



November 15, 2011

Eligible Voters Resort Municipality of Whistler

**RE: Candidates' Questionnaire
Submission**

Please find attached the compiled summary of the questions put to the candidates. The genesis of this matrix came from discussions on the 2011 Whistler Election Facebook Page (PAGE) wherein I volunteered to take on the task.

METHODOLOGY

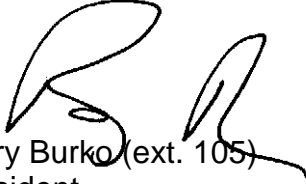
1. The PAGE was reviewed and a list of questions drafted.
2. The questions were submitted to the PAGE for comments. None were received.
3. An Acrobat Form (FORM) (attached) was distributed to the candidates.
4. The PAGE contributors were asked to help locate the candidates' email addresses.
5. Some candidates did not have websites.
6. LinkedIn, Google, and other search engines were used find the remaining candidates' email addresses.
7. The FORM was distributed securely using Acrobat.com.
8. This created some confusion for some of the candidates since many did not understand that they were required to set up a free account with Acrobat.
9. The FORM was subsequently changed from secured to unsecured and was resent.
10. Some candidates still had problems with Acrobat for various reasons and for those candidates that did not submit the FORM directly, their replies were input on their behalf.
11. 3 deadlines for submission were established.
12. It was evident that with the candidates' extraordinary busy schedules the deadlines were extended twice.
13. Throughout the process, the candidates were contacted by email and phone in an attempt to help those candidates with Acrobat difficulties and obtain as many replies as possible.
14. The process was kept confidential throughout.
15. Not all candidates provided replies and their names do not appear in the matrix.



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Sincerely yours,

Summit Strata Management Ltd.

A handwritten signature in black ink, consisting of a large, stylized 'B' followed by a smaller, more fluid signature.

Barry Burko (ext. 105)
President



Resort Municipality Civic Election 2011 Candidates' Questionnaire

The purpose of this questionnaire is to bring together all the candidates' responses to various questions raised in the community and distribute the replies (unedited) to the public. By completing and submitting this form you acknowledge and agree that the information can be circulated publically and can be reproduced without prior consent.

Candidate Name:	
Issue	Reply
Class 1/6- do you think class 1 property owners should have to pay commercial taxes if they rent out their units on a nightly basis?	
How will you address the financial health of the community?	
Salaries at the hall seem to be a hot topic; are they? If so what are your plans?	
What's your view on pay parking?	
What's your view on the asphalt plant?	
Should the RMOW be competing against businesses? If so, why?	
What's your view on development in the Callaghan Valley?	
Whistler 2020- is it adequate as is for our community's guiding document? What, if anything, needs updating?	
What is your position on illegal space in whistler and what, if anything, should be done about it?	
How should the RMI fund be spent?	
Governance: in-camera meetings have increased; your thoughts?	

Candidate	Class 1/6- do you think class 1 property owners should have to pay commercial taxes if they rent out their units on a nightly basis?	How will you address the financial health of the community?	Salaries at the hall seem to be a hot topic; are they? If so what are your plans?
Allan Jenner	No. Most owners have taken a beating as is. We don't need to totally destroy Whistler's reputation as a place to invest with this group of people.	Cut expenses. Down size the RMOW and get back to core services only	The current salary administration program is non-sustainable. Salaries at the RMOW should mirror what is happening in the private sector in Whistler and not what other municipalities in the Lower Mainland are doing. I would freeze salaries until we establish appropriate salary ranges for the various jobs. The benefits plan is in the "Cadillac" range. There is nothing that can be done for the current staff but this must be changed for new hires.
Brent Mclvor	This is a mess. Must be completely reviewed and re-vamped. Much of this was from a time when we didn't have enough visitor beds so we restricted use by owners. Consider TA zoning everywhere and flat tax rate. If you rent you pay increased rate for nights rented.	With CAO, review budget line by line. Min. 5% cuts. Eliminate duplication of services.	With CAO, review budget line by line. Min. 5% cuts. Eliminate duplication of services.
Brian Reid	Owners buy their units as per the their requirements. Some buy single family, some buy hotel style, some buy phase 1 condos. To change a taxation level as a result of an inability to balance a budget and think that producing more revenue is required is not a fair practice. These owners have made a financial and personal commitment to Whistler and to change the playing field is not right. I would not support a motion to change the current tax levels for phase 1 owners	The RMOW needs to continue with the service level review and take the information provided to make logical choices. Practical choices need to be reviewed and implemented. Better supervision and more efficient work practices need to be put in place. Bureaucracy has to give way to efficient working of the local government and this will reduce costs. The burden of poor work practices can not continue to cost the taxpayers. Not continue can and	A time of 0% increase in wages is needed. A new employee agreement will be negotiated next year. It is time to remove items such as bankable sick days. A new agreement must reduce starting wages to a realistic level. Municipal employees must be made to realize that the wage structure is not working and a new agreement must put in place .
Chris Quinlan	<p>Yes. When the property is used as a commercial entity it should pay the associated costs. This is equitable for other commercial properties and residential property tax payers. We provide services for up to 55,000 people. That is a lot of infrastructure. We only have a static population of around 10,000 people. That would seem like that is a lot of service burden on a small number of people. It's should not be really, because all those stratified hotel rooms out there are supposed to be paying their commercial tax rate when they operate commercially. Not all of them are. There are some units that were granted a grandfathered residential status by the province in 2008. This ruling resulted in a \$2.1 million loss of tax revenue. They are operating commercially, generating revenue commercially and paying residential tax rates. This is putting a disproportionate burden on both residential and commercial taxpayers. This disproportionate extra cost in operating puts the legitimate commercial properties at a market disadvantage. Their revenues are impacted and they are seriously challenged to earn enough to cover their operating and maintenance costs. The product suffers. Guest experience suffers. Business suffers because of inconsistent reviews. The economic times are challenging enough with out this influence.</p> <p>After 3 years of work on the issue, Mayor Melamed, our CAO and myself were finally able to get commitment from the Premier and Minister Bell to dedicate senior staff to resolving this issue. We will work in consultation with the</p>	<p>The Big One Its all about budget. That is what we spend most of our time working on. Either developing the budget, providing the services within the budget or developing policies and programs that impact the budget. It is what we do. Lets look at the cost side of the equation.</p> <p>Transit The results of an independent audit of the Transit facility and it's operations have confirmed that the RMOW is not paying for any of the costs of the Hydrogen Bus program. That question has been answered. The recent transit service and operational review has resulted in the implementation of a transit system that meets the needs of our resort community in our current state of static growth. I will ensure that we continue to monitor the supply and demand requirements of our system and that we adjust our costs accordingly. This will not be without challenges in the future as we deal with increasing energy costs that are out of our control. I will commit to ensuring that all the costs within our powers are kept under control.</p> <p>RMOW Operational Costs The recommendations of the service review that were implemented by council on October 18th, present a minimum of \$1.2 million in savings and efficiencies and a reduction of 15 ftes in addition to the 13.8 in 2010. I am committed to the continuing review of the services we provide and the manner we do so. I am also committed to the next phases of the continuing review of RMOW operations. The next will be an organizational review of the management structure as well as a review of the remaining departments. These adjustments will be made with the utmost respect for the people they impact and the jobs they do. The people who do this work are our friends and neighbours. They help make up the community we live in. They are as committed to the success of Whistler as any of us are. Any successful organization must provide a safe and respectful environment in order to provide quality and efficient services.</p> <p>RCMP Contract The current proposal from the federal government for the provision of RCMP services is being strenuously challenged by the province. The Union of BC Municipalities has unanimously endorsed a resolution to bring the Feds back to the bargaining table. They are not responding. They</p>	<p>RMOW Operational Costs The recommendations of the service review that were implemented by council on October 18th, present a minimum of \$1.2 million in savings and efficiencies and a reduction of 15 ftes in addition to the 13.8 in 2010. I am committed to the continuing review of the services we provide and the manner we do so. I am also committed to the next phases of the continuing review of RMOW operations. The next will be an organizational review of the management structure as well as a review of the remaining departments. These adjustments will be made with the utmost respect for the people they impact and the jobs they do. The people who do this work are our friends and neighbours. They help make up the community we live in. They are as committed to the success of Whistler as any of us are. Any successful organization must provide a safe and respectful environment in order to provide quality and efficient services.</p>

Candidate	Class 1/6- do you think class 1 property owners should have to pay commercial taxes if they rent out their units on a nightly basis?	How will you address the financial health of the community?	Salaries at the hall seem to be a hot topic; are they? If so what are your plans?
	<p>Whistler and BC Chambers of Commerce on this initiative to create an level tax playing field so that business can grow in fair market competition. Our analysis shows that this initiative could go a long way towards ensuring that existing residential and commercial taxpayers are no longer carrying a disproportionate portion of tax burden.</p>	<p>have stated they will withdraw RCMP from the province in 2013 if BC does not sign by this year end. This contract would be a 20 year deal with absolutely no accountability to the RCMP/ Feds for costs. I will continue to advocate for the federal government to provide the same accountability that you demand of us in municipal government.</p> <p>The Revenue Side Class1/6 We provide services for up to 55,000 people. That is a lot of infrastructure. We only have a static population of around 10,000 people. That would seem like that is a lot of service burden on a small number of people. It's should not be really, because all those stratified hotel rooms out there are supposed to be paying their commercial tax rate when they operate commercially. Not all of them are. There are some units that were granted a grandfathered residential status by the province in 2008.This ruling resulted in a \$2.1 million loss of tax revenue. They are operating commercially, generating revenue commercially and paying residential tax rates. This is putting a disproportionate burden on both residential and commercial taxpayers. This disproportionate extra cost in operating puts the legitimate commercial properties at a market disadvantage. Their revenues are impacted and they are seriously challenged to earn enough to cover their operating and maintenance costs.The product suffers. Guest experience suffers. Business suffers because of inconsistent reviews. The economic times are challenging enough with out this influence. After 3 years of work on the issue, Mayor Melamed, our CAO and myself were finally able to get commitment from the Premier and Minister Bell to dedicate senior staff to resolving this issue. We will work in consultation with the Whistler and BC Chambers of Commerce on this initiative to create an level tax playing field so that business can grow in fair market competition. Our analysis shows that this initiative could go a long way towards ensuring that existing residential and commercial taxpayers are no longer carrying a disproportionate portion of tax burden.</p> <p>Resort Municipal Initiative Grant(RMI) The RMI is a provincial grant that is dedicated to driving tourism in Whistler and the other 14 members of the Resort Collaborative. This money is subject to the approval of the province based on the terms of the funding agreement. It may not be used to subsidize property taxes. It may not be used to pay for infrastructure such as the debris barrier or parking lot improvements already undertaken. The majority of the funds are meant to be directed at new projects. They funded the Olympic Plaza development in partnership with the federal government and Heritage Canada. We have successfully argued that Whistler is past the stage of needing new projects and were able to secure approval of the \$2.65 million Festivals Events and Animation program from this fund. Please see the FE and A section of this site for details. This grant provides the RMOW with \$6.5 million for the next 4 years. This grant is critical to the success of the resort. I am committed to ensuring the continued compliant budgeting of this fund, This will allow Whistler to maintain it's competitive advantage over our competition in what has become a more regional than destination market. I am committed to ensuring the continuation of this funding in what ever form it takes post HST. Reporting on the results of the funding to the province is a large component of keeping the initiative. The Centre for Sustainability has developed the reporting program for not just Whistler, but for the entire Resort Collaborative. This is one of the reasons the Centre was part of the business plan for the original 4% Hotel Tax funding. The province wants to see the results of the program in real numbers. The Centre for Sustainability provides them. The initial investment of \$400 thousand, from the Hotel Tax fund, is a great investment when it contributes to securing \$6.5 million for the next 4 years. I sit as a director for the Centre alongside some of Whistler's best business people, and I can assure you that the Centre's revenues are on budget to stand on it's own in 2012. I am committed to ensuring that the Centre for Sustainability remains a self sustaining entity while providing the reporting to the province that ensures the RMI continues.</p> <p>Managing Municipal Assets Whistler is at build out. Revenue from development on the scale we have seen up to the Olympics will never return. We need to manage our revenues, costs and assets in order to continue to deliver the services that the resort community demands. These assets include real</p>	

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		<p>property, both developed and undeveloped. Those undeveloped include the community land bank in Cheakamus Crossing, Rainbow Park, The Old Hostel Site and some commercial on one of the Olympic Plaza lots. Developed lands include the commercial at Cheakamus Crossing, WVLC property, and The Day Lots. These are assets that can and must generate revenue in the future. This is not a foreign concept. The city of Vancouver owns Pacific Centre Mall. The City of Nanaimo owns numerous commercial building and parking lots. Municipalities manage their tax payer contributions on the revenue side through commercial enterprise. This is a fact. Whistler is at the stage in its development where it has to begin to do the same. This is the only way to offset increases in expenses beyond our control such as energy and downloaded services from senior levels of government. Pay parking in the day lots is one of these assets. Even if the net contribution is only \$300,000 at the end of a year, that is \$300,000 dollars less required from property tax revenue. That is approximately a 1% offset of increased costs. That is 1/3 of the projected transit shortfall of the new system this year. It sucks that we used to be able to park for free and now we can not. It sucks worse that we have a \$5.7 million dollar hole in our reserves after the latest Operating Agreement failed to recognize the debt owed to the reserves from the debris barrier construction. I will commit to having the Parking Lot Operating Agreement recognize the debt to the debris barrier construction so that when future revenues are able to, they will contribute to that reserve.</p> <p>The commercial space at Cheakamus Crossing will eventually lease. The revenues will go towards reducing taxpayer costs for a long time. It is well worth the wait for a tenant. There is a commercial lot at the end of Olympic Plaza. It is not the time now to develop it, but there will come a time when the demand is there. That development will generate revenue that will go towards reducing the taxpayer burden. Some business tells us we should not be in business against them. We are in business for residents and business together. You are both the taxpayer. We all benefit. Some advocate selling our assets for a one time influx of revenue. The loss of long term revenue and tax relief far outweighs the benefit of such a foolish move.</p> <p>The Bottom Line, You Deserve Better! Some will campaign on promises of free parking and the sale of municipal assets, plundering reserves or jeopardizing RMI funds to cover rising costs. If enough of them are elected then they might actually succeed in these efforts. I do not believe they will. I believe that when an elected official takes that oath to protect the interests of the entire community, when they have all the information, the majority will make the best decision.</p> <p>Three years ago, we asked you to make a sacrifice. We asked you to believe when we told you that we had a well founded long term financial plan that would put us all back on track. You all made that sacrifice. You have all endured the successive tax increases at the worst possible time in recent economic history. You have been delivered what you were promised. Reserves are back up and the RMOW is on track for service delivery costs that are in line with the static state of growth into the future. We have all worked too hard and sacrificed too much to have our present and future financial stability destroyed by short sighted, populist politics. You deserve far better than that.</p>	
Duane Jackson	I have yet to establish an opinion on this complex issue. I know there are a number of competing elements, and before I can form an opinion I'd like to better understand the scale of the issue with respect to income, taxes, property values and the challenges of the various competing owner groups.	By reducing unnecessary costs from departmental spending, where appropriate. We need to return to a more efficient and accountable government. On the revenue side we need to promote business opportunities, including diversification, to increase municipal income from fees and partnership contributions - without compromising existing businesses, or the integrity of our values.	Yes, it is a hot topic, and should well be. The next council needs to immediately: 1) Freeze labour costs while exploring opportunities to reduce expenses, without compromising appropriate levels of core services. 2) Review wage and benefit levels - and establish policies that reflect current and competitive employment realities in the private sector.
Eckhard Zeidler	Question about an issue that is under Provincial jurisdiction. The province proposes a split class designation triggered by occupancy levels which is not referred to in the question, as the question stands my answer is no.	The question is very broad indeed, it goes from tourist visit numbers to the Foodbank and everything in between. So I will answer it broadly and call it "rightsizing". Rightsizing local government, rightsizing the level of services and the expectations of residents, rightsizing tourism accommodation so we are not slaves to empty rooms. We need to utilize our capacity as efficiently as possible but to be honest	Since the Olympics and including round 1 of the service review the RMOW is lighter by over 2 dozen positions (some still to be realized by attrition). The new CAO is earning less than the previous 2 were. The direction to decrease our

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		even if we were to attract twice the visitors we do now, some would prosper but would the community like what we had become? This needs to be seriously considered.	labour costs has begun, the next stage of a top to bottom org review is already underway. This will be an ongoing process throughout the next term.
Grant Lamont	Yes, only for the nights that the unit is rented out for. We should however make the reporting of this fool-proof somehow as there are some folks not reporting or not telling the truth. Maybe through the water metre we can monitor this in the future.	Back to core services planning, finance, engineering, building one special area of resort experience to work on the rmi initiatives/hotel tax post hst.	Wage freeze, organizational review to reduce management size is next.
Hi Brooks	No. I believe we need to focus on the spending side of the ledger, not create new taxes. Seeking parity for large hotel owners has been argued as the reason for starting this discussion and while occupancy levels hover around 55% I don't believe this initiative has the support of any property owners - certainly none I have met. Instead, hotels and independents need to work together with TW to fill the beds. Also, residents I know who live in their phase 1 properties - many of them built prior to the hotels - are in shock. This makes no sense in this community and we must tell the province we do not support this move.	The financial health of the community is dependent on tourism and the financial health of our local businesses. Like many communities already have, I believe we need to initiate an economic development plan with the collaboration of our partners at TW, the WCC, WB and local business leaders. We must work together towards the goal as a community.	I am committed to achieving a tax free and continuing with the current organizational review to reduce spending over a reasonable amount of time with minimal impact to services and staff. It's not time to slash and burn at the municipal hall. We have to do what's right for our neighbors and the community and control our spending.
Jack Crompton	I think we should stay with our current process of self-disclosure. Phase 1 property owners should maintain their grandfathering. I do not support developing new streams of revenue through taxing properties in new ways. People purchased their homes with a taxation structure they understood... To triple their taxes is unfair	The RMOW needs to live within our municipal means. We need to find efficiencies and develop services and programs that live within our means. I would like to work to increase our residential population by marketing Whistler as a great place to live and work. We need the resort to get on the same page and move in the same direction. We face very serious pressures from outside the resort (economic downturn) so we need to be at our very best. I support developing an economic development plan.	I am committed to the upcoming organizational review. It may be a painful process but we have to live within our means. We can't afford to have anything off the table... Including salaries
Jen Ford	This is a sensitive case. I believe that there needs to be a review of all taxation levels, if we are to change the way some properties are being taxed. This goes hand in hand with bringing Municipal spend in line with our means. I'd look for ways of bringing all taxes down, so that our tax revenue does not need to go up.	We need to look at the spending that has been approved for the next year, and assess with community input, if it's really in line with our needs. I'd support tendering any work out to private sector if they can do it for less money. This will inevitably mean that some jobs will move from the Hall to the private sector.	The overall Salary spend is out of line with any good business practices. However, individual job descriptions should be paid at fair market rates. I think that the management review that will be presented in the coming weeks will serve to curtail some of this overspending.
Jess Laframboise	No. I would maintain the existing Class One Residential Taxation for all Tourist Accommodation zoned properties. Hundreds of people bought those units with the idea they could use them part of the time for their own use and rent the units out when they were not being used. To change the Classification now would be almost criminal and bet would spark a class action law suit.	I would not increase Residential or Commercial taxes. Instead I would cut spending and I would start cutting at Muni Hall. See next question below...	I believe so. There are too many people earning six-figure salaries for a town our size. Unlike the current Council, who has started cutting jobs at the bottom of the Organizational Chart, I would start the review at the top - with Senior Managers and Department Heads and work my way down to the Clerks. Our community is not growing as fast as it did in the 1990's and our staffing levels at Muni Hall should be reduced to reflect that.. I would also advocate reducing the Mayor and Council's salary by 15%. As leaders of the Community, this will go a long way to show the Tax Payers that Council is reflecting the current market trends and earning less money for the same job, like many in our present workforce.
John Grills	These types of units generally have a higher purchase price and assessment level; therefore have always paid more in taxes. The commercial tax rate is more than three times that of the residential rate and that would be an onerous burden placed on these owners in the current economy. At the same time these same owners are experiencing	Since the term health was used in the question, I will answer that way. The health of our finances is not good. Property tax revenue is suffering from hyper activity and badly needs to slow down and get some rest; a year or two has been recommended. Expenses are overweight and will be put on a diet to bring them back to their weight in 2007, factoring in no Olympic size buffets. Also noted in the doctor's report, Council has symptoms of anemia and could use some new blood.	I have spent thirty years in the Hospitality Industry, labor costs are the largest expense in a restaurant operation. You have to make adjustments to your staffing levels to reflect your business volumes or you don't survive. You do however; use all the tools available to keep as many people working as possible during times of lower volumes,

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	dropping resale values, reduced revenues and the occasional Special Levy, some in the tens of thousands of dollars. So my answer would be, no. You must also understand this is a complicated issue; more is involved, including the Province and the B.C. Assessment office.		especially the key employees. This allows you to deliver the products and services in an efficient manner when the demand rises.
Ken Melamed	This has been the thinking of a number of the resort stakeholder groups. We are hearing a clear message from the Class 1 owners to consider their situation. I am keeping an open mind to possible solutions which will be the outcome of a new engagement process.	Reduce municipal costs and keep taxes down; renew the RMI tourism stimulus funding agreement with the province and adopt a Resort Business plan in consultation with the community to identify and focus on effective next steps	If so what are your plans? Under my leadership we have completed Phase 2 of 5 in a detailed service and organization review. We have cut \$30 M in capital, \$2.5 in operating and more savings will be found. We have returned staff to 2007 levels. We are not expecting any wage increases at this time.
Kevin Rea	No, I do not.	0% tax increase in 2012 and further reductions moving forward. Support business endeavors that will drive visits into resort such as new large scale multi day events. Stimulate construction and renovation industry by allowing diversification in local economy and having amnesty on non-conforming space issue.	Yes, with only 332 FTE's there are 100 positions paid more than \$75k/year and 42 paid more than \$100k/year is out of step with private industry. Full salary and structural review is required. Reduce overall FTE's especially within management ranks.
Nancy Wilhelm-Morden	I understand the principle of commercially used properties being taxed at a commercial rate. However, I will not be going to Victoria any time soon to request amendments to tax regulations to expand property tax rates to any class of property including Phase 1. My focus will be on the costs side of the ledger at the Hall should I be elected.	By keeping property tax increases to zero in 2012. By sending out the message that Whistler is open for business again and by diversifying our economy through education, cultural tourism and convincing people that not only is Whistler a great place to visit but a great place to live.	Salaries at the Hall are a "hot topic." They need to be reviewed and not just in comparison to what other municipalities in the Lower Mainland pay their staff but in view of salary levels in the private sector in the Sea to Sky Corridor.
Ralph Forsyth	The last two (2005-2008 & 2008-2011) councils have been dealing with this issue I do NOT support moving phase one properties from class one residential to Class six commercial. And any mention of the Class 1/6 issue has been removed from the Draft OCP Ultimately this is a provincial decision the only thing the RMOW can do is ask the Province to change the class. Again we need to work with the accommodation sector to 1. Agree that there is an issue that needs to be addressed and 2. Decide how we proceed. I believe we can achieve an outcome that is satisfactory to all, but we all need to agree that we can't stifle investment and re-investment in rental properties.	I believe that local government has a significant role to play in local business success. In 2005, the province set out an initiative called the Small Business Roundtable Secretariat to engage in a dialogue with small business owners to identify the key issues and opportunities facing small businesses in British Columbia, and to develop recommendations for small business and government on strategies to enhance small business growth and success. The Roundtable is chaired by the Minister of jobs tourism and innovation- responsible for small business. The Small Business Roundtable Secretariat presents an award each year: "BC's Most Small Business Friendly Community Awards" which measures local governments' implementation of strategies aimed at: <ul style="list-style-type: none"> • Reducing regulatory barriers • Enhancing small business competitiveness • Recognizing Small Business's contribution to their community • Climate Action initiatives that support small business This year the winner in the lower mainland was (no surprise) Surrey. Mayor Watts has done an incredible job of making Surrey "Open for Business". Part of her strategy has been to create an economic development panel which helps her inform the policy decisions she and her council make. Needless to say it has been quite successful. I've spent some time talking to Surrey's Economic Development Officer, and there's no reason why Whistler can't do the same by adopting the similar strategies. Here's what we can do to create a more prosperous business climate <ul style="list-style-type: none"> • Identify ways to streamline municipal development permitting process • Create an Economic Development Advisory Panel • Identify and recruit businesses that could successfully integrate into the Whistler business landscape • Develop a Small Business Incubation Policy • Leverage opportunities with Asia Pacific via the Province and Federal Government What I propose is setting an objective of being a finalist for BC's Most Small Business Friendly Community Award and winning it in the next three years. This is achievable, and would be an excellent barometer of whether Whistler is truly "open for business".	It should be clear to most by now, that the primary solution to our ever escalating tax burden is to contain the annual growth in expenditures of the Resort Municipality of Whistler (RMOW) General Fund operating budget. It should be noted – as I've heard many people comment about "our municipal deficit"- that like all Canadian municipalities, Whistler cannot run an operating budget deficit. The RMOW operating budget must be balanced. Fortunately though, there are a multitude of cost-cutting measures and revenue increasing tools that the RMOW can adopt to balance the budget without raising taxes. For the past few years the RMOW has balanced the operating budget through a variety of cost saving measures, but many of these are bridging efforts i.e. One-time fixes to bridge annual gaps. Spending however must not only be reduced, it needs to be reformed, and we need to yield better financial performance through innovation, as well as cuts. Last year the Toronto Board of Trade published a paper "Taming the (Municipal Budget) Beast: A Survey of How North American Cities are Balancing Their Budgets". The report looked at several North American cities and detailed the actions that have been taken to deal with their fiscal constraints. Of note, almost all of the cities examined responded to their budgetary problems by seeking to contain their costs, rather than trying to raise new revenues. For the few that did there was little innovation or diversification of

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			<p>revenue with the additional funds coming from tax increases and increases to user fees, i.e. Transit and parking. Among the cost cutting measures were some very unpopular service cuts similar to the ones we are now experiencing, like cutting hours at libraries and recreation centres. Other cuts were on the labour side and included layoffs, pay freezes, and furloughs. The most significant savings however were the gains made by finding efficiencies in their municipal operations.</p> <p>Many of the keys to improving RMOW's fiscal position are already under way; things like diversification of revenue sources, long-term financial planning, keeping reserves at optimal levels, implementing user fees and working to educate stakeholders in municipal finance. To be fair, the RMOW Budgeting Process has won several awards over the years and the RMOW has taken very unique steps to try and engage the public in the budgeting process. The sticking point- and the point of frustration- is that the public does not feel council and staff have gotten the message to reign in municipal spending.</p> <p>This is why the case for reform is most relevant, reforming municipal spending should fall under three broad categories:</p> <ol style="list-style-type: none"> 1. Reform the labour model. Labour constitutes almost half of all expenses; fiscal sustainability cannot be attained without addressing this issue. We need to create a long term sustainable human resources development plan, one that will allow us to retain and recruit top talent without exceeding our capacity to fund both wages and benefits. This can be achieved by continuing our core services review and initiating a cost optimization and benchmarking review. These reviews will identify any RMOW handbook (see Payroll) deficiencies, it should also reveal any duplicated or overlapping responsibilities, and which, if any, programs and services the RMOW should cease to provide. In the meantime, the RMOW should develop targets to reduce labour costs; to date there has been a limited hiring freeze- this needs to be firm in order to take advantage of savings due to attrition. By doing this, the RMOW could save between to \$250-\$500K over the next two years. The freeze should stay in place for the remainder of the current labour contract, and should inform the negotiations on the next contract due in 2012. 2. Reform the RMOW procurement model. For example, the RMOW saved approximately \$300K simply by tendering for its asphalt needs. We should look to tender -wherever reasonable- for all purchases made by the municipality. The potential for savings is enormous and would require little

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			<p>rigour to accomplish.</p> <p>3. Departmental Business Plans. Every department in the RMOW should be required to develop a three year business plan with annual efficiency savings targets. These business plans would also include missions, strategies, performance measures and benchmarks and undergo a comprehensive review of spending, applying the following questions to filter the decision making process: Is RMOW involvement a necessity? If so, what is the appropriate local government role? What is the scope for private sector involvement? Does it help us increase efficiency? Finally, is it affordable?</p> <p>Failure to address these issues will have serious and long term consequences. We can no longer kid ourselves that our fiscal future can be shored up simply by raising taxes and increasing user fees. The RMOW needs to reduce it's spending, acknowledging this reality and laying out the right way to do so— with reforms, not just cuts- is a more systematic approach and thus more likely to succeed.</p>
Roger Mccarthy	No change to existing structure	It is a Worldwide issue, cost cutting!! We need to do the same	A review has been done, the new CAO has had a month to get up to speed, time to sit down with him and discuss the cost structure.
Steve Anderson	<p>This issue is so convoluted one simple answer may not be possible! If an owner is renting out their unit as a business then that should fall into a different category than the occasional rental.</p> <p>Finding a way to monitor usage and bill accordingly appears too much like 'rental police' to me. One way to level the playing field would be to contribute T/W fees regardless of how many units one owns. Another could be to meter water consumption not just in rental properties but all properties which should satisfy the RMOW"s quest for money and accurately assess unit usage.</p>	Reading over budgets , five year plans and long term financial plans it appears to me that no real appetite for austerity is on the radar for current spending priorities. We need to be a little more business like with expenditures vs income (taxation) Local economy is so reliant on W/B visitor numbers and daily spending equivalents the goal would be to increase the numbers which in turn benefits every other aspect of our economy. Marketing Whistler is T/W job description and the RMOW can assist with RMI funding directed toward REAL marketing outlets.	Looking at RMOW corporate culture the appearance is of a very top heavy organization. How could one address that? Well, how many managers have put in their time and would be receptive to early retirement buy outs? How many will be ready to move on through attrition? I do not have all the answers on this subject because I do not know the 'inside scoop' on real data. Not many on the 'outside' would.
Steve Andrews	If it's every night they can, then yes. If it's for a week while they go somewhere warm to break up the winter, then no. There is a difference between running a business and making a few extra bucks, and I believe that line is pretty clear.	I don't think it is muni's role to be coming up with ideas. Muni government should be doing whatever it can to make doing business in Whistler efficient. But there is still alot we can do - making turnaround time for action items in muni hall quick. Allowing for more community collaboration and input. But in short we need to leave it up to the experts - our talented entrepreneurs and experts - and make their life as easy as possible. As for the financial health of muni hall, the debt load is concerning and if we made a 10% reduction in expenditures we could go a long way to paying that debt down. Also we have room to renegotiate interest rates on that debt. The reserves could also have more thought put into how they are invested to get a better return on that money.	The salary structure is way too top heavy. When you have people in municipal government making more than the prime minister there is a problem. Once we return to core services the new structure of muni hall will be that of a lean, interactive organization. as such there will be much less micromangement needed.
Ted Milner	If you bought Class 1, it should remain so. What you bought is what you got (and same if you sell it)	Diversify and grow business with whistleru eg and a resort development plan with a cultural tourism strategy and reduce the budget.	Organization plan is under way with retirements planned and contracts ending.

Candidate	What's your view on pay parking?	What's your view on the asphalt plant?	Should the RMOW be competing against businesses? If so, why?
Allan Jenner	I am calling for free parking in lots 1 thru 5. Pay parking is bad for businesses in the Village and will eventually lead to reduced rents, reduced assessed values and thus reduced taxes. It also is not generating much in the way of revenue and as such is dysfunctional.	It should not operate in its present location	No. As long as paying taxes is compulsory, the RMOW should not compete with its tax payers.
Brent Mcivor	Maintain pay parking through out Village. Free parking lots 1-5	Move to Twin Rivers venue.	Generally no! Might consider some Public / Private
Brian Reid	Lot 1 paid, lots 2-5 free. It is better for everyone.	It is time to go. Once the courts have done their part, the municipality must do theirs and have this removed or relocated to the Twin Rivers site	No. RMOW should support business not compete with it. Period
Chris Quinlan	<p>Managing Municipal Assets Whistler is at build out. Revenue from development on the scale we have seen up to the Olympics will never return. We need to manage our revenues, costs and assets in order to continue to deliver the services that the resort community demands.</p> <p>These assets include real property, both developed and undeveloped. Those undeveloped include the community land bank in Cheakamus Crossing, Rainbow Park, The Old Hostel Site and some commercial on one of the Olympic Plaza lots. Developed lands include the commercial at Cheakamus Crossing, WVLC property, and The Day Lots.</p> <p>These are assets that can and must generate revenue in the future. This is not a foreign concept. The city of Vancouver owns Pacific Centre Mall. The City of Nanaimo owns numerous commercial building and parking lots. Municipalities manage their tax payer contributions on the revenue side through commercial enterprise. This is a fact. Whistler is a the stage in it's development where it has to begin to do the same. This is the only way to offset increases in expenses beyond our control such as energy and downloaded services from senior levels of government.</p> <p>Pay parking in the day lots is one of these assets. Even if the net contribution is only \$300,000 at the end of a year, that is \$300,000 dollars less required from property tax revenue. That is approximately a 1% offset of increased costs. That is 1/3 of the projected transit shortfall of the new system this year. It sucks that we used to be able to park for free and now we can not. It sucks worse that we have a \$5.7 million dollar hole in our reserves after the latest Operating Agreement failed to recognize the debt owed to the reserves from the debris barrier construction.</p> <p>I will commit to having the Parking Lot Operating Agreement recognize the debt to the debris barrier construction so that when future revenues are able to, they will contribute to that reserve.</p>	The currennt direction form council is to enforce the zoning at the Whistler Agregates site.	<p>Managing Municipal Assets Whistler is at build out. Revenue from development on the scale we have seen up to the Olympics will never return. We need to manage our revenues, costs and assets in order to continue to deliver the services that the resort community demands.</p> <p>These assets include real property, both developed and undeveloped. Those undeveloped include the community land bank in Cheakamus Crossing, Rainbow Park, The Old Hostel Site and some commercial on one of the Olympic Plaza lots. Developed lands include the commercial at Cheakamus Crossing, WVLC property, and The Day Lots. These are assets that can and must generate revenue in the future. This is not a foreign concept. The city of Vancouver owns Pacific Centre Mall. The City of Nanaimo owns numerous commercial building and parking lots. Municipalities manage their tax payer contributions on the revenue side through commercial enterprise. This is a fact.</p> <p>Whistler is a the stage in it's development where it has to begin to do the same. This is the only way to offset increases in expenses beyond our control such as energy and downloaded services from senior levels of government. The commercial space at Cheakamus Crossing will eventually lease. The revenues will go towards reducing taxpayer costs for a long time. It is well worth the wait for a tenant. There is a commercial lot at the end of Olympic Plaza. It is not the time now to develop it, but there will come a time when the demand is there. That development will generate revenue that will go towards reducing the taxpayer burden.</p> <p>Some business tells us we should not be in business against them. We are in business for residents and business together. You are both the taxpayer. We all benefit. Some advocate selling our assets for a one time influx of revenue. The loss of long term revenue and tex relief far outweighs the benefit of such a foolish move.</p>
Duane Jackson	I am against paid parking as a source of supplemental revenue for the municipality. However, I do support a nominal fee, in appropriate locations, to cover the operational expenses of running our guest parking buildings and lots.	The asphalt plant needs to move. As a member of the WDC board, our minutes clearly show a concern for the asphalt plant and requests to the RMOW to explore re-location of the facility.	No. In fact government should do everything possible to improve the business opportunities of the private sector. Where there are opportunities to sub-contract to the private sector for competitive services and lower costs, we should consider the benefits. Our best events, for

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			instance, are run by the private sector – let's support new ideas, businesses and people to compete in this tough economy.
Eckhard Zeidler	If you can afford a car, a buck a day for parking is more than reasonable. Parking costs someone money, I'm for user pay rather than pretending free parking exists and putting the costs onto taxpaying property owners and businesses.	It's going to move, I've had (and many others) way too many sleepless nights working on this issue not to succeed. The RMOW is enforcing non-compliance with zoning. The issue goes beyond Cheakamus Crossing - it is fundamental to our values as a community.	No, it's part of why "True Local" was killed. This question suggests the author has a more specific concern that is not stated... I'd be happy to address it if you would please provide the specific concern.
Grant Lamont	Free parking in lots 3,4,5. Go back to the province and re-visit this agreement we just did with the transit and look at the money we cut and recovers	It is not zoned and should be moved.	NO THEY SHOULD STICK TO CORE SERVICES.
Hi Brooks	We need to take off the blinders and get creative. Many other ski hills and communities have addressed parking as a variable rate business that flexes with events and seasonality. Pre-sell priority parking passes with ski passes, leverage rates during events, offer free parking to volunteers, low income earners, seniors etc. And maintain at minimum a revenue neutral parking strategy. I do not support tax payers paying for a parking facility while we struggle to keep our library open.	We as a community have taken this action to the court in support of the residents in Cheakamus Crossing and we must continue on course. Personally I hope the outcome is in favour of the residents but if it is not we must continue to support the community and encourage the the owner of the facility to move out with our support. In the end we all share this burden and in the future we must never put residents in this type of situation again.	That is very broad question. The RMOW provides a huge range of services from snow removal and maintenance to animation of events at a better value to residents than private contract. That said, at this point in time we need to support local businesses and stop inventing new ways to spend money and stream line our budget.
Jack Crompton	I like free parking in lots 4 and 5. Whistler covered our costs and provided free parking for staff and guests. I don't want to add to our costs so I think this is a good compromise. It needs to be moved	It needs to be moved.	No.
Jen Ford	Pay Parking is inevitable now. That deal was signed when they paved the lots. It needs to be paid for, and it should be a reasonable user-pay system. To have some lots pay and some lots free just makes the pay lots look expensive. It's unfortunate, but I think we can make it affordable for visitors. I dont agree that a monthly bus pass should be more expensive than a parking pass. That will not get people to take the bus.	We absolutely need to move the asphalt plant. We may need to buy Alpine Paving out, but we need to get rid of it. It will be cheaper in the long run. We will not be able to recover the costs of the land (by selling the River Bend and the future value of Cheakamus Crossing) with him still there. And, it's a black mark on the Legacy of the Games.	Definitely not. The Municipality should support business, by providing the necessities to do business, not get in the way.
Jess Laframboise	I reduce the fee on Lot 1, 2 and 3 and make Lot 4 and 5 free for our guests and residents. We need to pay off that debt we incurred by paving those lots, but there should still be some free parking to access the Town Centre's amenities. The Village should be the hub of Business activity in Whistler, not a place that locals avoid because they are dinged for parking every time they want to go into town.	You can't place a Residential Neighbourhood next to Industry. Someone should have seen this problem on the wall before Cheakamus Crossing was built. However, here we are today with hundreds of young families living next to an asphalt plant. The best man at my wedding bought his 'Dream Home' in Cheakamus Crossing, in one of the WHA properties. When he moved in, and he gave me directions to come visit for the first time he said "I'm on the corner of Old Landfill Way & Asphalt Plant Blvd". Clearly, this is not the Olympic Legacy we all had in mind. The plant must be relocated.	No. Local government should be maintain utilities and services and stay out of the Private Sector.
John Grills	I know first hand the affects of loosing convenient, surface, free parking. When I opened Zeuski's in 1996, I had over 100 free parking spots beside the restaurant. In a few short years, that number had been reduced to 60 parking stalls. When the lot was closed permanently to make room for the library, it had a huge negative impact on our business, especially at lunch. I have stated on my website, johngrills.ca, that I would expect Council to have a review of the first two months of the current day lot pay parking program in front of them in early January. My goal is more free parking available in the day lots, as well as looking into more short term free parking elsewhere in the village. We have to make it more attractive and convenient to visit, work and do business in our Village.	It is before the courts and the case is being heard on November 21 and 22, 2011. Ultimately the goal for the community is to move the production plant as soon as possible. Going forward this type of legal action is time consuming, expensive and very frustrating for all and it should be avoided whenever possible.	No, they should not be competing against local businesses. They should not be large scale commercial landlords either. However there may be some minor exceptions in public buildings to create revenue and provide a service, like the café in the Meadow Park arena.

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Ken Melamed	We will monitor the response from guests and on business levels. The alternative of higher taxes is unacceptable. Variable pricing options are now available to provide affordable options for all users. Opportunities exist to start a new conversation with owners of the parking under the village businesses which are most convenient for their customers.	The plant will move. Council has started the process to seek a remedy through the courts, as requested by the residents. Until the residents moved in, the level of dissatisfaction with the neighbouring uses was not anticipated. I am committed to finding a solution and the fulfillment of my dream in creating this incredible new neighbourhood	Municipalities across Canada are being entrepreneurial in an effort to lessen the burden on the property tax base. Generally government should not be in competition with business unless there is a compelling need and the business community itself is supportive.
Kevin Rea	Return to free parking in lots 1-5. Annual maintenance costs (\$300k) can be absorbed within budget, repayment of capital costs to reserves is separate issue. Renegotiation with province is required to resolve debt associated with debris barrier and lot enhancement costs.	Needs to be moved from current location. Rezoning of an area either north or south of community is required to accommodate.	No.
Nancy Wilhelm-Morden	Pay parking in Day Lot 1; day lots 2 to 5 free. It's good for business; it's good for our guests; it's good for our employees.	Move it	No.
Ralph Forsyth	I did not support the plan or the expenditure of capital that was required for the RMOW to take ownership of the day skier parking lots. However once the deal was done we had an \$11m bill that needed to be repaid, and the choice was either repaying via property tax or user fees, and I always favor user fees over taxes. Like you I have been frustrated by the execution of the Pay Parking strategy. In my opinion a full parking lot (but not so full that you can't get a spot) is what successful parking looks like, successful parking also ensures that the best spots are used by our highest yield visitors, and finally contributes the necessary revenue to cover maintenance and capital repayment costs. Read more http://www.ralphforsyth.com/?Page_id=627	<p>I have recently been asked to provide details on my membership on the Board of Directors of the Whistler Development Corporation (WDC) as it relates to the asphalt plant. I have also been asked to clarify my voting record on the rezoning application of the asphalt plant. I am happy to share information on both. In the interest of transparency I have compiled a complete chronological history of the rezoning application for the asphalt plant from November 3, 2009 to May 17, 2011 and provide some narrative on my voting record.</p> <p>I will preface my remarks about my membership on the board of directors by saying I am proud of being a member of this board and the work it has done. I have learned an enormous amount from my experience and the members and for that I am grateful. It should also be noted that the members of this board -professionals for which I have the utmost respect- are volunteers who have committed countless hours to make the Cheakamus Crossing neighborhood a reality.</p> <p>As a member of the board of the WDC, I can tell you that the asphalt plant was concerning for many board members. The Mayor and Chief Administrative Officer of the RMOW advised the board on no uncertain terms that dealing with the asphalt plant was outside the mandate of the WDC board and would be dealt with directly by the RMOW.</p> <p>Below is a complete chronological history of the rezoning application for the asphalt plant from November 3, 2009 to May 17, 2011.</p> <ul style="list-style-type: none"> November 3, 2009: Council unanimously endorsed the continued review of Rezoning Application No. 1025: Whistler Aggregates Ltd. Rezoning and Official Community Plan Amendment and authorized staff to schedule a Public Open House. The open house was scheduled to solicit public feedback on the application. November 17, 2009: Council approved an addition to the agenda that included a presentation on the Whistler Aggregates Rezoning and the asphalt plant at that meeting. In a motion made by Councillor Forsyth, seconded by Councillor Zeidler, it stated that the issue be referred to staff for a report 	NO I do not think the RMOW should compete with Businesses. I've had many conversations over the last few weeks with local business owners about creating an economic development strategy for Whistler. What I propose is a model for economic development based on a three legged stool; business incubation represents one leg of that stool, the other two legs are: attracting new businesses and retaining, sustaining, and expanding existing businesses, i.e. Growth and job creation. As mayor I will vigorously pursue these three legs of the economic development stool, specifically identifying and recruiting businesses that could successfully integrate into the Whistler business landscape. There are small and medium sized businesses around the globe that would find Whistler an attractive place to relocate and it's the mayor's job to recruit them. Even more importantly however, is the need for a mayor who supports the Whistler business community and recognizes small business' contribution to the community. To achieve the outcome of retaining and sustaining Whistler's businesses we need to reduce regulatory barriers and enhance small business competitiveness. To find solutions to these barriers and to create a prosperous business climate, I will call on the many successful business people that either live in Whistler or own a second home here to participate in an Economic Development Advisory Panel which will ask what policies local government can adopt to create a robust and dynamic setting for Whistler business. The outcome will be specific and immediate action items to be taken to stimulate business. I often solicit advice from economic development professionals as they always have some amazing insights on what Whistler can do to stimulate economic development and most are keen on the idea of small business incubation. An incubator is a facility that houses several businesses that share common cost and equipment. It features an organization of services combined together to help nurture early stage businesses. The combination of space and common business services help to reduce the operating costs incurred for business start up and development. Incubators enable start-ups to receive technical assistance, business and financial management training, and could go as far as negotiating lease rates and provide opportunities for access to capital to help sustain their respective operations. Tenants are expected to graduate from the incubator within a reasonable time frame to allow others to use the service. The incubator recoups costs by charging reasonable lease rates and fees and charges for the use of specialized services and equipment. Businesses starting in

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		<p>back on options to move the asphalt plant with the associated costs as well as legal options on extinguishing the non-conforming use of the zoned space. Further to that, Council requested that the Whistler Development Corporation extend the second deposit date. The motion passed unanimously.</p> <ul style="list-style-type: none"> November 24, 2009: in a motion moved by Councillor Quinlan and seconded by Mayor Melamed, Council instructed RMOW staff to draft an amending bylaw for Council to consider that amends the IP1 (Industrial Processing One) zone in Zoning Bylaw 303, 1983 to allow Council to consider the issuance of a "temporary commercial or industrial use permit" to allow the operation of asphalt plants as specified in the permit until the date that the permit expires or 18 months after the date of the issuance of the permit, whichever occurs first. Opposed were Councillor T. Milner, Councillor R. Forsyth, Councillor E. Zeidler and Councillor Thomson. The motion was defeated. At the same meeting, Councillor Milner made a motion, seconded by Councillor Zeidler, that Council instruct staff to relocate the asphalt plant before June 1, 2010 and that staff assist the proponent in finding a new location. Opposed were: Mayor Melamed, Councilor Quinlan. The motion carried. April 20, 2010: it was moved by Councillor Quinlan and seconded by Councillor Thomson that Council receive information on the Alpine Paving Plant Proposed Relocation. Opposed: Councillor Forsyth. The motion carried. August 3, 2010: it was moved by Councillor Quinlan and seconded by Mayor Melamed that Whistler Aggregates Rezoning application be given first and second reading. Opposed: Councillor Forsyth, Councillor Lamont, Councillor Thomson, Councillor Zeidler. The motion was defeated. At the same meeting it was moved by Councillor Forsyth and seconded by Councillor Zeidler that staff explore having the asphalt plant moved off the site entirely and explore the option of a Temporary Use Permit so that it could be moved to another part of Whistler. Opposed: Councillor Lamont, Councillor Quinlan, Councillor Thomson, Mayor Melamed. The motion was defeated. August 17, 2010: I challenged the Whistler Aggregates rezoning recommendation being on the agenda as it violated the RMOW Procedure Bylaw and it violated the Community Charter because it had changed substantially from its original version. Notice must be given to make changes to the agenda. Council had given no direction to change the application. (Section 131 of the Community Charter says that the mayor may ask council to reconsider "a matter that was subject of a vote." When council does this it is "subject to the same conditions that applied to the original consideration." It is the same staff report that must come back for consideration. The staff report before council was new and was not the matter that was subject to the vote at the previous council meeting. If Council wanted a different outcome they should have referred the recommendation back to staff. Regardless- it was moved by 	<p>a business incubation facility have an 87% greater survival rate after 3 years versus an 80% failure rate for businesses starting from ground zero. To be absolutely clear, I am NOT proposing that business incubation become a local government program. As a Mayoral candidate it is an economic development strategy that I support, but I am not proposing that local government will finance it. The Community Charter defines the Mayor's role as Chief Executive Officer and spokesperson for the resort. In that role I will ensure that Whistler has an economic development strategy and I will be front and center in its development and execution.</p>

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		<p>Councillor Quinlan and Seconded by Councillor Thomson that Council consider giving first and second reading to the Whistler Aggregates Rezoning. Opposed: Councillor Milner, Councillor Zeidler, Councillor Forsyth. The motion carried</p> <ul style="list-style-type: none"> September 21, 2010: it was moved by Councillor Thomson and seconded by Councillor Quinlan that Zoning Amendment Bylaw Asphalt and Aggregate Processing receive third reading. Opposed: Councillor Milner, Councillor Forsyth, Councillor Zeidler, Councillor Lamont. The motion was defeated. At the same meeting Under other business, a Notice of Motion was moved by Councillor Forsyth that Council direct staff to enforce the zoning at the asphalt plant. October 5, 2010: Under other business: having received prior Notice of Motion from Councillor Forsyth that Council direct staff to enforce the zoning at the asphalt plant, no other member of council would second the motion for discussion so no action was taken. April 11, 2011: At Council's direction, Lidstone & Company sent a letter on behalf of the RMOW to Alpine Paving directing Alpine to cease and desist operating on or before May 13, 2011, failing which Council would consider all its enforcement powers under the applicable legislation. Tuesday, May 17, 2011, Council instructed the municipality's solicitors to serve the asphalt plant operators with court documents to get the enforcement of the zoning bylaw before the British Columbia Supreme Court. Because this matter is before the courts there is little more I can say about it. My opinion and voting record has always been that the plant is not zoned for the property on which it operates and thus must not operate at its current location. 	
Roger Mccarthy	Have some pay lots #1&2, maybe 3 , rest free	Nuff said, time for action	Not the municipal mandate
Steve Anderson	Good example of bad marketing. Our competition loves it! So are we to expect a million \$ campaign to address the bad press? Village suffers from loss of vibrancy with fewer people visits. Businesses located there have been very plain in saying NOT GOOD! A mixture of pay and free should be available . Freedom to Choose!	Years ago I tried hard to appeal with powers-to-be that this is a bad location for intensive siting of housing. Really wanted C.C to go up a bit on bench behind Spring Creek where one could ski into from Khyber zone. That ship has sailed, we now have to go into repair the damage mode. The land uses ther do not mix. C.C is not moving. But A-Plant is on wheels. Lets roll!	No. As one Canadian premier quoted years ago' It's the business of Government to get out of business".
Steve Andrews	The day lots should be viewed as incentive to come to the village, letting both locals and guests know that Whistler is open to business. There are plenty of cuts we can make, and once those are made there will be more than enough money to pay for the maintenance of the lots.	This whole thing became such an issue when it shouldn't have been. In a more open transparent muni hall the misinformation would never have gotten to where it is now. As it stands we need to negotiate with Silveri to come up with a mutually beneficial compromise where he's out of Cheakamus and has a good site that is out of the way... with zoning for that use.	No. Because it's not our job as a legislating body.
Ted Milner	The \$8 current plan is in place & agreed with WB along with as little as a \$1per day for employees.	It must move.	Absolutely not.

Candidate	What's your view on development in the Callaghan Valley?	Whistler 2020- is it adequate as is for our community's guiding document? What, if anything, needs updating?	What is your position on illegal space in whistler and what, if anything, should be done about it?
Allan Jenner	I would only support expansion of the Country trails and a system of back country huts.	No. I think the guiding document should be the OCP. The current draft for the new OCP should be reviewed by the new administration and revised as deemed necessary.	Space that is not safe should be brought up to code and space that is safe should be grandfathered. The new "volumetric" approach recommended by the CHBA has merit as it is more sensitive to market demands.
Brent Mcivor		Must be scaled down to reflect current economic realty.	Tax it.
Brian Reid	The RMOW needs to be involved with the planning for this area. While right now there is no necessity, in future this area will come under pressure for development. Better to be ahead of the curve and get involved with long term thinking and planning.	This document is a guideline, an expensive one. If it is to be a benefit it must be adaptable and these alterations can not be mired in bureaucracy and costs.	It is time to get these areas legitimized before someone is hurt. This will keep personal safety as paramount and allow owners to get legitimized space brought in from the cold, while allowing the municipality to incur revenue through inspection and taxation.
Chris Quinlan	They must be developed in line with our existing zoning bylawsand OCP policy.	<p>Having participated in 5 years of W2020 task forces, the greatest sense of accomplishment has come from seeing the majority of the draft policy statements for the current OCP update come directly from the action items and descriptions of success of W2020. This is true community input into the policies of the OCP.</p> <p>This OCP workshops also provided the community with a greater undersanding of how W2002 works. W2020 has been updated. The descriptions of success have been reconfirmed and updated. The new proces for gathering input for action items has been expanded to include on line input as well as two new larger community action planning sessions. The actions will the be sent to sector representatives made up of leaders of organizaations that can commit to completing these action items.</p> <p>The first meeting if the new sector groups is meeting this month. This updated plan will provide more across the community access to and comprehension of W2020.</p>	<p>I have supportd the direction of council for staff to prepare a recommendation on volumetric building density. This is being done in consultation with the CHBA. The issues that need to be adressed go to infrastructure capacity as well as public saftey. Just because a space in illegally built does not mean it is should be ligitimized.</p> <p>People can die if there is no egress from a space. This is not a panacea for tax income either as the assessment of a house if based on surrounding sales not square footage. We are moving in the right direction and I am confident we will have a recommendation in the new year.</p>
Duane Jackson	No development in the Callaghan. We could do more to enhance the visitor and recreational experience, and celebrate the Olympic success of the venue and all the great stories from the games. We should also improve the relationships with Callaghan Country, who as a pioneer supported and encouraged the Olympic opportunity. We should respect their contribution and acknowledge the potential for shared success in the future	<p>I agree with current community feedback - enough writing. The combined documents of 2020, OCP and PAN provide an incredible resource. They clearly articulate the communities' goals, objectives, priorities, challenges and long-term vision.</p> <p>However, all good plans are organic and need to be responsive to ever-changing circumstances, economics and demographics. The next mayor & council, as community leaders, will need to (responsibly) consider the opportunities available, and make decisions that best reflect our ability to achieve incremental steps to success. Including considering updates to the guiding documents as we evolve and mature.</p>	<p>The majority of our residential buildings have non-conforming space, including multi-family properties. This must be dealt with immediately.</p> <p>The solutions to all the issues are not immediate. We need to resolve acknowledged code and zoning inconsistencies through a progressive set of solutions that address matters of safety, liability and the integrity of property values. Paramount to the solutions is respect for current owners, who may not be responsible for the non-conforming improvements – but whose property value is based on those improvements through established sale prices.</p> <p>Therefore, for the most part, our tax base includes the majority of non-conforming spaces. Subject to neighborhood "form & character" priorities, we will need to amend zoning definitions & restrictions to provide the incremental solutions that reflect the evolving priorities of our property owners, and the confidence required for them to invest in future improvements.</p>
Eckhard Zeidler	No development. I worked really hard with other individuals and organizations to successfully create new parks in the upper Callaghan/Soo area to keep WOP contained. The lower valley will not be developed while I'm around and the upper valley is	It was fully reviewed again in the OCP process. The document is strong but the process is getting tired. We don't need to recheck the document and take up peoples time year-in year-out, but we DO need to ensure the delegated actions are being implemented. I'm all	Is this specific to volumetrics as put forward by the CHBA or something else?... please provide more detail.

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	in the SLRD, we need to expand our boundary. There are 2 live applications for accomodation facilities in front of the SLRD and they need to be defeated. To put more accommodation into this valley to compete with our struggling accommodation sector is plain goofy.	for "checking in" when appropriate but I'm not OK if that is a fulltime devotion of staff resources.	
Grant Lamont	Expand the boundary so we can control it.	The OCP should be our guiding document for land use. Whistler 2020 should adjust to reflect the new ocp. We have way to many indicators. I think we need 30 at the maximum.	Go to the volumetric model, legalize the space, eliminate the liability risk, create more revenue through BP's and additional space taxation, make it safe for our firefighters and emergency response people.
Hi Brooks	In the present economy with the struggles of the existing businesses in Callaghan I don't believe there is call for more development in the valley. Personally, I support the Callaghan Lodge as the original private business there and have yet to see a crowded trail. Development is not needed until we fully utilize the existing development.	<p>Yes and No. As a community focussed approach the document addresses a common sense philosophy of creating and maintaining a sustainable community with respect to residents, business and the environment and I will continue to support this document in that regard and believe it is broad enough to be interpreted in all aspects of our decision making process.</p> <p>That said, it is not a business development plan and that is the next step in the evolution of our community. Squamish has completed a business development plan recently with a clear focus and understanding of local business realities and needs. This is a natural next step for Whistler with the support of council.</p>	The answer is in the question, it is illegal. Not only does illegal use alter our tax revenue plan it threatens the health and safety of our residents - particularly in strata properties and skews our intention to meet the service needs of the community. The volumetric approach seems like a logical end point but I need to first see the model to 'retrofit' the system and ensure illegal space safety issues are not swept under the rug in the process.
Jack Crompton	I am opposed to residential development in the Callaghan. If there are non-motorized recreation opportunities its worth a look.	It is adequate as a guidepost. We need to complete the OCP to give us direction on landuse. I propose creating an economic development plan... That will give our resort direction for economic development.	We need to find a solution. The CHBA Volumetric Measurement makes sense but I think there may be simpler solutions. There are obviously some liability issues that need to be addressed but if Vancouver and Calgary can do it... So can Whistler. Potential simpler solutions: Not counting building code basements in GFA. Not using GFA as a restricter... Use footprint, height and safety as limiters.
Jen Ford	It really depends on the development, but in general, I won't support any further development of untouched green space.	Whistler 2020 is a great framework, that took a lot of time, and gained a lot of community input. It needs to be a living, breathing, and potentially evolving document. The way this vision is put into practice is up to the staff at the hall, under the guidance of Council.	I think we need to face the reality that homes are out there that are not unsafe, but have been built without the permits due to an old sizing limit. We need to allow builders to build within a reasonable limit, and bring these "illegal" spaces into conformity. It's hurting the industry, and creating a major rift. Let's look at the volumetric model, and minimize the barriers to these homeowners.
Jess Laframboise	I am opposed to developing anything in the Callaghan other than a warming hut for cross country skiers.	We have spent a lot of money on that document and I think it serves a good, idealistic goal of where the community wants to be.	Illegal, or nonconforming space, should be closely regulated to ensure people's safety is not at risk. At the same time, it is tough to monitor as it is pretty much a complaint driven process. I don't think we should hire a special inspector to check every property in Whistler if that is what you are asking.
John Grills	I am in favor of an all area Nordic ski pass. The Nordic trail system in the Callaghan should only expand on "as needed basis" and it must make economic sense as well. I would like to learn more about the idea presented recently for the installation of one lift, so Nordic skiers could access a new area. I would like to see better use of this area for Nordic skiing, biking and hiking. Is a scheduled shuttle service to the Callaghan feasible in the peak seasons?	I would like to see more on Whistler's economy eventually, but I don't see the need for a major update at this time. There is enough detailed information in the 2020 document to guide the next council in their decision making process.	I have learned that in August 2010 the key stakeholders were very close to a solution. I would like to see all parties back at the table as soon as possible and resume their discussions, starting where they left off in August 2010. A solution could be brought before council in the spring of 2012.
Ken Melamed	Whistler has a well articulated vision and policies which are designed to support the resort's success. It will be important to	Whistler 2020- is it adequate as is for our community's guiding document? What, if anything, needs updating? Prior to t he OCP	Illegal space (like dorms in attics without proper access or windows) is being enforced, and must continue for public safety. Non-conforming



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	include our input into development decisions. Much of the land under consideration for development is in the SLRD. It will important to continue our good relationship at the regional board. I do not support any type of sprawl development at the base of the Callaghan.	review the precepts in W2020 were reviewed and tested with the community. It required few changes and the OCP has re-enforced all of the directions. The community is well aligned on vision and policy; we now need a Resort Business Plan to focus effective actions.	space will be addressed this term through a revision of our bylaws. It is stifling investment and sales. The process to date has been productive, and admittedly slow (Olympics, lack of consensus, etc), but is nearing completion.
Kevin Rea	There will be negotiations with First Nations around this issue and both the province and municipality will be involved. I do not support large scale development in the Callaghan at this time given the low occupancy levels within the resort.	It is adequate but requires some greater flexibility built into it.	Permanent amnesty should be given to property owners so that upgrades to meet building code can be undertaken. This will ensure safety for occupants and also stimulate renovation/construction industry.
Nancy Wilhelm-Morden	No development in the Callaghan Valley other than what is reasonably ancillary to the uses already established there	A lot of people in the community put a lot of effort over the years into the development of Whistler 2020. It should continue to be used as a guidepost. It does not require \$190,000 per year updating it in my opinion.	Should I be elected, I will recommend to my council that staff be instructed to draft bylaws for consideration within three months to legitimize illegal space. Enforcement hasn't worked. Let's bring these properties in from the cold. It will solve potential insurance and liability issues and result in fair taxation.
Ralph Forsyth	I think we will need to have a more thoughtful discussion between the Province First Nations and the RMOW about the future of the Callaghan	I don't believe any of it need updating.	<p>Here's how I see the Non-Conforming Space/ Volumetric issue:</p> <p>A non-conforming space is a space which was constructed in full compliance with all regulations and permitting requirements. It would be non-conforming now because of post construction amendments to the Zoning Bylaw. Illegal spaces are not permitted under the zoning regulations and therefore never obtained permits. Examples of this are: over-height crawlspaces, crawlspace, attic or garage space conversions made after occupancy permits were issued, basically any construction without the necessary permits. These spaces are constructed at property owners' risk and are subject to fines and bylaw enforcement action. Typically when the municipality receives a complaint, or if building officials come across unauthorized construction, the RMOW Building department delivers a report to Council recommending that a Section 57 notice be registered on the property. This notice advises anyone interested in the property that there are building regulation contraventions on the property. That said these non conforming/illegal spaces are ubiquitous in Whistler, some estimate that as many as 80% of the houses in Whistler have this type of space. It's the NORM in the community that this type of space is OK! The problem is akin to prohibition in the 1920's - no one observed the law and enforcement became so difficult that it was easier to simply change the law.</p> <p>Some of the consequences arising from the development of this type of space include life safety and contravention of local laws (because it's normal most homeowners are seemingly unfazed that their actions may in fact contravene Whistler's zoning bylaws.)</p> <p>This leaves designers, builders, realtors and homeowners in an awkward position of designing, building and selling houses that may be developed into non-conforming or illegal spaces.</p> <p>The local chapter of the Canadian Home Builders Association (the CHBA) proposes that the RMOW amend its zoning bylaws to define density as a three dimensional volume instead of two-dimensional gross floor area, which presumably would deliver a higher level of compliance with zoning regulations and potentially bring existing non-conforming spaces back into the municipal permitting process, thus improving compliance with building code safety requirements.</p> <p>I agree with this approach. The RMOW strategy for enforcement so far</p>

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			<p>has not worked, so why would we continue it? There are some details of the CHBA proposal to be worked out, but I believe there is the political will to see these recommendations adopted by council. What remains is how to execute bringing so many properties into compliance. Here's I think should be done: 1. Form a board/task force similar to a board of variance that would handle appeals from property owners with non-conforming space. 2. Create an amnesty period for property owners to bring their property into compliance. 3. Levy a service fee for bringing said properties into compliance 4. Work with BC Assessment to ensure newly conforming properties are assessed new tax rates. The benefits of changing our bylaws to fit this volumetric approach include creating an atmosphere of compliance. The RMOV is encouraging all construction, new and renovations, to meet higher green standards. The new approach is congruous with these objectives as home sizes would not be increased, it supports infill strategies, and inefficient vaulted spaces in homes would be discouraged. Finally this type of space is not currently captured in municipal assessments, and more accurate assessments could lead to an increase in property tax revenue. Pursuing resolution to the issue of non-conforming space, which has plagued the municipality for 30 years, is quite simply recognizing the limitation of local government and the realities in the community. As mayor I will work with Council, staff and members of the building community to resolve the issue.</p>
Roger Mccarthy	No	Needs review	Time to bring it in to the fold, most of it has been resold at least once so the sales price reflects the value of the space already, taxes are being paid on valuation. Biggest issues are safety/fire
Steve Anderson	Mixed. Economic reality of today dictates that we are overbuilt and in low demand of existing developed inventory. With 14,000 u8nbuilt B/U's still floating arounds the subject of increasing or expending development footprint will make little sense for at least the next decade.	Studying other community sustainability plans I notice the common caveat to keep to basics. 20-30 monitoring priorities tops. Whistler is used as an example by other communities as one with "thousands" of indicators. All well intentioned but what about practical?	Change to volumetric measurement of GFA and ensure living spaces are indeed safe, inspected, insured for occupancy.
Steve Andrews	I don't think it will happen any time soon but once the demand is there, it could be an opportunity to develop a truly sustainable community. 1 acre off the grid lots might be of interest. But I think that it is so far down the line. I wouldn't be an advocate for sprawl though. First Nations intend to build there so we need to be proactive on how the development should look otherwise it'll still happen in spite of any objections. So we need to work with FN to mutually create a productive vision out there.	It was flawed by its nature in how it was developed. It was still a hirearchical structure and process despite the community input element. My strategy would be to use a wikipedia-style method of input where anyone is free to edit and add their ideas. After a while it becomes a great way to build consensus, and will be more indicative of how a large part of the community feels.	They need to be brought up to code, and assesments should be judged volumetrically. I do not advocate a deadline for compliance however - I think there will be enough willing people who will do the switch on their own due to honesty and selling... Setting a deadline would inflate the construction costs which would not be fair to the lower income population.
Ted Milner	Resort related we can look at it.	It's fine as a vision with guide posts along the way. Whistler needs a more immediate and focused business plan.	We should look at setback and height restrictions and allow an owner to build what he wants with safety inspections and requirements.



Candidate	How should the RMI fund be spent?	Governance: in-camera meetings have increased; your thoughts?
Allan Jenner	The RMI money should be funneled thru Tourism Whistler. They have the expertise in place to market the resort and there is no sense in the muni duplicating this capability - see 2 above.	The RMOW, with few exceptions, should be an open book. The mayor, council and staff are supposed to be working for the tax payers who are entitled to know what is going on. In the long run this will lead to better governance.
Brent Mcivor	First appeal to Prov. To change this from a grant to a permanent tax. Spend on ex. Wh. Film Fest,	Concerned about this per Sect 90 in Community Charter 19 exemptions vs. 3:
Brian Reid	Prudently, with emphasis on tourism development and experience enhancement.	I look better on camera :) There is no need to hide behind closed doors. As I have always said, Whistler is built on opening doors. In camera only for the big three.
Chris Quinlan	<p>Resort Municipal Initiative Grant(RMI) The RMI is a provincial grant that is dedicated to driving tourism in Whistler and the other 14 members of the Resort Collaborative. This money is subject to the approval of the province based on the terms of the funding agreement. It may not be used to subsidize property taxes. It may not be used to pay for infrastructure such as the debris barrier or parking lot improvements already undertaken. The majority of the funds are meant to be directed at new projects. They funded the Olympic Plaza development in partnership with the federal government and Heritage Canada.</p> <p>We have successfully argued that Whistler is past the stage of needing new projects and were able to secure approval of the \$2.65 million Festivals Events and Animation program from this fund. Please see the FE and A section of this site for details. This grant provides the RMOW with \$6.5 million for the next 4 years. This grant is critical to the success of the resort. I am committed to ensuring the continued compliant budgeting of this fund, This will allow Whistler to maintain it's competitive advantage over our competition in what has become a more regional than destination market.</p> <p>I am committed to ensuring the continuation of this funding in what ever form it takes post HST. Reporting on the results of the funding to the province is a large component of keeping the initiative. The Centre for Sustainability has developed the reporting program for not just Whistler, but for the entire Resort Collaborative. This is one of the reasons the Centre was part of the business plan for the original 4% Hotel Tax funding. The province wants to see the results of the program in real numbers. The Centre for Sustainability provides them. The initial investment of \$400 thousand, from the Hotel Tax fund, is a great investment when it contributes to securing \$6.5 million for the next 4 years. I sit as a director for the Centre alongside some of Whistler's best business people, and I can assure you that the Centre's revenues are on budget to stand on it's own in 2012. I am committed to ensuring that the Centre for Sustainability remains a self sustaining entity while providing the reporting to the province that ensures the RMI continues.</p>	These meeting have occurred only when legislated by law in regards to personnel, land and legal
Duane Jackson	Better. Again, engage the experience and talents of our passionate and committed population, and businesses, for the best ideas to invest (leverage) the RMI income - for the intended goal of increasing traffic and investment in the resort.	Open and transparent government should be first and foremost. I appreciate there are complex rules, but I'd prefer more debate in public and more opportunities for engagement, to explore the issues and encourage dialogue about potential solutions.
Eckhard Zeidler	VERY carefully. There is much talk about different groups being involved in those decisions and I agree but we need to be very careful indeed. It's no secret Finance Minister Falcon is on the hunt for a lot of money to close his gap and we cannot let anything put the RMI at risk. This is my first priority. Having said that - there is an opportunity to get the best thinkers around the table to identify priorities and investment opportunities. This year was pretty good with huge summer visitation but we cannot rely on free megaconcerts, it's not a sustainable model.	The Community Charter section 91 lays out very specifically what MUST be discussed in camera. When the conversation veers into what is not covered I and others pretty much call it and the conversation ends, or the specific rationale for continuing is cited under the subsections off the Charter. It's about following the laws that govern us, not abusing or stretching those laws.
Grant Lamont	On tourism development not social engineering. Marketing, new infrastructure to attract visitation. Creat new body to determine how it is spent. TW/Chamber/Hotel Assoc/ Starta Org/ restbars/RMOW	Legal,Labour, Land.
Hi Brooks	As directed by the province, RMI funds are specifically directed to driving tourism. We have a great team of professionals in the community, including Tourism Whistler, who we must collaborate with to direct these funds in the most effective directions. The RMOW is by definition the oversight on directing funding but we should not be creating departments that outsource contracts for events and promotions that TW is more than capable of directing.	Two points:there are obvious legal reasons for protecting confidentiality in certain areas and there will always be closed meetings. The issue I have with the process is that the interpretation and decision making process is subject to the discretion of the mayor and council and furthermore, additional discussions outside the reasonable privacy concerns are often mixed in to the agenda. The bottom line, less in-camera meetings should be a natural goal, and further communication with

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	That is why we created TW in the first place. Let's go back to the core on this issue.	the public is a must to regain the trust we have lost. The RMOW needs to take the information to the people not have it posted somewhere for citizens to find on their own. I am amazed how engaged the mayors and councillors are every time we have an election. This should be the case for the entire three years and that is my style.
Jack Crompton	I think the RMI should be spent on marketing and development of infrastructure that drives visitation.	I am committed to reducing the number of in camera meetings. I like limiting in-camera meetings to personnel, litigation and property decisions. Even then I would like us to limit the number of those that go into close. I support open data and open budgets.
Jen Ford	RMI funding should be spent on well-planned, calculated events like sponsoring the Film Festival, and other such events that truly bring visitors to Whistler. It could also be used to improve Municipal assets to allow such arts and cultural events. For example, the Arts at the Point has great potential, but they need to improve awareness.	I'm not in favour of any in-camera meetings, unless they specifically deal with personnel issues that are a matter of privacy for staff.
Jess Laframboise	The RMI fund should be used for what it is it intended for, which is to "Increase [Whistler's] investment in tourism related related programs and infrastructure". I think an outdoor skating rink in Celebration Plaza would be a good use of such funds. Most other winter resorts offer outdoor ice skating. From Sun Peaks to Big White and Lake Louise, to even smaller resorts like Apex and even Grouse Mountain offer some type of outdoor skating to complement their outdoor activities, except us.	As a former Reporter, In-Camera meetings used to frustrate me. But they exist for a reason. If a person or a position within the community is being discussed and the nature of the conversation needs to be held in confidence, then the meeting should be held In-Camera. All results of In-Camera meetings are made public once the issue is resolved. Future Councils need to be aware that the Public's perception of In-Camera is that 'the government is hiding something' and I think future governments should do a better job explaining the process..
John Grills	The parameters of how this money can be spent are laid out in the contract with the Province. It is not a bag of free money. When the RMOW writes the plan/budget, short and long term for the RMI funds, all key stakeholders should have a voice in the process.	I would be speculating as to why in camera meetings have increased. If I am successful in seeking a seat on council then I would be in a better position to answer this question. The public is looking for more transparency in the next term and I agree with that request.
Ken Melamed	It is positive that we have this revenue and we can have a deeper discussion on how to invest it resort tourism. The initiative is still in its infancy and continues to evolve. The RMI provincial grant comes with conditions. The first rule is to respect the provincial interest so as to retain the funding. We are evolving the program and broader engagement is already in place and will continue. Accountability is key, and together the community will determine the best uses and delivery models.	In-camera meetings have increased; your thoughts? The municipality follows the prescripts of the legislation to the letter. This term council has had to deal with a higher number of legal and personnel issues; Asphalt plant litigation, law suits, labour and Olympic dealings. The number of in-camera meetings reflects the issues of the day and an increasingly litigious environment.
Kevin Rea	Certainly not on the amenity hub concept or WSS. The application of funds is governed by the province. Whistler should apply directly to marketing efforts that will drive visits into the resort.	Only issues which require privacy such as legal or personnel matters should be held in closed door meetings. Greater transparency and open government is being demanded and is required.
Nancy Wilhelm-Morden	Prudently – not on \$7million amenity hub nor free concerts. I would like an RMI advisory group formed including representation from the accommodation sector to make recommendations on the appropriate use of the monies.	Let's go back to holding in camera meetings on matters involving property, personnel or litigation only
Ralph Forsyth	<p>Nowhere in the world does a better job of hosting events than Whistler. We should set our sights on being the world's event destination. To do this I propose three things:</p> <ol style="list-style-type: none"> 1. Create a small "VANOC type" Events team to attract, incubate and manage Events and Animation for the resort. Hire a strong leader as executive director i.e. John Furlong or someone of that calibre. 2. This Executive Director would report to an events committee comprised of seven members: the RMOW Tourism Whistler Hotel Association of Whistler Whistler Legacies Society Whistler Arts Council Whistler Chamber of Commerce and Whistler/Blackcomb. 3. So it can be properly capitalized, funding for the organization can be a set percentage of the Hotel Tax revenue. The Key to this is proposal is strong leadership- on three fronts; First is the political leadership to make it happen. Local government can never assume that it can choose a perfectly safe course and satisfy every interest; rather we should focus our attention on the highest yield activities that drive room nights in the resort. Hosting major events is the way to achieve this. We must also ensure that they are executed well, and constantly review our performance to ensure we are maximising our investment. We also need to lead by bringing our partners together and deciding as a group that becoming the world's event destination is the course we will pursue, and then taking a bold approach to executing that vision. Secondly, leadership will be required from the organizations that would comprise the members of the committee, we need to collectively set our sights on 	<p>In camera Meetings actually have not increased Transparency about the RMOW's direction will result in ownership of our objectives and greater accountability to our constituents. Here is my checklist to accomplish this:</p> <ul style="list-style-type: none"> • Increase accountability by changing the standing committees of Council to include the public • Increase transparency by holding monthly Committee of the Whole Meetings • Engage second homeowners in Municipal decision making process • Have annual Town Hall and update on the progress towards our objectives (State of themunicipality address) • Mayors Breakfast and Fresh Tracks Friday with the Mayor • Host the Mayor's Family Picnic



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	<p>accomplishing this task even if it means less short term funding for the member organizations. We need to resist the temptation to spread Hotel Tax money around to every idea and interest group. Finally, and most importantly, leadership will be needed from the executive director, who will inevitably face public criticism.</p> <p>I honestly believe that our potential for event hosting is limitless but we need to strike while the iron is hot.</p>	
Roger Mccarthy	Events, give people a reason to come here, have them stay longer	What is the secrecy about??? It is a municipality!!!!
Steve Anderson	On marketing the Resort Tourist product FIRST. Resort tourism infrastructure needs SECOND.	Some people tend to put on a different face when the camera is rolling. True opinions can come out when discussing issues of importance without ancillary grandstanding. As a business owner discussing game plan for success I don't want my competition to know the details. Whistler Resort is in a competitive market on the outside and need to run a tight ship on the inside.
Steve Andrews	More grass roots funding for events will go a long way to getting people up here. I created a google spreadsheet online and was able to get some great community input on some great events and initiatives... and we didn't even spend \$800K. After community input was reached, we should work with our partners to see how to best spend the money. I have tons of ideas and I encourage you to get in contact with me if you would like to hear more.	It's the antithesis of democracy and I would work to reverse the direction that muni hall has taken regarding communication and transparency in meetings.
Ted Milner	We need professional help to identify resort boosting projects with an ROI as agreed by the province.	The Community Charter did this but we must find a way to fewer in-camera meetings maybe with a Committee of the Whole approach.