	4.7	126.0

P-2	1.8	108.0	I-5	8.1	414.0	H-3	7.7	324.0	G-8	2.9	78.0
P-3	1.2	72.0	J-3	2.1	108.0	H-4	3.4	144.0	G-9	1.6	42.0
P-4	2.9	174.0	K-1	8.0	408.0	H-5	1.3	54.0	H-9	2.2	60.0
P-5	3.8	228.0	K-2	2.6	132.0	H-7	1.1	45.0	H-10	1.6	42.0
P-6	1.8	108.0	K-3	2.8	144.0	H-8	3.4	144.0	H-13	0.5	15.0
P-8	2.6	156.0	K-4	2.8	144.0	N-5	1.0	42.0	H-14	0.4	12.0
R-2	4.3	258.0	K-5	0.8	42.0	Q-4	1.9	81.0	I-1	3.5	96.0
			K-6	2.0	102.0	Q-5	1.8	75.0	I-3	1.4	39.0
			K-9	3.3	168.0	R-6	3.9	165.0	I-4	3.0	81.0
			K-10	7.1	363.0	R-8	3.4	144.0	J-5	2.1	57.0
			M-2	2.2	111.0	R-10	1.7	72.0	R-1	3.0	81.0
			M-3	2.1	108.0				R-5	0.4	12.0
			M-4	2.0	102.0				R-9	1.5	42.0
			M-6	2.4	123.0						
			N-1	4.1	210.0						
			N-2	2.0	102.0						
			N-3	1.5	78.0						
			N-4	1.4	72.0						
			N-6	2.4	123.0						
			Q-3	3.4	174.0						
			Q-6	3.4	174.0						

Q-7	0.7	36.0
Q-8	2.0	102.0
R-7	2.9	147.0

TOTALS	10.1	1,062.0	32.1	2,889.0	64.0	3,840.0	126.2	6,453.0	82.6	3,474.0	63.5	1,719.0
Ideal Ratios 1	2-6%		11-15%		18-22%		33-37%		18-22%		8-12%	
%	5%		15%		20%		33%		18%		9%	100%
Total SAOT												19,437.0
Total Hectares												378.5

1 Ideal Ratios are taken from *Guidelines to Alpine Ski Area Development in British Columbia*, June 1996

Appendix 2 (Part B)

POD A

November 1997

Weighted Vertical Demand

		<i>Trail</i>	<i>Percentage</i>	<i>Vertical</i>	<i>Weighted</i>
<i>Ability Level</i>	<i>Area (H)</i>	<i>Capacity</i>	<i>Use</i>	<i>Demand</i>	<i>Demand</i>
Intermediate	19.2	327	0.757	3,000	2,271
Advanced	3.9	55	0.127	5,500	700
Expert	5.5	50	0.116	7,500	868
Totals		432	1.00		3,839

Comfortable Carrying Capacity

		<i>Hourly</i>		<i>Lift</i>	<i>Weighted</i>	<i>Comfortable</i>
		<i>Capacity</i>	<i>Hours of</i>	<i>Loading</i>	<i>Vertical Demand</i>	<i>Carrying</i>
<i>Lift</i>	<i>Vertical (M)</i>	<i>(Riders/Hr)</i>	<i>Operation</i>	<i>Efficiency</i>	<i>(M/Day)</i>	<i>Capacity</i>
Detachable Gondola	517	3,000	7	0.9	3,839	2,545
Triple	517	1,800	7	0.9	3,839	1,527

POD B

Weighted Vertical Demand

		<i>Trail</i>	<i>Percentage</i>	<i>Vertical</i>	<i>Weighted</i>
<i>Ability Level</i>	<i>Area (H)</i>	<i>Capacity</i>	<i>Use</i>	<i>Demand</i>	<i>Demand</i>
Novice	5.2	156	0.273	1,500	410
Low Intermediate	8.8	176	0.308	2,250	694
Intermediate	9.9	169	0.296	3,000	888
Advanced	3	42	0.074	5,500	405
Expert	3.1	28	0.049	7,500	368
Totals		571	1.00		2,764

Comfortable Carrying Capacity

		<i>Hourly</i>		<i>Lift</i>	<i>Weighted</i>	<i>Comfortable</i>
		<i>Capacity</i>	<i>Hours of</i>	<i>Loading</i>	<i>Vertical Demand</i>	<i>Carrying</i>
<i>Lift</i>	<i>Vertical (M)</i>	<i>(Riders/Hr)</i>	<i>Operation</i>	<i>Efficiency</i>	<i>(M/Day)</i>	<i>Capacity</i>
Detachable Quad	663	2,600	7	0.95	2,764	4,148
Double	663	1,200	7	0.95	2,764	1,914

POD C

Weighted Vertical Demand

		<i>Trail</i>	<i>Percentage</i>	<i>Vertical</i>	<i>Weighted</i>
<i>Ability Level</i>	<i>Area (H)</i>	<i>Capacity</i>	<i>Use</i>	<i>Demand</i>	<i>Demand</i>
Beginners	8.3	291	0.924	750	693
Low Intermediate	1.2	24	0.076	2,250	171
Totals		315	1.00		864

Comfortable Carrying Capacity

		<i>Hourly</i>		<i>Lift</i>	<i>Weighted</i>	<i>Comfortable</i>
		<i>Capacity</i>	<i>Hours of</i>	<i>Loading</i>	<i>Vertical Demand</i>	<i>Carrying</i>
<i>Lift</i>	<i>Vertical (M)</i>	<i>(Riders/Hr)</i>	<i>Operation</i>	<i>Efficiency</i>	<i>(M/Day)</i>	<i>Capacity</i>
Two Doubles	100	2,400	7	0.9	864	1,749
Triple	100	1,500	7	0.9	864	1,093

POD D

Weighted Vertical Demand

		<i>Trail</i>	<i>Percentage</i>	<i>Vertical</i>	<i>Weighted</i>
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<i>Ability Level</i>	<i>Area (H)</i>	<i>Capacity</i>	<i>Use</i>	<i>Demand</i>	<i>Demand</i>
Advanced	29.7	425	1.000	5,500	5,500
Totals		425	1.00		5,500

Comfortable Carrying Capacity

		<i>Hourly</i>			<i>Lift</i>	<i>Weighted</i>	<i>Comfortable</i>
		<i>Capacity</i>	<i>Hours of</i>	<i>Loading</i>	<i>Vertical Demand</i>	<i>Carrying</i>	
<i>Lift</i>	<i>Vertical (M)</i>	<i>(Riders/Hr)</i>	<i>Operation</i>	<i>Efficiency</i>	<i>(M/Day)</i>	<i>Capacity</i>	
Detachable Six	365	3,000	7	0.95	5,500	1,324	

POD E

November 1997

Weighted Vertical Demand

		<i>Trail</i>	<i>Percentage</i>	<i>Vertical</i>	<i>Weighted</i>
<i>Ability Level</i>	<i>Area (H)</i>	<i>Capacity</i>	<i>Use</i>	<i>Demand</i>	<i>Demand</i>
Novice	10	300	1.000	1,500	1,500
Totals		300	1.00		1,500

Comfortable Carrying Capacity

		<i>Hourly</i>		<i>Lift</i>	<i>Weighted</i>	<i>Comfortable</i>
		<i>Capacity</i>	<i>Hours of</i>	<i>Loading</i>	<i>Vertical Demand</i>	<i>Carrying</i>
<i>Lift</i>	<i>Vertical (M)</i>	<i>(Riders/Hr)</i>	<i>Operation</i>	<i>Efficiency</i>	<i>(M/Day)</i>	<i>Capacity</i>
Double	240	1,200	7	0.9	1,500	1,210

POD F

November 1997

Weighted Vertical Demand

		<i>Trail</i>	<i>Percentage</i>	<i>Vertical</i>	<i>Weighted</i>
<i>Ability Level</i>	<i>Area (H)</i>	<i>Capacity</i>	<i>Use</i>	<i>Demand</i>	<i>Demand</i>
Low Intermediate	10.4	208	0.378	2,250	851
Intermediate	8.5	145	0.264	3,000	791
Advanced	9.4	131	0.238	5,500	1,310
Expert	2.8	66	0.120	7,500	900
Totals		550	1.00		3,852

Comfortable Carrying Capacity

		<i>Hourly</i>		<i>Lift</i>	<i>Weighted</i>	<i>Comfortable</i>
		<i>Capacity</i>	<i>Hours of</i>	<i>Loading</i>	<i>Vertical Demand</i>	<i>Carrying</i>

<i>Lift</i>	<i>Vertical (M)</i>	<i>(Riders/Hr)</i>	<i>Operation</i>	<i>Efficiency</i>	<i>(M/Day)</i>	<i>Capacity</i>
Detachable Quad	615	2,600	7	0.95	3,852	2,761
Triple	615	1,800	7	0.95	3,852	1,911

POD G

November 1997

Weighted Vertical Demand

		<i>Trail</i>	<i>Percentage</i>	<i>Vertical</i>	<i>Weighted</i>
<i>Ability Level</i>	<i>Area (H)</i>	<i>Capacity</i>	<i>Use</i>	<i>Demand</i>	<i>Demand</i>
Expert	27.9	250	1.000	7,500	7,500
Totals		250	1.00		7,500

Comfortable Carrying Capacity

		<i>Hourly</i>			<i>Lift</i>	<i>Weighted</i>	<i>Comfortable</i>
		<i>Capacity</i>	<i>Hours of</i>	<i>Lifting</i>	<i>Vertical Demand</i>	<i>Carrying</i>	
<i>Lift</i>	<i>Vertical (M)</i>	<i>(Riders/Hr)</i>	<i>Operation</i>	<i>Efficiency</i>	<i>(M/Day)</i>	<i>Capacity</i>	
Double	785	1,200	7	0.95	7,500	835	

POD H

Weighted Vertical Demand

		<i>Trail</i>	<i>Percentage</i>	<i>Vertical</i>	<i>Weighted</i>
<i>Ability Level</i>	<i>Area (H)</i>	<i>Capacity</i>	<i>Use</i>	<i>Demand</i>	<i>Demand</i>
Intermediate	15.8	267	0.429	3,000	1,288
Advanced	22.2	312	0.502	5,500	2,759
Expert	4.7	43	0.069	7,500	518
Totals		622	1.00		4,565

Comfortable Carrying Capacity

		<i>Hourly</i>	<i>Lift</i>		<i>Weighted</i>	<i>Comfortable</i>
		<i>Capacity</i>	<i>Hours of</i>	<i>Loading</i>	<i>Vertical Demand</i>	<i>Carrying</i>
<i>Lift</i>	<i>Vertical (M)</i>	<i>(Riders/Hr)</i>	<i>Operation</i>	<i>Efficiency</i>	<i>(M/Day)</i>	<i>Capacity</i>
Detachable Quad	720	2,600	7	0.95	4,565	2,727
Quad	720	2,200	7	0.9	4,565	2,186

POD I

Weighted Vertical Demand

		<i>Trail</i>	<i>Percentage</i>	<i>Vertical</i>	<i>Weighted</i>
<i>Ability Level</i>	<i>Area (H)</i>	<i>Capacity</i>	<i>Use</i>	<i>Demand</i>	<i>Demand</i>
Intermediate	8.1	138	0.657	3,000	1,971
Expert	7.9	72	0.343	7,500	2,571
Totals		210	1.00		4,543

Comfortable Carrying Capacity

		<i>Hourly</i>		<i>Lift</i>	<i>Weighted</i>	<i>Comfortable</i>
		<i>Capacity</i>	<i>Hours of</i>	<i>Loading</i>	<i>Vertical Demand</i>	<i>Carrying</i>
<i>Lift</i>	<i>Vertical (M)</i>	<i>(Riders/Hr)</i>	<i>Operation</i>	<i>Efficiency</i>	<i>(M/Day)</i>	<i>Capacity</i>
Double	590	1,200	7	0.95	4,543	1,036

POD J

November 1997

Weighted Vertical Demand

		<i>Trail</i>	<i>Percentage</i>	<i>Vertical</i>	<i>Weighted</i>
<i>Ability Level</i>	<i>Area (H)</i>	<i>Capacity</i>	<i>Use</i>	<i>Demand</i>	<i>Demand</i>
Low Intermediate	6.8	136	0.712	2,250	1,602
Intermediate	2.1	36	0.188	3,000	565

Expert	2.1	19	0.099	7,500	746
Totals		191	1.00		2,914

Comfortable Carrying Capacity

		<i>Hourly</i>		<i>Lift</i>	<i>Weighted</i>	<i>Comfortable</i>
		<i>Capacity</i>	<i>Hours of</i>	<i>Loading</i>	<i>Vertical Demand</i>	<i>Carrying</i>
<i>Lift</i>	<i>Vertical (M)</i>	<i>(Riders/Hr)</i>	<i>Operation</i>	<i>Efficiency</i>	<i>(M/Day)</i>	<i>Capacity</i>
Double	280	1,200	7	0.9	2,914	727

POD K

November 1997

Weighted Vertical Demand

		<i>Trail</i>	<i>Percentage</i>	<i>Vertical</i>	<i>Weighted</i>
<i>Ability Level</i>	<i>Area (H)</i>	<i>Capacity</i>	<i>Use</i>	<i>Demand</i>	<i>Demand</i>
Low Intermediate	29.4	501	0.874	2,250	1,967
Intermediate	3.6	72	0.126	3,000	377
Totals		573	1.00		2,344

Comfortable Carrying Capacity

		<i>Hourly</i>		<i>Lift</i>	<i>Weighted</i>	<i>Comfortable</i>
		<i>Capacity</i>	<i>Hours of</i>	<i>Loading</i>	<i>Vertical Demand</i>	<i>Carrying</i>
<i>Lift</i>	<i>Vertical (M)</i>	<i>(Riders/Hr)</i>	<i>Operation</i>	<i>Efficiency</i>	<i>(M/Day)</i>	<i>Capacity</i>
Detachable Quad	365	2,600	7	0.95	2,344	2,692

POD L

November 1997

Weighted Vertical Demand

		<i>Trail</i>	<i>Percentage</i>	<i>Vertical</i>	<i>Weighted</i>
<i>Ability Level</i>	<i>Area (H)</i>	<i>Capacity</i>	<i>Use</i>	<i>Demand</i>	<i>Demand</i>
Novice	2.7	81	0.284	1,500	426
Low Intermediate	10.2	204	0.716	2,250	1,611
Totals		285	1.00		2,037

Comfortable Carrying Capacity

		<i>Hourly</i>		<i>Lift</i>	<i>Weighted</i>	<i>Comfortable</i>
		<i>Capacity</i>	<i>Hours of</i>	<i>Loading</i>	<i>Vertical Demand</i>	<i>Carrying</i>
<i>Lift</i>	<i>Vertical (M)</i>	<i>(Riders/Hr)</i>	<i>Operation</i>	<i>Efficiency</i>	<i>(M/Day)</i>	<i>Capacity</i>
Quad	150	2,200	7	0.9	2,037	1,021

POD M

November 1997

Weighted Vertical Demand

		<i>Trail</i>	<i>Percentage</i>	<i>Vertical</i>	<i>Weighted</i>
<i>Ability Level</i>	<i>Area (H)</i>	<i>Capacity</i>	<i>Use</i>	<i>Demand</i>	<i>Demand</i>
Low Intermediate	0.46	92	0.383	2,250	863
Intermediate	8.7	148	0.617	3,000	1,850
Totals		240	1.00		2,713

Comfortable Carrying Capacity

		<i>Hourly</i>		<i>Lift</i>	<i>Weighted</i>	<i>Comfortable</i>
		<i>Capacity</i>	<i>Hours of</i>	<i>Loading</i>	<i>Vertical Demand</i>	<i>Carrying</i>
<i>Lift</i>	<i>Vertical (M)</i>	<i>(Riders/Hr)</i>	<i>Operation</i>	<i>Efficiency</i>	<i>(M/Day)</i>	<i>Capacity</i>
Quad	260	2,200	7	0.9	2,713	1,329
Triple	260	1,800	7	0.9	2,713	1,087

POD N

November 1997

Weighted Vertical Demand

		<i>Trail</i>	<i>Percentage</i>	<i>Vertical</i>	<i>Weighted</i>
<i>Ability Level</i>	<i>Area (H)</i>	<i>Capacity</i>	<i>Use</i>	<i>Demand</i>	<i>Demand</i>
Intermediate	11.4	195	0.933	3,000	2,799
Advanced	1.0	14	0.067	5,500	368
Totals		209	1.00		3,167

Comfortable Carrying Capacity

		<i>Hourly</i>		<i>Lift</i>	<i>Weighted</i>	<i>Comfortable</i>
		<i>Capacity</i>	<i>Hours of</i>	<i>Loading</i>	<i>Vertical Demand</i>	<i>Carrying</i>
<i>Lift</i>	<i>Vertical (M)</i>	<i>(Riders/Hr)</i>	<i>Operation</i>	<i>Efficiency</i>	<i>(M/Day)</i>	<i>Capacity</i>
Double	265	1,200	7	0.9	3,167	632

POD O

November 1997

Weighted Vertical Demand

		<i>Trail</i>	<i>Percentage</i>	<i>Vertical</i>	<i>Weighted</i>
<i>Ability Level</i>	<i>Area (H)</i>	<i>Capacity</i>	<i>Use</i>	<i>Demand</i>	<i>Demand</i>
Beginner	1.8	63	1.000	750	750

Totals	63	1.00	750
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Comfortable Carrying Capacity

		<i>Hourly</i>		<i>Lift</i>	<i>Weighted</i>	<i>Comfortable</i>
		<i>Capacity</i>	<i>Hours of</i>	<i>Loading</i>	<i>Vertical Demand</i>	<i>Carrying</i>
<i>Lift</i>	<i>Vertical (M)</i>	<i>(Riders/Hr)</i>	<i>Operation</i>	<i>Efficiency</i>	<i>(M/Day)</i>	<i>Capacity</i>
Double	25	1,200	7	0.9	750	252

POD P

November 1997

Weighted Vertical Demand

		<i>Trail</i>	<i>Percentage</i>	<i>Vertical</i>	<i>Weighted</i>
<i>Ability Level</i>	<i>Area (H)</i>	<i>Capacity</i>	<i>Use</i>	<i>Demand</i>	<i>Demand</i>
Novice	10.1	303	0.518	1,500	777
Low Intermediate	14.1	282	0.482	2,250	1,085
Totals		585	1.00		1,862

Comfortable Carrying Capacity

	<i>Hourly</i>	<i>Lift</i>	<i>Weighted</i>	<i>Comfortable</i>

		<i>Capacity</i>	<i>Hours of</i>	<i>Loading</i>	<i>Vertical Demand</i>	<i>Carrying</i>
<i>Lift</i>	<i>Vertical (M)</i>	<i>(Riders/Hr)</i>	<i>Operation</i>	<i>Efficiency</i>	<i>(M/Day)</i>	<i>Capacity</i>
Detachable Six	195	3,000	7	0.95	1,862	2,090

POD Q

November 1997

Weighted Vertical Demand

		<i>Trail</i>	<i>Percentage</i>	<i>Vertical</i>	<i>Weighted</i>
<i>Ability Level</i>	<i>Area (H)</i>	<i>Capacity</i>	<i>Use</i>	<i>Demand</i>	<i>Demand</i>
Intermediate	9.5	162	0.757	3,000	2,271
Advanced	3.7	52	0.243	5,500	1,336
Totals		214	1.00		3,607

Comfortable Carrying Capacity

		<i>Hourly</i>		<i>Lift</i>	<i>Weighted</i>	<i>Comfortable</i>
		<i>Capacity</i>	<i>Hours of</i>	<i>Loading</i>	<i>Vertical Demand</i>	<i>Carrying</i>
<i>Lift</i>	<i>Vertical (M)</i>	<i>(Riders/Hr)</i>	<i>Operation</i>	<i>Efficiency</i>	<i>(M/Day)</i>	<i>Capacity</i>
Quad	275	2,200	7	0.9	3,607	1,057
Triple	275	1,800	7	0.9	3,607	864

POD R

November 1997

Weighted Vertical Demand

		<i>Trail</i>	<i>Percentage</i>	<i>Vertical</i>	<i>Weighted</i>
<i>Ability Level</i>	<i>Area (H)</i>	<i>Capacity</i>	<i>Use</i>	<i>Demand</i>	<i>Demand</i>
Novice	4.1	123	0.345	1,500	517
Low Intermediate	4.3	86	0.241	2,250	
Advanced	5.6	103	0.289	5,500	1,587
Expert	4.9	45	0.126	7,500	945
Totals		357	1.00		3,049

Comfortable Carrying Capacity

		<i>Hourly</i>		<i>Lift</i>	<i>Weighted</i>	<i>Comfortable</i>
		<i>Capacity</i>	<i>Hours of</i>	<i>Loading</i>	<i>Vertical Demand</i>	<i>Carrying</i>
<i>Lift</i>	<i>Vertical (M)</i>	<i>(Riders/Hr)</i>	<i>Operation</i>	<i>Efficiency</i>	<i>(M/Day)</i>	<i>Capacity</i>
Quad	430	2,200	7	0.9	3,049	1,955
Triple	430	1,800	7	0.9	3,049	1,599

Employee Housing: Who Needs It, What It

Costs

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Employee housing at ski areas has not received much attention in the past, primarily because there were too few areas large enough to need it or afford it. That situation is beginning to change. Established areas are starting to build housing for their employees, and new areas are including employee facilities in their master plans.

Still, there are numerous area operators, lodge owners, and ski town planners who refuse to believe that employee housing is financially worthwhile or morally necessary. Let's consider the issue more closely.

First, who needs employee housing? Obviously, if your area lies within easy commuting distance of a major population center – as Bogus Basin does to Boise, Ida. – inexpensive housing will probably be available there, and you need not consider building your own. What's more, the majority of employees at this kind of area are usually local people anyway, permanent town residents with family and financial roots in the community – people who don't need employee housing.

Big Sky Employee Housing Plan

It's the transient workers – that group of young maids, waiters, lift attendants, ski patrollers, and instructors who used to be called ski bums – who need employee housing. For the most part, you find them at destination resorts like Sun Valley, Vail, Keystone, and Stowe, where housing for transients is expensive and often impossible to come by unless the young people are willing to join a commune for the length of the season.

But they're tough; they can take it – right? Yes, they can probably take it, but your area may suffer. (Aspen, Colo., is currently faced with a severe maid shortage as a result of inadequate housing. One lodge owner crammed five employees in a studio apartment and charged them each \$50 a month.) Unhappy employees reflect unfavorably on the total personality of an area. Grouchy lift attendants do not enhance a skier's day; grumpy waiters often spoil the soup; and peevish maids make lumpy beds.

Conversely, happy employees not only do a better job, they add to an area's atmosphere by generating zest for the sport and for mountain living.

What do transient employees really need? When compared with what urban corporations are obliged to provide their employees, not much. Besides a small salary, they need inexpensive housing, a discounted lunch, a free or substantially discounted lift pass, a free or discount uniform, and a place to socialize. (This last requirement is usually provided by the local public bars – unless the area manager makes the mistake of declaring them off-limits to his employees, a situation that has happened in the past at some areas.)

Now let's look at some companies that have used employee housing to advantage.

Associated Inns and Restaurant Co. of America (AIRCOA) owns and operates hotel facilities at many ski resort areas. The company's attitude toward its hotel staff is to offer apartments for the manager and assistant manager and provide limited bunk facilities for transient employees. AIRCOA feels it can take care of its seasonal

employees with these limited facilities by allowing short-term employees without bunk space to stay in the hotel until they find something better nearby. This is not a total answer to the problem, but where the area has not provided sufficient housing, it does take care of the hotel employees' immediate needs.

In line with this philosophy, AIRCOA's Big Sky Lodge, Big Sky, Mont., has two one-bedroom apartments for the management, two bunk rooms for the transients. These areas represent 4,096 square feet out of a total hotel area of 144,000 square feet. The pro-rated cost of \$26 per square foot represents \$106,496, or about 2.9 percent of total construction cost.

But what about the rest of the resort employees – the lift attendants and others not employed by a hotel? At many destination resorts, these represent a considerable number. Park City, Ut., has 600 employees in the winter, 300 to 400 summers. Sun Valley has 300 full-time staff, with 1,200 during peak winter months and 850 in summer. Purgatory, Colo. Employs 250 part-time and 170 full-time in winter and has a summer staff of 30 to 35, 20 of whom are full-time. At Keystone, Colo., peak winter personnel number some 380.

To provide all these beds costs money and, in a seasonal business, any additional non-recoverable capital costs must be minimized. How much can the employee pay and how much can you, an employer, subsidize? Salaries for ski area transients are usually low: \$2 to \$2.30 an hour for maids, busboys, and secretaries; \$3 to \$4 for trail maintenance workers; and \$3 to \$7.50 for ski instructors. Obviously, these salaries do not provide sufficient income to really support rental housing. At Sun Valley, each seasonal employee pays \$1.30 a night (about \$40 a month) for a two-bed dorm room with linen. At Big Sky, the Mountain Village offers four one-bedroom units and two separate men's and women's dorm areas, for a total of 80 beds. Employees pay \$50 a month for the dorm rooms, \$200 a month for the apartments. At Keystone, on-site staff pay \$240 to \$255 for two-bedroom units, including utilities. At Snowmass, a bachelor apartment goes for \$185 a month; a one-bedroom apartment with kitchenette, for \$160; and a one-bedroom with loft, for \$240. Park City's employee housing ranges from \$160 for a one-bedroom unit to \$255 for two bedrooms.

How do you determine if it's financially feasible to build employee housing? First, think of it as a typical apartment complex. Analyze the market for your potential beds and then determine the amount of income available from room rental. Remember, you will probably not have 100 percent occupancy. In fact, you'll be lucky to get 50 to 65 percent unless you can rent to construction workers off-season. Once you've determined your total possible gross income, subtract your operating costs – utilities, management fees, replacement and reserve fund, maintenance and repair, taxes, insurance, and mortgage costs.

Utilities are usually included in the rent; to provide all the units with individual meters would cost too much in the initial construction stage. The utilities include sewer, water, and electrical charges. These should take up from ten to 15 percent of the gross income from rent, depending on the type of heating you use. The management fee is usually five percent of gross income, which just covers a portion of the general corporation costs of management.

The reserve fund covers the maintenance and replacement of such items as roofs, water heaters, stoves, refrigerators, dishwashers, garbage disposals, and carpeting. This absorbs two to three percent of gross rent. The repairs and maintenance include painting and decorating, trash removal, heating repairs, and janitorial expenses. This amounts to between five and ten percent of gross rent.

The taxes vary greatly among areas, but regardless of location, they are usually high in relation to services received. Most ski areas are surrounded by public lands and served by public roads. As a result, there is little

private ownership and related tax base to support a large land mass. Sun Valley is located in a county 94 percent of which is owned by the federal government. This means that the six percent of private land has to support all the road maintenance, school districts costs, etc. The tax rate is as high as in Los Angeles, without the latter's related services. Each state is different, but the tax rate for employee housing is usually determined by taking 25 percent of the assessed valuation and then a multiple of \$5 to \$10 per \$100 of this assessed 25 percent valuation. (For example, if the market value of your housing is \$1-million, then 25 percent at that will be \$250,000, and the tax – based on \$10 per \$100 – will be \$25,000.) This should amount to between ten and 15 percent of gross rental.

The fire insurance rate will depend on the types of buildings you construct. A wooden building will have a higher rate than one made of concrete. You will have to determine the most economical way to build; then relate that cost to the fire insurance rate to see if a more fireproof building and higher initial cost would be offset over a period of time by savings in yearly insurance premiums. Multiply your yearly insurance savings by ten percent to determine what you can afford to spend initially for more fireproofing. For example, a \$5,000 yearly savings in insurance will justify a \$50,000 initial cost for more fireproofing during construction. The insurance rates should be between one and three percent of gross rental.

The mortgage is your largest single cost item. It is usually 60 to 80 percent of what your banker or lender considers the net worth of your employee housing. To determine the total projected value of your housing, add your land cost or value, site improvement costs such as surveys, soil tests, parking, sewer, water, landscaping, recreational amenities if any, your construction costs, consultants' fees, construction interest, permits, and title costs.

The mortgage cost should range between 50 and 55 percent of your gross rental. If it does, your project should break even. The greatest variable of your development is the general construction cost. This will represent from 55 to 65 percent of the project's capital cost. The secret is to build cheap! A construction cost for employee housing of \$30 per square foot will make the project economically unsound. Big Sky has a floor plan which minimizes construction cost of utilities by providing gang toilets and showers on each floor; this maximizes building efficiency in terms of rentable area to total area. The more common area you build, the larger the common costs that have to be borne by the rental units.

The construction cost at Big Sky was about \$18 per square foot for the building alone. At Purgatory, the employee housing apartments over the commercial area cost about \$21 per square foot. At Big Sky, the minimum rental is \$50 a bed per month, while at Purgatory the apartments rent for \$175 a month. Neither facility was designed to make a profit, but each was built to fill a need and to provide convenience for the people who live there.

Some ski areas build their employee housing and charge the cost of the housing over the total cost of the project. They allocate the cost as an incremental cost per acre or per condominium, which will be sold over time. If you take this approach, don't forget to add the cost of long-term financing to the initial cost of employee housing – someone has to pay for the cost of money over the long term, and it might as well be future buyers of your real estate.

The permanent, married employee presents a more difficult housing problem. Employees with families would find it awkward living in a condominium or hotel unit at the site of the resort. The cost of construction and land for one single family lot and house as a part of your development is expensive for anyone. In most areas, the majority of permanent employees live off the resort site, in housing that is cheaper than what is available close to the lifts. In Sun Valley, permanent employees reside in Hailey or Ketchum, 12 and two miles from the area, respectively.

Many areas give their employees a discount on lots and condominiums – usually about ten percent, equivalent to the real estate sales commission. A minority of areas will even subordinate the land (allow the employee to build on the company’s land without holding title to it) and provide a line of credit in establishing loans for their key employees.

Transportation and parking for employees is another concern. Each employee’s car in the parking lot costs the area money by taking that much space away from paying customers. If you can locate the transient-employee housing within a quarter-mile walk of the area’s major facilities, you will help to cut down the amount of employee parking.

A shuttle-bus system connecting the surrounding area and housing developments with your area will also help reduce the need for employee parking spaces. Sun Valley has such a bus service which connects the towns around the area. About 50 percent of the permanent employees in those towns use the recently Initiated system. At Park City, the employees share the shuttle-bus system with the guests (on a stand-by basis). At Keystone, most employees live in the Dillon area, six miles from the property, and commute via a free shuttle bus which is also shared by guests. The operating costs of these bus services are usually borne by the ski area – either written off against lift-ticket revenue or paid for by the area association.

In the final analysis, it is up to the area operator to decide: 1) where he wants his employee housing to stand, and 2) how much of it – if any – he wants to subsidize. The better the facilities he can provide for his employees, the better he’ll serve the needs of his guests.

Garibaldi Highway Plan and Profile Design Drawings

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Squamish-Lillooet Regional District

SOLID WASTE MANAGEMENT PLAN

Submitted to BC Ministry of Environment

October 28, 1996

1.0 INTRODUCTION

1. BACKGROUND

In 1989 the Provincial Government amended the Waste Management Act, requiring Regional Districts to submit a Solid Waste Management Plan (the Plan) by December 31, 1995. In addition, the Cabinet endorsed a strategy to reduce the total provincial amount of municipal solid waste requiring disposal by 50% by the year 2000, through the reduction, reuse, recycling, and recovery of solid wastes. The Squamish-Lillooet Regional District (Regional District) and its incorporated member municipalities intend to have a Solid Waste Management Plan prepared for the entire Regional District.

For the purpose of composing the Plan, the Regional District retained the services of UMA Engineering Ltd. and created a new staff position of Solid Waste Management Coordinator.

For the purpose of providing input from the public, stakeholders, the Province, and member municipalities, the Regional District established a variety of committees. The Regional District Board and technical representatives from BC Environment, local Municipalities and the Regional District formed a Steering Committee, to primarily set policy to direct the course of the Planning process. To address technical concerns, a Technical Advisory Committee was established and consisted of regional, municipal, and provincial representatives. North and South Public Advisory Committees, consisting of members from the general public, and stakeholders including a representative from each first nation band, were established to facilitate public and stakeholder input.

To facilitate a more general direct public input, numerous public discussion meetings were held during each Stage of the process. Two major Public Consultation Reports, which included minutes of the meetings, results from questionnaires, and newspaper articles and ads, were drafted to summarize and consider the general public's input. A final round of meetings was conducted in this final Stage to more specifically seek input into proposed long term contracts being considered. The meeting minutes and promotional material surrounding this last effort to gain public input is included in Appendix A.

This Regional District Plan includes information contained in reports generated in both Stages 1 and 2 of the Planning process. The Stage 1 Report identified current solid waste management practices and potential management options and was completed and endorsed by the Regional District in February, 1994. The Stage 2

Report assessed a wide variety of options for waste reduction and for residuals management. The Stage 2 Report was accepted, with minor amendments, by the Regional District Board on January 22, 1996 and was submitted to the Minister for approval on January 31, 1996.

1.2 GUIDING PRINCIPLES

The following principles are taken from the provincial waste reduction strategy contained in the BC Environment *Guide to the Preparation of Regional Solid Waste Management Plans by Regional Districts* and adopted by the Regional District:

- The consumption of material and energy resources will be set at a level which is ecologically and economically sustainable.
- The solid waste stream will be reduced to the greatest extent feasible, in accordance with the hierarchy of reduce, reuse, recycle, and consistent with local resources and the nature of the solid waste stream.
- Individuals and firms will be enabled to make environmentally sound choices about consumption or resources and generation of waste through provision of appropriate information, including user-pay and market-based incentives wherever possible.
- All policy, strategies, and facilities will be: developed through public consultation acceptable to BC Environment, and are socially acceptable and cost-effective, based on full accounting of costs and benefits, both monetary-and non-monetary.
- The goal of environmental policy is to minimize pollution.
- To finance the system the goal is to adopt a hybrid user pay system to ensure reduction occurs and phase in a full user pay system in the long term.

1.3 WASTE REDUCTION GOALS

The Regional District is committed to achieving a goal of reducing its municipal solid waste (MSW) going to disposal by at least 50% per capita by the year 2000. This goal matches the provincial goal of the same 50% reduction across the province. This Plan will be the primary policy tool in achieving our MSW reduction goals, however complementary efforts by federal and provincial initiatives, including stewardship programs, packaging reduction initiatives, and programs for beverage containers, will also assist in meeting our goal.

Based on the Stage 1 Plan report, the overall waste generation rate per capita in the Regional District is 2.9 kg/capita/day in 1991 and as such the per capita disposal goal is 1.45 kg/day. Land clearing debris that has historically been burned on-site is not included in these figures since no records of this material exist. More specifically, it was estimated that the rural residents generate waste at a rate of 0.43 tonnes/capita/year (or 1.18 kg/capita/day), and the residents of Pemberton, Squamish and Whistler generate waste at a rate of 1.2 tonnes/capita/year (or 3.29 kg/capita/day). Residents of Lillooet generate waste at a rate of 0.86 tonnes/capita/year (or 2.36 kg/capita/day).

Table 1.1 lists the projected tonnages of waste generated in the Regional District for 1991 through 2016. Table 1.2 shows a breakdown of projected population and waste tonnages for the individual electoral areas. Due to the unique resort status of Whistler, there is a disproportionate influx of visitors into the area creating a substantially higher per capita MSW production rate when based only on permanent residents. As a result an equivalent full time population was used to estimate MSW quantities for Whistler. The equivalent population for Whistler in

1995 was calculated at 17,817 or approximately 50% of the developed bed units. This equivalent population was confirmed by dividing typical per capita wastewater flows into the total annual wastewater flow received into the Whistler Wastewater Treatment Plant. Other communities within the Regional District do not have a comparable influx of part-time residents and tourists. Hence their waste generation rates are based on their permanent population base. Note that populations for the District of Lillooet and Area B have been modified as of 1997 to reflect Lillooet's boundary expansion into Area B. These projections will be periodically updated with actual measured rates to ensure accuracy in the measurement of our waste reduction success. Un-confirmed reports suggest that the population growth will exceed our projections, therefore the Plan Monitoring Committee will update these figures as they become available.

Table 1.3 shows the estimated composition of the municipal solid waste stream in the Regional District. It is estimated that demolition and construction (DC) waste is 28% of the overall MSW composition. The residential and IC&I sector share the remaining 72%, or contribute 36% each to the total waste stream. The proportion of DC will be considerably higher if land clearing wood waste were included, however it has not traditionally been measured as a waste quantity as it has typically been burned on-site. Therefore most of the land clearing wood waste including native reserves has not been included in these waste estimates.

2.2 SOUTH SOLID WASTE SYSTEM

2.2.1 3R's Programs

2.2.1.1 Promotion and Education

A diversion rate potential for these programs is not available. It is clear, however, based on other existing systems, that in order to reach the expected diversion rate a substantial promotion and education effort must be made.

The following promotion and education programs will be implemented either through a Recycling Contract or the Regional District Solid Waste Department. Local educational and promotional initiatives not included, such as educational and promotional materials for visitors and seasonal employees will be offered by member municipalities on an as needed basis. The annual cost of these programs for both the north and south is estimated at \$117,000/year. This amount would be funded as per the cost sharing structure outlined in section 3.4. These programs are summarized as follows:

Part of the South Recycling Contract

- Media campaign with advertising on local radio and in newspapers.
- Smart shopper program to advise people on selective purchasing, bulk buying, reuse, and the environmental sensitivity of various products.
- Volunteer program involving training seminars in recycling and composting for master composters and recyclers. These trained volunteers would act as reduction educators for the public. The contractor would be responsible for training these volunteers.

Regional District Administration

- Recycling Council of BC Telephone hotline - Regional District updates to RCBC about our programs.
- Bi-annual newsletter describing 3R's activities in the Regional District and providing tips on waste reduction and reuse.
- Preferential purchasing - the Regional District will provide a generic purchasing policy and program document to each municipality for its amendment and adoption. This document will guide each municipality and the Regional District towards purchasing supplies that are environmentally more friendly, costs permitting.
- Federal/provincial programs for product labeling and reduced packaging - the Regional District will draft letter to the Federal and/or provincial Government providing our input about initiatives such as these.

2.2.1.2 Reduction and Reuse Diversion Potential - 8%

The following reduction and reuse programs will be implemented through the Regional District Solid Waste Department, either directly or through a Recycling Contract. The overall cost of the recommended reduction and reuse options for both the north and south is estimated at \$52,000/year. This amount would be funded as per the cost sharing structure outlined in section 3.4.

Part of the South Regional District Recycling Contract

- Waste exchanges and reuse centres developed at the Landfills, Transfer Stations and/or depots, plus encouragement for local businesses and industries to list waste material with the provincial waste exchange. This total program will cost \$11,000 annually including capitalization. The cost of operation will be contracted out and the capital cost of installation will be borne by the Regional District.
- A Technical Assistance Program (TAP) for local businesses and industries, whereby they are assisted in carrying out audits to define their wastes and expand or initiate reduction and recycling programs. The annual cost for these programs is \$26,000.

Regional District Administration

Backyard composting - The Regional District would conduct backyard composting programs, acquire composters, and distribute them to the public through a subsidy program. The program cost is estimated at \$15,000 in the first year and \$9,000 annually thereafter. This program would not be conducted in Whistler due to unique wildlife concerns, however, worm composting which can be done inside, will be investigated further as an alternative for Whistler.

2.2.1.3 Recycling Diversion Potential-30%

Recyclables will be collected from the more densely populated residential areas at the curbside and from the current drop-off depots located within five areas throughout Squamish. In Whistler, a combination of collection from mini-collection depots at multi-family dwellings (e.g. stratas) and drop-off at larger waste depot sites such as the Mons and Function Junction compactor sites will be used. Whistler will also construct a compactor site in the Whistler Creekside area. Whistler will manage the operation of the attended compactor sites. In Area C and Pemberton the drop-off depots will be included at the Transfer Stations. Area D residents will be invited to participate in the Squamish and Whistler systems.

The Regional District will endeavor to continually expand the range of recyclables collected when feasible,

however specific recyclables currently collected will be continued with the new system as follows:

- Glass bottles, tin and aluminum cans, newspaper, glossy paper, and certain #2 plastic containers (e.g. milk jugs) will be picked up at the curbside, depots and transfer stations.
- Corrugated cardboard collection will be provided through private contract to the commercial, industrial, and institutional sectors. Cardboard drop-off will be available to the public at the depots and transfer stations.
- Areas for the drop-off of metal (e.g. appliances), and lead-acid batteries will be provided at the transfer stations and/or depots.
- Gyproc recycling currently is too costly due to the \$150/tonne charge. It is intended to dispose of this material in the Residual stream for disposal at the Rabanco Landfill and thus not recycle it. If costs for this product come down, then the Regional District will reconsider the feasibility of recycling this material.
- An area for the drop-off of tires will be provided at the transfer stations and/or depots. Tires will be recycled through BC Environment's FIRST program.

The current commercial collection system for cardboard and office bond will be continued in Squamish Whistler and Pemberton under private contract with the waste hauler. A periodic review of this system will be conducted by the Plan Monitoring Committee (Section 4.3) to ascertain the potential for increasing the service to include more recyclables, possibly through some incentives.

The recyclables may be processed for market at the Materials Recovery Facility (MRF) located at the Whistler Landfill site and/or some alternative in Squamish. However, the final destination of recyclables for processing will be determined through a review of potential local recycling contractors pursuant to the Recycling Contract.

The following services will form the final part of the South's Recycling Contract:

- Blue bag curbside collection of recyclables for single family residences located in the denser residential areas of Squamish.
- Blue bag collection of recyclables from mini-depots at multi-family dwellings located in Squamish. In Whistler this service will be available to multi-family strata developments either through private contracts or as part of the Recycling Contract.
- Collection from the major Whistler compactor sites, processing and shipment to market of recyclables collected in the igloos.
- For Area C and the Village of Pemberton, service would be provided by a drop-off depot collection system. These depots would be located at the Devine and Pemberton Transfer Station sites. Depots, more centrally located, like the depot currently located adjacent to the Capilano Highway's Yard may continue or be sited.
- Demolition, Land clearing, and Construction recycling program incentives for the private sector will be considered. Incentives could include staff time to assist in the coordination of waste exchanges, education and promotion initiatives and/or increased tipping fees for disposal. The primary incentive from incentive for these programs will be the increased tipping fees for waste disposal.

The Residual Contract discussed in section 2.5 includes the salvaging of materials from delivered waste. Based on market conditions it may become feasible to salvage certain recyclables from the refuse tipped on the transfer station floors. This salvaged material will be measured to provide a full accounting of diverted waste. Any revenue generated from this function will be to the benefit to the contractor to act as an incentive.

2.2.1.4 Centralized Composting Diversion Potential - 17%

Centralized composting is the collection of organic material from a community for composting in a central location and is considered a form of Recycling. Due its relative significance (costs, infrastructure, etc.) and its importance in reaching the 50% reduction goal, centralized composting has been discussed independently in this section. Backyard composting, on the other hand, is composting at the source, requiring much less infrastructure and land. It is for this reason that backyard composting is considered a superior method of diversion and worthy of the higher level Reduction distinction in the BC Environment 5R hierarchy. Therefore backyard composting has been incorporated in Section 2.2.1.2.

The feedstock is a very important element in the design of a centralized composting system. The simple windrow approach as discussed here is only used to compost yard waste such as limbs, grass, and leaves. Food wastes including vegetables and meats require a more sophisticated approach due to the odours generated and the attraction for wildlife. Food wastes typically are composted within sealed containers with air injected through a blower system. This system usually requires a significant tonnage to make it cost effective due to the large operating and capital investment. The site for this facility will be located near Whistler since the majority of this waste is being produced in the resort municipality. As a result of recent advances in this field and the resulting new facilities that have become available, an initial phase to conduct a review of these new advances has been adopted.

The centralized composting program (backyard composting is included in the Reduction Section 2.2) will be implemented in the following four phases. The purpose of these phases is to gain experience with the collection and composting of organics, as the feedstock is increased and expanded from phase to phase. The feedstock will expand from yard waste (e.g. leaves, grass, limbs) to eventually include all organics (e.g. cooked food, meat, animal carcasses, stumps, etc.).

The Regional District will support centralized composting initiatives from the private sector if BC Environment and Regional District requirements for these facilities are met. The long-term goal of the Regional District will be to site a large, single, central facility in the surrounding areas of Whistler away from populated areas and form a private-public partnership with a private company to manage its operation. This facility will be capable of accepting all forms of organic waste including backyard and restaurant waste.

Phase 1 - Before entering into Stage 2, the Regional District will gather more information on current centralized composting systems. This may lead to a private industry solution and alter the following Phases to centralized composting. The goals specified in these phases, however, will not change.

Phase 2 - If no site has been determined for a central facility in Phase 1 then a siting study will be initiated at the beginning of this Phase. This study will be reviewed by the Plan Monitoring Committee (identified in Section 4.3) and include all the public consultative requirements of BC Environment.

Agitated windrows would be used for the composting of dropped off yard waste at approved temporary facilities (i.e. until the main site and facility is acquired) in areas of Squamish and Whistler. The total annual cost of the program is estimated at \$109,000 and the anticipated diversion is 1.5%. If Phase 1 does not produce an alternative it may be necessary to conduct additional siting studies in Squamish and Whistler to allow for this Phase to proceed. Siting studies for windrow composting sites may be required due to potential land use conflicts at the landfill sites.

Phase 3 - Residential curbside collection of yard waste plus uncooked vegetative food waste would be instituted in Squamish. In Whistler, these organics would be collected from the multi-family residences, and would be dropped off by occupants of single family residences at the waste drop-off sites. Residential organics would be collected in aerated bins such as the Schaefer *Compostainer*" bins. Windrows would continue to be used for the composting operations. The total annual cost of Phase 3 would be approximately \$246,000 and the diversion is estimated at 2.1%.

Phase 4 - All food and non-recyclable paper-waste would be collected in addition to the yard waste and composted in an enclosed facility with sophisticated process controls and odour control. Food waste collection from restaurants and grocery stores would be implemented. The total annual cost of the Phase 4 program is estimated at \$1,115,000 and the anticipated diversion rate at about 17%.

2.2.2 Residual Management

2.2.2.1 Mixed Waste

Residual waste disposal from the south Regional District will be administered through a Residual Contract with Carney's Waste Systems for a flat rate tipping fee of \$89.28/tonne (1996 dollars) giving an estimated overall annual cost for the south Regional District of \$1,877,000 by the year 2000. It is estimated that this contract will be enacted in the spring of 1999 following the closure of the Squamish and Whistler landfills.

Since there is the potential for short-term and long-term delays in the waste flow due to such situations as landslides or labour unrest, the Regional District will make provisions for a temporary and long term contingency plan. The short-term plan would be to store waste in additional containers or areas close to the Whistler Transfer Station until the delay is over. The Regional District will investigate longer term contingencies such as the shipment of delayed waste to Wastech in Cache Creek, the Lillooet Landfill, and/or the Burnaby Incinerator.

The following transfer stations would be financed through a standard \$89.28/tonne tipping fee, operated, and/or constructed as part of the south's Residual Contract as selected by the Regional District:

- The existing D'Arcy transfer station located approximately 3 km south of D'Arcy on the Pemberton Portage Road will continue to be operated by Carney's Waste Systems (CWS) but under the southern Residual Management Contract, thus financed through the standard tipping fee. Larger truck loads of waste, often from the commercial sector, will be diverted to the Whistler System. Any new capital improvements required to handle any additional refuse will be the responsibility of the contractor.
- Pemberton will be served by a roll-off transfer station located on Hwy 99 approximately 4 km south of Pemberton. The station will be constructed and operated by CWS as part of the southern Residual Management Contract. The cost of the transfer station (not including land acquisition or the recycling facilities) will be included in the standard tipping fee. Large truck loads of waste including waste collected from the curbside collection system and commercial sector will be diverted to the Whistler System.
- Similarly, the Whistler transfer station (Figure 2), located at the Whistler Landfill will also be constructed and operated by CWS and will be paid for through the same overall tipping fee. Waste produced in Pemberton, Area C, parts of Area D (e.g. Black Tusk and Pinecrest), and Whistler will be received at this facility. Approximately 15,000 tonnes/year will be handled at this facility in 1997.
- A transfer station serving Squamish (Figure 3) located in the Squamish Industrial Park just west of Hwy 99

will handle approximately 10,000 tonnes/year in 1997. The station will be constructed and operated by Carney's Waste Systems as part of the southern Residual Management Contract. The cost of the transfer station will be included as part of the standard tipping fee. Waste from Area D (e.g. Furry Creek and Britannia Beach) and Squamish will be collected at this facility.

- The collection and transportation of garbage from the compactors at the Compactor Sites at Mons, Function Junction and Whistler Creek in Whistler to the Transfer Station would be the responsibility of the Municipality.

The Squamish Landfill currently receives waste from Lion's Bay in the Greater Vancouver Regional District (GVRD). This Plan allows for the District of Squamish to continue with this service subject to the support from the GVRD's Plan. After the Squamish Landfill is closed and the southern Residual Contract is implemented, the acceptance of this waste will be subject to the approval of both the Residual Contractor, Carney's Waste Systems, and the GVRD Plan.

2.2.2.2 Landfill Closures

The remaining landfills to be closed (not including those located on First Nations land) are the Pemberton, Whistler, and Squamish Landfills. The Pemberton Landfill (PR-7272) is scheduled to close in the summer of 1997. The Whistler (PR-7991) and Squamish (PR-5261) Landfill are scheduled to close in the spring of 1999 when grades to allow for the run-off of precipitation have been completed. Closure Plans for these above noted landfills are contained, in part, in Appendix C.

The old closed Pemberton Landfill (PR-1587) may require some additional work to ensure the site complies with BC Environment requirements. The District of Squamish has a waste wood landfill (PR-8090) which also may require some additional work to ensure closure is complete.

A recently closed private municipal landfill is located in the Britannia Beach area. BC Environment reported that this site hasn't been closed in a way that meets BC Environment requirements. Since this is a privately owned site in which the Regional District has had no involvement, the Regional District does not assume any liability for the closure of this site. In this regard the site should be closed in accordance with the existing Waste Management permit (PR-6025).

2.2.2.3 Wood Waste

The amount of municipal wood waste typically received at the landfill throughout the Regional District may be in the order of 28% of the waste stream, or approximately 11,000 tonnes in 1995. It has recently been determined through a wood waste audit that the total wood waste stream in the south Regional District alone, including the industrial sector, is approximately 150,000 m³/year (75,000 tonnes/yr.). Half of this wood waste stream is attributed to land clearing debris, and as such is part of the municipal solid waste stream.

This higher percentage of municipal wood waste is primarily a result of accounting for the additional land clearing debris that historically has not been disposed of at the landfill site but rather has been burned on site. Under the new burning restrictions, this waste may, if allowed, enter the municipal solid waste stream. This would result in an increased waste generation rate from what is currently projected. One of the functions of the Plan Monitoring Committee (Section 4.3) will be to design a system to monitor and account for this waste and relate it to the Regional District waste management goals.

Due to the common problem of wood waste disposal amongst the southern Regional District, municipalities, and the industrial sector, the Squamish Wood Waste Committee (SWWC) was formed. Representation of all major stakeholders including BC Environment and BC Forests are present on this committee. The mandate of the SWWC was to research common solutions for both the industrial and municipal sectors and through consensus make recommendations for a final solution.

After completing an extensive wood waste audit the SWWC conducted a “Call for Proposals”. The proposal for a 200 tonne per day facility provided by Pacific Waste Energy, Inc., of Burnaby, to apply a new technology to wood waste was the proposal of choice. The process involves high temperature thermal cracking of wood particles to produce a condensate termed Bio-Oil; uses include a fuel substitute, colorant for tires, and flavouring in foods.

This plant is proposed for within the Squamish area and will receive wood processed to 75 mm minus supplied by the Regional District and industrial wood processing companies. This wood must be free of contaminants such as glues, wood preservatives, and paint, however soil and rock is not of concern and will be accepted mixed in with the chipped wood. The proposal states that the goal is not to charge a tipping fee for the chipped material at the plant, however a maximum tipping fee of \$10 per tonne may be charged during the early stages of implementation.

There is considerable work to be done to site and finance this operation. Based on experience gained with plants constructed in other countries, it is projected that this plant will be able to accept processed wood waste in 2 years time.

Until this plant has been constructed, the Regional District and the municipalities will divert larger quantities of wood waste that have not been treated, painted, or glued from solid waste disposal facilities to existing wood disposal facilities (private or municipal). These quantities will not include the smaller quantities of brush and small diameter limbs that may be composted with yard waste. Dimensional lumber may be accepted for public or commercial re-use as was done at the Whistler Landfill in 1995. Non-recoverable lumber that has been painted or treated will be accepted for landfilling.

The Regional District will support the continued operation of burn pits as an interim wood waste disposal method until an environmentally superior industrial solution is implemented. These burn pits must operate in accordance with operational certificates provided by MOELP and operational plans provided by the Regional District. These burn pits may include ones located at the Squamish Landfill (PR-5261), Sabre Pit (AA-11610), Coast Mountain Excavations’ property (PA-12823), and the Pemberton Landfill (PR-7272).

The Regional District will remove support for these burn pits as environmentally superior wood disposal facilities come on-line, including the aforementioned Bio-oil plant. This will be done on a case by case basis in consultation with the stakeholders and BC Environment through the Plan Monitoring Committee (section 4.3).

2.2.2.4 Household Hazardous Waste

BC Environment is currently setting up stewardship programs for the majority of this waste type, and as such, putting the onus on the manufacturers to dispose or recycle the waste by-products produced after the use of these hazardous products. The Regional District supports this approach and will assist with these industry initiatives whenever suitable. The Regional District will take the following actions with regard to household hazardous

waste:

- cooperate and assist in the promotion of Provincial Initiatives;
- support the initiatives of industry in collecting these wastes, such as those currently made by the Paint Care Association;
- educate the public on requirements placed on the IC&I sector by existing Regulations, such as the Waste Oil Regulation;
- educate the public about alternatives to hazardous products;
- initiate and enforce new programs to prevent this waste from entering the MSW stream and subsequent disposal in landfills;
- evaluate the feasibility of cooperative programs with the IC&I sector to collect and dispose of items where no stewardship solutions are currently available;
- and support municipal initiatives to collect and dispose of this waste through swaps and hazardous waste collection days.

3.0 ADMINISTRATION

3.1 ROLES AND RESPONSIBILITIES

The purpose of this section is to specify the roles and responsibilities of the waste management system participants. A cooperative management system between the Regional District and its member Municipalities has been designed to minimize government staffing and contract the majority of work out to private enterprise. In general, the Regional District will manage the larger contracts and facilities and administer some of the reduction programs. The Municipalities will be responsible for the management of some initiatives specific to their areas when local management is an advantage.

The Squamish-Lillooet Regional District and the municipalities support the philosophy of establishing a full user fee system to generate revenue for the municipal solid waste budgets. As tipping fees are raised throughout the Regional District there will be close monitoring of the ramifications of these increases such as illegal dumping. For example, within the Resort Municipality of Whistler, there are numerous parks and convenient waste disposal locations for tourists, however these depositories represent potential illegal dump sites and an attraction for the local black bear population (a major problem in Whistler).

Specific contracts are discussed in Section 3.3.

3.1.1 Northern Region

3R's Programs

The Regional District will be responsible for administering programs and major contracts that deal primarily with the education, promotion, reduction and reuse programs.

The depot collection, processing, and transport to markets of recyclables and compostables will be the responsibility of the Regional District within the District of Lillooet. Recyclables and compostables collected at

the Transfer Stations will primarily be the responsibility of volunteer Recycling Groups, although this responsibility will be periodically re-evaluated.

The management of curbside collection programs will primarily be the responsibility of Municipalities or through private contract with residents, unless there is an advantage for Regional District management.

The operation of the central composting facility at the landfill is the responsibility of the Regional District.

Residuals

The Transfer Station and Landfill operation will be the responsibility of the Regional District through the various contracts. The management of curbside collection programs will be either the responsibility of Municipalities or a Contractor through private contracts with residents.

The closure of the Gold Bridge Landfill will be the responsibility of the Regional District. Wood disposal/processing facilities will be the responsibility of the Regional District at the Landfill.

3.1.2 Southern Region

3R's Programs

The Regional District will be responsible for administering programs and major contracts that deal primarily with the education, promotion, reduction, and reuse programs. Additionally, Municipalities will finance some local initiatives, when there is a need to supplement the Regional District efforts in their areas. These initiatives would follow the standards set in the Plan.

The depot collection, processing, and transport to markets of recyclables and compostables will be the responsibility of the Regional District. The management of curbside collection programs will primarily be the responsibility of Municipalities or through private contract with residents, unless there is an advantage for Regional District management. The operation of the compactor sites will be the responsibility of Whistler.

The siting and operation of a central composting facility will be the responsibility of the Regional District. A Contract for a private company to operate such a facility could be managed by a Municipality if local control is an advantage.

Residuals

The Transfer Station collection, processing, and transportation out of the Regional District of garbage to the Roosevelt Landfill in Washington will be the responsibility of the Regional District through the Residual Contract. The management of curbside collection programs will be either the responsibility of Municipalities or a Contractor through private contracts with residents. The collection and disposal of waste collected at the compactor sites in Whistler will be the responsibility of the Municipality.

The closure of the Pemberton, Whistler, and Squamish landfills will be the responsibility of the Regional District, Whistler, and Squamish, respectively.

The diversion of wood waste to privately operated wood disposal processing facilities will be the responsibility of the Regional District.

The tipping fee differential between this Regional District and the Greater Vancouver Regional District and its impact on waste flows will be carefully monitored and evaluated by the Regional District. Tipping fees may need to be altered to prevent the flow of waste into other Regional Districts. All waste created within this Regional District is to be collected and disposed of in SLRD facilities.

3.1.3 Strategies for Dealing with Illegal Dumping

Illegal dumping is common practice in the more rural areas of this Regional District and in the more urban areas. Within rural areas it typically results in litter scattered by wind and wildlife throughout the bush and in the urban areas commercial garbage bins fill up faster and cost the company more money for disposal.

In general there are two motivating factors for illegal dumping: facilities are not in a convenient location or the hours do not allow for disposal at that time in the proponents schedule; and/or the proponent does not want to pay for a tag or tipping fee.

Experience suggests that illegal dumping will increase in an area where dumping has occurred. In other words, people feel more comfortable putting garbage in an area where garbage already exists. The most frequent type of illegal dumping is garbage put at the gate to a transfer station or landfill.

When fees are directly charged for the disposal of garbage then illegal dumping will increase. The Nanaimo Regional District has demonstrated that with the institution of a user pay system the rate of illegal dumping increased substantially; however with an aggressive enforcement and education campaign the rate of illegal dumping returned to pre-user pay levels.

The Powell River Regional District convened a task force to deal with their illegal dumping problem and came up with a good strategy. After review of this strategy this Regional District adopted many of its initiatives as follows:

- Waive tipping fees for groups and individuals collecting roadside waste/illegal dump site waste, subject to prior authorization from the Regional District. This type of waste is obvious and can be readily identified by the person staffing the weigh scale.
- Provide convenient drop off for fridges and freezers at the transfer station, with a fee charged to cover the cost of freon extraction by a qualified technician.
- Utilize local media sources (e.g. newspaper, radio, local television) to promote awareness about illegal dumping. Ask residents to report suspicious activities such as pick-up trucks full of garbage heading up logging roads.
- Provide immediate inspection of reported illegal dump sites. Where feasible, clean up sites quickly to prevent them from being perceived as acceptable dumping grounds. When appropriate, illegal dump sites can be photographed and dated for future reference. Local groups (e.g. boy scouts) may be approached to clean up sites as a fund-raising activity.
- Send a letter of warning to those whose garbage is found illegally dumped. If appropriate, their names will be published if it happens a second time.
- Help promote the annual Pitch-In campaign.

- Make extensive use of signage and other informational materials to inform residents that illegal dumping is prohibited and responsible parties are subject to various penalties.
- The Regional District will investigate the feasibility of requiring contractors to provide receipts showing all waste materials were disposed of at a permitted facility. This may be possible through Building Inspection department and final occupancy permitting.
- The Regional District will urge the provincial government to step up enforcement of existing provincial legislation aimed at controlling this activity, (i.e. the Litter Act and the Highways Scenic Act) and to increase and levy fines.
- Should illegal dumping persist, the District may consider establishing a program of fines and other penalties.

The Regional District will be responsible for illegal dumping in the Region. The municipalities will be responsible for illegal dumping within their jurisdictions.

3.2 BYLAWS

This section lists and describes the intent of a number of Bylaws that may prove useful in regulating and controlling solid waste management activities in the Regional District. Some draft bylaws are contained in Appendix D.

3.2.1 Fees

The District of Squamish and Resort Municipality of Whistler will be responsible for implementing a user pay system to collect fees for the disposal of refuse.

The cost recovery method for all reduction programs and administration will be through some system of requisition based on area waste generation rates. This will assist in diversion since no tipping fee for residential compostables or many recyclables will be charged. Gypsum, tires, appliances, and wood waste will be charged on a user pay basis.

The primary cost recovery for residuals in the south will be through a direct tipping fee charge, however to finance the closure of the Pemberton, Whistler, and Squamish landfills some form of requisition may be required by each jurisdiction. In the north participants in the northern regional system will pay either by requisition or tipping fee according to their waste generation rates. The District of Squamish will be responsible for implementing a user pay system to collect fees for the disposal of refuse at the landfill.

Bylaws covering the acquisition of these fees require flexibility due to the variability of waste generation rates and recyclable market revenues. Fee contributions will be negotiated between the Regional District and the municipalities based on agreed cost sharing formulas. Therefore to build in a simple mechanism to allow for periodic rate changes the bylaws will have a provision allowing for rate changes by Board and Council resolutions.

The following is a list of bylaws required by the Board and Councils to collect fees to finance the waste management system:

- i. Regional District North - All jurisdictions will participate in the Landfill disposal function and contribute fees on the basis of scaled waste generation weights from each area; The collection of disposal fees is discussed specifically for each following function. Collection of fees by requisition in Electoral Areas and municipalities for 3R's programs and administration of the system.
- ii. Gold Bridge Transfer Station - Fees for transfer station operation and disposal at the Lillooet Landfill will be by requisition and tipping fee for commercial and non-resident users.
- iii. Seton Portage Transfer Station - Fees for transfer station operation and disposal at the Lillooet Landfill will be by requisition. A user pay system will be considered at a later time.
- iv. Lillooet Landfill - Fees for the landfill will be collected from each participant (Area A, B, and District of Lillooet) on the basis of scaled waste weight generated. Each jurisdiction will be responsible for the funds through some collection method (e.g. can limits and/or bag tags in the District of Lillooet). Fees will also be collected from participating members dropping off waste at the landfill as a tipping fee.
- v. Regional District South - Collection of fees by requisition in Electoral Areas and municipalities for 3R's programs and administration of the system. Residual disposal fees will be collected on a full user pay basis as the new system is implemented after landfills are closed. Under Residual Contract the contractor will collect tipping fees as an agent of the Regional District at all facilities.
- vi. Municipalities - The municipalities will require bylaws to collect fees for 3R's program for either transfer to the Regional District and/or use for specific jurisdictional initiatives.

3.2.2 System Operations

For new systems being installed bylaws will be required to ensure proper operation and compliance with the Solid Waste Management Plan and Operational Certificates produced by BC Environment. Therefore bylaws would be produced for the operation of the Gold Bridge and Seton Portage Transfer Stations, the southern Residual Contract, and the southern Recycling Contract. All system operations bylaws will include definitions of various waste products such as bio-medical wastes, controlled wastes, C/D wastes, garden wastes, hazardous wastes, land clearing wastes, prohibited wastes, radioactive wastes and reactive wastes.

System Operation bylaws will include specifications for the mode of operation, bin sizes, safety, acceptable wastes, and wildlife control including a program to avert human/bear conflict.

3.2.3 Anti-Scavenging

Scavenging of recyclable products when market demand is high is a common problem. As a result, an anti-scavenging bylaw which could be adopted by all of its member municipalities will be composed. It is noted that this bylaw will be very difficult to enforce.

3.2.4 Illegal Dumping and Burning

An illegal dumping strategy is discussed in Section 3.1.3. Typically as tipping fee rates are increased the incidence

of illegal dumping and the burning (backyard and fireplace) of garbage increases. Education will be the Regional District’s primary mechanism for dealing with these issues, however experience dictates that a bylaw allowing for the penalization of illegal dumpers and burners may be necessary to successfully reverse the increases.

It is noted that the enforcement of the current Litter Act has been largely unsuccessful and penalties have been marginal at best. Therefore the Regional District will consult with legal council, expert in this area, to determine if this type of a bylaw is enforceable.

3.3 CONTRACTS

3.3.1 3R’s Contracts

The north and south Regional District will have 3R’s contracts that combine promotion, education, reduction and reuse programs along with the operation of the systems to collect, process and transport recyclables to market. It is anticipated that the north recycling contract will be managed by the Garbage to Gold Recycling Society. The south recycling contract may be tendered in part, or as one contract for the south.

The final contract will be completed in consultation with the Plan Monitoring Committees. The following is a summary of programs to be included within each contract. For more detailed explanations of these programs refer to Section 2. A portion of this draft contract is contained in Appendix E.

Table 3.3.1: Regional District Recycling Contracts

NORTH RECYCLING CONTRACT	SOUTH RECYCLING CONTRACT
<p><i>Promotion and Education</i></p> <ul style="list-style-type: none"> ● smart shopper program ● volunteer programs 	<ul style="list-style-type: none"> ● media campaign ● smart shopper program ● volunteer programs
<p><i>Reduction and Reuse</i></p> <ul style="list-style-type: none"> ● waste exchanges ● technical assistance programs ● bulky goods recycling program ● DLC recycling program assistance 	<ul style="list-style-type: none"> ● waste exchanges ● technical assistance programs ● bulky goods recycling program ● DLC recycling program assistance
<p><i>Residential Collection</i></p> <ul style="list-style-type: none"> ● curbside collection in Lillooet ● depot collection in Lillooet 	<ul style="list-style-type: none"> ● curbside collection in Squamish ● depot collection in Squamish, Whistler, and Pemberton

<p><i>Processing</i></p> <ul style="list-style-type: none"> ● process all recyclables for market ● optional use of Whistler recycling facility ● optional private use of facility in Squamish 	<ul style="list-style-type: none"> ● process all recyclables for market ● optional use of Whistler recycling facility ● optional private use of facility in Squamish
<p><i>Marketing</i></p> <ul style="list-style-type: none"> ● transport recyclables to markets 	<ul style="list-style-type: none"> ● transport recyclables to markets
<p><i>Administration</i></p> <ul style="list-style-type: none"> ● monthly reports on recyclable quantities, and progress of other programs 	<ul style="list-style-type: none"> ● monthly reports on recyclable quantities, and progress of other programs

3.3.2 Waste Residual Contracts

The Regional District will administer two primary Residual Management Contracts: the south Regional District contract with Carney’s Waste Systems to ship garbage collected at Transfer Stations through an intermodal system to the Roosevelt Landfill in Washington State; and the contract to operate the Lillooet and Area B Landfill.

The contract with Carney’s Waste Systems to ship waste to the Roosevelt Landfill will be phased in, following the closure of the Pemberton, Whistler, and Squamish Landfills. The tasks included in this contract are briefly specified in Table 3.3.2. A portion of this draft contract is contained in Appendix E.

Table 3.3.2: Provisions of the South Residual Contract

<p>Acquisition of property for the Squamish Transfer Station.</p>
<p>Installation of the Pemberton, Whistler, and Squamish Transfer Stations.</p>
<p>Operation of the Devine, Pemberton, Whistler and Squamish Transfer Stations.</p>
<p>Transportation of waste from the Devine and Pemberton Transfer Stations by truck to the Whistler Transfer Station</p>
<p>Transportation of waste by intermodal truck from the Squamish and Whistler transfer stations to the B.N. Railway station in Surrey.</p>

Transportation of waste by intermodal train and truck from the BNR station in Surrey to the Roosevelt landfill

Disposal of Regional District residual waste in the Roosevelt landfill

Monthly and annual reports to the Regional District on the facility operation, waste quantities disposed of, and funds collected.

To complete the management of the residual systems other smaller residual contracts will be required as follows:

- Residential curbside collection in Squamish
- Compactor garbage disposal from the Whistler depots
- Gold Bridge transfer station operation
- Gold Bridge and Seton Portage transport of residuals to the Lillooet Landfill
- Management of the Seton Portage Transfer Station
- Commercial and residential collection in Lillooet

3.4 STAFF REQUIREMENTS

The major contracts for the 3R's programs (promotion, education, reduction, reuse, and recycling) and for waste residual disposal will be administered by the Regional District. Getting the contracts up and running smoothly will require considerable additional staff time on the part of the Regional District above and beyond the existing dedicated 50% Solid Waste Management Coordinator. A two-year contract position for a Recycling Coordinator will be filled in early 1997 at a budget not to exceed \$80,000/yr. including benefits/expenses. The need to maintain this contract position will be evaluated after eighteen months. The primary duties of the position will include:

- a. Reviewing and making recommendations for approval of the 3R's Contractor's proposed programs for promotion and education.
- b. Carrying out the implementation of 3R's programs specific to each area outside of the Recycling Contract to be administered by the Regional District including assisting the Municipal employees responsible for implementing local programs.
- c. Reviewing work done and approving monthly payments to the 3R's Contractor.
- d. Categorizing and tabulating the quantities of materials recycled.
- e. Estimating and recording the diversion success of all 3R's programs.
- f. Being the primary 3R's Coordinator and as such working with local recycling groups, schools, and the media. Local volunteers will play a large part in the success of reduction programs.

To carry out bylaw enforcement a part-time bylaw officer position will be filled in early 1997. A budget not to exceed \$45,000/yr. has been reserved to cover salary and expenses. The primary function of this officer will be to enforce waste management bylaws as noted in section 3.2. This originally full time position was reduced due to a commitment by municipalities to conduct bylaw enforcement of this system within their own municipalities. Therefore, one of the functions of this position would be to coordinate enforcement procedures with municipal bylaw officers.

3.5 FINANCING AND COST SHARING

The following tabulated cost estimates are based on the January 22, 1996, Stage 2 Solid Waste Management Plan. Table 3.4a deals with the total system costs anticipated when the complete system has been fully implemented in the year 2000. Table 3.4b provides a summary of specific program costs to each area in the year 2000. It is noted that all numbers specified are based on approximations from programs operated across the country. The cost of various recovery and recycling programs will vary with the market price offered for the materials. Therefore all costs should be regarded as conservative estimates based on current recycling markets. When tenders are called and programs implemented the accurate costs will then be realized. It is estimated that when the entire system has been implemented a typical family of four will be paying an approximate fee of \$20 per month including collection as compared to the average current cost of \$10 per month. Since the residual disposal part of this system is based on user pay in most areas, there is opportunity for residents to reduce costs to their current levels by reducing their waste by more than 50%. The following are explanations of each table:

• Table 3.5a - Total System Cost by Year 2000

Columns 1 and 2 provide the general area of solid waste management that the specific functions fall within.

Column 3 provides the tonnes of waste, recyclables, and compost generated within the north and south Regional District, respectively. Residual and diverted waste generation rates were taken from Tables 1.1 and 1.2. Specific quantities or rates of diverted waste (recyclables and compostables) were taken from the Stage 2 Report and were listed to quantify the expected tonnes for the various components of diverted waste.

Columns 4 and 5 provide the expected percentage diversion and the associated costs of that associated program, respectively.

Column 6 calculates the actual cost per tonne needed to subsidize each waste diversion program based on the specified tipping fee rates. Column 7 provides the total subsidy needed to run the program. Note that the Regional District will completely subsidize the administration, enforcement, and 3R's Programs to ensure that diversion will occur as a result of no tipping fee on diverted materials. As experience is gained a user pay system for these materials will be considered at a later date.

Column 8 provides the amount contributed by the tipping fee user pay charges. Column 9 relates the suggested tipping fee rate to be charged at the major facilities to a standard bag of garbage.

Table 3.5a - Total System Cost by Year 2000

WASTE MANAGEMENT SERVICE		WASTE GENERATED (Year 2000) tonnes	DIVERSION	ANNUAL COST	COST PER TONNE	METHODS OF FINANCING		Unit Cost At Scale (per bag) (1)
GENERAL	SPECIFIC					By Levy	By Tipping	
SOUTH SLRD								
Residual Management	South SLRD Residual Contract	21,021	0.0%	\$1,876,755	\$89.28	\$0	\$1,876,755	\$0.67
3R's Programs	Reduce, Reuse, Recycle	18,176	38.0%	\$470,000	\$25.86	\$470,000	\$0	
Cent. Composting	South SLRD Composting	8,582	18.0%	\$1,115,000	\$54.77	\$1,115,000	\$0	
Residual Management	Pemberton Landfill Closure (3)			\$25,400		\$25,400	\$0	
Residual Management	Whistler Landfill Closure (3)			\$241,000		\$241,000	\$0	
Residual Management	Squamish Landfill Closure (3)			\$197,000		\$197,000	\$0	
Residual Management	Squamish Collection Contract (3)			\$274,000		\$274,000	\$0	
Residual Management	Whistler Compactor Sites (3)			\$60,000		\$60,000	\$0	

Total	47,779	56.0%	\$4,259,155	\$2,382,400	\$1,876,755	\$0.67
Population (equivalent) (4)	42,135					
Waste Generation Rate (kg/cap/d)	1.37					
Percent of Provincial Average	62%					

NORTH SLRD

Residual Management	Lillooet Landfill	2,102	0.0%	\$155,761	\$74.10	\$0	\$155,761	\$0.45
3R's Programs	Reduce, Reuse, Recycle (7)	1,240	36.5%	\$53,150	\$42.86	\$53,150	\$0	
Cent. Composting	Composting	52	1.5%	\$3,500	\$67.31	\$3,500	\$0	
Residual Management	Gold Bridge Landfill Closure (3)			\$12,700		\$12,700	\$0	
Residual Management	Gold Bridge Transfer Station (3)			\$55,000		\$55,000	\$0	
Residual Management	Seton Portage Transfer Station (3)			\$41,300		\$41,300	\$0	
	Total	3,394	38.1%	\$321,411		\$165,650	\$155,761	\$0.45

Population	5,188
Waste Generation Rate (kg/cap/d)	1.11
Percent of Provincial Average	50%

ENTIRE SLRD

Common Service	Recycling Coordinator	50,871	0.0%	\$80,000	\$1.57	\$80,000	\$0
Common Service	Administration (current)	50,871	0.0%	\$150,290	\$2.95	\$150,290	\$0
Common Service	Enforcement	50,871	0.0%	\$45,000	\$0.88	\$45,000	\$0
	Total			\$275,290	\$5.41	\$275,290	\$0

Tipping Fees:
North \$60.00
South \$89.28

1/ The assumed density and garbage bag volume are as follows:	Density (t/m3)	0.10
	Volume (m3)	0.075

2/ Populations are based on projections including native reserves.

3/ Functions to be financed through the participating areas only.

4/ Whistler population includes tourism component.

5/ Funding of common services would be apportioned according to the area's scaled waste generation.

6/ Funds are in 1995 dollars.

Table 3.5b - Municipal and Electoral Area Program Costs by Year 2000

Column 1 identifies the specific electoral area or municipality and the respective waste generation rate expected for the year 2000. Population and waste generation rate adjustments were made to accommodate the boundary expansion of the District of Lillooet. The District provided a current population of 2700 under the new boundaries. This resulted in a decrease to the population of Area B reported in earlier reports.

Columns 2 and 3 detail the specific program within each area and the associated tonnage generated by it based on Table 3.5a diversion rates.

Column 4 takes the tonnes in column 3 and divides by the total tonnes by all participants attributed to the program to determine a weighting factor. For functions common to the entire Regional District the weighting factor is calculated by dividing the tonnes specified in column 1 by the total tonnes of waste in the entire Regional District.

Column 5 simply applies the weighting factor to the total cost of each program to determine the actual contribution required in each area. Regional District administration programs are weighted based on the specific area tonnes as they relate to the total combined waste generated in both the north and south systems. Compost quantities generated within Area C and the Village of Pemberton were estimated at 3.0% and 7%, respectively, based on Table 7.1 in Stage 2. It was assumed that Pemberton would produce more compostables due to the restaurant component. The curbside collection portion of the North Recycling Contract was not included in the apportioned budgets for Areas A and B.

Table 3.5b - Municipal and Electoral Area Program Costs by Year 2000

AREA	PROGRAM	Tonnes Generated	Weighting Factor	TOTAL SYSTEM COST		
				Programs	Area Total	SLRD Total
South SLRD						
Squamish	South SLRD Residual Contract	8,277	39.4%	\$739,012		
	South SLRD 3R's Contract	7,157	39.4%	\$185,073		
18,814 tonnes	South SLRD Composting	3,379	39.4%	\$439,055		

Squamish Collection Contract	n/a		\$274,000
Squamish Landfill Closure	n/a	98.6%	\$194,182
SLRD Admin./Enforc.	n/a	36.7%	\$101,109

Squamish Year 2000 Total	\$1,932,431
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Whistler	South SLRD Residual Contract	11,608	55.2%	\$1,036,322
	South SLRD 3R's Contract	10,037	55.2%	\$259,528
26,383 tonnes	South SLRD Composting	4,739	55.2%	\$615,690
	Whistler Landfill Closure	n/a	100.0%	\$241,000
	Whistler Compactor Sites	n/a		\$60,000
	SLRD Admin./Enforc.	n/a	51.5%	\$141,768

Whistler Year 2000 Total	\$2,354,326
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Pemberton	South SLRD Residual Contract	487	2.3%	\$43,522
	South SLRD 3R's Contract	422	2.3%	\$10,899
1,108 tonnes	South SLRD Composting	199	2.3%	\$25,857
	Pemberton Landfill Closure	n/a	46.9%	\$11,920
	SLRD Admin./Enforc.	n/a	2.2%	\$5,955

Pemberton Year 2000 Total	\$98,153
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Area C	South SLRD Residual Contract	551	2.6%	\$49,218
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	South SLRD 3R's Contract	477	2.6%	\$12,326
1,253 tonnes	South SLRD Composting	225	2.6%	\$29,241
	Pemberton Landfill Closure	n/a	53.1%	\$13,480
	SLRD Admin./Enforc.	n/a	2.4%	\$6,734

Area C Year 2000 Total	\$110,998
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Area D	South SLRD Residual Contract	120	0.6%	\$10,723
	South SLRD 3R's Contract	104	0.6%	\$2,685
273 tonnes	South SLRD Composting	49	0.6%	\$6,371
	Squamish Landfill Closure	n/a	1.4%	\$2,818
	SLRD Admin./Enforc.	n/a	0.5%	\$1,467

Area D Year 2000 Total	\$24,065
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Total	47,831	93.4%	South SLRD Year 2000 Total	\$4,519,973
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North SLRD

Lillooet	Lillooet Landfill	1,459	69.4%	\$108,133
	North SLRD 3R's Contract	918	74.0%	\$46,510
2,415	North SLRD Composting	38	73.1%	\$2,558
tonnes	SLRD Admin./Enforc.	n/a	4.7%	\$12,979

Lillooet Year 2000 Total	\$170,179
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Area A	Lillooet Landfill	121	5.8%	\$8,966	
	North SLRD 3R's Contract	5	0.4%	\$103	
131 tonnes	North SLRD Composting	5	9.6%	\$337	
	Gold Bridge Landfill Closure	n/a		\$12,700	
	Gold Bridge Transfer Station	n/a		\$55,000	
	SLRD Admin./Enforc.	n/a	0.3%	\$704	
Area A Year 2000 Total				\$77,810	
Area B	Lillooet Landfill	512	24.3%	\$37,921	
	North SLRD 3R's Contract	322	26.0%	\$6,640	
848 tonnes	North SLRD Composting	14	26.9%	\$942	
	Seton Portage Transfer Station	n/a		\$41,300	
	SLRD Admin./Enforc.	n/a	1.7%	\$4,557	
Area B Year 2000 Total				\$91,361	
Total	3,394	6.6%	North SLRD Year 2000 Total	\$339,349	
				SLRD Year 2000 Total	\$4,859,322
				SLRD Current System Cost	\$2,088,000

1/ Weighting factors are the percentage of each program budget owed by that area based on estimated tonnes generated.

2/ Costs are based on full system implementation and 1995 dollars.

3/ Final apportioned costs will be calculated from actual scale information.

4/ Areas A and B do not contribute towards the curbside collection portion of the Recycling Contract.

Appendix 2 (Part C)

5.5 BEAR/HUMAN CONFLICT MANAGEMENT

Human/bear conflict is a major concern in this Regional District. Areas of most concern due to high local bear populations are Whistler, Pemberton, and Gold Bridge. The Regional District will deal with this issue through the formation of a Bear Management Task Force. This Task Force will include representatives (e.g. Conservation Officers, Parks Managers) from local and provincial government and local interest groups such as the Jennifer Jones Foundation and AWARE.

The mandate will be to work with major stakeholders in setting a Bear Management policy for waste management facilities. This policy would address such issues as: bear proof composting options; bear fencing; restricting access to garbage through proper containerization or methods of filling; bear control after their food source has been removed, such as a landfill closure; and facility design.

SUMMARY

PRELIMINARY ANALYSIS OF PROBABLE CONSTRUCTION COSTS

<i>Item</i>				
<i>No.</i>	<i>Description</i>	<i>Est. Quantity</i>	<i>Unit</i>	<i>Subtotal</i>
PHASE I				
I.	Area Roads			
1	Garibaldi Highway	Lump Sum	L.S.	28,836,500
2	Garibaldi Hwy/Hwy 99 Intersection	Lump Sum	L.S.	4,165,000
3	Garibaldi - Base Area Road	Lump Sum	L.S.	2,461,300

4	Garibaldi - Base Area Thru Phase I	Lump Sum	L.S.	3,919,900
5	Const Access Rd to Upper Ldg	Lump Sum	L.S.	2,272,400
6	Rough Grade Road to Maintenance Bldg	Lump Sum	L.S.	3,833,700
II.	Water Source			
1	Wells	Lump Sum	L.S.	1,800,000
III.	Water Storage			
1	5.3 Mega Litre Tank	Lump Sum	L.S.	1,200,000
IV.	Water Transportation			
1	Water Line	Lump Sum	L.S.	714,400
2	PRV Station	Lump Sum	L.S.	150,000
V.	Utility Development			
1	Outfall Line	Lump Sum	L.S.	3,100,000
2	Power Development	Lump Sum	L.S.	700,000
3	Telephone Development	Lump Sum	L.S.	500,000
VI.	Lifts			
1	Pod A - Detachable Gondola - 8	Lump Sum	L.S.	8,500,000
2	Pod B1 - Detachable Quad	Lump Sum	L.S.	2,500,000
3	Pod B2 - Detachable Quad	Lump Sum	L.S.	3,000,000
4	Pod C1 - Double	Lump Sum	L.S.	700,000
5	Pod E - Double	Lump Sum	L.S.	1,500,000

6	Pod H - Detachable Quad	Lump Sum	L.S.	4,000,000
7	Pod I - Double	Lump Sum	L.S.	3,200,000
VII.	Runs			
1	Pod A - 12 Trails	Lump Sum	L.S.	185,400
2	Pod B - 14 Trails	Lump Sum	L.S.	160,900
3	Pod C - 6 Trails	Lump Sum	L.S.	51,600
4	Pod E - 3 Trails	Lump Sum	L.S.	11,900
5	Pod H - Quad - 13 Trails	Lump Sum	L.S.	166,000
6	Pod I - 5 Trails	Lump Sum	L.S.	48,900
VIII.	Snowmaking Development			
1	Pod A	Lump Sum	L.S.	1,661,600
2	Pod B	Lump Sum	L.S.	1,594,600
3	Pod C	Lump Sum	L.S.	469,000
4	Pod E	Lump Sum	L.S.	522,600
	Design Fees (10%)	Lump Sum	L.S.	424,800
Item				
No.	Description	Est. Quantity	Unit	Subtotal
IX.	Resort Facilities & Equipment			
1	Maintenance Bldg - Structure w/Fixtures	Lump Sum	L.S.	1,250,000

	Furniture and Equipment			
2	Maintenance Bldg - Site Work	Lump Sum	L.S.	150,000
3	Snowmobiles & Groomers	Lump Sum	L.S.	1,180,000
4	Maintenance Vehicles	Lump Sum	L.S.	350,000
5	Base Lodge (BL) Site Work - Parking	Lump Sum	L.S.	2,200,000
6	BL Site Work - Landscaping/Signage	Lump Sum	L.S.	400,000
7	BL Site Work - Utilities	Lump Sum	L.S.	150,000
8	BL Site Work - Outbuilding	Lump Sum	L.S.	300,000
9	BL SSF - Facilities Construction	Lump Sum	L.S.	6,000,000
10	BL SSF - Furniture, Fixtures & Equipment	Lump Sum	L.S.	900,000
	<i>SUBTOTAL PHASE I</i>			95,230,500
<i>PHASE II</i>				
I.	Utility Development			
1	Telephone Development	Lump Sum	L.S.	100,000
II.	Lifts			
1	Pod F - Detachable Quad	Lump Sum	L.S.	3,800,000
2	Pod J - Double	Lump Sum	L.S.	1,500,000
3	Pod L - Quad	Lump Sum	L.S.	1,500,000
4	Pod O - Double	Lump Sum	L.S.	500,000

III.	Runs			
1	Pod F - 13 Trails	Lump Sum	L.S.	216,000
2	Pod J - 11 Trails	Lump Sum	L.S.	40,700
3	Pod L - 11 Trails	Lump Sum	L.S.	62,800
4	Pod O - 1 Trail	Lump Sum	L.S.	5,300
IV.	Snowmaking Development			
1	Pod F	Lump Sum	L.S.	1,800,000.00
	Design Fees (4%)	Lump Sum	L.S.	72,000
V.	Resort Facilities & Equipment			
1	Base Lodge Site Work - Landscaping	Lump Sum	L.S.	200,000
2	Snowmobiles & Groomers	Lump Sum	L.S.	1,020,000
3	Maintenance Vehicles	Lump Sum	L.S.	140,000
4	BL SSF - Facilities Construction	Lump Sum	L.S.	2,600,000
5	BL SSF - Furniture, Fixtures & Equipment	Lump Sum	L.S.	390,000
	<i>SUBTOTAL PHASE II</i>			13,946,800

<i>Item</i>				
<i>No.</i>	<i>Description</i>	<i>Est. Quantity</i>	<i>Unit</i>	<i>Subtotal</i>
<i>PHASE III</i>				
I.	AREA ROADS			

1	Rd from Phase I to Upper Hotel	Lump Sum	L.S.	16,574,000
II.	Water Source			
1	Wells	Lump Sum	L.S.	900,000
III.	Water Storage			
1	2.7 Mega Litre Tank	Lump Sum	L.S.	700,000
IV.	Utility Development			
1	Sewer Mamquam Treatment Pl Expansion	Lump Sum	L.S.	3,500,000
2	Telephone Development	Lump Sum	L.S.	100,000
V.	Lifts			
1	Pod C2 - Double	Lump Sum	L.S.	700,000
2	Pod D - Detachable Six Pack	Lump Sum	L.S.	4,200,000
3	Pod K - Detachable Quad	Lump Sum	L.S.	3,000,000
VI.	Runs			
1	Pod D - 11 Trails	Lump Sum	L.S.	184,200
2	Pod K - 11 Trails	Lump Sum	L.S.	197,400
VII.	Snowmaking Development			
1	Pod D	Lump Sum	L.S.	1,230,000
2	Pod K	Lump Sum	L.S.	1,320,000
	Design Fees (4%)	Lump Sum	L.S.	102,000
VIII.	Resort Facilities & Equipment			

1	Snowmobiles & Groomers	Lump Sum	L.S.	1,280,000
2	Maintenance Vehicles	Lump Sum	L.S.	210,000
3	BL SSF - Facilities Construction	Lump Sum	L.S.	2,600,000
4	BL SSF - Furniture, Fixtures & Equipment	Lump Sum	L.S.	390,000
5	ML SSF - Facilities Construction	Lump Sum	L.S.	4,800,000
6	ML SSF - Furniture, Fixtures & Equipment	Lump Sum	L.S.	720,000
7	Mountain Lodge Site Work	Lump Sum	L.S.	200,000
<i>SUBTOTAL PHASE III</i>				42,907,600
<i>PHASE IV</i>				
I.	Water Source			
1	Wells	Lump Sum	L.S.	3,000,000
II.	Water Transportation			
1	Water Line	Lump Sum	L.S.	188,000
2	PRV Station	Lump Sum	L.S.	30,000
III.	Utility Development			
1	Sewer Development	Lump Sum	L.S.	750,000
2	Telephone Development	Lump Sum	L.S.	100,000
<i>Item</i>				
<i>No.</i>	<i>Description</i>	<i>Est. Quantity</i>	<i>Unit</i>	<i>Subtotal</i>

IV.	Lifts			
1	Pod G - Double	Lump Sum	L.S.	2,000,000
2	Pod M - Quad	Lump Sum	L.S.	1,700,000
3	Pod N - Double	Lump Sum	L.S.	900,000
V.	Runs			
1	Pod G - 9 Trails	Lump Sum	L.S.	168,000
2	Pod M - 7 Trails	Lump Sum	L.S.	52,900
3	Pod N - 6 Trails	Lump Sum	L.S.	43,900
VI.	Snowmaking Development			
1	Pod L	Lump Sum	L.S.	630,000
	Design Fees (4%)	Lump Sum	L.S.	25,200
VII.	Resort Facilities & Equipment			
1	Snowmobiles & Groomers	Lump Sum	L.S.	60,000
2	Maintenance Vehicles	Lump Sum	L.S.	280,000
3	BL SSF - Facilities Construction	Lump Sum	L.S.	2,600,000
4	BL SSF - Furniture, Fixtures & Equipment	Lump Sum	L.S.	390,000
	<i>SUBTOTAL PHASE IV</i>			12,918,000
<i>PHASE V</i>				
I.	Water Storage			

1	1.3 Mega Litre Tank	Lump Sum	L.S.	450,000
II.	Utility Development			
1	Telephone Development	Lump Sum	L.S.	100,000
III.	Lifts			
1	Pod P - Detachable Six Pack	Lump Sum	L.S.	4,000,000
2	Pod Q - Quad	Lump Sum	L.S.	1,400,000
3	Pod R - Quad	Lump Sum	L.S.	1,800,000
IV.	Runs			
1	Pod P - 10 Trails	Lump Sum	L.S.	100,300
2	Pod Q - 8 Trails	Lump Sum	L.S.	70,600
3	Pod R - 14 Trails	Lump Sum	L.S.	133,000
V.	Snowmaking Development			
1	Pod P	Lump Sum	L.S.	840,000
2	Pod Q	Lump Sum	L.S.	590,000
3	Pod R	Lump Sum	L.S.	1,100,000
	Design Fees (4%)	Lump Sum	L.S.	101,200
VI.	Resort Facilities & Equipment			
1	Snowmobiles & Groomers	Lump Sum	L.S.	60,000
2	Maintenance Vehicles	Lump Sum	L.S.	420,000

SUBTOTAL PHASE V

11,165,100

<i>Item</i>				
<i>No.</i>	<i>Description</i>	<i>Est. Quantity</i>	<i>Unit</i>	<i>Subtotal</i>
PHASE VI				
I.	Water Transportation			
1	Water Line	Lump Sum	L.S.	94,000
2	PRV Station	Lump Sum	L.S.	30,000
II.	Utility Development			
1	Sewer Development	Lump Sum	L.S.	500,000
2	Telephone Development	Lump Sum	L.S.	100,000
III.	Resort Facilities & Equipment			
1	Maintenance Vehicles	Lump Sum	L.S.	350,000
	SUBTOTAL PHASE VI			1,074,000
PHASE VII				
I.	Area Roads			
1	Road to Southwest Community	Lump Sum	L.S.	5,291,200
2	Road to Southeast Community	Lump Sum	L.S.	8,913,100
II.	Water Storage			
1	1.9 Mega Litre Tank	Lump Sum	L.S.	500,000

III.	Utility Development			
1	Sewer Development	Lump Sum	L.S.	500,000
2	Telephone Development	Lump Sum	L.S.	100,000
<i>SUBTOTAL PHASE VII</i>				15,304,300
<i>GRAND TOTAL</i>				192,546,300

PHASE I - ROUGH GRADE ROAD TO MAINTENANCE BUILDING

<i>Item</i>						
<i>No.</i>	<i>Description</i>	<i>Est. Quantity</i>	<i>Unit</i>	<i>Unit Price</i>	<i>Subtotal</i>	<i>Comments</i>
1	Mobilization (4%)	Lump Sum	L.S.	129,000.00	129,000	
2	Clearing	5	HECTARES	8,000.00	40,000	25 m Wide
3	Topsoil Handling		C.M.	6.00	-	
4	Excavation				-	
	Common	16,500	C.M.	7.00	115,500	15 m x 2.2 km x 0.5 m
	Rock	82,500	C.M.	20.00	1,650,000	15m x 2.2 km x 2.5 m
	Overhaul	49,500	C.M.	4.00	198,000	50%
5	Retaining Walls	1,500	S.M.	135.00	202,500	
6	Road Bridges	-	EACH	1,000,000.00	-	
7	Aggregate Base Course	25,300	C.M.	34.00	860,200	11.5 m W / 250mm D

8	Bituminous Surface Course	-	S.M.	25.00	-	10 & 14 m W / 150mm D
9	Curb & Gutter	-	L.M.	40.00	-	
10	Guardrail	1,700	L.M.	65.00	110,500	80% Length
11	PVC Sanitary Sewer	-	L.M.	105.00	-	
12	Manholes	-	EACH	3,300.00	-	At 110 m Spacing
13	Sewer Lateral	-	EACH	1,300.00	-	
14	RCP Storm Drain	-	L.M.	170.00	-	At 150 m Spacing
15	Catch Basin	-	EACH	2,000.00	-	
16	Rock Excavation (Trench)	-	L.M.	50.00	-	
17	DIP Water Main	-	L.M.	150.00	-	
18	Gate Valve	-	EACH	1,300.00	-	At 300 m Spacing
19	Water Service	-	EACH	2,400.00	-	
20	Fire Hydrants	-	EACH	3,200.00	-	
21	Public Utilities Conduit Crossings	-	L.M.	40.00	-	
22	Revegetation	3	HECTARES	15,000.00	45,000	
23	Underdrain	-	L.M.	90.00	-	
24	Power and Telephone	-	L.M.	120.00	-	
25	Construction Surveying (2%)	Lump Sum	L.S.	64,000.00	64,000	
26	Erosion Control (1%)	Lump Sum	L.S.	32,000.00	32,000	

27	Miscellaneous (4%)	Lump Sum	L.S.	129,000.00	129,000	
28	Design Fees (8%)	Lump Sum	L.S.	258,000.00	258,000	
TOTAL					3,833,700	Canadian Dollars
<i>Note:</i>						
2.2 Kilometers						

PHASE I - ROAD FROM PHASE I TO UPPER HOTEL

<i>Item</i>						
<i>No.</i>	<i>Description</i>	<i>Est. Quantity</i>	<i>Unit</i>	<i>Unit Price</i>	<i>Subtotal</i>	<i>Comments</i>
1	Mobilization (4%)	Lump Sum	L.S.	557,000.00	557,000	
2	Clearing	14	HECTARES	8,000.00	112,000	25 m Wide
3	Topsoil Handling		C.M.	6.00	-	
4	Excavation				-	
	Common	40,800	C.M.	7.00	285,600	15 m x 8 km x 0.5 m
	Rock	223,200	C.M.	20.00	4,464,000	15 m x 8 km x 2.5 m
	Overhaul	132,000	C.M.	4.00	528,000	50%
5	Retaining Walls	6,000	S.M.	135.00	810,000	
6	Road Bridges	-	EACH	1,000,000.00	-	
7	Aggregate Base Course	27,600	C.M.	34.00	938,400	11.5 m W / 250mm D
8	Bituminous Surface Course	80,000	S.M.	25.00	2,000,000	10 m W / 150mm D

9	Curb & Gutter	-	L.M.	40.00	-	
10	Guardrail	6,400	L.M.	65.00	416,000	80% Length
11	PVC Sanitary Sewer	8,000	L.M.	105.00	840,000	
12	Manholes	73	EACH	3,300.00	240,900	At 110 m Spacing
13	Sewer Lateral	-	EACH	1,300.00	-	
14	RCP Storm Drain	800	L.M.	170.00	136,000	At 150 m Spacing
15	Catch Basin	-	EACH	2,000.00	-	
16	Rock Excavation (Trench)	16,000	L.M.	50.00	800,000	
17	DIP Water Main	8,000	L.M.	150.00	1,200,000	
18	Gate Valve	27	EACH	1,300.00	35,100	At 300 m Spacing
19	Water Service	-	EACH	2,400.00	-	
20	Fire Hydrants	-	EACH	3,200.00	-	
21	Public Utilities Conduit Crossings	300	L.M.	40.00	12,000	
22	Revegetation	10	HECTARES	15,000.00	150,000	
23	Underdrain	-	L.M.	90.00	-	
24	Power and Telephone	8,000	L.M.	120.00	960,000	
25	Construction Surveying (2%)	Lump Sum	L.S.	279,000.00	279,000	
26	Erosion Control (1%)	Lump Sum	L.S.	139,000.00	139,000	
27	Miscellaneous (4%)	Lump Sum	L.S.	557,000.00	557,000	Signs, Etc.

28	Design Fees (8%)	Lump Sum	L.S.	1,114,000.00	1,114,000	
TOTAL					16,574,000	Canadian Dollars
<i>Note:</i>						
8 Kilometers						
Construction quantities completed as delineated in the POPC entitled "Construction Access to Upper Lodge have been deducted from this POPC.						

PHASE I - CONSTRUCTION ACCESS ROAD TO UPPER LODGE

<i>Item</i>						
<i>No.</i>	<i>Description</i>	<i>Est. Quantity</i>	<i>Unit</i>	<i>Unit Price</i>	<i>Subtotal</i>	<i>Comments</i>
1	Mobilization (4%)	Lump Sum	L.S.	76,000.00	76,000	
2	Clearing	6	HECTARES	8,000.00	48,000	10 m Wide
3	Topsoil Handling		C.M.	6.00	-	
4	Excavation				-	
	Common	19,200	C.M.	7.00	134,400	6 m x 6.4 km x 0.5 m
	Rock	76,800	C.M.	20.00	1,536,000	6 m x 6.4 km x 2.0 m
	Overhaul	48,000	C.M.	4.00	192,000	50%
5	Retaining Walls	-	S.M.	135.00	-	
6	Road Bridges	-	EACH	1,000,000.00	-	
7	Aggregate Base Course	-	C.M.	34.00	-	

8	Bituminous Surface Course	-	S.M.	25.00	-	
9	Curb & Gutter	-	L.M.	40.00	-	
10	Guardrail	-	L.M.	65.00	-	80% Length
11	PVC Sanitary Sewer	-	L.M.	105.00	-	
12	Manholes	-	EACH	3,300.00	-	At 110 m Spacing
13	Sewer Lateral	-	EACH	1,300.00	-	
14	RCP Storm Drain	-	L.M.	170.00	-	At 150 m Spacing
15	Catch Basin	-	EACH	2,000.00	-	
16	Rock Excavation (Trench)	-	L.M.	50.00	-	
17	DIP Water Main	-	L.M.	150.00	-	
18	Gate Valve	-	EACH	1,300.00	-	At 300 m Spacing
19	Water Service	-	EACH	2,400.00	-	
20	Fire Hydrants	-	EACH	3,200.00	-	
21	Public Utilities Conduit Crossings	-	L.M.	40.00	-	10 cm CDTS Each Side
22	Revegetation	-	HECTARES	15,000.00	-	
23	Underdrain	-	L.M.	90.00	-	
24	Power and Telephone	-	L.M.	120.00	-	
25	Construction Surveying (2%)	Lump Sum	L.S.	38,000.00	38,000	
26	Erosion Control (1%)	Lump Sum	L.S.	19,000.00	19,000	

27	Miscellaneous (4%)	Lump Sum	L.S.	76,000.00	76,000	
28	Design Fees (8%)	Lump Sum	L.S.	153,000.00	153,000	
TOTAL					2,272,400	Canadian Dollars
<i>Note:</i>						
6.4 Kilometers						

PHASE I – ROAD FROM BASE AREA THROUGH PHASE I

<i>Item</i>						
<i>No.</i>	<i>Description</i>	<i>Est. Quantity</i>	<i>Unit</i>	<i>Unit Price</i>	<i>Subtotal</i>	<i>Comments</i>
1	Mobilization (5%)	Lump Sum	L.S.	161,000.00	161,000	
2	Clearing	3.5	HECTARES	8,000.00	28,000	25 m Wide
3	Topsoil Handling		C.M.	6.00	-	
4	Excavation				-	
	Common	14,000	C.M.	7.00	98,000	20 m x 1.4 km x 0.5 m
	Rock	70,000	C.M.	20.00	1,400,000	20 m x 1.4 km x 2.5 m
	Overhaul	42,000	C.M.	4.00	168,000	50%
5	Retaining Walls	1,500	S.M.	135.00	202,500	
6	Road Bridges	-	EACH	1,000,000.00	-	
7	Aggregate Base Course	4,000	C.M.	34.00	136,000	11.5 m W / 250mm D

8	Bituminous Surface Course	14,000	S.M.	25.00	350,000	10 m W / 150mm D
9	Curb & Gutter	-	L.M.	40.00	-	
10	Guardrail	1,100	L.M.	65.00	71,500	80% Length
11	PVC Sanitary Sewer	1,400	L.M.	105.00	147,000	
12	Manholes	13	EACH	3,300.00	42,900	At 110 m Spacing
13	Sewer Lateral	-	EACH	1,300.00	-	
14	RCP Storm Drain	150	L.M.	170.00	25,500	At 150 m Spacing
15	Catch Basin	-	EACH	2,000.00	-	
16	Rock Excavation (Trench)	2,800	L.M.	50.00	140,000	
17	DIP Water Main	1,400	L.M.	150.00	210,000	
18	Gate Valve	5	EACH	1,300.00	6,500	At 300 m Spacing
19	Water Service	-	EACH	2,400.00	-	
20	Fire Hydrants	-	EACH	3,200.00	-	
21	Public Utilities Conduit Crossings	100	L.M.	40.00	4,000	
22	Revegetation/Topsoil Respread	1	HECTARES	15,000.00	15,000	
23	Underdrain	-	L.M.	90.00	-	
24	Power and Telephone	1,400	L.M.	120.00	168,000	
25	Construction Surveying (3%)	Lump Sum	L.S.	96,000.00	96,000	
26	Erosion Control (2%)	Lump Sum	L.S.	64,000.00	64,000	
27	Miscellaneous (4%)	Lump Sum	L.S.	129,000.00	129,000	Signs, Etc.

28	Design Fees (8%)	Lump Sum	L.S.	257,000.00	257,000	
TOTAL					3,919,900	Canadian Dollars
Note:						
1.4 Kilometers						

PHASE I - GARABALDI BASE AREA ROAD

<i>Item</i>						
<i>No.</i>	<i>Description</i>	<i>Est. Quantity</i>	<i>Unit</i>	<i>Unit Price</i>	<i>Subtotal</i>	<i>Comments</i>
1	Mobilization (4%)	Lump Sum	L.S.	83,000.00	83,000	
2	Clearing	2	HECTARES	8,000.00	16,000	25 m Wide
3	Topsoil Handling		C.M.	6.00	-	
4	Excavation				-	
	Common	9,000	C.M.	7.00	63,000	20 m x 900 m x 0.5 m
	Rock	45,000	C.M.	20.00	900,000	20 m x 900 m x 2.5 m
	Overhaul	27,000	C.M.	4.00	108,000	50%
5	Retaining Walls	300	S.M.	135.00	40,500	
6	Road Bridges	-	EACH	1,000,000.00	-	
7	Aggregate Base Course	3,400	C.M.	34.00	115,600	15 m W / 250mm D
8	Bituminous Surface Course	12,600	S.M.	25.00	315,000	14 m W / 150mm D
9	Curb & Gutter	-	L.M.	40.00	-	

10	Guardrail	200	L.M.	65.00	13,000	
11	PVC Sanitary Sewer	900	L.M.	105.00	94,500	
12	Manholes	8	EACH	3,300.00	26,400	At 110 m Spacing
13	Sewer Lateral	-	EACH	1,300.00	-	
14	RCP Storm Drain	120	L.M.	170.00	20,400	At 150 m Spacing
15	Catch Basin	-	EACH	2,000.00	-	
16	Rock Excavation (Trench)	1,800	L.M.	50.00	90,000	
17	DIP Water Main	900	L.M.	150.00	135,000	
18	Gate Valve	3	EACH	1,300.00	3,900	At 300 m Spacing
19	Water Service	-	EACH	2,400.00	-	
20	Fire Hydrants	-	EACH	3,200.00	-	
21	Public Utilities Conduit Crossings	100	L.M.	40.00	4,000	
22	Revegetation	1	HECTARES	15,000.00	15,000	
23	Underdrain	-	L.M.	90.00	-	
24	Power and Telephone	900	L.M.	120.00	108,000	
25	Construction Surveying (2%)	Lump Sum	L.S.	41,000.00	41,000	
26	Erosion Control (1%)	Lump Sum	L.S.	21,000.00	21,000	
27	Miscellaneous (4%)	Lump Sum	L.S.	83,000.00	83,000	Signs, Etc.
28	Design Fees (8%)	Lump Sum	L.S.	165,000.00	165,000	

TOTAL

2,461,300

Canadian Dollars

Note:

900 Meters

PHASE I - GARIBALDI HIGHWAY/HIGHWAY 99 INTERSECTION

<i>Item</i>						
<i>No.</i>	<i>Description</i>	<i>Est. Quantity</i>	<i>Unit</i>	<i>Unit Price</i>	<i>Subtotal</i>	<i>Comments</i>
1	Mobilization (4%)	Lump Sum	L.S.	140,000.00	140,000	
2	Clearing	-	HECTARES	8,000.00	-	
3	Topsoil Handling		C.M.	6.00	-	
4	Excavation				-	
	Common	-	C.M.	7.00	-	
	Rock	-	C.M.	20.00	-	
	Overhaul	-	C.M.	4.00	-	
5	Retaining Walls	-	S.M.	135.00	-	
6	Road Bridges	-	EACH	1,000,000.00	-	
7	Aggregate Base Course	-	C.M.	34.00	-	
8	Bituminous Surface Course	-	S.M.	25.00	-	
9	Curb & Gutter	-	L.M.	40.00	-	
10	Guardrail	-	L.M.	65.00	-	

11	PVC Sanitary Sewer	-	L.M.	105.00	-	
12	Manholes	-	EACH	3,300.00	-	
13	Sewer Lateral	-	EACH	1,300.00	-	
14	RCP Storm Drain	-	L.M.	170.00	-	
15	Catch Basin	-	EACH	2,000.00	-	
16	Rock Excavation (Trench)	-	L.M.	50.00	-	
17	DIP Water Main	-	L.M.	150.00	-	
18	Gate Valve	-	EACH	1,300.00	-	
19	Water Service	-	EACH	2,400.00	-	
20	Fire Hydrants	-	EACH	3,200.00	-	
21	Public Utilities Conduit Crossings	-	L.M.	40.00	-	
22	Revegetation	-	HECTARES	15,000.00	-	
23	Underdrain	-	L.M.	90.00	-	
24	Power and Telephone	-	L.M.	120.00	-	
25	Construction Surveying (2%)	Lump Sum	L.S.	70,000.00	70,000	
26	Erosion Control (1%)	Lump Sum	L.S.	35,000.00	35,000	
27	Miscellaneous (4%)	Lump Sum	L.S.	140,000.00	140,000	Signs, Etc.
28	Design Fees (8%)	Lump Sum	L.S.	280,000.00	280,000	
29	Highway 99 Interchange	Lump Sum	L.S.	3,500,000.00	3,500,000	

TOTAL

4,165,000 Canadian Dollars

Note:

600 Meters

PHASE VII – ROAD TO SOUTHEAST COMMUNITY

<i>Item</i>						
<i>No.</i>	<i>Description</i>	<i>Est. Quantity</i>	<i>Unit</i>	<i>Unit Price</i>	<i>Subtotal</i>	<i>Comments</i>
1	Mobilization (4%)	Lump Sum	L.S.	300,000.00	300,000	
2	Clearing	8	HECTARES	8,000.00	64,000	25 m Wide
3	Topsoil Handling		C.M.	6.00	-	
4	Excavation				-	
	Common	24,000	C.M.	7.00	168,000	15 m x 3.2 km x 0.5 m
	Rock	120,000	C.M.	20.00	2,400,000	15 m x 3.2 k x 2.5 m
	Overhaul	72,000	C.M	4.00	288,000	50%
5	Retaining Walls	1,500	S.M.	135.00	202,500	
6	Road Bridges	-	EACH	1,000,000.00	-	
7	Aggregate Base Course	13,500	C.M.	34.00	459,000	11.5 m W / 250mm D
8	Bituminous Surface Course	47,000	S.M.	25.00	1,175,000	10 m W / 150mm D
9	Curb & Gutter	-	L.M.	40.00	-	
10	Guardrail	2,500	L.M.	65.00	162,500	

11	PVC Sanitary Sewer	4,700	L.M.	105.00	493,500	
12	Manholes	43	EACH	3,300.00	141,900	At 110 m Spacing
13	Sewer Lateral	-	EACH	1,300.00	-	
14	RCP Storm Drain	470	L.M.	170.00	79,900	At 150 m Spacing
15	Catch Basin	-	EACH	2,000.00	-	
16	Rock Excavation (Trench)	9,400	L.M.	50.00	470,000	
17	DIP Water Main	4,700	L.M.	150.00	705,000	
18	Gate Valve	16	EACH	1,300.00	20,800	At 300 m Spacing
19	Water Service	-	EACH	2,400.00	-	
20	Fire Hydrants	-	EACH	3,200.00	-	
21	Public Utilities Conduit Crossings	500	L.M.	40.00	20,000	
22	Revegetation	5	HECTARES	15,000.00	75,000	
23	Underdrain	-	L.M.	90.00	-	
24	Power and Telephone	4,700	L.M.	120.00	564,000	
25	Construction Surveying (2%)	Lump Sum	L.S.	150,000.00	150,000	
26	Erosion Control (1%)	Lump Sum	L.S.	75,000.00	75,000	
27	Miscellaneous (4%)	Lump Sum	L.S.	300,000.00	300,000	Signs, Etc.
28	Design Fees (8%)	Lump Sum	L.S.	599,000.00	599,000	
TOTAL					8,913,100	Canadian Dollars

Note:

4.7 Kilometers

1.5 Kilometers cut and graded
within POPC for Rough Grade to
Maintenance Building

PHASE VII – ROAD TO SOUTHWEST COMMUNITY

<i>Item</i>						
<i>No.</i>	<i>Description</i>	<i>Est. Quantity</i>	<i>Unit</i>	<i>Unit Price</i>	<i>Subtotal</i>	<i>Comments</i>
1	Mobilization (4%)	Lump Sum	L.S.	178,000.00	178,000	
2	Clearing	4	HECTARES	8,000.00	32,000	25 m Wide
3	Topsoil Handling		C.M.	6.00	-	
4	Excavation				-	
	Common	13,000	C.M.	7.00	91,000	15 m x 1700 m x 0.5 m
	Rock	51,000	C.M.	20.00	1,020,000	15 m x 1700 m x 2.0 m
	Overhaul	32,000	C.M.	4.00	128,000	50%
5	Retaining Walls	600	S.M.	135.00	81,000	
6	Road Bridges	-	EACH	1,000,000.00	-	
7	Aggregate Base Course	4,900	C.M.	34.00	166,600	11.5 m W / 250mm D
8	Bituminous Surface Course	17,000	S.M.	25.00	425,000	10 m W / 150mm D
9	Curb & Gutter	-	L.M.	40.00	-	

10	Guardrail	500	L.M.	65.00	32,500	
11	PVC Sanitary Sewer	1,700	L.M.	105.00	178,500	
12	Manholes	16	EACH	3,300.00	52,800	At 110 m Spacing
13	Sewer Lateral	-	EACH	1,300.00	-	
14	RCP Storm Drain	200	L.M.	170.00	34,000	At 150 m Spacing
15	Catch Basin	-	EACH	2,000.00	-	
16	Rock Excavation (Trench)	34,000	L.M.	50.00	1,700,000	
17	DIP Water Main	1,700	L.M.	150.00	255,000	
18	Gate Valve	6	EACH	1,300.00	7,800	At 300 m Spacing
19	Water Service	-	EACH	2,400.00	-	
20	Fire Hydrants	-	EACH	3,200.00	-	
21	Public Utilities Conduit Crossings	200	L.M.	40.00	8,000	
22	Revegetation	2	HECTARES	15,000.00	30,000	
23	Underdrain	-	L.M.	90.00	-	
24	Power and Telephone	1,700	L.M.	120.00	204,000	
25	Construction Surveying (2%)	Lump Sum	L.S.	89,000.00	89,000	
26	Erosion Control (1%)	Lump Sum	L.S.	44,000.00	44,000	
27	Miscellaneous (4%)	Lump Sum	L.S.	178,000.00	178,000	Signs, Etc.
28	Design Fees (8%)	Lump Sum	L.S.	356,000.00	356,000	

TOTAL

5,291,200

Canadian Dollars

Note:

1.7 Kilometers

WATER DEVELOPMENT

<i>Item</i>						
<i>No.</i>	<i>Description</i>	<i>Est. Quantity</i>	<i>Unit</i>	<i>Unit Price</i>	<i>Subtotal</i>	<i>Comments</i>
I.	Proposed Water Source Development					
1	Phase I - Wells	Lump Sum	L.S.	1,800,000.00	1,800,000	Chlorination Incl.
2	Phase III - Wells	Lump Sum	L.S.	900,000.00	900,000	Chlorination Incl.
3	Phase IV - Wells	Lump Sum	L.S.	3,000,000.00	3,000,000	Filtration Treatment Added
	Subtotal Water Source				5,700,000	
	W-225,000;PS160,000;AR30,000;TW50,000					
II.	Water Storage					
1	Phase I - 5.3 Mega Litre Tank	Lump Sum	L.S.	1,200,000.00	1,200,000	Incl. Booster Pump
2	Phase II - None Required					
3	Phase III - 2.7 Mega Litre Tank	Lump Sum	L.S.	700,000.00	700,000	Incl fire pump for UBL

4	Phase IV - None Required	Lump Sum	L.S.	-	-	
5	Phase V - 1.3 Mega Litre Tank	Lump Sum	L.S.	450,000.00	450,000	Incl. Booster Pump
6	Phase VI - None Required					
7	Phase VII - 1.9 Mega Litre Tank	Lump Sum	L.S.	500,000.00	500,000	
<i>Subtotal Water Storage</i>					2,850,000	
III. Water Transportation						
1	Phase I - Water Line	7,600	Meters	94.00	714,400	
2	Phase I - PRV Station	5	Each	30,000.00	150,000	
3	Phase II - None Required					
4	Phase III - None Required					
5	Phase IV - None Required					
6	Phase IV - Water Line	2,000	Meters	94.00	188,000	
7	Phase IV - PRV Station	1	Each	30,000.00	30,000	
8	Phase VI - Water Line	1,000	Meters	94.00	94,000	
9	Phase VI - PRV Station	1	Each	30,000.00	30,000	
10	Phase VII - None Required					
<i>Subtotal Water Transportation</i>					1,206,400	
<i>TOTAL MASTER WATER</i>					9,756,400	

UTILITY DEVELOPMENT

<i>Item</i>						
<i>No.</i>	<i>Description</i>	<i>Est. Quantity</i>	<i>Unit</i>	<i>Unit Price</i>	<i>Subtotal</i>	<i>Comments</i>
I.	Sewer Development					
1	Phase I - Outfall Line	Lump Sum	L.S.	3,100,000.00	3,100,000	
2	Phase II	Lump Sum	L.S.	-	-	
3	Phase III - Mamquam Treatment Plant Exp	Lump Sum	L.S.	3,500,000.00	3,500,000	
4	Phase III	Lump Sum	L.S.	1,000,000.00	1,000,000	
5	Phase IV	Lump Sum	L.S.	750,000.00	750,000	
6	Phase V	Lump Sum	L.S.	-	-	
7	Phase VI	Lump Sum	L.S.	500,000.00	500,000	
8	Phase VII	Lump Sum	L.S.	500,000.00	500,000	
	<i>Subtotal Sewer</i>				9,350,000	
	W-225,000;PS160,000;AR30,000;TW50,000					
II.	Power Development					
1	Phase I	Lump Sum	L.S.	700,000.00	700,000	
2	Phase II - Phase VII	Lump Sum	L.S.	-	-	
	<i>Subtotal Power Development</i>				700,000	
III.	Telephone Development					
1	Phase I	Lump Sum	L.S.	500,000.00	500,000	

2	Phase II	Lump Sum	L.S.	100,000.00	100,000
3	Phase III	Lump Sum	L.S.	100,000.00	100,000
4	Phase IV	Lump Sum	L.S.	100,000.00	100,000
5	Phase V	Lump Sum	L.S.	100,000.00	100,000
6	Phase VI	Lump Sum	L.S.	100,000.00	100,000
7	Phase VII	Lump Sum	L.S.	100,000.00	100,000
<i>Subtotal Telephone Development</i>					1,100,000
<i>TOTAL MASTER UTILITIES</i>					11,150,000

LIFTS

<i>Item</i>						
<i>No.</i>	<i>Description</i>	<i>Est. Quantity</i>	<i>Unit</i>	<i>Unit Price</i>	<i>Subtotal</i>	<i>Comments</i>
I.	Phase I					
1	Pod A - Detachable Gondola-8	Lump Sum	L.S.	8,500,000.00	8,500,000	1977 Horizontal Meters
2	Pod B1 - Detachable Quad	Lump Sum	L.S.	2,500,000.00	2,500,000	865 Horizontal Meters
3	Pod B2 - Detachable Quad	Lump Sum	L.S.	3,000,000.00	3,000,000	1340 Horizontal Meters
4	Pod C1 - Double	Lump Sum	L.S.	700,000.00	700,000	375 Horizontal Meters
5	Pod E - Double	Lump Sum	L.S.	1,500,000.00	1,500,000	1145 Horizontal Meters
6	Pod H - Detachable Quad	Lump Sum	L.S.	4,000,000.00	4,000,000	2340 Horizontal Meters
7	Pod I - Double	Lump Sum	L.S.	3,200,000.00	3,200,000	1270 Horizontal Meters

	<i>Subtotal Phase I</i>				23,400,000	
II.	Phase II					
1	Pod F - Detachable Quad	Lump Sum	L.S.	3,800,000.00	3,800,000	1670 Horizontal Meters
2	Pod J - Double	Lump Sum	L.S.	1,500,000.00	1,500,000	1083 Horizontal Meters
3	Pod L - Quad	Lump Sum	L.S.	1,500,000.00	1,500,000	670 Horizontal Meters
4	Pod O - Double	Lump Sum	L.S.	500,000.00	500,000	250 Horizontal Meters
	<i>Subtotal Phase II</i>				7,300,000	
III.	Phase III					
1	Pod C2 - Double	Lump Sum	L.S.	700,000.00	700,000	375 Horizontal Meters
2	Pod D - Detachable Six Pack	Lump Sum	L.S.	4,200,000.00	4,200,000	1310 Horizontal Meters
3	Pod K - Detachable Quad	Lump Sum	L.S.	3,000,000.00	3,000,000	1470 Horizontal Meters
	<i>Subtotal Phase III</i>				7,900,000	
IV.	Phase IV					
1	Pod G - Double	Lump Sum	L.S.	2,000,000.00	2,000,000	1730 Horizontal Meters
2	Pod M - Quad	Lump Sum	L.S.	1,700,000.00	1,700,000	840 Horizontal Meters
3	Pod N - Double	Lump Sum	L.S.	900,000.00	900,000	730 Horizontal Meters
	<i>Subtotal Phase IV</i>				4,600,000	
V.	Phase V					
1	Pod P - Detachable Six Pack	Lump Sum	L.S.	4,000,000.00	4,000,000	1090 Horizontal Meters

2	Pod Q - Quad	Lump Sum	L.S.	1,400,000.00	1,400,000	870 Horizontal Meters
3	Pod R - Quad	Lump Sum	L.S.	1,800,000.00	1,800,000	1190 Horizontal Meters
<i>Subtotal Phase V</i>					7,200,000	
<i>Total Phases I - V</i>					50,400,000	
NOTE:	Preliminary lift costs provided by Doppelmayr Lifts Ltd.					

RUNS

<i>Item</i>						
<i>No.</i>	<i>Description</i>	<i>Est. Quantity</i>	<i>Unit</i>	<i>Unit Price</i>	<i>Subtotal</i>	<i>Comments</i>
I.	Phase I					
1	Pod A - 12 Trails	30.9	Hectares	6,000.00	185,400	1977 Horizontal Meters
2	Pod B - 14 Trails	29.8	Hectares	5,400.00	160,900	865 Horizontal Meters
3	Pod C - 6 Trails	8.6	Hectares	6,000.00	51,600	375 Horizontal Meters
4	Pod E - 3 Trails	9.9	Hectares	1,200.00	11,900	1145 Horizontal Meters
5	Pod H - Quad - 13 Trails	46.1	Hectares	3,600.00	166,000	2340 Horizontal Meters
6	Pod I - 5 Trails	16.3	Hectares	3,000.00	48,900	1270 Horizontal Meters
<i>Subtotal Phase I</i>					624,700	
II.	Phase II					
1	Pod F - 13 Trails	45.0	Hectares	4,800.00	216,000	1670 Horizontal Meters

2	Pod J - 11 Trails	11.3	Hectares	3,600.00	40,700	1083 Horizontal Meters
3	Pod L - 11 Trails	15.7	Hectares	4,000.00	62,800	670 Horizontal Meters
4	Pod O - 1 Trail	1.78	Hectares	3,000.00	5,300	250 Horizontal Meters
<i>Subtotal Phase II</i>					324,800	
III.	Phase III					
1	Pod D - 11 Trails	30.7	Hectares	6,000.00	184,200	1310 Horizontal Meters
2	Pod K - 11 Trails	32.9	Hectares	6,000.00	197,400	1470 Horizontal Meters
<i>Subtotal Phase III</i>					381,600	
IV.	Phase IV					
1	Pod G - 9 Trails	28.0	Hectares	6,000.00	168,000	1730 Horizontal Meters
2	Pod M - 7 Trails	14.7	Hectares	3,600.00	52,900	840 Horizontal Meters
3	Pod N - 6 Trails	12.2	Hectares	3,600.00	43,900	730 Horizontal Meters
<i>Subtotal Phase IV</i>					264,800	
V.	Phase V					
1	Pod P - 10 Trails	20.9	Hectares	4,800.00	100,300	1090 Horizontal Meters
2	Pod Q - 8 Trails	14.7	Hectares	4,800.00	70,600	870 Horizontal Meters
3	Pod R - 14 Trails	27.7	Hectares	4,800.00	133,000	1190 Horizontal Meters
<i>Subtotal Phase V</i>					303,900	
<i>Total Phases I - V</i>					1,595,900	

SNOWMAKING DEVELOPMENT

<i>Item</i>						
<i>No.</i>	<i>Description</i>	<i>Est. Quantity</i>	<i>Unit</i>	<i>Unit Price</i>	<i>Subtotal</i>	<i>Comments</i>
I.	Snowmaking - Phase I					
1	POD A	12.4	Hectares	134,000.00	1,661,600	
2	POD B	11.9	Hectares	134,000.00	1,594,600	
3	POD C	3.5	Hectares	134,000.00	469,000	
4	POD E	3.9	Hectares	134,000.00	522,600	
	Design Fees (10%)	Lump Sum	L.S.	424,800.00	424,800	
					4,247,800	
	Subtotal				4,672,600	
II.	Snowmaking - Phase II					
1	POD F	18.0	Hectares	100,000.00	1,800,000	
	Design Fees (4%)	Lump Sum	L.S.	72,000.00	72,000	
					1,800,000	
	Subtotal				1,872,000	
III.	Snowmaking - Phase III					
1	POD D	12.3	Hectares	100,000.00	1,230,000	
2	POD K	13.2	Hectares	100,000.00	1,320,000	

	Design Fees (4%)	Lump Sum	L.S.	102,000.00	102,000
					2,550,000
	Subtotal				2,652,000
IV.	Snowmaking - Phase IV				
1	POD L	6.3	Hectares	100,000.00	630,000
	Design Fees (4%)	Lump Sum	L.S.	25,200.00	25,200
					630,000
	Subtotal				655,200
V.	Snowmaking - Phase V				
1	POD P	8.4	Hectares	100,000.00	840,000
2	POD Q	5.9	Hectares	100,000.00	590,000
3	POD R	11.0	Hectares	100,000.00	1,100,000
	Design Fees (4%)	Lump Sum	L.S.	101,200.00	101,200
					2,530,000
	Subtotal				2,631,200
	TOTAL SNOWMAKING				12,483,000

RESORT FACILITIES AND EQUIPMENT

<i>Item</i>	<i>Description</i>	<i>Est. Quantity</i>	<i>Unit</i>	<i>Unit Price</i>	<i>Subtotal</i>	<i>Comments</i>
<i>No.</i>						

I.	Maintenance Facilities & Equipment					
1	Phase I - Structure with Fixtures	Lump Sum	L.S.	1,250,000.00	1,250,000	
	Furniture and Equipment					
2	Phase I - Site Work	Lump Sum	L.S.	150,000.00	150,000	
3	Phase I - Snow Groomers	7	Each	160,000.00	1,120,000	
4	Phase II - Snow Groomers	6	Each	160,000.00	960,000	
5	Phase III - Snow Groomers	8	Each	160,000.00	1,280,000	
6	Phase I - Snowmobiles	10	Each	6,000.00	60,000	
7	Phase II - Snowmobiles	10	Each	6,000.00	60,000	
8	Phase IV - Snowmobiles	10	Each	6,000.00	60,000	
9	Phase V - Snowmobiles	10	Each	6,000.00	60,000	
10	Phase I - Maintenance Vehicles	10	Each	35,000.00	350,000	
11	Phase II - Maintenance Vehicles	4	Each	35,000.00	140,000	
12	Phase III - Maintenance Vehicles	6	Each	35,000.00	210,000	
13	Phase IV - Maintenance Vehicles	8	Each	35,000.00	280,000	
14	Phase V - Maintenance Vehicles	12	Each	35,000.00	420,000	
15	Phase VI - Maintenance Vehicles	10	Each	35,000.00	350,000	
	<i>Subtotal Maintenance Building</i>					6,750,000
II.	Base Lodge Site Work					

1	Phase I - Parking	2,200	Spaces	1,000.00	2,200,000
2	Phase I - Landscaping/Signage	Lump Sum	L.S.	400,000.00	400,000
3	Phase I - Outbuilding	Lump Sum	L.S.	300,000.00	300,000
4	Phase I - Utilities	Lump Sum	L.S.	150,000.00	150,000
5	Phase II - Landscaping	Lump Sum	L.S.	200,000.00	200,000
<i>Subtotal Base Lodge Site Work</i>					3,250,000
III.	Base Lodge & Skier Support Facilities				
1	Phase I - Facilities Construction	5,000	S.M.	1,200.00	6,000,000
2	Phase I - Furniture, Fixtures & Equipment	0.15	%	6,000,000.00	900,000
3	Phase II - Facilities Construction	2,000	S.M.	1,300.00	2,600,000
4	Phase II - Furniture, Fixtures & Equipment	0.15	%	2,600,000.00	390,000
5	Phase III - Facilities Construction	2,000	S.M.	1,300.00	2,600,000
6	Phase III - Furniture, Fixtures & Equipment	0.15	%	2,600,000.00	390,000
7	Phase IV - Facilities Construction	2,000	S.M.	1,300.00	2,600,000
8	Phase IV - Furniture, Fixtures & Equipment	0.15	%	2,600,000.00	390,000
<i>Subtotal Base Lodge & Support Facilities</i>					15,870,000
IV.	Mountain Lodge & Skier Support Facilities				
1	Phase III - Mountain Lodge	4,000	S.M.	1,200.00	4,800,000
2	Phase III - Furniture, Fixtures & Equipment	0.15	%	4,800,000.00	720,000

Base Lodges	19,000	skiers	730	365	245	365	245	183	122	183	122	610	488	730	610
Administration	2,000	s.m.	30	30	30	30	30	30	30	30	30	30	30	30	30
Maintenance	1		40	40	40	40	40	40	40	40	40	40	40	40	40
Total				6,327	3,393	6,327	3,393	4,983	2,574	4,963	2,680	5,392	2,782	8,659	5,055

Note: Density and Use Calculations are at the Anticipated Buildout Snowmaking and Irrigation Uses are not included

CORRESPONDENCE

November 6, 1997

This letter serves as an expression of Yosemite National Institutes' (YNI) interest in studying the possibility of founding an environmental education institute in the Howe Sound region.

Yosemite National Institutes is one of the largest, oldest and most well respected environmental education non profits in the United States. Our mission is to provide experiential field science programs in "Nature's Classroom" to inspire a personal connection to the natural world and responsible actions to sustain it. YNI celebrated it's 25th anniversary in 1996 and now serves over 32,000 participants annually at its three campuses in Yosemite National Park, Olympic National Park and the Golden Gate National Recreation Area in the United States. The vast majority of YNI's participants are school children aged five to eighteen who, with their teacher and school class, stay at one of our campuses for a week as part of their grade school curriculum.

In October of 1997, on the invitation of Garibaldi Alpen Resorts, two members of our senior staff traveled to the Howe Sound area to conduct a preliminary investigation to determine if the natural resources necessary for environmental education and strong community support for environmental education exist in the area.

During their visit our staff had the pleasure of meeting with a number of influential members of the Howe Sound community. Corinne Lonsdale, Mayor of Squamish, Mike Fitzpatrick, Superintendent of the Howe Sound School District, Drew Carmichael, District Manager for B.C. Parks, and Victor Elderton of the North Vancouver Outdoor School as well as many others all expressed their enthusiasm for environmental education in the Howe Sound area. We are also happy to report that our preliminary conclusion is that the natural resources for a successful institute exist in the Howe Sound region. Our stay was particularly impressed with the educational potential of the Brohm Ridge area as well as the educational possibilities of the campus of the former Coast Mountain Outdoor School.

YNI is now interested in conducting a comprehensive study of the critical factors that determine the programmatic and financial success of an environmental education institute.

We want to thank Garibaldi Alpen Resorts for their generous support of Yosemite National Institutes and their commitment to bringing environmental education to the Howe Sound region. We hope that Garibaldi Alpen resorts will continue to donate time, energy and resources to ensure that the children of the Howe Sound area develop a love for learning, self confidence and a strong sense of citizenship, environmental ethics and personal responsibility.

Sincerely,

Cale Siler

Director of Strategic Ventures

Yosemite National Institutes

Yosemite National Institutes

Core Education Documents

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[Introduction](#)

[YNI Mission Statement and Fundamental Principles](#)

[Core Education Framework](#)

[Core Competencies for Instructors](#)

[Core Objectives for Students](#)

National and State Curriculum References

(section under development)

Institute Specific Educational Syllabus

(section under development)

– General Topic Descriptions

– Listings of Resources Available to Instructors

– Teaching Strategies and Activities for Implementation

Introduction

Yosemite National Institutes (YNI) is dedicated to providing field-based environmental education programs of the highest quality, programs that take place in some of the most beautiful natural settings in the world and which are

intended to inspire participants to take an active role in environmental stewardship.

YNI conducts programs at its three campuses in Yosemite National Park, Golden Gate National Recreation Area (Marin Headlands), and Olympic National Park. It is a goal of this organization to offer environmental education to groups or individuals in our programs and to work collaboratively with our partners in the National Park Service, contributing to and supporting their interpretive mission whenever possible.

One of YNI's organizational strengths is the multi-campus structure and the inherent program variations that this allows. Programs at the different campuses vary according to their unique locations, each site focusing on the specifics of the region – local ecosystems, flora and fauna, climate, geologic history, cultural history and other aspects of their environments. The core educational framework (CEF) supports YNI's overall mission and offers the necessary guidelines for specific curricula to be developed for each institute.

The CEF has been developed and endorsed collectively within the YNI organization. It affirms a commitment to maintaining the highest possible standards within the field of environmental education. While specific program content may be unique and reflect the diversity of each campus, the organizational model, pedagogies and core themes are uniform and consistent across the organization.

The CEF represents the spirit and essence of Yosemite National Institutes and serves as a guide and reference to be used for staff evaluation, for future program development and for quality assessment of the programs.

In addition to the CEF, other documents have been and will be developed to support and extend it, including:

1 The YNI Mission Statement and Fundamental Principles

2 Core Competencies for Instructors

3 Core Objectives for Students

4 A Learning Outcomes Assessment Plan

5 National and State Curriculum References

6 Institute Specific Educational Syllabus which includes:

- General Topic Descriptions
- Listings of Resources Available to Instructors
- Teaching Strategies and Activities for Implementation

The CEF can be used as an overview for someone unfamiliar with YNI programs but will also be specific enough to be a resource for instructors, new or continuing. The CEF shall be included in staff training at each campus, and will serve as the foundation for collegial, multi-campus educational development retreats.

While significant in its scope and stature, the CEF is intended to be always a work in progress, a living document that grows with and allows for constructive change within the organization.

YNI Mission Statement and Fundamental Principles

Mission

Yosemite National Institutes (YNI) is a non-profit educational organization that provides experiential field science programs in Nature's Classroom, to inspire a personal connection to the natural world and responsible actions to sustain it.

Fundamental Principles

- 1 Teach participants about the natural world in experiential, interdisciplinary ways and use the natural sciences as a model for the pursuit of knowledge in other fields.
- 2 Provide opportunities for people to observe and describe features of the natural world while building community and a sense of citizenship.
- 3 Guide participants to develop their own conclusions about how global environmental stewardship fosters the continued existence of the natural world and the sustainability of resource use.
- 4 Empower people to take personal ownership of what they are learning, to become lifelong learners and to understand the meaning of John Muir's words: "When you try to pick out anything by itself you find it hitched to everything else in the universe".
- 5 Be role models and mentors for our participants.
- 6 Maintain our good relationship with the National Park Service.
- 7 Maintain a viable financial structure relying principally on tuition based programs.

Core Education Framework

The Mission

Yosemite National Institutes (YNI) is a non-profit educational organization that provides experiential field science programs in Nature's Classroom, to inspire a personal connection to the natural world and responsible actions to sustain it.

Program Themes

The intent of YNI programs is to inspire children and adults to think about the environment and empower them to act as responsible inhabitants of our planet.

The three broad themes of the YNI core curriculum are:

Develop a Sense of Place

Developing an awareness of place is fundamental to understanding humans and their interactions with the environment. The physical characteristics of a place are biotic and abiotic, and include components such as climate, land-forms, vegetation and wildlife. Settlement history, resource use, and the emotional and spiritual relationships that humans have with the landscape define the cultural characteristics of place. Place has a temporal component when issues like evolution, stability, and patterns of change are considered.

Particularly important to the YNI mission is enhancing understanding of the National Parks and Recreation Areas in which our work with students takes place, and the role these places serve in protecting natural and cultural resources. Also of great importance is the drawing of comparisons between these places and the urban, suburban and rural places from which our students come.

Understand Interconnections

Students must learn how physical and cultural aspects of place are inter-related in order to understand their own place and role in the environment. The study of interconnections encompasses cycles and the flow of energy and matter, as well as the interactions of human communities with natural systems. Tying local natural history to general principles of ecology helps students understand that all things are connected, including themselves, and the innumerable aspects of where and how they live.

Foster Stewardship

By developing a sense of place and an understanding of how our decisions and actions affect our environment, we believe our students are prepared to make informed decisions about their lifestyles and consumer habits, careers and volunteer service, and their involvement in the democratic process. Our institutional obligation is to encourage and inspire our students to consider a respectful, long-term perspective in their decisions, so that they serve as stewards of the environment to build a sustainable world. We will encourage participants to live, individually and collectively, in such a manner and by such means as will sustain our global environments for future generations.

Our goals are pursued in a value-fair manner.

These goals provide a foundation for the programs at each institute. They are broad ideas that can incorporate a variety of concepts and subjects, and can be taught in virtually any setting. Choices for specific activities are determined by the nuances of the program (location, length, season), the participants (age, background, interests), and the creativity of the instructor.

The goals are intended to flow in an overlapping sequential progression as listed above.

From year to year and from campus to campus, programs are coordinated to build upon previous years' experiences. Students can attend each of three campuses over three or more years, each program building sequentially upon unique ecosystems, different subject matter and new experiences.

Instructional Strategies

There are two components to the instructional strategies that compose our framework:

The Organizational Model - the specific goals, scheduling and daily structure that are the template for each individual program.

Teaching Methods - the field-based, experiential methods by which our program goals are achieved.

Organizational Model

Program Themes

Whether it is a one-day program or a week-long program and whether for children or for adults, every program is organized around a coherent theme or set of themes.

These themes are the central understandings toward which we are working and are driven by the:

1 mission of Yosemite National Institutes

2 mission of the National Park Service

3 mission of the school or client group

4 state and national education standards

They should also be:

5 developmentally appropriate

6 realistic for the timeframe available

7 agreed upon by the Institute and the client beforehand

Goals for the specific course should be set for the program as a whole, and for each teaching day. The goals should guide the establishment of measurable objectives, and be challenging to achieve for both the students and the instructor. The goals should apply to both academic/intellectual stimulation and personal/social growth.

The Teaching Days

Each teaching day has its own theme and is composed of a mix of activities and presentations that work together to:

1 support an understanding of the day's theme

2 build on the learning of the previous days

3 set the stage for future learning

4 progress toward the stated goals for the whole program

Day / Program Structure

Every program must have an intelligible structure with these components:

1 clear goals and a sequential plan for achieving them

2 an opening that clearly sets the tone and direction

3 a beginning, middle and end with logical transitions between lessons

4 a closure that summarizes the learning that has occurred and fosters students' involvement in molding the future

Evaluation

Instructors and clients should be considering the following questions in order to refine and improve the program:

1 Did we achieve our goals?

2 What worked? What didn't?

3 If we were to do this again how would we alter or modify the program design?

The Critical Catalysts

Over the years we have found that what students retain of their Institute experience is not the brilliance of our themes or the coherence of our organizational model. What they remember is the synergy of a beautiful place, a caring instructor and a learning endeavor shared with peers. It is the invigorating setting and the giving personality of our talented faculty that breathes life into the students' experiences. No matter what the particular goals of a given group or student, our people, our surroundings, and the dynamic of the students involved, will always be the essential variables.

Teaching Methods

Our program teaching must be:

1 value-fair, presenting a variety of perspectives

2 experiential

3 thematic

4 interactive and cooperative

5 oriented to maximize contact with the outdoors

6 addressed to a range of intelligences and learning styles

7 uniquely personal and individual

Our teaching must model:

8 the scientific process

9 small group cooperation

10 environmentally sound practices (Leave No Trace)

11 safe and positive outdoor experiences

12 the embracing of diversity

13 cross-discipline integration

14 an international, global perspective

Our teaching must be designed to:

15 build self-esteem and confidence

16 expand respect for others

17 encourage critical thinking and creativity

18 connect students with something larger than themselves

Our teaching will include:

19 time for personal reflection

20 acknowledgment of the social and personal gains of our students that come from meeting mental and physical challenges successfully

21 the collective and individual rewards that come with outdoor adventures

22 time to share learning

Core Competencies for Instructors

The unique and talented individuals who make up the YNI faculty share many characteristics – enthusiasm, creativity, knowledge of the natural and cultural environment, a penchant for working with people. Each instructor also brings his or her unique strengths and depth of experience to the position.

The minimum prerequisites to be considered for a YNI instructor position are:

- 1 experience working effectively with people in outdoor settings.
- 2 experience or education in the natural sciences.
- 3 current certification in first aid (at least a 24-hour course) and CPR.
- 4 minimum of a Bachelor's degree in a relevant field.

Beyond these common qualifications, the staff bring varied and valuable strengths and experiences to the educational programs at the three institutes.

Instructor competence and success depend upon:

- 5 experience at teaching in a variety of styles to a very diverse audience.
- 6 experience and skill in managing groups.
- 7 a broad working knowledge of natural and cultural history topics.

A number of topics, skills, and ideas are outlined below, listing much of the breadth of YNI "curriculum." Possibly more important than all of the skills listed is the instructor's care, thought and dedication which inspires the children and adults who participate in the program.

Pedagogy

Instructors must be able to plan and implement a daily program which is organized around a coherent theme. That theme should arise from a knowledge of the goals of the school for the program, and each successive day should build from previous days' themes and progress toward succeeding days' themes. One to five day programs all can and should be organized around:

- 1 the CEF theme or themes which best suit the goals of the school.
- 2 the students' abilities and interests.
- 3 the instructor's particular strengths.
- 4 the teaching areas and locations in our National Park settings to which the group will have access.

Instructors must understand the value of teaching in a manner which appeals to both:

- 5 multiple intelligences** and
- 6 varied learning styles.**

They should demonstrate proficiency in conveying a concept through varied lessons which incorporate those different learning styles and intelligences. Particular attention will be given to discovery-oriented or experiential learning and

problem-solving.

Group Management

Because of each moment's significance in a YNI program, the instructor's ability to read a group is pivotal to the success of a program. Part of the **"magic"** which YNI faculty help to create with students is the sense of being part of a team, within a unique and caring community.

Instructors must be able to quickly assess the group as a whole, and the individuals who make up the group in terms of:

1 academic preparedness

2 emotional preparedness

This can vary widely from group to group, and from student to student.

From there, the instructor can guide the group toward deeper understanding of environment and can facilitate the development of the group into a mutually supportive team. The most successful instructors will be able to articulate what they assess about the group, and how they have responded to the needs of the group and its individuals.

Managing challenging behaviors and attitudes requires patience, professionalism and consistency. Successful instructors will:

3 set clear expectations

4 ensure that all understand what to expect if they do not participate safely and with respect towards all people and other elements of the environment

The main purpose of "discipline" is to prevent one or two students from disrupting the others' opportunity to learn from and enjoy their experience. Whenever possible, students who need to be corrected will be addressed one-on-one, out of earshot of the rest of the group. Other approaches to challenging behavior may include:

5 providing the student with special responsibilities

6 discussing the particular needs of that child with the teacher

7 striking a deal with the student, one-on-one

8 giving a disruptive child "time-out" from the rest of the group

9 sending (or leaving) the child behind with an adult for a day

10 having parents come and collect a child (extreme circumstances, usually theft, endangering another person or refusing to cooperate after multiple warnings)

Field Science

Instructors must have a clear, in-depth understanding about the ecological concepts which are common themes for many programs. This understanding should exceed the level at which the theme is normally presented, in order to be able to respond to questions asked by more inquisitive students.

All Yosemite National Institutes programs are based on the themes mentioned in the Core Educational Framework. Instructors can also focus these themes on specific field science topics, as requested by schools. Program possibilities (and therefore instructor knowledge) include the following subject categories. (Each YNI campus maintains a syllabus based upon this framework, with local detail more fully developed).

Ecological Concepts

- food chains · predator/ prey relationships
- energy transfer · species diversity
- populations, communities and ecosystems · biomes
- habitat: requirements, types, availability · adaptations, coloration, and size
- natural ecosystem management

Botany

- life zones and plant adaptations · riparian habitat
- plant anatomy and ecology · symbiosis and parasitism
- fungi, mosses, lichens, parasites · fire and vegetation
- influence of north and south facing slopes · biotic communities plant diversity
- wildflower study, shrubs, flowering plants, · reproductive strategies:

ferns, saprophytes pollination, seed dispersal

Geology

- weathering and erosion · rock types, minerals and soils
- formation of geologic features · plate tectonics, earthquakes
- igneous, metamorphic and sedimentary rocks

Hydrology

- sedimentation and succession · hydrologic (water) cycles
- watersheds · streams, ponds, lagoons, oceans

Meteorology

- climate and weather patterns · cloud types
- air quality · precipitation: rainfall, fog, snow

- significance of the winter snow pack · forecasting: wind direction,
- factors influencing weather: pollution, barometric pressure, temperature

acid rain, El Niño, volcanoes

Forest Ecology

- fire ecology · species identification
- policies on land use · reproductive strategies
- species variety and distribution · distribution of forests and

according to physical influences: corresponding climatic conditions

water, solar exposure, etc.

Native American History and Culture

- relationship to their environment · uses of plants, skins, etc.
- food and shelter · legends and history
- comparison to mainstream culture · current status

Other Human History

- European settlement patterns and demography
- National Park Service influences

Birds

- local species identification · techniques for observation
- endangered or threatened species · migration

Mammals, Reptiles and Amphibians

- territory and home range · population dynamics
- indicator of quality of environment · adaptations and coloration

Invertebrates

- species diversity · growth stages: life cycles
- adaptations: body parts, molting · role in the natural environment

Other Academic Subjects

The field-science/ environmental education experience is the perfect setting to integrate other academic subjects through the themes being taught.

- The place and the experiential focus encourage self-expression through the arts and creative writing.
- Problem-solving requires application of reasoning, math and communication skills.

All instructors must be able to facilitate these kinds of learning as well as the science for which we are recognized.

The following are aspects of the program which every instructor should be comfortable and confident teaching:

- creative writing in this inspirational setting · drawing: pencil, watercolors
- quiet time for solitary reflection · map and compass skills
- group- building activities · debates and land use simulations
- basic astronomy · minimum impact wilderness skills

Environmental Issues

Instructors should be well-versed in the diverse scientific, economic, social and cultural perspectives regarding environmental issues such as:

- habitat destruction and diversity · multiple land use needs
- global warming/climatic change · ozone depletion
- population growth · acid deposition
- environmental racism, local and global · sustainable development
- sustainable agriculture and society · exotic vs. native species
- role of NPS in preserving natural ecosystems

Commitment to Excellence

A final requisite for success as a YNI Instructor is a commitment to excellence. It would be a rare individual indeed who is fully competent in all areas of pedagogy, group dynamics and content listed above. It is expected that first-year instructors will:

1 enter the position with a comfortable working knowledge in primary core areas and teaching and group management techniques.

2 be motivated and encouraged to grow in their position over time.

As an organization, YNI is committed to providing training opportunities to enhance the growth and professional development of its faculty, and will support the initiative of individuals to realize their fullest potential as educators.

Core Objectives for Students

Field Science/Environmental Education Programs for School Students

While every educational program provided by any of the three YNI institutes is unique, they all express a common set of core themes and objectives for the students.

Emphasis varies according to:

- 1 goals that the school has for the students.
- 2 the students' abilities.
- 3 the students' exposure to field experiences.
- 4 the individual instructor's particular strengths.
- 5 the teaching areas and locations in our National Park settings to which we have access.

Every group attending a YNI educational program can expect quality instruction, inspiring learning experiences and opportunities to enhance their perspectives on self and the planet.

The objectives for students attending YNI programs match the progression of learning which is described in the Core Educational Framework. Provided there is adequate time, all of the concepts listed below are addressed. There is both an academic and a personal side to each of these core themes. Objectives match each of the core themes in the following ways:

Sense Of Place

Academic Objectives

Students will be able to:

- 1 express an awareness of the National Parks/Recreation Areas and other environments they are visiting and how they relate to their home environment
- 2 recognize that patterns of change are constantly altering all places
- 3 describe how humans have influenced the places with which they are familiar
- 4 locate their home and the institute on a map

Personal Objectives

- 5 Students will develop a sense of their place in the group with which they are learning.

This new sense of being an essential part of a team will enable students to take the risks necessary to continue learning, growing and working with other people.

6 Students will develop a new sense of place within the ecosystem.

The emotional connection to the natural world creates an openness to understanding the science behind natural interconnections.

Interconnections

Academic Objectives

1 Students will be able to define the following ecological concepts:

2 Habitat

3 Adaptation

4 Diversity

5 Ecosystem

6 cycles: identify at least three examples of natural cycles

7 Students will understand that there are complex connections between abiotic, biotic and cultural factors in all habitats and ecosystems, which are themselves interrelated.

8 Students will be able to describe at least three ways in which their everyday lives depend upon the health of local and global ecosystems.

9 Students will be able to identify at least three ways in which their community, culture or society has an impact on the natural systems upon which they depend.

10 Students will be able to describe the role National Parks play in preserving our nation' natural and cultural heritage.

11 Students will have gained improved knowledge about specific ecosystems and other aspects of science, as requested by the participating school, teachers or organization. Detailed descriptions of specific field content are available from the individual institutes.

Personal Objectives

Probing the intricacies of how all things are interconnected applies to intra- and inter- personal relationships as well as ecological systems. By already having a strong sense of their important place within a group, students who understand interconnections will:

12 have the confidence for and be intrinsically motivated to develop better cooperative skills

13 understand the potential strength which diversity offers, whether it is biological or cultural diversity

Through developing a scientific understanding of ecological interdependence, students will be ready to apply newfound social skills towards proactive efforts for their own environmental concerns.

Stewardship

Academic Objectives

Students will be able to:

1 identify at least three reasons why humans must take responsibility for their impact on the planet

2 describe the avenues through which they can make positive contributions, or minimize their negative impact on environmental health

3 explain the value of National Parks and Recreation Areas

4 explain the meaning and value of sustainability

Personal Objectives

After learning about the interconnections of all elements on the planet and understanding the responsibility which humans have to work actively toward sustainability, students will be encouraged to:

- believe in the value of their own contribution
- begin to make changes in their own lives to make a positive contribution
- support the idea and mission of the National Park Service
- be motivated and confident to speak for the living organisms which cannot express themselves in the democratic process

Institute Specific Educational Syllabus

(SECTION TO BE DEVELOPED)

National and State Curriculum References

(SECTION TO BE DEVELOPED)

Garibaldi

ALPEN RESORTS LTD.

August 4, 1995

Mr. Dan Patten
Manager, Asurety Division.
JARDINE ROLFE LTD.
16th Floor, 1111 West Georgia
Vancouver, B.C.
Canada V6E 4G2

Dear Mr. Patten:

Per our recent discussion and your previous discussions with David Jay Flood, attached please find an Executive Summary outlining our proposed development at GARIBALDI/Brohm Ridge near Squamish. Also attached is information regarding the submission and review process under the Province's Commercial Alpine Skiing policy.

As mentioned, we are currently involved a new process which we hope will result in our regaining the proponent status for the project by the end of this month. This new process began as a result of our filing of an Expression of Interest in February. We are now filing an addendum with details about our plans for financing and the qualifications of our project team.

As requested in the guidelines ("Call for Expressions of Interest, page 11) one of the criteria we need to address is the issue of bonding. While this will not be required until the construction phase of the project and, as you suggested, is better handled as part of the construction financing phase, we would appreciate if you could send us a note addressing the potential bonding eligibility of a project such as this and the options we discussed, pending the qualifications of our development team and financiers.


As mentioned, this team includes some of the top professionals in their field throughout North America. To give you an idea of the caliber of their expertise, I've sent along information on David Jay Flood, who is also President of *GARIBALDI Alpen*. Mr. Flood not only had strong hand in organizing the 1984 Los Angeles Olympic Games, but was involved in planning at dozens of ski resorts, in including Sun Valley, Snowmass at Aspen, where he was Director of Development for the Janss Family, and Keystone where he put together a legendary financing deal between the developers and Ralston Purina .

While there is real interest in GARIBALDI, no deal with any major financing is currently locked in place. However, we have been down this trail before and, per the attached correspondence, AQUILINE INVESTMENT GROUP was one of our main investors in the past and they are still very interested in the project.

Please call if you have any questions about this or the attached and thanks for your interest and assistance in this regard.

Sincerely yours,

GARIBALDI ALPEN RESORTS (1987) LTD.


Wolfgang Richter
Chairman

WHR/jeb
Attachments
cc. Mr. David Jay Flood

DAWSON CONSTRUCTION LIMITED

British Columbia Owned and Operated



November 27, 1997

Via Fax 604.892-5589

GARABALDI AT SQUAMISH
#205 - 38012 Second Avenue
SS 2
Squamish, BC
V0N 3G0

Attention: Mr. W. Richter

Dear Mr. Richter:

Re: Access Road/Main Sewer Line to Village Site

We are pleased to express our interest in building the access road and main sewer line to the Village site.

We are aware the work is to be financed by private sources. Accordingly, we have discussed the project with Research Capital Corp. who have indicated a strong interest to pursue the matter.

We look forward to further discussion of these projects and other areas of mutual benefit.

Yours very truly,
DAWSON CONSTRUCTION LIMITED

Ian G. Dawson
President

IGD/igb

Appendix 9

Squamish Nation

Cultural

Awareness

MISSION STATEMENT

Squamish Nation will protect

the Amalgamation and

enhance the Úxwumixw

Cultural values and

traditions through respect,

equality and harmony for all

Legacy of the

Longhouse

AN OUTLINE OF THE SIGNIFICANCE OF THE LONGHOUSE AS IT

PERTAINS TO THE HISTORY OF THE SQUAMISH INDIAN NATION

By Tsiytsayxmáat

(June Baker)

The first impression one gets when entering a Coast Salish Longhouse^[1] is the feeling of going back in time. The empty Longhouse fills your consciousness with an aura of mystery.

As you slowly walk to the center to the house, you begin to realize that your first impression was misleading. The Longhouse is not empty. A hint of smoke in the air; a faint whisper from a far corner reveal an intangible presence. Someone or something is there, causing your head to turn and your heart to beat a little faster. It is not fear that motivates you. It is a thirst for knowledge. The unseen spirits and the power of the Longhouse have captured your imagination.

In direct contrast, walking into the Longhouse on a cold winter night, when the fires are lit and the drumming and singing are assaulting your senses, bring about a realization of the susceptibility in all of us to respond to our primeval beginnings.

Ceremonial events of the tribe are customarily conducted within the Longhouse. This is the place where the spirits dwell. The spirits of the ancestors and the spirits of the winter dance (syewen).

At times evil or disruptive spirits will invade the Longhouse the spirits will invade the Longhouse; the spirits of recently deceased persons who were close to a dancer or the spirit of someone who has died violently. Anger or hatred can also be carried into the Longhouse by a person who has ignored or forgotten the teaching that harsh feelings should be left outside the door before one enters.

[1] Traditionally, the large cedar plank buildings of the Coast salish people are referred to as Longhouses. Used less frequently, but equally appropriate, is the term “Smokehouse”. The use of both titles would, I believe, detract from the story; therefore the expression “Longhouse” will be employed throughout the following narrative.

The elders have several ways of exorcising unwanted spirits. Mask Dancers (sxwáyxwi) is one of the methods most frequently used. There is also the spreading of red ochre (temélth) the power mask (skwanelach) and the hand held rattles. All of these ceremonies are accompanied by drumming and songs. In the majority of cases the exorcism will disperse the intruding spirit and restore harmony.

The main event of the Longhouse today is the winter spiritual dance. Some people do not understand the sacred structure of syewen and are afraid to go into the Longhouse during the winter in the belief that they will be “grabbed” or “clubbed”.

New dancers are not chosen indiscriminately. There must be a valid reason before a “new one” is accepted. When a person becomes what is referred to as “Indian sick”, it is commonly accepted that he or she will become a dancer in the near future. To become Indian sick is a sign that one’s spirit helper has taken possession of their body.

Concern for a family member who is addicted to drugs or alcohol can also be a reason for initiation.

Worried relatives and friends, in order to save the loved one, will offer him or her to syewen.

Occasionally a person who is ill cannot be healed by conventional medical treatment. In many of these situations, such a person will choose to give themselves voluntarily to syewen. Faith in the spirit has been known to accomplish remarkable cures.

An important part of the ritual of the Longhouse is the witnessing ceremony. Whenever one is doing “work” of any consequence and the spokesman or “floor manager” has been selected, the first order of events is to call witnesses. These people are required to take note of the work that is taking place and to speak about that work when it has been completed. Whenever possible, witnesses will be summoned by their Indian names.

To do work in the Longhouse involves any one of a number of significant events. Bestowing an ancestral name, memorial rite for a deceased family member and apologizing for a mistake or mishap that occurred during a previous gathering are but a few examples. You can also do “work within work” by calling your own witnesses (through a chosen spokesman) and assisting the family that is hosting that evenings dance.

Other situations that require the calling of witnesses are the many rituals that accompany the sponsorship of a new dancer. The first winter of an initiation is one of strict discipline meant to prepare the new one for the outside world when he or she leaves the security of the Longhouse. A new dancer is referred to as a “baby” as he or she has been symbolically reborn into a new life; therefore it is essential that they be fully prepared to cope with the temptations that await them on the outside.

We have an elder in the Squamish Tribe who, although he is more than ninety years of age, has a phenomenal memory. He is affectionately referred to by everyone as “Uncle” Louis Miranda. This venerable gentleman relates fascinating stories of syewen as he recalls them from his childhood. He remembers some of the dancers; others were described to him by his elders. When he speaks, his words paint a vivid picture of syewen and the power of the spirit as it was long ago.

There is a phrase Uncle Louis uses that is still heard today. “The non- dancers are the back-bone of syewen”. It is repeated by one or more speakers in every Longhouse.

The role of the non-dancer is one of supporting the participants and their families. It may be by giving financial assistance; gathering wood for the fires; singing and drumming or helping to feed the guests who, in some instances, have traveled great distances to be there. Non-dancers are an integral part of the social structure within the dance society.

The Longhouse plays a significant role in the culture of the Coast Salish people. During pre-contact, certain Longhouses were utilized as community dwellings. Others were set aside for the exclusive use of the winter spiritual dances.

Longhouses are situated throughout the Lower Mainland, Vancouver Island, Washington State and the Lower Fraser Valley. Spiritual dancers regard themselves as brothers and sisters in syewen and are

welcome in every Longhouse they enter.

At one point in history, the Squamish Nation proudly possessed more than twenty Longhouses ranging from the Upper Squamish Valley to False Creek and Burrard Inlet. Two of the larger of these houses were located at what is now Lumberman's Arch in Stanley Park and on the present Seymour Indian Reserve.

When the Catholic Church established the Mission on Indian Reserve number one in North Vancouver, the clergy proceeded, with the support of the Department of Indian Affairs, to outlaw the practice of winter dancing, giving as their reason that the spiritual dances were "heathen rituals" and "paganism". At the present time, Catholic Church leaders are attempting to heal the breach caused by their predecessors. They now realize that the spiritual beliefs of the Native people are not necessarily contradictory to those of the Christian religion.

The outside world has become more modern but the basic rules and beliefs of the spiritual dancers remain the same. To those who belong to this brotherhood of the spirit, the Longhouse is their church, their hospital and their strength in the midst of continual temptation. It is a vital part of their heritage.

Inside the Longhouse the hour is late. The last dancer has followed his spirit around the floor. The fires are dying as you gather your belongings and prepare to leave. The crowd has thinned but somehow you are reluctant to walk away. A part of you has become one with these sharing people. You have gained a heightened awareness of the cultural strength inherent in syewen. Spiritual dancers hold fast to a belief that has endured for centuries - and will endure for centuries to come - in the sacred circle of the Longhouse.

Squamish Nation

Profile

SQUAMISH NATION

The Squamish Nation is comprised of Salish peoples who are descendants of the aboriginal peoples who lived in the present day Greater Vancouver area; Gibson's landing and Squamish River watershed. The Squamish have occupied and governed their territory since beyond recorded history.

The Band consists of 23 villages encompassing 6,732.79/sq. km. (2,847.90 hectares). These parcels of land which make up the Band are scattered from North Vancouver, Gibson's Landing to the area north of Howe Sound. The Band population is scattered among nine communities stretching from North Vancouver to the northern area of Howe Sound. Membership is determined by marriage and birth right. Membership rules are in place. **1,898** of the **2,844** members live on-reserve.

History:

After contact with European settlers, 16 Squamish speaking tribes decided to amalgamate to form one unit called the Squamish Band. The amalgamation was signed on July 23, 1923. Amalgamation was established to guarantee equality to all Squamish and to ensure good government.

The signatories to the amalgamation represented the following Bands:

Ustlawn I.R. #1

Ch'ch'Elxwikw I.R. #1

Homulchsen I.R. #05

Senakw I.R. #06

Skowishin I.R. #7

Poyam I.R. #9

Cheakamus I.R. #11

Yookwitz I.R. #12

Poquiosin I.R. #13

Waiwakum I.R. #14

Seaichem I.R. #16

Kowtain I.R. #17

Stawamus I.R. #24

Chekwelp I.R. #26

Sxaaltxw I.R. #27

K'ik'elxen I.R. #28

Community Services:

Facilities include an administration centre located in North Vancouver, which houses all programs including, operations, finance and administration, education, social and economic development, other facilities include a community hall, a library, a cultural centre, a resource centre; a traditional longhouse, a multi-purpose gymnasium, kindergarten school, and a learning centre.

Programs:

Administration: Membership Services, Public Relations, Inter-governmental Relations

Finance: Accounting

Housing: Construction

Capital: Infrastructure

Education: Pre-school, Primary, Secondary, Post-Secondary, Squamish Language, Occupational Training and Adult Basic Education.

Economic Development:

Social Development: Social Assistance, elders care, child care, family development.

Recreation: Assistance in youth recreational activities (i.e. - Christmas, Easter, Summer and Halloween gatherings. Sports activities: Soccer, lacrosse, softball, basketball, floor hockey and canoeing (war canoe races). Adult activities include arts and crafts, dancing, etc.

Fisheries: Enforce fishery management and protection for habitat.

Public Works: Full range of maintenance service.

Land Registry: Implementation of land registry system which suits community needs. Coordinate subdivision surveys. Register land holdings.

Membership: Implementation of membership registry under the adopted membership rules.

Taxation:

Economic Activity:

The main source of revenue is derived from leases and Squamish owned business': marina, driving range, gas bar. Some of the Bands 70 leases include the Park Royal Shopping Centre, International Plaza, Greater Vancouver Sewage Plant, Capilano Trailer Park.

Treaty Negotiations

The Squamish Nation will seek a resolution for the long outstanding claim to their traditional territories. Squamish Nation's Statement of Intent to negotiate was accepted by the British Columbia Treaty Commission December, 1993. This is the first of the six stages of the British Columbia Treaty Commission's process. Presently, Squamish Nation is in the third stage of the process. (*Stage Three: Framework Agreement*).

Local Government:

Under the mandate of the membership the Squamish Nation Council works to protect and enhance the quality of life for the membership. The Council administers many programs and services for the membership.

Chief/s: Joe Mathias (Hereditary Chief)

Philip Joe (Hereditary Chief)

Bill Williams (Hereditary Chief) (Chairman Of Council)

Councillors: Byron Joseph (Co-Chair Of Council)

Alroy Baker

Donna Billy

Linda George

Gwen Harry

Gilbert Jacob

Tewanee Joseph

Dennis Joseph

Randall Lewis

Anthony Moody

Normal Natrall, Sr.

Frank Rivers

Ann Whonnock

Election System: Custom - 4 year term

Effective Date: December 5, 1993 - December 5, 1997

Band Manager: Glen Newman

Election: 2-year term

Effective Date: April 14, 1996 to April, 1998

Address: Squamish Nation

Mailing: P.O. Box 86131

North Vancouver, B.C. V7L 4J5

Street: 320 Seymour Blvd.

North Vancouver, B.C. V7J 2J3

Phone: (604) 980-4553

Fax: (604) 980-9601 and (604) 980-4523

Services:

Fire Protection City of North Vancouver / West Vancouver / Squamish

Police Protection RCMP- North Vancouver & Squamish / West Vancouver City Police

Postal Service Post office boxes & some door-to-door service.

Health/Nursing Hospital in North Vancouver, Squamish, West Vancouver.

Station Health Representative available.

Social Services Self-Administered social development program

Education Band / Provincial / Private Schools

Environment 1,048 Students

Nursery 25

Elementary 261

Secondary 177

Private 76

Post-Secondary 121

OST 189

Off-Reserve 199

Utilities:

Hydro B.C. Hydro

Telephone B.C. Telephone

Communications Cable available

Water Supply 10 wells, city connection to North Vancouver and West Vancouver

Sewage Disposal 23 septic tanks, connection to North Vancouver and West Vancouver

Transportation Accessible by 7 roads, both gravel and paved

Housing 363 dwellings

North Shore 287

Squamish Valley 76

The Squamish Nation Assertion Of Aboriginal Title

DEDICATION

*To the Squamish elders and our ancestors who
through their strength, courage and wisdom, have
made it possible for us to proudly proclaim our
identity, oar heritage and our rights.*

C O N T E N T S

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The Squamish Nation

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The Resources of Our Territory

The Squamish Nation Inherent Right to Self-Determination

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The Squamish Nation Proposal for Treaty Negotiations

Introduction

We, the people of the Squamish Nation, by this document, assert our aboriginal title to those lands and waters that constitute our traditional territory, our rights to the resources of our traditional lands and waters, and our inherent right to self-determination. In so doing, we seek to provide a framework for negotiations with the Federal government and the government of the Province of British Columbia in order to resolve the long-standing aboriginal title dispute between us.

It is our objective in entering this process to reach an agreement on the constitutional protection afforded to Squamish aboriginal title, and to provide certainty and definition in regard to Squamish rights to our lands, waters and resources. We seek to clarify the nature, meaning and extent of our rights and the relationship of our government to other governments with whom we interact.

Thus, in accordance with the provisions of Section 35 of the Constitution Act of 1982, which recognizes and affirms aboriginal and treaty rights, and the stated objective of the Federal and Provincial governments to resolve the aboriginal title question in British Columbia, we submit this claim to the British Columbia Treaty Commission.

The Squamish Nation

The Squamish Nation has existed and prospered within our traditional territory since time immemorial. We are Coast Salish people. Our language is the Squamish language. Our society is, and always has been, organized and sophisticated, with complex laws and rules governing all forms of social relations, economic rights and relations with other First Nations. We have never ceded or surrendered title to our lands, rights to our resources or the power to make decisions within our territory.

Squamish Nation Traditional Territory

Our traditional territory is located in the Lower Mainland region of British Columbia. Prior to and following the arrival of the Europeans in the late 1700's, the lands and waters we used and occupied either exclusively, or jointly with our First Nation neighbors were as follows: from Point Grey on the south to Roberts Creek on the west; then north along the height of land to the Elaho River headwaters including all of the islands in Howe Sound and the entire Squamish valley and Howe Sound drainages; then southeast to the confluence of the Soo and Green Rivers north from Whistler; then south along the height of land to the Port Moody area including the entire Mamquam River and Indian Arm drainages; then west along the

height of land to Point Grey.

This territory includes some of the present day cities of Vancouver, Burnaby and New Westminster, all of the cities of North Vancouver and West Vancouver, Port Moody and all of the District of Squamish and the Municipality of Whistler. These boundaries embrace all of Howe Sound, Burrard Inlet and English Bay as well as the rivers and creeks that flow into these bodies of water. In addition, we used and occupied the various islands located in Howe Sound.

Our historical links to these lands and waters are numerous. Squamish place names exist throughout the territory. In many instances, a location has particular meaning to our people because of the existence of oral traditions that served to explain that place in the Squamish universe and in our relationship to the land. In addition, the land bears witness to the settlements, resource sites, and spiritual and ritual places of our ancestors, including villages, hunting camps, cedar bark gathering areas, rock quarries, clam processing camps, pictographs and cemeteries. Some of these village sites date back 3000 years.

The Resources of Our Territory

That we used, and continue to use, the resources of our territory is beyond dispute. Prior to contact with the Europeans, we harvested a vast array of resources from the sea. A wide variety of fish including eulachon, herring, smelt, lingcod, rockfish, sturgeon, perch and flounder were taken in saltwater while the five species of anadromous salmon as well as steelhead and char were caught in freshwater. Sea mammals such as seals, sea lions and porpoises constituted part of the wealth of our territory. In addition, numerous kinds of waterfowl, including surf scooters, mallards and mergansers were hunted. Beach foods such as sea urchins, crabs, clams, mussels, cockles and scallops were gathered.

Our land provided us with deer, elk, black bear, mountain goat, beaver, raccoon, muskrat and other animals, as well as many birds, such as ruffed grouse and blue grouse. A variety of plants were harvested at different times of the year for their berries and other fruits, tender green shoots, and edible roots, tubers and bulbs. Other plants were cherished for their medicinal qualities.

The forests in our territory produced many of the non-food necessities of life. Trees, or parts of trees, were felled for the materials necessary in the construction of our longhouses, canoes, furniture, weapons, utensils and ceremonial objects. In other instances, bark was stripped in order to make clothes, towels, mats, mattresses and other products while roots were used in the making of baskets. From the soil itself, we extracted the stone required for the making of tools while at higher elevations obsidian was obtained. Our resources were both surface and subsurface resources. In essence, because of the bounty of our land and our unique relationship to the land, we were economically self-sufficient.

Moreover, we participated in a complex economic system with other First Nations in the region. Trade relations existed with several neighboring First Nations on the Lower Mainland, on Vancouver Island, and in the Interior. Indeed, the Squamish Nation was at the hub of a major trade route from the coast to the Interior of British Columbia. Transportation routes existed on both land and water. An important overland

trail ran from the Squamish River area through Whistler to the Pemberton Valley and beyond. After the arrival of the Europeans, we expanded our trade relations by providing the newcomers with fish and other items they required to survive.

The Squamish Nation's use and occupation of our land has continued uninterrupted since the arrival of the Europeans. Despite the negative impact that European settlement has had on our access to our land and resources, our current relationship to the land is extensive, varied and consistent with the reality of life in the late twentieth century. We continue to occupy our traditional territory as witnessed by the existence of twenty-eight Squamish reserves. We continue to harvest fish and other marine resources from both freshwater and saltwater. We continue to take game from the land. We harvest timber and other resources from the forests. In addition, we have established our place within the modern economic infrastructure by relying on our historic rights. Despite the intense pressure of massive urban development, we have never ceded or surrendered our aboriginal title.

The Squamish Nation Inherent Right to Self-Determination

At the time of initial contact with the Europeans, the Squamish Nation was sovereign in the sense that we, and we alone, determined what was in our best interest. Decisions about our society were made within a political context. Social and political relations and the distribution of power within our society was circumscribed by a complex body of rules. Through our system of laws and customs, we defined the rights and duties of our citizens. In exercising our political and legal power, we defined ourselves, our culture and our values.

Throughout the period of colonization and the evolution of Canada as a nation-state, we maintained ourselves as a distinct social and political order. We retained our identity as a distinct society, as a nation. We continued to possess and exercise our right of self-government, a right recognized in both international and domestic law. We have never relinquished our right of self-determination.

Political Consequences of Settlement

Over the past century, we have sustained tremendous economic, political and social damage as a result of the intrusion of massive numbers of people into our territory and the accompanying exercise of power by the Federal and Provincial governments. Over the past 150 years, we have systematically and illegally been denied access to our lands and resources. Both the Federal and Provincial governments, in contravention of their trust responsibilities, have encouraged and facilitated the illegal alienation of the lands and resources that are the subject of our aboriginal title. In so doing, both governments have undermined our traditional economies and economic rights, and have fostered a state of economic dependency upon us. Federal and provincial policies have impaired our capacity for economic self-sufficiency while enriching the ever-increasing non-Indian society at our expense. These illegal alienations

constitute a taking without our consent and without compensation.

Simultaneously, the imposition of federal and provincial laws have served to obscure the existence of an inherent Squamish legal tradition and to create the false perception that the right to Squamish government emanates from the Indian Act. The appropriate legal instrument for defining the nature of Squamish government and the relationship of our government to other governments in Canada is a treaty, not the Indian Act.

The Squamish Nation Proposal for Treaty Negotiations

Based on the foregoing, the Squamish Nation proposes to negotiate treaty arrangements with the Government of Canada and the Government of the Province of British Columbia as representatives for Her Majesty the Queen on the following basis:

1. The purpose of these negotiations is to clarify and define our constitutionally protected aboriginal rights and title, and to provide certainty for all parties;
2. The purpose of these negotiations is not to achieve universal extinguishment of our aboriginal rights and title;
3. Negotiations shall include discussions pertaining to the identification of rights to those lands, waters and resources, both surface and sub-surface, that constitute part of the Squamish traditional territory, and compensation to be paid for the illegal alienation of lands, waters and resources;
4. Negotiations shall also pertain to the nature, form and jurisdictions of the Squamish government and the relationship of our government to the Federal and Provincial governments, including the provision of services and fiscal relations;
5. Negotiations will pertain to methods of implementation of the treaty and sub-agreements, including the possibility of a dispute resolution mechanism;
6. The final agreement will be a treaty.

A

Traveller's

Guide to Aboriginal B.C.

Squamish and Tsleil Waututh

The Squamish Nation has existed and prospered with-in our traditional territory since time immemorial... Our society is, and always has been organized and sophisticated, with complex laws and rules governing all forms of social relations, economic rights and relations with other First Nations. We have never ceded or surrendered title to our lands, rights to our resources or the power to make decisions within our territory.

- The Squamish Nation Assertion of Aboriginal Title

In 1990, the Squamish Nation wrote this Assertion of aboriginal Title in an effort to increase public awareness of their view of the land question and the impending treaty process. In introducing themselves and their homeland now, the Squamish Nation wishes to “speak directly” to visitors, offering more of that message.

“Our traditional territory is located in the Lower Mainland region of British Columbia Prior to and following the arrival of Europeans in the late 1700s, the lands and waters we used and occupied either exclusively, or jointly with our First Nation neighbors were as follows: from Point Grey on the south to Roberts Creek on the west; then north along the height of land to the Elaho River headwaters including all of the islands in Howe Sound and the entire Squamish Valley and Howe Sound drainages; then southeast to the confluence of the Soo and Green rivers north from Whistler; then south along the height of land to the Port Moody area, including the entire Mamquam River and Indian Arm drainages; then west along the height of land to Point Grey.

“This territory included some of the pre- sent-day cities of Vancouver, Burnaby, and New Westminster, all of the cities of North Vancouver and West Vancouver, Port Moody, and all of the District of Squamish and the Municipality of Whistler. These boundaries embrace a of Howe sound, Burrard Inlet. and English Bay as well as the rivers and creeks that Bow into these bodies of water. In addition, we used and occupied the various islands located in Howe Sound.

“Our historical links to these lands and waters are numerous. Squamish place names exist throughout the territory. In many in- stances, a location has particular meaning to our people because of the existence of oral traditions that served to explain that place in the Squamish universe and in our relationship to the land.

In addition, the land bears witness to the settlements, resource sites, and spiritual ritual places of our ancestors, including villages, hunting camps, cedar bark gathering areas, rock quarries, clam processing camps, pictographs, and cemeteries. Some of these village sites date back 8,000 years.

“The Squamish Nation’s use and occupation of our land has continued uninterrupted since the arrival of Europeans. Despite the negative impact that European settlement has had on our access to our land and resources, our current relationship to the land is extensive, varied and consistent with the reality of life in the late twentieth century. We continue to occupy our traditional territory as witnessed by the existence of 28 Squamish reserves. We continue to harvest fish and other marine resources from both freshwater and saltwater. We continue to take game from the land. We harvest timber and other resources from the forest. In addition, we have established our place within the modern economic infrastructure by relying on our historic rights. Despite the intense pressure of massive urban development, we have never ceded or surrendered our aboriginal title.”

Highlights And Events

- Squamish Nanaimo Powwow,

early August

- Whey-ah-wichen Canoe Festival,

July

- Squamish Nation art: The distinctive Coast Salish carving and painting style emphasizes a natural, sculpted look. The work of Squamish Nation artists can be found in galleries and shops throughout the Lower Mainland. Also see galleries listed below. Maurice and William Nahanee coordinate public exhibitions of visual and performing arts, 980-4553.

Information And Protocol

The Squamish Nation consists of seven main communities and about 2,700 people. They live, primarily, at three North Vancouver reserves – Mission, Capilano, and Seymour (also Squamish Nation headquarters) – and at four of nine reserves in the Squamish Valley to the north. The Squamish villages were formally amalgamated into the Squamish Nation in 1923. The route description below includes those communities offering visitor services or points of historic interest.

Also included below is the Tsleil Waututh First Nation, sometimes referred to as the Burrard Band. The Tsleil Waututh people live immediately east of the Squamish Nation on Burrard Inlet and share close cultural, family, and historic ties with them.

- **Squamish Nation:** 320 Seymour Blvd., North Vancouver, B.C., V7L 2J3. Tel: 980- 4553 Fax:980-

4523.

- Tsleil Waututh First Nation: 3082 Ghumlye Drive, North Vancouver, B.C., V7H 1B3. Tel: 929-3454. Fax: 929-47L4.

North Across Lions Gate Bridge on Highway 99

The south and north shores of Burrard Inlet, from Point Grey east, including Stanley Park, have always been used and occupied by the Squamish people. The Lions Gate and Second Narrows bridges today serve as busy gateways to the heart of Squamish territories. From the Sea-to-Sky Highway, Hwy 99, traces what was until the last century a major over-land trade route linking the coastal Squamish and interior Lil'wat peoples.

- **Stanley Park:** On Hwy 99 linking Vancouver and North Vancouver; at the foot of West Georgia St. This 405-hectare peninsula between English Bay and Burrard Inlet has long been a point of intersection for First Nations peoples on either side of the inlet. The former village of Xwayxway is of cultural significance to the Squamish people. They also have many stories of "standing rock." which from across North America Call Squamish Nation for schedule.
- **Khot-La-Cha Coast Salish Handicrafts:** 270 Whonoak St. In its second generation of business.
- **Capilano RV Park:** 295 Tomahawk Ave. Tel: 987-4722.
- **Capilano Suspension Bridge:** 3735 Capilano Rd. This, one of Greater Vancouver's earliest tourist attractions, was built in 1899 by Scotsman George MacKay and well-known Squamish figures, August Jack and his brother Willie. Mary Capilano, born in the first half of the nineteenth century, often came here to visit the bridge and sell her fish. Her story is presented at the Story Centre, linking the history of the bridge with the history of Vancouver, and a pole raised here in 1993 was dedicated to her. Tsimshian and Tlingit craftsmen work in the carving shed. A large collection of First Nations art is on display.

West via 3rd Street

- **Mission:** (Pop. 269). About 3 km east of Hwy 99. at Esplanade and 3rd St. People were drawn to Slah-ahn, "head of the bay," for its fat and plentiful dams. In the 1860's, the Squamish people under Chief Snatt found common ground between their beliefs and the Catholicism presented by the Oblates at New Westminster. They requested their own mission, which drew people here year-round. It is a pleasant drive along narrow streets and past old homes to St. Paul's Church, built in 1886 to replace the 1866 chapel – the first Roman Catholic Church in what is now Greater Vancouver.
- **Nahanee's Arts:** 424 W. 3rd St. Alfreda Nahanee was taught to knit goat's-wool sweaters by her Cowichan relatives in Duncan. Jewelry and carvings are also on display.
- **Native Arts and Crafts:** 445 W. 3rd St. A wide range of creations are offered.
- **Mosquito Creek Marina:** At the foot of Forbes Ave. Tel: 987-4113. This is the largest marina in B.C., with 400 berths, dry dock laundry, showers.
- **North Shore Indians Lacrosse Club:** North Vancouver Recreation Centre, 23rd and Lonsdale Ave. Lacrosse champions for generations, the Squamish Men's h League won the President's Cup,

a national title, in 1985 and 1993. Season games are Wednesday nights. There is also a Junior B team, and field lacrosse.

- **Seymour Creek:** (Pop. 64). about 9 km east of Hwy 99 via 3rd St., or via Hwy 1, just east of the north foot of the Second Narrows Bridge, at 320 Seymour Blvd. The Seymour River here was the focus for an ancient Squamish village that has seen people coming and going over the last century. The community is growing now, and Squamish Nation headquarters have also moved here.
- **Seymour Creek Golf Driving Range:** 321 Seymour Boulevard (east side of Hwy 1). Tel: 987-8630.
- **Taleil Waututh:** (Pop. 300). about 3 km east of Second Narrows Bridge, via Dollarton Hwy. The “people of the inlet” live near but not quite on Indian Arm, looking out to oil refineries on the southern reaches of their traditional territories across Burrard Inlet. Their range formerly spanned the entire inlet, reaching north up Indian Arm, and south to Burnaby and Deer lakes. Tsleil Waututh leader, Dan George, in the 1950’s was an academy award nominee for his performance in the movie *Little Big Man*. He also wrote two popular books, *My Heart Soars* and *My Spirit Soars*.
- **Gathering Place Cafe:** 3010 Sleil- Waututh Rd., off Dollarton Hwy, offers Indian River burgers, buffalo chili, and salmon bannock, as well as BLTs. In July, as many as 2,000 visitors gather at Cates Park for the Whey-ah-wichen Canoe Festival. Warcanx racers come from all over the Lower Mainland, Vancouver Island, and the U.S. The day offers dancing, singing, drumming, arts and crafts, and salmon barbecue. The community also operates Takaya Golf Centre at 700 Apex Rd., off Mount Seymour Parkway.
- Tsleil Waututh Administration: 3082 Ghumlye Dr., North Vancouver, B.C., V7H 1 B3. Tel: 929-3454. Fax: 929-4714.

North on Highway 99/

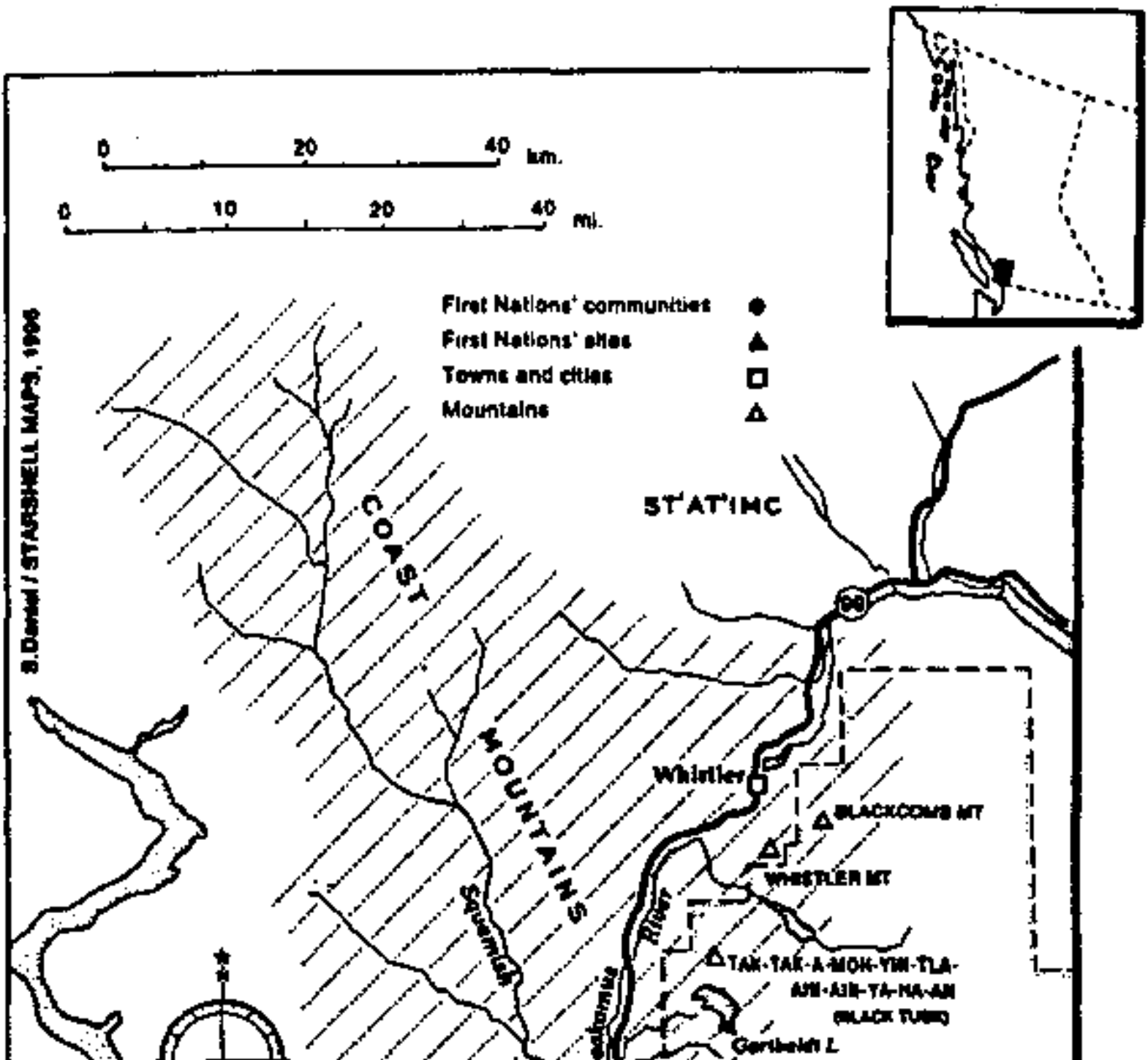
Squamish Highway

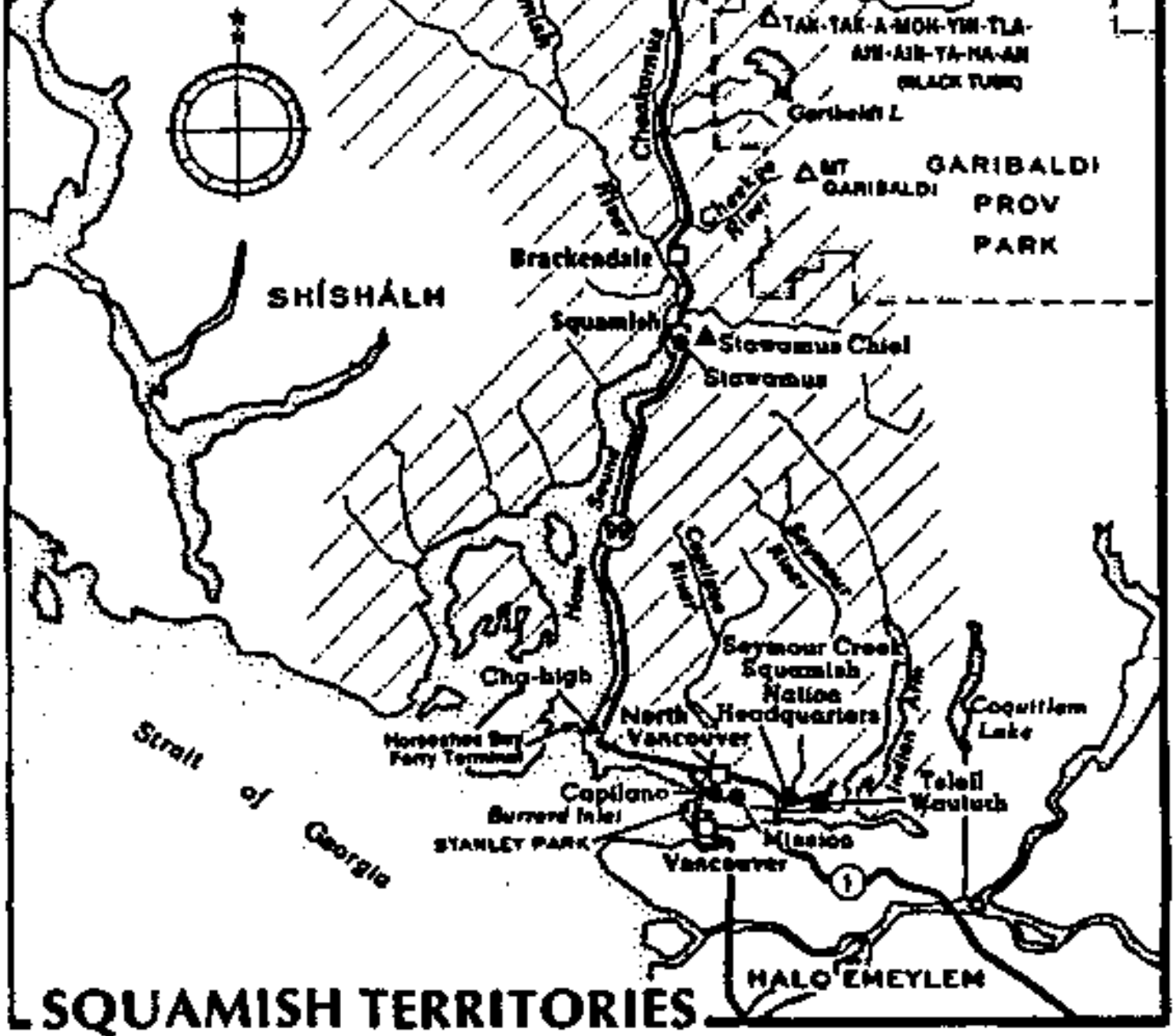
- **Cha-high:** Horseshoe Bay, site of the B.C. Ferries terminal, was a camping place for people traveling between present-day Squamish and Burrard Inlet.
- **Stawamus:** At the head of Howe Sound, on Hwy 99, 1 km south of the town of Squamish (pop. 11,635/160 Ab). Here are a small community, satellite offices of Squamish Nation, and the Stawamus Native Cultural Centre, which may have some carvings and jewelry on display. Long ago, a giant serpent, of much cultural and historic significance to the Squamish peoples, slithered across Howe Sound, then left its track across the steep face of the rock known today as the Stawamus Chief. At 652 m, this is said to be the second-largest piece of granite in the world, attracting expert international climbers unaware of the serpent’s passage here.
- **Cheakamus River:** From about 8 km north of Squamish, the highway follows this river named “salmon weir place”. There were once several Squamish villages near the salmon-rich confluence of the Cheakamus and Squamish rivers, in the vicinity of today’s Brackendale. A century ago, many people went to work at a hop farm owned by the well-known Bell-Irving family, and a few still live at nearby Seaichem. Highway viewpoints and events organized at Brackendale offer opportunities to view thousands of eagles that nest here in winter.
- **Cheekye:** A few kilometres north of Brackendale, at the southeast edge of Garibaldi Provincial

Park. The name “dirty place” was given to the muddy Cheekye River, and the mountain now known as Garibaldi, from which it flows. During the Great Flood, the Squamish people lashed their canoes to this 2,678-m-high peak, which is seldom visible from behind its veil of clouds.

- **Tak-tak-a-moh-yin-tla-aia-aia-ya-ha-an:** Just north of the Cheekye is “the landing place of the Thunderbird”, now called Black Tusk. Trails within Garibaldi Provincial Park lead to views of the 2316-m peak.
- **The Height of Land:** 56 km north of Squamish, Whistler village marks the divide. Hwy 99, paved over time-worn trails, eases between Coast Mountains. Green Lake feeds the Lillooet River system. Just on this side of the pass is a hidden spot where the Transformers came upon some Squamish people camped too close to Lil’wat territories, and turned them into a pile of rocks.

SQUAMISH TERRITORIES MAP





Eagle Dancer Enterprises Ltd.

1164 Stelly's Cross Road

Victoria B.C. V8M 1H5

Roy Henry Vickers, President

Phone 604 544 2327

Fax 604 544 2345

April 23, 1996

Wolfgang Richter
Chairman
Garibaldi Alpen Resorts Ltd.
c/o Swinton 8 Company
1000 - 840 Howe Street
Vancouver BC V6Z 2M1

Dear Wolfgang:

I have enjoyed learning of your Garibaldi project and am impressed with your vision. The possibility of bridging cultural canyons is evident in this project. It is of great interest to me as an aboriginal to honour our First Nations in whatever we do. If I can be of service with my work as an artistic advisor to architect In your endeavor I would be happy to talk to you about this.

I look forward to hearing of your progress with Garibaldi.

Sincerely,

Roy H. Vickers

Garibaldi

ALPEN RESORTS (1996) LTD.

September 11, 1997

Council of the Squamish Nation

320 Seymour Boulevard

North Vancouver,

British Columbia

ATTENTION: Chief Joe Mathias

RE: GARIBALDI at Squamish mountain resort development

Dear Chief Mathias and Members of the Council of the Squamish Nation:

I wish to thank you on my own behalf and on behalf of Garibaldi Alpen Resorts (1996) Ltd. (the "Proponent") for the opportunity to meet with you on September 2, 1997 and allowing members of our development team to present you with an outline of our proposed development for an all-season mountain resort (the "Project") in the Brohm Ridge region of Mount Garibaldi (the "Land").

By an agreement (the "Interim Agreement") dated for reference the 28th day of February, 1997, between Her Majesty the Queen in Right of the Province of British Columbia, represented by the Minister of Environment, Lands and Parks (the "Province") and Garibaldi Alpen Resorts (1987) Ltd. (the "1987 Company") which was assigned by the 1987 Company to the Proponent by an agreement dated for reference the 10th day of June, 1997, between the 1987 Company as Assignor, the Proponent as Assignee and the Province as Consenter, the Province agreed that during the term of the Interim Agreement, the Proponent is the sole proponent for a mountain/ski resort development on the Land and the Proponent agreed that during the term of the Interim Agreement it will diligently pursue its obligations under the review process (meaning the environmental assessment review process required under the Environmental Assessment Act (the "Act")) and the master planning /public approvals process of the Province's Commercial Alpine Skiing Policy ("CASP") in respect to the Project.

As we outlined at our meeting on Tuesday, September 2, 1997, before obtaining permission to commence construction of the Project, we will have to prepare and submit an environmental assessment review of the effect of the Project on the Land and on the land in the vicinity of the Land which review must be successful for a Project Approval Certificate to be issued before the Province will consider a Ski Area Master Plan or negotiate a Master Development Agreement for the Project.

One of the requirements for the environmental review is to consult with the First Nations who have an interest in the Project and to address their concerns. As the Project is situated in your Traditional Territory, we require to know your concerns in detail to enable us, in consultation with you, to agree on how to remedy your concerns.

We realize that in order to resolve the longstanding aboriginal title dispute with the Government of Canada and the Government of the Province of British Columbia you are or will be shortly in negotiations with the British Columbia Treaty Commission. It may come to pass that a treaty signed by the Squamish Nation and the Government of Canada and the Government of the Province of British Columbia will, between other provisions, grant you title to all or a portion of your Traditional Territory as claimed by you.

The main purpose of this letter is to advise you that if title of the Land is issued to you, we, the Proponent, will work with you as our landlord with the understanding that you will take over the province's rights and obligations contained in whatever agreements are then in force.

In the meantime, please find attached copies of our correspondence to the Minister of Aboriginal Affairs, the Hon. John Cashore, and representatives of the Environmental Assessment Office, regarding our meeting of last week and concerns which you expressed. For your interest and information, also, a DRAFT copy of our minutes of last weeks meeting is attached. Please advise us of any changes, errors or omissions.

In order to make the proposed GARIBALDI at Squamish mountain resort a success in the manner we envision it (and within our lifetime), we request your cooperation and assistance, not only in the Environmental Assessment review process, as required, but in the planning of this resort.

We look forward to meeting with you in the near future, as agreed, to discuss this matter further.

Yours truly,

Garibaldi Alpen Resorts (1996) Ltd.

Wolfgang H. Richter

Chairman

cc. The Hon. John Cashore, Minister, Aboriginal Affairs

Mr. Bob Osborne, Aboriginal Advisor, Environmental Assessment Office

Garibaldi

ALPEN RESORTS (1996) LTD.

October 20, 1997

Mr. Gilbert Jacob
Councillor
SQUAMISH NATION
320 Seymour Boulevard
N North Vancouver, British Columbia
Canada V7L 4J5

RE: GARIBALDI at Squamish, Master Planning & Public Approvals Process

Dear Mr. Jacob:

Further to our meeting with you and members of the Council of the Squamish Nation on Friday, October 10, 1997, attached please find four copies of the following to assist you and the Council in their preliminary assessment of our proposed development:

- 1. Tourism Development Plan, District of Squamish (December 1994)*
- 2. Commercial Alpine Skiing Policy (Amendment Dated February 23, 1996)*
- 3. GARIBALDI Formal Proposal (submitted to the Province, April 1996)*
- 4. Guidelines to Alpine Ski Area Development in British Columbia (June 1996)*
- 5. Project Schedule - Level I Critical Path Analysis (January 1997)*
- 6. Interim Agreement, GARIBALDI Alpen & Province (February 1997)*

Although our Formal Proposal is now slightly dated, we trust that this and the other materials will provide you with a comprehensive introduction to our objectives and the context within which we have been attempting to carry them out. As mentioned, we are in the process of preparing our Project Application, as required by the provincial government Environmental Assessment Act and hope to have that completed by mid-November. We will provide you with a draft of that information as soon as it becomes available.

In the meantime, our team of technical experts is looking forward to meeting with you and your Council at 1:30 PM on Monday, October 27, 1997 to address issues related to the viability of this development. Should the attached raise any additional questions which you wish us to focus on, please feel free advise us as this will assist us in focusing in our presentation to your concerns.

Thank you for your interest in this exciting development.

Sincerely yours,

GARIBALDI ALPEN RESORTS (1996) LTD.

Wolfgang H. Richter
Chairman

cc. Mr. George McKay, Ministry of Employment & investment Mr. David Johns, Environmental Assessment Office

Garibaldi

ALPEN RESORTS (1996) LTD.

November 17, 1997

Burrard Indian Band

3068 Ghum-Lye Drive

North Vancouver, BC V7H 1B3

ATTENTION: Chief Leonard George

Dear Chief George:

RE: Garibaldi at Squamish Proposed Mountain Resort Community

Garibaldi Alpen Resorts (1996) Ltd. (the “Proponent”) proposes an all-season mountain resort (the “Project”) in the Brohm Ridge Region of Mount Garibaldi (the “Land”).

By an agreement with the government of British Columbia, the proponent is the sole proponent for the Project.

The Proponent has begun an environmental review in accordance with the requirements of the Province’s *Environmental Assessment Act*. As part of this review, we are writing to you to advise you of the Project and to ask if you have any concerns about the Project. We enclose a copy of a brochure in relation to the Project and invite you to contact us or the Proponent direct for more information and/or to discuss your concerns.

Sincerely yours,

Wolfgang Richter

Chairman

cc: Hans Swinton, Swinton & Company George McKay, British Columbia Ministry of Employment and Investment David Johns, Environmental Assessment Office Jim McCracken, Ministry of Environment, Lands and Parks

Garibaldi

ALPEN RESORTS (1996) LTD.

November 17, 1997

Mt. Currie Band
P.O. Box 165
Mt. Currie, BC V0N 2K0

ATTENTION: Chief Allen Stager

Dear Chief Stager:

RE: Garibaldi at Squamish Proposed Mountain Resort Community

Garibaldi Alpen Resorts (1996) Ltd. (the “Proponent”) proposes an all-season mountain resort (the “Project”) in the Brohm Ridge Region of Mount Garibaldi (the “Land”).

By an agreement with the government of British Columbia, the proponent is the sole proponent for the Project.

The Proponent has begun an environmental review in accordance with the requirements of the Province’s *Environmental Assessment Act*. As part of this review, we are writing to you to advise you of the Project and to ask if you have any concerns about the Project. We enclose a copy of a brochure in relation to the Project and invite you to contact us or the Proponent direct for more information and/or to discuss your concerns.

Sincerely yours,

Wolfgang Richter

Chairman

cc: Hans Swinton, Swinton & Company

George McKay, British Columbia Ministry of Employment and Investment

David Johns, Environmental Assessment Office

Jim McCracken, Ministry of Environment, Lands and Parks

GARIBALDI

- AT SQUAMISH -

A Mountain Resort For All Seasons

September 8, 1997

Squamish Nation

Introductory Meeting #1

DRAFT MINUTES

Tuesday, September 2, 1997, 1:30 p.m.

Squamish Nation Offices

Council Room

320 Seymour Blvd.

North Vancouver, British Columbia

Present:

Chief Joe Mathias Chief, Squamish Nation

Norman Natrall Councillor, Squamish Nation

Dennis Joseph Councillor, Squamish Nation

Ann Whonnock Councillor, Squamish Nation

Harold Calla Director of Finance, Squamish Nation

Gary Yavsely Lawyer, Squamish Nation

Wolfgang Richter Chairman, GARIBALDI AT SQUAMISH

Janice Scott Vice-President & Director of Community Relations, GARIBALDI AT SQUAMISH

Jack Johnson Mountain Resort Planner, The Jack Johnson Company

Jeff Graham Mountain Resort Planner, The Jack Johnson Company

Glenn Stewart Environmental Assessment, Enkon Environmental

Dave McElhanney Civil Engineering, Mapping and Road Construction, McElhanney Consulting

Hans Swinton Legal and Corporate Affairs, Swinton & Company

Ron Enns Director of Communications, GARIBALDI AT SQUAMISH

WOLFGANG RICHTER

- Introduction of GARIBALDI AT SQUAMISH team members.
- History of the project.

HAROLD CALLA

- Asked what GARIBALDI has received in terms of being the successful proponent.

WOLFGANG RICHTER

- An Interim Agreement between the Province of British Columbia and GARIBALDI has allowed GARIBALDI to enter into the Environmental Assessment process, as well as the Master Planning/Public Approvals process.

HAROLD CALLA

- Asked if the Crown land that forms the GARIBALDI AT SQUAMISH area will eventually be leased land.

WOLFGANG RICHTER

- Crown land will be leased from the Province by GARIBALDI. The infrastructure needed to support the development will be on leased land.
- There will be a transfer of land title (fee simple) from the Province to the developer for real estate development. GARIBALDI will pay the appraised value of undeveloped land.

JACK JOHNSON

- There have been no new major ski resorts built in western North America in the last 20 years because the costs of infrastructure are so great and the environmental and government process is astounding.
- It will cost \$50 million to \$75 million to open the first phase of GARIBALDI.
- GARIBALDI AT SQUAMISH is located on Brohm Ridge, about 13 kilometers north of Squamish and encompasses an area of 3,200 hectares (8,000 acres). There will be a 10-kilometre road from Hwy. 99 to the main village/base area.
- There will be a great variety of skiing on 12 pods serviced by 13 lifts. Total vertical drop will be 3,100 feet, putting GARIBALDI in the top 20 ski resorts in North America in terms of vertical drop.
- The base village will be located at 3,600 feet. The snow level in the area is typically at 3,100 feet. In comparison, the base of Whistler/Blackcomb is at 2,200 feet. There will be 80-90 trails taking up an area 307 hectares.
- There will be 400-500 acres of real estate development (on fee simple land – the rest of the land would be leased).
- The mountain has a carrying capacity of 10,000-13,000 skiers at one time (SAOT). Development will include 9,300 square metres of commercial space, 1,500 hotel rooms, 1,850 multi-family housing units and 500 single-family units.
- GARIBALDI will have a gear tie-in to Squamish, whose economy is changing from the logging industry toward tourism. Its location is halfway between Vancouver and the established resort of Whistler/Blackcomb.

GLENN STEWART

- The relatively new Environmental Assessment Act was enacted in 1995.
- The Environmental Assessment Act replaces the Energy Review Process, the Mine Review Process and the Major Project Review Process. However, ski resorts would not have fit into any of these processes. Ski resort proposals fell under the Province's Commercial Alpine Ski Policy and the regulations of regional districts and municipalities, depending on governance.
- There are three stages to the Environmental Assessment review:

- Stage 1 – A project application dealing with conceptual environmental impacts and mitigation strategies. A government project committee is established, including native participation if desired. This stage takes about four to six months.
- Stage 2 – Project report, with more detailed evaluation of the project, as requested by the project committee. This stage takes a minimum of nine months and may take one year.
- Stage 3 – Public hearing. Formal public hearings are held in order to determine the level of public support
- GARIBALDI has had two pre-application meetings with the Environmental Assessment Office.
- GARIBALDI is now initiating native and public consultation.
- If GARIBALDI receives a project certificate, then the company will proceed to making a Master Plan Agreement with the Province and proceeding to the permitting stages.

JOE MATHIAS

- It is ironic that GARIBALDI is telling the Squamish Nation how the Squamish Nation fits into the Environmental Assessment Act regarding public consultation. The Province did not have any consultation with the Squamish Nation before the Environmental Assessment Act was passed.
- Asked what the role of the Squamish Nation is – a token Indian sitting on some committee?

WOLFGANG RICHTER

- Has been careful not to call something consultation when it has just been discussion.

JANICE SCOTT

- Has talked to Environmental Assessment Office aboriginal advisor Bob Osborne, who has said GARIBALDI is required to consult major stockholders, including First Nations.

JOE MATHIAS

- The Squamish Nation is in the process of negotiating its whole territory rather than addressing traditional uses in specific areas.
- The Crown Land within the GARIBALDI boundaries is not on the table to negotiate between the Squamish Nation and GARIBALDI on how to mitigate traditional uses. This land is rather on the table to negotiate between the federal government, the provincial government and the Squamish Nation.

WOLFGANG RICHTER

- The Province told GARIBALDI that native land claims are not GARIBALDI's concern. GARIBALDI will negotiate the development of the land with whoever owns the land.

HAROLD CALLA

- Nowhere does it say that the Squamish Nation might not have a right to developing the land itself. But the Province is giving the land away on its own terms.

JOE MATHIAS

- The concept of the interim agreement (such as GARIBALDI's) limits the say of First Nations in to saying what will happen on the traditional land of First Nations. The Squamish Nation is attempting to get its own interim agreement on the same land. The Province sent GARIBALDI to do the Province's dirty work. The Squamish Nation wants to put this land on the table and the Province has denied it.

WOLFGANG RICHTER

- Asks if GARIBALDI and the Squamish Nation can go the government together and tell them about their dissatisfaction with the process.

JOE MATHIAS

- Agrees that going to the government together is a good idea, but does not know if it will get either party anywhere. This is the politics of magic – it has nothing to do with logic.

JANICE SCOTT

- Asks if the Squamish Nation and GARIBALDI can forget about the current provincial government and look at the land on which GARIBALDI is to be situated as Squamish Nation land and then see how the Squamish Nation and GARIBALDI can work together on this project.
- Points out the lack of native role models for native youth and the high employment rate of 70 per cent in the Squamish Nation.
- Asks if GARIBALDI can set up a program to provide opportunities for natives.
- Says that there may be something the Squamish Nation and GARIBALDI can do together to make a difference in the world.

JOE MATHIAS

- The Province has to first put the land on the table. The Squamish Nation wants an interim agreement with the Province before a final treaty is rolled into place.
- If the Squamish Nation did own the land in question and could not develop it, perhaps GARIBALDI could develop it along with the Squamish Nation.
- Is bothered by the way the Province defines the role of First Nations in the Environmental Assessment process.

- Asks who Bob Osborne is.

HAROLD CALLA

- The ownership of the land will not be an issue for GARIBALDI if the terms remain the same as they are presently.
- Natives are not always hunting and fishing – things have changed. The Squamish Nation wants to develop land.

WOLFGANG RICHTER

- GARIBALDI currently has status with someone who claims they own the land.
- GARIBALDI wants to do economic development, provide jobs for native people and provide a higher profile for native people. Believes that the market will really appreciate this.
- The government's processes are bewildering.

JOE MATHIAS

- The government is going ahead with the GARIBALDI proposal anyway. Does GARIBALDI need the Squamish Nation? What is the role of the Squamish Nation?

WOLFGANG RICHTER

- Does not know that GARIBALDI wants to or can not do without the Squamish Nation.
- Thinks that the Province thinks that the Squamish Nation has a veto. GARIBALDI investors and the community also believe this.

JANICE SCOTT

- Envisions native design teams in the areas of art, architecture and logos. It has to be authentic.

WOLFGANG RICHTER

- The name GARIBALDI AT SQUAMISH came out a discussion with native artist Roy Vickers, who is now discussing creating art for Ride Snowboards.
- Using the name Squamish in GARIBALDI's name brings community and native aspects into the project.

JOE MATHIAS

- Thinks the GARIBALDI proposal and vision is excellent – has no problem with this.
- The problem is with land claims and what is on the table.

- The Province's Protected Areas Strategy was done without giving consideration to land claims negotiations.
- The Province is methodically and clearly alienating Crown land to third parties or to the public interest. While the Squamish Nation is attempting to get to the table on land claims, the Province is alienating land. This is legal trickery to make sure the land never reaches the treaty table.
- If GARIBALDI has no trouble dealing with the Squamish Nation, the Squamish Nation will get the land and GARIBALDI can deal with the Squamish Nation. It is not known how long this process to transfer the ownership of the land to the Squamish Nation can take.
- Cabinet does not hear that natives can do these kind of things, but rather see natives as a problem.

GARY YAVSELY

- The Province must be approached about the tenure of the land regarding the Squamish Nation.

HAROLD CALLA

- Treaties create certainty and economic growth.
- The Squamish Nation cannot be avoided or dealt with in a process that is consultative. The Squamish Nation has a right to be a part of such a process, provide full input and making a contribution.

JOE MATHIAS

- If there is a political will, the Province can sign treaties right away. For example, there was political will in the Protected Areas Strategy Process. In the case of Indian Arm Provincial Park, it took the Province two to three years to create that park. In the case of the Stawamus Chief, it took only two years. In both cases, these park decisions were made after the treaty process in British Columbia was established. And in both cases, the Province has alienated the land from land claims negotiations.

HAROLD CALLA

- The Squamish Nation has a passive role in the Park Royal shopping centre, located on land owned by the Squamish Nation. Being solely the land owner does not achieve the objectives of the Squamish Nation anymore.

JOE MATHIAS

- The Squamish Nation can do business with anyone else, as evidenced by the many land development projects in which the Squamish Nation has been involved.

HANS SWINTON

- Requests that the meeting be adjourned so that GARIBALDI can consider what has been discussed at this meeting.

JOE MATHIAS

- Excellent idea, as the Squamish Nation would also like to think about what has been said.

HAROLD CALLA

- The Squamish Nation is looking at becoming more involved in the tourism industry.

ANNE WHONNOCK

- Would be offended if in GARIBALDI's position. GARIBALDI has been used as a pawn by the Province to circumvent the government's process.
- The Province is aware of the treaty process and its commitment through the signing of a document outlining the treaty process.

HAROLD CALLA

- Doesn't think GARIBALDI appreciates the capabilities of the Squamish Nation organization. GARIBALDI will appreciate what the Squamish Nation can do for the GARIBALDI development.

ADJOURNMENT

- The meeting was adjourned at 3:45 p.m.

Appendix 10

INTERIM AGREEMENT

THIS AGREEMENT dated for reference the 28th day of February, 1997 is between

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF BRITISH COLUMBIA,
represented by the Minister of Environment, Lands and Parks, Parliament Buildings, Victoria, British
Columbia V8V 1X4

(the "Province")

AND:

GARIBALDI ALPEN RESORTS (1987) LTD. (Incorporation No. 322631), a company incorporated
under the Company Act, R.S.B.C. 1979, c. 59, having its registered office at 1000 – 840 Howe Street,
Vancouver, British Columbia V6Z 2M1

(the "Company").

WHEREAS:

A. The Company wishes to undertake a mountain/ski resort development on the Land (defined herein);

B. An environmental assessment review of the effect of such mountain/ski resort development on the
Land and land in the vicinity of the Land must be completed and a decision made on whether a Project
Approval Certificate (defined herein) should be issued to the Company before the Province will consider
a Ski Area Master Plan (defined herein) or negotiate a Master Development Agreement (defined herein)
with the Company for a mountain/ski resort development on the Land; and

C. The parties wish to define the parameters under which the Company will pursue the environmental
assessment review and Project Approval Certificate and to define the obligations of the parties if a
Project Approval Certificate is issued to the Company and if a Project Approval Certificate is not so
issued.

The parties agree as follows:

ARTICLE I - DEFINITIONS AND INTERPRETATION

1.01 In this Agreement:

(a) "**Commercial Alpine Ski Policy**" means the policy of the Province in effect from time to time pertaining to and governing commercial alpine ski developments on land that is owned by the Province;

(b) "**Event of Default**" means any event under section 2.02;

(c) "**Land**" means that area of unsurveyed Crown land outlined in red on Schedule "A" of the Licence except District Lot 7093, Group 1, New Westminster District;

(d) "**Licence**" means a licence issued to the Company pursuant to section 36 of the *Land Act* in the form attached as Appendix "A";

(e) "**Master Development Agreement**" means an agreement between the Province and the Company following issuance of a Project Approval Certificate to the Company and completion and approval by the Province of a Ski Area Master Plan and of the various reports, plans and studies contemplated under this Agreement setting out the terms and conditions and governing the development of a commercial alpine mountain/ski resort development on the Land, all in accordance with the Commercial Alpine Ski Policy, section 7.04 and Appendix "D";

(f) "**Project Approval Certificate**" means a project approval certificate, as defined in the *Environmental Assessment Act*, for a mountain/ski resort development on the Land;

(g) "**Project Timetable**" means the timetable set forth in Appendix "B";

(h) "**Review Process**" means the environmental assessment review process required under the *Environmental Assessment Act*, an unofficial summary of which is set out in Appendix "C";

(i) "**Ski Area Master Plan**" means a plan of the proposed commercial alpine mountain/ski resort development of the Company including, among other things, a description and location of all the major elements of the development including the ski lift and base facilities, lifts, trail systems, lodges, maintenance facilities, snow making equipment, parking facilities and conceptual plans for base area development (including residential housing, hotels and commercial developments), a phasing schedule and environmental, wildlife and habitat management programs and other items as required by the Province or the Commercial Alpine Ski Policy;

(j) "**Ski Area Master Plan Process**" means the process as determined by the Province for preparing, completing and approving or rejecting a Ski Area Master Plan under section 7.02, including without limitation the following steps and procedures:

(i) Company to diligently conduct and complete all studies, investigations and reviews and prepare all studies, investigations, reports, plans, designs, layouts, documents or other information or materials

necessary or required by the Province under the Commercial Alpine Ski Policy or otherwise to be included in a Ski Area Master Plan,

(ii) Company to diligently complete the Ski Area Master Plan and submit the Ski Area Master Plan to the Province for its review,

(iii) Province to diligently conduct preliminary review of the Ski Area Master Plan and notify the Company of any further studies, investigations, reports, plans, designs, layouts, documents or other information or materials or amendments to the Ski Area Master Plan submitted pursuant to paragraph (i) above which the Province requires to review and evaluate the Ski Area Master Plan,

(iv) Province information or materials required by the Province pursuant to paragraph (iii) above to review and evaluate the Ski Area Master Plan,

(v) Province to diligently review and evaluate the Ski Area Master Plan, and

(vi) Province to approve or reject the Ski Area Master Plan;

(k) "**Studies**" means all studies, investigations, reports, plans, designs, layouts, documents or other information or materials, in any media form, prepared by or for the Company in the Review Process or in the Ski Area Master Plan Process.

1.02 Wherever this Agreement or the Review Process provides that:

(a) an action is to be taken or a review of something is to be performed by a party; or

(b) a decision or determination is to be made by a party;

then that party will act reasonably in undertaking the action, review, decision or determination.

1.03 Nothing in this Agreement fetters the powers of the minister responsible for the administration of the *Environmental Assessment Act*, the responsible minister (as defined in the *Environmental Assessment Act*) and the Lieutenant Governor in Council in the Review Process.

1.04 If there is any inconsistency between the Environmental Assessment Act and Appendix "C", the Environmental Assessment Act will govern to the extent of such inconsistency.

ARTICLE II - TERM AND TERMINATION

2.01 Subject to earlier termination, the term of this Agreement runs for four years commencing on the date first set out above.

2.02 The Province may exercise any or all of its remedies under section 2.03 on the happening of any one or more of the following events:

(a) if the Company fails to observe, perform or keep any of its covenants or obligations under this Agreement or the Licence and the default continues for a period of 60 days after written notice has been given by the Province to the Company specifying the default and requiring the same to be remedied, or if the nature of the default reasonably requires more than 60 days to be remedied and the Company commences remedying the default within the 60 day period but fails to complete with diligence and continuity the remedying of the default;

(b) if an order is made, a resolution passed or a petition filed for the liquidation or winding up of the Company;

(c) if the Company becomes insolvent or makes an assignment for the general benefit of its creditors, commits an act which would entitle a person to take action pursuant to the Bankruptcy and Insolvency Act (Canada) or if a bankruptcy petition is filed or presented against the Company or the Company consents to the filing of the petition or a decree is entered by a court of competent jurisdiction adjudging the Company bankrupt under any law relating to bankruptcy or insolvency;

(d) if any execution, sequestration, extent or other process of any court becomes enforceable against the Company or if a distress or analogous process is levied on its interest under this Agreement or the Licence or the property of the Company or the Company fails to defend such process in good faith while having posted adequate security to pay the full amount claimed in the event the claim is valid;

(e) if a receiver or receiver-manager is appointed to administer or carry on the business operations of the Company;

(f) if the Company does any act or thing or omits to do any act or thing that constitutes a default (and fails to remedy such default within any grace period provided for) under any indenture, mortgage, deed of trust, bill of sale or other security instrument to which the Company is a party or is bound and the other party to such instrument commences proceedings against the Company in respect of such default;

(g) if, without the prior consent of the Province, a change in the control (as that term is defined in section 1(4) of the *Company Act*) of the Company occurs;

(h) if the Company fails to provide, after receipt from the Province of a written request, a list containing the names of each and every member of the Company setting out opposite the name of each member the number and class of the shares held by that member and, if the member is a corporation or partnership, the list must include the name of each member of the corporation or partner of the partnership, as the case may be;

(i) if a representation of the Company under section 8.01 is or is proven to be untrue, provided that an issuance of shares in the Company will not be deemed to be a default under this subsection if

(i) such issuance of shares does not result in a change in the control (as that term is defined in section 1(4) of the *Company Act*) of the Company, and

(ii) within 14 days of such issuance of shares, the Company notifies the Province in writing of such transaction and in such notice certifies

(A) the names of the persons to whom shares were issued and the number of shares in each class of shares of the Company issued to each person in such transaction,

(B) the names and addresses of the then current members of the Company and their respective holdings, by number and class of shares, in the issued share capital of the Company, and

(C) where a corporate member of the Company is not a publicly traded corporation, the names and addresses of the then current members of the corporate member and their respective holdings, by number and class of shares, in the issued share capital of the corporate member;

(j) if, without the consent of the Province, a member of the Company sells, pledges, assigns, mortgages or otherwise disposes of the shares of that member in the issued share capital of the Company or enters into an agreement to do so, provided that a sale of shares by a member in the issued share capital of the Company will not be deemed to be a default under this subsection if within 14 days of such sale of shares, the Company notifies the Province in writing of such transaction and in such notice certifies:

(i) the names of the persons to whom such shares were sold and the number of shares in each class of shares of the Company sold to each of them in such transaction,

(ii) the names and addresses of the then current members of the Company and their respective holdings, by number and class of shares, in the issued share capital of the Company, and

(iii) where a corporate member of the Company is not a publicly traded corporation, the names and addresses of the then current members of the corporate member and their respective holdings, by number and class of shares, in the issued share capital of the corporate member;

(k) if a certification of the Company under a notice delivered under subsection (i) or (j) is or is proven to be untrue;

(l) if, without the consent of the Province, the Company is amalgamated with another company or is reorganized;

(m) if the Review Process is terminated for any reason, including without limitation, as a result of a rejection of the application of the Company for a Project Approval Certificate;

(n) if the Licence is terminated;

(o) if the Company is required under section 5.03 to withdraw its application for a Project Approval Certificate;

(p) if the Province determines that the Company is not diligently pursuing the Ski Area Master Plan Process under section 7.02; or

(q) if the Province rejects the Company's Ski Area Master Plan under section 7.02.

2.03 On the happening of an Event of Default or at any time thereafter, the Province may do any one or more of the following:

(a) pursue any remedy available to it at law or in equity, it being acknowledged by the Company that specific performance, injunctive relief (mandatory or otherwise), or other equitable relief may be the only adequate remedy to cure an Event of Default;

(b) take any action in its own name or in the name of the Company that may be required to cure the Event of Default, in which case all payments, costs and expenses incurred by the Province will be payable by the Company to the Province on demand;

(c) suspend the rights of the Company under this Agreement, the Licence or under either of them;

(d) terminate this Agreement and the Licence or either of them; or

(e) waive the Event of Default provided, however, that any waiver of an Event of Default will not operate as a waiver of any subsequent or continuing Event of Default.

2.04 The Company will not be entitled to any compensation from the Province in respect of any exercise by the Province of any of its rights under section 2.03, including but not limited to the termination of this Agreement and the Licence or either of them.

2.05 If the Company has worked expeditiously in pursuing its obligations under both the Review Process and the Ski Area Master Plan Process and they are not completed within the term of this Agreement, the Province will, on written request from the Company, extend the term of this Agreement for so long as the

Province determines is necessary to complete the Review Process and the Ski Area Master Plan Process and the Province may attach such terms and conditions to the granting of such extension as it, in its sole discretion, determines are necessary.

2.06 The parties will use reasonable efforts to adhere to the time frames set out in the Project Timetable, provided that nothing in this section binds or in any way affects the minister or the responsible minister, as those terms are used or defined in the Environmental Assessment Act, in exercising his or her powers or duties under that Act.

ARTICLE III - CONSIDERATION

3.01 The Company will pay \$50,000.00 to the Province as follows:

(a) concurrently with the execution of this Agreement, \$15,000.00;

(b) on or before the date which is one year after the reference date of this Agreement, \$15,000.00; and

(c) on or before the date which is 18 months after the reference date of this Agreement, \$20,000.00.

3.02 The Company will deliver to the Province, concurrently with the execution of the agreement, security in the form of an irrevocable letter of credit satisfactory to the Province in respect of the Company's obligations under sections 3.01(b) and (c), which security will be released by the Province upon satisfaction of such obligations.

ARTICLE IV - PROPONENT STATUS

4.01 The Province agrees that during the term of this Agreement the Company is the sole proponent for a mountain/ski resort development on the Land.

ARTICLE V - REVIEW PROCESS AND USE OF THE STUDIES

5.01 The Company will during the term of this Agreement diligently pursue its obligations under the Review Process and the Ski Area Master Plan Process in respect of its proposed mountain/ski resort development on the Land.

5.02 If at any time during the Review Process it is determined by the Province that the Company is not diligently pursuing its obligations under the Review Process, the Province may provide notice to the Company in writing outlining the Company's failure to diligently pursue its obligations under the Review Process.

5.03 If, 60 days following receipt of the notice described in section 5.02, the Province determines that the

Company has failed to correct the deficiencies described in the notice so that the Company is then diligently pursuing its obligations under the Review Process, the Province may require the Company to withdraw its application for a Project Approval Certificate and section 2.04 will apply in such circumstances. If the failure complained of (other than a failure to pay any sum of money) reasonably requires more time to cure than 60 days, the Company will be deemed to have complied with the remedying of the failure if the Company commences remedying occurring the failure within the 60 day period and diligently thereafter completes the same.

5.04 If at any time during the Term of this Agreement it is determined by the Province that the Company is not diligently pursuing its obligations under the Ski Area Master Plan Process, the Province may provide notice to the Company outlining the Company's failure to diligently pursue the Ski Area Master Plan Process.

5.05 If, 60 days following receipt of the notice described in section 5.04, the Province determines that the Company has failed to correct the deficiencies described in the notice so that the Company is then diligently pursuing its obligations under the Ski Area Master Plan Process, the Province may terminate this Agreement and section 2.04 will apply in such circumstances.

5.06 The Company hereby grants to, or will cause to be granted to, the Province an irrevocable, royalty-free, nonexclusive licence of copyright in the Studies for the purposes of copying, distributing, using and reproducing the Studies in and for the Review Process and the Ski Area Master Plan Process during the term of this Agreement (and any extensions thereof) or for reproducing the Studies where required by law, including but not limited to any reproduction required for the purposes of section 62 of the *Environmental Assessment Act*.

5.07 Provided the Province utilizes the Studies only as contemplated by this Agreement, the Company hereby releases and forever discharges the Province, its employees and agents, from and against any and all claims, demands, causes of action, losses, costs and expenses of any kind and every nature which can or may arise from or by reason of the licence of copyright in the Studies granted in section 5.07 or the copying, distributing, use and reproduction of the Studies under that licence.

5.08 If this Agreement is terminated for any reason, the Province agrees that, subject to any requirements or obligations under the *Freedom of Information and Protection of Privacy Act*, it will not provide the Studies to any future proponent of a commercial alpine mountain/ski resort development on the Land without the written consent of the Company having been first obtained.

ARTICLE VI - LICENCE

1. Concurrently with the execution of this Agreement, the Province will grant to the Company the Licence, which licence will be issued for the purpose of permitting the Company to enter on the Land to undertake its obligations under the Review Process.

6.02 The obligation of the Province to grant the Licence is subject to:

- (a) the payment by the Company to the Province by certified cheque payable to the Minister of Finance and Corporate Relations the amount of \$160.50 representing the \$100.00 application fee for the Licence and the \$50.00 fee payable pursuant to section 3 of the Licence, together with the goods and services tax payable under the Excise Tax Act (Canada) on both of such fees;
- (b) the delivery by the Company to the Province of a completed Province of British Columbia Certificate of Insurance for the insurance referred to in section 7.01 of the Licence; and
- (c) the delivery by the Company to the Province of the security referred to in section 6.01 of the Licence.

ARTICLE VII - NO IMPLIED APPROVALS, PROMISES OR REPRESENTATIONS

7.01 The Company agrees that regardless of any findings or recommendations of the Review Process, the Province is under no obligation, either express or implied, to enter into any further agreements with the Company in respect of feasibility studies for, planning for, construction of, or any other matter related to a mountain/ski resort development on the Land unless the Review Process results in the issuance to the Company of a Project Approval Certificate.

7.02 If the Review Process results in the issuance to the Company of a Project Approval Certificate and provided the Company then submits a completed Ski Area Master Plan to the Province in accordance with the Commercial Alpine Ski Policy then in effect, the Province will:

- (a) within 180 days notify the Company of the requirements of the Province pursuant to paragraph (iii) of the definition of Ski Area Master Plan Process in section 1.01 (j); and
- (b) evaluate and review the Ski Area Master Plan together with any information or materials required by the Province pursuant to subsection (a) and approve or reject the Ski Area Master Plan within 180 days of receipt from the Company of such further information or materials.

7.03 If the Province approves the Ski Area Master Plan, the Province will negotiate and in good faith attempt to conclude a Master Development Agreement with the Company for the development and operation of a commercial alpine mountain/ski resort development on the Land, which agreement shall be consistent with a Project Approval Certificate, the Ski Area Master Plan, all other approvals required under any enactment and, except as provided for in section 7.04, the Commercial Alpine Ski Policy in existence as of the date of the issuance of the Project Approval Certificate.

7.04 Notwithstanding section 7.03, the Province acknowledges that:

(a) the pricing components (in respect of fees based upon gross revenues of a ski hill operator and in respect of land sales by the Province to a ski hill operator) of the Commercial Alpine Skiing Policy of the Province in existence as of the reference date of this Agreement;

(b) the term;

(c) the rental rate review;

(d) conditions as to the issuance and transfer of shares of the Company;

all as set out in Appendix “D”, will apply to a Master Development Agreement entered into by the Province and the Company resulting from the negotiations referred to in section 7.03.

7.05 Nothing in this Agreement, the Review Process, the Ski Area Master Plan Process or the Licence constitutes a right on the part of the Company to commence a mountain/ski resort development on the Land, and the Company acknowledges and agrees that the issuance to it of a Project Approval Certificate does not entitle the Company to commence a mountain/ski resort development on the Land.

7.06 Nothing in the Agreement, the Review Process, the Ski Area Master Plan Process or the Licence authorizes the Company to use or occupy land within Garibaldi Provincial Park and the Company agrees that the Province makes no representations or warranties as to whether any land within such park will ever be made available, under a park use permit or otherwise, for the development and operation of a mountain/ski resort development.

ARTICLE VIII - WARRANTIES, REPRESENTATIONS AND ACKNOWLEDGMENTS OF THE COMPANY

8.01 The Company warrants and represents to the Province, with the knowledge that the Province will rely upon these warranties and representations in entering into this Agreement and completing its obligations under this Agreement, that now and during the term of this Agreement:

(a) it has been incorporated and exists under the laws of the Province of British Columbia;

(b) it has the corporate power, capacity and authority to enter into this Agreement and to carry out its obligations under this Agreement, all of which has been authorized by the necessary corporate proceedings;

(c) the authorized share capital of the Company consists of 1,000,000 shares without par value divided into 500,000 Class “A” common shares (voting) and 500,000 Class “B” common shares (non-voting);

(d) the issued share capital of the Company consists of one Class “A” common share (voting), the legal

and beneficial owner of which is Wolfgang Henry Richter; and

(e) Wolfgang Henry Richter has not, in any way, charged or otherwise encumbered the one Class “A” common share (voting) issued to him by the Company.

8.02 The Company acknowledges and agrees that:

(a) the Licence does not grant exclusive use of the Land to the Company, however

(i) the Province agrees that during the term of this Agreement that the Province will not enter into an agreement under the *Land Act* in respect of the Land or authorize an activity on the Land which would prohibit or severely restrict the ability of the Company to develop a mountain/ski resort development on the Land without first notifying the Company of its intention to do so and allowing the Company 90 days to respond and indicate the Company's concerns or objections to the proposed agreement or activity and which response will be considered by the Province prior to the Province entering into the agreement or authorizing the activity as the case may be; and

(ii) provided the Province administers the Land under the *Land Act*, if at any time during the term of this Agreement the Province receives a referral from another ministry, department or branch in respect of an application by a person or persons other than the Province under the provisions of the *Coal Act*, *Forest Act*, *Mineral Tenure Act*, *Petroleum and Natural Gas Act*, *Wildlife Act*, or *Water Act* in respect of the Land which would prohibit or severely restrict the ability of the Company to develop a mountain/ski resort development on the Land, the Province, where it is not prohibited at law from doing so, will forthwith notify the Company of such referral;

(b) the Land is located in the Soo Provincial Forest;

(c) the Studies, all other studies, assessments and any other work completed by the Company, under the Review Process, the Ski Area Master Plan Process or otherwise, in respect of a mountain/ski resort development proposal for the Land are to be completed solely at the initiative, cost, expense and risk of the Company;

(d) the Studies, other studies, assessments, information or other work compiled or undertaken by the Company under this Agreement may not be acceptable in the Review Process or the Ski Area Master Plan Process;

(e) there are no warranties, representations, collateral agreements or conditions affecting his Agreement except as set out in this Agreement, and that this Agreement supercedes all dealings between the parties pursuant to the proposal call issued by the Province in respect of proposals for a mountain/ski resort development on the Land;

(f) the Province is under no obligation, express or implied, to provide financial assistance or to

contribute, in any way, to the cost of the preparation by the Company for participation in the Review Process or the Ski Area Master Plan Process or to the cost of developing and operating a mountain/ski resort development on the Land if the Company, at any time, is authorized to commence and operate such a development;

(g) in addition to its obligations under subsection (b), the Company will pay for all costs incurred by the Company in complying with and completing its obligations under the Review Process and the Ski Area Master Plan Process;

(h) nothing in this Agreement constitutes the Company as the agent, joint venturer or partner of the Province; and

(i) this Agreement may be inspected by the public at the times and places determined by the Province and may be filed by the Province in the project registry established under section 61 of the *Environmental Assessment Act*.

ARTICLE IX - WARRANTIES AND REPRESENTATIONS OF THE PROVINCE

9.01 The Province warrants and represents to the Company that it has the power and authority to enter into this Agreement and the necessary proceedings have been taken by it to enter into this Agreement and to carry out its obligations under this Agreement.

9.02 The Province makes no warranties or representations to the Company as to the fitness of the Land for any particular use, including but not limited to the use of it as a site for a mountain/ski resort development.

9.03 The Province will not during the term of this Agreement apply to the Agricultural Land Commission to have the Land or any part of it added to a reserve (as that term is defined in the *Agricultural Land Commission Act*).

ARTICLE X - ARBITRATION

10.01 Any dispute under this Agreement which cannot be settled by the parties to this Agreement will be determined by reference to a single arbitrator appointed under the *Commercial Arbitration Act* and the cost of the arbitration will be borne equally by the parties.

ARTICLE XI - MISCELLANEOUS

11.01 Any communication given under this Agreement must be in writing and be delivered by hand, courier, double-registered mail or facsimile transmission to the party to whom it is to be delivered to the

following address or facsimile number:

to the Province

Lower Mainland Regional Office

Ministry of Environment, Lands and Parks

10334 152nd A Street

Surrey, British Columbia

V3R 7P8

Attention: Regional Director

Fax: (604) 660-8926

to the Company

Mountain View Centre

38012 - 2nd Avenue, Suite 205

Squamish, British Columbia

V0N 3G0

Attention: Wolfgang Richter

Fax: (604) 892-5589

provided, however, that a party may, by notice in writing to the other, specify another address or facsimile number for delivery of communications under this Agreement and, where another address or facsimile number is specified by a party, all communications must be delivered to that address or facsimile number in accordance with this section.

11.02 This Agreement is binding upon and enures to the benefit of the parties, their successors and,

subject to section 11.03, their assigns.

11.03 This Agreement may not be assigned by the Company, in whole or in part, without the prior written consent of the Province.

11.04 Notwithstanding section 11.03, this Agreement may be assigned by the Company to Garibaldi Alpen Resorts (1996) Ltd. provided

(a) the Licence is assigned concurrently to that corporation; and

(b) that corporation enters into an agreement with the Province under which it covenants and agrees to assume all obligations of the Company this Agreement and the Licence.

11.05 If this Agreement and the Licence are assigned to Garibaldi Alpen Resorts (1996) Ltd. in accordance with section 11.04, this Agreement will, without further act of the parties be deemed to be amended as follows:

(a) by adding the words "or Garibaldi Alpen Resorts (1987) Ltd." after the words "the Company" in section 2.02(g); and

(b) by deleting sections 8.01(c), (d) and (e) and replacing them with the following:

(c) the authorized share capital of the Company consists of 110,000,000 shares divided into 100,000,000 voting common shares without par value and 10,000,000 non-voting preferred shares with par value of \$1.00 each;

(d) the issued share capital of the Company consists of 6,679,066 voting common shares, the legal and beneficial owners of which are

Wolfgang Richter 1 share

Garibaldi Alpen Resorts (1987) Ltd. 5,100,000 shares

391143 (B.C.) Limited 483,332 shares

Stolle Services Ltd. 595,773 shares

Gogol Lobmayr 500,000 shares;

(e) the authorized share capital of Garibaldi Alpen Resorts (1987) Ltd. consists of 1,000,000 shares without par value divided into 500,000 Class "A" common shares (voting) and 500,000 Class "B" common shares (non-voting) of which one Class "A" common share (voting) has been issued, the legal and beneficial owner of which is Wolfgang Henry Richter;

(f) the authorized share capital of 391143 (B.C.) Limited consists of 10,000 common shares of which 100 shares have been issued, the legal and beneficial owner of which shares is Michael Randall Esler;

(g) the authorized share capital of Stolle Services Ltd. consists of 10,000 common shares of which 1 share has been issued, the legal and beneficial owner of which share is Fritz Ulrich Stolle; and

(h) the issued share capital of the Company has not, in any way, been charged or otherwise encumbered by a member of the Company.”.

11.06 This Agreement creates contractual rights only between the parties, does not create any equitable or legal interest in the land and will not be registered by the Company at any land title office at any time. If the Company registers or attempts to register this Agreement at any land title office at any time, the Province may terminate this Agreement and section 2.04 will apply to such termination.

11.07 The Province and the Company will perform such further other acts and execute such further documents as may reasonably be required to give effect to this Agreement, and in particular to the licence of copyright in the Studies granted to the Province under section 5.07.

11.08 The appendices to this Agreement form part of this Agreement.

11.09 The captions and headings contained in this Agreement are for convenience only and do not define or limit the scope or intent of this Agreement.

11.10 This Agreement will be interpreted according to the laws of the Province of British Columbia.

11.11 Where there is a reference to an enactment of the Province of British Columbia or of Canada in this Agreement, that reference will include a reference to any prior or subsequent enactment of the Province of British Columbia or Canada, as the case may be, of like effect and, unless the context otherwise requires, all statutes referred to in this Agreement are enactments of the Province of British Columbia.

This Agreement has been executed by the parties as of the date first written above.

SIGNED on behalf of **HER MAJESTY**

THE QUEEN IN RIGHT OF THE

PROVINCE OF BRITISH

COLUMBIA by the Minister of

Environment, Lands and Parks or his

duly authorized representative in the

presence of

Carol Smiley

10332 - 152A St

Surrey BC V3R 7P8

SIGNED by an authorized signatory of

GARBALDI ALPEN RESORTS

(1987) LTD. in the presence of

J. Scott

PO BOX 2625

Squamish, BC V0N 3G0

Wolfgang Richter

Authorized Signatory

Appendix A - LICENCE

Appendix A

LICENCE

IN PURSUANCE OF SECTION 36 OF THE LAND ACT, R.S.B.C. 1979, c. 214

THIS LICENCE dated for reference February 28 1997.

BETWEEN:

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF BRITISH COLUMBIA, as represented by the Minister of Environment, Lands and Parks, Parliament Buildings, Victoria, British Columbia V8V 1X4

(the "Licensor")

AND:

GARIBALDI ALPEN RESORTS (1987) LTD. (Incorporation No. 322631), a company incorporated under the Company Act, R.S.B.C. 1979, c. 59, having its registered office at 1000 - 840 Howe Street, Vancouver, British Columbia V6Z 2M1

(the "Licensee")

THE PARTIES AGREE AS FOLLOWS:

ARTICLE I - DEFINITIONS

1.01 In this Licence and the Schedules to it

"Commencement Date" means February 28, 1997;

"Fee" means \$50.00;

"Interim Agreement" means the Interim Agreement entered into by the parties dated for reference the 28th day of February, 1997;

"Land" means the area of unsurveyed Crown land shown outlined in red on Schedule "A";

"Prior Rights" means the encumbrances granted over the Land which are described in Schedule "B";

"Realty Taxes" means all taxes rates, levies, duties, charges and assessments, now or hereafter assessed, levied or charged by any competent governmental authority which relate to the Land,

"Review Process" means the Review Process, as that term is defined in the Interim Agreement;

"Security" means the security referred to in Article VI;

"Ski Area Master Plan Process" means the Ski Area Master Plan Process, as that term is defined in the Interim Agreement;

"Term" means the period of time commencing on the Commencement Date and terminating on the date four years thereafter.

1.02 Wherever this Licence or the Review Process provides that:

(a) an action is to be taken or a review of something is to be performed by a party; or

(b) a decision or determination is to be made by a party;

then that party will act reasonably in undertaking the action, review, decision or determination.

ARTICLE II - GRANT OF LICENCE

2.01 The Licensor grants to the Licensee a licence to enter on the Land for the purpose of the Licensee completing its obligations under the Review Process and the Ski Area Master Plan Process.

ARTICLE III - TERM

3.01 The Licensee will have and hold the Land for the Term, unless cancelled or otherwise terminated in accordance with the terms of this Licence.

ARTICLE IV - COVENANTS OF THE LICENSEE

4.01 The Licensee covenants with the Licensor

(a) to pay the Fee to the Licensor on the Commencement Date at the address set out in Article XI;

(b) to observe, abide by and comply with all laws, bylaws, orders, directions, ordinances and regulations

of any competent governmental authority in any way affecting the Land or any improvements on the Land;

(c) to use the Land solely for the purpose set out in section 2.01;

(d) to keep the Land in a safe, clean and sanitary condition to the satisfaction of the Licensor and, at the written request of the Licensor, to make the Land as safe, clean and sanitary as it was on the Commencement Date, reasonable wear and tear excepted;

(e) not to commit or suffer any willful or voluntary waste, spoil or destruction on the Land or to do or suffer to be done on the Land anything that may be or become a nuisance or annoyance to any owner or occupier of land in the vicinity of the Land;

(f) to pay interest to the Licensor on the Fee, or any other sum of money payable in accordance with this Licence, in arrears at the rate of interest prescribed from time to time under the Land Act in respect of such sums unpaid from the due date;

(g) to pay all premiums and monies necessary to maintain all policies of insurance required to be maintained by the Licensee under this Licence as the same become due provided, however, that if the Licensee defaults in the payment of any of the premiums or sums of money, the Licensor may (but will be under no obligation to) pay the same and the amounts so paid will be added to the Fee and will be payable to the Licensor immediately upon demand;

(h) to deliver to the Licensor, from time to time immediately upon demand,

(i) certified copies of all policies of insurance required to be maintained by the Licensee under this Licence, and

(ii) receipts or other evidence of the payment of Realty Taxes, insurance premiums, or other monetary obligations of the Licensee required to be observed by the Licensee under this Licence,

(i) to indemnify and save the Licensor, its employees and agents, harmless against all claims, actions, causes of action, losses, damages, costs and liabilities, including fees of solicitors and other professional advisors, arising out of any personal injury, death or property damage occurring or happening on or off the Land, by virtue of the Licensee's use or occupation of the Land, and the Licensor may add the amount of such losses, damages, costs and liabilities to the Fee and the amount so added will be payable to the Licensor immediately upon demand;

(j) to pay all accounts and expenses, as they become due, for labour performed on, or materials supplied to, the Land for the Licensee;

(k) on the expiration or earlier termination of this Licence

- (i) to peaceably quit and deliver possession of the Land to the Licensor in a safe, clean and sanitary condition, reasonable wear and tear excepted,
 - (ii) to leave the Land in a safe, clean and sanitary condition to the satisfaction of the Licensor, and
 - (iii) to remove from the Land all machinery, equipment and other improvements installed on the Land by or on behalf of the Licensee during the Term, other than those which the Licensor by notice in writing permits the Licensee to leave on the Land,
- and, to the extent necessary, this covenant will survive the expiration or earlier termination of this Licence;
- (l) to permit the Licensor, its servants, agents and authorized representatives to enter upon the Land at any time to inspect the Land;
 - (m) not to cut or remove, or both, Crown timber on the Land without
 - (i) the prior consent of the Licensor, and
 - (ii) being granted the right to harvest Crown timber on the Land pursuant to an agreement issued under the *Forest Act*;
 - (n) to deliver to the Licensor prior to commencing the Studies and from time to time upon demand, a "Province of British Columbia Certificate of Insurance" (in the form approved, from time to time, by Treasury Board) which has been completed by the Licensee's insurer to evidence the maintenance of all policies of insurance required to be maintained by the Licensee under this Licence;
 - (o) to observe and perform all terms and provisions of this Licence and not to do or suffer to be done anything contrary to any term or provision of this Licence;
 - (p) to pay and discharge when due, the Realty Taxes provided, however, that if the Licensee defaults in the payment of the Realty Taxes, the Licensor may pay and discharge the Realty Taxes and the amount paid by the Licensor will be added to the Fee and will be payable to the Licensor immediately upon demand;
 - (q) to pay and discharge when due all charges for electricity, gas, water and other utilities supplied to the Land; and
 - (r) not to interfere with any person's exercise of any right granted to them by the Licensor under subsection 8.01 (e) or (g) or with any person using the Land for recreational purposes.

ARTICLE V - ASSIGNMENT

5.01 The Licensee will not assign, sublicense or transfer this Licence, in whole or in part, without the prior written consent of the Licensor.

5.02 For the purpose of section 5.01, a change in the control (as that term is defined in section 1 (4) of the Company Act) of the Licensee is deemed to be a transfer of this Licence.

5.03 Notwithstanding section 5.01, this Licence may be assigned by the Company to Garibaldi Alpen Resorts (1996) Ltd. provided

(a) the Interim Agreement is assigned concurrently to that corporation; and

(b) that corporation enters into an agreement with the Province under which it covenants and agrees to assume all obligations of the Company under this Licence.

ARTICLE VI - SECURITY

6.01 On the Commencement Date the Licensee will deliver to the Licensor security in the amount of \$5,000.00 in a form acceptable to the Licensor that will guarantee the performance of the Licensee's obligations under this Licence and the Security will be maintained in effect until the Licensor certifies in writing that the Licensee has fully performed its obligations under this Licence.

6.02 If the Licensee defaults in the performance of its obligations under this Licence then the Licensor may sell, call in and convert the Security, or any part of it, and the Security will be deemed to be absolutely forfeited to the Licensor.

6.03 The rights of the Licensor under this Article will continue notwithstanding the expiration or earlier termination of this Licence.

6.04 The Licensee acknowledges and agrees that the Licensor acting reasonably may, by written notice delivered to the Licensee, require that the Security posted pursuant to section 6.01 be changed to an amount set out in the notice and, notwithstanding section 6.01, the Licensee will, within 30 days of its receipt of the notice,

(a) cause the Security to be changed accordingly; and

(b) deliver to the Licensor written confirmation that the change has been made.

ARTICLE VII - INSURANCE

7.01 At all times during the Term the Licensee will effect and keep in force insurance, with insurers licensed in British Columbia, protecting the Licensor and the Licensee (without any rights of cross-claim or subrogation against the Licensor) against claims for personal injury, death, property damage, third party or public liability claims arising from any accident or occurrence on the Land up to an amount not less than \$1,000,000.00 per occurrence.

7.02 All policies of insurance referred to in section 7.01 will be written in the name of the Licensor and the Licensee as the insureds, with loss payable to the Licensor, and the Licensee and will contain a waiver of subrogation clause to the effect that any release from liability entered into by the Licensee prior to any loss will not affect the right of the Licensee or the Licensor to recover and each policy of insurance referred to in section 7.01 will contain a provision or bear an endorsement that the insurer will not cancel such policy without first giving the Licensor at least 30 days' notice in writing of its intention to cancel the policy.

7.03 Notwithstanding section 7.01, the Licensee will cause the amount of insurance posted pursuant to that section to be changed to an amount the Licensor acting reasonably may require by way of written notice given from time to time by the Licensor to the Licensee and the Licensee will deliver to the Licensor, within 60 days following receipt by the Licensee of the notice, written confirmation that the change has been made.

ARTICLE VIII - PROVISOS

8.01 Provided always and it is agreed as follows:

(a) if, after the expiration or earlier termination of this Licence, the Licensor permits the Licensee to remain in possession of the Land and accepts rent in respect of that possession, a tenancy from year to year will not be created by implication of law and the Licensee will be deemed to be a monthly tenant only subject to all terms and conditions of this Licence, except as to duration. in the absence of a written agreement to the contrary;

(b) title to and ownership of all buildings, structures and other improvements now or hereafter constructed on the Land during the term hereof, is and will continue to be vested in the Licensor and the Licensee will neither remove nor permit the removal of them, or any part of them, from the Land except as provided under subsection 4.01(k);

(c) the Licensor is under no obligation to provide access or services to the Land;

(d) if, on the expiration or earlier termination of this Licence, the Licensee fails to remove from the Land the machinery, equipment and other improvements required to be removed from the Land under subsection 4.01(k), then the Licensor may remove the machinery, equipment and other improvements from the Land and the Licensee will compensate the Licensor, immediately upon demand, for all

expenses incurred by it for that purpose;

(e) the Licensor reserves the right to grant other licences over the Land, or any part of it, without the prior consent of the Licensee provided, however, during the Term the Province will not grant other licenses or enter into an agreement in respect of the Land or to authorize an activity on the Land pursuant to the Land Act which would prohibit or severely restrict the ability of the Licensee to develop a commercial alpine ski development on the Land without first notifying the Licensee of the Licensor's intent or to do so and allowing the Licensee 90 days to respond and indicate the Licensee's objections to the proposed licence, agreement or activity and which response shall be considered by the Licensor prior to entering into the licence or agreement or authorizing the activity;

(f) the Licensee acknowledges and agrees that it will make no claim for compensation, in any form, in respect of the grant of a licence or entering into an agreement under subsection 8.01(e);

(g) this Licence is subject to the Prior Rights and to

(i) all subsisting grants to or rights of any person made or acquired under the *Land Act*, *Coal Act*, *Forest Act*, *Mineral Tenure Act*, *Petroleum and Natural Gas Act*, *Range Act*, *Wildlife Act* or *Water Act* or under any prior enactment of the Province of British Columbia of like effect, or any extension or renewal of the same, whether or not the Licensee has actual notice of them, which include the Prior Rights,

(ii) the exceptions and reservations of rights, interests, privileges and titles referred to in section 47 of the *Land Act*, and

(iii) all dispositions of the Land made under the *Land Act* as of the date of this Licence;

(h) the Licensee acknowledges and agrees with the Licensor that

(i) any interference with the rights of the Licensee under this Licence by virtue of the exercise or operation of the rights, privileges or interests reserved to the Licensor or otherwise described in subsections 8.01(e) or (g) will not constitute a breach of the Licensor's obligations under this Licence and the Licensee releases and discharges the Licensor from and against any claims for loss or damage arising directly or indirectly out of any such interference,

(ii) all of the Licensee's costs and expenses, direct or indirect, that arise out of any interference with the rights of the Licensee by virtue of the exercise or operation of the rights, privileges or interests reserved to the Licensor or otherwise described in subsections 8.01(e) or (g) and will be borne solely by the Licensee, and

(iii) it will not commence or maintain proceedings under section 60 of the *Land Act*, in respect of any interference with its rights under this Licence arising directly or indirectly out of the exercise or operation of the rights, privileges or interest reserved to the Licensor or otherwise described in

subsections 8.01k) or (g); and

(j) this Licence and all of its terms and conditions may be inspected by the public at the times and places determined by the Licensor.

ARTICLE IX - EVENTS OF DEFAULT

9.01 Subject to section 9.02, this Licence is subject to the limitation that

(a) if the Licensee defaults in the payment of the Fee, or the payment of any other sum payable under this Licence, and the default continues for 60 days after the Licensor gives written notice of the default to the Licensee;

(b) if the Licensee fails to perform or observe any of the covenants, agreements, conditions or provisos contained in this Licence on the part of the Licensee to be performed or observed (other than the payment of the Fee or any other sum of money) and the failure continues for, or is not remedied within, the period of 60 days after the Licensor gives written notice to the Licensee of the nature of the failure;

(c) if, in the reasonable opinion of the Licensor, the Licensee fails to make reasonable and diligent use of the Land for the purposes permitted by this Licence, and the failure continues for a period of 60 days after the Licensor gives written notice to the Licensee of the nature of the failure;

(d) if this Licence is taken in execution or attachment by any person or the Licensee commits an act of bankruptcy, becomes insolvent, is petitioned into bankruptcy or voluntarily enters into an arrangement with its creditors;

(e) if the Licensor discovers that the Licensee, either in its application for this Licence or otherwise, has, in the opinion of the Licensor, misrepresented or withheld any fact that is material to its application; or

(f) if an order is made or a resolution passed for the liquidation, dissolution or winding up of the Licensee or if a petition is filed for the liquidation, dissolution or winding up of the Licensee and that petition is not dismissed within 60 days of its filing;

this Licence will, at the option of the Licensor and with or without entry, terminate, and all the rights of the Licensee with respect to the Land will be absolutely forfeited and will lapse.

9.02 If the condition complained of in sections 9.01(a) to (c), other than the payment of the Fee or any other sum of money, reasonably requires more time to cure than 60 days, the Licensee will be deemed to have complied with the remedying of it if the Licensee commences remedying or curing the condition within the 60 day period and diligently thereafter completes the same.

9.03 In the event that the Licensor, following consultation with the Licensee, determines that in the sole discretion of the Licensor, acting reasonably, that it is no longer necessary for the Licensee to use the Land for the purposes permitted under this Licence, the Licensor may, on 60 days' written notice to the Licensee, terminate this Licence, in whole or in part.

9.04 The Licensee acknowledges and agrees that it will make no claim for compensation, in damages or otherwise, upon the termination of this Licence in accordance with the terms hereof.

ARTICLE X - ARBITRATION

10.01 Any dispute under This License which cannot be settled by the parties to this Licence will be determined by reference to a single arbitrator appointed under *the Commercial Arbitration Act* and the cost of the arbitration will be borne equally by the parties.

ARTICLE XI - NOTICE

11.01 Subject to section 11.02, any notice, document or communication required or permitted to be given under this Licence must be in writing and will be deemed to have been given if delivered by hand, courier or double registered mail to the party to whom it is to be given as follows:

to the Licensor:

Lower Mainland Regional Office

Ministry of Environment, Lands and Parks

10334 152nd A Street

Surrey, British Columbia

V3R 7P8

Attention: Regional Director

to the Company

Mountain View Centre

38012 - 2nd Avenue, Suite 205

Squamish, British Columbia

V0N 3G0

Attention: Wolfgang Richter

11.02 A party may, by notice in writing to the other, specify another address for service of notices under this Licence and, where another address is specified under this section, notice must be mailed to that address in accordance with this Article.

ARTICLE XII - MISCELLANEOUS

12.01 No term, condition, covenant or other provision of this Licence will be considered to have been waived by a party unless the waiver is expressed in writing by that party. The waiver by a party of any breach by the other party of any term, condition, covenant or other provision of this Licence will not be construed as or constitute a waiver of any further or other breach of the same or any other term, condition, covenant or other provision of this Licence and the consent or approval of a party to any act by the other party requiring the consent or approval of that party will not be considered to waive or render unnecessary the consent or approval of that party to any subsequent same or similar act by the other party.

12.02 No remedy conferred upon or reserved to a party is exclusive of any other remedy in this Licence or provided by law, but that remedy will be in addition to any other remedy in this Licence or any other remedy then existing at law, in equity, or by statute.

12.03 In no event will the grant of a sublicense or an assignment of this Licence release or relieve the Licensee from its obligation to perform all the terms, covenants and conditions of this Licence on the Licensee's part to be performed unless the Licensor has specifically released or relieved the Licensee from its obligations in the Licensor's consent to the sublicense or assignment.

12.04 The terms and provisions of this Licence will extend to, be binding upon and enure to the benefit of the parties, their successors and permitted assigns.

12.05 If, by reason of strike, lock-out or other labour dispute, material or labour shortage not within the control of a party, fire or explosion, flood, wind, water, earthquake, act of God or other similar circumstances beyond the reasonable control of a party and not avoidable by the exercise of reasonable effort or foresight by that party, the party is, in good faith and without default or neglect on its part, prevented or delayed in the construction or repair of any improvements on the Land or any part or parts of them which, under the terms of this Licence, the party is required to do by a specified date or within a specified time, then the date or period of time within which the work was to have been commenced and completed will be extended by the other party by a reasonable period of time at least equal to that of the delay or prevention and the party will not be deemed to be in default if it commences, performs and completes the work in the manner required by the terms of this Licence within the extended period of time, or within any further extended period of time that may be agreed upon, from time to time, between the parties.

12.06 The Licensee acknowledges and agrees with the Licensor that

(a) the Licensor is under no obligation, express or implied, to provide any financial assistance or contribution toward the cost of servicing, creating or developing any portion of the Land or undertaking and completing the obligations of the Licensee under the Interim Agreement, the Review Process or the Ski Area Master Plan Process and that the Licensee is solely responsible for all costs and expenses associated with its use of the Land for the purposes set out in this Licence; and

(b) nothing in this Licence constitutes the Licensee as the agent, joint venturer or partner of the Licensor or gives the Licensee any authority or power to bind the Licensor in any way.

ARTICLE XIII - INTERPRETATION

13.01 Wherever the singular or masculine form is used in this Licence it will be construed as the plural or feminine or neuter form, as the case may be, and vice versa where the context or parties so require.

13.02 The captions and headings contained in this Licence are for convenience only and do not define or in any way limit the scope or intent of this Licence.

13.03 This Licence will be interpreted according to the laws of the Province of British Columbia.

13.04 Where there is a reference to an enactment of the Province of British Columbia or of Canada in this Licence, that reference will include a reference to every amendment to it, every regulation made under it and any subsequent enactment of like effect and, unless otherwise indicated, all enactments referred to in this Licence are enactments of the Province of British Columbia.

13.05 If any section of this Licence, or any part of a section, is found to be illegal or unenforceable, that section or part of a section, as the case may be, will be considered separate and severable and the remaining section or part of a section, as the case may be, will not be affected and will be enforceable to

the fullest extent permitted by law.

13.06 Each schedule attached to this Licence is an integral part of this Licence as if set out at length in the body of this Licence.

13.07 This Licence constitutes the entire agreement between the parties and no understanding or agreement, oral or otherwise, exists between the parties with respect to the subject matter of this Licence except as expressly set out in this Licence and this Licence may not be modified except by subsequent agreement in writing.

13.08 Each of the parties will, upon the reasonable request of the other, make, do, execute or cause to be made, done or executed all further and other lawful acts, deeds, things, devices, documents, instruments and assurances whatever for the better or more perfect and absolute performance of the terms and conditions of this Licence.

13.09 The parties agree that sections 4.01(i) and (k), 6.02, 6.03, 8.01(d) and 12.02 will survive the expiration or sooner termination of this Licence.

13.10 Time is of the essence of this Licence.

IN WITNESS WHEREOF the parties have executed this Licence as of February 28, 1997.

SIGNED on behalf of **HER MAJESTY**

THE QUEEN IN RIGHT OF THE

PROVINCE OF BRITISH

COLUMBIA by the Minister of

Environment, Lands and Parks or his

duly authorized representative in the

presence of

Carol Smiley

10332 - 152A St

SIGNED by an authorized signatory of

GARBALDI ALPEN RESORTS

(1987) LTD. in the presence of

J. Scott
PO BOX 2625
Squamish, BC V0N 3G0

Wolfgang Richter

Authorized Signatory

Appendix B - PROJECT TIMETABLE

APPENDIX "B"

PROJECT TIMETABLE

	EVENT	DATE	
		Best Case	Worst Case
1.	Interim Agreement Signing	February 28, 1997	March, 1997
2.	Environmental Assessment Application	March, 1997	April, 1997

3.	Complete Environmental Assessment Stage 1	June, 1997	September, 1997
4.	Complete Environmental Assessment Stage 2	June, 1997	December, 1998
5.	Complete Environmental Assessment Stage 3	June, 1998	October, 2000
6.	Project Approval Certificate Decision	August, 1998	December, 2000
7.	Finalize Ski Area Master Plan	1 to 3 Months after No. 6	
8.	Negotiate Master Development Agreement	1 to 3 Months after No. 7	

Appendix D - MASTER DEVELOPMENT AGREEMENT PROVISIONS

APPENDIX "D"

MASTER DEVELOPMENT AGREEMENT PROVISIONS

In any Master Development Agreement entered into by the Province and the Company pursuant to section 7.03 of the Agreement the following provisions will be incorporated in the final document:

1.0 TERM

Fifty (50) years, although the Company may, between the 29th and 30th, the 39th and 40th, and the 49th and 50th anniversaries of the reference date of the Master Development Agreement apply to the Province for a replacement of the Master Development Agreement for a replacement term of not less than 30 years.

2.0 ANNUAL FEE

Two percent (2%) of gross lift revenue as defined in the Commercial Alpine Ski Policy together with any other fees prescribed by the *Land Act*.

3.0 RENTAL FEE REVIEWS

Every five (5) years with any increase or decrease limited to 0.5% of gross lift revenue in any one five year period.

4.0 CROWN OWNED BASED DEVELOPMENT LANDS WILL BE SOLD BASED ON THE FOLLOWING:

Years 1 to 10 The greater of \$5,000 per acre, or appraised land value, based on unserviced land value as of the commencement date of the Master Development Agreement;

Years 11 to 15 The greater of \$5,000 per acre, or 5% of appraised land value, appraised at intended use as of the 10th anniversary of the commencement date of the Master Development Agreement;

Years 16 to 20 The greater of \$5,000 per acre, or 10% of appraised land value, appraised at intended use as of the 15th anniversary of the commencement date of the Master Development Agreement;

After Year 20 In accordance with the pricing structure established by the Commercial Alpine Ski Policy then in effect.

5.0 TRANSFER AND ISSUANCE OF SHARES

The events of default under the Master Development Agreement will include, but not be limited to, the following events:

If, without the prior consent of the Province:

(a) the Company sells or offers for sale any unissued shares in its capital or any rights to purchase unissued shares in its capital;

(b) the Company is amalgamated with another company or is otherwise reorganized;

(c) a member of the Company sells, pledges, assigns, mortgages or other wise disposes of the shares of that member in the capital of the Company or enters into an agreement to do so.

Schedule B - PRIOR RIGHTS

SCHEDULE "B"

PRIOR RIGHTS

1. Right of Way 1884 (established by Order in Council 3265/72) in favour of British Columbia Hydro

