
RE: ECGC Purchase and Housing Considerations

From Luke Sales <LSales@qualicumbeach.com>

Date Mon 2025-09-15 11:49 AM

To Mark Holland <mark@westplanconsulting.ca>; Jason Locke <jason@thinkmodus.ca>; Jean Roe <jean@thinkmodus.ca>; **Sec. 22** <edward@thinkmodus.ca>; Bailey Walsh <BWalsh@qualicumbeach.com>

Thanks Mark

Luke Sales, MCIP, RPP
Director of Planning and Community Development
Town of Qualicum Beach
250.752.6921
lsales@qualicumbeach.com

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From: Mark Holland <mark@westplanconsulting.ca>

Sent: September 15, 2025 11:15 AM

To: Jason Locke <jason@thinkmodus.ca>; Jean Roe <jean@thinkmodus.ca>; **Sec. 22** <edward@thinkmodus.ca>; Luke Sales <LSales@qualicumbeach.com>; Bailey Walsh <BWalsh@qualicumbeach.com>

Subject: FW: ECGC Purchase and Housing Considerations

Team:

Below is an exchange I'm having with **Sec. 22** on the WAAM / Eaglecrest discussion.

Cheers
Mark

From: Mark Holland

Sent: September 15, 2025 11:14 AM

To: **Sec. 22** @shaw.ca

Subject: RE: ECGC Purchase and Housing Considerations

Thanks for your thoughtful exploration of this question and issue.

You raise an important policy issue that I think Qualicum is reckoning with:

- Does Qualicum have to have only highcost housing to keep its charm – and therefore, do those with less money (including workers) have to travel from other communities?

Some people are more comfortable taking a position that some communities should simply be exclusive and expensive than others. Others feel that it's fine to have expensive "areas" in a community, but that every community should do its best to provide a diversity of housing price points for those who live/work there.

A context for this choice emerged with the provincial housing targets. The province set out a clear mandate that no communities are permitted to simply ignore adding housing as Oak Bay had done for the past decades and simply stay / become more expensive. I think this is an example of a general shift in thinking that suggests that most communities should at least try to provide a diversity of housing types and price points – including for lower paid workers. It may not be wildly successful, but at least they should try.

Part of this is acknowledging that using housing costs to force a core workforce on which a community relies to commute 30 minutes or more both undermines the stability of that community's workforce, and raises GHG emissions, etc...

Regarding the question of character, through design (and design guidelines), even lower cost housing can look very harmonious with surrounding areas - and this then becomes an OCP question vs its sections on design guidelines. The community can have a discussion about how it wants all multi-family housing to look – and if there is strong consensus it should have heritage-informed character or other aspects, those can be enshrined in guidelines and shape future housing – regardless of its price point.

Thoughts?

Mark

From: Sec. 22 @shaw.ca <Sec. 22 @shaw.ca>

Sent: September 14, 2025 9:16 AM

To: Mark Holland <mark@westplanconsulting.ca>

Subject: ECGC Purchase and Housing Considerations

Mark - Good morning. First, apologies for sending this on the weekend. I'll beg forgiveness.

I'd like to follow-up on a point raised at last Tuesday's Eaglecrest Golf Course Open House meeting. Towards the end of the first session, you posed several 'hands-up' Straw Poll questions to determine the level of support by attendees for several issues. I thought that the

level of support for these questions was particularly notable and might apply to both the Eaglecrest and WAAM studies that MODUS / Westplan are currently conducting.

If I recall correctly, on one of these questions, you asked attendees whether they would be **'supportive of including housing for service workers as part of the Eaglecrest real estate development plan'**. The show of hands on this question was fairly high which surprised some people that I subsequently talked to. Several wondered whether views on this subject might change once more Eaglecrest residents saw the actual size, design and location of such housing. So, this may still be an open question to be considered going forward.

To provide some perspective on this question, I'd like to take you back to the three public sessions that you facilitated in the Town's 2011 OCP Review process. At the time, the discussion was about the **'Vision for Qualicum Beach'**. As I recall, being at all of these sessions, when commenting about the vision, the comment was made that Qualicum Beach should be the Canadian version of **Carmel-by-the-Sea**, known for its museums and library of the historic Carmel Mission, and the fairytale cottages and galleries of its village-like center. This seemed to generate a lot of smiles amongst attendees with an indication that they shared this type of Vision.

Now, skip forward some 15 years, let's think about this Carmel-by-the-Sea Vision - is it still in people's minds?

On this, I'd suggest that there's a parallel consideration when we think about the Carmel-by-the-Sea analogy.

Having been in Carmel some time ago and thinking about this, I don't recall seeing a lot of low-cost housing. Actually, I thought most of the services workers probably lived in Salinas and surrounding communities with lower cost housing, some 20 to 30 miles away and commuted to work in Carmel.

Wondering about this, in the current context, I decided to ask AI and the question that I posed was:

- **"Where do needed service workers who keep Carmel's restaurants, hotels, shops, and public services running actually live?"**

Attached is the response that I received from Microsoft Co-pilot which you might find of interest. At the end there is some additional information, provided by ChatGPT.

In summary, this is something for MODUS / Westplan might consider in assessing both the Eaglecrest and the whole OCP WAAM housing design and needs questions. Does the Carmel situation and earlier QB Vision aspirations have any relevance to the current Qualicum Beach housing assessment and forward planning?

Regards, **Sec. 22**

facilitation guide and info on September 9

From Luke Sales <LSales@qualicumbeach.com>

Date Tue 2025-08-12 4:19 PM

To Jason Locke <jason@thinkmodus.ca>; Bailey Walsh <BWalsh@qualicumbeach.com>; Mark Holland <mark@westplanconsulting.ca>; Edward Porter <edward@thinkmodus.ca>; Jean Roe <jean@thinkmodus.ca>; Bailey Walsh <BWalsh@qualicumbeach.com>

 1 attachment (33 KB)

Eaglecrest Meeting Guide.docx;

Attached is the discussion guide we've been using when we talk with community groups. The actual discussions tend to jump around, but these are the main themes.

Also, below is the invite we'll be posting so the public is aware of the September 9 open house.

Please join the Town of Qualicum Beach for an open house to share your priorities for the Eaglecrest Revisioning project. Council has approved a conditional agreement to purchase the Eaglecrest Golf Course lands, and this first session is about listening: we will not be presenting preliminary concepts. Your input will help our consultant, MODUS Planning, Design and Engagement, prepare options for community review at a future meeting.

What Eaglecrest Revisioning – Public Open House

When: Tuesday, September 9, 2025, 3pm-7pm

Where: Qualicum Beach Civic Centre (747 Jones St)

Drop in any time between 3:00 and 7:00 pm. Overview presentations will be offered at 3:30 pm and 5:30 pm, with Town staff and MODUS available for questions.

No RSVP is required—just drop in. If you can't attend, background information and future participation opportunities will be posted at: <https://qualicumbeach.com/eaglecrest-golf-course-revisioning>

Questions? Email inquiry@qualicumbeach.com.

We look forward to hearing your ideas.

Luke Sales, MCIP, RPP

Director of Planning and Community Development

Town of Qualicum Beach

250.752.6921

lsales@qualicumbeach.com

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Facilitator's Guide: Eaglecrest Golf Course Revisioning - Consultation

Consultation Date:

Attendees:

Purpose

Gather meaningful public input on the Town's proposed acquisition of the Eaglecrest Golf Course Lands. Your feedback will help Council decide how to proceed and how best to balance housing, parkland, golf, and community priorities—while maintaining long-term financial sustainability.

1. Welcome and Context

- Explain that the Town has a conditional agreement to purchase the lands for \$8.5M.
- Proposal includes permanent parkland, 9-hole golf course retention, and a portion for housing to meet provincial targets.
- Purchase is not final—public input and due diligence will shape the decision.
- Explain format of meeting
- Explain that this is a first step. We want your thoughts on the whole proposal, but also recommendations for the next steps and public engagement.
- Prompt: "What's your first reaction to the Town's proposal and consultation process?"

2. Overall - Benefits and Risks

Sample Questions:

- What do you see as the main short-term or long-term benefits (e.g., public ownership, park creation, climate action, etc)?
- What risks or challenges would you want the Town to address through this process?

3. Parkland and Open Space

- What concerns, if any, do you have about the long-term protection or maintenance of new parkland?
- What would make the new parkland and trails most valuable for residents?
- How should reforestation and habitat restoration be prioritized?

4. Golf Course

- How important is it to keep golf at Eaglecrest?
- What improvements or features would make a 9-hole course better?
- Would you use the course more if it were improved or reconfigured?

5. Housing Areas

- Are there areas of the site you feel are more or less suitable for development?
- What types of housing do you feel are appropriate here (if any)?
- What design features – e.g. height, style, density—should be prioritized most appropriate?

7. Funding Priorities

- Assuming that the potential revenue exceeds the purchase price - what amenities or improvements should the Town also include in the overall funding plan? Examples: roundabout at Village Way & Highway 19A, sidewalks, drainage, trails.

8. Public Engagement

- Who else should we be talking to? Any recommendations on format?

9. Wrap-Up

Explain next steps:

1. Public open house – September 9 2025;
2. Written / email submissions any time;
3. Council decision prior to November 1, 2025.



September public consultation

From Luke Sales <LSales@qualicumbeach.com>

Date Tue 2025-08-05 4:37 PM

To Mark Holland <mark@westplanconsulting.ca>; Jean Roe <jean@thinkmodus.ca>; Jason Locke <jason@thinkmodus.ca>; Edward Porter <edward@thinkmodus.ca>; Bailey Walsh <BWalsh@qualicumbeach.com>; Dave Kirk <DKirk@crisland.com>

Hey Team, it was great to meet in person and make progress on this exciting project.

We talked about changing our public consultation to a two step process.

1. Open house style event in early September to gauge resident preferences on land use tradeoffs, amenities, etc.
2. Followup in late September to get public feedback on preliminary concepts, phasing strategies etc.

We were holding two days (September 9 and 10) for a more detailed charette, but I think we'll only need one. Let's do the workshop on September 9 – this works out better for me anyway as we'll likely have a Council meeting on the 10th.

Does the 9th work for everyone?

Also, how much time will you need before the followup public meeting? The week of September 22-26 is not an option because of UBCM, but on either side we could make it work. What works for you?

Thanks for all of your help. Cheers,

Luke

Luke Sales, MCIP, RPP
Director of Planning and Community Development
Town of Qualicum Beach
250.752.6921
lsales@qualicumbeach.com

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RE: Modus Contract - Town of Qualicum Beach: WAAM Housing Plan

From Luke Sales <LSales@qualicumbeach.com>

Date Fri 2025-08-01 3:47 PM

To Edward Porter <edward@thinkmodus.ca>

Cc Jason Locke <jason@thinkmodus.ca>

I signed it and thought it was already emailed to you. I think that my colleague has it ... Ill track it down when she's back. Cheers,

Luke

Luke Sales, MCIP, RPP
Director of Planning and Community Development
Town of Qualicum Beach
250.752.6921
lsales@qualicumbeach.com

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From: Edward Porter <edward@thinkmodus.ca>

Sent: August 1, 2025 3:00 PM

To: Luke Sales <LSales@qualicumbeach.com>

Cc: Jason Locke <jason@thinkmodus.ca>

Subject: Re: Modus Contract - Town of Qualicum Beach: WAAM Housing Plan

Hello Luke –

Following up on this to see how you'd like to proceed with the scope/budget extension as related to our contract. We're underway(!), I'm realizing this loop was never closed... and we're approaching our first month end invoicing cycle (i.e. there's nothing to bill our current effort against). Let me know if you'd like to jump on a call to discuss any details of the scope extension as provided... and/or we're happy to proceed accordingly and refine along the way.

Best regards,

e

On Fri, Jul 11, 2025 at 11:43 AM Edward Porter <edward@thinkmodus.ca> wrote:

| Hello Luke:

Quickly following up with a fee estimate and timeline detailing the change order (attached). I'm free after 2pm this afternoon should you wish to discuss any aspect.

Talk soon - best regards,

e

On Thu, Jul 10, 2025 at 3:02 PM Edward Porter <edward@thinkmodus.ca> wrote:

Thank you, Luke - received in good order and we'll prepare the change order as requested.

Best regards,

e

On Thu, Jul 10, 2025 at 2:47 PM Luke Sales <LSales@qualicumbeach.com> wrote:

Signed, sealed and delivered. As discussed, we would like to expand the scope of your engagement to include work on the Eaglecrest project. Generally this would include:

- Financial analysis. We need to understand the developable area and unit mix that will repay the acquisition cost. A preliminary pro-forma covering land, servicing, and revenue assumptions - plus a sensitivity test for alternate scenarios.
- Planning and Visioning. Building on the financial work, we will need one or two high-level site concepts (not a full master plan) that translate the break-even scenario into something people can picture. Basic density, housing form, and character guidelines are all that's required for public discussion.
- Public engagement. Because the purchase is conditional on public input, we need your team to lead the in person engagement.

This also requires an extension to the original timeline so that we can focus on this work during August and September. Please prepare a change work order for my review. Thank you!

Luke

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Director of Planning and Community Development
Town of Qualicum Beach
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From: Jason Locke <jason@thinkmodus.ca>
Sent: July 9, 2025 3:24 PM
To: Luke Sales <LSales@qualicumbeach.com>
Cc: Bailey Walsh <BWalsh@qualicumbeach.com>; Edward Porter <edward@thinkmodus.ca>
Subject: Modus Contract - Town of Qualicum Beach: WAAM Housing Plan

Luke,

Please see the attached letter, which includes our Standard Terms of Engagement for your review. Please review, sign and return a copy to me via email. If you have any questions, don't hesitate to contact me.

Regards,
Jason

--

Jason Locke (he/him/his)
Associate, Senior Planner, MA, RPP, MCIP

T 250.204.6375 | @thinkmodus | thinkmodus.ca
#207 - 55 East Cordova Street, Vancouver, BC V6A 0A5

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--

Edward Robbins Porter (he/him/his) | BA Econ., MLArch., MCIP, RPP
Principal | Senior Urban Designer

T 604.736.7755 ext.120 | C 778.938.3453 | @thinkmodus | thinkmodus.ca
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Re: Modus Contract - Town of Qualicum Beach: WAAM Housing Plan

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Date Fri 2025-08-01 3:01 PM

To Luke Sales <LSales@qualicumbeach.com>

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This also requires an extension to the original timeline so that we can focus on this work during August and September. Please prepare a change work order for my review. Thank you!

Luke

Luke Sales, MCIP, RPP

Director of Planning and Community Development

Town of Qualicum Beach

250.752.6921

lsales@qualicumbeach.com

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From: Jason Locke <jason@thinkmodus.ca>

Sent: July 9, 2025 3:24 PM

To: Luke Sales <LSales@qualicumbeach.com>

Cc: Bailey Walsh <BWalsh@qualicumbeach.com>; Edward Porter <edward@thinkmodus.ca>

Subject: Modus Contract - Town of Qualicum Beach: WAAM Housing Plan

Luke,

Please see the attached letter, which includes our Standard Terms of Engagement for your review. Please review, sign and return a copy to me via email. If you have any questions, don't hesitate to contact me.

Regards,

Jason

--

Jason Locke (he/him/his)

Associate, Senior Planner, MA, RPP, MCIP



T 250.204.6375 | @thinkmodus | thinkmodus.ca

#207 - 55 East Cordova Street, Vancouver, BC V6A 0A5

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--

Edward Robbins Porter (he/him/his) | BA Econ., MLArch., MCIP, RPP
Principal | Senior Urban Designer



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from insight to impact



T 604.736.7755 ext.120 | C 778.938.3453 | @thinkmodus | thinkmodus.ca

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Edward Robbins Porter (he/him/his) | BA Econ., MLArch., MCIP, RPP
Principal | Senior Urban Designer



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T 604.736.7755 ext.120 | C 778.938.3453 | @thinkmodus | thinkmodus.ca
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RE: Eaglecrest - due diligence list

From Luke Sales <LSales@qualicumbeach.com>

Date Mon 2025-07-28 4:26 PM

To Heather Svensen <HSvensen@qualicumbeach.com>; Lou Varela <LVarela@qualicumbeach.com>; Danielle Leurebourg <DLeurebourg@qualicumbeach.com>; Raj Hayre <RHayre@qualicumbeach.com>

Larger meetings starting the week of September 8th. We're already starting to meet w/smaller community groups in August. Just no large-format meetings until September. Cheers,

Luke

Luke Sales, MCIP, RPP
Director of Planning and Community Development
Town of Qualicum Beach
250.752.6921
lsales@qualicumbeach.com

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From: Heather Svensen <HSvensen@qualicumbeach.com>

Sent: July 28, 2025 3:50 PM

To: Luke Sales <LSales@qualicumbeach.com>; Lou Varela <LVarela@qualicumbeach.com>; Danielle Leurebourg <DLeurebourg@qualicumbeach.com>; Raj Hayre <RHayre@qualicumbeach.com>

Subject: RE: Eaglecrest - due diligence list

Hi Luke

Do you have dates for the public engagement process? Trying to plan ahead to as we are having questions from the public.

Thanks
Heather

Heather Svensen | Director of Corporate Services/Deputy CAO
Town of Qualicum Beach
www.qualicumbeach.com

direct 250.738.2207 | office 250.752-6921 | cell: 250.927.5010
e-mail: hsvensen@qualicumbeach.com
Fax: 250.752.1243

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From: Luke Sales <LSales@qualicumbeach.com>

Sent: July 28, 2025 12:33 PM

To: Heather Svensen <HSvensen@qualicumbeach.com>; Lou Varela <LVarela@qualicumbeach.com>; Danielle Leurebourg <DLeurebourg@qualicumbeach.com>; Raj Hayre <RHayre@qualicumbeach.com>

Subject: Eaglecrest - due diligence list

Hey Team,

Here is a link to the spreadsheet related to due-diligence for the Eaglecrest Acquisition:

[N:\6400-6999 PLANNING AND DEVELOPMENT\6520 COMMUNITY PLANNING - INDIVIDUAL AREAS\6520-20-Eaglecrest \(2025\)\Due dilligence list - Eaglecrest Acquisition.xlsx](#)

It tracks the various competitive processes and research that will be underway in the next two months. It's fairly simple so we can add and update easily. Cheers,

Luke

Luke Sales, MCIP, RPP
Director of Planning and Community Development
Town of Qualicum Beach
250.752.6921
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Due Diligence Plan - Eaglecrest

Task	Lead	Status
Building Inspection	Luke	Emailled for three quotes on July 17, 2025. Two responses. Pacific West Selected on July 28
Phase 1 Environmental	Luke	Emailled for four quotes on July 16, 2025
Assess the financial viability of operating the course		
Environmental Assessment	Luke	
Traffic Study	Luke	Richard Dredt to provide summary report. Town needs to update traffic counts
Golf Course Layout	Luke	Sent out RFQ July 25, 28. Sec. 22
Engagement with First Nations	Mayor	he already spoke to Chief Recalma about it.
start land sales to recoup initial 2M	Luke	Jamie Larson engaged
Financial Model	MODUS	Dave Kirk engaged as part of MODUS team.
Housing Options	MODUS	MODUS work underway
Engagement with Local Interest Groups	Luke	Email Invite sent out July 17/18



Re: "proposed land use plan"

From Edward Porter <edward@thinkmodus.ca>

Date Fri 2025-07-18 10:05 AM

To Luke Sales <LSales@qualicumbeach.com>

Cc Jason Locke <jason@thinkmodus.ca>

Thanks, Luke - I really appreciate the point re: timeline and parameters. Most of my concern re: limiting options relates to some smaller grain, ground-oriented and detached forms of housing (i.e. cottages) within discrete portions of the golf course lands currently shown as "reforested parkland." It can be challenging to introduce those nuanced forms if it requires "walking back" parkland dedication as you know... Thank you for considering... and looking forward to the next steps of exploration!

On Fri, Jul 18, 2025 at 9:40 AM Luke Sales <LSales@qualicumbeach.com> wrote:

Hi Edward,

We'll change that to say "Potential Land Use Map". Proposed is a bit too decisive ...

Although there are benefits of keeping things wide open, given the time constraints Council wanted to give the community some parameters around what is on the table vs not. Is there a particular area that you're concerned about predetermining, or is it just the overall concept of making some decisions upfront? Cheers,

Luke

Luke Sales, MCIP, RPP

Director of Planning and Community Development

Town of Qualicum Beach

250.752.6921

lsales@qualicumbeach.com

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From: Edward Porter <edward@thinkmodus.ca>

Sent: July 18, 2025 8:45 AM

To: Luke Sales <LSales@qualicumbeach.com>

Subject: Re: "proposed land use plan"

on the website <https://qualicumbeach.com/eaglecrest-golf-course-revisioning> with an active link through to the plan itself (legend of future uses, etc.).

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Hi Edward,

Is that language in the news release or on the website?

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To the point: why establish any specific boundary/use expectations prior to engaging the public in a more creative / considerate dialogue?

Happy to discuss... and ultimately defer to you/the Town's direction on this...

Best regards,

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Edward Robbins Porter (he/him/his) | BA Econ., MLArch., MCIP, RPP
Principal | Senior Urban Designer

T 604.736.7755 ext.120 | C 778.938.3453 | @thinkmodus | thinkmodus.ca
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RE: Modus Contract - Town of Qualicum Beach: WAAM Housing Plan

From Luke Sales <LSales@qualicumbeach.com>

Date Thu 2025-07-17 10:44 AM

To Edward Porter <edward@thinkmodus.ca>

Cc Jason Locke <jason@thinkmodus.ca>; Bailey Walsh <BWalsh@qualicumbeach.com>; Jean Roe <jean@thinkmodus.ca>

Hey Team,

I just want to clarify – who is the main point of contact at Modus if I have questions or want to run an idea past someone. Thanks!

Luke

Luke Sales, MCIP, RPP

Director of Planning and Community Development

Town of Qualicum Beach

250.752.6921

lsales@qualicumbeach.com

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Sent: July 11, 2025 11:44 AM

To: Luke Sales <LSales@qualicumbeach.com>

Cc: Jason Locke <jason@thinkmodus.ca>; Bailey Walsh <BWalsh@qualicumbeach.com>; Jean Roe <jean@thinkmodus.ca>

Subject: Re: Modus Contract - Town of Qualicum Beach: WAAM Housing Plan

Hello Luke:

Quickly following up with a fee estimate and timeline detailing the change order (attached). I'm free after 2pm this afternoon should you wish to discuss any aspect.

Talk soon - best regards,

e

On Thu, Jul 10, 2025 at 3:02 PM Edward Porter <edward@thinkmodus.ca> wrote:

Thank you, Luke - received in good order and we'll prepare the change order as requested.

Best regards,

e

On Thu, Jul 10, 2025 at 2:47 PM Luke Sales <LSales@qualicumbeach.com> wrote:

Signed, sealed and delivered. As discussed, we would like to expand the scope of your engagement to include work on the Eaglecrest project. Generally this would include:

- Financial analysis. We need to understand the developable area and unit mix that will repay the acquisition cost. A preliminary pro-forma covering land, servicing, and revenue assumptions - plus a sensitivity test for alternate scenarios.
- Planning and Visioning. Building on the financial work, we will need one or two high-level site concepts (not a full master plan) that translate the break-even scenario into something people can picture. Basic density, housing form, and character guidelines are all that's required for public discussion.
- Public engagement. Because the purchase is conditional on public input, we need your team to lead the in person engagement.

This also requires an extension to the original timeline so that we can focus on this work during August and September. Please prepare a change work order for my review. Thank you!

Luke

Luke Sales, MCIP, RPP
Director of Planning and Community Development
Town of Qualicum Beach
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From: Jason Locke <jason@thinkmodus.ca>
Sent: July 9, 2025 3:24 PM
To: Luke Sales <LSales@qualicumbeach.com>
Cc: Bailey Walsh <BWalsh@qualicumbeach.com>; Edward Porter <edward@thinkmodus.ca>
Subject: Modus Contract - Town of Qualicum Beach: WAAM Housing Plan

Luke,

Please see the attached letter, which includes our Standard Terms of Engagement for your review. Please review, sign and return a copy to me via email. If you have any questions, don't hesitate to contact me.

Regards,
Jason

--

Jason Locke (he/him/his)
Associate, Senior Planner, MA, RPP, MCIP

T 250.204.6375 | @thinkmodus | thinkmodus.ca
#207 - 55 East Cordova Street, Vancouver, BC V6A 0A5

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Re: Modus Contract - Town of Qualicum Beach: WAAM Housing Plan

From Edward Porter <edward@thinkmodus.ca>

Date Mon 2025-07-14 4:57 PM

To Luke Sales <LSales@qualicumbeach.com>

Cc Jason Locke <jason@thinkmodus.ca>; Bailey Walsh <BWalsh@qualicumbeach.com>; Jean Roe <jean@thinkmodus.ca>

Thank you, Luke - we're certainly happy to further adjust as we refine specific needs and as we progress. Cheers,

e

On Mon, Jul 14, 2025 at 4:49 PM Luke Sales <LSales@qualicumbeach.com> wrote:

Oh nevermind, I was reading the wrong column. I see you have six hours for him in engagement.

Luke Sales, MCIP, RPP

Director of Planning and Community Development

Town of Qualicum Beach

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lsales@qualicumbeach.com

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From: Luke Sales
Sent: July 14, 2025 4:48 PM
To: Edward Porter <edward@thinkmodus.ca>
Cc: Jason Locke <jason@thinkmodus.ca>; Bailey Walsh <bwalsh@qualicumbeach.com>; Jean Roe <jean@thinkmodus.ca>
Subject: RE: Modus Contract - Town of Qualicum Beach: WAAM Housing Plan

Hi Edward,

This all looks good, but we'd really like some of Mark's time to help with public engagement in September. He's great in public meetings ... and we might need the help!

Luke Sales, MCIP, RPP
Director of Planning and Community Development
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Date Mon 2025-07-14 4:49 PM

To Edward Porter <edward@thinkmodus.ca>

Cc Jason Locke <jason@thinkmodus.ca>; Bailey Walsh <BWalsh@qualicumbeach.com>; Jean Roe <jean@thinkmodus.ca>

Oh nevermind, I was reading the wrong column. I see you have six hours for him in engagement.

Luke Sales, MCIP, RPP
Director of Planning and Community Development
Town of Qualicum Beach
250.752.6921
lsales@qualicumbeach.com

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From: Luke Sales

Sent: July 14, 2025 4:48 PM

To: Edward Porter <edward@thinkmodus.ca>

Cc: Jason Locke <jason@thinkmodus.ca>; Bailey Walsh <bwalsh@qualicumbeach.com>; Jean Roe <jean@thinkmodus.ca>

Subject: RE: Modus Contract - Town of Qualicum Beach: WAAM Housing Plan

Hi Edward,

This all looks good, but we'd really like some of Mark's time to help with public engagement in September. He's great in public meetings ... and we might need the help!

Luke Sales, MCIP, RPP
Director of Planning and Community Development
Town of Qualicum Beach
250.752.6921
lsales@qualicumbeach.com

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From: Edward Porter <edward@thinkmodus.ca>

Sent: July 11, 2025 11:44 AM

To: Luke Sales <LSales@qualicumbeach.com>

Cc: Jason Locke <jason@thinkmodus.ca>; Bailey Walsh <BWalsh@qualicumbeach.com>; Jean Roe <jean@thinkmodus.ca>

Subject: Re: Modus Contract - Town of Qualicum Beach: WAAM Housing Plan

Hello Luke:

Quickly following up with a fee estimate and timeline detailing the change order (attached). I'm free after 2pm this afternoon should you wish to discuss any aspect.

Talk soon - best regards,

e

On Thu, Jul 10, 2025 at 3:02 PM Edward Porter <edward@thinkmodus.ca> wrote:

Thank you, Luke - received in good order and we'll prepare the change order as requested.

Best regards,

e

On Thu, Jul 10, 2025 at 2:47 PM Luke Sales <LSales@qualicumbeach.com> wrote:

Signed, sealed and delivered. As discussed, we would like to expand the scope of your engagement to include work on the Eaglecrest project. Generally this would include:

- Financial analysis. We need to understand the developable area and unit mix that will repay the acquisition cost. A preliminary pro-forma covering land, servicing, and revenue assumptions - plus a sensitivity test for alternate scenarios.
- Planning and Visioning. Building on the financial work, we will need one or two high-level site concepts (not a full master plan) that translate the break-even scenario into something people can picture. Basic density, housing form, and character guidelines are all that's required for public discussion.
- Public engagement. Because the purchase is conditional on public input, we need your team to lead the in person engagement.

This also requires an extension to the original timeline so that we can focus on this work during August and September. Please prepare a change work order for my review. Thank you!

Luke

Luke Sales, MCIP, RPP

Director of Planning and Community Development
Town of Qualicum Beach
250.752.6921
lsales@qualicumbeach.com

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From: Jason Locke <jason@thinkmodus.ca>
Sent: July 9, 2025 3:24 PM
To: Luke Sales <LSales@qualicumbeach.com>
Cc: Bailey Walsh <BWalsh@qualicumbeach.com>; Edward Porter <edward@thinkmodus.ca>
Subject: Modus Contract - Town of Qualicum Beach: WAAM Housing Plan

Luke,

Please see the attached letter, which includes our Standard Terms of Engagement for your review. Please review, sign and return a copy to me via email. If you have any questions, don't hesitate to contact me.

Regards,
Jason

--

Jason Locke (he/him/his)
Associate, Senior Planner, MA, RPP, MCIP



T 250.204.6375 | @thinkmodus | thinkmodus.ca
#207 - 55 East Cordova Street, Vancouver, BC V6A 0A5

Our office is located on the unceded and occupied lands of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish) and səliłwətaʔ (Tsleil-Waututh) Nations. Click [here](#) to find out more about our commitments to the long-term work of Truth and Reconciliation.

--

Edward Robbins Porter (he/him/his) | BA Econ., MLArch., MCIP, RPP
Principal | Senior Urban Designer

T 604.736.7755 ext.120 | C [778.938.3453](tel:778.938.3453) | @thinkmodus | thinkmodus.ca
#207 - 55 East Cordova Street, Vancouver, BC V6A 0A5

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Re: Modus Contract - Town of Qualicum Beach: WAAM Housing Plan

From Edward Porter <edward@thinkmodus.ca>

Date Fri 2025-07-11 11:45 AM

To Luke Sales <LSales@qualicumbeach.com>

Cc Jason Locke <jason@thinkmodus.ca>; Bailey Walsh <BWalsh@qualicumbeach.com>; Jean Roe <jean@thinkmodus.ca>

 1 attachment (510 KB)

MODUS Standard Terms & Conditions and Client Acceptance - ToQB WAAM Housing Plan - CHANGE ORDER - 20250710.pdf;

Hello Luke:

Quickly following up with a fee estimate and timeline detailing the change order (attached). I'm free after 2pm this afternoon should you wish to discuss any aspect.

Talk soon - best regards,

e

On Thu, Jul 10, 2025 at 3:02 PM Edward Porter <edward@thinkmodus.ca> wrote:

Thank you, Luke - received in good order and we'll prepare the change order as requested.

Best regards,

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On Thu, Jul 10, 2025 at 2:47 PM Luke Sales <LSales@qualicumbeach.com> wrote:

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- Financial analysis. We need to understand the developable area and unit mix that will repay the acquisition cost. A preliminary pro-forma covering land, servicing, and revenue assumptions - plus a sensitivity test for alternate scenarios.
- Planning and Visioning. Building on the financial work, we will need one or two high-level site concepts (not a full master plan) that translate the break-even scenario into something people can picture. Basic density, housing form, and character guidelines are all that's required for public discussion.
- Public engagement. Because the purchase is conditional on public input, we need your team to lead the in person engagement.

This also requires an extension to the original timeline so that we can focus on this work during August and September. Please prepare a change work order for my review. Thank you!

Luke

Luke Sales, MCIP, RPP

Director of Planning and Community Development

Town of Qualicum Beach

250.752.6921

lsales@qualicumbeach.com

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From: Jason Locke <jason@thinkmodus.ca>

Sent: July 9, 2025 3:24 PM

To: Luke Sales <LSales@qualicumbeach.com>

Cc: Bailey Walsh <BWalsh@qualicumbeach.com>; Edward Porter <edward@thinkmodus.ca>

Subject: Modus Contract - Town of Qualicum Beach: WAAM Housing Plan

Luke,

Please see the attached letter, which includes our Standard Terms of Engagement for your review. Please review, sign and return a copy to me via email. If you have any questions, don't hesitate to contact me.

Regards,

Jason

--

Jason Locke (he/him/his)

Associate, Senior Planner, MA, RPP, MCIP



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--

Edward Robbins Porter (he/him/his) | BA Econ., MLArch., MCIP, RPP

Principal | Senior Urban Designer



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Edward Robbins Porter (he/him/his) | BA Econ., MLArch., MCIP, RPP

Principal | Senior Urban Designer



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July 11, 2025

Town of Qualicum Beach
#201 – 660 Primrose Street
PO BOX 130, Qualicum Beach, BC V9K 1S7

Attn: Luke Sales – Director of Planning & Community Development

Re: WAAM Housing Plan - Contract Initiation & Terms of Engagement

Dear Luke,

We are pleased to provide you with the attached scope and budget proposal in response to your change order, specifically intended to support Staff and Council in its due diligence phase in considering the Eaglecrest project. More specifically, we understand this to include:

- **Physical Analysis & Fit Testing** to define and critically evaluate physical constraints and opportunities of the study area. A set of large-format maps will be developed to inform the baseline financial analysis and “set the table” for comprehensive site planning and concept development;
- **Financial Analysis (baseline and concept analysis)** to clearly demonstrate the project area, mix of uses and scale of development required to ensure a break-even or net-positive outcome for the community. A preliminary pro-forma – including cost and revenue assumptions – and a sensitivity test for alternate scenarios will be provided for consideration.
- **Planning and Visioning** – building upon the baseline financial analysis – will develop materials to effectively contextualize and illustrate high-level site concepts (~2-3) that translate these scenarios into legible alternatives: density, housing form, and character guidelines will be developed for public discussion.
- **Public Engagement** to facilitate a community-wide discussion with respect to the opportunity and to summarize “what we heard” to inform Council’s ultimate decision with respect to the acquisition opportunity for the Town of Qualicum Beach.

We understand time is of the essence and note that the above scope is required to precede our in-stream contract to assist the Town of Qualicum Beach with their Ways to Achieve Attainable Market Housing Plan (WAAM) scope.

Accordingly, we propose that the Eaglecrest project scope begin immediately – as a priority – and serve to inform the WAAM scope as an immediate and local test case.

We provide here attached additional information detailing our anticipated level of effort over the next 3 months (July-September 2025) to support Staff and Council’s due diligence phase, while front-loading critical analysis and insight further to the objectives of the WAAM Housing Plan.

This letter is intended to document the Town of Qualicum Beach's change order and act as an addendum to the existing contract and is subject to the original terms and conditions unless otherwise stated.

The proposed budget outlines the additional level of effort and associated fees required to accommodate the requested change order and expanded scope of work. The accompanying timeline illustrates how this additional work will be carried out concurrently with portions of the original scope to leverage insight and maintain overall project alignment.

Please review the attached and, if agreeable, sign and return to me at your earliest convenience. I remain available should you have any questions.

Sincerely,

A handwritten signature in black ink is visible to the left of a black rectangular redaction box. Inside the redaction box, the text "Sec. 22" is written in a large, bold, red font.

Edward Robbins Porter, BA Econ., MLArch., MCIP, RPP
Principal & Senior Urban Designer
MODUS Planning, Design & Engagement Inc.

Encl: Change Order and timeline

----- Client Acceptance -----

I have read the above change order and the accompanying standard terms of engagement for consulting services and accept the terms as stated. In signing this, I confirm that I have the authority to bind the organization.

Name: Luke Sales

Signature: 

Date: July 29, 2025

Title: Director of Planning and Community Development

Name of organization: Town of Qualicum Beach



TOWN OF QUALICUM BEACH
WAAM HOUSING PLAN | CHANGE ORDER

Fee Proposal

Hourly Rate --->

MODUS				LOCAL EXPERTS			
Edward Porter Project Director	Jason Locke Project Manager (Senior Planner)	Jean Roe Planner / Engagement Lead (Planner)	Support (GIS/Planner)	Sandy Mackay SME - Housing (Makola)	Mark Holland SME - Development (Westplan)	Dave Kirk SME - Market (Cunningham & Rivard)	Chris Lundy SME - Construction (Westmark)
\$				Sec. 21			

FEES	EXPENSES	TOTAL
------	----------	-------

(Phase 0) Eagle Crest Opportunity + Due Dilligence	
0.1	Project Kick-off
0.1.1	Staff meeting (virtual), develop workplan and timeline
0.1.2	Study area boundary definition and parcel analysis (GIS)
0.1.3	Zoning review & summary of entitlement (proforma inputs)
0.2	Preliminary Proforma
0.2.1	Local market assumptions – cost (land, servicing), revenue and absorption
0.3	Concept Development Workshop with ToQB Staff
0.3.1	Development scenarios + workshop
0.3.2	Executive summary (deal-specific SWOT memo)
0.4	Planning & Visioning Materials Refinement
0.4.1	Conceptual siteplans
0.4.2	Housing typology & illustration
0.4.3	Form & character guidelines (draft - annotated ToC)
0.5	Financial Analysis
0.5.1	Revised proforma(s) based on scenarios
0.5.2	Development process recommendations
Subtotal PHASE 1	

Proposed Time (hours)							
2	2	1			1	1	
1			8				
	2						
						4	2
6	6	6			6	4	
	1				2	1	
8							
		8					
	8						
						4	
					2	2	
17	19	15	8	0	11	16	2

\$	-	\$	-	\$	-
\$	Sec. 21		\$	1,465	
\$			\$	1,195	
\$			\$	420	
\$			\$	-	
\$			\$	1,260	
\$			\$	-	
\$			\$	6,740	
\$			\$	810	
\$			\$	-	
\$			\$	1,880	
\$			\$	1,360	
\$			\$	1,680	
\$			\$	-	
\$			\$	840	
\$			\$	810	
\$	17,420	\$	1,040	\$	18,460

Public Engagement	
0.6	Community Visioning Workshop
0.6.1	Prepare Materials & Event Plan
0.6.2	Facilitate
0.7	Engagement Summary
0.7.1	Engagement Analysis and Summary
Subtotal PHASE 2	

Proposed Time (hours)							
4	4	24	24				
6	6	6	6		6		
1	4	8	12				
11	14	38	42	0	6	0	0

\$	-	\$	-	\$	-
\$	Sec. 21		\$	8,740	
\$			\$	7,620	
\$			\$	-	
\$			\$	3,875	
\$	18,195	\$	2,040	\$	20,235

Project Management	
	Regular Project Meetings
Subtotal PROJECT MANAGEMENT	

Proposed Time (hours)							
8	12	8		1	4	2	1
8	12	8	0	1	4	2	1

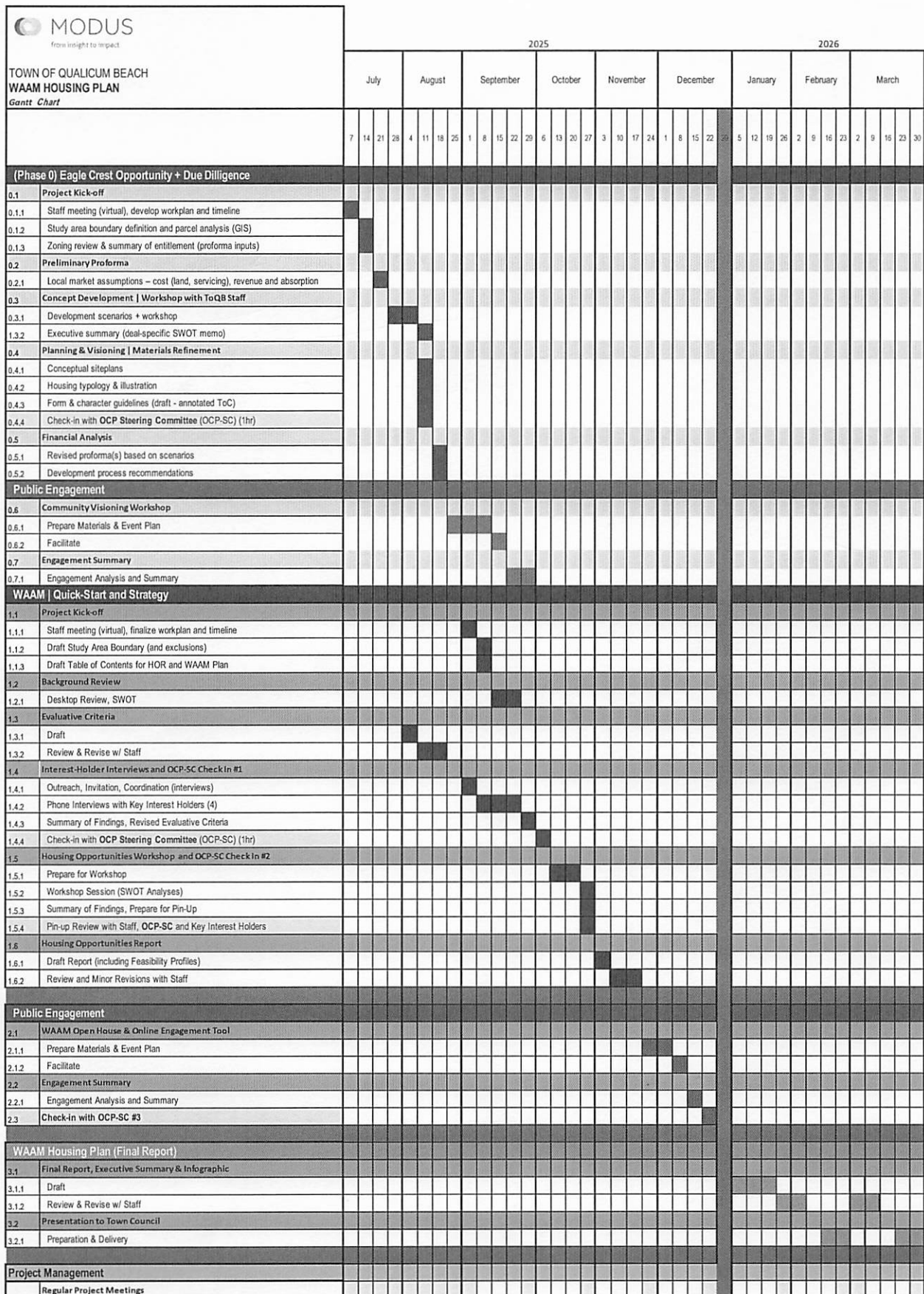
\$	Sec. 21	\$	-	\$	7,360
\$		\$	-	\$	7,360

Total Hours Per Person	
Total Fees Per Person	

36	45	61	50	1	21	18	3
\$ Sec. 21							

Total Hours	235
Total Fees	\$ 42,975
Total Expenses	\$ 3,080
Subtotal (before GST)	\$ 46,055
GST	\$ 2,303
GRAND TOTAL	\$ 48,358

Assumptions:
The staff rates outlined in this proposal are guaranteed for a period of 18 months or for the duration of the project, whichever ends sooner. In the event that the project timeline extends beyond 18 months, we reserve the right to review and adjust the staff rates in consultation with the client.



RE: thoughts on Eaglecrest path forward

From Luke Sales <LSales@qualicumbeach.com>

Date Thu 2025-07-10 11:05 AM

To Mark Holland <mark@westplanconsulting.ca>; edward.robbins.porter@gmail.com <edward@thinkmodus.ca>; jason@thinkmodus.ca <jason@thinkmodus.ca>; Bailey Walsh <BWalsh@qualicumbeach.com>

 1 attachment (35 KB)

Draft Policy Goals and Public Concerns for Eaglecrest.docx;

Hey Team,

Attached is a first crack at the policy goals as requested. I also outlined the likely community input/concerns that I would anticipate.

This doc also has a table with the dates for bylaw readings, etc.

Cheers,

Luke

Luke Sales, MCIP, RPP
Director of Planning and Community Development
Town of Qualicum Beach
250.752.6921
lsales@qualicumbeach.com

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From: Mark Holland <mark@westplanconsulting.ca>

Sent: July 4, 2025 3:27 PM

To: Luke Sales <LSales@qualicumbeach.com>; edward.robbins.porter@gmail.com <edward@thinkmodus.ca>; jason@thinkmodus.ca; Bailey Walsh <BWalsh@qualicumbeach.com>

Subject: thoughts on Eaglecrest path forward

Luke and team

Thanks very much for trusting us to join you in leading this big move by the Town.

As discussed in our meeting, subject to your and MODUS' thoughts, some first steps:

- **Due Diligence / project brief**
 - Policy goals
 - If you could put together a page or two of key policy goals – what the town wants to achieve here – land use, environment, parks and open space, housing, economic development, etc...
 - Engineering
 - If your engineering colleagues could assess the water and sanitary capacity around the potential development sites and let you know if we're close to some concerning thresholds – re: possible expensive offsites.
 - On stormwater, we'll need to handle that on its own basis.
 - Environmental / Arborist
 - If there are any areas of environmental concern, we need to know that – or if there are areas with very large / important trees.
 - Qualicum Beach would typically require an EIA report for a project like this and opponents will call us out on this if we don't have one – so if you want a formal EIA, we can help get that to happen.
 - Geotech
 - Q Beach would typically require a geotech memo to confirm its developable – we can help get that.
 - Archaeology / First Nations
 - If you can consider what protocols / process steps Q Beach needs to do in order to honour its reconciliation / FN relationship commitments.
- **Politics**
 - If you can give us some information on the politics / expectations the community will have for engagement on this – so we can fashion the engagement process to deliver what you need.
- **Financial model**
 - We need a meeting with the appraiser to start pulling the cost and revenue data so they can advise us of what profitability looks like and absorption rates, etc...
 - Let's try to get a meeting with them next week so they can start – and have some development program options for us to ensure we are working with the market and are guaranteed to succeed in getting you to cost-net-zero as fast as possible.
- **Prep for a charrette**
 - We can combine the above information and come up with a good design program for the charrette on Aug 5th.
- **Engagement**
 - Can you give us a hierarchy of political / community input we need to deal with – eg: do we need to have a session with the owners around the golf course before we go fully public?
 - I would suggest that because we are accountable to real financial outcomes, that we develop some key information / questions to shape the community engagement – eg: less "what do you want" and more "we have several key options to consider and we want your thoughts on those defined concepts."
- **Concept review**
 - Typically we would put in an application and staff / external agencies would review. If you want entitlements in place by October, then we need to do the project development WITH everyone.
 - Can you suggest how we can best work with your colleagues in other depts to ensure what we're creating is fully approvable.
 - And if you could consider the external referral groups and how we can get them involved early.
- **Decision making / guidance**
 - Can you let us know how your decision-making process will unfold with your leadership team / council – so we can plan appropriate check-ins with them as we lay out this process.
- **Some thoughts on process and timing:**
 - Due diligence, development program and concept development
 - July / August
 - Engagement 1.0

- Prep in August
- Public engagement events in early September
- Application – September/October
 - Refine the concept/model
 - Get the application in
 - Any refinements
 - Any additional engagement?
- Decision - October

Looking forward to working with you all on this and having Jason lead us forward!

Mark

Mark Holland RPP
Principal - Westplan Consulting Group

(250) 713-9789



Westplan acknowledges with respect that our offices are located on the ancestral territory of the ləkʷəŋən People (Esquimalt and Songhees Nations). We also acknowledge and respect that we work on the ancestral territories of many Indigenous peoples in communities where our projects are located.

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Draft Policy Goals for the Eaglecrest Golf Course Lands

The potential acquisition of the Eaglecrest Golf Course Lands is an investment that balances environmental stewardship, community well-being, responsible housing availability, and financial sustainability. The following draft policy goals reflect the Town's commitment to guiding land use decisions in the public interest.

1. Land Use and Community Control

- End uncertainty around private ownership and speculative development.
- Place decision-making in public hands, ensuring the future of the site reflects community values.
- Use a community-oriented approach to balance recreation, housing, and environmental priorities.

2. Environment and Climate Resilience

- Convert approximately 40% of the site into permanent parkland, protected from development.
- Undertake reforestation and habitat restoration, supporting:
 - Carbon sequestration
 - Biodiversity and native ecosystems
 - Permanent public access to natural trails and green space
- Align with the Town's climate and sustainability goals by creating new ecological assets.

3. Parks, Recreation, and Community Wellness

- Retain a redesigned 9-hole golf course as a valued community amenity.
- Improve the course layout to better reflect its original character and support sustainable operations.

- Maintain the role of Eaglecrest as a recreational and cultural asset, contributing to tourism, health, and community identity.

4. Housing and Livability

- Support the community's housing needs.
- Focus on neighbourhood-compatible housing that integrates into the local context.
- Ensure new housing contributes to long-term affordability, diversity, and managed growth.
- Explore opportunities to use development proceeds not just to offset land costs, but to fund other community priorities.

5. Economic Vitality and Infrastructure

- Maintain the golf course as a source of employment, tourism, and economic activity.
- Consider opportunities for local procurement and partnerships through course operations.
- Potentially fund other infrastructure priorities
- Allow community input to shape whether additional land proceeds should support further neighbourhood improvements.

6. Fiscal Responsibility and Public Benefit

- Structure the acquisition so that it is cost-neutral or revenue-positive to taxpayers.
- Use land sales to fully cover the \$8.5 million purchase price and potentially fund additional improvements.
- Ensure that the land is not purchased until after public consultation, technical due diligence, and Council approval.
- Maintain flexibility to explore alternative funding models (e.g., Local Area Service) if residents prefer minimal development.

Potential Neighbourhood Concerns

1. Development and Neighbourhood Change

- Increase in housing density in a low-density area
- Loss of green space, natural views, or open character
- Uncertainty around the type, location, and scale of new development
- Concerns about changing the character and identity of the neighbourhood

2. Traffic and Transportation Impacts

- Increased traffic volumes, especially on Village Way and Highway 19A
- Concerns about intersection safety, congestion, and travel delays
- Pressure on parking availability in and around new development areas
- Lack of safe routes for pedestrians and cyclists, especially near new housing or park areas

3. Strain on Municipal Services

- Concern that added population will strain:
 - Water supply and sewer systems
 - Emergency services
- Perception that infrastructure upgrades may not keep pace with growth

4. Pressure on Health and Social Services

- Worry that increased population will lead to more competition for:
 - Healthcare services (family doctors, clinics, hospitals)
 - Seniors' care and support services
- Concern about inadequate provincial or regional planning for service expansion

5. Golf Course Future and Operations

- Uncertainty about the new layout of a 9-hole golf course
- Concern about temporary closure during reconfiguration or upgrades
- Possible changes in management, pricing, or public access with a new operator

6. Environmental and Parkland Integrity

- Skepticism about how much land will be truly preserved as permanent parkland
- Risk of habitat disturbance during development or reforestation
- Uncertainty about public access, trails, and long-term park maintenance
- Concern about future conversion of parkland if Town priorities change
- Bird nesting and environmentally sensitive areas

7. Fiscal Transparency and Risk

- Concern that the project might not remain cost-neutral as promised
- Worries about tax increases if land sales underperform
- Lack of clarity about how proceeds will be used—just the purchase or other projects too?
- Questions about the discrepancy between the 2024 appraised value and purchase price

8. Governance, Trust, and Decision-Making

- Concern that the Town may have already decided to proceed despite consultation
- Perceived lack of transparency around deal terms and zoning intentions
- Worries that public input may not meaningfully shape outcomes
- Desire for greater accountability and oversight of the process

Timeline

Key Dates subjects (to change)	Eaglecrest OCP/Zoning Amendment	WAAM Housing
July 16 Regular	Announcement / Communication Plan	WAAMH Consultant Research (July - August)
Early September	Open house / Consultation	
	1st and 2nd Reading	
September 17 Regular		
October 6 Special	Public Hearing	Consultation. WAAM Housing, also exploring opportunities on Eaglecrest lands.
October 8 Regular	3rd reading	
October 20 Special		
October 22 Regular	Adoption	

October 27 Special Closed	Council Decision: do we remove subjects?	
November	Purchase closes	
December		
January '26		
February '26		Report Writing
March '26		WAAM Housing Presentation



RE: thoughts on Eaglecrest path forward

From Luke Sales <LSales@qualicumbeach.com>

Date Tue 2025-07-08 12:16 PM

To Mark Holland <mark@westplanconsulting.ca>; edward.robbins.porter@gmail.com <edward@thinkmodus.ca>; jason@thinkmodus.ca <jason@thinkmodus.ca>; Bailey Walsh <BWalsh@qualicumbeach.com>

Hi Team,

We have some more work to pull together the info you've requested. But I did put together a short summary to help me clarify the next steps, let me know what you think.

In our discussion late on Friday last week we discussed the potentials of this new addition to your scope of work. The Town acquiring these lands is a huge opportunity, but I left the meeting unclear on the boundaries of the workplan. I thought it would be useful to set parameters around the scope of work in order to avoid scope creep and get this done within a very short timeline.

Overall - what we need from Modus

- Financial analysis. We need to understand the developable area and unit mix that will repay the acquisition cost. A preliminary pro-forma covering land, servicing, and revenue assumptions - plus a sensitivity test for alternate scenarios.
- Planning and Visioning. Building on the financial work, we will need one or two high-level site concepts (not a full master plan) that translate the break-even scenario into something people can picture. Basic density, housing form, and character guidelines are all that's required for public discussion.
- Public engagement. Because the purchase is conditional on public input, we need your team to lead the in person engagement.

September Engagement – Target Deliverables & Outputs

Pre-Engagement Deliverables (due by the second week of September)

1. Your perspective on the importance of this deal
 - a. Staff and Council see this acquisition as a once-in-a-generation opportunity (recreation, housing needs, reinvestment, etc). But we're biased ☹️ You have an outside perspective that would be valuable to share during consultation. Opportunities, risks, etc. Both to the neighbourhood and public at large.
2. Your perspective on how this integrates with WAAM
3. Conceptual Design Options
 - a. A few financially viable approaches to each potential residential site, contrasting unit mix, density, and character.
 - b. Where appropriate, visuals that are easy for the public to grasp and grounded in realistic yields.
4. Preliminary Financial Analysis (This may not be shared publicly)
 - a. Simple pro-forma with land, servicing, revenue assumptions, break-even scenario, and a sensitivity test.
 - b. Figures must align with each design option so every concept has a price tag.

- c. An understanding of how far the Town should take the development process to optimize revenue and benefit in the short term and long term

Post-Engagement Outputs (after September sessions)

5. Engagement-Response Analysis

- a. Concise report synthesising what we heard, mapping resident preferences to each conceptual option, and highlighting the housing forms and development types that garnered the most support.

6. Integrate of Eaglecrest site(s) into WAAM Housing project

Talk soon,

Luke

Luke Sales, MCIP, RPP
Director of Planning and Community Development
Town of Qualicum Beach
250.752.6921
lsales@qualicumbeach.com

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From: Mark Holland <mark@westplanconsulting.ca>

Sent: July 4, 2025 3:27 PM

To: Luke Sales <LSales@qualicumbeach.com>; edward.robins.porter@gmail.com <edward@thinkmodus.ca>; jason@thinkmodus.ca; Bailey Walsh <BWalsh@qualicumbeach.com>

Subject: thoughts on Eaglecrest path forward

Luke and team

Thanks very much for trusting us to join you in leading this big move by the Town.

As discussed in our meeting, subject to your and MODUS' thoughts, some first steps:

- **Due Diligence / project brief**

- Policy goals

- If you could put together a page or two of key policy goals – what the town wants to achieve here – land use, environment, parks and open space, housing, economic development, etc...

- Engineering

- If your engineering colleagues could assess the water and sanitary capacity around the potential development sites and let you know if we're close to some concerning thresholds – re: possible expensive offsites.
 - On stormwater, we'll need to handle that on its own basis.

- Environmental / Arborist

- If there are any areas of environmental concern, we need to know that – or if there are areas with very large / important trees.
 - Qualicum Beach would typically require an EIA report for a project like this and opponents will call us out on this if we don't have one – so if you want a formal EIA, we can help get that to happen.

- **Geotech**
 - Q Beach would typically require a geotech memo to confirm its developable – we can help get that.
- **Archaeology / First Nations**
 - If you can consider what protocols / process steps Q Beach needs to do in order to honour its reconciliation / FN relationship commitments.
- **Politics**
 - If you can give us some information on the politics / expectations the community will have for engagement on this – so we can fashion the engagement process to deliver what you need.
- **Financial model**
 - We need a meeting with the appraiser to start pulling the cost and revenue data so they can advise us of what profitability looks like and absorption rates, etc...
 - Let's try to get a meeting with them next week so they can start – and have some development program options for us to ensure we are working with the market and are guaranteed to succeed in getting you to cost-net-zero as fast as possible.
- **Prep for a charrette**
 - We can combine the above information and come up with a good design program for the charrette on Aug 5th.
- **Engagement**
 - Can you give us a hierarchy of political / community input we need to deal with – eg: do we need to have a session with the owners around the golf course before we go fully public?
 - I would suggest that because we are accountable to real financial outcomes, that we develop some key information / questions to shape the community engagement – eg: less “what do you want” and more “we have several key options to consider and we want your thoughts on those defined concepts.”
- **Concept review**
 - Typically we would put in an application and staff / external agencies would review. If you want entitlements in place by October, then we need to do the project development WITH everyone.
 - Can you suggest how we can best work with your colleagues in other depts to ensure what we're creating is fully approvable.
 - And if you could consider the external referral groups and how we can get them involved early.
- **Decision making / guidance**
 - Can you let us know how your decision-making process will unfold with your leadership team / council – so we can plan appropriate check-ins with them as we lay out this process.
- **Some thoughts on process and timing:**
 - Due diligence, development program and concept development
 - July / August
 - Engagement 1.0
 - Prep in August
 - Public engagement events in early September
 - Application – September/October
 - Refine the concept/model
 - Get the application in
 - Any refinements
 - Any additional engagement?
 - Decision - October

Looking forward to working with you all on this and having Jason lead us forward!

Mark

(250) 713-9789



Westplan acknowledges with respect that our offices are located on the ancestral territory of the ləkʷəŋən People (Esquimalt and Songhees Nations). We also acknowledge and respect that we work on the ancestral territories of many Indigenous peoples in communities where our projects are located.

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