



# Webinar

## ULI British Columbia: Ski Resort Planning & Design with Adam Schroyen, Principal at Ecosign (Whistler)

Date: October 13, 2022

**00:00:05 --> 00:00:08:** Hey, good morning, all. Thanks for sticking around in the  
**00:00:08 --> 00:00:10:** waiting room for a couple minutes, Sir. As we let  
**00:00:11 --> 00:00:13:** people trickle in, I think we're a couple minutes past  
**00:00:13 --> 00:00:15:** eight. So I think all of, if you can get  
**00:00:15 --> 00:00:18:** us started imminently, let's, let's get her going.  
**00:00:19 --> 00:00:23:** Well, thanks, Chris. I appreciate it. Umm, so thank you  
**00:00:23 --> 00:00:27:** all for joining us for another edition of coffee and  
**00:00:27 --> 00:00:31:** conversations hosted by the Urban Land Institute. My name  
is  
**00:00:31 --> 00:00:35:** Oliver tenant with a ULIBC's young leaders group and I'm  
**00:00:35 --> 00:00:38:** joined by my team members, Chris and Randolph. And I  
**00:00:38 --> 00:00:42:** would just like to give a special thanks to Shannon  
**00:00:42 --> 00:00:46:** and the ULIBC Young leader group for their continued  
support  
**00:00:46 --> 00:00:47:** and guidance.  
**00:00:48 --> 00:00:51:** Now for any newcomers joining us this morning, coffee and  
**00:00:51 --> 00:00:55:** conversation is you alize monthly early morning speaker  
event where  
**00:00:55 --> 00:00:59:** students and professionals can drop in to meet other like  
**00:00:59 --> 00:01:02:** minded colleagues and hear new thoughts and ideas  
surrounding real  
**00:01:03 --> 00:01:06:** estate development. We'll be more moving towards a hybrid  
style  
**00:01:06 --> 00:01:09:** of in person and virtual coffee and conversation events.  
**00:01:11 --> 00:01:14:** There are two ULI events I do want to highlight  
**00:01:15 --> 00:01:19:** that are upcoming. We'll be having a cocktails and  
conversation  
**00:01:19 --> 00:01:24:** with Roz McQueen of Nicola Wealth on Thursday, October  
27th  
**00:01:24 --> 00:01:28:** from 5:30 to 7:00 at the Spark office in Yaletown.  
**00:01:29 --> 00:01:32:** And then we'll be having a ULI fall happy hour  
**00:01:32 --> 00:01:36:** on Thursday, November 3rd at 5:30 at Mahoney's downtown.

And

**00:01:36 --> 00:01:39:** you can find out about more of these events on

**00:01:40 --> 00:01:41:** the ULIBC website.

**00:01:42 --> 00:01:46:** Now some housekeeping. Please keep your microphones muted.

**00:01:47 --> 00:01:49:** The use of your web camera is optional.

**00:01:50 --> 00:01:53:** There will be a Q&A session towards the end of

**00:01:53 --> 00:01:55:** the talk, so feel free to send a message to

**00:01:55 --> 00:01:59:** myself or send a message to Randolph with any questions

**00:01:59 --> 00:02:02:** you may have for the our speaker today and we'll

**00:02:02 --> 00:02:05:** select them in the order they are received and then

**00:02:06 --> 00:02:09:** unmute you at around 84845 to ask your question.

**00:02:10 --> 00:02:14:** Now As for our speaker, we are very fortunate to

**00:02:14 --> 00:02:18:** have Adam Schroen join us today. Adam is the principal

**00:02:19 --> 00:02:25:** at Echosign Mountain resort planners and international ski resort planning

**00:02:25 --> 00:02:28:** and design firm that's been around since 1975.

**00:02:29 --> 00:02:33:** Echosign has been involved in the creation of of many

**00:02:33 --> 00:02:36:** of BC's greatest hills in communities, some of which include

**00:02:36 --> 00:02:39:** Whistler, Sun Peaks and Revel Stoke.

**00:02:39 --> 00:02:42:** They've also expanded internationally in a big way.

**00:02:43 --> 00:02:46:** And they're part of China's push to develop new winter

**00:02:46 --> 00:02:50:** and four season resorts, starting with the 2022 Olympic Games

**00:02:50 --> 00:02:54:** in Beijing and branching off to other projects like Taiwu

**00:02:54 --> 00:02:59:** International Ski Resort and Genting Secret Garden Resort. And these

**00:02:59 --> 00:03:02:** resorts are massive, some of which will see about 7000

**00:03:02 --> 00:03:03:** skiers a day.

**00:03:04 --> 00:03:08:** Adam joined Echosign and 2007 and with his degree in

**00:03:08 --> 00:03:12:** architecture from the University of Wellington in New Zealand, he

**00:03:12 --> 00:03:15:** brings his knowledge of site and building design to their

**00:03:15 --> 00:03:18:** growing national and international portfolio.

**00:03:19 --> 00:03:23:** Interviewing Adam today will be my colleague Chris Cuno. He's

**00:03:23 --> 00:03:28:** currently a senior consultant of Urban Planning and placemaking at

**00:03:28 --> 00:03:28:** Colliers.

**00:03:29 --> 00:03:31:** Chris and Adam, the floor is yours and thank you

**00:03:32 --> 00:03:33:** everybody for joining.

**00:03:34 --> 00:03:37:** Thanks very much. I'll have thanks for that introduction. Really

**00:03:37 --> 00:03:38:** looking forward to the discussion today.

00:03:39 --> 00:03:42: Yeah, Adam, thank you so much for joining us. We,  
00:03:42 --> 00:03:45: we had a really interesting chat before when we were  
00:03:45 --> 00:03:48: talking about you know, bringing it on to this and  
00:03:48 --> 00:03:51: and also a brief but short and interesting chat this  
00:03:51 --> 00:03:55: morning. So yeah, Oliver spoke a bit more about echosign  
00:03:55 --> 00:03:57: and and what the firm does, but like can you  
00:03:57 --> 00:04:00: go in a bit more detail about you know what  
00:04:00 --> 00:04:03: the firm is, what it's kind of key principles are  
00:04:03 --> 00:04:04: and what you do there?  
00:04:05 --> 00:04:09: Yeah, sure. Right. So I've been working for Eco Sign  
00:04:09 --> 00:04:13: Resort mountain planners since 2007, so 15 years and the  
00:04:13 --> 00:04:18: the founder, principal Paul Matthew started in the mid 70s.  
00:04:18 --> 00:04:22: Since then he's we've been involved in 500 plus master  
00:04:22 --> 00:04:26: plans around the world. He's really made a name for  
00:04:26 --> 00:04:28: himself across the industry.  
00:04:29 --> 00:04:34: And are working in north-south America, Asia, Russia,  
00:04:34 --> 00:04:37: Eastern Europe  
00:04:37 --> 00:04:42: and Europe. And so yeah, so we primarily our services  
00:04:42 --> 00:04:46: include you know assessing the terrain, going to sometimes  
00:04:46 --> 00:04:51: completely  
00:04:51 --> 00:04:55: new sites that haven't got any development at all. Paul's  
00:04:55 --> 00:04:59: flown so many different countries via helicopter just looking  
00:04:59 --> 00:04:59: out  
00:04:59 --> 00:05:02: the window and trying to assess all the different mountain  
00:05:03 --> 00:05:06: ranges for the best location to develop the ski resort  
00:05:06 --> 00:05:10: and so.  
00:05:10 --> 00:05:13: You know there's been a lot of new projects that  
00:05:13 --> 00:05:16: way but we also look at existing ski resorts and  
00:05:16 --> 00:05:19: their expansion plans have been involved in Whistler Black  
00:05:19 --> 00:05:23: Homes,  
00:05:23 --> 00:05:26: Mount Future, future master plans for for a long period  
00:05:26 --> 00:05:29: of time. And so I'm just looking out what's the  
00:05:29 --> 00:05:31: next plans for 1020 years into the future. But we  
00:05:31 --> 00:05:34: we don't just do ski ski resort design. Our company  
00:05:34 --> 00:05:37: has been you know looking at expanding that over the  
00:05:37 --> 00:05:41: last many years. You know skiing is just one component  
00:05:41 --> 00:05:45: of a mountain resort.  
00:05:45 --> 00:05:49: Um, of course in the winter for this it's primary  
goal, but throughout the rest of the year it's really  
important that they develop other activities to keep their  
visitation  
going throughout the year. So we look, we, we designed  
golf courses, golf course Resorts, Mountain Biking's been a

big  
00:05:49 --> 00:05:52: thing through the summer and it's a really good use  
00:05:52 --> 00:05:55: of the ski infrastructure. You can reuse that in summer.  
00:05:55 --> 00:05:58: And so, yeah, so we, we get into all types  
00:05:58 --> 00:06:01: of different recreational planning and expanding.  
00:06:01 --> 00:06:02: Services that way.  
00:06:03 --> 00:06:04: Yeah.  
00:06:05 --> 00:06:08: Umm, so you have an architecture degree from the  
University  
00:06:08 --> 00:06:11: of Washington, and you know from the accent and everything  
00:06:11 --> 00:06:13: else, you know your your Kiwi. So how do you  
00:06:13 --> 00:06:16: find yourself working at a firm in Whistler? What? What  
00:06:16 --> 00:06:16: happened there?  
00:06:17 --> 00:06:20: Well, yeah, I think it is a pretty common story  
00:06:20 --> 00:06:23: for people that end up in Whistler and that's you  
00:06:23 --> 00:06:25: come out here just as a as a ski bum  
00:06:25 --> 00:06:28: to enjoy the powder and you just want to get  
00:06:28 --> 00:06:32: away from everything. So I'm halfway through my  
architecture degree.  
00:06:32 --> 00:06:34: I took a year out, came out to Whistler and  
00:06:34 --> 00:06:37: yeah, it was just a ski bum for a few  
00:06:37 --> 00:06:39: for a couple seasons. You know, have a bit of  
00:06:39 --> 00:06:42: a reset from all the stresses of of getting an  
00:06:42 --> 00:06:46: architecture degree. Went back, did a few more years,  
completed  
00:06:46 --> 00:06:47: my degree and then I worked.  
00:06:47 --> 00:06:51: And a small firm in Wellington that was an architecture  
00:06:51 --> 00:06:56: firm designing primarily educational projects and sort of  
campus planning.  
00:06:56 --> 00:06:59: And that was my introduction into, you know, not just  
00:06:59 --> 00:07:04: architecture, but the spaces between the architecture, you  
know, how  
00:07:04 --> 00:07:08: people move between buildings and circulation. And there's  
actually a  
00:07:08 --> 00:07:12: lot of similarities with schools and campuses to resort  
villages.  
00:07:13 --> 00:07:16: Everyone's kind of on foot and you want to make  
00:07:16 --> 00:07:18: sure that you can see where you're going.  
00:07:19 --> 00:07:22: You, you plan gathering areas and things like that. So  
00:07:22 --> 00:07:26: that was a little introduction to that side of things  
00:07:26 --> 00:07:26: but.  
00:07:27 --> 00:07:29: After a few years there, I had to draw to  
00:07:29 --> 00:07:32: come back to Whistler and I I redid the ski

00:07:32 --> 00:07:35: bum thing for one season. But then I knew I  
00:07:35 --> 00:07:37: had to get a little serious and I kind of  
00:07:37 --> 00:07:41: just got lucky. Echosign was hiring an entry level position  
00:07:41 --> 00:07:43: and so I sort of looked at what they did  
00:07:43 --> 00:07:46: and it just sounded great. And I didn't even know  
00:07:46 --> 00:07:49: that was a thing, probably like many of the people  
00:07:49 --> 00:07:52: on the call here. So I took the opportunity and  
00:07:52 --> 00:07:55: I started at the bottom. Really. I was a 3D  
00:07:55 --> 00:07:57: visualization technician helping out.  
00:07:57 --> 00:08:00: With the rendering and that kind of thing, but with  
00:08:00 --> 00:08:03: my background and everything, I was able to just put  
00:08:04 --> 00:08:06: my head down and work and learn, just absorb all  
00:08:07 --> 00:08:11: this information from everyone. There's this. There's not  
really a  
00:08:11 --> 00:08:14: typical educational path for ski resort design as you can  
00:08:14 --> 00:08:18: imagine. So it's really, it's really just important to absorb  
00:08:18 --> 00:08:22: the information from from the experts who have learned over  
00:08:22 --> 00:08:25: many years as well and working with Paul and some  
00:08:25 --> 00:08:27: of the other colleagues at the office.  
00:08:28 --> 00:08:30: I was just yeah, able to move up and I  
00:08:30 --> 00:08:34: recently became principal and and shareholder of the  
company. So  
00:08:34 --> 00:08:37: that's kind of how it's all coming to pass.  
00:08:38 --> 00:08:41: From from tech to tech to principal and part owner,  
00:08:41 --> 00:08:43: that's that's a big rise to the ranks.  
00:08:46 --> 00:08:49: So of your work at Echosign, understanding is that the  
00:08:49 --> 00:08:52: market you work most in now is is Asia and  
00:08:52 --> 00:08:56: particularly in emerging ski markets in China, Central Asia.  
How  
00:08:56 --> 00:09:00: did you find yourself in this world, at least in  
00:09:00 --> 00:09:02: Asia? How do you become an expert in this, in  
00:09:03 --> 00:09:03: this field?  
00:09:04 --> 00:09:09: Yeah. So I think, you know, frankly just going there  
00:09:09 --> 00:09:09: a lot.  
00:09:11 --> 00:09:14: I started going there maybe in 2010 and you know,  
00:09:14 --> 00:09:17: the sort of the sort of joke is that, you  
00:09:17 --> 00:09:20: know, send the young lovers out to to these kind  
00:09:20 --> 00:09:23: of places because often it's a lot of like meeting  
00:09:23 --> 00:09:27: people and there's a lot of like frankly just drinking  
00:09:27 --> 00:09:31: and socializing with all these all these developers and  
government  
00:09:31 --> 00:09:35: officials and everything. So it's a, it's a, it's a  
00:09:35 --> 00:09:38: very exhausting kind of trip to do and and so

00:09:38 --> 00:09:41: they send out the young, the young guys at the  
00:09:41 --> 00:09:41: time.  
00:09:41 --> 00:09:44: I was younger and just to sort of survive those  
00:09:45 --> 00:09:47: traps and so I just went out and over 10  
00:09:48 --> 00:09:51: years just got three or four times a year. I  
00:09:51 --> 00:09:55: would travel around and see all these other ski resorts,  
00:09:55 --> 00:09:59: see what's running, see what's working well and you know  
00:09:59 --> 00:10:03: it's quite early in there in their industry. So these  
00:10:03 --> 00:10:06: skiers were very basic, but we have a lot of,  
00:10:06 --> 00:10:11: we have a lot of methodologies and and experience working  
00:10:11 --> 00:10:11: on all.  
00:10:11 --> 00:10:14: All places of the world. So we're able to apply  
00:10:14 --> 00:10:17: that to to a country like China and then tweak  
00:10:18 --> 00:10:21: the numbers based on what we are experiencing there. And  
00:10:21 --> 00:10:25: we have really good partnership and representative in China that  
  
00:10:26 --> 00:10:29: helps with all the bureaucratic side of things. So we  
00:10:29 --> 00:10:32: can just focus on the design part and then we  
00:10:32 --> 00:10:36: can task him with getting getting metrics and data from  
00:10:36 --> 00:10:38: all the ski areas. So we put that all in  
00:10:38 --> 00:10:41: and generate our own set of standards and.  
00:10:41 --> 00:10:43: And principles for working within China.  
00:10:45 --> 00:10:48: That's OK. So speak not maybe not speaking directly to  
00:10:48 --> 00:10:51: that one, but speaking to, you know, other projects you've  
00:10:51 --> 00:10:54: undertaken. Some of them are definitely interesting. And  
when you  
  
00:10:54 --> 00:10:57: and I were chatting, you definitely had some interesting  
stories.  
  
00:10:57 --> 00:10:59: So could you tell us, you know, one or two  
00:10:59 --> 00:11:02: stories or interesting experiences working abroad? I I just  
think  
  
00:11:02 --> 00:11:05: I remember you mentioning something along lines of meeting  
a  
  
00:11:05 --> 00:11:08: military general and a senior politician to make sure interpret  
00:11:08 --> 00:11:10: you as a spy, something of the sort.  
00:11:12 --> 00:11:15: Well, yeah, we, we've traveled to, yeah, to all these  
00:11:15 --> 00:11:19: different places and often you're meeting all, all, all types  
00:11:19 --> 00:11:23: of levels of government. And so usually it's unprepared. So  
00:11:23 --> 00:11:26: you really have to get good at just leaving your  
00:11:26 --> 00:11:29: hotel in the morning, at in the morning, you know,  
00:11:30 --> 00:11:31: prepared for any eventuality.  
00:11:33 --> 00:11:35: I have a, I guess one story is going to  
00:11:35 --> 00:11:39: Altai Mountains, which is a small region in the northwest

00:11:39 --> 00:11:42: of China between there's a part of the country between  
00:11:42 --> 00:11:46: Mongolia and Kazakhstan and Russia, actually a little wedge  
there.

00:11:46 --> 00:11:49: And the client picked us up, you know, in the  
00:11:49 --> 00:11:52: morning and what felt like a pretty decent truck. It  
00:11:52 --> 00:11:56: was a Toyota Tundra or something and just thinking that  
00:11:56 --> 00:11:58: we're just going to do a quick trip a little  
00:11:59 --> 00:12:01: bit up into the mountains. But it was a nice  
00:12:01 --> 00:12:02: sunny day, so.

00:12:03 --> 00:12:06: You know, we started off and then, uh, pretty quickly  
00:12:06 --> 00:12:08: the road just started getting rougher and rougher and the  
00:12:08 --> 00:12:11: snow started to fall and all the other people in  
00:12:11 --> 00:12:13: the in the vehicle, the clients were just, they didn't  
00:12:13 --> 00:12:16: have any equipment really. They were in dress shoes and  
00:12:16 --> 00:12:18: no gloves and no hat or anything like that.

00:12:19 --> 00:12:23: And eventually the truck just got absolutely stuck and we  
00:12:23 --> 00:12:27: were probably at about 1500 metres elevation at that point.  
00:12:28 --> 00:12:31: Completely. It wasn't going to go anywhere. So actually I  
00:12:31 --> 00:12:32: have a photo of this, but.

00:12:34 --> 00:12:37: So one of the, one of the, one of the  
00:12:37 --> 00:12:40: gentlemen disappeared over the hill into the snow with his  
00:12:40 --> 00:12:43: dress shoes on and came back with this this big  
00:12:43 --> 00:12:45: front loader thing to try to tell us out. I  
00:12:45 --> 00:12:49: don't know where they stored this thing. He wasn't going  
00:12:49 --> 00:12:51: for that long. He just happens to know where it  
00:12:51 --> 00:12:54: was. And so he tried to pull this this truck  
00:12:54 --> 00:12:57: out but it wasn't going anywhere. So you know, rather  
00:12:57 --> 00:13:00: than turn around, we just all jumped onto this front  
00:13:00 --> 00:13:03: loader, all five of us hanging off the side and  
00:13:03 --> 00:13:04: continued up the mountain.

00:13:04 --> 00:13:08: Out for another couple of hours and again it just  
00:13:08 --> 00:13:12: started getting muddier and muddier and snowier and  
snowier until

00:13:12 --> 00:13:16: this vehicle got stuck. Completely stuck. It was buried up  
00:13:16 --> 00:13:18: to its axle and mud.

00:13:19 --> 00:13:22: And I'm getting a little concerned because I'm the only  
00:13:22 --> 00:13:25: one that has actual suitable equipment, like a puffer in  
00:13:25 --> 00:13:27: your head and all that kind of stuff.

00:13:28 --> 00:13:30: But sure enough, the gentleman disappeared off over the hill  
00:13:30 --> 00:13:32: again and came back with a snowmobile.

00:13:33 --> 00:13:36: Again, it was just been a bunch of snowmobiles buried  
00:13:36 --> 00:13:38: under the snow under a tarp and shuttled us to

00:13:38 --> 00:13:41: a group of snowmobiles and we headed off up the  
00:13:41 --> 00:13:43: mountain for another hour or two.  
00:13:44 --> 00:13:47: I can't believe these people are riding the snowmobiles  
without  
00:13:47 --> 00:13:50: gloves. Pretty Hardy. You can see this guy here, he  
00:13:50 --> 00:13:53: doesn't have anything on and we get to the final,  
00:13:53 --> 00:13:56: we get to the top and it's complete whiteout, so  
00:13:56 --> 00:13:58: you can't see a thing. So it's been four or  
00:13:58 --> 00:14:02: five hours of trip and absolutely pointless. So we turned  
00:14:02 --> 00:14:05: around and repeated that whole exercise, managed to get  
home  
00:14:05 --> 00:14:08: and called it a day but you know for a  
00:14:08 --> 00:14:10: long trip to get to that location and then not  
00:14:10 --> 00:14:14: even see anything as and go through that whole experience.  
00:14:14 --> 00:14:15: That happens.  
00:14:17 --> 00:14:20: And then another this is another trip that I took  
00:14:20 --> 00:14:23: in Canton Chuka, which is a peninsula.  
00:14:24 --> 00:14:27: Russia on the Far East coast, it's what Sarah Palin  
00:14:28 --> 00:14:31: would probably say that she could see when she looks  
00:14:31 --> 00:14:34: out her window and Alaska. So it's like pretty close  
00:14:34 --> 00:14:37: to Canada but you have to fly a very long  
00:14:37 --> 00:14:40: way to get there and it's just a stunning area.  
00:14:40 --> 00:14:43: It's got filled with volcanoes. It's by the coast. You  
00:14:43 --> 00:14:47: can actually there's a little bit of ocean just sticking  
00:14:47 --> 00:14:50: out here and so we traveled by helicopter to just  
00:14:50 --> 00:14:53: view it all these all these volcanoes which they heliski  
00:14:53 --> 00:14:54: on. So it's just.  
00:14:54 --> 00:14:58: Fantastic terrain. All of this is just beautiful skiing. You  
00:14:59 --> 00:15:02: have to have decent ski guides because you know, it's  
00:15:02 --> 00:15:05: a bit of an avalanche risk, but just just a  
00:15:05 --> 00:15:07: really beautiful zone.  
00:15:08 --> 00:15:11: And then you know the conversation as as we went  
00:15:11 --> 00:15:14: on I was talking about if there was any surf  
00:15:14 --> 00:15:17: over at the coast and it just so happened that  
00:15:17 --> 00:15:20: the operator had he ran a little surf club here  
00:15:20 --> 00:15:23: so he dropped me off. You can see the volcanoes  
00:15:23 --> 00:15:26: and the distance here. So it just dropped me off  
00:15:27 --> 00:15:29: and they had they had equipment for me and I  
00:15:29 --> 00:15:33: went out surfing on the coast of Kinchaku. So that  
00:15:33 --> 00:15:34: was a pretty amazing day.  
00:15:35 --> 00:15:38: And then a week later there's I don't know if  
00:15:38 --> 00:15:41: anyone was reading the news a couple years ago, but  
00:15:41 --> 00:15:44: there was a big ecological disaster along the coastline there.



00:15:44 --> 00:15:47: There's some sort of massive algae balloon thing. So I  
00:15:47 --> 00:15:49: was right in that zone, and it was great when  
00:15:49 --> 00:15:52: I was there, but I'm not really sure what happened  
00:15:52 --> 00:15:54: there. But a whole bunch of sea life ended up  
00:15:54 --> 00:15:55: on the beach.  
00:15:56 --> 00:15:58: So yeah, couple of.  
00:15:59 --> 00:16:01: Couple of stories they've planned.  
00:16:01 --> 00:16:03: A typical day in the office said.  
00:16:03 --> 00:16:04: Exactly.  
00:16:06 --> 00:16:08: As I say, Speaking of of, you know, sharing your  
00:16:08 --> 00:16:09: screen, I think you had a couple of projects you  
00:16:09 --> 00:16:12: wanted to highlight if if they're still in that project  
00:16:12 --> 00:16:14: folder. Otherwise I've got some other questions for.  
00:16:15 --> 00:16:17: Yeah, sure I can. Yeah. Let me put up a  
00:16:17 --> 00:16:18: couple of these ones.  
00:16:18 --> 00:16:20: Here I should mentioned before you closed.  
00:16:20 --> 00:16:21: It.  
00:16:25 --> 00:16:29: Yeah, so obviously, you know, we made our name working  
00:16:29 --> 00:16:33: with, with, with the Black home and we were instrumental  
00:16:33 --> 00:16:33: in the.  
00:16:34 --> 00:16:36: You see the screen there? Yeah.  
00:16:37 --> 00:16:38: I still don't think.  
00:16:38 --> 00:16:39: Yeah, sorry, one second.  
00:16:41 --> 00:16:41: OK.  
00:16:46 --> 00:16:46: Yeah, so.  
00:16:48 --> 00:16:51: So Whistler Blackcomb will be worked on the 2010 Winter  
00:16:51 --> 00:16:54: Olympics and and our company has worked with quite a  
00:16:55 --> 00:16:58: few different Olympic Games throughout. I think the first one  
00:16:58 --> 00:17:02: was maybe Calgary 87 or sometime around then 88 I  
00:17:02 --> 00:17:03: guess it was.  
00:17:04 --> 00:17:08: And then the 2010 Winter Olympics, we did the.  
00:17:08 --> 00:17:12: The Nordic facility did some stuff on the downhill going  
00:17:12 --> 00:17:15: back and so, you know, we're working on the Winter  
00:17:15 --> 00:17:18: Olympics has always been pretty interesting. We, we, we did  
00:17:18 --> 00:17:21: the slopestyle courses on the halfpipe and things like that  
00:17:22 --> 00:17:24: for the latest Beijing Winter Games.  
00:17:24 --> 00:17:26: And before that, in Seoul, we did a bunch of  
00:17:26 --> 00:17:27: planning in there as well.  
00:17:30 --> 00:17:33: And so here's what a typical master plan kind of  
00:17:33 --> 00:17:35: looks like. So this is so we we lay out  
00:17:35 --> 00:17:38: the ski trails, the ski lifts and a better land  
00:17:38 --> 00:17:41: use planning at the bottom. Often our sites are you

00:17:41 --> 00:17:45: know, there's just not a lot of infrastructure already there.

00:17:45 --> 00:17:48: There there might be a small mountain village and we

00:17:48 --> 00:17:53: certainly have taken inspiration from the mountain villages within Europe.

00:17:53 --> 00:17:56: But this place, this is maybe in Russia, I see

00:17:56 --> 00:17:57: by the by the.

00:17:59 --> 00:18:03: By the language there, Kazakhstan, you know, here's another project

00:18:03 --> 00:18:06: where we just moving right up into the high elevation

00:18:06 --> 00:18:10: mountains, small resort village on whatever available land you have.

00:18:10 --> 00:18:14: It's pretty pretty hard sometimes with these steep steep slopes.

00:18:14 --> 00:18:17: So you know really compact design. Getting Rd access up

00:18:17 --> 00:18:19: there is always a challenge but you know you can

00:18:19 --> 00:18:23: have sometimes of transportation left that brings a lot of

00:18:23 --> 00:18:23: people up.

00:18:25 --> 00:18:27: And you know design this is kind of a very

00:18:28 --> 00:18:30: small village but to give you an example of like

00:18:30 --> 00:18:33: the kind of density and and a scale these little

00:18:33 --> 00:18:37: Alpine villages integrate fully into the ski trails and that's

00:18:37 --> 00:18:40: where we, you know that's where our design comes, that's

00:18:41 --> 00:18:44: where our niche really is is given that that interface

00:18:44 --> 00:18:46: between the village planning.

00:18:46 --> 00:18:49: And the recreation planning were there. In this case, it's

00:18:49 --> 00:18:51: ski trails. Make sure that all of that works together

00:18:51 --> 00:18:52: really, really well.

00:18:54 --> 00:18:57: And sometimes here's an existing resort in Mountain Village

00:18:57 --> 00:19:00: in Telluride, and these other buildings are infilling and amongst us,

00:19:01 --> 00:19:02: so we worked on that project too.

00:19:04 --> 00:19:04: Yeah.

00:19:05 --> 00:19:08: When you were, you're mentioning that the project in Kazakhstan

00:19:08 --> 00:19:10: with quite steep topography and, you know, little area to

00:19:10 --> 00:19:11: build a village.

00:19:12 --> 00:19:13: How?

00:19:14 --> 00:19:16: Are how would our sites chosen often? Is it kind

00:19:16 --> 00:19:19: of like grassroots as people? How is skiing and then

00:19:19 --> 00:19:21: there's an investor who wants to build a ski resort

00:19:21 --> 00:19:24: and that area, how, how generally is that chosen?

00:19:25 --> 00:19:29: Yeah, yeah, there's, there's probably a couple. There's a couple

00:19:29 --> 00:19:32: ways. You know, if a developer owns a section of  
00:19:32 --> 00:19:35: land and they're sort of limited by that, but what  
00:19:35 --> 00:19:38: what often happens is that they may have picked.  
00:19:39 --> 00:19:42: You know the wrong, the wrong mountain peak because they  
00:19:42 --> 00:19:45: sort of what what tends to happen is they they  
00:19:45 --> 00:19:48: see really steep slopes and you know that's what you  
00:19:48 --> 00:19:51: see in all the magazines and the videos and so  
00:19:51 --> 00:19:54: you think great like that that's gonna be an incredibly  
00:19:54 --> 00:19:57: extreme fantastic resort. But what really is the the money  
00:19:57 --> 00:20:00: maker terrain for a ski resort is the novice. The  
00:20:00 --> 00:20:04: low intermediate terrain which is flatter and but that's where  
00:20:04 --> 00:20:07: the big that's where the majority of skiers exist right.  
00:20:07 --> 00:20:09: That's where the biggest market segment.  
00:20:09 --> 00:20:10: And so.  
00:20:11 --> 00:20:14: You know if we can we'll tell them to increase  
00:20:14 --> 00:20:18: their study area and you know that that they they  
00:20:18 --> 00:20:22: they might be able to and negotiate with the government  
00:20:22 --> 00:20:25: to to to switch to to switch focus points or  
00:20:25 --> 00:20:28: or that sort of thing or hired sort of at  
00:20:28 --> 00:20:32: a higher level like what Paul's done where there's like  
00:20:32 --> 00:20:36: the the the tourism part of the the government will  
00:20:36 --> 00:20:40: hire us to assess the whole mountain range and identify  
00:20:40 --> 00:20:41: particular zones.  
00:20:41 --> 00:20:44: It could be really good. So we you know we'll  
00:20:44 --> 00:20:48: we'll do first we'll get satellite mapping so we'll source  
00:20:48 --> 00:20:51: that and then we'll run through it our analysis to  
00:20:52 --> 00:20:54: find out you know we look at all the the  
00:20:54 --> 00:20:58: slopes, the solar angles, the aspect analysis and all of  
00:20:58 --> 00:21:01: those and we can combine them to find these kind  
00:21:01 --> 00:21:05: of like these targets that we like. OK that that's  
00:21:05 --> 00:21:08: that area it seems to tick all the boxes not  
00:21:08 --> 00:21:11: just the ski train but you also need good.  
00:21:11 --> 00:21:14: Reliable land for the for the base area as well  
00:21:14 --> 00:21:16: and you need to be able to get there. If  
00:21:16 --> 00:21:19: it's like buried way in the mountain range it can  
00:21:19 --> 00:21:22: cost you, so it can just be impossible to get  
00:21:22 --> 00:21:25: a road there without spending all the money. So you  
00:21:25 --> 00:21:28: combine all that things and then he'll go and fly  
00:21:28 --> 00:21:31: those targets with a helicopter and you can really see  
00:21:31 --> 00:21:34: a lot just, you know, once you're in a helicopter.  
00:21:34 --> 00:21:37: So there's a few countries where he's spent. He's spent  
00:21:37 --> 00:21:40: a long, he's spent days up in a helicopter flying

00:21:40 --> 00:21:41: these different zones.

00:21:41 --> 00:21:42: Yeah.

00:21:43 --> 00:21:45: So you also don't have a fear of heights at

00:21:45 --> 00:21:45: this point.

00:21:47 --> 00:21:49: Uh, no. But seems to be getting seems to be

00:21:49 --> 00:21:52: getting worse. As I get older I sometimes I find

00:21:52 --> 00:21:55: myself skiing into some pretty sketchy areas, so I didn't

00:21:55 --> 00:21:58: used to be so worried about maybe it's having kids

00:21:58 --> 00:22:01: or something that sort of held back a little bit.

00:22:01 --> 00:22:02: That seems fair.

00:22:04 --> 00:22:07: So, you know in emerging markets or maybe the challenges

00:22:07 --> 00:22:09: are here, what's what do you think the some of

00:22:09 --> 00:22:12: the biggest challenges you've had to overcome either as in

00:22:12 --> 00:22:15: your career or or while working on projects?

00:22:16 --> 00:22:20: Yeah, yeah. So, you know, depending on their market, you

00:22:20 --> 00:22:23: know, some areas really don't have much of a historical

00:22:23 --> 00:22:27: skier ski culture and so you're working with maybe

00:22:27 --> 00:22:30: developers

00:22:27 --> 00:22:30: that, you know, may have not skied at all. And

00:22:31 --> 00:22:34: so there's just a lot of education that has to

00:22:34 --> 00:22:37: happen. You know, we have all these kind of principles

00:22:37 --> 00:22:40: and the company. And so when we're laying out these

00:22:41 --> 00:22:44: villages and real estate and things like that, it might

00:22:44 --> 00:22:46: be we need to educate the clients.

00:22:46 --> 00:22:50: A lot more improved just to approve out what we're

00:22:50 --> 00:22:52: doing there and to give you some examples.

00:22:53 --> 00:22:56: You know, and often a big one is, is zoning

00:22:56 --> 00:23:00: things, zoning development right around the ski terrain, ski

00:23:01 --> 00:23:03: lifts

00:23:01 --> 00:23:03: and the bottom of the ski trails to be a

00:23:03 --> 00:23:07: hotbed model. So you know, whether it's whether those units

00:23:07 --> 00:23:11: are sold privately, that's fine. But they have to have

00:23:11 --> 00:23:14: a covenant on them that ensures that when the owners

00:23:14 --> 00:23:18: aren't using the units that they're put into a rental

00:23:18 --> 00:23:21: pool. And so that, you know, so it's just so

00:23:21 --> 00:23:23: incredibly important that that's done.

00:23:23 --> 00:23:26: Because Whistler does a really good job of it if

00:23:26 --> 00:23:28: you come here, you know, peak season.

00:23:29 --> 00:23:33: The village is just absolutely buzzing with people and all

00:23:33 --> 00:23:36: the units and that main core area are full and

00:23:36 --> 00:23:39: it just gives the village such a lively feel and

00:23:40 --> 00:23:43: it keeps the commercial space going and it but you

00:23:43 --> 00:23:46: go into other places and actually have to you know

00:23:46 --> 00:23:50: mention in the states they they can't really put those  
00:23:50 --> 00:23:53: covenants on properties at all. And So what happens in  
00:23:54 --> 00:23:57: some of these really great ski resorts is these units  
00:23:57 --> 00:24:00: that are right there in the middle of.  
00:24:00 --> 00:24:02: The village St area and right on the snow front,  
00:24:02 --> 00:24:05: the assault and those people use them two weeks a  
00:24:05 --> 00:24:07: season and the rest of the time they're empty. And  
00:24:07 --> 00:24:10: so it's really hard to get that vibrancy and get  
00:24:10 --> 00:24:13: that action. And that's what really attracts people to these  
00:24:13 --> 00:24:16: spaces, you know, and there's you go to Whistler and  
00:24:16 --> 00:24:19: there's just tons of people walking through the street and  
00:24:19 --> 00:24:22: people just come for that experience. They're not even,  
they're  
00:24:22 --> 00:24:25: not even skiing now. They're just coming up for the  
00:24:25 --> 00:24:28: whole resort, you know, being in nature, being in this  
00:24:28 --> 00:24:30: mountain village, that kind of experience, so.  
00:24:31 --> 00:24:33: One thing we in order to get that sort of  
00:24:33 --> 00:24:36: if if we're if we're struggling with the client and  
00:24:36 --> 00:24:39: they're not sort of applying these kind of like really  
00:24:39 --> 00:24:43: key principles then we'll bring them to Whistler. So we'll  
00:24:43 --> 00:24:46: you know we'll bring them out and with their with  
00:24:46 --> 00:24:48: their group and we'll do a tour with solar. We'll  
00:24:49 --> 00:24:52: walk them through and we'll point out all these elements  
00:24:52 --> 00:24:55: that are working really well and we take them to  
00:24:55 --> 00:24:57: sun peaks usually as well because the sun peaks is  
00:24:58 --> 00:25:00: a it's it's it's a perfect example of ecoscience.  
00:25:00 --> 00:25:03: Plan we, we we took the full master plan and  
00:25:03 --> 00:25:06: it's built very close to to our our original vision  
00:25:06 --> 00:25:08: and so and the scale is a lot better you  
00:25:08 --> 00:25:11: know Whistler is one of the largest ski resorts in  
00:25:11 --> 00:25:13: the world so it's kind of unfair to show that  
00:25:13 --> 00:25:16: to and it's one of the most successful. So it's  
00:25:16 --> 00:25:18: you know you get that side of it but then  
00:25:18 --> 00:25:21: go into Sun Peaks is really really useful because the  
00:25:21 --> 00:25:24: scale is just a bit more manageable and they can  
00:25:24 --> 00:25:27: see how that operates and it's it's there's a lot  
00:25:27 --> 00:25:30: of similar principles there so bringing them out you can  
00:25:30 --> 00:25:31: actually see.  
00:25:31 --> 00:25:34: The light bulb go on in the head, they really  
00:25:34 --> 00:25:37: get it after that and that's that's proven to be  
00:25:37 --> 00:25:41: a really good strategy to bring their project to continue  
00:25:41 --> 00:25:42: it on forward.

00:25:44 --> 00:25:46: I'm just curious is that was that covenant kind of  
00:25:46 --> 00:25:49: founded in Whistler and then kind of starting to be  
00:25:49 --> 00:25:51: applied elsewhere now or do you happen to?  
00:25:51 --> 00:25:54: Know the history I don't know the history of it  
00:25:54 --> 00:25:58: but it's it really works really well. I'm sure it  
00:25:58 --> 00:26:01: exists elsewhere in the world and and and other places  
00:26:01 --> 00:26:05: it it's it's not that difficult to implement but in  
00:26:05 --> 00:26:08: in places like the states it's just we have been  
00:26:08 --> 00:26:11: trying to do that and and they get it too.  
00:26:11 --> 00:26:13: They do understand but it's just.  
00:26:14 --> 00:26:17: It's just for whatever reason, legally they're not, they're not  
00:26:17 --> 00:26:19: able to do it and the market really doesn't seem  
00:26:19 --> 00:26:22: to. The people there, they want to own their place,  
00:26:22 --> 00:26:24: they don't want to, they don't want to rent it  
00:26:25 --> 00:26:27: out and you can't, you just can't force them through  
00:26:27 --> 00:26:30: covenant steps for some reason. So it's a shame because  
00:26:30 --> 00:26:33: yeah, like I said, somebody's family is really great resource.  
00:26:35 --> 00:26:38: Just it's really challenged to keep them running through the  
00:26:38 --> 00:26:40: through the offseason and keep staff there and keep the  
00:26:40 --> 00:26:42: commercial space open and things like that.  
00:26:43 --> 00:26:45: How, how important is staff housing in in kind of  
00:26:46 --> 00:26:49: designing and planning these communities? I know like  
what's there's  
00:26:49 --> 00:26:52: got always you know, a shortage of staff housing. That's  
00:26:52 --> 00:26:56: always been a constant discussion. But for the smaller  
resorts  
00:26:56 --> 00:26:58: is that is much of a need, is there kind  
00:26:58 --> 00:27:00: of enough staffing at all these places or is that  
00:27:00 --> 00:27:01: also a challenge?  
00:27:02 --> 00:27:04: Yeah, it's it's definitely a challenge.  
00:27:05 --> 00:27:08: Um, you know, for developer, it's kind of the least.  
00:27:09 --> 00:27:11: Desirable thing. They want to build, they want to build  
00:27:11 --> 00:27:14: the, you know, the more valuable real estate and sell  
00:27:14 --> 00:27:17: that. So you know, they they do understand. Obviously you  
00:27:17 --> 00:27:20: need to have staff to operate your resort, otherwise there's  
00:27:20 --> 00:27:22: nothing there at all. But it is.  
00:27:23 --> 00:27:27: I'm sorry, it's something popped up, but there is, there  
00:27:27 --> 00:27:29: is ways. You know, we we do, we do plan  
00:27:29 --> 00:27:33: for that and thinking about good locations where that can  
00:27:33 --> 00:27:37: go. Now ideally it's not, it's not too remote, it's  
00:27:37 --> 00:27:40: hard to get it too close because that's where the  
00:27:40 --> 00:27:43: most valuable land is and it all depends on the

00:27:43 --> 00:27:46: location of the resort. Maybe if it's not that far  
00:27:46 --> 00:27:49: from a town hub or a city, you know, then  
00:27:49 --> 00:27:53: people are just coming in from there getting shuttled in.  
00:27:53 --> 00:27:56: You know, some of the local mountains and in Whistler  
00:27:56 --> 00:27:59: graphs and Cyprus and things, I'm sure all their stuff  
00:27:59 --> 00:28:02: is just coming in off site by the vehicle or  
00:28:02 --> 00:28:05: or shuttle bus or something like that. So that can  
00:28:05 --> 00:28:08: that can be how it works too in China. There.  
00:28:08 --> 00:28:11: Yeah they'll just, they'll just build, build you know, cheap  
00:28:11 --> 00:28:14: cheaper housing for everybody. But to that, to that end,  
00:28:14 --> 00:28:18: actually another thing that Whistler is doing really, really well  
00:28:18 --> 00:28:22: because they have this, it's called the Whistler Housing  
Authority  
00:28:22 --> 00:28:23: and they implement.  
00:28:23 --> 00:28:27: Or they ensure that every developer has to have a  
00:28:27 --> 00:28:31: certain amount of their housing built for this this pool  
00:28:31 --> 00:28:33: of affordable housing.  
00:28:34 --> 00:28:37: And I I'm living in one, actually right now. So  
00:28:37 --> 00:28:39: that you have to be, you have to be an  
00:28:39 --> 00:28:42: employee of Whistler. And I'm sorry, you have to be  
00:28:42 --> 00:28:43: employed in Whistler.  
00:28:44 --> 00:28:46: And as long as that you meet that requirement, then  
00:28:46 --> 00:28:49: you can buy into these more affordable housing and maybe  
00:28:49 --> 00:28:52: they're great. You know they, they can be townhouses. You  
00:28:52 --> 00:28:55: know they've got the full range of single family housing  
00:28:55 --> 00:28:58: within their inventory. There's a long list. But right now  
00:28:58 --> 00:29:01: if you had to buy into the general market housing  
00:29:01 --> 00:29:04: if you're, if you're not a millionaire you know if  
00:29:04 --> 00:29:07: you're not independently wealthy it's just not an option so  
00:29:07 --> 00:29:09: for people that are working here.  
00:29:10 --> 00:29:11: It's a life saver really.  
00:29:13 --> 00:29:14: Yeah.  
00:29:14 --> 00:29:17: One final question before we get to some Q&A.  
00:29:19 --> 00:29:22: If you can kind of choose one thing, what's the  
00:29:22 --> 00:29:25: most interesting thing you've worked on? What's the most the  
00:29:25 --> 00:29:28: coolest experience you've ever had in your in your career  
00:29:28 --> 00:29:30: at echosign, you could choose one.  
00:29:33 --> 00:29:37: Well, yeah. So in in China it's really interesting because  
00:29:37 --> 00:29:40: things you know as a designer of these you know  
00:29:40 --> 00:29:43: quite big master plans, China's a place that actually you  
00:29:44 --> 00:29:47: can see things belt within a very short period of  
00:29:47 --> 00:29:50: time and then you can go there. One project that

00:29:50 --> 00:29:52: we worked on it it was one year of  
00:29:52 --> 00:29:56: planning and two years of construction and then it was  
00:29:56 --> 00:29:59: open and operating. And so we went there and we  
00:29:59 --> 00:30:02: can stay at stay in these hotels that we helped  
00:30:02 --> 00:30:03: design.  
00:30:03 --> 00:30:06: You know right there on the snow front so that  
00:30:06 --> 00:30:09: that's pretty magical to be able to you know, after  
00:30:09 --> 00:30:12: all that time planning it, you can go and stay  
00:30:12 --> 00:30:15: in in this hotel. But I do have the other.  
00:30:15 --> 00:30:17: The other example, if I can do too was this  
00:30:17 --> 00:30:21: self Britannia project, which is just down the highway here  
00:30:21 --> 00:30:23: between Squamish and Vancouver.  
00:30:24 --> 00:30:27: That was pretty near and dear to my heart because  
00:30:27 --> 00:30:31: it's a it's a real estate development, but it is  
00:30:31 --> 00:30:34: anchored centrally by a a wave per park. So there's  
00:30:34 --> 00:30:38: this new and I'll show a picture because it's kind  
00:30:38 --> 00:30:40: of the best way to explain it.  
00:30:44 --> 00:30:45: So this one here.  
00:30:50 --> 00:30:51: Yeah, so.  
00:30:52 --> 00:30:55: You know, this is on the sea to Sky Highway.  
00:30:55 --> 00:30:57: This is the highway coming down. I don't know if  
00:30:58 --> 00:31:01: people know this area very well, but, but Britannia, the  
00:31:01 --> 00:31:04: mind museum and everything is just just off the page  
00:31:04 --> 00:31:07: here. But there's a plan here for 1000 units and  
00:31:07 --> 00:31:10: then it's centrally the central anchor is this, this dynamic  
00:31:10 --> 00:31:14: wave park, which is pretty new technology. It's only sort  
00:31:14 --> 00:31:17: of coming on in the last three or four years.  
00:31:17 --> 00:31:20: There's a few constructed around the world. This would be  
00:31:20 --> 00:31:22: the first in Canada and it's really.  
00:31:22 --> 00:31:25: Deciding. I grew up surfing, you know, I love skiing  
00:31:25 --> 00:31:28: and everything of course, but to bring surfing into the  
00:31:28 --> 00:31:32: mountains is just a combination of all sorts of passions  
00:31:32 --> 00:31:34: of mine. I travel, you know, far to go surfing.  
00:31:34 --> 00:31:38: So having something like this in the backyard and being  
00:31:38 --> 00:31:40: able to get my kids in it to to learn  
00:31:40 --> 00:31:43: to surf just here would just be incredible. And the  
00:31:43 --> 00:31:46: the technology is just really exciting. It's the most sort  
00:31:46 --> 00:31:49: of closest to ocean surfing that you can get. They're  
00:31:49 --> 00:31:51: really breaking waves and.  
00:31:53 --> 00:31:56: Yeah, so there's a commercial village and as part of  
00:31:56 --> 00:31:59: this plan as well and other recreational uses as pump  
00:31:59 --> 00:32:02: tracks and skate parks and things like that, but.



00:32:03 --> 00:32:06: Yeah, it's, it's going through the permitting process right now.  
00:32:06 --> 00:32:10: It's passed, it passed the first reading with unanimous support  
00:32:10 --> 00:32:12: and it's going into the second reading and I think  
00:32:12 --> 00:32:16: there's some modifications, but generally the overall vision seems to  
00:32:16 --> 00:32:16: be.  
00:32:17 --> 00:32:21: Still intact, as long as they work through some other  
00:32:21 --> 00:32:25: particular issues, then she'd keep going. So I'm excited about  
00:32:25 --> 00:32:25: this one.  
00:32:27 --> 00:32:28: That's super exciting.  
00:32:29 --> 00:32:32: On that, I think we've got some questions from the  
00:32:32 --> 00:32:35: audience. So, um, an interest of time maybe we all  
00:32:35 --> 00:32:38: run off. We kind of start being the gatekeepers a  
00:32:38 --> 00:32:41: lot. Adam, thank you so much by the way.  
00:32:44 --> 00:32:45: Yeah, of course.  
00:32:45 --> 00:32:48: You bet, Chris. No problem at all. We did get  
00:32:48 --> 00:32:50: a question from Kelly that came in just at the  
00:32:50 --> 00:32:53: chat. So I'm just going to unmute her and Kelly,  
00:32:53 --> 00:32:54: you can ask a question.  
00:32:58 --> 00:33:02: Hi, wasn't expecting though to be on mute, but my  
00:33:02 --> 00:33:05: question is if you can share some of the the  
00:33:05 --> 00:33:09: the the design process such as terrain selection or rezoning  
00:33:09 --> 00:33:12: this is maybe if you can share maybe one or  
00:33:12 --> 00:33:16: two location that you remember in Sequoia memorable?  
00:33:18 --> 00:33:18: Hmm.  
00:33:20 --> 00:33:25: Yeah, yeah. So yeah, site selection, you know, critically  
00:33:25 --> 00:33:28: important.  
00:33:28 --> 00:33:31: You have to find a site that really meets because  
00:33:31 --> 00:33:35: you're dealing with the natural.  
00:33:35 --> 00:33:39: You know, natural climate and things you have to really  
00:33:39 --> 00:33:42: work around what's what's there. And so, you know, we  
00:33:42 --> 00:33:45: do a lot of assessment of the site, we look  
00:33:45 --> 00:33:49: at the the aspect of the slope avalanche, you know,  
00:33:49 --> 00:33:52: threats and things like that and we'll map that all  
00:33:53 --> 00:33:56: out and then we identify what's suitable. So we'll draw  
00:33:56 --> 00:33:59: out you know, all the all the terrain that would  
00:33:59 --> 00:34:02: be suitable for the skiing and then all the terrain  
00:34:02 --> 00:34:06: that's suitable for for the base.  
00:34:06 --> 00:34:09: Area for the for the, Steve, villages and real estate  
00:34:09 --> 00:34:13: and then before we go too far, we'll take that  
00:34:13 --> 00:34:18: suitability and assess it in terms of the balance for  
00:34:18 --> 00:34:18: the different ski levels. So in different countries there is

00:34:18 --> 00:34:22: a different split according to skier ability.

00:34:22 --> 00:34:27: So in North America and Europe, you know steerability  
skews

00:34:27 --> 00:34:32: more to the advanced, higher intermediate and expert and  
then

00:34:32 --> 00:34:32: in.

00:34:34 --> 00:34:37: And then in other other regions like China and elsewhere,

00:34:37 --> 00:34:40: it's a more of an emerging market and it skews

00:34:40 --> 00:34:44: towards the beginner, beginner skills. So it's really important  
that

00:34:44 --> 00:34:47: even at that early stage we're seeing you know, what

00:34:47 --> 00:34:50: would be the overall balance on the terrain and then

00:34:50 --> 00:34:53: make sure that that matches what the skier ability level

00:34:53 --> 00:34:56: in that country is because you don't want to just

00:34:56 --> 00:34:59: develop a mountain that has 80% advanced terrain and no

00:34:59 --> 00:35:02: one's going to be able to ski and you're spending

00:35:02 --> 00:35:03: a lot of money.

00:35:03 --> 00:35:05: To develop it and just just gonna be going to

00:35:05 --> 00:35:07: be totally underutilized.

00:35:08 --> 00:35:12: So you know that's really important as far as the

00:35:12 --> 00:35:15: like the zoning and everything goes, you know we do

00:35:15 --> 00:35:20: work with sometimes local consultants to help us through  
that.

00:35:20 --> 00:35:24: But really at master plan level we we specify what

00:35:24 --> 00:35:27: is best for the project and then we give that

00:35:27 --> 00:35:30: to them and it's up to them to take that

00:35:30 --> 00:35:34: and go through the next stages of rezoning and everything.

00:35:34 --> 00:35:37: So we want to give them what you know we

00:35:37 --> 00:35:38: want to show.

00:35:39 --> 00:35:41: What their site is best capable of and and show

00:35:41 --> 00:35:44: them fully what what what it could be given. You

00:35:44 --> 00:35:47: know given every everything that they can do so and

00:35:47 --> 00:35:50: it's up to them to try to do the hard

00:35:50 --> 00:35:53: work and and go through all that process. So fortunately

00:35:53 --> 00:35:56: that doesn't bog us down too much because that can

00:35:56 --> 00:36:00: take many years and working in different countries that just

00:36:00 --> 00:36:03: requires people on the ground there to know their local

00:36:03 --> 00:36:05: bureaucracy to go through it. Yeah.

00:36:07 --> 00:36:11: Thanks for your question, Kelly. Appreciate it. We got  
another

00:36:11 --> 00:36:14: question that came in from Dugon. It says on the

00:36:14 --> 00:36:18: screen here. I'm just going to unmute you and you

00:36:18 --> 00:36:19: can ask your question.

00:36:20 --> 00:36:24: Hey there and Dugan from Smith and Anderson. Hi Adam.  
00:36:24 --> 00:36:27: I'm just curious if you could touch on how your  
00:36:27 --> 00:36:31: or how ecosystems processes have changed in the last  
maybe  
00:36:31 --> 00:36:35: say decade as climate change is becoming more relevant for  
00:36:35 --> 00:36:39: the winter seasons and and maybe how you factor in  
00:36:39 --> 00:36:42: artificial snow making into your consulting advice?  
00:36:43 --> 00:36:47: Yeah, thanks. Yeah. So certainly climate change is going to  
00:36:47 --> 00:36:50: affect us all and you know but everybody still wants  
00:36:50 --> 00:36:53: to go into the mountains and recreate. So we, we  
00:36:54 --> 00:36:58: definitely are highly, we consider this very strongly. And so  
00:36:58 --> 00:37:02: we have developed some new assessment techniques of the  
terrain.  
00:37:02 --> 00:37:05: You know when I was talking about the slope and  
00:37:05 --> 00:37:09: the aspect, we also do solar radiation analysis. So it's  
00:37:09 --> 00:37:12: really important that whatever we design also is on the  
00:37:13 --> 00:37:13: most.  
00:37:13 --> 00:37:16: Optimal terrain to with with to to hold the snow  
00:37:16 --> 00:37:17: the longest.  
00:37:17 --> 00:37:21: Umm, so, you know, aspect is a factor of that,  
00:37:21 --> 00:37:24: slope is a factor of that and shading and things  
00:37:24 --> 00:37:27: like that. So we want to make sure that we  
00:37:27 --> 00:37:30: never develop terrain on, on land that is going to  
00:37:30 --> 00:37:34: just not hold the snow. So that's that's that's one  
00:37:34 --> 00:37:37: that's kind of a passive way of looking at it.  
00:37:37 --> 00:37:42: And then yeah, certainly snowmaking is super important.  
Every ski  
00:37:42 --> 00:37:45: resort out there now has major snowmaking to just you  
00:37:45 --> 00:37:48: know, just to just to get a base.  
00:37:48 --> 00:37:50: Level of snow as the season begins and just get  
00:37:50 --> 00:37:52: through any of those sort of.  
00:37:53 --> 00:37:57: Warmer periods to just keep their season going super  
important.  
00:37:57 --> 00:38:00: And so yeah what are you search is always a  
00:38:00 --> 00:38:06: concern. There are a lot of technology, technological,  
technological advancements  
00:38:06 --> 00:38:10: within snowmaking that uses less water, less energy, things  
like  
00:38:10 --> 00:38:13: that. And then we can also we use some computer  
00:38:14 --> 00:38:17: analysis that can project the change of the snow line  
00:38:17 --> 00:38:22: depending on a certain threshold of temperature increase.  
And so  
00:38:22 --> 00:38:23: we may even.  
00:38:23 --> 00:38:26: Develop like if we're doing a a ski village location,

00:38:26 --> 00:38:29: we'll consider that because you certainly don't want to.  
00:38:30 --> 00:38:33: Invest in a whole ski village, you know where you  
00:38:33 --> 00:38:35: think the snow line is and then 10 years from  
00:38:35 --> 00:38:38: now it's going to be 100 meters further up the  
00:38:38 --> 00:38:40: mountain. So you know, we can project that and see  
00:38:40 --> 00:38:43: how it's going to look and keep that in mind  
00:38:43 --> 00:38:46: going forward. And then you know, the whole mountain  
recreational  
00:38:46 --> 00:38:49: experience, you've got to look beyond just skiing. So we  
00:38:49 --> 00:38:52: get into all sorts of different four season planning and  
00:38:52 --> 00:38:54: there's a ton of other activities and there's a lot  
00:38:55 --> 00:38:58: of advancement in those activities. Some of them operate  
year  
00:38:58 --> 00:39:00: round, so you can run them through the winter as  
00:39:00 --> 00:39:01: well.  
00:39:01 --> 00:39:05: And then and then, yeah, looking at offseason and summer  
00:39:05 --> 00:39:09: and recreational uses as well, so that these places aren't  
00:39:09 --> 00:39:10: fully dependent on.  
00:39:11 --> 00:39:12: On skiing, yeah.  
00:39:13 --> 00:39:14: Thanks.  
00:39:16 --> 00:39:19: Awesome. That's a great question. Thank you for asking it  
00:39:19 --> 00:39:22: and thanks for answer. Adam, we have another question that  
00:39:22 --> 00:39:25: came in from Alex. Alex, I'm going to unmute you  
00:39:25 --> 00:39:26: and you can ask your question.  
00:39:28 --> 00:39:31: Hi Adam, Alex here. Thanks for the presentation. I have  
00:39:31 --> 00:39:35: a question for you about timelines. I understand you work  
00:39:35 --> 00:39:40: in different countries, but maybe particularly in you know  
North  
00:39:40 --> 00:39:43: American market. How long does it take from concept or  
00:39:43 --> 00:39:47: feasibility study to all the way to completion of the  
00:39:47 --> 00:39:51: ski resort or the recreation resort? Maybe just describe briefly  
00:39:51 --> 00:39:54: like what what durations can we look at?  
00:39:55 --> 00:39:57: Yeah. Thanks for the question.  
00:39:58 --> 00:40:01: Yeah. And in North America, it's a much longer timeline  
00:40:01 --> 00:40:04: than it is elsewhere. And you know that's fine. That's  
00:40:05 --> 00:40:07: really important. Like I do appreciate the.  
00:40:08 --> 00:40:11: Or the consideration for the different levels it needs to,  
00:40:11 --> 00:40:15: you know, it needs to go through environmental assessments  
and  
00:40:15 --> 00:40:18: and all that sort of thing. So, you know, in  
00:40:18 --> 00:40:22: North America, especially in the states, there's the forestry  
service  
00:40:22 --> 00:40:25: there. I think the permitting process just to go through

00:40:25 --> 00:40:28: the initial phase with the forestry services.

00:40:29 --> 00:40:33: At least two years before that gets approved and then

00:40:33 --> 00:40:38: construction, construction can take you know depending on the scale

00:40:38 --> 00:40:41: of the project and we we do lots of you

00:40:41 --> 00:40:44: know putting in a ski lift, just one lift can

00:40:44 --> 00:40:49: be done within within one summer construction. Right now there's

00:40:49 --> 00:40:52: a long delay with the supply chain issues and steel

00:40:52 --> 00:40:56: and things like that. So I think the lift manufacturers

00:40:57 --> 00:41:00: it's, it's it's getting pretty challenging.

00:41:00 --> 00:41:03: To to get that through one season, but that was

00:41:03 --> 00:41:07: what typically it would take, but a whole ski village,

00:41:07 --> 00:41:10: yeah, it can take 510 more years to build that

00:41:10 --> 00:41:13: out, but it's all phased. You start small, you start

00:41:13 --> 00:41:17: with just the day lodge and a couple of buildings

00:41:17 --> 00:41:20: and the parking lots and we do phased plans over

00:41:20 --> 00:41:24: ten, 20-30 years that the resort master plan for Whistler

00:41:24 --> 00:41:27: Mountain. I think the timeline is a 30 year timeline.

00:41:27 --> 00:41:30: So it's not something that they have to do.

00:41:30 --> 00:41:33: Right away and they can look at the the full

00:41:33 --> 00:41:35: picture and just pick off little projects and and and

00:41:36 --> 00:41:38: get and start with those to make it more manageable.

00:41:38 --> 00:41:41: But yeah the permitting process here is, is a lot

00:41:41 --> 00:41:43: longer and and then you've got you know all sorts

00:41:44 --> 00:41:46: of things with crown land and First Nations land and

00:41:46 --> 00:41:49: things like that you have to work through so.

00:41:50 --> 00:41:54: Sometimes in other countries, it's just not. It's just not

00:41:54 --> 00:41:57: as as laborious as it is here, yeah.

00:41:59 --> 00:42:00: Thank you.

00:42:04 --> 00:42:07: Older Randolph, I don't know how many other questions we

00:42:07 --> 00:42:10: have. Adam, we're recognizing that we're kind of approaching the

00:42:10 --> 00:42:12: end of your time here. Do you have a couple

00:42:12 --> 00:42:14: more minutes if needed for for one or two more

00:42:14 --> 00:42:14: questions?

00:42:15 --> 00:42:17: Yeah, yeah, absolutely. There's more.

00:42:20 --> 00:42:23: Great. Yeah, we have a question from Norm that came

00:42:23 --> 00:42:26: in through the through the chat here. And Norm, I

00:42:26 --> 00:42:29: see you're unmuted, so feel free to ask your question.

00:42:30 --> 00:42:34: Adam, just wondering what your take is. There's a big

00:42:34 --> 00:42:35: green movement.

00:42:35 --> 00:42:39: There's been a lot written about ecological and

environmental damage  
00:42:39 --> 00:42:43: caused by creating ski runs with drainage and specifically in  
00:42:44 --> 00:42:46: BC as it relates to the fisheries and.  
00:42:46 --> 00:42:47: The rivers.  
00:42:47 --> 00:42:50: Flowing to the ocean and that whole ecosystem, what's the  
00:42:50 --> 00:42:54: likelihood that we will see new ski resorts developed in  
00:42:54 --> 00:42:57: British Columbia and or Canada in general from your  
perspective?  
00:42:59 --> 00:43:02: Yeah, this, there is actually a lot happening in north,  
00:43:02 --> 00:43:04: in North America and in Canada.  
00:43:06 --> 00:43:09: You know, we're, we're as a master planner. You know,  
00:43:09 --> 00:43:12: we do get hired by developers. They just want to  
00:43:12 --> 00:43:16: see what's, what the potential of their site is. So,  
00:43:16 --> 00:43:19: you know, that's what we do. We'll show them exactly  
00:43:19 --> 00:43:22: what is, what they could achieve, you know, if they  
00:43:22 --> 00:43:26: fully develop. Whether or not they can take that and  
00:43:26 --> 00:43:29: actually make it happen is, is the big question. But  
00:43:29 --> 00:43:32: there are, yeah, there are a lot of ski areas  
00:43:32 --> 00:43:35: on the books, on the plans across BC and across  
00:43:35 --> 00:43:36: Canada.  
00:43:37 --> 00:43:40: And I I think there will be there. There was  
00:43:40 --> 00:43:43: a big increase in in visitation across the across the  
00:43:43 --> 00:43:46: market in the last few years. You know with the  
00:43:46 --> 00:43:49: pandemic and outdoor recreation is just a lot of people  
00:43:49 --> 00:43:53: wanting to come out into nature and experience that you  
00:43:53 --> 00:43:56: know whether it's skiing or or or else or or  
00:43:56 --> 00:43:59: something else that's one thing. But with that kind of  
00:43:59 --> 00:44:02: demand I think there will be you know and it  
00:44:02 --> 00:44:05: was in the real estate market as well people wanted  
00:44:05 --> 00:44:06: to move out of this.  
00:44:06 --> 00:44:09: And centers, so we're seeing also just developments just for  
00:44:09 --> 00:44:11: real estate and some of these more.  
00:44:12 --> 00:44:15: You know other other smaller towns or even remote areas  
00:44:15 --> 00:44:18: with a kind of recreational component. So I think that.  
00:44:19 --> 00:44:22: Yeah, there will be, there will be more development and  
00:44:22 --> 00:44:25: there is always going to be the challenge about how  
00:44:25 --> 00:44:28: to do it in the most sensitive way. But I  
00:44:28 --> 00:44:30: do think the process here is, is in the North  
00:44:30 --> 00:44:33: America is really good. It's very important that we go  
00:44:33 --> 00:44:36: that we have to prove it all out and satisfy  
00:44:36 --> 00:44:37: all the requirements so.  
00:44:38 --> 00:44:40: Yeah. Now as long as it's done in a in

00:44:40 --> 00:44:43: a careful manner and sensitive manner, then then I think  
00:44:43 --> 00:44:46: it's, I think it's a good thing to get people  
00:44:46 --> 00:44:49: out into nature because I think the more people that  
00:44:49 --> 00:44:51: come out and experience it and get out of those  
00:44:51 --> 00:44:54: urban centers, you know, hopefully they can connect more  
with  
00:44:54 --> 00:44:58: nature and it becomes more forefront and their lifestyle and  
00:44:58 --> 00:45:00: they want to preserve it more as well.  
00:45:03 --> 00:45:06: Cool. Thanks for your question, norm. We appreciate that.  
We  
00:45:06 --> 00:45:09: have one final question from Andrew. Andrew, I'll unmute you  
00:45:09 --> 00:45:11: and you can ask your question.  
00:45:14 --> 00:45:17: Hi, everyone. Thanks for your time. Adam, my question is  
00:45:17 --> 00:45:20: around limitations that you would have to consider for the  
00:45:20 --> 00:45:23: site selection of ski resorts. So an example I gave  
00:45:23 --> 00:45:26: is a sourcing food of any limitations that you think  
00:45:26 --> 00:45:27: would exist.  
00:45:27 --> 00:45:27: Great.  
00:45:28 --> 00:45:29: Hmm.  
00:45:29 --> 00:45:33: Yeah, yeah. These days with the with snowmaking is such  
00:45:33 --> 00:45:37: an important part of of having a good operational season  
00:45:37 --> 00:45:40: length for a ski resort, then water is you know,  
00:45:40 --> 00:45:43: probably one of the most important things that you need  
00:45:43 --> 00:45:46: to ensure you have adequate supply of.  
00:45:47 --> 00:45:49: So that's that's a limiting factor.  
00:45:51 --> 00:45:53: And then there's things like market, I mean, if you  
00:45:53 --> 00:45:55: are really far from population centers.  
00:45:56 --> 00:46:00: You know, going forward, like these destination resorts that  
people  
00:46:00 --> 00:46:05: are flying, that they're solely surviving on people flying  
internationally  
00:46:05 --> 00:46:08: to visit, that's going to be a very big limiting  
00:46:08 --> 00:46:10: factor I think maybe the price of.  
00:46:12 --> 00:46:14: Line is maybe going to go up and that's just  
00:46:14 --> 00:46:18: and people are becoming more aware that they don't really  
00:46:18 --> 00:46:21: wanna do that too much because of the carbon footprint  
00:46:21 --> 00:46:24: part of it. So you know through the pandemic, you  
00:46:24 --> 00:46:27: know, a good example is that a lot of these  
00:46:27 --> 00:46:30: places did pivot to really target local markets and so.  
00:46:31 --> 00:46:34: That sort of proved out that that's really possible. You  
00:46:35 --> 00:46:37: can run your your ski area or whatever it is  
00:46:37 --> 00:46:41: recreational activity with local market if you can tap into  
00:46:41 --> 00:46:45: that. So that's a limiting factor. You don't want to

00:46:45 --> 00:46:48: build out so remotely that you're just relying on on  
00:46:48 --> 00:46:52: visitation coming from outside there, outside the country or  
even  
00:46:52 --> 00:46:56: outside the region. So scale of projects needs to consider  
00:46:56 --> 00:46:56: that.  
00:46:58 --> 00:46:59: Yeah, so water.  
00:47:00 --> 00:47:02: I think those are kind of the two big things  
00:47:02 --> 00:47:04: that come to mind immediately. Yeah, thanks.  
00:47:06 --> 00:47:09: On, on that I think we're at about time. So  
00:47:09 --> 00:47:11: Adam on behalf of everyone at UCI and back for  
00:47:11 --> 00:47:14: everyone both here today and who registered and we'll be  
00:47:15 --> 00:47:17: watching this later on. You know thank you so much  
00:47:17 --> 00:47:20: for for coming. Thank you so much for giving your  
00:47:20 --> 00:47:23: time to join us today. It's been super interesting, super  
00:47:23 --> 00:47:27: insightful and I know you've got so many experiences and  
00:47:27 --> 00:47:30: stories and in your head that we could elaborate on,  
00:47:30 --> 00:47:30: but.  
00:47:32 --> 00:47:35: You know, the ones that you touched today, amazing. Thank  
00:47:35 --> 00:47:38: you so much. If people in the audience or people  
00:47:38 --> 00:47:40: listening in are are keen to get in touch with  
00:47:40 --> 00:47:42: you or or reach out with more questions or or  
00:47:43 --> 00:47:45: chat about anything else, what would be the best way  
00:47:45 --> 00:47:46: to reach you?  
00:47:47 --> 00:47:51: Yeah, you can. You can find my contact information on  
00:47:51 --> 00:47:56: our website [www.echosign.com](http://www.echosign.com). It's probably the easiest  
way. Just just  
00:47:56 --> 00:47:59: e-mail our info line there and and I'll get that.  
00:48:01 --> 00:48:03: Perfect. All right. Well, on behalf of the coffee and  
00:48:04 --> 00:48:07: conversations team, this is my last one. I'll be transitioning  
00:48:07 --> 00:48:09: off to a different country here, but it's been a  
00:48:09 --> 00:48:12: pleasure hosting these events over the past couple of years  
00:48:12 --> 00:48:15: and and all of our Randolph will be will be  
00:48:15 --> 00:48:16: taking the reins here, so.  
00:48:17 --> 00:48:18: Thank you so much and hope everyone has a great  
00:48:19 --> 00:48:19: day.  
00:48:19 --> 00:48:20: Thanks everyone.  
00:48:21 --> 00:48:22: Thank.  
00:48:22 --> 00:48:23: You Adam. That's fantastic.  
00:48:24 --> 00:48:26: Alright, thanks a lot.  
00:48:26 --> 00:48:27: Bye.



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