

**Village of Pemberton and Lil'wat Nation Feasibility
Study Preliminary Business Analysis for Proposed
Multi-Use Recreational Facility**

February, 2013

Prepared by:
Canlan Ice Sports Corp. 

Prepared for:



**Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation
Feasibility Study and Preliminary Business Analysis**

Table of Contents

| | |
|---|-----------|
| 1. GENERAL LIMITING CONDITIONS | 4 |
| 2. EXECUTIVE SUMMARY | 5 |
| 3. PRELIMINARY BUSINESS ANALYSIS - SCOPE OF WORK | 9 |
| 4. SITUATION & DEMOGRAPHIC ANALYSIS | 10 |
| 4.1 DEMOGRAPHIC ANALYSIS | 11 |
| 4.2 COMPETITION AND LIFESTYLE | 11 |
| 4.3 RESORT MUNICIPALITY OF WHISTLER | 13 |
| 4.4 SQUAMISH | 15 |
| 5. PRESENT STATUS REVIEW | 17 |
| 6. COMMUNITY OUTREACH PROGRAM | 18 |
| 7. THE DEVELOPMENT DECISION | 23 |
| 7.1 POSITIVE ASPECTS: | 23 |
| 7.2 NEGATIVE ASPECTS: | 24 |
| 7.3 LOCATION OF THE FACILITY | 25 |
| 7.4 FACILITY AMENITIES | 26 |
| 7.5 FOOD & BEVERAGE | 26 |
| 7.6 RETAIL MERCHANDISE | 27 |
| 7.7 MEETING / MULTI-FUNCTION ROOMS | 27 |
| 7.8 SURFACE SEASONALITY | 28 |
| 7.9 METHODOLOGY TO BUILD THE BUSINESS | 28 |
| 7.10 TOURNAMENT IMPACT | 30 |
| 7.11 VENDING MODEL | 31 |
| 7.12 FACILITY MARKETING | 31 |
| 7.13 FACILITY STAFFING MODEL | 32 |
| 8. CONSTRUCTION ESTIMATES | 33 |
| 8.1 FACILITY CONSTRUCTION | 33 |
| 8.2 FACILITY COMPOSITION | 33 |
| 8.3 COST ESTIMATES. | 37 |
| 9. FUNDING OPPORTUNITIES | 40 |
| 9.1 GOVERNMENT | 40 |
| 9.2 PRIVATE FUNDING OPPORTUNITIES. | 41 |
| 10. DEVELOPMENT OPTIONS | 41 |
| 10.1 OPTION #1. DEVELOPMENT OF A STAND ALONE FIELD HOUSE. | 42 |
| 10.2 OPTION #2. DEVELOPMENT OF A STAND ALONE ARENA FACILITY. | 43 |
| 10.3 OPTION #3. DEVELOPMENT OF A 1-PAD ARENA, AND FIELD HOUSE | 44 |
| 10.4 OPTION #4. DEVELOPMENT OF A 1-PAD ARENA AND POOL | 46 |
| 10.5 OPTION #5. DEVELOPMENT OF A 1 PAD ARENA, FIELD HOUSE AND POOL. | 47 |

**Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation
Feasibility Study and Preliminary Business Analysis**

| | |
|---|-----------|
| <u>11. FINANCIAL PRO FORMAS</u> | 48 |
| 11.1 STAND ALONE SINGLE SURFACE ICE RINK | 48 |
| 11.2 STAND ALONE FIELD HOUSE | 51 |
| 11.3 STAND ALONE POOL | 53 |
| 11.4 A COMBINED SINGLE SURFACE ARENA AND FIELD HOUSE | 54 |
| 11.5 A COMBINED SINGLE SURFACE ARENA AND POOL | 55 |
| 11.6 A COMBINED SINGLE SURFACE ARENA, POOL AND FIELD HOUSE | 56 |
| <u>12. PROPERTY TAX IMPLICATIONS</u> | 57 |
| <u>13. CONCLUSIONS</u> | 59 |
| <u>14. ABOUT CANLAN ICE SPORTS CORP</u> | 62 |
| 14.1 THE CANLAN ICE SPORTS PARTNERSHIP SOLUTIONS TEAM | 62 |
| <u>15. APPENDIX A. RESPONSES TO COMMUNITY OUTREACH</u> | 64 |
| 15.1 ARENA | 64 |
| 15.2 POOL | 67 |
| 15.3 FIELD HOUSE. | 69 |

1. General Limiting Conditions

Every reasonable effort has been made to ensure that the data contained in this study reflects the most accurate and timely information possible, and that the information is reliable. This study is based on estimates, assumptions provided from the Village of Pemberton and Lil’wat Nation, and from a number of sources listed in Section 6 of this report. Other information for the report was developed by Canlan Ice Sports Corp. from its independent research effort, general knowledge of the industry, and information provided by the client. No responsibility is assumed for inaccuracies in reporting by the client or any other data source used in preparing and presenting this study.

No warranty or representation is made by Canlan Ice Sports Corp. that any of the project values or results contained in this study will actually be achieved.

Once received by the Village of Pemberton and Lil’wat Nation, this report is a public document and we understand that as such is governed by municipal rules and regulations. However, possession of this study does not carry with it the right of publication, with the exception of established standard manner in which the Village and Lil’wat Nation treat similar public documents, or to use the name of “Canlan Ice Sports Corp.” in any manner, unless specifically authorized in writing by Canlan Ice Sports. No abstracting, excerpting, or summarization of this study may be made. This study is not to be used in conjunction with any public or private offering of securities or other similar purpose where it may be relied upon to any degree by any person other than the client. This study may not be used for purposes other than that for which it is prepared. Exceptions to these restrictions may be permitted after obtaining written consent from Canlan Ice Sports Corp.

This study is qualified in its entirety by, and should be considered in light of, these limitations, conditions and considerations.

2. Executive Summary

Canlan Ice Sports Corp. was engaged to perform a Feasibility Study to assess the viability of developing shared recreational facilities, within the Village of Pemberton, Squamish Lillooet Regional District (SLRD) Electoral Area C and Lil’wat Nation; and for the purpose of completing a preliminary market review and business analysis, provide a recommendation with options relative to the potential development of shared recreational facilities, within this area. The information from this assignment would allow the Village of Pemberton and Lil’wat Nation to meaningfully engage their communities to discuss the viability of pursuing any such facilities within the greater community.

Canlan Ice Sports Corp.’s analysis includes a comprehensive assessment of the financial impact to the Village of Pemberton and Lil’wat Nation and provides a recommendation for the next phases of development process. The mandate from the Village of Pemberton and Lil’wat Nation was to examine the possibilities for the development of a rink, pool and a field house, or any combination of the three amenities.

Early in the process Canlan, the Village and Lil’wat Nation identified that a multi-sport field house with both turf and hard court surfaces would deliver a greater mix of indoor sports than a stand-alone gym. Sport possibilities include soccer, lacrosse, football, volleyball, gymnastics, basketball, ball hockey, fitness classes, field hockey, ultimate frisbee and many other indoor recreational activities. Additionally a field house provides the flexibility to offer certain options such as a performing arts stage, or a venue for small concerts and community event type productions such as smaller industry trade shows, conventions, car shows and productions of that nature. Therefore a stand-alone gym was not considered as part of the study and a multisport field house has been substituted in its place.

Our analysis focuses on the possibilities of developing either one of the three facilities independently or in a phased approach relative to financial viability and community needs. We present the requested three initial options of a pool, arena and gym as well as combining the amenities in a Multi Use Recreation Facility (MURF), as follows:

- Option #1 Development of a single pad arena
- Option #2 Development of a field house
- Option #3 Development of a pool
- Option #4 Development of a combination single pad arena and field house
- Option #5 Development of a combination single pad arena, and pool
- Option #6 Development of a combination, single pad arena, field house and pool

In each option, the facility would include community meeting rooms, and options for a food and beverage operation and a retail/pro-shop type store.

Canlan Ice Sports Corp. – Village of Pemberton and Lil’wat Nation Feasibility Study and Preliminary Business Analysis

In discussions with the *stakeholders, and potential user groups within a 60 minute “drive time” radius, we have determined that there is an existing audience that is interested in the development of some type of facility. The vast majority reside closest to the center of the radius in the Village of Pemberton, Lil’wat Nation and SLRD Area C. Our experience tells us that the area’s relatively small population (5,823) will not be enough to financially sustain the operations of a facility without significant annual subsidies from the municipal governments. (see definition of Stakeholders in Definitions section at end of document)

We have taken the approach that the proposed facilities should be designed and programmed to serve both the immediate population and also attract visitors from out of town as they would be an important contributor increasing spending within the community.

It will be important that the facility focus its efforts on the development of grass roots programs with the objective of growing the number of facility users. While this is a sound strategy, it will require a solid ramp up period for the business, initially causing lower than normal financial results and significant operating deficits through the early years of operation. This scenario is very typical for start-up operations in our industry, but even more so in a small community.

Each of the ancillary revenue streams within the facility will ultimately be affected by the required ramp-up period. Ancillary revenues are wholly dependent on the traffic flows of the facility. They will see smaller returns until such time as the overall facility traffic is operating closer to capacity. This has been reflected in the financial pro formas that have been developed and included in the analysis.

During the analysis, Canlan will show the potential for project amenities such as meeting rooms, banquet rooms, food and beverage and 3rd party tenant relationships amongst others. A fully licensed food and beverage amenity with a menu featuring “sports pub” type requires a steady and consistent flow of customers in order to justify the substantial capital cost it would take to build them out. Based on Canlan’s food and beverage experience at operating recreation facilities of varying sizes (from single surface facilities to eight surface facility) , we do not believe that the traffic generated at a Pemberton/Lil’wat Nation facility could justify anything larger than a basic concession operation.

Financial models have been developed with all of the stated assumptions and considerations as outlined throughout the written analysis. The model is built on the philosophy that the business will be built from a start-up customer base that comes from the community. Without being able to accurately predict utilization, we have presented models for varying levels of utilization from 100% utilized to 60%. This will allow the client to better assess the risk of development.

Canlan Ice Sports Corp. – Village of Pemberton and Lil’wat Nation Feasibility Study and Preliminary Business Analysis

Based on the size of the community the financial pro formas, summarized below, present the likely operating deficits as seen across the six options considered in this report. In each case a deficit is identified and presented considering the capital costs,* debt service and annual operating deficits. (see definition of debt service in the Definitions section at the end of this document)

Annual Operating Deficit Impact on Municipality Per Facility Type

| Facility Type | Operating Deficit |
|--|-------------------------|
| Stand Alone Ice Arena | \$180,000 – \$215,000 |
| Stand Alone Field House | \$65,000 – \$108,000 |
| Stand Alone Pool | \$800,000 – \$1,000,000 |
| Combined Arena / Field House | \$160,000 – \$200,000 |
| Combined Arena / Pool | \$920,000 – \$1,200,000 |
| Combined Arena / Pool / Field House | \$900,000 - \$1,100,000 |

In addition to the annual operating costs, consideration must also be given to the capital costs of the facility and the impact of debt service. This is subject to reduction through the possibility of grants received from the Provincial and Federal governments that would reduce the overall cost to the community.

Community Comments

- *“Spare the cost of Fancy Design and just make the Building **Functional**”*
- *“Field-house! We could make some money from Events, Tournaments Entertainment. Year-round! Flexible uses, Functionality.”*
- *“We would have the only Field-house in the Sea to Sky Region!”*
- *“We drive to Whistler 3 or 4 times a week for hockey. Pemberton needs a hockey rink. It would be well used”*
- *“A Field house is our primary need. It can facilitate numerous sports rather than swimming or skating.”*
- *“All of these facilities have large capital costs and typically lose operating deficits. We should focus on community needs that we can afford.”*

**Canlan Ice Sports Corp. – Village of Pemberton and Lil’wat Nation
Feasibility Study and Preliminary Business Analysis**

The Capital Costs and annual Debt Service of the Facility are as follows-

Annual Debt Service Impact Per Facility Type

| <i>Facility Type</i> | <i>Capital Cost In Millions</i> | <i>Annual Debt Service (*)</i> |
|--|-------------------------------------|------------------------------------|
| Stand Alone Ice Arena | \$7.75M | \$540,000 |
| Stand Alone Field House | \$4.2 M | \$294,000 |
| Stand Alone Pool | \$9.37M | \$660,000 |
| Combined Arena / Field House | \$11.0M | \$771,000 |
| Combined Arena / Pool | \$17.0M | \$1,192,000 |
| Combined Arena / Pool / Field House | \$21.3M | \$1,494,000 |

(*) Assuming 100 % Project Financed at an annual percentage rate of 5% amortized over 25 yrs.

As a professional operating company, it is Canlan’s opinion that the pro formas that have been presented are attainable. It is also Canlan’s opinion that the report has contemplated a standard of quality in both the financial considerations and design components of the project that will ensure the delivery of a functional and well purposed facility which would make the residents of the Village of Pemberton and Lil’wat Nation and the participating user groups and ownership extremely proud.

3. Preliminary Business Analysis - Scope of Work

The preliminary business analysis will focus its attention on a number of key components to assist the Village of Pemberton and Lil’wat Nation in their determination of what the best business model will be for the development of a new recreational facility.

Situation Analysis

Canlan Ice Sports has provided a situation analysis that provides a general description of the Pemberton and Lil’wat Nation area and provides some context for the consideration of the market area that the Sports Complex will operate within.

Resident Demographic Analysis

Canlan Ice Sports has been provided with demographic information from the Pemberton Area and the Lil’wat Nation Recreation Overview document which provides a very clear picture of the potential customer base that could be serviced by the proposed complex.

Facility Utilization Analysis

Canlan and the Village of Pemberton hosted a Community Outreach Program and although the response was enthusiastic, approximately 3% of the population of the study area attended the sessions, and filled out questionnaire forms. With the absence of knowing the level of support that can be provided from the community we have provided pro formas based on facility utilization from 100% to 60%. This will enable Pemberton/Lil’wat Nation to better assess the risks of development.

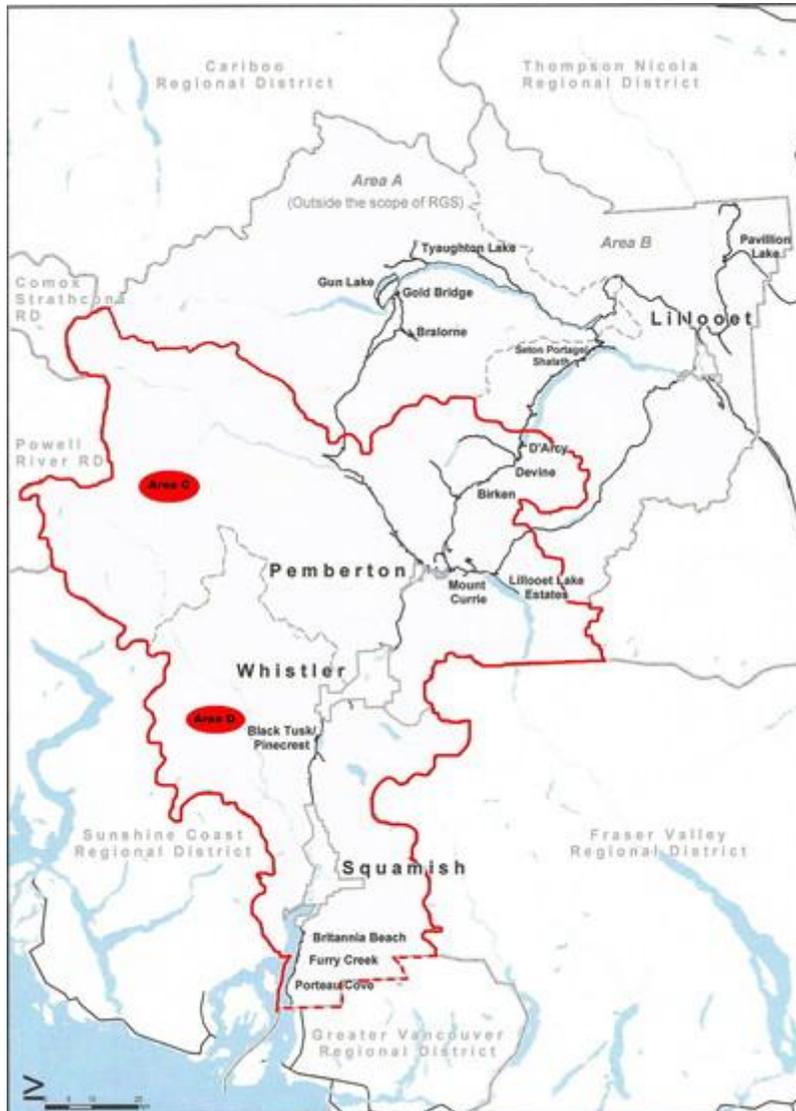
We chose the utilization rates of 100%-60% due to the size of the catchment area that will utilize the facility which we feel will be at the lower end of that range, at least initially, until the facility becomes well known throughout the region. We would expect that most of the local population, currently travelling to the Whistler Meadow Park Recreation Centre, to utilize the new facility. However, the promotion and programming efforts of municipal staff will take some time to raise the awareness for new users from the local area and abroad. There are a number of contributing factors that affect utilization such as access, convenience and familiarity of the location, availability of a wide range of programming of the facility, and the ability to attract outside tournaments, and other events that will increase facility utilization

Revenue & Expense Model Development

Canlan has developed a 5-year revenue and expense projection for the operations of either one of the three facilities independently or in combination thereof and compare the overall financial model with similar facilities and comment on the viability of the presented options, relative to market demand.

4. Situation & Demographic Analysis

The geographic area of the Village of Pemberton and Lil’wat Nation, B.C. (including Area C) is a significantly large, regional area with the concentration of the population densities for both areas, located within each of their respective town centers. In the Village of Pemberton, most of the population density is located close to the intersection of Highway 99 and Portage Rd. In Lil’wat Nation, the population density is located at near and around Highway 99 and Main Street, north with concentrations located near and around Lillooet Lake Rd and Xit Olacw Rd. In Area C, population is spread out with small concentrations in areas such as D’Arcy, Gates Lake, Owl Ridge, Ivey Lake and Pemberton Meadows.



The Village of Pemberton and Lil’wat Nation are located just over two hours north of the major metropolitan area of Vancouver, B.C., which has a population of 3,350,000 people. This is outside the 100 km catchment area for the proposed facilities.

Canlan Ice Sports Corp. – Village of Pemberton and Lil’wat Nation Feasibility Study and Preliminary Business Analysis

The District of Squamish BC, with a Census 2011 population of 17,158, is approximately 90 km south of Whistler and largest population center within the 100 km radius of Pemberton and Lil’wat Nation. It is also approximately, 80 km north of Vancouver. The District of Squamish promotes itself as “The Outdoor Recreation Capital of Canada” and its most popular sports are mountain biking, kite boarding, wind surfing, rock climbing and hiking as well as back-country skiing

The Village of Pemberton and Lil’wat Nation enjoy a close proximity to the Resort Municipality of Whistler (RMOW), only 35 kilometers to the south. The resort municipality had a 2011 population of 9,824, yet has additional tourist accommodation to accommodate another 46,000 beds. The Whistler Blackcomb Ski Resort and the surrounding community create one of the premier destination resorts in North America. Highway 99 between Whistler and Pemberton / Lil’wat Nation, although a designated mountain highway, is in relatively good condition, although it has not enjoyed the benefit of the almost \$1.0 billion improvements that the southern portion received prior to the 2010 Olympics

4.1 Demographic Analysis

According to the Statistics Canada 2011 Census profile for population, median population and median income between the Village of Pemberton, Lil’wat Nation and the SLRD is as follows:

| | Pemberton, VL | Lil’wat Nation | Squamish-Lillooet C, RDA | Total Area |
|---|-------------------------|-----------------------------|--------------------------|--------------|
| Population 2011 | 2,369 | 1,650 ⁽¹⁾ | 1,804 | 5,823 |
| Population 2006 | 2,192 | 1,297 | 1,887 | 5,376 |
| Growth | 8.0% | 27% | 4.3% | 8.3% |
| Median Age | 34.9 | 26.5 | *39.0 | |
| Median Income All private households | \$68,500 ⁽²⁾ | \$27,105 ⁽³⁾ | \$21,669 ⁽³⁾ | |

⁽¹⁾ Provided by Lil’wat Nation. Statistics Canada 2011 Census reports a total population of 918 persons. The population as reported by Lil’wat Nation to the AANDC (Aboriginal Affairs and Northern Development Canada) on a regular basis and is kept up to date by the Membership department is 1,650. Based on this information the report assumes population of 1650 for Lil’wat Nation.

⁽²⁾ Pemberton Affordable Housing Strategy Report 2009

⁽³⁾ Statistics Canada 2006 (2011 Census full community profiles are yet to be published)

- Pemberton is a relatively young community with 25% of its population under the age of 20 and 76% under the age of 45. The Province of British Columbia statistics are 22% under 20 years of age and only 54% under the age of 45.
- The median income for the Village of Pemberton is significantly higher than that of Lil’wat Nation or Squamish Lillooet C RDA.

4.2 Competition and Lifestyle

The areas of Pemberton/Lil’wat Nation, Whistler and Squamish have very rich sporting history and provide a number of outdoor and limited indoor recreational activities that are readily

Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation Feasibility Study and Preliminary Business Analysis

available to its resident and visitor base. Given the natural beauty and climate of the area, sporting and particular outdoor sports activities, are popular and is aligned with the overall healthy recreational attitude and lifestyle of many BC residents.

Statistics Canada released The Canadian Community Health Survey (CCHS) in 2011, which shows that the province of British Columbia continues to lead or be highly ranked in many of the healthy living categories measured against other provinces in Canada.

B.C. Families Living the Healthiest Lifestyles in Canada Updated June 21, 2011 with revised Statistics Canada numbers

VICTORIA – Statistics Canada released its annual Canadian Community Health Survey today confirming that B.C. still holds the top spot among provinces when it comes to living healthy lifestyles.

The 2010 Canadian Community Health Survey shows that, among provinces:

- British Columbians (ages 12 and over) have the highest physical activity rates at 58.3%*
- B.C. has the lowest smoking rate in Canada at 17.4%*
- British Columbians rank second for fruit and vegetable consumption (five or more times per day) at 42.3%*
- Adult British Columbians have the lowest self-reported obesity rates at 44.4% and youth (ages 12-17) also have the lowest rates of obesity at 16.4%*

The following quote represents the lifestyle of most of the residents of the area.

“This is the second time in a month that a national health report has recognized B.C.’s leadership in healthy living, supported by statistics that show we are truly the healthiest population in Canada,” says Healthy Living and Sport Minister Ida Chong.

Overall the area is recreationally very active and participation in exercise and sports is a priority to the community groups. With both the Village of Pemberton and Lil'wat Nation having relatively young average populations, the desire and enthusiasm for sport and recreation is relatively high.

In the Village of Pemberton and in Lil'wat Nation there are numerous outdoor recreational activities including soccer, mountain biking, paddling, hiking, skateboarding, baseball, golf, horseback riding, tennis and many others. Winter sports such as cross country skiing, snowshoeing and snowmobiling are readily available for participation. These are discussed in great detail in the Pemberton Area & Mount Currie Recreation Overview (October 2012).

The Village of Pemberton and Lil'wat Nation also enjoy a moderate climate, which can be consistently warmer in the winter months than Whistler, enabling participants to enjoy, an extended season for all summer sports.

The Squamish, Lillooet Regional District (SLRD) operates the recently developed Cottonwood Community Centre, in Pemberton which is jointly owned by the SLRD and Village of Pemberton.

Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation Feasibility Study and Preliminary Business Analysis

The facility includes a grand hall/gym badminton courts, a multi-purpose room, a fitness centre, a library, a kitchen, and meeting rooms. User group meetings revealed resident complaints about the facility in terms of its high cost and poor operational/programming design. The small size of the facility limits programming that can be offered. It is generally felt that too much money was spent on the overall “architectural look” of the building at the expense of the functionality and thus limits the programming ability of the building itself. This was validated by community comments that came back through the facility questionnaire exercise. Comments indicated that many people were not overly pleased with the Community Center and some respondents suggested that if new facilities were built, that more attention should be paid to “keeping it simple, and not fancy.”

Lil'wat Nation owns and operates the Ull'us Community Complex which provides a regulation gym and auditorium with generous seating, a fitness center, meeting room, Elders meeting place and a kitchen. Generally, it is felt within the community that the Ull'us Community Complex is very well designed, functional and a useful facility for the residents of Lil'wat Nation. Canlan has visited the facility and would agree that it is well purposed. A challenge for Lil'Wat Nation participants is transportation to activities. With the Ull'us Community Complex located in the center of Mount Currie, it is possible that they would not travel a greater distance to support a new facility and participate in sports currently offered at their Community Complex.

4.3 Resort Municipality of Whistler

The Resort Municipality of Whistler (RMOW) is an international destination for recreation and leisure. Skiing is the most popular winter sport where Whistler/Blackcomb Resort, saw 2.5 million visits in 2011, with 2,030,000 winter visitors and just fewer than 500,000 summer visitors, which was consistent with the resort's 12-year average. For the most part, every winter and summer sport is popular in the area including all Nordic and sliding sports, hockey, snowshoeing, snowmobiling, dog sledding, bungee jumping and zip-lining, plus mountain biking, soccer, golf, fishing, and white water rafting. There is no reason to believe that the popularity and recreational tendencies of the local and visitor population to Whistler should ever change.

The RMOW operates the Meadow Park Sports Centre, which features an NHL sized single ice surface with spectator seating for 200, a 6 lane 25 meter pool, leisure pool, a 4,500 square foot fitness center, and 2 squash courts. The facility is home to Whistler Minor Hockey, Whistler Adult Hockey (Men's and Women's recreational leagues) as well as figure skating and other programming such as Whistler Roller Derby when facility space is available. An arena schedule provided from the facility's Programming Director for the 2012-2013 season indicates a facility operating in excess of 100% capacity of prime time ice with no available ice time between the hours of 6:00 a.m. through 1:15 a.m. Monday to Friday, between the hours of 7:00 a.m. to 12:30 a.m. on Saturday's, and between the hours of 6:35 a.m. to 12:00 a.m. on Sundays.

Although winter soccer is played in Whistler, the RMOW does not have an indoor field house. Winter soccer is played indoors at the indoor tennis club and school gyms.

The Meadow Park facility programming staff reported that the facility is heavily used by both the local full time population of 9,824, of which 89% are above the age of 15 years old, and also the seasonal population of transient workers (approximately 2,000) and tourists combined. Further, they believe that the Meadow Park facility is adequately serving the market of Whistler and the

Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation Feasibility Study and Preliminary Business Analysis

immediate area that includes Pemberton and Lil'wat Nation. It is an advantage to have a large number of service (restaurant and bar) workers as they tend to recreate in the mid morning hours.

The Meadow Park Sports Centre has adopted a priority booking policy for Whistler residents because of their community's demand for ice. With their tax base subsidizing the facility's operation, they must accommodate the need for ice by their residents before non-resident use. This is a common practice and with increasing local demand leads to less availability and/or unfavorable time slots for Village of Pemberton and Lil'wat Nation residents.

Accordingly, we have found and it is evident that the Village of Pemberton and Lil'wat Nation residents are frustrated with not having an arena in their community. For those participating in the Whistler Minor Hockey Association, this is due to both inconvenient practice times (6:00 am Monday to Friday) and the driving distance to Whistler. Many Pemberton residents drive their children to 7 a.m. hockey practices in Whistler and then must return to Pemberton to get their children to school prior to 8:30 a.m. This situation is worsened for those same parents that work in Whistler and therefore make the return trip twice.

The RMOW's Meadow Park Indoor Program Facilities Coordinator discussed with us the utilization of the Meadow Park arena relevant to ice time availability and the impact of a possible new facility in Pemberton and Lil'wat Nation. The details of that conversation are below-

- *The Meadow Park Arena Facility is thriving and full at most times, except for late on Sunday evenings.*
- *One of the main user groups is Whistler Minor Hockey Association (WMHA) who uses the facility on a daily basis. Practice times start as early as 6:00 a.m. for Monday, Tuesday and Thursday.*
- *WMHA practices comprise more than one team (i.e. rep and house), due to a shortage of available ice time. There is not enough ice time to allow any teams to have a "dedicated full ice surface" practice. (In Canada it is not uncommon in the youngest age groups for two teams to share a practice surface however; as players get older the preference is a dedicated surface for the atom and older age group practices if ice time is available).*
- *The early morning (8:15 a.m.) drop in hockey session is full (or almost full) every day. The later morning (10:00 a.m.) drop in hockey session is sparsely attended, sometimes with only a handful of players. According to facility staff, a case could be presented that would see the 2nd drop in hockey eliminated from the overall programming schedule, because there simply is not enough demand to fill it.*
- *The Men's Recreation A League had 6 teams and is now down to 4 teams. The A League is trying to get back up to 5 teams and is struggling to recruit players and more teams to achieve enrollment back up to 5 teams.*
- *The Men's middle Recreation League has grown to 10 teams is strong with enrollment and plays 2 times per week*
- *The Pacific Coast Amateur Hockey Association (PCHA) have reported that there are 35 players from Pemberton in the Whistler Minor Hockey Association and 5 from Lil'wat Nation in the current hockey season.*
- *If a new facility was developed in Pemberton and Lil'wat Nation, and all 40 youth players left the Meadow Park facility to play in a newly formed association, then it is conceivable*

**Canlan Ice Sports Corp. – Village of Pemberton and Lil’wat Nation
Feasibility Study and Preliminary Business Analysis**

that the WMHA could lose the equivalent of 3-4 Minor Hockey teams reducing hours required at the Meadow Park facility. She also voiced a concern that these teams may not be able to be replaced by local Whistler residents.

- *The president of WMHA shared the same belief and commented that perhaps these same players could play “home games” through the WMHA in a new Pemberton/Lil’wat Nation facility. This would require a re-organization of the scheduling of the Whistler facility with a new Pemberton/Lil’wat Nation facility. However, if the WMHA was willing to work with the new Pemberton/Lil’wat Nation facility, it is conceivable that this could work.*
- *The Public Skating sessions which run daily from 12:00 p.m. - 3:00 p.m. and three times a week from 6:30 p.m. to 8:00 p.m. are not well attended. They were a requirement by the Village in exchange for the hotel tax which contributes funding towards the facility. It is the Program Director’s opinion that the poor attendance at Public Skating is most likely a result of the newly constructed outdoor pleasure skating rink in the Whistler Village Olympic Plaza. The Director felt that most residents and tourists would rather pleasure skate outdoors in the Olympic plaza than indoors at the arena.*
- *The Programming Director’s opinion is that overall the Meadow Park facility is full and doing well, however the facility is on the periphery of financial sustainability and any loss of teams or players from the Pemberton and Lil’wat Nation area would have a negative effect on the financial operation of the Meadow Park facility.*

The Fee Structure at Whistler’s Meadow Park Facility is as follows:

| Group | Type | Use | Rate /Hour |
|--------------------------|-----------------|------------------------|-------------------|
| Youth | Gov’t/Education | Charity/Non Profit | \$55.89 per hour |
| Adult | Gov’t/Education | Charity/Non Profit | \$111.81 per hour |
| Youth Local | Recreation | Leisure | \$65.77 per hour |
| Adult Local | Recreation | Leisure | \$131.53 per hour |
| Adult Local | Commercial | Admission Charged | \$174.93 per hour |
| Adult Out of Town | Commercial | Admission Charged | \$218.35 per hour |
| Non Prime Time | 12 midnight-8am | (not applied to youth) | \$115.46 per hour |

4.4 Squamish

The District Municipality of Squamish operates its own significant sports complex, the Brennan Park Leisure Centre. This complex although over 30 years old, with additions is well maintained and operated. It includes an NHL sized ice arena, indoor aquatic center with a 25 meter pool, leisure pool, auditorium and new all weather outdoor recreation fields used for soccer, baseball and football. Squamish has no indoor field house.

Due to the 17,000 population of Squamish, serviced by 1 arena, and 1 indoor pool, we do not consider this facility to have an impact on (or be impacted by) the proposed facility in Pemberton/Lil’wat Nation. This is because one surface should sufficiently service the town’s population without residents/users having to purchase facility time outside of the community. It should be noted that there is participation by both Pemberton and Whistler area children in travel or representative hockey and soccer in Squamish, where not offered in their home

**Canlan Ice Sports Corp. – Village of Pemberton and Lil’wat Nation
Feasibility Study and Preliminary Business Analysis**

community. If a new facility meant the opportunity to play at the elite level in their home community, these participants would no longer have to travel to Squamish.

Recreation staff feel that that the pool and recreation fields adequately serve the needs of the District Municipality of Squamish. According to staff interviewed at the Brennan Park facility, there have been conversations in the past about the possibility of a 2nd arena pad in Squamish being developed, but nothing has ever materialized in the way of any formal type of effort for development. It is also important to note that due to Squamish’s geographic location and climate (similar to Vancouver’s) the playing season for outdoor sports such as soccer is extended. This allows for year round outdoor play on the all season artificial turf field that exists in the community.

The Brennan Park complex is part of the user group trade area, within 100 km of a facility in Pemberton/Lil’wat Nation and should be considered in the service provision level of the Sea to Sky region. However, it should also be noted that very few of the community outreach survey respondents from the Village of Pemberton and Lil’wat Nation cited using the Squamish facility (arena or pool) on a regular basis, so it may not be much of a factor.

Similar to Whistler’s Meadow Park facility the ice time schedule from 5:45 a.m. through to 12:00 a.m. is completely booked.

The Fee Structure at the Squamish’s Brennan Park facility is as follows:

| <i>Type of User</i> | <i>Purpose</i> | <i>Additional</i> | <i>Rate / Hour</i> |
|---|--|--|---------------------------|
| Youth Minor Hockey or Figure Skating | Youth Clubs and Groups | | \$81.30 per hour |
| Occasional and Recreational Hockey | Private, Community, or Exhibition Games | Or 25% of gate revenue, the greater of. | \$162.60 per hour |
| Commercial Use | Concerts, Auto shows | | \$325.23 per hour |
| Junior A or B Hockey or practices | Games or Practices at semi-professional level | | \$162.60 per hour |
| School District Use | Supervised on a ratio of 30 students to 1 Supervisor | Must pay for extras such as skate rental | \$14.38 per hour |
| Non Prime Time Use | 1:00 am – 3:00 pm | Depending on use | \$40.65-\$162.60 per hour |

5. Present Status Review

During the process of any preliminary business analysis/viability study, it is the practice of Canlan Ice Sports to conduct interviews with potential stakeholders and/or community users to develop a familiarity with the potential project, to identify community needs for recreation and to obtain ideas for inclusion in the new facility. By conducting individual interviews with key personnel, both within and outside of the participating development group, Canlan is able to collect input and opinion from a wide range of sources, often with varying views, mandates and responsibilities. This provides a full spectrum of opinion and insight into the development opportunity and helps to bring independent perspective to the potential project.

The meetings and/or discussions which have been conducted over a period of several months have included the following personnel, in the order that each individual or group was introduced to or met by Canlan personnel.

- An Olympic athlete and resident of Pemberton/Whistler BC
- A player of the Vancouver White Caps
- The President of the Whistler Minor Hockey Association
- Recreation Programmer, Meadow Park Sports Centre, RMOW
- An Olympic Kayak Champion and Pemberton resident
- Coaching Developer for Pemberton Youth Soccer and principal of Murphy Construction
- The Executive Director of PCAHA (Pacific Coast Minor Hockey Association)
- The Pitch Development Director for Whistler Youth Soccer Club (WYSC)
- Recreation Facility Coordinator for RMOW representing Meadow Park
- The Manger of the Source for Sports retail sports store, Whistler, BC
- Communication and Grants Coordinator and the Manager of Development Services for the Village of Pemberton
- Senior Administrator and Director of Economic Development for L'il'wat Nation
- The Recreation Services Manager of the SLRD
- A member of the SLRD Recreation Advisory Committee;
- A Director of the Pemberton and District Chamber of Commerce;
- The Program Manager District of Squamish (Brennan Park Facility)
- Recreation Booking Clerk at District of Squamish (Brennan Park Facility)
- Pemberton Gymnastics
- Booking Coordinator, Spray Lakes Athletic Complex, Cochrane Alberta
- The CAO of The Village of Pemberton
- The Principal of Pemberton Secondary School
- The Mayor of Pemberton
- Principals of Sunstone Ridge Developments
- Keith Tindle, General Manager of Meadow Park Sports Centre, worked cooperatively and assisted Canlan in terms of accessing and gathering information about the Meadow Park facility through his staff

6. Community Outreach Program

The recreation feasibility study is intended to determine the viability of developing and operating shared recreational facilities for the Pemberton area, specifically the Village of Pemberton, the Squamish Lillooet Regional District (Area C) and the Lil’wat Nation.

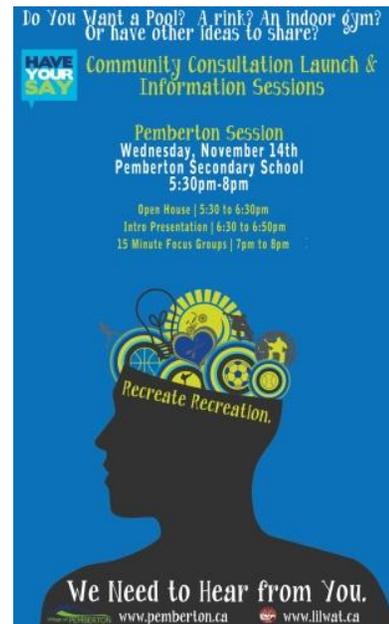
For more than a decade, residents have indicated in various community consultation sessions, that recreation facilities are of utmost importance to the wellness of the community (refer to Recreation Overview document). As a result, the partners have committed to a broad-based public involvement program to ensure frequent and effective opportunities for a wide variety of individual and stakeholder groups to be engaged in the future planning of recreational facilities. This, in turn, will help ensure that it will be highly representative of the greater community’s shared ambitions.

The previous planning work done in the Pemberton area was the 1999 Master Plan and the 2005 Master Plan Update which resulted in the development of the Cottonwood Community Centre. The Lil’wat Nation also completed a Recreation Plan as a comprehensive community planning exercise that was completed in 2006 and resulted in the development of the Ull’us Community Complex and more recently playing fields/track. Lil’wat indicated that their 2006 Master Plan directions were still relevant it clearly identified a desire for a regional recreation facility, but could not proceed without new funding opportunities. The Feasibility Study has considered the community directions in this report.

The Village of Pemberton, however, wanted to provide the greater community an opportunity to learn about and provide input into the Feasibility Study. The Village’s outreach included a comprehensive communications plan and multi-faceted consultation program that provided information about the scope and purpose of the study, together with several opportunities for residents and stakeholders to provide their ideas about what recreation facilities are needed.

Communications

The Village created a bold and creative campaign to engage the community, in accordance with the objectives: to establish awareness among stakeholders and the community; keep residents engaged and informed; advise of upcoming input opportunities; and generate dialogue and excitement within the community. The communications tools were developed within the *Have Your Say* Village outreach program. Complementary branding, *Recreate Recreation*, (see Illustration) was also created specific to the recreation communications. Further, print copy included marketing posters, roundabout signage and newspaper advertisements; while online outreach included the Village’s website, Facebook page, and electronic newsletter (each with specific Feasibility Study references) as well as a comprehensive recreation timeline (Tiki Toki).



Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation Feasibility Study and Preliminary Business Analysis

Consultation Program

The community outreach program included *Have Your Say* launches for residents and stakeholders, in addition to sessions with students from both Pemberton Secondary School and Signal Hill Elementary School. Each of the kick off meetings were developed with the stakeholder in mind focusing on the best way to engage the different audiences. The objectives of the *Have Your Say* meetings were to introduce the intent of the study and consultants of the Feasibility Study; seek preliminary input on potential facilities; understand potential usage; and further recognize the challenges and opportunities for recreation in the area. The following provides a summary of the format and initial findings:

Have Your Say Community Session - The evening community consultation took place at Pemberton Secondary School on November 14, 2012. Attendees were presented with the objectives of the study, and then were directed to visit three breakout sessions for more specific roundtable discussions. Each of the breakouts focused on one of the proposed facilities: arena, field house and pool. Specific questions were posed to the participants including location, positive and negative impacts and as well as desired amenities in that specific facility. Each session was 20 minutes in duration, and held both concurrent and following each other to ensure that all participants could contribute to each of the facility discussion groups (3 facilities x 3 sessions for each = 9 total sessions).

The small group settings allowed for participants to discuss the issues and engage in dialogue with each other in an informal setting. In some cases, participants held strong opinions about specific facilities leaving the sessions with a differing opinion after hearing other participant's ideas/thoughts.

It was estimated that approximately 40-50 people participated in the *Have Your Say* sessions. The purpose of the engagement was to collect high level input about the planning, development, and anticipated costs of the proposed facilities. The following provides a snapshot of the comments:

Arena:

Locations - The locations identified for a rink included the gravel pit site near Pemberton Plateau as it is large, will have trail connections, is half way between two communities, serviced by transit and enables long term expansion. Other sites mentioned included the old high school site, the Mainroads site, and downtown. Comments also noted that the site should not be in the Agricultural Land Reserve, be bike accessible, above flood elevations, have potential for expansion and offer both indoor and outdoor recreation opportunities.

Amenities - The rinks should include a concession, observation level, running track, roller derby loop, rental/pro shop, curling rink, and consideration of second pad or Olympic size.

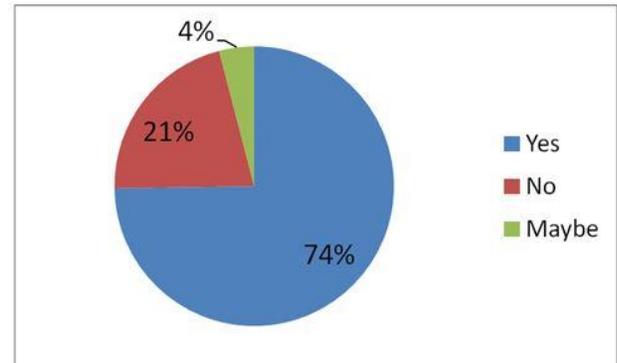
Advantages - The advantages of having a local rink would be the gas/driving time savings of going to Whistler, a sustained local league, children learning hockey skills

Canlan Ice Sports Corp. – Village of Pemberton and Lil’wat Nation Feasibility Study and Preliminary Business Analysis

and skating, more recreation opportunities, dry pad space for other uses and the ability to host tournaments. It would also provide poor weather recreation options for locals and tourists, and improve the quality of life for existing and future residents in Pemberton.

Challenges - The challenges related to the ability to afford the capital and operating costs and the need to look at new partnerships such as independent power producers, private schools and academies, naming rights, fundraising, increase taxes, community donations, sweat equity and making it a functional not fancy building. A rink also would serve specific age groups, not as many people as a pool.

Do you want an Arena Facility to be developed in the Village of Pemberton and Lil’wat Nation Areas?



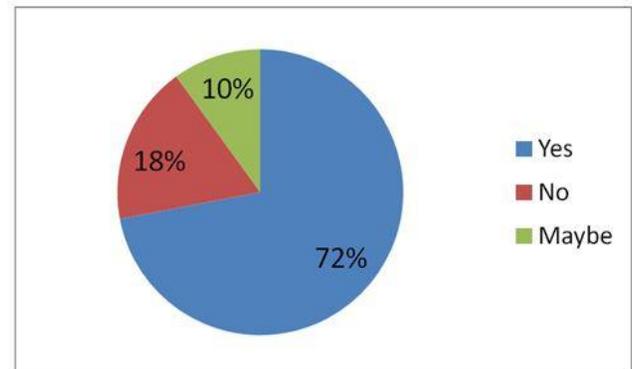
Pool:

Locations - The sites considered included the Sabre gravel pit, the existing high school, the old high school, and the Crabapple (privately held) sites (behind the Gateway building). Characteristics of a site should ensure bike/stroller/pedestrian access, yet should also ensure there is area to grow. There was discussion about the value of having the pool downtown, yet traffic congestion could be an issue with the high school site.

Amenities - There was discussion as whether Pemberton should have an outdoor or indoor pool. Although an outdoor pool may be a unique draw in the area, it was felt that an indoor pool provided a better year round recreation. The facility should be innovative in its design considering new technology such as geo-thermal heating or heat exchange.

Consider new technology to help with efficiency. Building should be built so it can be added to later and include other amenities/multipurpose rooms.

Do you want a Pool Facility to be developed in the Village of Pemberton and Lil’wat Nation Areas?



Advantages - The pool will attract more people to live in Pemberton; increase tax base and keep dollars locally. A bigger pool would be used for competitions. At this time, the children who swim competitively have to go to North Vancouver. Swimming is an affordable life skill, and a pool will give the kids something to do; keep families (living) in Pemberton, while no longer having to deal with Whistler’s Meadow Park waitlists. A pool is accessible to all ages and would be great for local

Canlan Ice Sports Corp. – Village of Pemberton and Lil’wat Nation Feasibility Study and Preliminary Business Analysis

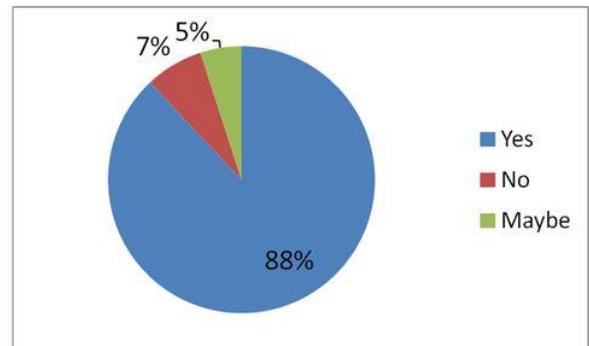
swimming programs (safety, learn to swim), rehabilitation, enhanced retirement and provide jobs.

Challenges – The population cannot sustain the cost of a pool given the capital and operating costs and the potential number of users. There was concern that there is no easy way to deliver a pool, as there are concerns with affordability (tax base) even though it would attract new investment and residents. The feasibility of the pool should look at operational costs. Whistler pool isn’t that far from us. Even in the city, pools are roughly 30 minutes away by transit, car, bike etc.

Do you want a Field House Facility to be developed in the Village of Pemberton and Lil’wat Nation Areas?

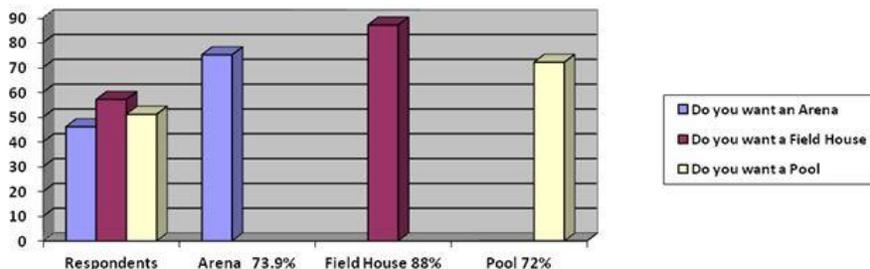
Fieldhouse:

Location - Close to town where there is safe and easy access (bike) for Pemberton area and Mount Currie residents. The site must have long term growth possibilities with trail access (Friendship Trail). Downtown would be good for business. The cost of the site and the preparation (filling, clearing, flood plain) are also important considerations, as it exclusion from the Agricultural Land Reserve. Possible locations that were identified included the former Mainroads site and the Sabre lands/Hillside Area.



Amenities – The fieldhouse should offer a wide range of facilities including indoor and outdoor access to washrooms, change rooms and food and beverage, locker rooms, a track, grandstand for seating, sound system, ample power for future expansion, community kitchen (with rentable space) properly purposed floors for a wide range of activities (basketball, soccer, gymnastics, dance, track, wrestling, etc), accommodate trade shows, second storey observation room, fitness facility, etc. Any planning should consider volunteerism and creating new programs for the area as well as repurposing the community centre (e.g., theatre and arts). The focus should be on true functionality because of the diverse needs in the community.

The Following table illustrates the preference from the Community Survey responses for the proposed facilities.



The results from the survey show that overall the Field House was preferred overall by 88% of the respondents. An arena was preferred overall by 73.9% of respondents and a pool was preferred overall, by 72% of respondents.

Advantages – There are social benefits for youth and community of bringing a range of activities together under one roof. There are also economic benefits such as trade shows or a restaurant. Such a facility could house a large range of activities: badminton, floor hockey, volleyball,

Canlan Ice Sports Corp. – Village of Pemberton and Lil’wat Nation Feasibility Study and Preliminary Business Analysis

fitness, gymnastic, football, squash, roller derby, swimming, indoor soccer (total size will attract Vancouver and RMOW as they currently train on tennis courts), rowing and paddling indoors, theatre, stage, etc.

Conversations and email exchanges between Canlan and Pemberton Gymnastics indicated that Pemberton Gymnastics has a strong interest in locating a permanent Pemberton Gymnastics facility of +/-5,000 SF in a new field house, if it was built. Pemberton Gymnastics is currently a two day a week set up and tear down program, for pre-school and recreational programs only, run out of the Village of Pemberton Community Centre. If, in the event Pemberton Gymnastics could set up and maintain a 5,000 SF full time facility in a new fieldhouse, and pay market rent for the cost of leasing this type of space, this would have a positive impact on the financial aspect of the field house operations. Canlan would estimate that the market rent which ownership group of a new fieldhouse building should charge for 5,000 SF for this type of gymnastics operation or business, would be in the range of \$10.00-\$12.00 per square foot, per annum, or the equivalent of \$50,000-\$60,000 per year.

Challenges – The cost to build the facility considering the local site constraints, as well as the long term sustainability and costs for operating and maintenance. There needs to be a good understanding of the risks in building such a facility considering competition, summer use, functionality, etc.

Funding - Possible funding sources considered industry (i.e. mining), sponsors, Innergex, tournaments, links to small business and amenity funds.

Pemberton Secondary School Consultation

During the high school lunch hour, the consultant and Village staff provided a brief introduction about the recreation study and the value of their input. They then worked with the students in smaller round table discussions with students pursuing questions related to the sports students currently participate in, desired facilities, desired locale for a facility, and sports they would participate in, if the proposed facilities were to exist. The findings were documented by staff. Following the group talks, students were given a questionnaire (see Appendix "A" for detailed results) to provide more individual input. The following is a

Signal Hill Elementary School Consultation

The sessions focused on grade 4 and 5 classes as they had already been actively involved school projects related to the design and construction of new playground facilities. Village staff first asked the students to identify what amenities they would like to have as part of an arena, fieldhouse, and pool. Second, they were asked to estimate how much time they would likely spend at one of the three noted facilities or at any other activities (such as reading, television, computer, etc). Each student then voted with Lego blocks, which allowed a better

Signal Hill Elementary School
Build Your Own Pool, Rink or Field House

- GREEN BLOCKS – FIELD HOUSE/ INDOOR GYM**
(indoor sports such as soccer, gymnastics, basketball, skateboarding, badminton, tennis, football, marshal arts, etc)
- RED BLOCKS – ARENA**
(indoor ice sports such as hockey and skating, may include league play or drop-in)
- BLUE BLOCKS – POOL FACILITY**
(swim lanes, fun pool, spa, etc)
- OTHER INDOOR ACTIVITIES NOT A FIELDHOUSE, ARENA OR POOL**
(Girl Guides/Scouts, Music, Theatre, Games, Computer)

10 Blocks

Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation Feasibility Study and Preliminary Business Analysis

understanding of usage (popularity) of the arena, fieldhouse and pool. The participants then built each of the proposed facilities out of the Legos that had been accumulated. This physically illustrated each of the facilities and what were most favoured by the students.

In conjunction with the in-person consultations, stakeholders and community members could also provide input online. In addition to the creation of an online survey (created with Survey Monkey), the Village developed a Have Your Say consultation webpage, modelled after Pinterest (an online ideas pinboard). The intent of the webpage is to allow the community to share ideas, provide input on the plan and ask questions. As found with the in-person consultations, dialogue between community members is valuable, as different perspectives are shared and more ideas are generated. The online tools were also an important component so those who were not able to attend the meetings (scheduling conflicts, transportation issues etc.) were able to actively participate and provide input.

Next Steps:

Following the release of the draft report, it is the intent to go to the communities and seek feedback on the study. The follow up is intended to test the assumptions found in the study, and to ensure the plan is aligned with community priorities, fiscal resources and needs.

7. The Development Decision

During the discussions over the past several months, and the review of the Community Outreach Questionnaire process, it has been determined that there are a variety of opinions both in support of and against the development of a Village of Pemberton and Lil'wat Nation Sports Complex.

The majority of people that participated in the survey indicated that the addition of a facility would have a very positive impact on the Pemberton / Lil'wat Nation area as a whole and thus a huge asset to the area. This said it will be important to use the content of this report to test assumptions, generate greater dialogue and to solidify those options, if any, which are deemed to be both desirable and achievable by the community.

7.1 Positive Aspects:

Conclusions drawn-

- i. A rink, field house and aquatic facility would clearly provide direct benefits to those currently involved in hockey and skating programs or aquatic programs at Whistler's Meadow Park Facility.
- ii. Soccer is immensely popular in Pemberton and Lil'wat Nation. It was felt that a new field house complex would fulfill an urgent need in the community to provide the opportunity for year round participation.

Canlan Ice Sports Corp. – Village of Pemberton and Lil’wat Nation Feasibility Study and Preliminary Business Analysis

- iii. The addition of a new facility would assist in elevating the profile and image of the Pemberton/Lil’wat Nation area and have a positive impact on the “quality of life” component for residents. One of the current challenges identified to Canlan during the study was that residents of the Village of Pemberton and Lil’wat Nation believe the lack of recreational amenities impedes each community’s ability to attract and retain new residents. Any resulting increase of residents is an opportunity for new businesses and investments in the area. Businesses need a supply of labour. “Quality of Life” is a significant factor in an individual’s relocation decision.
- iv. The development of a Village of Pemberton / Lil’wat Nation Sports Complex would provide the community’s youth an opportunity to develop their skills within their community environment. It is also felt that a community facility would provide opportunity for both youth and adults to participate in recreational activities that they might otherwise not have, because of having to drive to the Whistler facility.
- v. Respondents from the Community Outreach process cited a wide variety of positive attributes for facilities.
- vi. The introduction of a multi-use recreational facility would receive support from the greater community. The facility would provide a safe and positive environment for all members of the community leading to a more active lifestyle.
- vii. Interest rates today are at historically low rates with the yield on some recent Canadian municipal bond issues at less than 4%. The rate can be fixed for up to 40 years, so as inflation rises, the cost to pay for an asset does not, even as its value increases. Borrowing allows the capital cost of an asset to be spread out evenly over a long period of time, minimizing the impact on the taxpayer.

- *“This would promote all kinds of opportunities for youth. They would gravitate to certain sports and excel at them”*
- *“Variety of activities would be accommodated and would serve all demographics”*
- *“We need constant year round programming that don’t get interrupted by exams, school closures etc. One where tournaments can be held, and adults can access, not in a school”*
- *“Our son is 9. He attends hockey practice (Whistler) from 7am-8am on Mondays and from 6am -7am on Thursdays. This is due to the high demand for ice time in Whistler. This is too early for a 9 year old.”*

7.2 Negative Aspects:

Conclusions drawn-

- With a relatively small, combined area population of 5,823, there is not enough people to economically sustain the initial capital cost and associated annual debt service or the ongoing operating costs.
- Several respondents from the Community Outreach

- *“Only if it is not at the expense of the tax payers as I do not believe it is affordable, or, if it is a very basic concept with no frills”*
- *“Yes (we want it), but we cant have everything. Taxes cost both residential and commercial”*
- *“Not enough of a need. We don’t participate in hockey”*
- *“Don’t believe we are at the point where we can afford operating it without sacrificing other services in the Village or raising taxes”*

Canlan Ice Sports Corp. – Village of Pemberton and Lil’wat Nation Feasibility Study and Preliminary Business Analysis

process cited concerns over capital costs and operating costs of having these facilities.

The Pacific Coast Amateur Hockey Association (PCAHA) reported that 35 players from Pemberton and 5 from Lil’wat Nation are enrolled in WMHA. It is difficult to justify the development of an arena facility for such a small number of players without significant support from the balance of the community. However, this does not consider those that would get involved with a new facility in their community.

7.3 Location of the Facility

Canlan Ice Sports was asked to identify important locational considerations in selecting a potential recreation site for the area, and highlighted the following attributes:

i. Size.

The site should be at least 25 acres in order that it can house any combination of ice arena, field house or aquatic center for a phased-in development scenario with sufficient parking and landscaped areas. In addition, the site should accommodate outdoor recreational fields within close proximity to the main building(s).

- *“This would promote all kinds of opportunities for youth. They would gravitate to certain sports and excel at them”*
- *“Variety of activities would be accommodated and would serve all demographics”*
- *“We need constant year round programming that don’t get interrupted by exams, school closures etc. One where tournaments can be held, and adults can access, not in a school”*
- *“Our son is 9. He attends hockey practice (Whistler) from 7am-8am on Mondays and from 6am -7am on Thursdays. This is due to the high demand for ice time in Whistler. This is too early for a 9 year old.”*

A multi-use recreation facility consisting of all 3 amenities would utilize approximately 9 acres of land. There is an opportunity for the Village of Pemberton and Lil’wat Nation to develop additional outdoor recreation fields. Having many recreation amenities in one central location with the ability to add on components as the community grows, makes practical sense. The additional outdoor recreation fields on site, with washroom facilities and food and beverage available in the facility, would make the site an impressive athletic campus.

ii. Affordability.

Land costs in the Pemberton area are significant, therefore the communities should look at sites that will not add to the burden of costs of the development.

iii. Topography and Versatility.

The site should be flat and suitable for a recreational facility to ensure that site work costs should be minimal and development and construction costs would be more predictable based on design, elevations and existing conditions.

iv. Location

The site should be accessible to area residents and that the location should not favour one community more than the other.

**Canlan Ice Sports Corp. – Village of Pemberton and Lil’wat Nation
Feasibility Study and Preliminary Business Analysis**

7.4 Facility Amenities

During individual discussions with the stakeholders and interested community participants there was general agreement that it was important to consider a wide range of amenities to address the recreation needs of the area. Many of the development decisions on the provision of any facility amenities will be predicated on the composition of the primary and secondary user base in terms of what they will actually use and what can be afforded. It is important to note that through the Community Outreach process, there was a strong message from the community to make the project simple and affordable.

7.5 Food & Beverage

There were some suggestions, from the Community input survey process that suggested that a licensed mezzanine level Food and Beverage operation should be located within the complex to allow viewing to the recreational spaces below. While this type of food and beverage service has been indicated as a preferred option, our experience is that the on-site restaurant must rely on facility traffic for its customers. We do not see non-user traffic or “destination” trade as a contributor to food and beverage sales in any of our facilities. Our position is that the operator should not count on non-user traffic or “destination” trade as a contributor to restaurant sales. Canlan is of the opinion that the cost of such an amenity in the building, which could be \$500,000 to \$1,000,000 would prove too costly and difficult to construct. Further it is not in keeping with the majority of the Community Outreach opinions of keeping the project simple in design and function.

The investment in the cost of this amenity should be based on the potential return generated from the space. Canlan operates F&B operations in all of its facilities with the following results from similar sized facilities.

| Facility | Annual Sales | Sales per Surface |
|--|---------------------|--------------------------|
| JR Brisson Complex, Casselman, Ont (pop. 3626) (Single pad facility) | \$75,000 | \$75,000 |
| South Cariboo Recreation Centre, 100 Mile, BC (pop. 1886) (Single pad facility) | \$60,000 | \$60,000 |
| River Cree Twin Rinks, Edmonton, AB (2-pad facility) | \$120,000 | \$60,000 |
| Canlan Ice Sports – Agriplace Saskatoon, SK 2-pad facility | \$187,000 | \$93,500 |

Based on the above it would be safe to assume sales in the range of \$50,000 to \$70,000 for each component of the facility. When the complex opens there will be capacity available in each of the areas. For conservative purposes the lower end of that range should be considered.

Canlan Ice Sports Corp. – Village of Pemberton and Lil’wat Nation Feasibility Study and Preliminary Business Analysis

The Food & Beverage component of the facility is expected to break even with sales covering product costs and labour.

We have taken a moderately conservative approach to the revenue projections for the Food & Beverage area of the Village of Pemberton and Lil’wat Nation Complex. This is due to the limited traffic that will utilize the facility and that there are a number of competitive restaurants located in the Village of Pemberton and none within the immediate (1km) trade area of the facility.

7.6 Retail Merchandise

Currently the Village of Pemberton has one sporting goods store, Spud Valley Sporting Goods, located at 1380 Birch Street in Pemberton. Spud Valley markets itself as a Four Season Outdoor Store with a large selection of fishing, camping, hunting, and outdoor equipment. They currently do not focus on ice related or soccer related sporting goods although they do have a skate sharpener.

This analysis and predicted traffic has identified the need to include a scaled down retail merchandise operation within the Village of Pemberton and Lil’wat Nation Sports Complex. The store will need to be located within the facility lobby with easy access for the public. It should be sized somewhere between 400-600 square feet and should contain limited merchandise. Inventory would be carried for consumable goods such as sticks, tape, laces, and other items that are considered necessary to have on-site for immediate replacement. It will also include an area to sharpen skates, a necessary amenity to an ice rink.

We recommend a 3rd party tenant relationship for the ongoing operation of the on-site sports store. This eliminates the operating risk of the store from the facility. We have spoken to the General Manager of the Sportstop Source For Sports - Whistler, (the closest sporting goods store, carrying hockey and field sports related merchandise), to gauge his level interest in locating in the new facility should it be developed. This particular retailer indicated that he would be interested in operating a store out of the facility. It is estimated that a sports store consisting of 500 square feet should pay rent in the amount of \$20.00 per square foot. This would net the facility annual income of \$10,000.00. Canlan would also recommend that a “2% of gross sales” clause be negotiated into a lease agreement, resulting in additional annual revenue.

7.7 Meeting / Multi-Function Rooms

The meeting and multi-purpose room opportunities that would be included in a recommended design will provide an extension of the overall customer experience and make the facility a more valuable asset to the community.

In the recommended design and financial model for the facility, a meeting space package should be planned to include party and event type rooms, each room 10’ x 15’ with retractable dividing walls enabling the rooms to be configured in a variety of shapes and sizes. This will provide the flexibility to house events ranging from small individual birthday parties to corporate events should the room be expanded to its largest size of 15’ x 40’.

Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation Feasibility Study and Preliminary Business Analysis

Most of the potential users of the multi-purpose rooms would come from groups within the facility using the rooms for team meetings, and team functions, birthday parties, and sports association meetings. It is not likely that these rooms would have a significant impact on rooms at the Pemberton Community Center or at the Ull'us Community Center because the user groups (renters) for these rooms would, for the most part, be generated from facility users.

7.8 Surface Seasonality

Based on the market size we can only recommend that an ice rink be operational from mid-August through to the end of March. (Closed April, May, June, July and ½ of August) Depending on community demand for programs it is possible that the operating season could be extended.

The field house would be open year round with significantly reduced summer usage due to the availability of outdoor recreational activities.

Ice surface shut-downs could provide the opportunity for dry surface revenue initiatives such as lacrosse or ball hockey. For conservative purposes we have not included any revenues for the dry surface programs. It was identified that the music festival was being revived. The 2008 event drew 35,000 people. A dry pad could be incorporated into the festival as a music venue, indoor food & beverage facility or volunteer headquarters.

7.9 Methodology to Build the Business

Census Canada 2011 reports that there are 1,165 youths under the age of 20 living in Pemberton / Lil'wat Nation combined. It is possible to assume that many of these youth are not currently participating in sports because they do not have a facility in close proximity. It is also possible to expect that many of these youths would participate in ice or field sports if a facility was located closer to their home.

This is validated by the overwhelming support for a facility taken from the community surveys. While only 3% of the total population participated, 80% of the Pemberton Secondary School respondents and 72% of the Community Adult Survey respondents indicated they would use a new facility in town.

Pemberton Secondary school has a student population of 300. During the Community Survey process at the school 44 students took part in the survey and if we were to assume that this was a good representation of the total student population, you could say that 80% of the entire student body, or 240 students, would favour and utilize a sports complex.

For the purpose of this study, Canlan has not included any revenue associated with school use. However, a multi-purpose facility would be a tremendous asset for local schools. The Principal of the Pemberton Secondary School indicated a possibility of school use of daytime hours.

From the Community Surveys we know that an average of 134 km's per week, per respondent, is being travelled to access ice sports. The Canadian Automobile Association's Driving Costs 2012 guide reports a per kilometer cost of between \$.35 and \$.86 depending on the type of automobile and annual kilometers driven. Applying these rates to the 134 km's travelled weekly

Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation Feasibility Study and Preliminary Business Analysis

results in a cost of \$46 to \$115 per week or \$1,380 to \$3,450 over a 30 week season. If we assume that 30% of families car pool, this number would still be significant at \$2,415 over a 30 week season. It is important to understand the un-measurable opportunity cost of parents that spend 45 hours per season just driving back and forth to Whistler. This number is important when it is anticipated that increases in property taxes will be required to subsidize the operation of a new facility.

Although the saving of fuel and time should be an incentive to utilize and support a new facility in the area, it should also be noted that the current ice time user fees being charged by Whistler Meadow Park are heavily subsidized and lower than many communities in Canada. A Pemberton / Lil'wat Nation facility could charge higher rates which would negate the savings in automobile costs. However, users do not look at their total cost to obtain an hour of ice or field time. They simply look at the rate for the commodity. It is for this reason that Canlan has used the Whistler rates in the pro forma.

Due to the lower population of the market area, the facility operator will be challenged to fill prime time ice. Even if full recruitment of all of the youth, whom are currently playing hockey in the WMHA are relocated to play in a new Pemberton and Lil'wat Nation facility, this will, at best, amount to 4-5 hockey teams. If all of these teams are on the ice, 2 times per week, they would be utilizing just 10 hours per week. Prime time ice typically consists of 6 hours per day (5pm-11pm) Monday to Friday, and 15 hours per day (8am- 11pm) on Saturdays and Sundays for a total of 60 hours per week.

The President of the Whistler Minor Hockey Association did comment that in order to assist a new Pemberton and Lil'wat Nation facility it could be likely that some type of sharing schedule could be arranged with Whistler Minor Hockey so that home games could be shared between Whistler's Meadow Park facility and the new facility. This will be an important factor for the new facility.

Canlan contacted the Executive Director of the Pacific Coast Minor Hockey Association (PCAHA), the Provincial governing body of WMHA to see if facility sharing was a possible scenario to aid in the development of a Pemberton and Lil'wat Nation facility. Clearly, it is the goal of the PCAHA to encourage and foster the development of new arena facilities to grow the sport and The PCAHA was encouraged by the fact that Pemberton and Lil'wat Nation are performing this study. The PCHA clarified that there are currently no rules that prohibit this type of sharing arrangement. Further, they suggested one method to share ice would be to allow the Whistler based house league players and teams to commute back and forth between Pemberton/Lil'wat Nation and Whistler and share each respective "home" arenas, and let the Whistler based "Representative" or travel teams remain in the Whistler facility. Travel teams play home games against teams such as Chilliwack, BC, which is already a 221 km drive taking up to 2 hours and 35 minutes. She also commented that an additional 30 minute drive past Whistler to Pemberton / Lil'wat Nation could be considered an additional burden of travel for the lower mainland teams.

In addition to the existing WMHA players residing in Pemberton and Lil'wat Nation, it is necessary to calculate the potential for additional players that may register if the facility was in their community. WMHA reports that 310 of their players reside in Whistler. According to Statistics Canada's 2011 Census, Whistler includes 995 youth between the ages of 5 and 17. 31% of children that are age eligible, participate in the WMHA program. Applying that same ratio to

Canlan Ice Sports Corp. – Village of Pemberton and Lil’wat Nation Feasibility Study and Preliminary Business Analysis

Pemberton / Lil’wat Nation’s 905, 5 – 17 year olds, results in 243 participants or and additional 203 children than are currently playing.

Figure skating would be another user of an ice rink. The Whistler Skating Club has 15 hours of ice time per week. This includes preschoolers and power skating on Monday afternoons, which has been consistent over the last 5 years. For the current season they have decreased ice time by giving up a 1:30 p.m. to 3:00 p.m. Thursday afternoon timeslot because parents were not willing to pull their kids out of school early to attend these sessions. It was reported that membership for the club is approximately 80 with the majority being Canskate (beginners age 5-12).

| | <i>Whistler</i> | <i>Pemberton Lil’wat Nation Lillooet C</i> | <i>Potential Additional Registrations</i> |
|---|-----------------|--|---|
| <i>Total Youth Population 5-17</i> | 995 | 905 | |
| <i>Residents in WMHA</i> | 310 | 40 | 243 |
| <i>% Participation of Total Youth Population</i> | 31.2% | 4.4% | 26.8% |
| <i>Existing Figure Skating enrollment at Meadow Park Recreation Centre</i> | 80 | N/A | 30 |

It is also possible that over the medium to long term, a second Minor Hockey Association could be formed exclusively for Pemberton and Lil’wat Nation residents in addition to WMHA. The Association would need a minimum of 150 youth participating in order to qualify and be sanctioned by the PCAHA. Although in the early years of a new rink operating in The Village of Pemberton and Lil’wat Nation, achieving enrollment of 150 players for a Minor Hockey Association might be difficult. We see this as being possible over a 5 year period as the youth population of Pemberton and Lil’wat Nation takes more interest in the facility.

7.10 Tournament Impact

The tournament opportunity that is presented to facilities such as the proposed Village of Pemberton and Lil’wat Nation Complex is an important element of the overall utilization mix. Traditionally, the success of tournament operations will be dependent on a number of variables such as facility location, available amenities and market demand. For typical facilities, you can count on having tournament opportunities with your primary user groups and as such, there is every indication that there are positive tournament opportunities here. It should be noted that the Whistler Meadow Park facility hosts 4 tournaments in a row, each weekend in April and in late June/early June the minor hockey age Whistler All-star Tournaments take to the ice. The adult tournaments are fully subscribed with teams, ranging Mainland and Lower Mainland, while the children’s tournaments have a North American draw. This is evidence that the area in general is a popular tournament destination. With a second facility in the region those established tournaments could be expanded. The expansion of those tournaments could

Canlan Ice Sports Corp. – Village of Pemberton and Lil’wat Nation Feasibility Study and Preliminary Business Analysis

potentially fill an entire ice surface of the Pemberton and Lil’wat Nation facility for each of those 4 weeks providing the facility had the cooperation of the tournament operator.

In order to operate an expanded tournament menu, a facility will typically need to have a number of factors working in its favor; a significant market demand that is not being met, a location that is considered a highly desirable “destination” for weekend tournaments or a facility that is outfitted with many “added value” amenities that are not found in other facilities in the region. The ideal tournament building would include multiple ice surfaces to maximize team registrations and allow the tournament operator to efficiently supervise the event. With the proposed Village of Pemberton and Lil’wat Nation Complex contemplating only one pad of ice, and a possible Field House, it could be very advantageous to create a mixed use type of tournament that would not only involve hockey but a field sport to create the ultimate tournament experience. There are prominent tournament operators already established in the market and the owner of Source for Sports in Squamish has a strong track record for running tournaments. He will be a key relationship for a new facility in the Village of Pemberton and Lil’wat Nation.

It is Canlan’s opinion that the Sports Complex will definitely be a popular facility for small locally based events and allow expansion of existing regional events. This will bring additional spending to the Pemberton/Lil’Wat area.

7.11 Vending Model

The business model that is being demonstrated through this preliminary business analysis contemplates the use of a 3rd party vending agreement for the Village of Pemberton and Lil’wat Nation Complex. Utilizing this concept the facility will have the opportunity to work with an organization that specializes in this area of the business and has the unique knowledge base and product inventory to keep facility equipment up to date and topical. Typically these relationships will see the supplier provide the equipment and pay a commission on sales to the facility operator. These rates are generally 25% to 40%.

Based on the size of the facility we would estimate revenues for the vending contribution at the Complex at approximately \$2,000.

7.12 Facility Marketing

The facility operator should focus the marketing efforts of the facility on the utilization of both traditional and non-traditional communication procedures. Marketing will commence during the preliminary ramp-up phase of the facility’s development process prior to the actual opening of the complex. The majority of the pre-opening period marketing thrust will be via traditional means such as newspaper, the website, periodicals and on-site awareness. As the business matures over time there will be more and more dependence on the Customer Relationship Management and electronic communication directly to users and less on the use of mass media marketing tools.

In addition, the most effective marketing initiatives for the successful operation of facilities such as the Pemberton/Lil’Wat Nation complex are the ones that focus on the development of strong

Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation Feasibility Study and Preliminary Business Analysis

relationships and strategic alliances. It is critical that both the operator and the municipalities are actively involved in the development of these key community relationships. These include local, regional, provincial and national sports organizations, the school board, and local businesses (potential advertising and sponsorship partners).

7.13 Facility Staffing Model

Canlan Ice Sports believes in staffing levels that will ensure the professional operation of its owned and/or managed facilities at every level. The staffing model that has been developed to meet the requirements of the Pemberton / Lil'wat Nation Complex will mirror what Canlan has been successful with throughout a number of its existing facility operations in Canada and the United States. The structure will include a General Manager, Office Manager, Customer Service Representatives, Drivers, Cleaners and Food & Beverage Staff.

8. Construction Estimates

8.1 Facility Construction

While Canlan Ice Sports understands that decisions regarding the construction of this facility will be made a little further along in the development process, we include this section in order to provide a very general frame of reference for the recommended facility development.

With respect to this project, Canlan has utilized its experience of recently priced and constructed recreational facilities that were tendered through the design/build process. For the ice area construction cost estimate, Canlan was able to utilize a recently priced single pad arena addition from a project we own in North Vancouver (Canlan North Shore). Canlan has also recently performed a very detailed construction cost analysis, for the development and construction of field house projects. We have included a premium of 5-10% for construction and development of a project in the Pemberton, Lil'wat Nation market. The construction estimates are subject to a wide range of variables, conditions and assumptions such as level of *LEED certification required, interior and exterior finishes and site conditions. Our estimates assume a non-LEED moderately finished facility with no issues to soils. (see the definition of LEED certification in the definitions section at the end of this document)

Estimates are intended to provide an order of magnitude cost estimate and general frame of reference for the consideration of the project viability at this time. The Pemberton/Lil'wat Nation Complex will need to receive much more detailed cost estimates during the next phase of the project and of course, will need to identify the exact composition of the individual components of the facility to move forward.

8.2 Facility Composition

The following is a breakdown of all three facilities combined in terms of square footage, programming and overall development density. For each different project (Arena, Field House, Aquatic Center) the GFA (Gross Floor Area) is high-lited in blue.

ARENA & COMMON AREA

Public & Support Facilities

| | | |
|-----------------------|-------|------------------------------|
| Vestibule | 200 | Sliding entrance door system |
| Lobby | 2,000 | Shared with Field House/Pool |
| Seating Area | 200 | Viewing to ice surface |
| Vending Alcove | 50 | |
| Concession/Storage | 600 | |
| Pro-Shop | 500 | |
| Administration Office | 150 | |
| Private Offices | 240 | 2@120 sf |
| Storage | 100 | |
| Public Washroom Male | 250 | |

**Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation
Feasibility Study and Preliminary Business Analysis**

| | | |
|--------------------------------|---------------|--|
| Public Washroom Female | 350 | |
| Sub-total | 4,640 | |
| Program Room | | |
| Program Room | 300 | |
| Kitchen/Bar | 100 | |
| Storage | 50 | |
| Sub-total | 450 | |
| Rink | | |
| Ice Pad | 17,000 | 85'x200' NHL size |
| Player Benches, Boxes, Timer | 350 | |
| Spectator Seating for 200 | 1,200 | 6 sf/person |
| Sub-total | 18,550 | |
| Dressing Rooms | | |
| Team Rooms 6 @ 525 | 3,150 | 2 HC dressing rooms |
| Hockey Office | 100 | |
| Figure Skating Office | 100 | |
| Girl's Hockey office | 100 | |
| Referee Room | 300 | 2@150 sf. Shower, sink, WC |
| First Aid Room | 150 | Sink, WC |
| Music Room | 150 | 10'x15' |
| Program Storage | 1,000 | |
| Sub-total | 5,050 | |
| Service and Maintenance | | |
| Ice Resurfacers/Flood Room | 500 | |
| Refrigeration | 700 | |
| Work Shop and Maintenance | 200 | |
| Store Room | 500 | |
| Staff Room/Lunch Room | 150 | |
| Sub-total | 2,050 | |
| Total Arena NFA (75%) | 30,740 | |
| Total Arena GFA (100%) | 40,000 | |
| FIELD HOUSE | | |
| Field Surface | 12,750 | 170' X 75' – Soccer, Lacrosse, football, etc |
| Basketball/Volleyball | 5,400 | 3 Courts – 30' X 60' |
| Badminton Court | 880 | 20' X 44' |
| Gymnastics Centre | 1,100 | 25' X 44' |

**Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation
Feasibility Study and Preliminary Business Analysis**

| | | |
|--------------------------------------|---------------|---------|
| Administration/Change Rooms | 1,500 | |
| Total Field House NFA (75%) | 21,630 | |
| Total Field House GFA(100%) | 30,000 | |
| | | |
| | | |
| Aquatic Center Natatorium | | |
| Competition and Training Pool | 3,000 | 75 x 40 |
| Leisure Pool | 1,000 | size |
| Therapeutic Pool | 600 | size |
| Pool Deck | 4,000 | |
| Sub-Total | 8,600 | |
| Pool Support Facilities | | |
| Women's Change Room | 1,000 | |
| Men's Change Room | 1,000 | |
| Universal Change Room/Special Needs | 1,800 | |
| Equipment Storage | 800 | |
| Program Storage | 300 | |
| Filtration Room | 900 | |
| Sub-Total | 5,800 | |
| Pool Supervision/Staff | | |
| Technical Monitor Room | 400 | |
| Staff Room/First Aid | 500 | |
| Supervisor's Office | 120 | |
| Storage Room | 50 | |
| Female Change Room | 150 | |
| Male Change Room | 150 | |
| Sub-Total | 1,370 | |
| Public Facilities | | |
| Lobby | 500 | |
| Vending Alcove | 50 | |
| Viewing Lounge | 350 | |
| Feature Display | 80 | |
| Women's Washroom | - | |
| Men's Washroom | - | |
| Sub-Total | 980 | |
| Building Services | | |

**Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation
Feasibility Study and Preliminary Business Analysis**

| | | |
|--------------------------|---------------|--|
| Electrical Service Room | 150 | |
| Janitorial Room | 30 | |
| Maintenance Work Room | 200 | |
| Staff Lunch Room/Lockers | - | |
| Sprinkler Room | - | |
| Mechanical Room (HVAC) | 550 | |
| Sub-total | 930 | |
| | | |
| TOTAL GFA (100%) | 17,680 | |
| | | |

**Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation
Feasibility Study and Preliminary Business Analysis**

8.3 Cost Estimates.

| ICE ARENA | CPSF | Total |
|---|-----------------|--------------------|
| HARD COSTS | | |
| GENERAL CONDITIONS & REQUIREMENTS | \$5.66 | \$193,000 |
| SITE WORKS AND PARKING (3 Acres) | \$200,000 | \$600,000 |
| UTILITIES CONNECTIONS AND INFRASTRUCUTURE | \$3.52 | \$120,000 |
| CONCRETE | \$10.17 | \$346,613 |
| EXTERIOR WALL FRAMING, BLOCK CONSTRUCTION | \$14.40 | \$490,788 |
| MASONRY | \$3.55 | \$121,000 |
| METALS, Steel and STRUCTURE | \$20.54 | \$700,000 |
| THERMAL & MOISTURE PROTECTION | \$14.98 | \$510,459 |
| DOORS & FRAMES | \$2.98 | \$101,662 |
| FINISHES | \$0.73 | \$25,000 |
| FLOORING | \$0.44 | \$15,000 |
| PAINTING & COATING | \$1.45 | \$49,482 |
| CONVEYING SYSTEMS | \$1.17 | \$40,000 |
| FIRE SUPPRESSION | \$2.48 | \$84,600 |
| PLUMBING | \$4.40 | \$150,000 |
| HVAC | \$4.64 | \$158,000 |
| ELECTRICAL, MECHANICAL, REFRIGERATION | \$26.40 | \$900,000 |
| EXTERIOR IMPROVEMENTS | \$8.80 | \$300,000 |
| | | |
| TOTAL ICE ARENA HARD COSTS | \$158.59 | \$5,405,604 |
| | | |
| PROJECT SOFT COSTS | | |
| DESIGN, PERMITS, FINANCE, EQUIPMENT, PROJECT MANAGEMENT 30% OF HARD | \$47.58 | \$1,621,681 |
| MISCELLANEOUS-10% of Project Cost | \$20.62 | \$702,729 |
| Project Soft Costs Total | | \$2,324,410 |
| | | |
| TOTAL PROJECT COST ICE ARENA | \$226.79 | \$7,730,014 |

**Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation
Feasibility Study and Preliminary Business Analysis**

| FIELD HOUSE PROJECT | CPSF | Total |
|---|-----------------|--------------------|
| PROJECT HARD COSTS | | |
| General Conditions and Requirements | \$5.66 | \$187,791 |
| Site work and Parking Lot (3 Acres) | \$200,000 | \$600,000 |
| Building Foundations | \$4.00 | \$132,660 |
| Base Building Cost Steel Frame (Butler) | \$25.00 | \$829,125 |
| Poured Concrete Floor | \$4.84 | \$160,436 |
| Construct Administrative Pod Area with F& B Mezz | \$8.13 | \$269,466 |
| LULA Lift | \$0.50 | \$16,583 |
| Building HVAC | \$4.84 | \$160,436 |
| Building Mechanical Sprinklers | \$2.89 | \$95,764 |
| Building Electrical | \$5.78 | \$191,528 |
| Paint entire building interior (2 coats of alkyd white) | \$0.75 | \$24,874 |
| Front Entranceway Curtain Wall Glass Entry | \$0.13 | \$4,146 |
| Sunlight Strip System Skylights | \$0.20 | \$6,633 |
| OH Exterior Doors (8) | \$1.35 | \$44,773 |
| Power Operated slider front pocket doors | \$0.06 | \$2,073 |
| Base Building Cost | \$58.45 | \$1,938,494 |
| PROJECT SOFT COSTS | | |
| DESIGN, PERMITS, FINANCE, EQUIPMENT, PROJECT MANAGEMENT 17% Of HARD | \$10.00 | \$331,650 |
| Add Building Equipment, Dasher Boards, Field Turf, Sport Court | \$25.00 | \$829,125 |
| MISCELLANEOUS-10% of Project Cost | \$5.85 | \$193,943 |
| *Construction Interest | \$0.68 | \$22,717 |
| Project Soft Costs Total | \$60.64 | \$1,377,435 |
| TOTAL PROJECT COST FIELD HOUSE | \$124.98 | \$4,145,054 |

Pool

POOL CONSTRUCTION COST

| | CPSF | Total |
|---|-------------|--------------|
| BASE BUILDING PROJECT HARD COSTS | | |
| General Conditions and Requirements | \$5.66 | \$103,507 |
| Site work and Parking Lot (Acres) | \$200,000 | \$600,000 |

**Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation
Feasibility Study and Preliminary Business Analysis**

| | | |
|--|----------|--------------------|
| Natatorium | | |
| Competition and Training Pool | \$400.00 | \$1,200,000 |
| Leisure Pool | \$400.00 | \$400,000 |
| Therapeutic Pool | \$400.00 | \$240,000 |
| Pool Deck | \$400.00 | \$1,600,000 |
| Sub-Total | \$400.00 | \$3,440,000 |
| Pool Support Facilities | | |
| Women's Change Room | \$250.00 | \$250,000 |
| Men's Change Room | \$250.00 | \$250,000 |
| Universal Change Room/Special Needs | \$250.00 | \$450,000 |
| Equipment Storage | \$250.00 | \$200,000 |
| Program Storage | \$250.00 | \$75,000 |
| Filtration Room | \$300.00 | \$270,000 |
| Sub-Total | \$258.33 | \$1,495,000 |
| Pool Supervision/Staff | | |
| Technical Monitor Room | \$250.00 | \$100,000 |
| Staff Room/First Aid | \$250.00 | \$125,000 |
| Supervisor's Office | \$250.00 | \$30,000 |
| Storage Room | \$250.00 | \$12,500 |
| Female Change Room | \$250.00 | \$37,500 |
| Male Change Room | \$250.00 | \$37,500 |
| Sub-Total | | \$342,500 |
| Public Facilities | | |
| Lobby | \$225.00 | \$112,500 |
| Vending Alcove | \$225.00 | \$11,250 |
| Viewing Lounge | \$225.00 | \$78,750 |
| Feature Display | \$225.00 | \$18,000 |
| Women's Washroom | \$225.00 | \$33,750 |
| Men's Washroom | \$225.00 | \$33,750 |
| Sub-Total | \$225.00 | \$288,000 |
| Building Services | | |
| Electrical Service Room | \$250.00 | \$37,500 |
| Janitorial Room | \$225.00 | \$6,750 |
| Maintenance Work Room | \$225.00 | \$45,000 |
| Staff Lunch Room/Lockers | \$225.00 | \$33,750 |
| Sprinkler Room | \$225.00 | \$33,750 |
| Mechanical Room (HVAC) | \$225.00 | \$123,750 |
| Sub-total | \$229.17 | \$280,500 |
| TOTAL GFA (100%) BASE BUILDING COST | \$358.29 | \$6,549,507 |
| PROJECT SOFT COSTS | | |

**Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation
Feasibility Study and Preliminary Business Analysis**

| | | |
|---|-----------------|--------------------|
| DESIGN, PERMITS, FINANCE, EQUIPMENT, PROJECT MANAGEMENT 30% OF HARD | \$107.49 | \$1,964,852 |
| MISCELLANEOUS-10% of Project Cost | \$46.58 | \$851,436 |
| Subtotal Soft Costs | \$154.06 | \$2,816,288 |
| *Construction Interest | \$25.62 | \$468,290 |
| Project Soft Costs Total | \$179.68 | \$3,284,578 |
| TOTAL PROJECT COST POOL | \$512.35 | \$9,365,795 |

Note, if any 1 or more of the 3 facilities are constructed together, with a minimum of 2, it is possible that a total project savings of 5-8% of project aggregate cost, could be saved. If 3 facilities are built together, it is possible, to save overall 8-10% of total aggregate construction costs.

Additionally the size and scope of the pool could be reduced to reduce capital costs.

9. Funding Opportunities

9.1 Government

In recent history the Federal Government funding has been provided under a number of initiatives from P3 Canada to Canada's Economic Action Plan and now to the Building Canada Fund. The Federal Government continually changes its approach and means of distribution of funding for community infrastructure. It should be assumed that they will continue to distribute recreation infrastructure funding in the future. Municipal officials must work closely with their elected Provincial and Federal politicians to monitor access to the programs.

Canada-British Columbia Building Canada Fund

<http://www.th.gov.bc.ca/BCFCC/>

There is a joint Canada-British Columbia Building Canada Fund – Communities Component. This is a federal / provincial program that addresses the unique infrastructure needs of both rural and urban communities with populations of less than 100,000. Program funding is contingent on the successful completion of a federal Environmental Assessment under the Canadian Environmental Assessment Act.

Community Infrastructure Improvement Fund

<http://www.wd.gc.ca/eng/13771.asp>

The Community Infrastructure Improvement Fund (CIIF) is a new, two-year federal program that will invest \$150 million to rehabilitate and improve existing community infrastructure across Canada. It will help to modernize infrastructure and provide broad-based economic benefits to communities.

Western Economic Diversification Canada Fund.

<http://www.wd.gc.ca/eng/home.asp>

Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation Feasibility Study and Preliminary Business Analysis

Western Economic Diversification Canada (WD) will invest over \$46 million under a matching program with the federal CIIF for Western Canada.

CIIF is part of Canada's Economic Action Plan 2012, the Government of Canada's multi-faceted plan to aid in creating jobs, growth, and prosperity.

Recent conversations January 15th, 2013 with the fund representative for B.C. indicated that application deadlines have now passed and no new applications are being accepted at this time. It is not known whether there will be another round of funding under this program.

9.2 Private Funding Opportunities.

There is an opportunity to obtain private capital for a development. The model involves securing *venture capital and *equity funding from private lenders whom will lend for infrastructure projects against an Availability Payment (essentially rent) revenue stream by the municipality. (see definitions section at the end of this document for the definition of Venture Capital and Equity Funding)

The structure would be as follows-

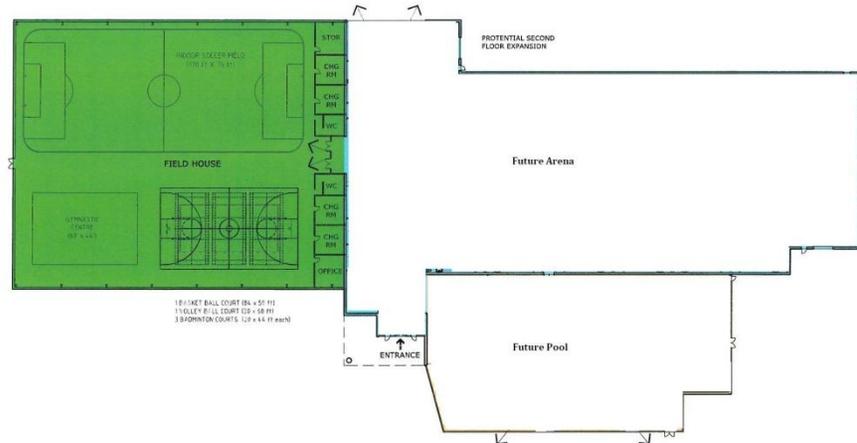
- The Village of Pemberton and Lil'wat Nation would own the land underneath the facility.
- A professional Design/Build Construction firm would build the facility under a strict "build to suit/design build" contract, taking on the construction risk.
- The Village of Pemberton and Lil'wat Nation would enter in to a long term lease agreement with the lender for a period of 25 or more years.
- The availability payment would be essentially the lenders debt service cost plus a small administration fee. Any equity down payment or contribution to the capital cost of the facility would reduce the annual availability payment.
- The lender may require management by a professional management company.
- At the end of the lease period, ownership of the facility would be turned over to the Village of Pemberton and Lil'wat Nation, for the sum of \$1.00.

10. Development Options

The development options presented below are in the order of Canlan's suggested order of construction based on the Community Outreach demand and the economic viability of each amenity. Amenities could be developed in a phased approach to create a Multi Use Recreational Facility (MURF). Development in phases would allow the Village of Pemberton and Lil'wat Nation to manage the large capital investments required minimizing the impact on municipal taxes or transfer payments. Canlan would recommend that the common wall footings and foundations be designed and constructed to accommodate the potential for future expansion.

Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation Feasibility Study and Preliminary Business Analysis

10.1 Option #1. Development of a Stand Alone Field House.



CANLAN ICE SPORTS
Pemberton and Mount Currie, B.C.
CONCEPT SKETCH

 WGD ARCHITECTS INC.


GROUND FLOOR PLAN
(OPTION 3)
1:500 NOVEMBER 6, 2012
G.F.A. = 8,638 m² (93,462 ft²)

Canlan Ice Sports has prepared a pro forma for a stand alone field house.

As the most inexpensive amenity out of the 4 options, with an estimated cost of between \$4.1 and \$4.5M, the stand-alone field house makes the most sense in terms of financial impact on The Village of Pemberton and Lil'wat Nation. Additionally the field house was chosen through the community survey process overall, as the number 1 desired recreational amenity with 87.7% of respondents being in favour of having a field house in the two communities.

Taking in to consideration the fact that soccer has surpassed hockey as the largest participatory sport in Canada, and popular within the Pemberton and Lil'wat Nation area, the option of a stand alone field house is a viable option.

- i. The likely cost for the construction of a stand alone field house will range from \$4.1 - \$4.5 M dependant on the amenities and finishing involved.
- ii. An analysis of the individual property tax assessment impact per household is included in Section 12, of this report.

Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation Feasibility Study and Preliminary Business Analysis

10.2 Option #2. Development of a stand alone arena facility.



CANLAN ICE SPORTS
Pemberton and Mount Currie, B.C.
CONCEPT SKETCH

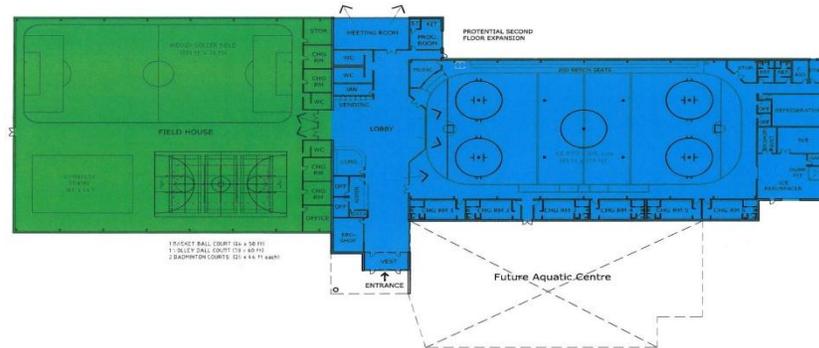
 WGD ARCHITECTS INC.


GROUND FLOOR PLAN
(OPTION 3)
1:500 NOVEMBER 6, 2012
G.F.A. = 8,638 m² (93,462 ft²)

- i. As stated earlier some pool operation costs savings can be achieved by capturing waste heat from the arena compressors to heat pool water. In order for efficient recapture the pool mechanical room and the arena condenser area should be located in close proximity to one another. We have made allowance for this, by locating the arena refrigeration and compressor room and the pool mechanical room within 30 metres of each other on the north east elevation of the buildings in our conceptual design drawings of the 3 facilities.
- ii. The likely cost for the construction of a 1-pad arena as shown in Section 8.13 is in the range of \$7.7 to \$8.0 M. This number could change with final decisions on amenities and finishes.
- iii. An analysis of the individual property tax assessment impact per household is included in Section 12, of this report.

Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation Feasibility Study and Preliminary Business Analysis

10.3 Option #3. Development of a 1-pad arena, and Field House



CANLAN ICE SPORTS
Pemberton and Mount Currie, B.C.
CONCEPT SKETCH

 WGD ARCHITECTS INC.


GROUND FLOOR PLAN
(OPTION 2)
1:500 NOVEMBER 6, 2012
G.F.A. = 7,038 m² (76,240 ft²)

Canlan Ice Sports has included a pro forma for a single pad arena and field house. The following must be considered in developing a multi-use facility.

- i. The general rule of thumb from a financial standpoint states “the best financial return from a recreational ice rink facility will be achieved when you are able to match the ideal number of surfaces with the viable market demand.”
- ii. Economies of scale can be achieved by having multi use recreation amenities under one roof. This is evidenced by the trend in municipalities to move away from single purpose pools or rinks and combine them in one facility with a library and walking track. This creates a real community hub, where the community gathers regardless of their specific use of the facility.

The combined arena and field house option is something that is going to take some time to establish and to grow and will likely not see significant growth through the first 5 years of operation. The facility will need to commence grass roots development programming with a real focus on the “Learn to Play” and recreational programs to attract new participants.

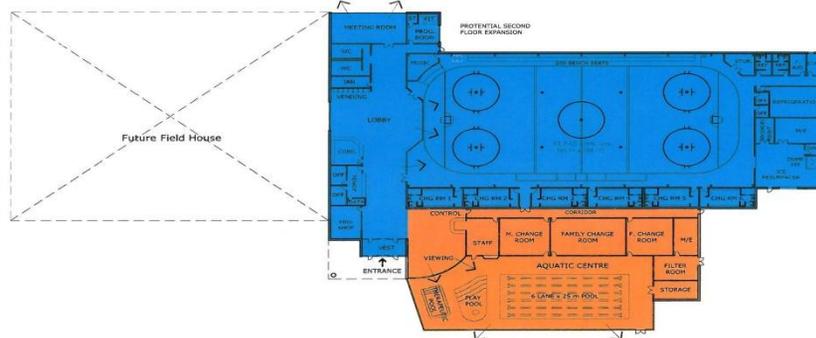
- iii. Discussions with Pemberton Youth Soccer indicate that soccer is an extremely popular sport in the Pemberton and Lil'wat Nation area. For the 2012 season enrollment was at 219 players and is expected to increase for the 2013 season. Currently there is no winter program and the Pemberton Youth Soccer plays and practices at the Meadows Fields and Pemberton Secondary in Pemberton. With a limited season due to weather

Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation Feasibility Study and Preliminary Business Analysis

- and wet fields, it is highly anticipated that the indoor soccer will be a very popular activity at a new facility. Pemberton Youth Soccer reported that if an indoor field was developed in the Village of Pemberton and Lil'wat Nation area there would be a tremendous amount of community support to utilize the facility, particularly from the soccer community.
- iv. Lil'wat Nation has several playing fields throughout the community. A 4.6 ha field is located on IR # 1 just off of Rancheree Street. This field has potable water, a concession stand and portable toilets are used as the washroom facilities. Soccer tournaments and team practices are held here throughout the playing season. In addition, new soccer fields are under construction adjacent to the high school.
- v. The Director of Pitch Development for Whistler Youth Soccer Club (WYSC) stated, *"If an indoor field house were developed in Pemberton/Lil'wat Nation, our conservative estimate is that we would likely be interested in using the facility only for our older ages-12 -18 year olds. That use would be between Nov/-Dec and April-May. I would anticipate only 1 or 3 groups/teams per week would be willing to drive up for indoor training. Tournaments would also be of interest throughout the winter."*
- He also stated, *"that WYSC has approximately 300 players age 6 to 18. We move to indoor facilities from Nov - Dec, take a break thru the ski season, Jan thru Mar, then start indoors again for 6 weeks in April. Currently we use two school gyms and the tennis centre for indoor soccer/ futsal. I do not see the younger ages choosing to travel for your (proposed) better facility. A few of our players travel to Squamish to play and train on outdoor turf through the year. Our outdoor soccer begins again mid May thru Oct."*
- This could be a potential issue to the operation of a field house as it relies on soccer clubs within the surrounding communities to utilize the facility from October through April.
- vi. The likely cost for the construction of a 1-pad arena and a field house facility will range from \$11.5 - \$12.0 M depending on the amenities and finishing involved.
- vii. An analysis of the individual property tax assessment impact per household is included in Section 12 of this report.

Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation Feasibility Study and Preliminary Business Analysis

10.4 Option #4. Development of a 1-pad Arena and Pool



CANLAN ICE SPORTS
Pemberton and Mount Currie, B.C.
CONCEPT SKETCH

 WGD ARCHITECTS INC.

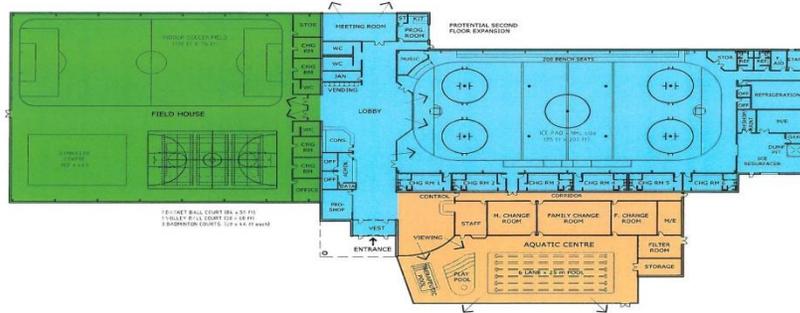

GROUND FLOOR PLAN
(OPTION 1)
1:500 NOVEMBER 6, 2012
G.F.A. = 5,223 m² (55,933 ft²)

In this scenario, we explore the development of a single surface arena and pool facility. Utilities and labour are commonly the highest operating costs, for recreation facilities, and one of the most compelling reasons to develop a pool in conjunction with an arena is the fact that savings can be achieved in utility costs through the recapture of waste heat from the arena compressors to heat pool water.

- i. The likely cost for the construction of a 1-pad arena and pool facility will range from \$16.5 - \$18.0 M dependant on the amenities and finishing involved.
- ii. An analysis of the individual property tax assessment impact per household is included in Section 12 of this report.

Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation Feasibility Study and Preliminary Business Analysis

10.5 Option #5. Development of a 1 Pad Arena, Field House and Pool.



CANLAN ICE SPORTS
Pemberton and Mount Currie, B.C.
CONCEPT SKETCH

WGD ARCHITECTS INC.

GROUND FLOOR PLAN (OPTION 3)
1:1500 NOVEMBER 6, 2012
G.F.A. = 8,638 m² (93,462 ft²)

Canlan Ice Sports has prepared an operating pro-forma for a Multi-Use Recreation facility that includes a single surface ice rink, a field house and a pool. There are a number of factors to consider in the development decision with this option.

- i. The existing Pemberton and Lil'wat Nation marketplace does not have sufficient population to reasonably support full utilization of a facility of this magnitude.
- ii. Generally a population base of full time residents to support a multi-use recreational facility (MURF) is a minimum of 25,000 people and usually much larger than that. Currently in the BC market place we are aware of several municipalities such as Surrey, Coquitlam and Burnaby, whom are in the process of issuing RFPs for the development of such facilities. Industry service provision levels are presented in Section 11.
- iii. The cost of this facility, is currently estimated to be in excess of \$21M and it is Canlan's opinion that the development of all 3 facilities would be too ambitious a project resulting in an unmanageable operating subsidy and debt service payments and too great an impact on the local tax base.
- iv. The likely cost for the construction of a 1 pad arena, field house and Aquatic Center will range from \$19.5 - \$21.0 M dependant on the amenities and finishing involved.
- v. An analysis of the individual property tax assessment impact per household is included in Section 12 of this report.

11. Financial Pro Formas

Because of the small population that facilities will service it is important to first discuss industry service provision levels in Canada. One method is facility per capita ratios. These should not be sole basis for provision of services, but can provide a useful guideline. If for example you took the ratio of arenas per capita, smaller communities would not provide ice arenas, but we know that they exist in many small town rural communities in Canada.

Industry Standards (RECRESYNTHESIS CONSULTING 2008)

| Facility Type | Ratio |
|--------------------------------|---------------|
| Ice Arena | 1 : 7-10,000 |
| Field House (*) | 1 : 40-50,000 |
| Gymnasium (Full Size) | 1 : 20,000 |
| Indoor Aquatic Facility | 1 : 25-30,000 |

(*) It is important to note that this study was completed in 2008, prior to municipalities considering the provision of Indoor Field Houses as a municipal responsibility. We suggest that if this was updated, today the ratio would be reduced.

Another method of provision level is facility per registered users. This fine tunes the per capita method and provides for adjustments in markets with a greater level of interest in that particular sport. The City of Kingston, ON uses a provision level of one ice surface for every 700 registered ice users.

We have prepared 5 year financial pro formas for a standalone single surface ice rink, field house and pool as well as a combined single surface ice rink and field house and a combined single surface ice rink, field house and pool.

11.1 Stand Alone Single Surface Ice Rink

Based on industry standards, the Pemberton/Lil'wat Nation area provision level of 1 : 5,800 people is close but below the industry standard of 1 : 7-10,000). There are currently approximately 40 Pemberton/ Lil'wat Nation residents participating in the Whistler Minor Hockey Association (WMHA). That would fall well below the 1 : 700 registered participant ratio. However some age eligible children in Pemberton / Lil'wat Nation may not be participating as a result of not having an arena in their own community.

To determine the level of what the potential could be we can look at the percentage of Whistler kids participating in the WMHA and draw some comparison. Statistics Canada reports that while the population of Whistler is 80% larger than Pemberton / Mt Currie, the 5 – 17 population is only 10% larger. As illustrated below, it means that many more local kids could be playing minor hockey.

**Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation
Feasibility Study and Preliminary Business Analysis**

| | <i>Whistler</i> | <i>Pemberton Lil'wat Nation Lillooet C</i> | <i>Potential Additional Registrations</i> |
|--|-----------------|--|---|
| Total Youth Population 5-17 | 995 | 905 | |
| Residents in WMHA | 310 | 40 | 243 |
| % Participation of Total Youth Population | 31.2% | 4.4% | 26.8% |

Further, WMHA reports that with limited ice availability at the Meadow Park Sport Centre teams must share practice ice which is not ideal. Additional utilization could come from the WMHA.

Without being able to assess the true demand for an arena we have prepared a financial pro-forma based on capacity utilization of prime time hours. Prime Time is defined as Monday to Friday between the hours of 5:00 PM and 11:00 PM and Saturday and Sunday between the hours of 8:00 AM and 11:00 PM.

Assumptions used in Financial Pro Formas-

- Ice Rates –

- Youth \$55.89
- Adult \$111.81

These are the rates charged at the Meadow Park Sports Centre in Whistler. The rates are below what is charged in many municipalities due to operating budget pressures that are seeing programs shift to greater cost recovery by user fees. However, with the low rates in Whistler, potential users will drive 30 minutes for less expensive rates if available. Examples can be found in Appendix B.

- Operating Season

- Last week of August to end of March
- Contract length – 26 weeks. Last week of September to end of March (less the week between Christmas and new Years.)
- Maximum 60 Prime-time hours / week.
 - Monday to Friday 5:00 pm – 11:00 pm
 - Saturday & Sunday 8:00 am – 11:00 pm

- Staffing

- Facility Manager – F/T
- Part Time Office Manager. This role could be eliminated if there is capacity within the Villages finance department to take on the administrative responsibilities of a new facility..
- Part Time Hourly Customer Service Representatives
- Part Time Hourly Drivers
- Part Time Hourly Janitors
- All except the facility manager would be laid off for the summer season.
- Hourly employees are scheduled based on the hours of operations. I.e. No one is scheduled through the day when there is no activity.

Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation Feasibility Study and Preliminary Business Analysis

- Utilities are based on consumption from single pad facilities Operated by Canlan Ice Sports Corp. at 100 Mile House and Armstrong/Spallumcheen, BC.
- Food and Beverage is included on a cost recovery basis only. A single pad facility can only support a small concession operation. It would be anticipated that sales should cover the cost of the products and labour.

| Stand Alone Single Pad Ice Facility | | | | | |
|--|-----------|-----------|-----------|-----------|-----------|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| User Fees/Revenues | | | | | |
| @ 100% Capacity | 132,716 | 135,370 | 138,078 | 140,839 | 143,656 |
| @ 80% Capacity | 119,059 | 122,630 | 126,309 | 130,099 | 134,002 |
| @ 60% Capacity | 98,654 | 102,600 | 106,704 | 110,973 | 115,411 |
| Expenses | | | | | |
| @ 100% Capacity | 313,407 | 319,675 | 326,069 | 332,590 | 339,242 |
| @ 80% Capacity | 297,967 | 306,906 | 316,113 | 325,596 | 335,364 |
| @ 60% Capacity | 282,459 | 293,757 | 305,507 | 317,727 | 330,437 |
| Operating Deficit | | | | | |
| @ 100% Capacity | (180,691) | (184,305) | (187,991) | (191,751) | (195,586) |
| @ 80% Capacity | (178,908) | (184,275) | (189,803) | (195,498) | (201,362) |
| @ 60% Capacity | (183,804) | (191,156) | (198,803) | (206,755) | (215,025) |

Annual operating deficits are \$180,000. This is within the range in Canada that we believe to be \$150,000 to \$200,000 per ice surface.

- Winnipeg , MB \$200,000 ("Hockey arenas are holy ground in this city",
Winnipeg Sun 11/24/2012)
- South Cariboo Rec, Centre \$195,000 (Subsidy provided by the CRD for Canlan to operate
the facility)

User fees support 35%-40% of facility operating costs. The balance is the operating deficit which is supported by the taxpayer.

We believe that based on the size of the market, the facility would operate well below full capacity or at 60% capacity. With a facility in Whistler, the Pemberton/ Lil'wat Nation facility must be supported by their community and cannot rely on unmet demand from the Meadow Park facility.

Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation Feasibility Study and Preliminary Business Analysis

Further the Whistler arena must provide 4.5 hours of public skating in prime time as part of the arrangement that funded the facility with hotel taxes. With an option available for public skating at the new open air skating facility, there is a risk that this time could be freed up providing more time for minor hockey.

11.2 Stand Alone Field House

Again, based on industry standards, the Pemberton/Lil'wat Nation area is well below the standard for field house service provision. Whistler does not provide an indoor facility. Because of this, the demand from that market should be considered. The combined population of the Pemberton/Lil'wat Nation and Whistler area is approximately 14,000 and includes approximately 500 registered soccer players. The table below includes a number of communities of similar size that do provide indoor facilities for their communities.

| Community | Population | Facilities |
|---------------------|-------------------|--|
| Camrose, AB | 12,039 | Camrose Community Centre. 180 X 80 multi-sport floor with 3 lane rubberized walking track. Rates: Youth – \$77.00 full, \$38.50 ½ Adult – \$111.50 full, \$56.00 ½ 90 km's south east of Edmonton |
| Cochrane, AB | 13,760 | Spray Lake Sawmills Recreation Centre. 84 X 180 boarded turf field, 75 X 95 Gymnasium, 3 lane rubberized walking track. Rates: \$75/hour non prime, \$110/hour prime 37 km's' north west of Calgary |
| Leduc, AB | 16,967 | Leduc County and Co-op Field Houses. Boarded turf field and multi-purpose courts. Rates - \$105 / hour field & \$35 / hr per court 33 km's south of Edmonton |
| Nelson, BC | 10,230 | Soccer Quest – repurposed arena. Rates: Unavailable. |

Assumptions used in Financial Pro Formas-

- Field Rates per hour –
 - Youth \$55.89
 - Adult \$111.81

These rates are the same as charged for Ice in Whistler. Introducing a new facility to the market allows for the introduction of new user fees however, the community will benchmark new rates against existing fees in the market. It is for this reason that we do not feel rates can be in excess of the Whistler ice rental rates.

- Court Rates per hour -
 - Youth \$20.00
 - Adult \$40.00

Whistler Indoor Facility rates vary with the Gymnasium rented but are approximately -

- Youth \$30
 - Adult \$47
- ½ gym rentals are available at Whistler Secondary.

- Operating Season

Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation Feasibility Study and Preliminary Business Analysis

- 12 months / year
- Contract length – 30 weeks. First of October through end of March (less the week between Christmas and new Years.)
- Maximum 60 Prime-time hours / week.
 - Monday to Friday 5:00 pm – 11:00 pm
 - Saturday & Sunday 8:00 am – 11:00 pm
- Staffing
 - Facility Manager – F/T
 - Part Time Office Manager. This role could be eliminated if there is capacity within the Villages finance department.
 - Part Time Hourly Customer Service Representatives
 - Part Time Hourly Janitors
 - Staff would be greatly reduced based on facility usage. The model assumes all except the facility manager would be laid off for the summer season.
 - Hourly employees are scheduled based on the hours of operations. I.e. No one is schedule through the day when there is no activity.
- Utilities are based on consumption from Canlan's Sportsplex Facility.
- Food and Beverage is included on a cost recovery basis only. A stand alone field house can only support a small concession operation. It would be anticipated that sales should cover the cost of the products and labour.

| Stand Alone Field House | | | | | |
|--------------------------------|----------|----------|----------|----------|----------|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| User Fees | | | | | |
| @ 100% Capacity | 191,984 | 195,824 | 199,740 | 203,735 | 207,810 |
| @ 80% Capacity | 169,968 | 175,067 | 180,319 | 185,728 | 191,300 |
| @ 60% Capacity | 138,053 | 143,575 | 149,318 | 155,291 | 161,503 |
| Expenses | | | | | |
| @ 100% Capacity | 256,020 | 261,140 | 266,363 | 271,690 | 277,124 |
| @ 80% Capacity | 243,440 | 250,743 | 258,265 | 266,013 | 273,993 |
| @ 60% Capacity | 230,761 | 239,991 | 249,591 | 259,574 | 269,957 |
| Operating Deficit | | | | | |
| @ 100% Capacity | (64,036) | (65,317) | (66,623) | (67,955) | (69,314) |
| @ 80% Capacity | (73,472) | (75,676) | (77,947) | (80,285) | (82,694) |

**Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation
Feasibility Study and Preliminary Business Analysis**

| | | | | | |
|-----------------------|-----------------|-----------------|------------------|------------------|------------------|
| @ 60% Capacity | (92,707) | (96,415) | (100,272) | (104,283) | (108,454) |
|-----------------------|-----------------|-----------------|------------------|------------------|------------------|

Annual operating deficits will range from \$64,000 to \$100,000 depending on capacity of the facility. There is not as much experience with municipalities providing indoor field houses. Municipalities have traditionally limited their responsibility to provide gymnasium space as part of a recreation centre. In many cases, the school boards are the providers of gymnasiums with municipal use allowed for through reciprocity agreements with a municipality to exchange gym time for pool or rink time.

The ratio of private to public field houses is far greater than that of ice rinks. Private recreation facilities charge user fees that allow them to generate their Return on Investment. These would be well in excess of the rates built into this model.

User fees support 60%-75% of facility operating costs. This is almost double that of an ice rink because of lower hourly operating costs. The balance is the operating deficit which is supported by the taxpayer.

Indoor soccer in Whistler is being played in gymnasiums. The indoor program shuts down for the months of December and January to allow for skiing. If this is the case in Pemberton, the facility will operate below 60% capacity.

11.3 Stand Alone Pool

With a pool existing in their community, Whistler residents will not travel to use a community pool in Pemberton/Lil'wat Nation. As a result, the utilization of the pool must be supported by local residents. Based on the industry standard provision level of 1 : 25,000 the population of Pemberton/Lil'wat Nation could only utilize a pool at approximately 25% capacity.

Pool operating costs are among the most expensive of recreation facilities. Further they do not vary with utilization. Pool water must be maintained all times at a temperature that will allow comfortable patron use. This is regardless of the number of participants.

| | <i>Williams Lake, BC</i> | <i>Fredericton, NB</i> | <i>Aquatic Sport Council of Ontario</i> |
|---------------------------|---|--|--|
| | Feasibility Study conducted by P.E.R.C. (July 2005) | Feasibility Study conducted by dma Planning and Management Services (March 2012) | Building a case for Aquatic Friendly Pools Tucker Reid & Associates (January 2011) |
| Revenues | \$305,000 | \$575,000 | \$390,000 |
| Operating Expenses | (\$995,000) | (\$992,000) | (\$838,000) |
| Operating Deficit | (\$690,000) | (\$416,000) | (\$447,000) |
| User Fee Recovery | 30.7% | 58.0% | 46.6% |

Operating costs in the report prepared for the Aquatic Sport Council of Ontario does not include management, supervisory or administrative staff. If these were added, their operating costs would be higher. RMOW provided estimated costs to operate the pool only portion of the

Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation Feasibility Study and Preliminary Business Analysis

Meadow Park Recreation Centre of \$790,000. This estimate did not include management or supervisory costs. For the purposes of this review we shall assume operating costs of \$908,000.

It is estimated that the William's lake pool is at 76% capacity. With industry standard provision level of one indoor aquatic facility for every 25,000 people, a community of 20,000 like Williams Lake should operate their pool at 75% capacity.

If the provision ratio holds true, a Pemberton/Lil'wat Nation community pool would operate at approximately 23% capacity. Assuming similar rates as William's Lake, revenues could be anticipated to be approximately \$90,000 producing an operating deficit of \$820,000. This would grow annually with increasing costs for utilities, services and labour.

User fees would only account for 3% to 9% of operating costs.

We believe that this may be beyond the financial capabilities of the Village and Lil'wat Nation with their small tax base and number of residents without a major financial contribution from provincial or federal governments.

11.4 A Combined Single Surface Arena and Field House

There are economies of scale that exist in operating multiple recreation surfaces under one roof. These include supervision, staffing and repairs & maintenance.

Assumptions-

- Revenue and Expense assumptions for the stand alone Arena and stand alone Field House would apply,
- Cost Savings
 - Management \$48,000. Only one facility manager would be required in a combined facility. Our stand alone models included a facility supervisor at \$55,000. In the combined model a Facility Manager would have greater responsibilities, thus generating a higher salary.
 - Hourly Staff \$24,000
 - Repairs & Maintenance \$12,000
 - Administration \$5,000

| <i>Single Pad Ice Facility & Field House</i> | | | | | |
|---|---------|---------|---------|---------|---------|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| <i>User Fees</i> | | | | | |
| <i>@ 100% Capacity</i> | 324,700 | 331,194 | 337,818 | 344,574 | 351,466 |
| <i>@ 80% Capacity</i> | 289,026 | 297,697 | 306,628 | 315,827 | 325,301 |
| <i>@ 60% Capacity</i> | 236,708 | 246,176 | 256,023 | 266,264 | 276,914 |

**Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation
Feasibility Study and Preliminary Business Analysis**

| | | | | | |
|--------------------------|-----------|-----------|-----------|-----------|-----------|
| Expenses | | | | | |
| @ 100% Capacity | 480,178 | 489,782 | 499,577 | 509,569 | 519,760 |
| @ 80% Capacity | 452,159 | 465,724 | 479,696 | 494,087 | 508,909 |
| @ 60% Capacity | 423,974 | 440,933 | 458,570 | 476,913 | 495,990 |
| Operating Deficit | | | | | |
| @ 100% Capacity | (155,478) | (158,588) | (161,759) | (164,994) | (168,294) |
| @ 80% Capacity | (163,133) | (168,027) | (173,068) | (178,260) | (183,608) |
| @ 60% Capacity | (187,267) | (194,757) | (202,547) | (210,649) | (219,075) |

Note that the operating deficit for the combined facility is not much greater than that for the stand alone Ice rink. User fees support operating costs by 56%- 68%.

11.5 A Combined Single Surface Arena and Pool

Like the combined arena and field house, there are economies of scale in combining athletic amenities. When the pool is added, the significant operating deficit still renders this option as too aggressive for communities the size of Pemberton / Lil'wat Nation.

| Single Pad Ice Facility, Pool | | | | | |
|--------------------------------------|---------------|---------------|---------------|---------------|---------------|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| User Fees | | | | | |
| @ 100% Capacity | 213,096 | 217,358 | 221,705 | 226,139 | 230,662 |
| @ 80% Capacity | 176,932 | 180,471 | 184,080 | 187,762 | 191,517 |
| @ 60% Capacity | 122,961 | 125,420 | 127,929 | 130,487 | 133,097 |
| Expenses | | | | | |
| @ 100% Capacity | 1,133,334 | 1,156,001 | 1,179,121 | 1,202,703 | 1,226,757 |
| @ 80% Capacity | 1,179,121 | 1,202,703 | 1,226,757 | 1,251,292 | 1,276,318 |
| @ 60% Capacity | 1,226,757 | 1,251,292 | 1,276,318 | 1,301,845 | 1,327,882 |
| Operating Deficit | | | | | |
| @ 100% Capacity | (920,238) | (956,758) | (1,002,189) | (1,050,863) | (1,103,796) |

**Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation
Feasibility Study and Preliminary Business Analysis**

| | | | | | |
|-----------------------|-------------|-------------|-------------|-------------|-------------|
| @ 80% Capacity | (1,002,189) | (1,022,233) | (1,042,677) | (1,063,531) | (1,084,801) |
| @ 60% Capacity | (1,103,796) | (1,125,872) | (1,148,390) | (1,171,357) | (1,194,785) |

User fees support operating costs by only 10% – 19% depending on capacity utilization.

11.6 A combined Single Surface Arena, Pool and Field house

| Single Pad Ice Facility, Field House & Pool | | | | | |
|--|---------------|---------------|---------------|---------------|---------------|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| User Fees | | | | | |
| @ 100% Capacity | 405,080 | 413,181 | 421,445 | 429,874 | 438,471 |
| @ 80% Capacity | 346,900 | 357,307 | 368,026 | 379,067 | 390,439 |
| @ 60% Capacity | 261,014 | 271,455 | 282,313 | 293,606 | 305,350 |
| Expenses | | | | | |
| @ 100% Capacity | 1,298,478 | 1,324,448 | 1,350,937 | 1,377,955 | 1,405,514 |
| @ 80% Capacity | 1,230,459 | 1,267,373 | 1,305,394 | 1,344,556 | 1,384,893 |
| @ 60% Capacity | 1,162,274 | 1,208,765 | 1,257,116 | 1,307,400 | 1,359,696 |
| Operating Deficit | | | | | |
| @ 100% Capacity | (893,398) | (911,266) | (929,492) | (948,081) | (967,043) |
| @ 80% Capacity | (883,560) | (910,066) | (937,368) | (965,490) | (994,454) |
| @ 60% Capacity | (901,260) | (937,310) | (974,802) | (1,013,795) | (1,054,346) |

Combining all amenities will result in significant operating deficits with the inclusion of a pool. Heat recapture is not a significant reduction in utilities with a small plant for a single surface facility and only a seasonal operating year.

User fees account for 22% - 32% of operating costs.

**Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation
Feasibility Study and Preliminary Business Analysis**

12. Property Tax Implications

The capital costs, debt service and annual operating deficits will be shared by the various partners for any facility. Table 1 below demonstrates the total costs per option and then breaks that cost down assuming there are either 2 or 3 equal partners. The Village of Pemberton, Lil'wat Nation and the SLRD are the likely partners however there is no obvious cost sharing formula for any facility. Possible cost sharing formulas include a per capita formula; an assessment based formula (which would be problematic for the inclusion of Lil'wat Nation); or an adjusted hybrid formula that considers the above noted elements in conjunction with elements of interest such as actual usage. In the absence of any confirmed formula we have assumed both equal partnership splits (seen in table 1) as well as a per capita split (as seen in table 2). The population figures identified in section 4 of this report were used for the purpose of illustrating the possible cost implications with a per capita cost sharing formula. For convenience, these figures are identified below:

| | | | |
|--------------------------------|----------------------|-------|--------------|
| 1) Pemberton and Lil'wat only | Pemberton | 2,369 | 59% |
| | Lil'wat Nation | 1,650 | 41% Combined |
| | Communities | 4,019 | 100% |
| 2) Pemberton, Lil'wat and SLRD | Pemberton | 2,369 | 41% |
| | Lil'wat Nation | 1,650 | 28% |
| | SLRD (Area C) | 1,804 | 31% |
| | Combined Communities | 5,823 | 100% |

Table 12-1- Annual Debt Service and Operating Deficit Combined

| <i>Facility Type</i> | Annual Debt Service (A) | Projected Annual Operating Deficit (B) | Total Combined (A+B) | Cost per partner with 2 equal partners | Cost per partner with 3 equal partners |
|---|--------------------------------|---|-----------------------------|---|---|
| <i>Stand Alone Single Surface Arena</i> | \$540,000 | \$191,000 | \$731,000 | \$365,5000 | \$243,667 |
| <i>Stand Alone Field House</i> | \$294,000 | \$80,000 | \$374,000 | \$187,000 | \$124,667 |
| <i>Stand Alone Pool</i> | \$660,000 | \$862,000 | \$1,522,000 | \$761,000 | \$507,333 |
| <i>Combined Single Surface Arena & Field House</i> | \$771,000 | \$176,000 | \$947,000 | \$473,500 | \$315,667 |
| <i>Combined Single Surface Arena & Pool</i> | \$1,192,564 | 1,057,000 | \$2,243,564 | \$1,121,782 | \$747,855 |
| <i>Combined Single Surface Area, Field House & Pool</i> | \$1,494,212 | 943,000 | \$2,437,212 | \$1,218,606 | \$812,404 |

**Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation
Feasibility Study and Preliminary Business Analysis**

The projected annual operating deficit used above is based on the average of all of the deficits (at varying capacity levels) over the 5 year period.

Table 12-2. Total Costs Combined Per Capita

| <i>Facility Type</i> | Total costs Combined | Village:Lil'wat cost per capita | Village:Lil'wat:SLRD cost per capita. |
|---|-----------------------------|--|--|
| <i>Stand Alone Single Surface Arena</i> | \$731,000 | \$431,290 : \$299,710 | \$299,710 : \$204,680 : \$226,610 |
| <i>Stand Alone Field House</i> | \$374,000 | \$220,660 : \$153,340 | \$153,340 : \$104,720 : \$115,940 |
| <i>Stand Alone Pool</i> | \$1,522,000 | \$897,980 : \$624,020 | \$624,020 : \$426,160 : \$471,820 |
| <i>Combined Single Surface Arena & Field House</i> | \$947,000 | \$558,730 : \$388,270 | \$388,270 : \$265,160 : \$293,570 |
| <i>Combined Single Surface Arena & Pool</i> | \$2,243,564 | \$1,323,703 : \$919,861 | \$919,861 : \$628,198 : \$695,505 |
| <i>Combined Single Surface Area, Field House & Pool</i> | \$2,437,212 | \$1,437,956 : \$999,256 | \$999,257 : \$682,419 : \$755,536 |

In addition to exploring the possible cost sharing of any facility it is important to understand what the possible tax implications might be under the current structures. In order to illustrate this only two cost sharing structures were considered these being: Pemberton going forward alone on any of the likely facilities; or Pemberton and the SLRD moving forward under the current recreation bylaw structure. The outcomes are illustrated in table 3 (Pemberton Alone) and table 4 (Pemberton and SLRD) below.

12-3 Possible Tax Implications Pemberton Alone

| <i>Tax Class</i> | <i>Residential</i> | <i>Utility</i> | <i>Light Industry</i> | <i>Business</i> | <i>Non-profit</i> | <i>Farm</i> |
|--|--------------------|----------------|-----------------------|-----------------|-------------------|-------------|
| <i>Facility Type</i> | | | | | | |
| <i>Stand Alone Single Surface Arena</i> | \$460 | \$630 | \$5615 | \$654 | \$736 | \$75 |
| <i>Stand Alone Field House</i> | \$235 | \$322 | \$2865 | \$334 | \$392 | \$38 |
| <i>Stand Alone Pool</i> | \$955 | \$1,310 | \$11,673 | \$1,360 | \$1597 | \$155 |
| <i>Combined Single Surface Arena & Field House</i> | \$594 | \$815 | \$7,263 | \$846 | \$993 | \$97 |

**Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation
Feasibility Study and Preliminary Business Analysis**

| | | | | | | |
|---|---------|---------|----------|---------|---------|-------|
| <i>Combined Single Surface Arena & Pool</i> | \$1,408 | \$1,932 | \$17,207 | \$2,005 | \$2,354 | \$229 |
| <i>Combined Single Surface Area, Field House & Pool</i> | \$1,530 | \$2,098 | \$18,692 | \$2,178 | \$2,557 | \$249 |

12-4 Possible Tax Implications Pemberton and SLRD

| <i>Tax Class</i> <i>Facility Type</i> | <i>Residential</i> | <i>Utility</i> | <i>Light Industry</i> | <i>Business</i> | <i>Non-profit</i> | <i>Farm</i> |
|---|--------------------|----------------|-----------------------|-----------------|-------------------|-------------|
| <i>Stand Alone Single Surface Arena</i> | \$226 | \$310 | \$2,760 | \$321 | \$362 | \$37 |
| <i>Stand Alone Field House</i> | \$116 | \$158 | \$1,408 | \$164 | \$193 | \$19 |
| <i>Stand Alone Pool</i> | \$469 | \$644 | \$5,738 | \$668 | \$785 | \$76 |
| <i>Combined Single Surface Arena & Field House</i> | \$292 | \$401 | \$3,570 | \$416 | \$488 | \$48 |
| <i>Combined Single Surface Arena & Pool</i> | \$692 | \$950 | \$8,458 | \$986 | \$1,157 | \$113 |
| <i>Combined Single Surface Area, Field House & Pool</i> | \$752 | \$1,031 | \$9,188 | \$1,071 | \$1,257 | \$122 |

13. Conclusions

Based on Canlan's research and findings of the Village of Pemberton and Lil'wat Nation's demographic market, the recommended next steps include:

- the testing of basic assumptions made during the initial outreach process with the community. This should be done in Pemberton, Mount Currie and the Area C;
- the confirmation of the communities appetite for seeing tax increases relevant to the introduction of certain facilities;
- the confirmation of partnership structures (both public and private) that the greater community would want to entertain relevant to the introduction of certain facilities;

Should the Village and Lil'wat opt to pursue the development of a facility we recommend following a path that aligns community desire with the most achievable costs. Where consideration is given to the ability to leverage the greatest value from both the community as

Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation Feasibility Study and Preliminary Business Analysis

well as the greater surrounding market, here it is recommended that the Village of Pemberton and Lil'wat Nation consider a combined facility of one pad arena and a field house.

Partnerships remain an important key to achieving a viable facility and as such consideration to both public and private entities including local governments, schools, sport organizations and private or commercial entities should remain an area of focus and consideration when and if opting for a final facility.

Finally, we would say, if the facilities are developed, that it will be of the utmost importance that the Village of Pemberton and Lil'wat Nation gain the support of the communities to utilize the facilities. When creating the project pro formas, Canlan utilized the hourly rates being offered by the Whistler facility to be competitive with the facilities in that community and to deter potential facility users from driving to Whistler because the cost of ice time is significantly less. A sport facility would be a remarkable project for a market the size of the Pemberton and Lil'wat Nation and we believe it would greatly enhance the quality of life in both the communities and further support their active lifestyles.

Assuming the construction of a facility; once the ramp up period has completed and both communities are comfortable with utilization and operations of the facilities, there is an opportunity to increase user fees. The increase of user fees will transfer more of the subsidy cost from the taxpayers, removing an objection to the project from those that do not use it.

THANK YOU

We would like to thank the following for their assistance in collaborating with Canlan in the compilation of this report.

Peter Duhault
Lindsay May
Recreation Advisory Committee
Keith Tindle, Manager of Recreation Services, RMOW

14. About Canlan Ice Sports Corp

Canlan Ice Sports Corp. is the largest and most successful owner/operator of multi-purpose ice sports facilities in North America. Canlan Ice Sports has owned and operated ice rinks for over 30 years. It presently operates 19 locations across North America comprising 57 ice sheets, 3 curling sheets, and 4 indoor turf surfaces, indoor and outdoor volleyball courts, a pool, a dry pad arena, and baseball diamonds. Fifty-one of these ice sheets are found at 17 locations in Canada with the remaining 6 ice surfaces at 2 locations in the United States. Canlan Ice Sports recently opened its first non-ice facility, Canlan Sportsplex, a 54,000 square foot field house in Mississauga, Ontario. The facility contains 2 turf fields, indoor ball hockey and indoor volleyball and basketball courts. Canlan has developed 36 ice sheets at 12 different locations from the ground up. Included in the portfolio are 3 facilities that are in partnership with local civic governments.

Canlan Ice Sports is an industry leader in the development of recreational programming. A very extensive programs menu has been developed and forms the cornerstone of the revenue initiatives at each of Canlan Ice Sports owned and/or operated facilities. The Canlan Ice Sports Hockey Academy, Canlan Ice Sports Skating Academy and the Canlan Ice Sports 3-on-3 and Youth Hockey Leagues (YHL) are some of the most significant youth programs operated across North America. The Adult Safe Hockey League (ASHL) is the largest organized adult recreational hockey league in the world with approximately 60,000 participants.

Canlan Ice Sports Corp.'s operating philosophy is founded on the belief that successful facilities are built through innovative, professionally designed and operated programming. Canlan Ice Sports has developed systems and processes in the areas of sales and marketing, accounting and administration, building operations and production that have set the standard for the industry.

14.1 The Canlan Ice Sports Partnership Solutions Team

Mr. Ken Male

Senior Project Manager and Vice President Partnership Solutions, Canlan Ice Sports Corp.

Ken is a graduate of Mohawk College in Accounting and received his CMA (Certified Management Accountant) Designation in 1982. Over his 34 year career he has held a number of senior management roles in finance, sales and operations. Ken joined Canlan in 2000 as Director Sales & Marketing for the Ontario Region and advanced through various operating roles to head our Eastern Operations. In 2011 he was appointed to his current role as Vice President Partnership Solutions.

As Senior Project Manager, Mr. Male, will maintain final responsibility for the completion of the analysis and the recommendations contained within. In addition, he will be responsible for the drafting and completion of the final report that will be presented to The Village of Pemberton, Lil'wat Nation and Lil'wat Nation.

Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation Feasibility Study and Preliminary Business Analysis

Proponent Director and Project Manager.

John Knifton, Director of Partnership Solutions, Canlan Ice Sports Corp.

John is a graduate of the University of Western Ontario in Economics and received his HBA in 1983. Over his 30 year career in real estate development, John has successfully acted in the role of Real Estate Developer and Project Manager, for both publicly traded real estate companies such as Intrawest Resorts, and privately held mixed use real estate development companies. John joined Canlan in 2010 with a mandate to help grow the company's real estate portfolio of recreational projects.

As Project Manager for The Village of Pemberton and Lil'wat Nation feasibility study, John will be focused on the accumulation of the on-site data. This data will include all of the preliminary business analysis information from demographic information to the competitive analysis requirements of the project. In addition, he will assist in the areas of on-site user group meetings and analysis, ice utilization and the facility product review. Finally, he will be the key liaison with Canlan Ice Sports Corp.'s operating team of subject experts. In this role, the Project Manager will relay the information that has been gathered to the subject experts, work with each to apply their expertise to the specific areas of the analysis within their area of responsibility and assist in the development of the final report draft.

Subject Experts

Canlan Ice Sports utilizes the knowledge and expertise of their operating group in order to effectively consult. In the case of The Village of Pemberton and Lil'wat Nation feasibility study, subject experts in the areas of sales & marketing, accounting & finance, building operations, programs, food & beverage and retail merchandising will apply their specific knowledge to develop an analysis that is specifically tailored to provide The Village of Pemberton and Lil'wat Nation with a comprehensive understanding of the unique circumstances and complexities of the project that is being considered.

15. Appendix A. Responses to Community Outreach

The tables below are the details responses taken from the meeting conducted at Pemberton Secondary School. The responses include both student that were met with through the day and adults that came to the evening sessions.

15.1 Arena

Would you like to see an Arena Facility Developed in the Village of Pemberton and Lil'Wat Nation Area?

| Responses | Yes | No | Maybe | Reasons Why | Km's Travelled |
|-----------|-----|----|-------|---|----------------|
| 1 | √ | | | No reason stated | 70 |
| 2 | √ | | | It would serve many recreational needs for all ages, especially youth | 30 |
| 3 | | √ | | No reason stated | |
| 4 | √ | | | Use Whistler Arena lots and increase in ice availability would be great | 35 |
| 5 | √ | | | Ice arena would be well utilized adults and kids. It is a community builder. People rally around team | |
| 6 | √ | | | A hockey rink is needed between Sea to Sky corridor from Whistler to Mount Currie | |
| 7 | √ | | | There is more useage and opportunities | 60 |
| 8 | | √ | | No reason stated | |
| 9 | | √ | | Cost | |
| 10 | | | | Because I think it would be well used. Another activity for Pemberton | |
| 11 | | √ | | I don't think it would get used enough | |
| 12 | √ | | | No reason stated | 20 |
| 13 | √ | | | That would be an awesome facility to practice Roller Derby. Whistler league is looking for space to practice and next bouts | 180 |
| 14 | √ | | | Our son is 9. He attends hockey practice from 7am-8am on Mondays and from 6am -7am on Thursdays. This it do the high demand for ice time in Whistler. This is too early for a 9 year old. | 180 |
| 15 | √ | | | No reason stated | |
| 16 | √ | | | Hockey, Minor Hockey, ice skills | |

**Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation
Feasibility Study and Preliminary Business Analysis**

| Responses | Yes | No | Maybe | Reasons Why | Km's Travelled |
|------------------|------------|-----------|--------------|--|-----------------------|
| 17 | √ | | | Part of Canadian Culture | |
| 18 | | √ | | Too expensive. Please revive the PERC study. | |
| 19 | √ | | | Hockey and skating a great Canadian Sport + Great family activity | 210 |
| 20 | √ | | | No reason stated | 140 |
| 21 | √ | | | Brings business to our local community | 50 |
| 22 | √ | | | Multi Purpose! | |
| 23 | √ | | | Would be fantastic start point of complex. From previous PERC study, it would be well used | |
| 24 | √ | | | Much needed to host sports tournaments | 150 |
| 25 | √ | | | Farmers Market Roof, Covered ice in winter | |
| 26 | √ | | | No reason stated | |
| 27 | √ | | | Fun for the whole family | |
| 28 | √ | | | No reason stated | |
| 29 | | √ | | Cost of maintenance and building cost | |
| 30 | √ | | | No reason stated | |
| 31 | √ | | | Opportunity for kids | 30 |
| 32 | | √ | | Closer | 180 |
| 33 | √ | | | I drive to Whistler 2 x per week for hockey (son in 1st yr). I would like them, as would the rest of the community. We need it. We are losing tax payers. | 165 |
| 34 | √ | | | To help young families stay closer to home. Hosting other teams, (I could watch) rent out for additional income to group parties. | |
| 35 | | | √ | Unsure that the Community can afford an arena (though) | |
| 36 | √ | | | A rink would have a multi use function | |
| 37 | | | √ | Depends on how much it will cost | |
| 38 | √ | | | Family recreation. I am tired of travelling to Whistler. Give the kids something to do. | 100 |
| 39 | √ | | | Town is long overdue. Tons of kids and young adults. Give the people some more shit stuff to do. | |
| 40 | √ | | | Need more ice time for adult hockey and kids leagues, curling etc. However the cost for both residents and businesses cannot place a burden financially... | |

**Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation
Feasibility Study and Preliminary Business Analysis**

| Responses | Yes | No | Maybe | Reasons Why | Km's Travelled |
|------------------|--------------|------------|--------------|---|-----------------------|
| 41 | √ | | | No reason stated | |
| 42 | √ | | | To play hockey | |
| 43 | √ | | | Fills a need. Potentially viable here as other communities could also utilize | |
| 44 | √ | | | Ice Hockey | 180 |
| 45 | | √ | | No enough of a need. We don't participate in hockey | |
| 46 | | √ | | Don't believe we are at the point where we can afford operating it without sacrificing other services in the Village or raising taxes | |
| TOTAL 46 | 73.9% | 20% | 4% | Average distance travelled per week, in KM | 134 |

**Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation
Feasibility Study and Preliminary Business Analysis**

15.2 Pool

Would you like to see a Pool developed within the Communities of The Village of Pemberton and Lil'wat Nation?

| Responses | Yes | No | Maybe | Reasons Why | Km's Travelled |
|-----------|-----|----|-------|--|----------------|
| 1 | √ | | | Tired of driving to Whistler | 60 |
| 2 | √ | | | Lessons, Something to do in the winter | 30 |
| 3 | | √ | | No reason given | |
| 4 | √ | | | No reason given | |
| 5 | √ | | | for Kids in the community to have somewhere to go and something to do. Learn to swim, save lives, in rugged area | 60 |
| 6 | √ | | | could be a year round activity, and provide location for classes, aquasize, childrens swim lessons, competitive training | |
| 7 | √ | | | No reason given | 60 |
| 8 | √ | | | No reason given | |
| 9 | √ | | | No reason given | |
| 10 | √ | | | We travel to Whistler all the time to use their facility | 100 |
| 11 | √ | | | Kids love to swim and the summer is HOT! "(Rink before Pool!!)" | |
| 12 | | √ | | Pools are expensive and I think there are more important issues. (Only reason I might be interested is for Seniors) | |
| 13 | √ | | | No reason given | 37 |
| 14 | | | √ | Only if it is not at the expense of the tax payers as I do not believe it is affordable, or, if it is a very basic concept | |
| 15 | √ | | | Activity in a pool is healthy | |
| 16 | √ | | | Family use and lessons | 60 |
| 17 | √ | | | For aqua gym | |
| 18 | √ | | | It would offer year round activities for all demographics | 72 |
| 19 | | √ | | Too expensive to run | |
| 20 | √ | | | No reason given | 70 |
| 21 | √ | | | No reason given | 60 |
| 22 | √ | | | Long overdue! We all need a pool/rink | 70 |
| 23 | √ | | | It is a crucial skill for children to learn. Great exercise and family recreation | 70 |
| 24 | | √ | | Too Expensive. A pool would be a big hole in the ground to shovel money in to. | |

**Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation
Feasibility Study and Preliminary Business Analysis**

| Responses | Yes | No | Maybe | Reasons Why | Km's Travelled |
|-----------|-----|----|-------|--|----------------|
| 25 | √ | | | It would be one of the best facilities to have in town | |
| 26 | √ | | | Swimming for kids + indoor water sports | 70 |
| 27 | √ | | | My children only have access to swimming lessons if there is space left at Meadow Park | 70 |
| 28 | √ | | | No reason given | |
| 29 | √ | | | This would be an opportunity to swim somewhere else other than a cold lake | |
| 30 | | √ | | Too expensive. May jeopardize quality of needed facilities. | |
| 31 | √ | | | All my kids do swimming lessons. It is great exercise and fun. Great place to go, on those rainy days. Activity year round | 120 |
| 32 | | √ | | Too Expensive!! I would actually love a pool but say no, because as a taxpayer, I don't want to pay for it. | 10 |
| 33 | | √ | | Not Economically feasible. | 70 |
| 34 | √ | | | So my kids can get there without me. | |
| 35 | √ | | | No reason given | 120 |
| 36 | √ | | | Love to swim | 80 |
| 37 | √ | | | More opportunity for Safe and Healthy Recreation for a greater demographic and different athletic ability. Not fancy | |
| 38 | √ | | | No reason given. Consider seasonal outdoor pool. | 70 |
| 39 | √ | | | Swimming, teaching kids to swim, Diving | |
| 40 | √ | | | No reason given. Get ER Done! Phase II (he says) but Very Expensive, need more population to share costs | |
| 41 | | | √ | | |
| 42 | √ | | | Because most people can afford to swim | 105 |
| 43 | √ | | | Swimming is a life skill everyone should know. Aqua fitness for old joints | 70 |
| 44 | | | √ | Depending on Cost | 30 |
| 45 | √ | | | No reason given | 11 |
| 46 | | √ | | No reason given | |
| 47 | | √ | | Too expensive unfortunately, our community cannot afford it; Even Whistler runs at a loss | |
| 48 | | | √ | Yes, depending on cost. Still concerned we cannot afford a pool. | |
| 49 | √ | | | We use Whistler pool a lot and less travel time of program access be great. | 70 |

**Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation
Feasibility Study and Preliminary Business Analysis**

| Responses | Yes | No | Maybe | Reasons Why | Km's Travelled |
|-----------------|--------------|--------------|--------------|--|----------------|
| 50 | √ | | | No reason given | |
| 50 | | | √ | Provided it was like swimming outdoors and open to the outdoors in the summer, I would use it. | |
| TOTAL 51 | 72.5% | 17.6% | 9.80% | Average distance travelled KM/ WEEK | 65.8 |

16.

15.3 Field House.

Would you like to see a Field House developed within the Communities of The Village of Pemberton and Lil'wat Nation?

| Responses | Yes | No | Maybe | Reasons Why |
|-----------|-----|----|-------|---|
| 1 | √ | | | gym space needed, lack of facilities in Pemberton. Area schools always booked. |
| 2 | √ | | | We need filed house and fields |
| 3 | √ | | | No Community Gym in Pemberton and high school gym is always booked |
| 4 | √ | | | It is central to most people in the surrounding area |
| 5 | √ | | | It would be a great addition to our recreation area |
| 6 | √ | | | It would give kids something to do year round |
| 7 | √ | | | Fields are important, we already have a gym in Community Center |
| 8 | √ | | | No reason stated |
| 9 | √ | | | No reason stated |
| 10 | √ | | | No reason stated |
| 11 | | | √ | First time I have considered this. Maybe an excellent idea but I would want to know costs |
| 12 | √ | | | Lots of diversity of activity offered |
| 13 | | | √ | Arent there enough gyms already? Not sure. |
| 14 | √ | | | No reason stated |
| 15 | √ | | | No reason stated |
| 16 | √ | | | We need constant year round programming not interrupted by exams, school closures etc. One where tournaments can be held, and adults can access not in a school |
| 17 | √ | | | To support youth soccer and other activies for fitness and team spirit building |
| 18 | √ | | | No commute |

**Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation
Feasibility Study and Preliminary Business Analysis**

| Responses | Yes | No | Maybe | Reasons Why |
|-----------|-----|----|-------|--|
| 19 | √ | | | Indoor area for the winter |
| 20 | | √ | | We have one already (Community Center) that offers many activities |
| 21 | √ | | | No reason stated |
| 22 | √ | | | No reason stated |
| 23 | | | √ | Possible if not too expensive |
| 24 | √ | | | It would be nice to have a place to play soccer in the winter |
| 25 | √ | | | We currently have no public facility . The schools are always booked. The current community center is woefully inadequate. |
| 26 | √ | | | It would be nice to play summer sports in the winter (I am leaning towards a pool however) |
| 27 | | √ | | Too Expensive |
| 28 | √ | | | To remain active and keep money in our community and draw people to our community |
| 29 | √ | | | Additional Sports opportunities |
| 30 | √ | | | No reason stated |
| 31 | √ | | | No reason stated |
| 32 | √ | | | It should all be included in 1 facility |
| 33 | √ | | | Good time when winter blues kick in |
| 34 | √ | | | There is a lack of facilities for indoor sports. Inexpensive low maintenance facility to fill a need in community |
| 35 | √ | | | Indoor basketball and soccer |
| 36 | | √ | | No reason stated |
| 37 | √ | | | Yes, but we cant have everything. Taxes cost both residential and commercial |
| 38 | √ | | | Opportunity for Children |
| 39 | | √ | | There are plenty of gyms in Pemberton and Mount Currie |
| 40 | √ | | | Variety of activities would be accomodated and would serve all demographics |
| 41 | √ | | | No reason stated |
| 42 | √ | | | More so than a pool |
| 43 | √ | | | No reason stated |
| 44 | √ | | | More so than a pool. Everyone is able to participate in these sports. Not everyone can swim or wants to learn |
| 45 | √ | | | No reason stated |
| 46 | √ | | | This would promote all kinds of opportunities for youth. They would gravitate to certain sports and accel at it. |

**Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation
Feasibility Study and Preliminary Business Analysis**

| Responses | Yes | No | Maybe | Reasons Why |
|------------------|--------------|-------------|--------------|---|
| 47 | √ | | | It is needed and the economic impact is huge |
| 48 | √ | | | No reason stated |
| 49 | √ | | | For myself, badminton. For my children, all of below (17 indoor sports) |
| 50 | √ | | | No reason stated |
| 51 | √ | | | For my childrens future |
| 52 | √ | | | Field House should be part fields for Soccer, Soccer Soccer! |
| 53 | √ | | | I will use it if there is any |
| 54 | √ | | | Winter Sports |
| 55 | √ | | | No reason stated |
| 56 | √ | | | So that Pemberton Residents have access to a wide range of programs at times that work with their schedules |
| 57 | √ | | | Because I don't think the one in the community center fits all citizens needs. A lot of people lost their facility when the old community center was demolished |
| 57 | 87.7% | 7.0% | 5.3% | |

Canlan Ice Sports Corp. – Village of Pemberton and Lil'wat Nation Feasibility Study and Preliminary Business Analysis

DEFINITION LISTING

Stakeholders – *Stakeholders are anyone who has an interest in the project. Project stakeholders are individuals and organizations that are actively involved in the project, or whose interests may be affected as a result of project execution or project completion. They may also exert influence over the project's objectives and outcomes.

Debt Service *The cash that is required for a particular time period to cover the repayment of interest and principal on a debt. Debt service is often calculated on a yearly basis.

LEED certification *Leadership in Energy and Environmental Design (LEED) consists of a suite of rating systems for the design, construction and operation of high performance green buildings, homes and neighborhoods.

Venture Capital ***Venture capital (VC)** is financial capital provided to early-stage, high-potential, high risk, growth startup companies. The venture capital fund makes money by owning equity in the companies it invests in, which usually have a novel technology or business model in high technology industries, such as biotechnology, IT, software, etc.

Equity Funding *The act of raising money for company activities by selling common or preferred stock to individual or institutional investors. In return for the money paid, shareholders receive ownership interests in the corporation.