

# WHISTLER

## AGENDA

**REGULAR MEETING OF MUNICIPAL COUNCIL  
TUESDAY, JUNE 23, 2015, STARTING AT 5:30 PM**

**In the Franz Wilhelmsen Theatre at Maurice Young Millennium Place  
4335 Blackcomb Way, Whistler, BC V0N 1B4**

### **ADOPTION OF AGENDA**

Adoption of the Regular Council agenda of June 23, 2015.

### **ADOPTION OF MINUTES**

Adoption of the Regular Council minutes and Public Hearing minutes of June 9, 2015.

### **PUBLIC QUESTION AND ANSWER PERIOD**

### **PRESENTATIONS/DELEGATIONS**

Discover Nature

A presentation by Kristina Swerhun, President of the Whistler Naturalists, and Brad Nichols, Executive Director of the Whistler Museum & Archives Society, regarding the development and launch of a new program, "Discover Nature."

### **MAYOR'S REPORT**

### **ADMINISTRATIVE REPORTS**

2015-2016 Annual  
Operating Agreement  
(AOA) – Transit and  
Whistler Transit  
Management Advisory  
Committee (TMAC)  
2014 Summary  
Report No. 15-083  
File No. 534

*A presentation by municipal staff.*

**That** Council authorize the Mayor and Corporate Officer to execute the *2015-2016 Whistler Transit Annual Operating Agreement (AOA)* for the period April 1, 2015 through March 31, 2016.

2015 Annual Report and  
Corporate Plan  
Report No. 15-084  
File No. 4325

**That** Council receive and consider Information Report to Council No. 15-084, "2015 Annual Report and Corporate Plan" for the Resort Municipality of Whistler, as required by the *Community Charter*, and further,

**That** Council consider submissions and questions from the public with respect to the report.

### **MINUTES OF COMMITTEES AND COMMISSIONS**

Recreation and Leisure  
Advisory Committee

Minutes of the Recreation and Leisure Advisory Committee meeting of May 7, 2015.

Forest and Wildland  
Advisory Committee

Minutes of the Forest and Wildland Advisory Committee meeting of May 13, 2015.

### **BYLAWS FOR ADOPTION**

Land Use Contract  
Amendment Bylaw  
(Blueberry Hill) No.  
2072, 2015

In general terms, the purpose of the proposed Bylaw is to amend the land use contract of the subject lands by replacing the contract's existing Gross Floor Area definition with "Zoning and Parking Bylaw No. 303, 1983" Gross Floor Area definition as follows:

"gross floor area" means the total area of all floors in all buildings on a parcel, measured to the outside surface of the exterior walls of the building including stairwells, basements and cellars but excluding areas specified in subsection 25.1 of Section 5.

#### **Zoning and Parking Bylaw No. 303, 1983, Section 5.25.1:**

The following are excluded from the gross floor area calculations:

For detached dwelling and duplex dwelling buildings:

- (a) basement floor area having an elevation at least 1 metre below the average level of finished ground adjoining the exterior walls of the building, to a maximum of 125% of the floor area of the storey immediately above;
- (b) crawl spaces;
- (c) void spaces;
- (d) parking areas;
- (e) elevators;
- (f) areas occupied by fixed machinery and equipment; and
- (g) exterior wall thickness in excess of 6" (152 mm).

Land Use Contract  
Amendment  
Authorization Bylaw  
(Blueberry Hill) No. 2088,  
2015

In general terms, the purpose of Land Use Contract Amendment Authorization Bylaw (Blueberry Hill) No. 2088, 2015 is to change the existing Blueberry Hill Land Use Contract's gross floor area definition to be the same as the definition for gross floor area in Zoning Bylaw No. 303, allowing for excluded floor areas in basements, crawlspaces and void spaces. The amendment would apply to all single-family and duplex properties subject to the Blueberry Land Use Contract.

All other Blueberry Hill Land Use Contract regulations (e.g. building setbacks, height, site coverage, permitted uses, works and service charges, parking requirements, etc.) will remain in effect.

Water User Rates  
Amendment (Water  
Meter Specifications)  
Bylaw No. 2091, 2015

The purpose of Water User Rates Amendment (Water Meter Specifications) Bylaw No. 2091, 2015 is to amend Schedule C of "Water User Fee and Regulation Bylaw No. 1826, 2009" to update the water meter specifications.

## **OTHER BUSINESS**

### **CORRESPONDENCE**

Speeding Vehicles on  
Rainbow Drive  
File No. 3009

Correspondence from Natasha Pulfrey, dated June 7, 2015, regarding speeding vehicles on Rainbow Drive.

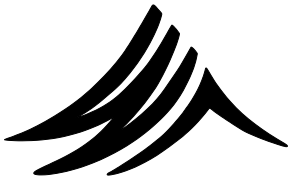
Singing Pass Trail  
Washout  
File No. 3009

Correspondence from Bill Moore, dated June 7, 2015, regarding a washout on Singing Pass Trail at Harmony Creek, and requesting the municipality, Whistler Blackcomb and BC Parks cooperate to resolve the situation.

Science/Engineering  
World  
File No. 3009

Correspondence from Tadeusz Francis van Wollen, dated June 12, 2015, regarding the idea of organizing in Whistler "Science/Engineering World" for children.

## **ADJOURNMENT**



# WHISTLER

## MINUTES

**REGULAR MEETING OF MUNICIPAL COUNCIL  
TUESDAY, JUNE 9, 2015, STARTING AT 5:51 PM**

**In the Franz Wilhelmssen Theatre at Maurice Young Millennium Place  
4335 Blackcomb Way, Whistler, BC V0N 1B4**

### **PRESENT:**

Mayor N. Wilhelm-Morden

Councillors: J. Crompton, J. Ford, J. Grills, A. Janyk, S. Maxwell

**ABSENT:** Councillor S. Anderson

Chief Administrative Officer, M. Furey  
General Manager of Infrastructure Services, J. Paul  
General Manager of Corporate and Community Services, N. McPhail  
General Manager of Resort Experience, J. Jansen  
Director of Finance, K. Roggeman  
Acting Director of Planning, J. Belobaba  
Corporate Officer, S. Story  
Manager of Communications, M. Comeau  
Manager of Recreation, R. Weetman  
Manager of Environmental Stewardship, H. Beresford  
Planning Analyst, K. Creery  
Planning Analyst, B. McCrady  
Planning Technician, R. Licko  
Recording Secretary, A. Winkle

### **ADOPTION OF AGENDA**

Moved by Councillor J. Crompton  
Seconded by Councillor J. Ford

**That** Council adopt of the Regular Council agenda of June 9, 2015.

CARRIED

### **ADOPTION OF MINUTES**

Moved by Councillor A. Janyk  
Seconded by Councillor J. Grills

**That** Council adopt the Regular Council minutes and Public Hearing minutes of May 26, 2015.

CARRIED

## **PUBLIC QUESTION AND ANSWER PERIOD**

Stan Kranjc, Eagle Drive, on behalf of the Whistler Cell Tower Action Group (WCTAG), thanked Council for their focus and efforts on the topic on the agenda this evening, and asked that they consider:

1. Directing staff to share with the Whistler Cell Tower Action Group the name of the adjudicator with Industry Canada when it is known, so WCTAG can coordinate with that adjudicator and express the position of the community to them while the file is reviewed;
2. A review of filing fee for cell tower applications, now that have been through an extensive multi-year process on this file and realize the expenditures involved; and,
3. A review and consideration to further analyze the other sites in the community, relative to fact that current government in Ottawa has supported WIND as the fourth cell phone carrier and likely wish to see them succeed. We should be proactively considering other locations we might direct them to.

## **PRESENTATIONS/DELEGATIONS**

Audain Art Museum  
Opening

A presentation was given by Suzanne E. Greening, Audain Art Museum Executive Director, regarding the opening of the Audain Art Museum in November 2015 and the inaugural exhibition.

*At 6:00 p.m. a Public Hearing was held for Zoning Amendment Bylaw (2121 Lake Placid Road) No.2087, 2015.*

*At 6:03 p.m. the meeting resumed.*

Annual Report and  
Corporate Plan Update

A presentation by was given Mike Furey, Chief Administrative Officer, regarding the Annual Report and an update on the Corporate Plan.

## **MAYOR'S REPORT**

Mayor Wilhelm-Morden, on behalf of the Resort Municipality of Whistler Council and staff, expressed condolences to the families and friends of Kelly Blunden, Ross Chafe and Paul Maurice Pierre, and the entire grieving community. Just before this Council meeting, the Whistler Cycling Club held a memorial ride for Kelly and Ross. The procession of approximately 500 cyclists of all ages looped twice around Whistler and afterwards the club ride continued out to the Callaghan. Kelly and Ross were both integrally involved in our community.

Kelly was Manager of IT at the Resort Municipality of Whistler for eight years. He was a minor hockey coach for years and served on the board of the Whistler Oldtimers Hockey League. A Kelly Blunden Hockey Bursary has been set up by the Whistler Minor Hockey Association. He was involved in many more organizations, and everyone in town seems to have known him in a different way.

Mayor Wilhelm-Morden reported that Ross new to Whistler, but very involved in the community. He was an entrepreneur and worked in business development for Flags Unlimited, a North American leader in the field. Ross to say he was a passionate road biker would be an understatement. He was a member of the Canadian national cycling team between 1979 and 1986, he represented Canada in the Pan Am Games and three world championships and was an alternate at the 1988 Seoul Olympics.

A celebration of life for Kelly and Ross will be held on Saturday, June 13 at 1 p.m. at the Whistler Conference Centre. All are welcome to attend. In lieu of flowers or gifts, donations to support the two families can be made at the event or at the TD Bank.

Mayor Wilhelm-Morden reported that last weekend 1,700 runners took part in the North Face Whistler Half Marathon. \$13,830 was raised for Crohn's and Colitis Canada this year. Mayor Wilhelm-Morden thanked the organizers for their work on this annual event.

Mayor Wilhelm-Morden reported that Outerbike, the expo for bike and gear manufacturers, took place in Whistler last weekend. The RMOW invested \$10,000 in the event from the Festivals, Events and Animation program budget. The venue was in Day Lot 2 and many of the municipal cross-country trails and roadways were used to try out the different bikes.

Mayor Wilhelm-Morden reported that National Health and Fitness Day was celebrated on Saturday at the Whistler Athlete's Centre at Cheakamus Crossing. The activities were organized by Whistler Sport Legacies, the Resort Municipality of Whistler, Oros Whistler Gymnastics, the Canadian Sport Institute Pacific and Kinesiology with Majo. MP John Weston attended the event. The event had a variety of free sport and health activities, as well as fitness classes for all ages at the Athletes' Lodge, the High Performance Centre and at Bayly Park. Meadow Park Sports Centre offered discounts on passes that day and a total of 126 people took advantage of the deal.

Mayor Wilhelm-Morden reported that the Whistler Resort Information Trade Show is on Thursday, June 11 from 2:00 p.m. to 6:00 p.m. at the Conference Centre. More than 100 business and organizations will attend to share information with frontline employees about what Whistler has to offer visitors this summer. The municipality will also have several booths showcasing some municipal services.

Mayor Wilhelm-Morden reported that the annual Whistler Multicultural Festival will take place on Friday, June 12 from 4:00 p.m. to 8:00 p.m. at Florence Petersen Park outside the Whistler Library and Whistler Museum. Whistler Multicultural Network, Whistler Public Library and Whistler Museum are partnering to support the festival. The family friendly event will have crafts, music and dancing, international food, games, toys and sports from different cultures.

Mayor Wilhelm-Morden reported that the Sea to Sky Invasive Species Council is holding a community weed pull on Saturday, June 13 from 11:00 a.m. to 1:00 p.m. at Meadow Park. The weed pull targets lamium and burdock. Refreshments will be provided. Contact [ssinvasives@gmail.com](mailto:ssinvasives@gmail.com) for more information.

Mayor Wilhelm-Morden reported that Whistler has been successful in the bid to host the 2019 bobsleigh and skeleton world championships at the Sliding Centre. This will be the first world championships in Canada since the 2000 event in Calgary.

Mayor Wilhelm-Morden reported that there is a volunteer position available on the Forest and Wildland Advisory Committee. Candidates should be able to advise Council on issues relating to forestry, land use, and recreation around Whistler. The Council-appointed committee meets once a month during work hours. Applications should be submitted by 4:30 p.m. on Thursday, June 18. Visit [whistler.ca/committees](http://whistler.ca/committees) for more information.

Mayor Wilhelm-Morden reported she will be travelling to Victoria on Monday for the investiture of Ginny and Kerry Dennehy in the Order of British Columbia, and offered her congratulations to them for this distinct honour.

#### ADMINISTRATIVE REPORTS

AS 0001 – 7196 Lorimer  
Road – Proposed  
Antenna System  
Report No. 15-082  
File No. AS 0001

Moved by Councillor J. Ford  
Seconded by Councillor J. Crompton

**That** Council, after careful consideration, direct staff to provide a letter of non-concurrence (non-support) to Industry Canada, under the Mayor's signature, expressing the Resort Municipality of Whistler's strong opposition to the proposed SBA Canada antenna system as shown in the plans prepared by Tower Engineering Professionals, Inc. (T1-E-9) dated May 14, 2014, and the associated submittal materials from SBA Canada, attached as Appendix B to Administrative Report No. 15-082; and further,

**That** Council direct that the letter of non-concurrence attached to Administrative Report No. 15-082, and the reasons stated herein, as the basis for Council's decision, which include:

1. The negative visual impact and detrimental effect on the aesthetic quality of Whistler's resort experience that would result from the proposed 35 metre high tower proposed to be located in a high profile and sensitive location at a key entryway into Whistler Village where Whistler strives to maintain a high quality resort character and visitor experience for its 2.7 million visitors per year;
2. The associated potential negative impact on Whistler's resort economy, which contributes \$1.3 billion per year to British Columbia's provincial GDP and represents more than 22 per cent of annual provincial tourism revenue;

3. Lack of consistency with the shared vision, priorities and descriptions of success for the resort community as expressed in Whistler 2020, Whistler's Comprehensive Sustainability Plan, and in particular the priority for Enhancing the Resort Experience and the descriptions of success for Built Environment, Economy, Visitor Experience and Partnership;
4. Lack of consistency with the policies of the municipality's current Official Community Plan Bylaw No. 1021, 1993, and in particular Policy 4.12.16 which seeks to maintain Whistler's high visual quality along Highway 99 and specifies a requirement for a 20 metre vegetated buffer from the highway right of way;
5. Lack of consistency with the policies of the municipality's updated Official Community Plan Bylaw No. 1983, 2011, which currently stands at third reading, and in particular Objective 3.2.1 to reinforce Whistler's mountain resort character and Policy 3.2.1.9 to enhance the high visual quality along the highway corridor through Whistler, including protection of scenic views and maintaining and reinstating vegetative buffers and screening of development adjacent to the highway corridor, in addition to the requirement for a 20 metre minimum setback distance from the highway right of way for any new development;
6. Lack of consistency with the height regulations of the municipality's Zoning and Parking Bylaw, 303, 1983 which specify a maximum permitted height of 14 metres, whereas the proposed cell tower is 35 metres in height, 2.5 times greater than permitted;
7. Lack of consistency with Council Policy G-25 – Antenna System Siting Protocol and in particular the Section 12 Development Guidelines, with lack of consistency with the guidelines under the Section 12.1 Location Criteria and the Section 12.2 Development and Design Preferences Criteria;
8. Incompatibility with existing abutting and adjacent land uses, directly abutting residential property and approximately 65 metres from the Whistler Children's Centre early childhood care and education centre;
9. Lack of consistency with the municipality's Environmental Protection Bylaw, No. 2000, 2012, A Bylaw to Protect Streams and Trees in the Resort Municipality of Whistler, and in particular the proposed removal of trees and understory to accommodate the proposed antennae system installation within 20 metres of the right of way of Highway 99;
10. Strong and overwhelming opposition to the proposal by members of the public through the public consultation process with written comments from 117 people, companies and organizations opposed to the proposed antenna system, 4 neutral and 14 in support of the



proposal (Appendices D and E), and an online petition by The Whistler Cell Tower Action Group ([www.change.org](http://www.change.org)) with 1,100 individuals against the proposal (Appendix F);

11. Strong opposition to the proposal by Whistler's representative industry and business organizations with correspondence against the proposal from Tourism Whistler, the Whistler Chamber of Commerce, the Hotel Association of Whistler and Whistler Blackcomb; and

12. Lack of any evidence supporting the desire or need for the tower to address any cellular service performance shortcomings or improvements; and,

**That** Council direct staff to forward a copy of the letter of non-concurrence to the provincial government Ministry of Forests, Lands and Natural Resources;

**That** Council direct staff to work collaboratively with SBA Canada in any further proposals it may pursue, seeking alternative site and cellular service strategies that are consistent with municipal policies and support the telecommunications needs of the Whistler resort community;

**That** Council direct staff to share the name of the adjudicator of Service Canada with the Whistler Cell Tower Action Group;

**That** Council direct staff to consider a review of the filing fee and staff billing rates; and further,

**That** Council direct staff to consider a review and analysis of other sites that may be available for future site towers.

CARRIED

DVP 1104 - 6368  
Fairway Drive Side  
Setback Variance  
Report No. 15-081  
File No. DVP 1104

Moved by Councillor A. Janyk  
Seconded by Councillor S. Maxwell

**That** Council approve the issuance of Development Variance Permit DVP 1104 to vary the Northwest side setback at 6368 Fairway from 3.0 metres to 2.59 metres in order to accommodate an existing retaining wall constructed on the lands, all as shown on the Survey Plan 15049A-2 prepared by Doug Bush Survey Services Ltd., dated February 17, 2015 and attached as Appendix B to Administrative Report No. 15-081; and further,

**That** Council direct staff to advise the applicant that prior to issuance of DVP 1104, the following matters must be completed to the satisfaction of the General Manager of Resort Experience:

- a) Receipt of a survey prepared by a BCLS confirming the location of the wall relative to the Northwest parcel line;
- b) Receipt of a landscape plan for the Northwest side of the property in order to help screen the wall;
- c) Receipt of a landscape estimate for the proposed landscape screening; and,

- d) Receipt of a letter of credit or other approved security in the amount of 135% of the landscape estimate, such security to be administered in accordance with Council Policy G-9 Landscape Security for Development Permit.

CARRIED

SEC 0014 – 2022 Karen  
Crescent – Flood  
Proofing Exemption  
Report No. 15-078  
File No. SEC 0014

Moved by Councillor A. Janyk  
Seconded by Councillor J. Grills

**That** Council grant an exemption to the Zoning and Parking Bylaw 303 flood proofing requirements pursuant to Section 910 of the *Local Government Act* to allow for the construction of a new duplex dwelling at 2022 Karen Crescent that is constructed with a flood construction level (FCL) of 0.6 metres above the highest point of land on the site, and further,

**That** Council authorize the Mayor and Corporate Officer to execute a Section 219 covenant on the title of the subject property for this exemption, attaching the engineering report prepared for 2022 Karen Crescent by GeoPacific Consultants Ltd., dated May 5, 2015 and attached as Appendix C to Administrative Report No. 15-078.

CARRIED

LLR 1222 – Nicklaus  
North Golf Club  
Permanent Change to  
Liquor Primary Hours of  
Sale  
Report No. 15-077  
File No. LLR 1222

Moved by Councillor J. Crompton  
Seconded by Councillor J. Ford

**That** Council authorize the resolution attached as Appendix “A” to Administrative Report No. 15-077 providing Council’s recommendation to the Liquor Control and Licensing Branch in support of an application from Nicklaus North Golf Club located at 8080 Nicklaus North Blvd. for a Permanent Change to Hours of Sale for Liquor Primary Licence No. 300846, to change hours of sale to 9:00 a.m. to 1:00 a.m. Monday through Saturday and 9:00 a.m. to midnight on Sunday.

CARRIED

UBCM Fuel  
Management  
Prescription and  
Operational Fuel  
Treatment Program  
Applications  
Report No. 15-079  
File No. 8337.01

Moved by Councillor S. Maxwell  
Seconded by Councillor J. Grills

**That** Council provide support for the activities and grant management described in UBCM Fuel Management Prescription Program application (Big Timber/Kadenwood Drive) attached as Appendix A to Administrative Report No. 15-079; and further,

**That** Council provide support for the activities and grant management described in UBCM Operational Fuel Treatment Program application (Brio) attached as Appendix B to Administrative Report No. 15-079.

CARRIED

Canada 150 Community  
Infrastructure Program  
Grant Application  
Report No. 15-076  
File No. 5711

Moved by Councillor A. Janyk  
Seconded by Councillor J. Grills

**That** Council direct staff to apply to the Canada 150 Community Program for the purposes of converting the North Shore Credit Union Room to a universal change room and a corresponding addition of a multipurpose room, entrance foyer and exit vestibule at the Meadow Park Sport Centre; and,

**That** Council authorize \$1.2 million to fund this project from the Recreation Works Reserve Fund. Costs subject to the approval of proceeding with the grant application and upon success of the grant application, and;

**That** Council direct staff to begin planning for the project if the Canada 150 Community Program funding is approved at \$400,000 or more.

CARRIED

2014 Statements of  
Financial Information  
Report No. 15-075  
File No. 4325

Moved by Councillor J. Crompton  
Seconded by Councillor J. Ford

**That** Council approve the 2014 Statements of Financial Information.

CARRIED

Whistler 2020  
Development  
Corporation – 2015  
Annual Report  
Report No. 15-080  
File No. Vault

Moved by Councillor S. Maxwell  
Seconded by Councillor J. Grills

**That** Council of the Resort Municipality of Whistler in open meeting assembled, hereby resolves that the Municipality, as sole Shareholder of Whistler 2020 Development Corp., pass the consent resolutions of the Shareholder of the Whistler 2020 Development Corp., a copy of which is attached to Administrative Report No. 15-080 as Appendix "A", and that the Mayor and Corporate Officer execute and deliver the resolutions on behalf of the Municipality.

CARRIED

#### **BYLAWS FOR THIRD READING**

Zoning Amendment Bylaw  
(2121 Lake Placid Road)  
No.2087, 2015

Moved by Councillor A. Janyk  
Seconded by Councillor S. Maxwell

**That** Zoning Amendment Bylaw (2121 Lake Placid Road) No.2087, 2015 receive third reading.

CARRIED

## OTHER BUSINESS

2010 Games Operating  
Trust Society  
Nomination  
File No. 2045.13

Moved by Councillor J. Crompton  
Seconded by Councillor J. Ford

**That** Mike Furey be nominated as a member of the 2010 Games Operating Trust Society until the conclusion of the next annual General meeting or until such nomination is revoked, whichever is earlier, pursuant to bylaw 2.3 of the 2010 Games Operating Trust Society bylaws.

CARRIED

## CORRESPONDENCE

Storage Containers in  
Residential Zones  
File No. RZ1107

Moved by Councillor J. Crompton  
Seconded by Councillor A. Janyk

**That** correspondence from Crosland Doak, dated June 1, 2015, regarding storage containers in residential zones be received and referred to staff.

CARRIED

May Long Weekend  
File No. 3009

Moved by Councillor J. Ford  
Seconded by Councillor A. Janyk

**That** correspondence from Sandra Nicholson, dated May 25, 2015, regarding the May Long weekend be received and referred to the May Long Weekend Committee.

CARRIED

Smoking  
File No. 3009

Moved by Councillor J. Ford  
Seconded by Councillor J. Crompton

**That** correspondence from Doris de Grood, dated May 31, 2015, regarding changes to smoking regulations on Whistler Blackcomb be received.

CARRIED

National Health and  
Fitness Day Run/Walk at  
FCM  
File No. 3009

Moved by Councillor A. Janyk  
Seconded by Councillor J. Grills

**That** correspondence from Marilyn McIvor, National Health and Fitness Day Project Coordinator in the offices of Senator Nancy Green Raine and John Weston MP, dated May 29, 2015, regarding a morning walk at 7:00 a.m. on Saturday, June 6, 2015, as a National Health and Fitness Day event be received.

CARRIED

**ADJOURNMENT**

Moved by Councillor J. Crompton

**That** Council adjourn the June 9, 2015 Council meeting at 7:00 p.m.

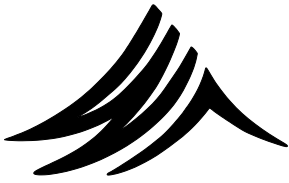
CARRIED

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Mayor N. Wilhelm-Morden

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Corporate Officer: S. Story



# WHISTLER

## MINUTES

### PUBLIC HEARING OF MUNICIPAL COUNCIL TUESDAY, JUNE 9, 2015 STARTING AT 6:00 PM

**In the Franz Wilhelmssen Theatre at Maurice Young Millennium Place  
4335 Blackcomb Way, Whistler, BC V0N 1B4**

#### **PRESENT:**

Mayor N. Wilhelm-Morden

Councillors: J. Crompton, J. Ford, J. Grills, A. Janyk, S. Maxwell

**ABSENT:** Councillor S. Anderson

Chief Administrative Officer, M. Furey  
General Manager of Infrastructure Services, J. Paul  
General Manager of Corporate and Community Services, N. McPhail  
General Manager of Resort Experience, J. Jansen  
Director of Finance, K. Roggeman  
Acting Director of Planning, J. Belobaba  
Corporate Officer, S. Story  
Manager of Communications, M. Comeau  
Manager of Recreation, R. Weetman  
Manager of Environmental Stewardship, H. Beresford  
Planning Analyst, K. Creery  
Planning Analyst, B. McCrady  
Planning Technician, R. Licko  
Recording Secretary, A. Winkle

The Public Hearing is convened pursuant to Section 890 of the Local Government Act R.S.B.C. 1996, c. 323 to allow the public to make representations to Council respecting matters contained in "Zoning Amendment Bylaw (2121 Lake Placid Road) No. 2087, 2015" (the "proposed Bylaw(s)").

Everyone present shall be given a reasonable opportunity to be heard or to present written submissions respecting matters contained in the proposed bylaw. No one will be discouraged or prevented from making their views known. However, it is important that remarks be restricted to matters contained in the proposed Bylaw.

When speaking, please commence your remarks by clearly stating your name and address.

Members of Council may, ask questions following presentations however, the function of Council at a Public Hearing is to listen rather than to debate the merits of the proposed Bylaw.

MINUTES

Public Hearing: Zoning Amendment Bylaw (2121 Lake Placid Road) No. 2087, 2015

June 9, 2015

Page 2

As stated in the Notice of Public Hearing, in general terms, the purpose of the proposed Bylaw is to rezone the subject lands from RT3 (Two Family Residential Three) to RM25 Zone (Multiple Residential Twenty-Five), to bring an existing legally non-conforming triplex use into conformity with the Municipality's Zoning Bylaw.

Explanation	An explanation was given by Kevin Creery, Planning Analyst, concerning the proposed Bylaw.
Submissions	Mayor Wilhelm-Morden called three times for submissions by the public.  No submissions were made by the public.
Correspondence	Shannon Story, Corporate Officer, indicated that no correspondence was received regarding the proposed Bylaw.

**ADJOURNMENT**

Hearing no further comments, the Public Hearing adjourned at 6:03 p.m.

\_\_\_\_\_  
Mayor N. Wilhelm-Morden

\_\_\_\_\_  
Corporate Officer: S. Story



## REPORT | ADMINISTRATIVE REPORT TO COUNCIL

**PRESENTED:** June 23, 2015

**REPORT:** 15-083

**FROM:** Infrastructure Services

**FILE:** 534

**SUBJECT:** 2015-2016 ANNUAL OPERATING AGREEMENT (AOA) – TRANSIT AND WHISTLER TRANSIT MANAGEMENT ADVISORY COMMITTEE (TMAC) 2014 SUMMARY

### COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

**That** the recommendation of the General Manager of Infrastructure Services be endorsed.

### RECOMMENDATION

**That** Council authorize the Mayor and Corporate Officer to execute the *2015-2016 Whistler Transit Annual Operating Agreement (AOA)* for the period April 1, 2015 through March 31, 2016.

### REFERENCES

APPENDIX A – “Term Sheet”

### PURPOSE OF REPORT

The purpose of this report is to present and seek Council approval for the financial agreement between BC Transit, the transit system operating company, and the Resort Municipality of Whistler for the operation of the Whistler transit system from April 1, 2015 – March 31, 2016 and to give a summary of the Whistler Transit Management Advisory Committee’s (TMAC) work from 2014.

### DISCUSSION

#### Annual Operating Agreement (AOA)

The Whistler transit system Annual Operating Agreement (AOA) from April 1, 2015 through March 31, 2016 formalizes the partnership with BC Transit, Whistler Transit Ltd. (a wholly owned subsidiary of Pacific Western Transportation) and the local government. It establishes the projected budget for the local Whistler transit system as well as defines hours of operation, revenues, costs, leasing payments, and BC Transit’s financial contribution for the defined term.

When preparing our Municipal budget, staff must forecast the various costs that will be presented through this annual agreement, which follows the Provincial budget calendar. The RMOW’s funding obligation contained within this Annual Operating Agreement is accommodated within the approved 2015 municipal transit budget. No amendments to municipal budgets are required.

It is important to note that the Provincial government announced its three year funding commitment for transit in BC. The Minister of Transportation and Infrastructure has directed BC Transit to look at ways to make transit operations more cost effective and to expand revenue opportunities. RMOW staff continue to work with BC Transit staff looking for service delivery efficiencies and other opportunities within the Whistler Transit System to be presented as part of the 2016/2017 Annual Operating Agreement.



## Transit Management Advisory Committee

As Council is aware, the Transit Management Advisory Committee (TMAC) oversees many elements of the transit system. The key task for TMAC in 2014 and early 2015 has been working with BC Transit reviewing the development of the Sea to Sky Transit Future Plan focusing on the Whistler section as well as the regional transit section. BC Transit has targeted summer 2015 to complete the draft Transit Future Plan and fall 2015 to present the Sea to Sky Transit Future Plan to Council.

Listed below are other 2014 highlights for TMAC.

- Appointment of a new TMAC Chair, Councillor Steven Anderson
- Reviewed customer service issues
  - Reinstating the Bus Bay numbers at Gondola Transit Exchange
  - Recommending improvements to the new BC Transit web site
  - Instigating the Customer Service Pilot Project which expanded the Whistler Transit System customer service hours for winter 2014/2015 to weekends and statutory holidays. The service included were answering the phone, responding to web/email Customer Service Feedback, monitoring Twitter and sending out information on service delays related to traffic, weather, accidents, etc, and Lost and Found.
  - Supported TaxiSaver Pilot Program administered by Whistler Community Services Society
- Reviewed fare product mix for potential to increase ridership
  - Encourage RMOW staff to remind Whistler businesses of programs available to subsidize the 6-month and 12-month seasons passes for staff
  - Supported Staff Housing Pilot Project
- Refined the seasonal transit schedules based on performance and customer feedback
  - Focused on simplifying the system while providing better frequency and consistent headways in Winter as well as Spring/Summer/Fall service
  - Added a Village Shuttle bus to at 6:30 a.m. in the winter to get skiers to Fresh Tracks and a 9:30am bus in Spring/Summer/Fall bring guest to the Village for the 10am mountain opening as well as Village retail opening

In 2015, TMAC's workplan includes, completing the review of Sea to Sky Transit Future Plan including key performance indicators, working to improve the on-street customer information at bus stops as well as electronic customer information, and working with RMOW and BC Transit staff to continue to find efficiencies in the local transit system as well as new sources of revenue.

## WHISTLER 2020 ANALYSIS

W2020 Strategy	TOWARD Descriptions of success that resolution moves us toward	Comments
Transportation	The transportation systems to, from and within the resort community are accessible and offer affordable travel options. The transportation system efficiently meets both the short and long-term needs of all users. The convenience and seamlessness of the preferred transportation system to, from and within Whistler ensures usage rates continue to rise.	The transit service in Whistler (provided in partnership with BC Transit and the operator – Whistler Transit Ltd.) provides a reliable, affordable transportation option for travel within Whistler and to Whistler. Staff and TMAC continue to review the existing system against the comments received from the public and the performance measure data collected by BC Transit to determine how modifying the system within budget can achieve the goal of growing ridership.
Partnership	Partners work together to achieve mutual benefit.	Even though BC Transit services are 100% wheelchair accessible they are still not accessible to all users. As such, the TaxiSaver Pilot Program is a partnership that will continue with the Whistler Community Services Society to create one more transportation option funded under the RMOW's Transit System Program for those that cannot use the conventional transit system.
Finance	Whistler lives within its financial means.	The 2015 Whistler transit system is based on the recommendations from the Whistler Transit System 2013 Winter Monitoring Program Report as well as comments received throughout 2014. The 2015 transit budget continues to include additional revenue associated to the lease of six covered parking stalls at the transit facility to a third party. BC Transit is exploring options to expand revenue by leasing underused space at the facility to third parties.

W2020 Strategy	AWAY FROM Descriptions of success that resolution moves us away from	Comments
Finance	Whistler lives within its financial means.	The Whistler TaxiSaver Pilot Program is a funding commitment under the RMOW transit system funding that has the potential to grow as the community ages.

## BUDGET CONSIDERATIONS

The Annual Operating Agreements (AOAs) cost from April 1, 2015 – March 31, 2016 are summarized in Appendix A and is accommodated in the 2015 RMOW budget for transit service. January, February and March 2016 costs will be included in the 2016 annual municipal transit budget.

BC Transit's fiscal year starts on April 1st, while the municipality's is January 1st, so there is a difference between the municipal annual budget and the AOA summarized in the attached term sheet.

## COMMUNITY ENGAGEMENT AND CONSULTATION

The level of service and transit system configuration contained within the 2015/2016 Annual Operating Agreement is based on the system provided in 2014. The 2014 Whistler Transit System service was modified as a result of findings and recommendations from the Whistler Transit System 2013 Winter Monitoring Program Report which involved extensive public consultation. The system also receives customer comments and suggestions in person, on the phone, through social media (Twitter and Facebook) and through the BC Transit website Customer Feedback form found at:

[www.bctransit.com/whistler/contact](http://www.bctransit.com/whistler/contact)

TMAC is in the process of reviewing the results of the winter 2014/2015 service, the data gathered through the BC Transit website as well as the Sea to Sky Transit Future Plan open houses and stakeholder workshops to see what refinements and changes can be done to the existing transit schedule to make early winter and winter 2015/2016 even more response to passenger desires. There is enough flexibility in the way that the AOA expresses service levels and budget that even once the AOA is approved, TMAC can work with BC Transit to implement recommended refinements and changes that stay within the 62,500 maximum annual service hours for early winter and winter 2015/2016.

## SUMMARY

The BC Transit proposed Annual Operating Agreement (AOA) from April 1, 2015 through March 31, 2016 establishes the projected budget for the local Whistler transit system as well as defines hours of operation, revenues, costs, leasing costs, and BC Transit's financial contribution for the defined term. **The RMOW's funding obligations contained within this Annual Operating Agreement is accommodated within the approved 2015 municipal transit budget.**

The Whistler Transit Management Advisory Committee (TMAC) is supportive of the level of service outlined in the AOA. Council is requested to approve the Whistler 2015/2016 AOA from April 1, 2015 – March 31, 2016.

Respectfully submitted,

Emma DalSanto  
TRANSPORTATION DEMAND MANAGEMENT COORDINATOR  
for  
JOE PAUL, ASCT  
GENERAL MANAGER OF INFRASTRUCTURE SERVICES

APPENDIX A

**TERM SHEET:                      APRIL 1, 2015 to March 31, 2016**  
**WHISTLER ANNUAL OPERATING AGREEMENT**

<b>Parties:</b>	Whistler Transit Ltd., BC Transit, and Resort Municipality of Whistler
<b>Term:</b>	April 1, 2015 to March 31, 2016 for the Whistler Conventional transit system.
<b>Description:</b>	This agreement establishes the level of transit service, costs and maintenance of the Whistler conventional transit system. In particular, costs such as the variable hourly rate and the cost per kilometre are specified by the agreement.
<b>Costs:</b>	The total maximum cost of Whistler Transit Service is \$10,717,578. BC Transit contribution is \$4,326,591*. The total budgeted system revenue and local administration credit are \$2,793,535 resulting in a net municipal share of costs is \$3,597,552.

\*Does not include BC Transit share of Lease Fees



## REPORT | ADMINISTRATIVE REPORT TO COUNCIL

**PRESENTED:** June 23, 2015

**REPORT:** 15-084

**FROM:** Corporate and Community Services

**FILE:** 4325

**SUBJECT:** 2015 ANNUAL REPORT AND CORPORATE PLAN

### COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

**That** the recommendation of the General Manager of Corporate and Community Services be endorsed.

### RECOMMENDATION

**That** Council receive and consider Information Report to Council No. 15-084, "2015 Annual Report and Corporate Plan" for the Resort Municipality of Whistler, as required by the *Community Charter*, and further,

**That** Council consider submissions and questions from the public with respect to the report.

### REFERENCES

Appendix A – 2015 Annual Report and Corporate Plan

### PURPOSE OF REPORT

This report provides the 2015 Annual Report and Corporate Plan of the Resort Municipality of Whistler for consideration by Council.

### DISCUSSION

Section 98 of the *Community Charter* requires a council, before June 30 of each year, to prepare an annual report and have the report available for the public to review. The 2014 annual report is consolidated with the 2015 Corporate Plan. It was published on June 9, 2015 and has been available for public review since that date. Section 99 of the *Community Charter* requires that the annual report and submissions and questions from the public be considered at a public meeting of council.

In accordance with the *Community Charter*, the annual report includes:

- The audited annual financial statements for the previous year;
- The list of permissive tax exemptions and the amount of property taxes that would have been imposed on the property;
- A report respecting municipal services and operations;
- Any declarations of disqualification made under section 111 of the *Community Charter* in the previous year, including identification of the council member or former council member involved and the nature of the disqualification; and

- A statement of municipal objectives, and the measures that will be used to determine progress respecting those objectives.

The Annual Report and Corporate Plan also reflects the community priorities articulated in Whistler2020, Whistler's comprehensive sustainability plan, and includes a detailed summary of corporate goals, strategies and deliverables, as well as corporate performance monitoring indicators.

## **OTHER POLICY CONSIDERATIONS**

There are no other policy considerations with respect to this report.

## **BUDGET CONSIDERATIONS**

Cost to produce and advertise the annual report, not including staff time and internal costs, is accommodated in the annual operating budget of the municipality.

## **COMMUNITY ENGAGEMENT AND CONSULTATION**

The annual report has been available to the public on the municipal website and printed copies available at the municipal hall customer service desk.

In accordance with the *Community Charter*, ads were placed in the June 11 and 18 editions of Pique Newsmagazine. The ad asked the public to make submissions on the annual report to the Resort Municipality of Whistler prior to 4:30 p.m. on June 23. As of the time that this report was published in the Council package, no correspondence has been received. Members of the public may also make submissions or ask questions on the Annual Report at the Council Meeting of June 23 when the annual report is considered by Council.

## **SUMMARY**

This report presents the 2015 Annual Report and Corporate Plan and fulfills the annual reporting requirements of the Resort Municipality of Whistler.

Respectfully submitted,

Ken Roggeman  
DIRECTOR OF FINANCE  
for  
Norm McPhail  
GENERAL MANAGER OF CORPORATE AND COMMUNITY SERVICES





Resort Municipality of Whistler

# 2015 Annual Report and Corporate Plan

SPRING 2015





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# 1 MESSAGE FROM THE MAYOR

It is with pleasure that I introduce the Resort Municipality of Whistler's (RMOW) Annual Report and Corporate Plan.

This document is the result of work by Council and staff to define strategic priorities, goals and deliverables for the organization; align the organization's budget and work plans with these priorities; and report on activities and accomplishments with an eye to areas that we can continue to improve.

As noted at the start of our 2014–2018 term, Whistler Council will stay the course with the general direction established by the previous Council. The 2015 Corporate Plan reflects our continued commitment to:

- Progressive and informed community planning and economic development;
- Enhancing the visitor experience with a focus on the core tourism product and implementing the economic, learning and education, and recreation and leisure plans; and
- Delivering on our cultural tourism development strategies and goals.



It also addresses some new priorities such as monitoring long-term resident affordability in Whistler and a renewed commitment to environmental performance outcomes.

2014 was a successful year with world economies improving, a lower Canadian dollar, and improvements to our real estate market, all contributing to an increasingly healthy operating environment following many years of challenges. These improvements were part of economic successes in Whistler which also result in continued funding through incentive funding programs from the Province of British Columbia, allowing us to grow our investments into projects, programs and services for the RMOW and partners. Our Economic Partner Initiative work in recent years has defined Whistler's contribution to B.C.'s export tourism revenue at 22.5%.

In 2014, we completed important foundational planning work for the community, celebrated record breaking summer occupancy and strong winters, continued to grow the RMOW's Festivals, Events and Animation program, and worked with our resort partners to ensure the responsiveness of the resort community to external factors and our shared success.

In 2015, implementation of recommendations from the four big plans—the Economic Partnership Initiative Report, the Learning and Education Report, the Recreation and Leisure Master Plan, and the Cultural Plan—will start changing the face of Whistler with wayfinding and Cultural Connector signage installation, Village enhancement and rejuvenation, improvements to the Gateway Loop, construction of Village portals, establishment of the Vancouver Symphony Orchestral Institute at Whistler, and many other infrastructure and visitor amenities.

In the fall, we will mark two important community milestones: the municipality's 40th anniversary and the opening of the Audain Art Museum.

I would like to acknowledge the work of Council, staff, volunteers and the community for their ongoing contributions toward our corporate and community goals.

Sincerely,  
**Nancy Wilhelm-Morden**  
 Mayor

## 2 MESSAGE FROM THE CHIEF ADMINISTRATOR

The Resort Municipality of Whistler's (RMOW) Annual Report and Corporate Plan is a new document, which combines two previous documents—the organization's Annual Report and the Corporate Plan.

As such, the new document includes:

- Our organization's strategic goals, priorities and deliverables;
- Highlights of previous and future year activities;
- Corporate and community indicators; and
- Audited 2014 financial statements, a report from the Director of Finance, and the current Five-Year Financial Plan.

The document represents the collaboration of Council and staff to strategically plan and deliver municipal services, programs and infrastructure to residents and visitors in Whistler, and to measure and report progress towards our goals.



This document is one of the ways that the organization delivers on its commitments to transparency and accountability to the community.

2014 was a strong year for the resort and a productive year for the municipality. The last two summers were the busiest on record, and the success has been driven in part by collaboration with our resort partners and the municipality's robust Festivals, Events and Animation program funded through the provincial Resort Municipality Initiative (RMI). Whistler has seen recovery in the real estate market and construction activity with increased demand for building and development permits.

Permanent and part-time residents continue to indicate high levels of satisfaction with municipal services, and community life indicators are generally positive with a couple of exceptions such as resident affordability. Environmental indicators are either stable or improving; however, they are still lagging behind community targets, thus highlighting areas for continued focus.

During the last term of Council we saw completion of several key strategies and plans, and this year, our focus is on implementing recommendations from these plans through the Wayfinding, Cultural Connector, Gateway Loop, and Village Portals projects.

On the ground, there are many projects planned and in progress for 2015 funded through municipal reserves, RMI and hotel tax. Some of the major projects for 2015 include Alpine water infrastructure renewal, Skate Park rejuvenation, and Community Wildfire Protection.

We are also continuing to improve customer service through surveys of building and planning permit processes, developing a customer service tracking tool, and increasing library and Village maintenance hours of service, particularly during busy summer months.

We hope that you find this document informative and easy to understand. We have begun posting key performance indicators on [whistler.ca](http://whistler.ca), the municipal website, and encourage you to check back for updates. We welcome community input and involvement throughout the year, and encourage residents to attend Council meetings and events, email Council and staff, complete surveys, share ideas on social media, and join the many Committees of Council.

Sincerely,  
**Mike Furey**  
 Chief Administrative Officer

### 3 EXECUTIVE SUMMARY

---

The Resort Municipality of Whistler's 2015 Annual Report and Corporate Plan consolidates the Corporate Plan and financial information, including the organization's audited 2014 financial statements, highlights of 2014 activities, a report from the Director of Finance, and the 2015–2019 Five-Year Financial Plan.

The plan is based on direction set by Council in December 2014—the beginning of the new Council term. Council confirmed that they would maintain the same overall approach to organizational planning, operations and measurement, as the previous Council, and they would continue to:

- focus on prudent and efficient fiscal management;
- demonstrate their commitment to the Corporate Plan, transparency and accountability, and evidence-based decision making; and
- focus on success based on partnership, stakeholder collaboration, and meaningful and respectful community engagement.

#### **Corporate Plan—Key Themes**

The 2015 plan reflects the overall goals and strategies of the 2012–2014 Corporate Plan, while incorporating several new themes:

- Continued commitment to progressive and informed community planning and economic development;
- Continued commitment to enhancing the visitor experience with a focus on the core tourism product and implementing the economic, learning and education, and recreation and leisure plans;
- Delivering on our cultural tourism development strategies and commitments;
- Ongoing and enhanced monitoring of key metrics to track long-term resident affordability in Whistler; and
- Renewed focus on the community's commitment to environmental performance outcomes.

#### **Corporate “Plan on a Page”—Balanced Scorecard Approach**

The Resort Municipality of Whistler's Corporate Plan is modelled on the Balanced Scorecard Approach—a strategic planning and management system used extensively in business, industry and government to align business activities with the vision and strategy of an organization, to improve internal and external communications, and to monitor organization performance against strategic goals. The Corporate Plan is presented as a “Plan on a Page,” so it is clear to see how departmental deliverables support corporate strategies, goals, and the community's vision.

#### **Corporate Goals**

Six corporate goals are articulated in the 2015 Corporate Plan:

1. A vibrant local economy and resort community experience is effectively reinforced by organizational activities.
2. Policies, programs and services are reliably delivered with exceptional customer service.
3. The local government maintains a high level of community trust and engagement.
4. Municipal decision-making supports the effective stewardship of natural assets and ecological function.
5. Corporate policies and operations ensure continuous excellence in infrastructure, facility and program management.
6. Corporate financial health is maintained, accountable and transparent.

## Corporate Strategies

The corporate goals are, in turn, supported by seven strategies:

1. Implement key visitor experience and economic development strategies.
2. Advance progressive community planning tools, policies and processes.
3. Execute on organizational commitments to improve customer service.
4. Ensure community engagement is structured to effectively support municipal decision-making.
5. Commit to strategies and practices to drive improved environmental performance outcomes.
6. Advance cultural tourism development opportunities across the municipality.
7. Demonstrate excellence in the delivery of core municipal services and facility management.

These strategies are, in turn, supported by the departmental activities and deliverables.

## 2014 Annual Performance Reporting

For more than a decade, Whistler has been committed to monitoring and reporting on key indicators related to Whistler's social, economic and environmental performance. Annual performance reporting provides a snapshot of the state of Whistler, including indicators which are moving in the desired direction and indicators which are trending away from Whistler's community vision (Whistler2020).

Community Life indicators are generally stable with positive results. Exceptions to this pattern include Learning Opportunities and Resident Affordability—each with stable but low results; and Resident Satisfaction, which was found to have a year-over-year reduction, but still very high levels of satisfaction.

Resort Experience, Economic Viability and Partnering for Success indicators are all stable or improving with strong results. Year-over-year results for most core environmental indicators are either stable or improving; however, the actual indicator results in most cases are behind the community's targeted performance level, thereby demonstrating the need for continued diligence in these areas.

For more information about performance tracking, monitoring and reporting visit [whistler.ca/monitoring](http://whistler.ca/monitoring).

## Key External Trends

Key external trends influence and shape the resort community, Whistler's ongoing success, and provide context for the Corporate Plan and implementing key deliverables.

Some of these trends include a recovering global economy and a weakened Canadian dollar which can contribute to increased visitation from key markets such as the United States. Whistler's tourism economy has improved in the past couple of years following challenges largely based on the global economic crisis. Whistler has worked hard to maintain a strong presence and offering into key markets and continued investments into the tourism experience. Whistler has seen two of the strongest summers on record and very strong winters over the last few years.

## 2014 Financial Report

Municipalities are required by law to have balanced financial plans. The Resort Municipality of Whistler managed a budget of \$78.2 million in 2014 on behalf of the resort community providing municipal programs, services and infrastructure to approximately 10,000 permanent residents and an average daily population of 26,000, which includes part-time residents, seasonal workers and 2.5 million visitors per year.

2014 was the third year in a row with no municipal property tax and utility fee increases. Some factors affecting the 2014 budget were:

- Slight growth in the assessment roll
- A modest increase in Municipal Regional District (hotel) Tax

- The end of the Peak 2 Peak tax exemption
- An increase in parking revenue due to increased use
- Increases in labour costs, energy costs, and operational costs (related to greater visitation)
- Increases in facility use and related fees
- Lower Canadian dollar

### 2014 Project Highlights

Some of the key highlights from 2014, which reflect performance towards corporate goals and strategies include:

- Completing construction of Bayly Park and upgrades to Alpha Lake Dog Park
- Developing the Master Wayfinding and Arrival Experience Strategy
- Gateway Bus Loop Redevelopment, Village Gateways and Portals, and Cultural Connector Project planning
- Hosting the 2014 Union of BC Municipalities annual convention and securing the bid for the 2018 convention
- Coordinating the 2014 municipal election
- Developing a customer service strategy and re-launching whistler.ca
- Completing construction of Lost Lake north and Cheakamus River bridges
- Implementing the Wildfire Protection Program
- Administering the successful Festivals, Events and Animation program

### 2015–2019 Five-Year Financial Plan

The Resort Municipality of Whistler's 2015–2019 Five-Year Financial Plan, the organization's budget document, is aligned with the goals and strategies in the Corporate Plan.

The 2015 budget includes increases of 1.7 per cent to property tax revenues and solid waste fees, 1.5 per cent to water parcel taxes and user fees, and one per cent to sewer parcel taxes and user fees. These increases address inflation and additional service demands, while ensuring continued contributions to reserves to maintain and replace municipal infrastructure.

In 2014, several major planning projects were completed, and the focus in 2015 is on implementing many of these plans. The 2015 municipal budget includes over 150 projects (some new and many recurring annual projects) with a total budget of \$26.3 million. Projects are funded through municipal reserves, Province of B.C. Resort Municipality Initiative, Municipal and Regional District (hotel) tax, and other sources, such as grants. As such, projects do not have a direct impact on municipal tax increases.

For more information about the annual budget process visit [whistler.ca/budget](http://whistler.ca/budget).

### Additional Resources

The Annual Report and Corporate Plan can be found on the municipal website at [whistler.ca/corporateplan](http://whistler.ca/corporateplan). The 2012–2014 Corporate Plan and annual updates can also be found in the same location.

Corporate and community monitoring reporting can be found at [whistler.ca/monitoring](http://whistler.ca/monitoring). Charts and data will be updated annually. Any questions about the 2015 Annual Report and Corporate Plan can be directed to staff or Council. Find contact information at [whistler.ca/contact](http://whistler.ca/contact).

Figure 1 RMOW Corporate 'Plan-on-a-Page' Overview

Community PRIORITIES	1. Enriching Community Life		2. Enhancing the Resort Experience		3. Protecting the Environment		4. Ensuring Economic Viability		5. Partnering for Success		Customer				
2018 Corporate GOALS	1.  A vibrant local economy and resort community experience is effectively reinforced by organizational activities		2.  Policies, programs and services are reliably delivered with exceptional customer service		3.  The local government maintains a high level of community trust & engagement		4.  Municipal decision-making supports the effective stewardship of natural assets and ecological function		5.  Corporate policies and operations ensure continuous excellence in infrastructure, facility and program management		6.  Corporate financial health is maintained, accountable and transparent		Outcomes		
2015-2018 Key Corporate STRATEGIES (to move toward above Goals)	1.  Implement key visitor experience and economic development strategies		2.  Advance progressive community planning tools, policies and processes		3.  Execute on organizational commitments to improve customer service		4.  Ensure community engagement is structured to effectively support municipal decision-making		5.  Commit to strategies and practices to drive improved environmental performance outcomes		6.  Advance cultural tourism development opportunities across the community		7.  Demonstrate excellence in the delivery of core municipal services and facility management		Processes
Employee OBJECTIVES	1.  Support a culture of ongoing engagement			2.  Attract and retain professional and proficient staff			3.  Maintain a culture of continuous improvement			4.  Maintain and support stable labour relations			People		



## Navigating this Document

**Sections 1 through 4** of the plan provides a summary, introduction to the structure and content of the plan, as well as key messages from both the Mayor and the RMOW's Chief Administrative Officer (CAO)

**Section 5** answers the questions, "Who are we?" and "What do we do?" Section 5.1 provides an overview of the role of municipal governments defined by the *Community Charter* and the *Local Government Act*, as well as the distribution of roles and responsibilities across the RMOW's municipal corporate structure.

**Section 6** includes a summary of key performance data and strategic planning policy relevant to the plan. This includes a summary of core community success indicators, an overview of the corporate financial position, as well a summary of key external trends influencing the success and long-term sustainability of the Whistler community.

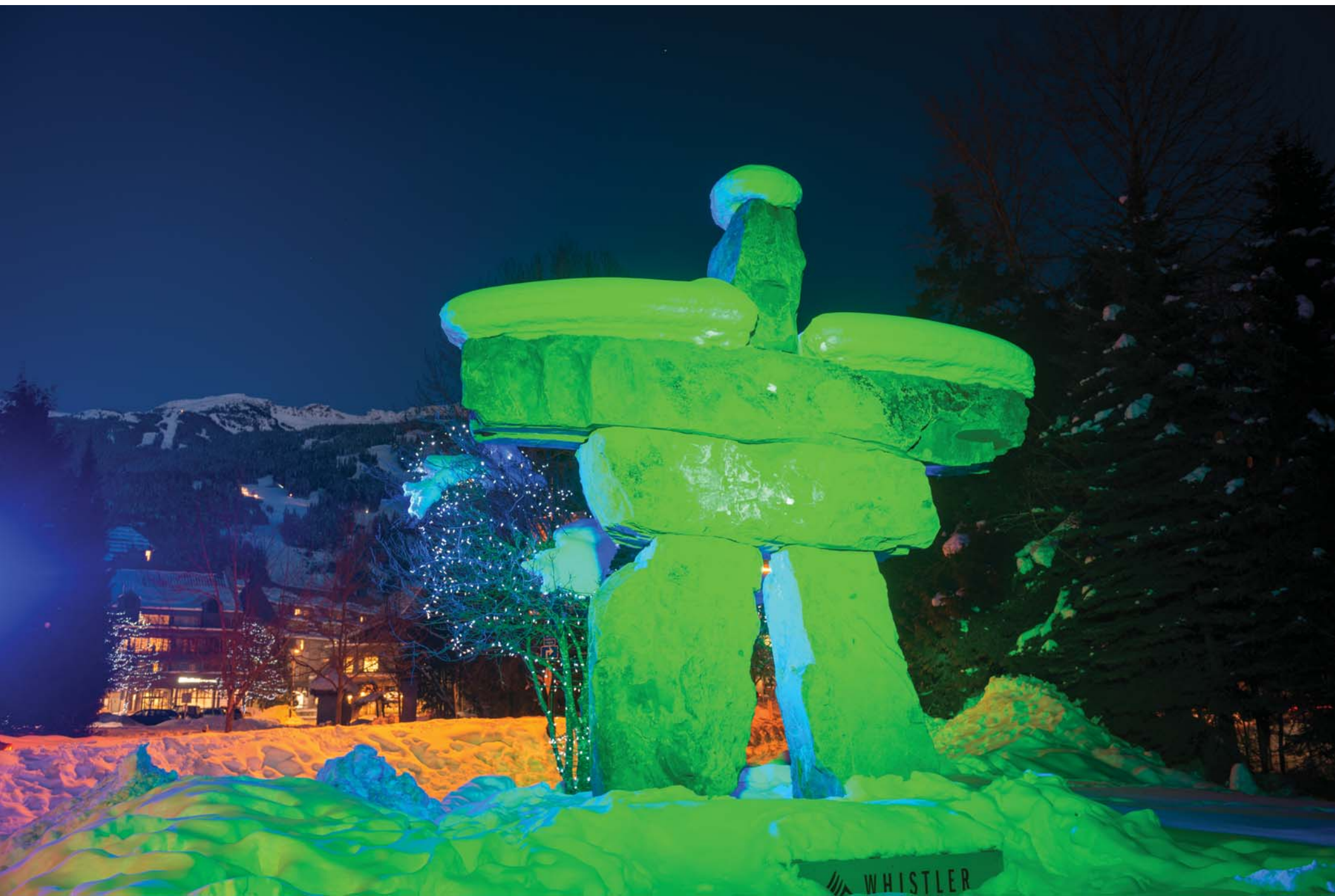
**Section 7** presents the core of the RMOW Corporate Plan for 2015–2018. It includes a summary of:

- Whistler's **Community Priorities** and how we are measuring our success in achieving these priorities;
- Six **Corporate Goals** and how we intend to track our success in attaining these goals;
- Seven **Corporate Strategies** for achieving these Corporate Goals, as well as a summary of the Division-by-Division **Key Deliverables** for implementing these strategies; and
- **Employee Objectives**, which ensure that we continue to have the right people, in the right place, at the right time to support the Strategies and achieve the Goals and Priorities noted above.

**Section 8** presents a summary of the 2015–2019 Five Year Financial Plan.

**Sections 9 and 10** include the report's closing comments and appendices.





## 4 INTRODUCTION

The Resort Municipality of Whistler's (RMOW) Annual Report and Corporate Plan satisfies the legislative requirements for the organization's annual report as specified in the *Community Charter*, while reporting on the organization's direction and activities in detail in the Corporate Plan.

The Annual Report component includes a summary of 2014 municipal progress relative to municipal objectives and audited financial statements; while the Corporate Plan includes:

- community **priorities**, which are articulated in Whistler2020, Whistler's integrated community sustainability plan;
- corporate **goals**;
- **strategies** to achieve the goals;
- corporate and community **indicators**;
- employee **objectives** that reflect best practices for management and operations; and
- **deliverables** for each department.

As part of the municipality's commitment to community monitoring, the Resort Municipality of Whistler has migrated corporate and community performance indicators from the Whistler2020 website to whistler.ca, the municipal website. This work is still in progress and indicators will be updated annually as part of the municipality's corporate planning process and commitment to tracking and measuring performance.

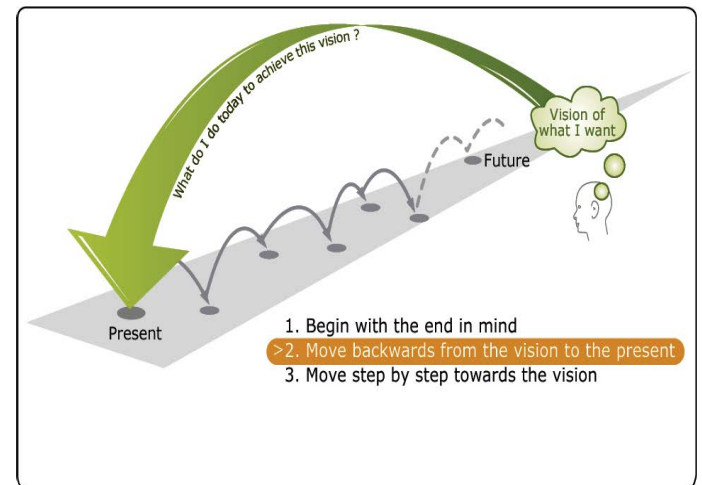
Find the corporate plan at [www.whistler.ca/corporateplan](http://www.whistler.ca/corporateplan) and the performance indicators at [www.whistler.ca/monitoring](http://www.whistler.ca/monitoring).

### 4.1 Policy Guidance

Strategic decision making requires an informed understanding of the context within which an organization is making decisions; an understanding of how the organization is performing within that context (Section 6); and a clear understanding of where the organization is trying to get to (i.e. the community vision). This section provides an overview of the policy context that informs this plan.

#### 4.1.1 Whistler2020 Community Vision

Whistler2020 is Whistler's Integrated Community Sustainability Plan, an expression of the community's vision as required by the Province of British Columbia. Whistler2020 is moreover the product of thousands of voices across the resort community coming together to articulate the vision of the community—a vision that includes 17 individual strategy areas ranging from Arts, Culture & Heritage and Finance to Resident Affordability and Transportation.



By design, the vision and the ongoing action planning is further supported and informed by an annual performance monitoring and reporting system that tracks more than 90 indicators of Whistler's movement toward success and sustainability. The results of the annual monitoring program can be found at: [www.whistler.ca/monitoring](http://www.whistler.ca/monitoring).

The community vision comprehensively articulated within [Whistler2020](#) is organized around the following five priorities:

1. **Enriching Community Life**
2. **Enhancing the Resort Experience**
3. **Ensuring Economic Viability**
4. **Protecting the Environment**
5. **Partnering for Success**

Further, the Whistler2020 Vision is premised on an internationally recognized, science-based definition of sustainability: The Natural Step (TNS). This definition of sustainability provides the foundation for all 16 strategy areas included within the Whistler2020 Integrated Community Sustainability Plan. The Sustainability Objectives act as a compass to frame and guide both short-term decision-making and long-term planning across the community and corporate operations. This definition of sustainability and associated framework for applying the definition within strategic decision-making has helped hundreds of organizations around the world to integrate sustainable development into their strategic planning and to create lasting transformative change. Whistler is proud to be one of the first communities in North America to integrate this framework into our approach to long-term planning. For more information visit: [whistler.ca/sustainability](http://whistler.ca/sustainability).

In sum, Whistler understands that success and sustainability is not just about the environment—it is about ecological integrity, economic viability, fiscal responsibility, and social equity all interrelated within complex natural and social systems. These concepts point to a larger, integrated strategy premised on the four core sustainability objectives presented to the right, informed decision-making supported by the best available data, and a well-articulated comprehensive vision that is developed, supported and owned by the broader community.

Whistler's Sustainability Objectives are to:	
	Reduce and eventually eliminate the RMOW's contributions to <b>systematic increases in concentrations of substances from the Earth's crust</b> (e.g. by increasing energy efficiency).
	Reduce and eventually eliminate the RMOW's contributions to <b>systematic increases in concentrations of substances produced by society</b> (e.g. through 100% recycling).
	Reduce and eventually eliminate the RMOW's contributions to <b>systematic physical degradation of nature</b> (e.g. by purchasing certified wood), and
and in that society people are not subject to conditions that systematically...	
	Reduce and eventually eliminate our contribution to <b>systematically undermining the ability of others to meet their basic human needs</b> . (e.g. by purchasing FairTrade).

#### 4.1.2 Official Community Plan

The Official Community Plan (OCP) is a provincially mandated regulatory document and set of high-level plans and policies, such as land use designations that guide land use planning, social, economic, and environmental policies, and civic infrastructure investments.

As required by the *Local Government Act*, the OCP addresses residential, commercial, industrial, recreational and utility uses and includes a Regional Context Statement. Once adopted, the OCP serves as a framework for all policies, regulations and decisions pertaining to land use and development in Whistler.

A comprehensive update of the OCP began after the 2010 Winter Games and included extensive community consultation with over 1,500 residents, and engagement of regional partners, the Squamish and Lil'wat First Nations, and other stakeholders. This updated version of the Whistler OCP was approved by the Province on April 15, 2013 and subsequently adopted by municipal Council. On June 4, 2014, in response to an application by the Squamish and Lil'wat First Nation challenging the Province's approval and consultation process for the Resort Municipality of Whistler's (RMOW) OCP, the OCP was struck down by the Supreme Court of British Columbia. Due to this decision, the previous OCP Amendment Bylaw No. 1021, 1993, is currently in effect.



The RMOW continues to provide responsible land use planning through the application of the 1993 OCP and has taken the necessary steps to ensure a smooth transition back to the previous OCP.

Whistler's OCP is defined by a deliberate set of principles to guide the development of the community as a successful resort community. These include a hard cap on bed units, a robust parks and trails system and park area, and guidelines for the central commercial Village.

As per statutory requirement, the OCP continues to inform and direct municipal decision-making, and as such is reflected in the Goals, Strategies and Key Deliverables presented within this plan.

## 4.2 Council Priorities

During a two-day retreat in December 2014 the Resort Municipality of Whistler's (RMOW) Council and senior management team met to discuss the priorities and focus of the upcoming four-year term. The retreat included briefings about municipal operations, projects and the current Corporate Plan, as well as a review of the preliminary 2014 community and organizational performance indicators. Council also looked ahead to the four-year term, which will include the fulfilment of major community projects currently underway, and identified several key themes to guide the development of the 2015 Corporate Plan.

Council will maintain the overall approach to organizational planning, operations and measurement using the RMOW's Corporate Plan, including the following:

- Continued focus on prudent and efficient fiscal management;
- Continued commitment to the Corporate Plan, transparency and accountability, and evidence-based decision-making;
- Success that continues to be based on partnership, stakeholder collaboration, and meaningful and respectful community engagement.

Council will also continue to engage with its 18 committees and task forces following a significant re-establishment of the committee system in the previous term.

The 2015–2018 Corporate Plan will reflect the overall goals and strategies of the previous plan, and several new themes will also be incorporated:

- Continued commitment to progressive and informed community planning and economic development;
- Continued commitment to enhancing the visitor experience with a focus on the core tourism product and implementing the economic, learning and education, and recreation and leisure plans.
- Delivering on our cultural tourism development strategies and commitments;
- Ongoing and enhanced monitoring of key metrics to track long-term resident affordability in Whistler;
- Renewed focus on the community's commitment to environmental performance outcomes.

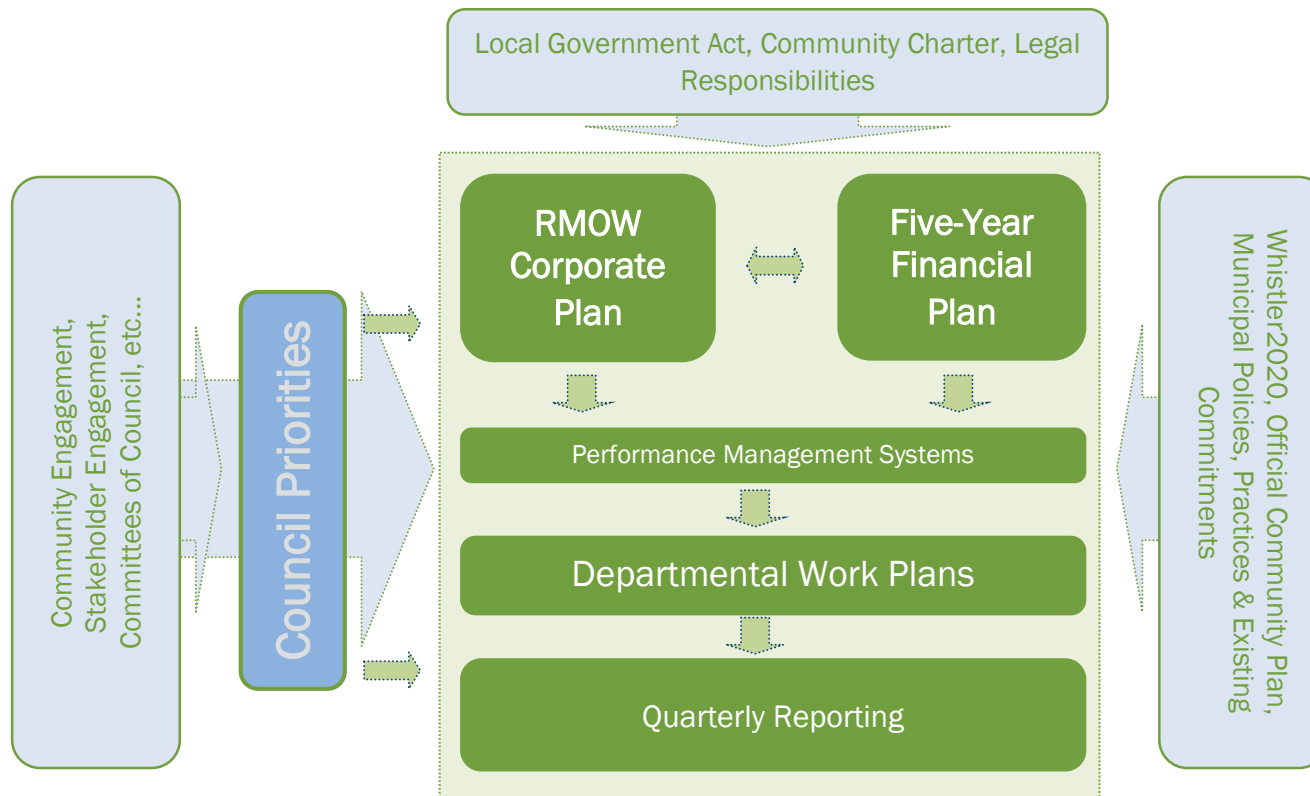
The four big plans—the Economic Partnership Initiative Report, the Learning and Education Report, the Recreation and Leisure Master Plan and the Cultural Plan—which were a major focus in the previous term, are currently in their implementation stages and will continue to guide how Whistler moves forward with future projects. These plans were all developed with extensive partner and community engagement and will help set the direction for other initiatives over the next four years ranging from the Master Wayfinding Strategy, updates to the Gateway

Loop and Village Rejuvenation, to the Cultural Connector, alpine trails, and the opening of the Vancouver Symphony Orchestral Institute at Whistler.

Council will also continue to build partnerships with its First Nations neighbours and continue to implement multi-year initiatives such as the Customer Service Strategy, the Wildfire Management Plan, the Solid Waste Management Plan and others.

More detail about the RMOW municipal Council can be found in Section 5.3.

Figure 2: Overview of the relationship between key Municipal Policy Documents





## 5 WHO WE ARE, AND WHAT WE DO

Incorporated on September 6, 1975, the Resort Municipality of Whistler (RMOW) is Whistler's municipal government led by an elected Council and administered by an executive team and staff on behalf of 10,000 residents and more than 2.5 million annual visitors. The municipality spans an area of 12,630 hectares and is located approximately 125 kilometres north of the large population centre of Metro Vancouver. More detail about the Whistler community, as well as the range of services provided by the RMOW, can be found in both Section 6.1 and Section 6.2 below, or by visiting [www.whistler.ca](http://www.whistler.ca).

### 5.1 Municipal Responsibilities and Requirements

The powers and responsibilities of all municipalities in British Columbia (BC) are regulated through the *Local Government Act* and the *Community Charter*. As defined by the *BC Community Charter*, the **purposes** of a municipal government include:

- a) Providing for good government of its community,
- b) Providing for services, laws and other matters for community benefit,
- c) Providing for stewardship of the public assets of its community, and
- d) Fostering the economic, social and environmental well-being of its community

Among other authorities, municipalities raise funds through property taxes and user fees, have the power of a natural person, have the ability to establish and enforce bylaws, and have the right to borrow funds to pay for services and capital costs.

While the RMOW is primarily regulated by the legislative foundation of the *Local Government Act* and the *Community Charter*, Whistler is also granted **additional unique provisions as defined within the Resort Municipality of Whistler Act (1975)**. The *RMOW Act* entrenches the additional purpose to “promote, facilitate and encourage the development, maintenance and operation of a resort promotion area.” This legislative mandate sets the RMOW apart from other municipalities and requires that it work closely with resort partners to further the resort and community's overall success.

Moreover, the RMOW is also part of small group of resort communities in British Columbia that can access incremental financial tools to, “enhance the resort sector in B.C.” Through the Resort Municipality Initiative (RMI), the RMOW can access significant ongoing incentive-based funding established to support the unique challenges and opportunities faced by small resort municipalities and to assist resort-oriented municipalities in their efforts toward, “maintaining and growing a robust regional tourism economy.”

For more information:

- Local Government Act: [http://www.bclaws.ca/EPLibraries/bclaws\\_new/document/ID/freeside/96323\\_00](http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/96323_00)
- Community Charter: [http://www.bclaws.ca/EPLibraries/bclaws\\_new/document/ID/freeside/03026\\_00](http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/03026_00)
- Resort Municipality of Whistler Act: [http://www.bclaws.ca/EPLibraries/bclaws\\_new/document/ID/freeside/00\\_96407\\_01](http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/00_96407_01)
- Resort Municipality Initiative: [http://www.ruralbc.gov.bc.ca/about/RMI/RMI\\_Funding.html](http://www.ruralbc.gov.bc.ca/about/RMI/RMI_Funding.html)

#### Mission

The Resort Municipality of Whistler's mission is to be a leader and a partner in the resort community, representing a caring, accountable, open, professional, municipal government, committed to continuous improvement and to balancing fiscal capabilities with the delivery of exceptional service.

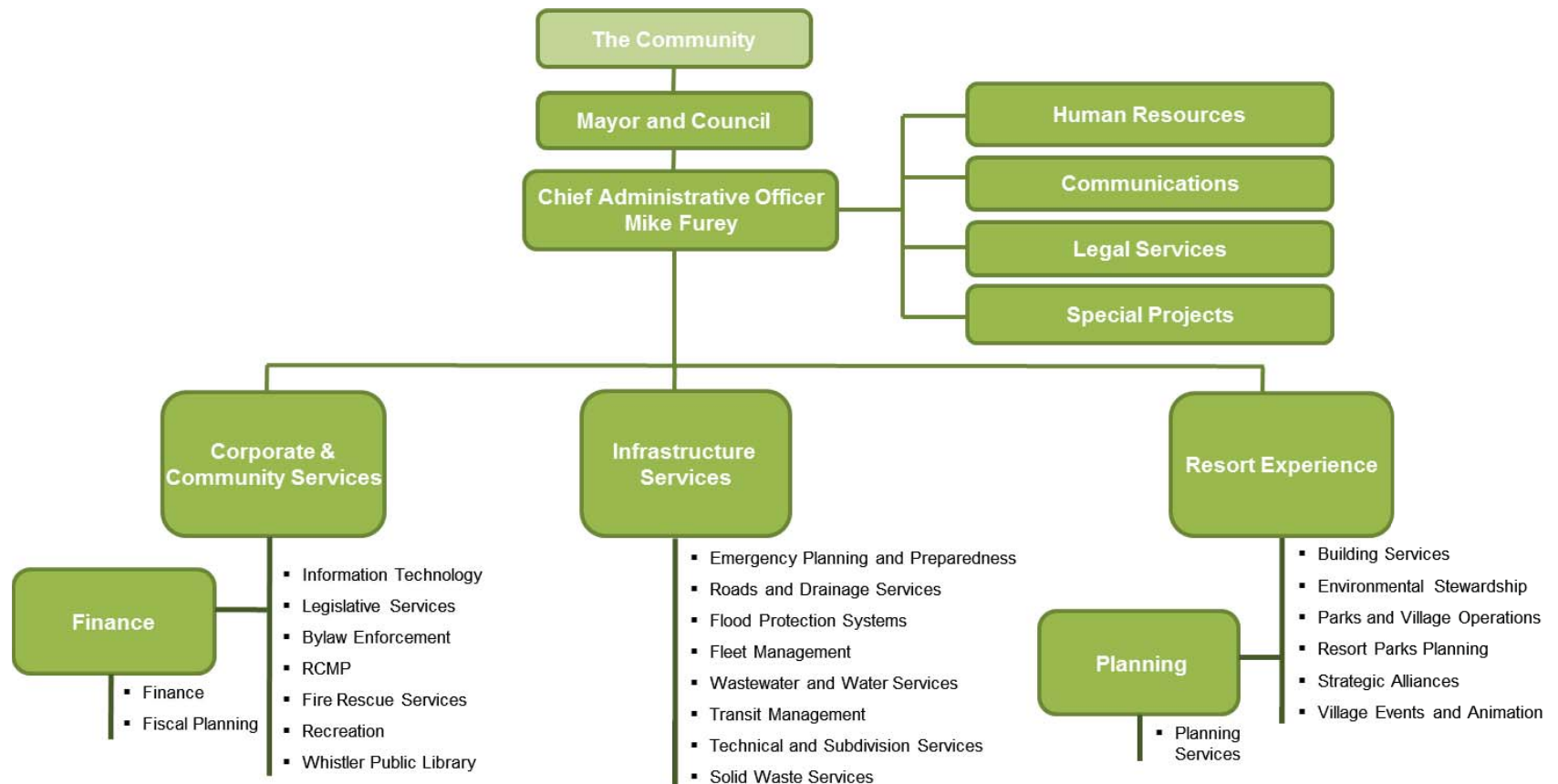
*Whistler 2002*



## 5.2 Organizational Structure

The RMOW is led by an elected Council and administered by an executive team and staff on behalf of nearly 10,000 residents and over 2.5 million annual visitors. The organization manages municipal planning and development, municipal infrastructure, programs, and services. This includes the administration of the Whistler2020 Comprehensive Sustainability Plan and Whistler's Official Community Plan. The structure outlined below illustrates the organizational relationships between the RMOW's three Divisions and the Chief Administrator's Office.

Figure 3: RMOW 2012 Corporate Structure



A more detailed overview of the functional areas, responsibilities and services provided by each of the Divisions within the organization is included in Section 7.2 below.



### 5.3 Municipal Council

Municipal Council represents the citizens of Whistler, providing community leadership by serving as the legislative and policy-making body of the municipality. Mayor and Council approve policy and budgets and provide direction to the Chief Administrative Officer.

Council is responsible for:

- Providing good government for its community
- Providing works, services, facilities, and other things that the municipality considers necessary or desirable for all or part of the community
- Providing stewardship of the public assets of the community
- Fostering the current and future economic, social and environmental well-being of the community

Whistler's Council is comprised of a mayor and six councillors who are elected for a four-year term. In 2014, there were no council members disqualified from holding office.

More detail about each member of Council can be found at [www.whistler.ca/council](http://www.whistler.ca/council)



Mayor  
Nancy Wilhelm-Morden



Councillor  
Jack Crompton



Councillor  
Jen Ford



Councillor  
John Grills



Councillor  
Sue Maxwell



Councillor  
Andrée Janyk



Councillor  
Steve Anderson

## 5.4 Municipal Staff

### 5.4.1 Chief Administrator's Office

Functional Areas	Responsibilities
Chief Administrator	<p>The Chief Administrative Officer is responsible for managing the affairs of the organization in accordance with the policies and programs approved by Council. This position is responsible for providing leadership and guidance to Council and staff in the development and implementation of strategies, policies and programs that meet the needs of the resort community.</p> <p>The Chief Administrative Officer, under the direction of Council and in accordance with the <i>Community Charter</i> and <i>Local Government Act</i>, works within relevant statutes, bylaws and resolutions, and maintains overall responsibility for effective and efficient coordination, directions and control of all financial and general administrative affairs and operations of the municipality. The Chief Administrative Officer also plays a role within the Squamish Lillooet Regional District (SLRD) on strategic issues affecting the region and the municipality, and collaborates with neighbouring First Nations, the province of British Columbia, and the federal government.</p> <p>The CAO reports to Mayor and Council, and provides leadership for the organization through visioning, strategic planning, and special projects and directly oversees General Managers, Director of Human Resources, Manager, Communications and Manager, Legal and Special Projects.</p>
Human Resources	<p>The Human Resources Department is responsible for ensuring a safe, healthy, empowering, and productive workplace through the provision of professional human resources services. The services are available to the entire organization and all employees and include labour relations, employee relations, training and development, recruitment and selection, health and safety, compensation, benefits and payroll. In collaboration with the entire organization, the human resources team is committed to developing, supporting and engaging a workforce that helps the RMOW achieve its organizational vision. Human Resources maintain this commitment by offering a wide variety of employee and organization focused services, programs and initiatives.</p>
Communications	<p>The Communications Department is responsible for working with all RMOW departments, projects, programs and facilities to deliver effective communications and community engagement initiatives. The department works with partners to promote Whistler and share the successes of our community and municipal government. The responsibilities of the Communications Department include strategic communications planning; public information; website development and management; media relations; social media, news releases and community advisories; the publication of Whistler Today and Council Briefs e-newsletters; presentations; video; graphic design; and publications. The department is also responsible for the role of Information Officer in the event of an activation of the Emergency Operations Centre during a community emergency.</p>
Legal Services	<p>The Legal Services Department is primarily responsible for coordinating legal services within municipal operations to maximize efficiencies and affect cost savings with regard to legal services provided by external counsel. The Legal Services Department also provides a supporting role to the other all municipal departments, provides expertise, and assists with risk assessment, procedural and policy matters as well as the preparation of a wide range of agreements.</p>
Special Projects	<p>The single staff member responsible for Special Projects provides leadership and project management on key projects undertaken by the Chief Administrator's Office. Projects primarily relate to organizational change, corporate structure/reporting and/or performance management, strategic planning, facilitation, and stakeholder engagement. In addition to these responsibilities, this staff member handles all corporate energy and GHG management functions across the organization (performance tracking, reporting, financial metrics, and forecasting as well as policy and systems integration).</p>

### 5.4.2 Corporate and Community Services

Functional Areas	Responsibilities
Finance & Fiscal Planning	<p>The Finance department provides council, taxpayers, visitors and operating departments with leadership and resources for financial management. The Finance department is responsible for the day-to-day accounting of the RMOW and its subsidiaries. In addition, Financial Services is responsible for the monthly management reporting, and the annual reporting to auditors and various external agencies. Finance also maintains the tax roll, 15,000 folios, and collects the bulk of the RMOW's total revenues in the six-week period preceding the tax due date.</p> <p>The Finance department is also responsible for fiscal planning and engagement supporting the formulation of the RMOW financial plan, and providing analysis to all departments and council to support financial decision-making. Fiscal Planning staff provide cash flow forecasting, and manage the RMOW's investments.</p>
Information Technology	<p>Information Technology (IT) manages all of the IT infrastructure of the RMOW, including the Municipal Hall, Public Works Yard, Public Safety building, Spruce Grove Field House, Wastewater Treatment Plant, Whistler Public Library, MY Millennium Place offices, and three community centres. IT also manages GIS Services, wherein staff are responsible for maintaining and upgrading the external and internal GIS systems, and for creating and/or supporting municipal mapping responsibilities.</p>
Legislative Services	<p>Legislative Services is responsible for preparing agendas and packages for both open and in-camera council meetings as well taking minutes of these meetings. The department is responsible for publishing statutory notices and overseeing all RMOW bylaws, policies and procedures. The corporate officer, who heads the Legislative Services department is the expert on protocol and procedure, and advises staff and elected officials as required. The corporate officer also acts as the chief election officer, the head of freedom of information and protection of privacy, and acts as a commissioner for taking affidavits. Legislative Services oversees records management, the administration of the Whistler Cemetery and the board of variance, as well as liability insurance, municipal corporations the Community Enrichment Program (CEP), reception (including issuing marriage licenses), overall office management of Municipal Hall, and the execution of municipal conferences.</p>
Bylaw Enforcement	<p>Bylaw Enforcement works with residents and visitors to assist in the compliance of local bylaws. Bylaw Enforcement is available as a resource to the public often in the areas of business licensing – facilitating applications/renewals and animal control; and promoting responsible dog ownership, and parking – residential, commercial and user pay. In addition to responding to complaints on all bylaw matters, officers regularly conduct patrols of the Village and RMOW subdivisions and parks to ensure a positive experience for all. Bylaw Enforcement is most often called to address unsightly premises, dogs off leash, land use issues, noise issues, bicycles and skateboards in the Village, and signage issues. This department is also involved in the drafting and development of amendments to bylaws and the development new bylaws.</p>
Recreation	<p>Recreation is responsible for the operations and maintenance of the Meadow Park Sports Centre (MPSC). The Centre consists of a 25-metre pool, a wading pool, a regulation ice surface, fitness room, multi-purpose room, change rooms with showers, and adjacent recreation grounds.</p> <p>Recreation provides a wide range of delivery of recreation services (programs, facility rentals, drop in sports/activities, community events) in a variety of facilities including MPSC (arena, pool, fitness centre, fitness studio and squash courts), three community centres, the youth centre, LUNA and two community halls. They also operate a cross-country ski area and associated day lodge in Lost Lake Park.</p> <p>Recreation staff manage municipal Emergency Social Service responsibilities, including providing short-term assistance to RMOW residents, who are forced to evacuate their homes as the result of an emergency. Provisions include lodging, food, clothing, emotional support and family reunification.</p>
RCMP	<p>The Whistler detachment of the RCMP provides law enforcement and crime prevention services to the community and its visitors. In conducting its mandate, the RCMP abides by its motto to “Maintain the Right” (Defend the Law). It also has access to the full range of RCMP services from the Lower Mainland, including but not limited to homicide investigation, dog handlers, emergency response, and forensic laboratory services. RCMP members preserve the peace, uphold the law and provide the best possible police service - with the ultimate goal of keeping the community safe.</p>

Functional Areas	Responsibilities
Fire Rescue Services	Whistler Fire Rescue Service (WFRS) provides a full range of fire prevention and suppression services as well as a rescue service. WFRS facilitates a high level of life and property safety by partnering with the community, local businesses and other government services. Programs include Fire Prevention Services, and the Business Fire Inspection Program. This commitment is intended to minimize risk to visitors in the community and provide a safe environment for businesses to thrive in Whistler. WFRS is staffed by a combination full-time and paid on-call professional firefighters.
Whistler Public Library	The Whistler Public Library provides a full range of traditional and digital information services for Whistler residents and visitors. Staff work closely with educational and cultural organizations in the community, providing outreach to schools and hosting a wide variety of programs for all ages. While it is a department within the RMOW, the library is governed by an independent Board of Trustees, appointed by RMOW Council as required in the <i>BC Library Act</i> .

### 5.4.3 Infrastructure Services

Functional Areas	Responsibilities
Development Services	Staff responsibilities include: subdivision approvals (the Development Services Manager is the RMOW's Approving Officer); strata conversion approvals; administration of the RMOW's crown land tenures; engineering record keeping; responding to referrals for re-zoning applications, development permits, building permits, crown land tenures, and other items; infrastructure planning; providing input on capital projects undertaken by Infrastructure Services and by other departments; policy development and bylaw drafting; land acquisition and expropriation; and traffic calming efforts, as well as special projects. Development Services staff manage the governance, oversight, and user communications associated with the Cheakamus Crossing District Energy System (DES).
Roads and Flood Protection	<p>Transportation is responsible for maintaining RMOW's road network and storm water system, and for undertaking preventative measures to protect the community from flood damage. Many of the activities performed by staff in the service area are divided into summer and winter categories. During the summer season (April through October), staff attend to: street sweeping; line painting and crack sealing; signage and traffic control; street lights and signalization; and roadside brush and tree removal. In the winter season (November through March), staff focus attention on: snow ploughing; sanding and de-icing; snow removal (i.e. transport).</p> <p>Storm water management efforts take place at various times throughout the year. Efforts include the maintenance of catch basins, culverts, debris barriers and other storm water facilities. Transportation is also responsible for overseeing the removal of gravel from Fitzsimmons Creek when required to mitigate the flood risk to the community.</p>
Utilities (Water & Sewer)	Utilities operate and maintain the RMOW's integrated water supply and distribution system, and the municipality's sanitary sewer collection system. Specific activities include: inspection, maintenance and repair of the many component parts that make up the water supply and distribution network, including intakes, wells, disinfection systems, pump stations, pressure reducing valves, transmission and distribution pipes, fire hydrants, service lines and curb stops; all tasks related to the municipality's water sampling program; monitoring, record keeping and reporting on water quality and water consumption; inspection, maintenance and repair of the parts that make up the sewage collection system, including service lines and inspection chambers, sewer collection and trunk mains, manholes, lift stations and force mains. In addition to these duties, staff in Utilities assist with the operation of the landfill gas collection and flare system, and the landfill leachate collection system.
Wastewater Treatment Plant	<p>Wastewater Treatment Plant (WWTP) staff operate and maintain the RMOW's wastewater treatment plant. The plant receives, treats and releases liquid waste from Whistler's sewage collection system, as well as raw septage brought in from places outside of Whistler in the Squamish Lillooet Regional District. Specific tasks undertaken by staff at the plant include: sample collection and testing; data recording; system performance monitoring; sludge handling and removal; equipment maintenance as well as emergency repairs.</p> <p>WWTP staff also run key aspects of the District Energy System (DES). This system transfers captured heat from the WWTP to the residences at Cheakamus Crossing. WWTP staff are responsible for ensuring that the heat is properly diverted to the DES pipe system, and that the DES equipment within the WWTP is operating smoothly.</p>

Functional Areas	Responsibilities
Transit and Transportation Demand Management	Staff work to increase public transit ridership, liaise with BC Transit, its contractors and other local governments, and organize the RMOW's Transit Management Advisory Group (TMAC) and Transportation Advisory Group (TAG). Staff also manage, in conjunction with the General Manager of Infrastructure Services, RMOW's transit contract with BC Transit, and liaise with the transit contractor.
Solid Waste	Infrastructure services staff operate and maintain two residential depot sites, the waste transfer station, and the composter through contracts with private waste hauling and disposal companies. Compost, recycling, and garbage can be dropped off at the two residential depot sites. Solid waste staff work with the operators of the Re-Use It Centre, the Re-Build It Centre and the Bottle Depot to maximize waste diversion from landfill. Infrastructure services staff maintain policies and pricing structures for waste tipping to encourage composting and recycling with the overall goal of zero waste. Staff are also responsible for monitoring and reporting on the closed landfill and for maintaining the gas and leachate collection systems at the closed landfill site.
Central Services, Garage & Stores	<p>Central Services is divided into Fleet Maintenance (garage), Stores and Administration.</p> <p>Fleet maintenance staff maintain the RMOW's 600-piece inventory of vehicles, machinery and small equipment. Included in this inventory are the RMOW's fire trucks, the local RCMP fleet, various pieces of equipment (e.g., lawn mowers) used throughout the organization, and small engines that are used to help operate RMOW's various utility infrastructure systems. School District vehicles and engines are also maintained by Fleet Maintenance staff under a fee-for-service contract.</p> <p>The Stores function is the RMOW's purchasing centre. Stores staff purchases a broad range of goods and services for and on behalf of RMOW's various departments. Staff provide advice to the organization's various departments and ensure that the materials, products and services purchased meet Whistler's sustainability objectives, and are acquired in ways that are consistent with the municipality's purchasing policies and procedures. Staff maximize value-for-money by placing most orders through local government purchasing consortia.</p> <p>Central Services' administration provides clerical and support services to the staff at the public works yard, as well as management supervision for the various functions of the service area. The Central Services' Manager coordinates all vehicle and equipment insurance needs, oversees lifecycle planning for the fleet, addresses emissions issues and handles equipment liquidations.</p>
Emergency Program	The Emergency Program is responsible for coordinating the RMOW's emergency preparedness, mitigation, response and recovery activities and for fulfilling the mandates of the <i>British Columbia Emergency Program Act</i> . The program portfolio includes emergency plan administration, hazard assessments, staff training and exercises, public education, Emergency Operation Centre coordination and the Emergency Planning Committee.

#### 5.4.4 Resort Experience

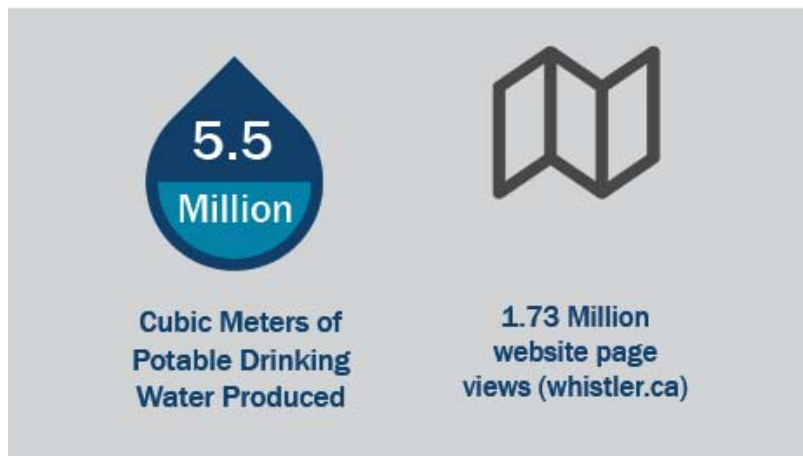
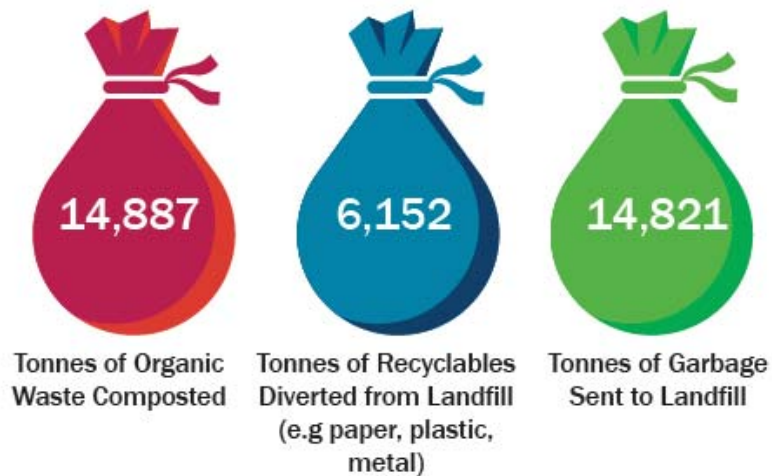
Functional Areas	Responsibilities
Planning Services	<p>Planning Services manages all aspects of long range and current planning within the RMOW. Specific responsibilities include Integrated Community Sustainability Planning (CSP), Whistler 2020, the Official Community Plan, growth management and land use; special planning studies and policy development (retail strategy, education opportunities, visitor accommodation covenant review, sub-area planning, accessibility and inclusiveness initiatives); administering zoning regulations; development permits; development covenants; business regulations; signage; liquor licensing; SLRD and Crown recreation referrals;; and community engagement and consultation activities including Business Enhancement Committee, Advisory Design Panel, and Liquor License Advisory Committee.</p> <p>Moreover, staff within this area manage park, open space, recreational trail planning and design; village enhancement; village landscape alterations; village and park accessibility; resort way finding, interpretative and neighbourhood signage; public art; memorial benches; street banners; parks and recreation master plan updates, as well as development permit referrals. Parks Planning staff also consults with other Functional Areas to ensure planning efforts are consistent with municipal objectives and initiatives.</p>
Building Department Services	<p>The Building Department administers the building permit approval process for new buildings, alterations and tenant improvements. Responsibilities include the application and enforcement of the <i>BC Building Code</i>, Building Bylaw, Zoning Bylaw, Provincial and Federal regulations; archiving and retrieval of historical building documentation; risk management; response to legal challenges; support to designers, contractors, realtors and the general public in the interpretation and implementation of building codes, standards, regulations and municipal bylaws.</p>
Environmental Stewardship	<p>Environmental Stewardship is responsible for developing and implementing policies, bylaws and work programs that promote RMOW's environmental protection and sustainability objectives. Staff administer the Cheakamus Community Forest (a partnership involving RMOW, Squamish First Nation and Lillooet First Nation); provide support and guidance to key committees and working groups (e.g. Whistler Bear Working Group, Whistler Fisheries Stewardship Group); assist with the Fitzsimmons Creek gravel management program; implement and manage the Air Quality Management Program, the reusable bag program and the yard waste drop-off program; conduct public information around initiatives such as the pesticides bylaw; participate in the Sea to Sky Invasive Species Council and the West Nile virus response program. Staff also monitor water quality in lakes and streams for compliance to Ministry of Environment and public health criteria.</p>
Strategic Alliances	<p>Strategic Alliances is responsible for developing new relationships and expanding existing partnerships both in-resort and externally to help generate awareness of and visits to Whistler. Staff in Strategic Alliances explore and develop partnerships and alliances with private sector companies, other levels of government (e.g. Cultural Capital of Canada; BC Film Commission), National Sport Organizations, and International Sport Federations. Staff work to identify opportunities to generate revenue for the community through ownership of strategically appropriate companies (e.g. Whistler.com), sponsorship for festivals &amp; events, and other initiatives such as licensing agreements. Strategic Alliances participates on the Festivals, Events and Animation (FE&amp;A) Working Group and works closely with the RMOW's Events &amp; Animation department and resort partners to develop the strategy, plans, and protocol for the annual FE&amp;A program including exploring new programming opportunities, developing business models, and relationship management with event producers.</p>
Parks & Trail Operations	<p>Parks &amp; Trails Operations consists of six services: Parks Maintenance, Parks Sanitation, Trails Maintenance, Trails Construction, Snow-clearing, and Snow-grooming. Parks Maintenance staff are responsible for maintaining, repairing and improving all parks furniture, docks, signs, tennis courts, playgrounds and other infrastructure (other than buildings) in Whistler's various parks. Parks Sanitation is responsible for cleaning and maintaining all parks surfaces, parks washrooms and public areas as well as the collection of garbage and recycling from RMOW parks. Trails Maintenance is responsible for constructing, maintaining and repairing the RMOW's Valley and recreational trail networks. Snow-clearing is responsible for all snow removal responsibilities on Valley trails and Village sidewalks. Snow-grooming staff is responsible for the care and trail grooming associated with the Lost Lake cross-country ski trails.</p>

Functional Areas	Responsibilities
Building Maintenance Services	Building Maintenance Services includes Building Services, Electrical Services and Construction Services. Building Services is responsible for the year-round maintenance of the Municipal Hall, Public Safety Building, Whistler Public Library, Public Works Yard buildings, Spruce Grove Field House, park washrooms and out buildings, Millennium Place, the old hostel site, as well as various other minor buildings. Electrical Services provides year-round maintenance of the electrical systems in RMOW-owned buildings and related RMOW infrastructure, including electrical systems across Whistler trails, street lighting and municipal traffic lights. Construction Services provide general construction oversight and assistance on projects related to the RMOW's buildings, parks and open spaces. Finally, staff provide project and construction-management services to the RMOW, acting as the owner's representative on key large projects.
Village Maintenance	Village Maintenance staff provide the primary care for the appearance and safety of public areas in Whistler Village. Specific activities include: Village snow clearing, de-icing, sanding of walkways, litter pick-up, and the collection and sorting of recyclables, cleaning of paver stroll areas, and clean-up of spills and pollution (including graffiti), repair of paving stones, rock walls, signage (small repair jobs), painting/staining of municipal property (e.g. benches) as well as the installation of seasonal festive lighting, flags, and banners for special events. Village Maintenance staff also monitor the maintenance efforts of all private operators responsible for non-RMOW areas of the Village providing corrective action where necessary.
Landscape, Turf and Irrigation Operations	Landscape, Turf and Irrigation Operations includes Horticulture Services, Turf Services, Irrigation Services, Green Space Maintenance, and the Merchant Hanging Baskets program. Each of these services is seasonal in nature, provided by the RMOW from April through early November. Horticulture Services is responsible for the design, preparation, planting, weeding, pruning, and renovation of plant and flower beds primarily in Whistler Village, but also including Creekside, Alpha Lake Park and Meadow Park Sports Centre grounds. Turf crews are responsible for the cleaning, vacuuming, dethatching, fertilizing, aerating, over-seeding, mowing and ongoing care of turf areas in the Village as well as the grooming of ball fields, contributing care at Myrtle Philips and Spring Creek schools as well as regular care of the beach at Lost Lake. Irrigation services staff are responsible for the installation, maintenance, repair, audit, and end-of-season decommissioning of the RMOW landscaping and turf irrigation network. Finally, Green Space Maintenance is a risk-management initiative lead by the Landscape Maintenance Supervisor wherein trees along the Valley Trail are assessed biennially to identify and correct any potential hazards that are identified.
Village Events & Animation	Village Events and Animation staff are responsible for managing facility bookings for the Village, Whistler Olympic Plaza, parks, fields, trails, outdoor spaces; permits and planning for the Festivals, Events & Animation program, and film and photography; bridge, breeze way and lamp pole banner approvals; as well as the Village Host program.



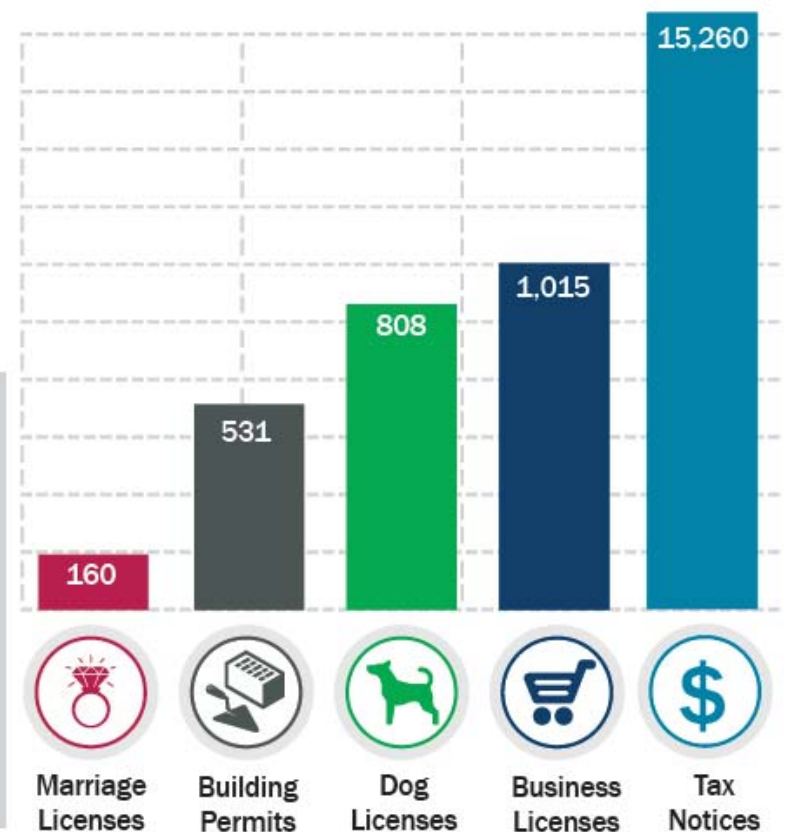
## 5.5 Municipal Operations – Facts & Figures Snapshot

In an average year the Resort Municipality of Whistler provides the following services and maintains the following assets:



### PERMITS & LICENSES

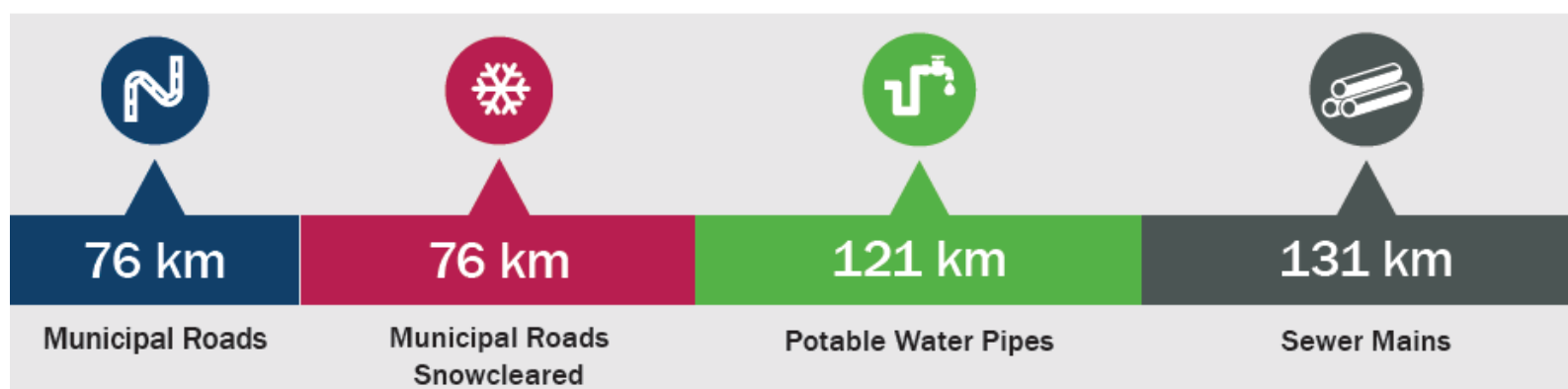
The RMOW issues:





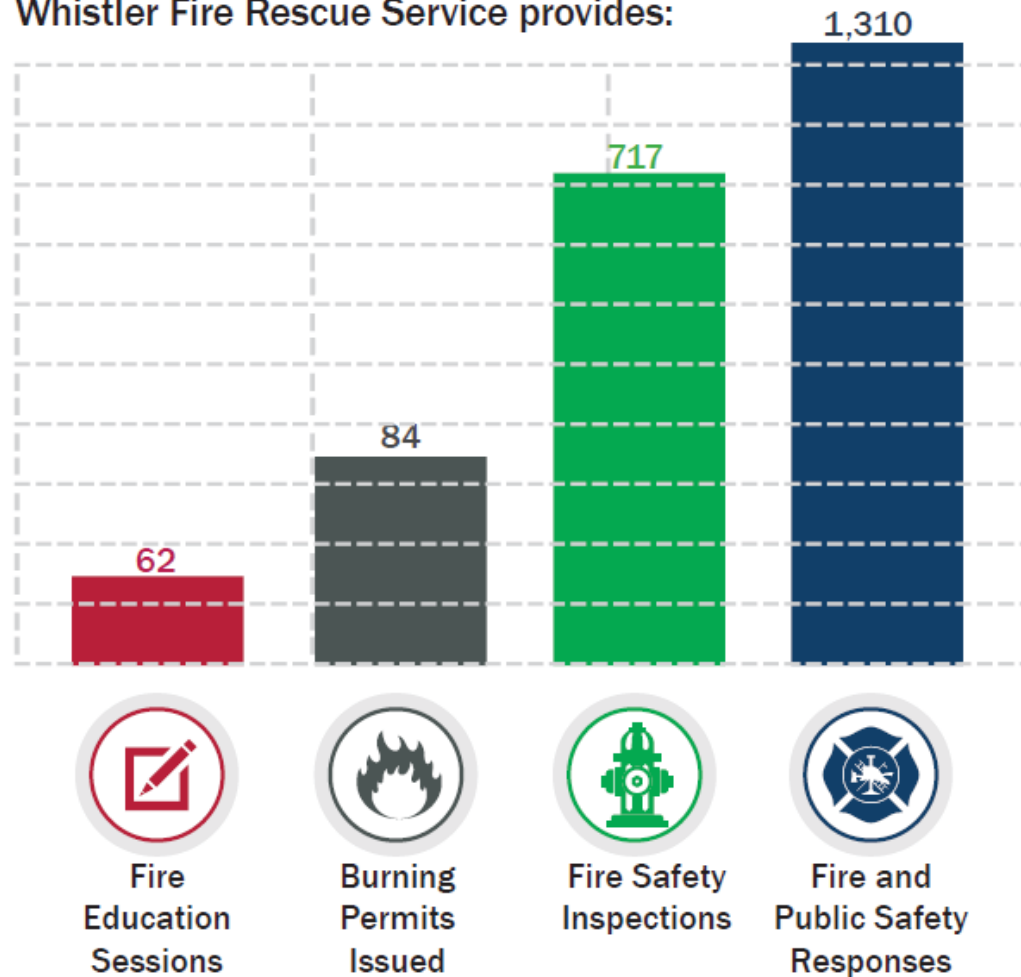
## USE OF MUNICIPAL FACILITIES

6,223 bookings for municipal facilities and venues



## WHISTLER FIRE RESCUE SERVICE

Whistler Fire Rescue Service provides:



**19,000**  
Cyclists Riding  
the Zappa Trails



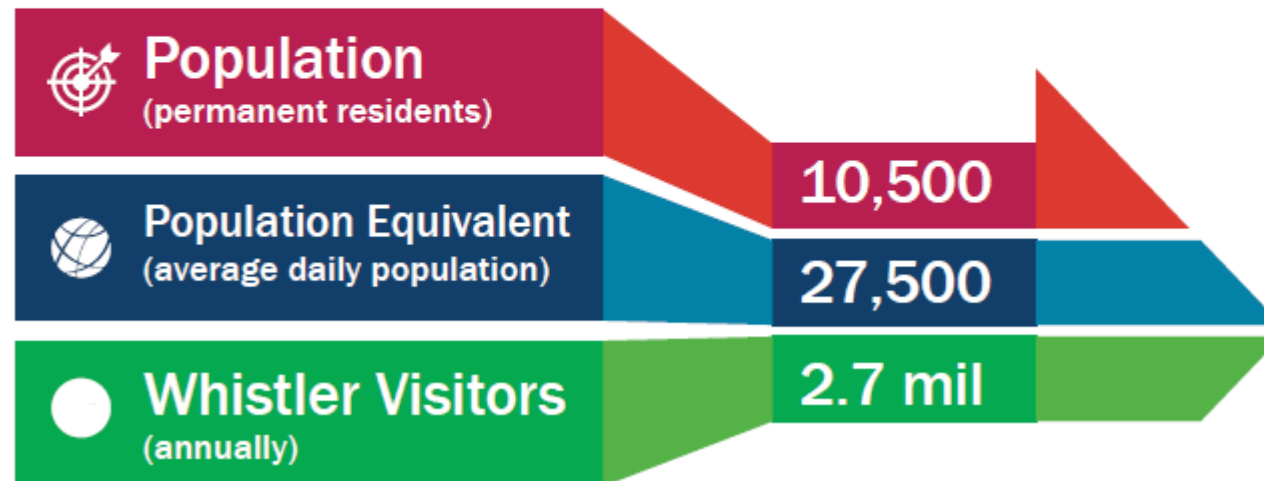
**2.37 Million**  
Whistler Transit  
Riders



**330,000**  
People Using  
the Valley Trail



## WHISTLER POPULATION AND VISITATION



## 6 ANNUAL PERFORMANCE REPORTING (2014)

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This section provides an overview of relevant context for the Corporate Plan. This information provides a snapshot of the state of Whistler, including trends that are moving in the desired direction, and indicators that are trending away from our community's vision. Included below is also a summary of the key external trends that are influencing and shaping our resort community and our ongoing success.

This section also includes performance information pertaining to municipal financial systems, including both high-level summaries of last year's corporate revenues and expenditures, as well as the state of corporate reserves.

The information included in Section 6 provides a strong basis for defining the direction of the Corporate Strategies and directing the action planning presented in Section 7 below.

### 6.1 Core Community Performance Indicators

For more than a decade, Whistler has been committed to monitoring and reporting on key indicators related to Whistler's social, economic and environmental performance. Key indicators presented within this summary were chosen through extensive community engagement, and each represents an important variable to help understand how our community is growing, changing and evolving over time.

Since the initiation of the Resort Community Monitoring Program in 1993, the RMOW has provided critical quantitative and qualitative information related to economic, social and environmental dimensions of the community. The program was originally developed in the context of Whistler's Comprehensive Development Plan, and was later aligned with Whistler2020 comprehensive sustainability planning processes in 2005.

Monitoring and reporting Whistler's progress toward the community's Vision is essential to provide transparency, inform decision-making and work plans, and enable continuous improvement. This monitoring program benefits the resort community by:

- Informing decision-making throughout the resort community;
- Informing action planning for the RMOW and community stakeholders;
- Ensuring transparency and accountability to resort community stakeholders; and
- Engaging Whistler businesses, residents and visitors to make progress toward our community vision.

The monitoring and reporting results include data from Tourism Whistler, Statistics Canada, Whistler Community Life Surveys, local utility providers, and internal data compiled through RMOW operational protocols. For more information about the data sources, methodologies, and formulas visit: [www.whistler.ca/monitoring](http://www.whistler.ca/monitoring).

## Core Community Indicator Summary

The graphic below provides a summary of the core community performance indicators. These core indicators provide a snapshot of the state of Whistler across the Five Community Priority areas developed within the Whistler2020 Vision. The core indicators are by their nature, a shortened but representative overview of the broader community performance indicators included within the full monitoring and reporting program. To review all of the approximately 90 community performance indicators for each of the five community priority areas, visit:

[www.whistler.ca/monitoring](http://www.whistler.ca/monitoring).

Core community indicator results presented below represent the 2014 reporting year and the most recent year-over-year trend unless otherwise noted below. Interpretation of the performance iconography is provided below on the right.

Table 1 Summary of Core Community Indicators (2014 data)



As evidenced in the indicators shown above, **Community Life** indicators are generally stable with positive results. Exceptions to this pattern include Learning Opportunities and Resident Affordability—each with stable but low results; and Resident Satisfaction, which was found to have a year-over-year reduction, but still very high levels of satisfaction.

**Resort Experience, Economic Viability** and **Partnering for Success** indicators are all stable or improving with strong results. Finally, while year-over-year results for most core **environmental indicators** are either stable or improving—the actual indicator results in most cases are behind the community's targeted performance level—thereby demonstrating the need for continued diligence in these areas.

As presented in the sections below (Section 7 in particular), staff and Council understand the importance of responding to indicator results with meaningful actions, initiatives and policy updates, and continuing to measure these indicators to evaluate the success of our organization's activities over time.

## 6.2 Current Key Trends

As an international resort, Whistler has many external factors that directly impact its viability and competitiveness. For example:

- Changing global economic conditions, currency fluctuations, and shifting demographic travel patterns all have effects on the resort and the community;
- The balance of regional versus destination visitors can change occupancy patterns and revenue generation; and
- Preferences for activities and experiences shift over time and amongst different cultures.

It is important to note that many of these factors, which have the potential to dramatically change the economic viability of Whistler, are well beyond the influence of the RMOW. However, given the municipality's legislative mandate and role as a community leader, the RMOW must be aware of these external variables and take them into account where appropriate in corporate and strategic planning and municipal operations.

There are also ongoing considerations for the municipality and other resort partners such as Whistler Blackcomb in funding infrastructure and product development and maintenance. A healthy community requires continued investment into community infrastructure and programs that support the economy and employees, such as housing and service training.

**International Economic Outlook**—According to the International Monetary Fund's (IMF) latest World Economic Outlook, global growth will remain moderate in 2015 and 2016, with uneven prospects across the main countries and regions. Relative to 2013/2014, the outlook for advanced economies is improving, while growth in emerging market and developing economies is projected to be lower, primarily reflecting weaker prospects for some large emerging markets and oil-exporting countries.

**Tourism in Canada**—Travel demand is recovering globally with improvements to the economy, while travel to Canada has been on a constant decline since 2000. New commitments by the Government of Canada to increase investments into marketing and change visa requirements are steps that may reverse this trend. It is hoped that air access improvements will be seen in the coming years as this is a major barrier to travel.

The Tourism Advantage Report released in early 2015 found that should the Government of Canada make the recommended changes to marketing, air access and visa requirements, Canada would see an annual increase of seven per cent in international tourism arrivals over three years. By 2017, this would result in 3.8 million new tourist arrivals, \$2.9 billion in additional tourism spending, an increase of \$2.5 billion in GDP, and up to 40,000 new Canadian jobs.

**Whistler's Economic Performance**—Summer and winter business to Whistler has seen recovery in the past several years. Summer 2014 replaced summer 2013 as Whistler's busiest summer season on record, with the highest summer paid room nights and revenue per available room.

In winter 2014/2015 resort-wide room nights declined by four per cent from winter 2013/2014—Whistler's record winter season—while paid occupancy declined slightly and the revenue per available room increased over the previous year. Many of Whistler's long-haul destination markets registered year-over-year increases in room nights.

Conference and group business has shown recovery and success in both summer and winter seasons following hits to this sector during the global financial crisis.



The RMOW's Economic Partnership Initiative Report completed in 2013 defined Whistler's economic performance as follows:

**\$1.27 Billion** - Total estimated annual end-consumer commercial spending in Whistler

**85-90%** - Percentage of consumer spending generated by visitors

**\$1.3 Billion** - Annual estimated GDP generated from consumer spending in Whistler

**\$428 Million** - Annual tax revenue (federal, provincial and municipal) generated by Whistler

**\$1.1 Million** - Daily tax revenue generated by Whistler

**22.5%** - Whistler's percentage of the tourism export revenue of the province

**Global financial crisis and recovery**—In the past decade, macro-economic trends have influenced global travel and spending patterns, resulting in changes in visitation to Whistler and spending habits. Since the recession, visitation in Whistler has reflected a general trend to stay closer to home, and Whistler has seen increases in regional visitors and fewer international visitors. While short-haul visitation has remained stable, long-haul visitation to Whistler has also started to recover: room night bookings and revenues have been strong over the past several years.

**Visitor travel patterns**—In addition to the effects of the global economic recession, other macro-environmental factors have shaped visitation patterns over the last decade. Some of these events or influences include the lasting effects of 9/11, changes in currency exchange rates, cross-border passport requirements, limited air access into Canada, and decreased federal tourism funding.

**Changing demographics**—Aging demographics may require changes in services, marketing, and infrastructure by Whistler to meet the needs of aging travellers. Compared to regional travellers to the resort, destination visitors tend to be older and more affluent.

**Exchange rates**—The value of the Canadian dollar is an ongoing factor in our economic success and to a lesser extent in our municipal operational costs. Following years of a very strong Canadian dollar, with the recovery of international markets the Canadian dollar is now much lower. This may result in continued recovery from the U.S. market (our largest international market) and other markets.

**Oil prices**—The drop in oil prices may have a positive impact on drive markets such as Washington State and Western Canada.

**New markets**—Whistler's core visitor markets are Canada, the US, the UK, and Australia. Secondary and emerging markets, which present opportunities for expansion, include Central and South America, as well as the Asia Pacific. Tourism Whistler, in partnership with Tourism Vancouver, Tourism BC, and the Canadian Tourism Commission are investing in marketing to these areas. The results of marketing investments may take a few years to be fully realized.

**2010 Olympic and Paralympic Winter Games**—Hosting the 2010 Winter Olympic and Paralympic Games increased global awareness of Whistler as a travel destination. Significant investment was also made post-Games to build on this enhanced exposure and to transition legacy facilities and programs to support sport tourism and tourism generally. Continued efforts are being made to leverage this awareness to expand destination markets, such as the US, UK, and Australia and bring sport and other events to Whistler.

**Climate change/weather uncertainty**—Following excellent snow conditions for two seasons, and an associated significant advantage over some resort areas in weather trends, winter 2014/2015 saw lower than average total snowfalls. Aside from year-over-year weather fluctuations, climate change, particularly global warming, presents a risk to Whistler as a winter destination resort.

**Resort community competition**—As a destination resort community, Whistler competes for visitors with a wide range of places and attractions, including other competing top-end ski resorts, such as Vail, Park City and Banff, but also destinations such as Las Vegas, beach

and golf resorts in the southern US and Mexico, theme parks such as Disneyland, and cruise ships. In the face of uncertainties, Whistler must continue to promote and dedicate resources to deliver the *Whistler Experience*—the set of unique qualities that makes Whistler appealing as a place to visit, play, and live. The *Whistler Experience* is what sets Whistler apart from other places and helps to ensure its success as a world-class resort community.

**Marketing**—Strong investments and coordinated efforts into sales and marketing activities by Tourism Whistler and resort businesses has continued to be a foundation of Whistler’s success. Seasonal, book-early and product and geographic segmented marketing is conducted. Ongoing market research programs conducted by Tourism Whistler are a tenet of all marketing and sales strategies.

Online booking by resort guests means that there tends to be more price comparison and bargain shopping for accommodations and activities. Relative to Whistler’s competitors, Whistler has maintained its market share, but like everywhere, at a reduced price. Tourism Whistler, Whistler Blackcomb and resort businesses have leveraged online bookings with effective “book by” strategies over the past decade to encourage visitation and have seen good results.

Social media channels and e-newsletters have are increasingly important tools for marketing the resort community and communicating with constituents. Tourism Whistler, Whistler Blackcomb, the Chamber of Commerce, the RMOW and other resort organizations have built an emphasis on social media channels and campaigns.

**Revenue uncertainty**—Other levels of government are faced with economic constraints, and these impact the municipality. Funding for transit, which is shared by the municipality and BC Transit, is one example. In addition, the Municipal and Regional District Tax (MRDT) and Resort Municipality Initiative (RMI) fund, which make up more than 10 per cent of the RMOW’s budgeted revenues, vary from year to year. The goals of RMI funding are to increase visitation, enhance visitor experiences, and raise the annual occupancy level in resort accommodations. These funding sources are related to the previous year’s room nights and rates. The funding has remained stable and has allowed substantial resort investments, but the future of the RMI funding is unclear.

**Infrastructure and program investment**—The municipality pays for the majority of the high quality infrastructure and services that the RMOW provides. Aging infrastructure is an issue in most communities, and the RMOW dedicates a large part of its budget to reserves to maintain or replace infrastructure. Infrastructure not owned by the municipality must also be maintained and replaced to continue to support a positive resort community experience. Local businesses, which have been faced with the same economic challenges as the municipality, have also been engaged to maintain infrastructure, to ensure that the reputation of the resort and the visitor’s experience are not jeopardized.

Examples of investment trends include Whistler Blackcomb’s continued investments in snowmaking and trail maintenance. In addition to a long-term program of leading infrastructure development and maintenance, the RMOW is working on Village and wayfinding investments, as well as development of emerging sectors, such as cultural and educational tourism, cross-country skiing, and alpine hiking and biking trails.

The RMOW, partners and event producers have made heavy investments into the Festivals, Events and Animation Program, which has resulted in positive impacts to the visitor experience and summer season room nights. The program includes a mix of original programming, and investing in Whistler and incoming events to leverage resort success and develop new sectors. The RMOW has also continued to direct funds to improve the Whistler Conference Centre annually to support important conference business, and most recently this included a major overhaul to the Rainbow Theatre.

**Real estate and foreign investment**—The US subprime mortgage crisis and global economic recession affected real estate investment in Whistler, visitation, and business investment in Whistler for many years, but is now seeing recovery. The residential real estate market has turned around and has become much more active since the summer of 2014. External trends like this affect the RMOW’s current reality and



present both challenges and opportunities for the success of the broader resort community. These external realities impact the delivery of services in the RMOW, revenue for the municipality, and resort visitation.

RMOW is committed to being fiscally responsible, but at the same time must continue invest in infrastructure, amenities, and services, which are integral to the *Whistler Experience*.

Coordinated efforts with partners to market the resort community, to provide services without duplication, and to access other levels of funding support, are all ways that the RMOW can respond to external factors. This Corporate Plan is one tool to help the RMOW to anticipate challenges and respond accordingly.

**Sources:** For up-to-date information on economic trends and competitiveness, the RMOW relies on Tourism Whistler (TW) as the resort's destination marketing organization. The RMOW provides TW with annual funding, and partners with them in an array of initiatives and programs. Some of the above content was derived from TW research.

## 6.3 2014 Municipal Finance Overview

### Message from the Director of Finance

I am pleased to present the audited financial statements of the Resort Municipality of Whistler (RMOW) for the year ended December 31, 2014 attached as **Appendix A**. Whistler Council has delegated the responsibility for the integrity and objectivity of the financial information contained in the consolidated financial statements to the management of the RMOW. The consolidated financial statements which, in part, are based on informed judgments and estimates, have been prepared by staff in accordance with Canadian public sector accounting standards for local governments and in compliance with Section 167 of the *Community Charter*.

The RMOW's independent auditors, BDO Canada LLP, were engaged to express an opinion and have confirmed that the consolidated financial statements present fairly, in all material respects, the consolidated financial position of the RMOW as at December 31, 2014, and its consolidated results of operations, changes in net financial assets and cash flows for the year then ended in accordance with Canadian public sector accounting standards. Moreover, the consolidated financial statements have been reviewed with the Finance and Audit Committee and accepted by Council.

The municipality continues to be in a strong cash position. This is reflected by positive change to cash and investment balances, longer terms for investment holdings, and continued ability to discharge current liabilities.

Net Financial Assets of the municipality, as shown on the Consolidated Statement of Financial Position (CSFP), has increased by nearly \$14 million. This is primarily the result of increased investment balances arising from reserve contributions and Cheakamus Crossing land sales, while overall liabilities remained similar to the prior year. Consistent and ongoing contributions to reserves as a means to fund future capital asset replacement and maintenance is consistent with the reserve policy framework developed during the year. Also shown on the CSFP, tangible capital assets have decreased \$3 million to \$430 million. The decrease results from tangible capital asset additions of \$8 million being less than disposals and the cost of depreciation of \$11 million.

Virtually all major revenue categories have increased over the prior year. New development drove increases to taxation and utility fees and charges, while increased visitation and development for new and existing buildings further increased municipal fees and charges. Other factors include investment income recovering from low level returns in 2013, increased rental accommodation occupancy and rates driving higher Municipal and Regional District Tax (hotel tax), and increased sales of former Athletes' Village (Cheakamus Crossing) properties.

As with revenue categories overall expenditures increased over the prior year and included expected increases from labour rate changes and inflation. Additional costs incurred during 2014 that do not necessarily occur from year to year include retroactive pay rate changes for Whistler Fire Rescue staff, increased visitation and development driving higher service levels, and year-end accruals such as funding estimated future landfill closure costs.

Throughout the year, the senior management team and the Finance Department have received support and guidance from the Finance and Audit Committee, as well as Council, and the annual report is an opportunity to share the financial results of the municipality with our community.

Sincerely,  
**Ken Roggeman**  
 Director of Finance

### 6.3.1 RMOW Consolidated Financial Statements

The RMOW audited financial statements for the year ending December 31, 2014 are included as **Appendix A**.

### 6.3.2 Permissive Tax Exemptions

As permitted by the *Community Charter*, Whistler Council has granted exemptions from municipal property taxes for the following general purposes:

- Land and improvements surrounding a statutorily exempt building for public worship.
- Properties owned or held by a not-for-profit organization whose purpose is to contribute to the well-being of the community with the provision of cultural, social, educational or recreational services.

Organizations that own property for which a permissive exemption has been provided are exempt from property value taxes, but continue to pay municipal fees and parcel taxes for water, sewer and solid waste. The table below provides information about the amount of property value taxes that have been exempted during 2014.

Organization	Property Value Taxes Exempted - 2014
Our Lady of the Mountains Catholic Church	\$21,329
Whistler Mountain Ski Club	\$8,587
Spo7ez Cultural Centre	\$97,466
Audain Art Museum	\$44,406
Whistler Sliding Centre	\$240,409
High Performance Centre	\$37,410
Whistler Sport Legacy Athlete's Lodging	\$24,817
Whistler Children's Centre	\$3,267
Whistler Social Services	\$5,078

## 6.4 2014 Project Highlights

The following two pages provide a brief description of select key project highlights from 2014:

### Completion of Bayly Park

Final construction of Bayly Park, the newest of Whistler's 31 parks was completed in 2014. The park includes a playground, lawn, off-leash area for dogs, games court, all-weather gravel soccer field, community garden, washroom, and connections to the Cheakamus Crossing neighbourhood and Sea to Sky Trail.

### Alpha Lake Dog Park upgrades

The RMOW expanded the dog off-leash area at Alpha Lake Park, enclosed it with a fence and double gates, and separated it from the Valley Trail. The park expansion was completed to reduce conflict between dog owners and other park users and to meet increased demand.

### Pedestrian crossing light at Alta Lake Road

Construction of a new pedestrian-activated traffic light at the Alta Lake Road and Highway 99 intersection (between Spring Creek and Bayshores) was completed to improve safety of pedestrians crossing the highway. The project was designed and completed by the Ministry of Transportation and Infrastructure with costs shared by the RMOW and Province.

### Master Wayfinding and Guest Arrival Experience Strategy

The Master Wayfinding and Guest Arrival Experience Strategy was developed to ensure that information provided digitally and through physical infrastructure and signage effectively and efficiently supports the needs of newly arriving visitors, improve functionality of wayfinding infrastructure for all users, and contribute to overall enjoyment of the resort community. Implementation of this strategy is taking place in 2015.

### Gateway Bus Loop Redesign

Preliminary design options to improve the arrival experience and usability of the Gateway Bus Loop for bus and taxi users were presented at a public open house. Further work on a preferred option will take place in 2015.

### Village Gateways and Portals

Building on recommendations from the Village 3.0 project, a design concept for a system of Village portals and neighbourhood gateways was developed. Construction and installation of the gateway and portal elements (monuments, banners, seating, furniture) will be integrated with the Wayfinding project implementation.

### Cultural Connector Planning

The Cultural Connector Project was launched to improve the physical, visual and experiential connectivity between six cultural institutions in Whistler Village and the Upper Village. These include the Whistler Public Library, Whistler Museum and Archives, Maurice Young Millennium Place, Audain Art Museum (opening in November 2015), Lost Lake PassivHaus, and the Squamish Lil'wat Cultural Centre. This project is being integrated with the Wayfinding project implementation in 2015.

### Vancouver Symphony Orchestral Institute at Whistler

The municipality and the Vancouver Symphony Society entered into an agreement to develop the Vancouver Symphony Orchestral Institute at Whistler (VSOIW) to create an internationally-renowned orchestral residence program, and build on recommendations of the Whistler Community Cultural Plan, Cultural Tourism Development Strategy, and Whistler Learning and Education Task Force Final Report. The institute's inaugural summer program takes place in 2015.

### Hosting 2014 UBCM Annual Convention

The Resort Municipality of Whistler (RMOW) hosted the 2014 Union of British Columbia Municipalities (UBCM) Annual Convention in Whistler, and secured the bid for the 2018 convention. The annual UBCM Convention is the main forum for UBCM policy making and is attended by more than 2,000 delegates from local government, the provincial government, related associations, media and staff.

**2014 Election**

Following a change in provincial legislation municipal council terms in British Columbia were increased from three to four years. A new municipal Council was elected in the fall of 2014 and will serve until 2018. The RMOW administers the local government election.

**Customer Service Strategy**

The municipality developed a customer service strategy, and will implement improvements to the organization's phone system and develop a work order tracking system from 2015 to 2016.

**Waste depot upgrades**

Changes were implemented at Whistler's waste and recycling depot sites at Function Junction and Nesters in support of the RMOW's participation in the Multi Material British Columbia stewardship program. Changes were made to improve waste diversion through recycling and reducing contamination of recycling streams.

**Lost Lake north bridge and Cheakamus River bridge**

Two new bridges were completed at Lost Lake north over Fitzsimmons Creek near the Nicklaus North Golf Course and on the Sea to Sky Trail over the Cheakamus River (between the Cal-Cheak Forest Recreation Site and Whistler's Cheakamus Crossing neighbourhood).

**Rainbow Theatre refurbishment**

Refurbishment of the Rainbow Theatre at the Whistler Conference Centre was completed. The conference centre, which is owned by the Resort Municipality of Whistler and operated by Tourism Whistler, attracts significant conference business to the resort. Expanding conference business is one of the key strategies recommended in the Economic Partnership Initiative report.

**Investment in Alpine Trail Program**

The municipality made significant progress in construction of a new alpine trail network in the Rainbow Mountain and Mount Sproatt area as part of the multi-year Alpine Trail Program. The program is being facilitated by the RMOW to develop world-class trail experiences that are respectful of the environment, safe and affordable over the long term.

**Festivals, Events and Animation program**

The municipality's successful 2014 Festivals, Events and Animation program included a mix of original programming (from the inaugural year of GO Fest! Whistler's Great Outdoor Festival to the Whistler Presents Summer Concert Series and Vancouver Symphony Orchestra concerts), investments in third party programming, and animation throughout the year. The \$3.16 million program is designed to attract visitors to Whistler and enhance the visitor experience.

**Whistler.ca relaunch**

Whistler.ca, the Resort Municipality of Whistler's website was re-launched with upgrades to design, navigation, and usability and improvements to the mobile website. The website is the virtual front desk for the organization, and ongoing improvements to the website support the RMOW's focus on customer service.

**Community Wildfire Protection Plan**

The RMOW's Community Wildfire Protection Plan, which aims to mitigate community wildfire risk, was endorsed by Council in 2014. The RMOW helps to reduce wildfire risk by conducting tree thinning and fuel break work in interface areas; and providing education and home assessments through the FireSmart program, yard waste drop-off weekends, and garden debris burning permits







## 7 THE 2015 CORPORATE PLAN

Section 7 presents the primary outcomes of the Corporate Planning process. This section includes a short summary of the balanced-scorecard approach employed within the plan (Section 7.1), as well as more a detailed presentation of the Community Priorities, Corporate Goals, Corporate Strategies and Employee Objectives that form the basis of the plan.

This section of the document presents the core of the RMOW Corporate Plan and includes:

- **Section 7.1.1:**  
Whistler's five **Community Priorities** and how we are measuring our success in achieving these priorities
- **Section 7.1.2**  
The RMOW's six **Corporate Goals** and how we are tracking our success in attaining these goals
- **Section 7.1.3 and 7.2**  
The seven **Corporate Strategies** for achieving these Corporate Goals as well as a summary of the Division-by-Division **Key Deliverables** for implementing these strategies

### 7.1 Corporate Plan on a Page—Balanced Scorecard Approach

The balanced scorecard approach is a strategic planning and management system that is used extensively in business and industry, government, and non-profit organizations worldwide to align business activities to the vision and strategy of an organization, improve internal and external communications, and monitor organization performance against strategic goals<sup>1</sup>.

As the RMOW's corporate planning process has evolved, the balanced scorecard approach has been a useful way of aligning and strategically integrating planning goals that look outward to our role in community governance and community outcomes (Community Priorities); look inward and reflect internal best practices for management and operations (Corporate Goals and Employee Objectives); and articulate how we intend to achieve our desired outcomes (Corporate Strategies).

The remainder of this section is presented in a format largely derived from the balanced scorecard approach, which, in some cases, is referred to as the Plan-on-a-page approach. The following table provides an overview of the RMOW Corporate Plan in its simplest (Plan-on-a-Page) format. Each row of this table is designed to support the rows above it. As shown on the far right, at the base of the table are the **people** of the organization (staff), who collectively undertake the **processes** and practices of the organization, which in turn generate the corporate **outcomes** of the organization, which collectively is undertaken in service of the **customers**—or in our case, the **resort community**.


<sup>1</sup> The balanced scorecard approach was originated by Drs. Robert Kaplan (Harvard Business School) and David Norton as a performance measurement framework that added strategic non-financial performance measures to traditional financial metrics to give managers and executives a more 'balanced' view of organizational performance ([www.balancedscorecard.org](http://www.balancedscorecard.org)).

Community PRIORITIES	1. Enriching Community Life		2. Enhancing the Resort Experience	3. Protecting the Environment	4. Ensuring Economic Viability		5. Partnering for Success		Customer
2018 Corporate GOALS	1. A vibrant local economy and resort community experience is effectively reinforced by organizational activities	2. Policies, programs and services are reliably delivered with exceptional customer service	3. The local government maintains a high level of community trust & engagement	4. Municipal decision-making supports the effective stewardship of natural assets and ecological function	5. Corporate policies and operations ensure continuous excellence in infrastructure, facility and program management		6. Corporate financial health is maintained, accountable and transparent		Outcomes
2015-2018 Key Corporate STRATEGIES (to move toward above Goals)	1. Implement key visitor experience and economic development strategies	2. Advance progressive community planning tools, policies and processes	3. Execute on organizational commitments to improve customer service	4. Ensure community engagement is structured to effectively support municipal decision-making	5. Commit to strategies and practices to drive improved environmental performance outcomes	6. Advance cultural tourism development opportunities across the community	7. Demonstrate excellence in the delivery of core municipal services and facility management	Processes	
Employee OBJECTIVES	1. Support a culture of ongoing engagement		2. Attract and retain professional and proficient staff		3. Maintain a culture of continuous improvement		4. Maintain and support stable labour relations		People

**NOTE:** Sections 7.1.1 through 7.2 below provide additional detail about each level (row) of the strategic approach presented above.

### 7.1.1 Measuring Success—Community Priorities


The detail below presents the core community indicators that are used to measure our community's progress toward our identified Priorities. While RMOW staff do not have exclusive control or responsibility for these indicators (these indicators represent the collective progress of all community stakeholders), the RMOW is a key contributor toward these outcomes. As such, these indicators provide meaningful targets, useful in both defining the RMOW's aspirations and informing our actions. See Section 6.1 above for more detail on the RMOW's approach to community monitoring and reporting.

Community PRIORITIES		1. Enriching Community Life	2. Enhancing the Resort Experience	3. Protecting the Environment	4. Ensuring Economic Viability	5. Partnering for Success
<div><b>Key Community Indicators</b> (to measure progress toward Priorities)</div>		<div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div>Learning opportunities Unlawful incidents Recreation opportunities Workforce living locally Resident satisfaction Personal health Resident affordability</div></div>	<div><div><div></div><div></div><div></div></div><div>Visitor satisfaction Total Visitation Whistler atmosphere</div></div>	<div><div><div></div><div></div><div></div><div></div><div></div><div></div></div><div>Greenhouse gas emissions Development footprint Total water use Community energy use Landfilled waste</div></div>	<div><div><div></div><div></div><div></div><div></div><div></div></div><div>Occupancy rate Total employed workforce Total income Total room nights Real median income</div></div>	<div><div><div></div><div></div></div><div>Decision input Decision trust</div></div>
2018 Corporate GOALS	1. A vibrant local economy and resort community experience is effectively reinforced by organizational activities			Municipal decision-	Corporate policies	Corporate financial health is maintained, accountable and transparent
	6. Corporate operations e continuous ellence in rastructure, cility and rogram nagement					
2015-2018 Key Corporate STRATEGIES (to move toward above Goals)	1. Implement key visitor experience and economic development strategies				6. Advance cultural tourism development opportunities across the community	7. Demonstrate excellence in the delivery of core municipal services and facility management
outcomes						




### 7.1.2 Measuring Success – Corporate Goals

The detail below presents the indicators that are tracked and reported on an annual basis to measure our progress toward our Corporate Goals. Additional detail on all the indicators noted below is available on [www.whistler.ca/monitoring](http://www.whistler.ca/monitoring).

Community PRIORITIES	1. Enriching Community Life	2. Enhancing the Resort Experience	3. Protecting the Environment	4. Ensuring Economic Viability	5. Partnering for Success		
2018 Corporate GOALS	1. A vibrant local economy and resort community experience is effectively reinforced by organizational activities	2. Policies, programs and services are reliably delivered with exceptional customer service	3. The local government maintains a high level of community trust & engagement	4. Municipal decision-making supports the effective stewardship of natural assets and ecological function	5. Corporate policies and operations ensure continuous excellence in infrastructure, facility and program management	6. Corporate financial health is maintained, accountable and transparent	
	<div><b>Key Corporate Indicators</b> (to measure progress toward Goals)</div> <ul style="list-style-type: none"><li>Community satisfaction levels with parks and trails</li><li>Community satisfaction levels with Village maintenance services</li><li>Community satisfaction levels the atmosphere and ambiance of Whistler Village</li><li>Visitor satisfaction levels with municipal services and facilities</li><li>Impact of FE&amp;A programming on guest satisfaction levels</li></ul>	<ul style="list-style-type: none"><li>Proportion of residents satisfied with Whistler Transit services</li><li>Proportion of residents satisfied with police and fire &amp; rescue services</li><li>Proportion of residents satisfied with building and land development requirements and permitting services</li><li>Portion of residents satisfied with the overall planning of the resort community</li><li>Satisfaction with access to municipal information via the website</li><li>Number of website visits</li></ul>	<ul style="list-style-type: none"><li>Stated satisfaction with opportunities to provide input to municipal decision-making</li><li>Portion of community members who trust that local decision makers have the best interests of the resort community in mind when making decisions</li><li>Participation levels in community engagement opportunities</li></ul>	<ul style="list-style-type: none"><li>Annual utility and fuel consumption</li><li>Percentage of treated waste water meeting requirements</li><li>Corporate greenhouse gas emission levels</li><li>Proportion of residents satisfied with waste, recycling and composting systems</li></ul>	<ul style="list-style-type: none"><li>Percentage cost recovery of MPSC</li><li>Total wastewater operating cost per person</li><li>Total drinking water operating cost per person</li><li>Number of boil water advisory days</li><li>Proportion of residents satisfied with road maintenance and snow clearing</li><li>Economic impact of key festivals and events</li></ul>	<ul style="list-style-type: none"><li>Actual versus budget variance</li><li>Capital reserve levels versus target levels</li><li>Total value of grants and external funds secured</li><li>Annual capital replacement expenditures</li><li>Proportion of community members who perceive the services provided by the RMOW to be good value for money</li></ul>	
2015-2018 Key Corporate STRATEGIES (to move toward above Goals)	1. Implement key visitor experience and economic development strategies	2. Advance progressive community planning tools, policies and processes	3. Execute on organizational commitments to improve customer service	4. Ensure community engagement is structured to effectively support municipal decision-making	5. Commit to strategies and practices to drive improved environmental performance outcomes	6. Advance cultural tourism development opportunities across the community	7. Demonstrate excellence in the delivery of core municipal services and facility management


### 7.1.3 Taking Action - Corporate Strategies

To move the RMOW toward its identified 2015–2018 Corporate Strategies, a summary of key Deliverables have been identified.

2015-2019 <b>Corporate STRATEGIES</b> (to move toward above Goals)	1. <b>Implement</b> key visitor experience and economic development strategies	2. Advance progressive <b>community planning</b> tools, policies and processes	3. <b>Execute</b> on organizational commitments to <b>improve customer service</b>	4. Ensure community <b>engagement</b> is structured to effectively support municipal decision-making	5. Commit to strategies and practices to <b>drive improved environmental performance</b> outcomes	6. Advance <b>cultural tourism</b> development opportunities across the community	7. Demonstrate excellence in the delivery of <b>core municipal services</b> and <b>facility management</b>
 <b>Key Deliverables</b> (to achieve Corporate Strategies)	Key deliverables are individually identified for each of the RMOW's primary functional areas and are presented on a Division-by-Division basis in <a href="#">Section 7.2</a> below.						

### 7.1.4 Taking Action - Employee Objectives

Key Employee Objectives are identified to support the execution of the Strategies and Goals identified within this Plan.

<b>Employee OBJECTIVES</b>	1. Support a culture of ongoing engagement	2. Attract and retain professional and proficient staff	3. Maintain a culture of continuous improvement	4. Maintain and support stable labour relations
 <b>Key Deliverables</b> (to achieve Employee Objectives)	Key deliverables designed to achieve these Objectives are lead primarily by the Human Resources department (CAO Division) and identified below ( <a href="#">Section 7.2.1</a> ). Additional deliverables are also individually identified (as relevant) for each of the RMOW's primary functional areas below.			

## 7.2 Division by Division Deliverables

The following four sections present Key Deliverables for each of the RMOW's primary functional areas. Together, these actions represent our approach to collectively implementing the seven Corporate Strategies identified within this document. Although extensive, this is neither a complete list of RMOW activities, nor a work plan.

### 7.2.1 Taking Action - Chief Administrator's Office

2012-2014 Corporate STRATEGIES (to move toward above Goals)	1. Implement key visitor experience and economic development strategies	2. Advance progressive community planning tools, policies and processes	3. Execute on organizational commitments to improve customer service	4. Ensure community engagement is structured to effectively support municipal decision-making	5. Commit to strategies and practices to drive improved environmental performance outcomes	6. Advance cultural tourism development opportunities across the community	7. Demonstrate excellence in the delivery of core municipal services and facility management
Chief Administrator	<ul style="list-style-type: none"> <li>Engage with senior Provincial officials and Ministers to further Whistler's economic interests</li> <li>Lead the oversight and execution of the Economic Partnership Initiative (EPI) recommended action plan</li> <li>Advance EPI commitments to further explore new opportunities for resort growth</li> <li>Ensure the optimization of Resort Municipality Initiative (RMI) and Festivals, Events and Animation (FE&amp;A) oversight strategies</li> <li>Continue to support the growth of large group and conference business</li> <li>Provide oversight to the Conference Centre Expansion study</li> <li>Lead resort-wide response to Garibaldi at Squamish submission</li> <li>Oversee Sea to Sky Corridor Transportation Study</li> <li>Advance the implementation of the Gateway Loop improvements</li> <li>Ensure the implementations of the wayfinding initiative</li> </ul>	<ul style="list-style-type: none"> <li>Ensure key policy documents are up to date</li> <li>Build strategic alliances with key partners: First Nations, provincial and federal governments and other local governments</li> <li>Support a 2015 update to the EPI economic model data/research</li> <li>Continue to pursue opportunities to catalyze and advance ongoing resort rejuvenation and reinvestment projects</li> <li>Work with First Nations neighbours and Province on approval of the Official Community Plan</li> <li>Assess the competitive positioning of other resort communities</li> </ul>	<ul style="list-style-type: none"> <li>Promote an atmosphere of client-first service</li> <li>Ensure staff have the tools they need to meet client expectations</li> <li>Support the execution of Customer Service Strategy recommendations</li> </ul>	<ul style="list-style-type: none"> <li>Oversee the ongoing review and execution of key community engagement mechanisms</li> <li>Actively liaise with community leaders and resort partners</li> <li>Regular engagement with Squamish Lillooet Regional District Chief Administrative Officer (CAO) partners</li> <li>Engage business community on Rejuvenation initiatives and opportunities</li> <li>Undertake community engagement on 2016 budget process</li> </ul>	<ul style="list-style-type: none"> <li>Provide oversight and direction to the advancement of key environmental performance strategies and initiatives (e.g. update to the Community Energy &amp; Climate Action Plan)</li> <li>Increase access to key community performance indicators on the municipal website</li> <li>Continue to support the Home Energy Assessment Rebate program (Power Down)</li> <li>Ensure the Infrastructure Services department has the support and resources required implement Alpine water main upgrade</li> <li>Aggressively pursue FireSmart funding with the Province and increase FireSmart coverage in RMOW</li> </ul>	<ul style="list-style-type: none"> <li>Advance the growth and development of the Vancouver Symphony Orchestra Institute in Whistler (VSOIW) initiative</li> <li>Support the ongoing development of the Emily Carr University of Art &amp; Design Summer workshops in Whistler</li> <li>Provide ongoing oversight to the FE&amp;A investments</li> <li>Support the optimization and integration of the Audain Art Museum into the cultural landscape through the Cultural Connector project</li> </ul>	<ul style="list-style-type: none"> <li>Plan for 2016 significant renewal of RMOW Corporate Plan</li> <li>Provide overall leadership, direction and performance management to RMOW staff</li> <li>Ensure all council meetings and reports are prepared to a high standard and provided in a timely manner</li> <li>Ensure prudent fiscal management of RMOW funds and expenditures</li> <li>Ensure that major infrastructure projects are delivered on budget and consistent with best practices</li> <li>Promote best practices in asset and risk management</li> <li>Lead ongoing collective bargaining for Fire Service</li> </ul>

2012-2014 <b>Corporate STRATEGIES</b> (to move toward above Goals)	1. <b>Implement</b> key visitor experience and economic development strategies	2. <b>Advance</b> progressive <b>community planning</b> tools, policies and processes	3. <b>Execute</b> on organizational commitments to <b>improve customer service</b>	4. Ensure community <b>engagement</b> is structured to effectively support municipal decision-making	5. Commit to strategies and practices to <b>drive improved environmental performance</b> outcomes	6. <b>Advance cultural tourism</b> development opportunities across the community	7. Demonstrate excellence in the delivery of <b>core municipal services</b> and <b>facility management</b>
Communications	<ul style="list-style-type: none"> <li>• Provide support for FE&amp;A, and RMI programs</li> <li>• Deliver strategic communications and engagement support for Resort Experience capital projects, programs, services and facilities</li> </ul>		<ul style="list-style-type: none"> <li>• Deliver communication plan to support awareness of community services and programs</li> <li>• Support customer service strategy</li> <li>• Leverage website, social media and digital tools for enhanced communications and improved customer service</li> <li>• Implement a major software upgrade to the website</li> <li>• Implement e-newsletter strategy and distribution</li> </ul>	<ul style="list-style-type: none"> <li>• Create and help implement communications and engagement plans for priority municipal projects</li> <li>• Conduct regular partner communications meetings and regularly liaise with partner counterparts</li> <li>• Publish the Annual Report and Corporate Plan</li> <li>• Support annual community survey and other program-specific research and focus groups</li> </ul>	<ul style="list-style-type: none"> <li>• Provide creative communications and engagement support for Environmental Stewardship and Infrastructure Services programs and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in the Cultural Connections resort-wide marketing communications initiative</li> <li>• Play leadership role in the RMOW 40th anniversary plan and implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Provide strategic communications advice and support for leadership and executive team</li> <li>• Support communications for Mayor and Council, Council meetings and outcomes</li> <li>• Establish and oversee communications administrative policies and guidelines</li> <li>• Facilitate application of corporate identity across the organization</li> <li>• Develop and manage emergency communications tools and protocols</li> <li>• Deliver annual news release and community advisory program. Manage media relations effectively</li> <li>• Update corporate advertising program</li> <li>• Prepare speaking notes and other protocol for the Mayor's Office</li> </ul>
Legal Services	<ul style="list-style-type: none"> <li>• Support managers in the development and execution of contracts, procurement systems and other relevant legal instruments</li> </ul>	<ul style="list-style-type: none"> <li>• Provide advice and guidance to managers in the development of legal agreements and other documentation</li> </ul>	<ul style="list-style-type: none"> <li>• Review departmental processes to ensure consistency</li> <li>• Support IT with the development of Customer Service Strategy agreements</li> </ul>	<ul style="list-style-type: none"> <li>• Attend and participate in stakeholders engagements as required</li> </ul>			<ul style="list-style-type: none"> <li>• Create and standardize municipal agreement templates</li> <li>• Provide strategic advice to CAO, GMs and Council on legal matters impacting RMOW</li> <li>• Reduce reliance on external legal resources</li> </ul>

2012-2014 <b>Corporate STRATEGIES</b> (to move toward above Goals)	1. <b>Implement</b> key visitor experience and economic development strategies	2. <b>Advance</b> progressive <b>community planning</b> tools, policies and processes	3. <b>Execute</b> on organizational commitments to <b>improve customer service</b>	4. Ensure community <b>engagement</b> is structured to effectively support municipal decision-making	5. Commit to strategies and practices to <b>drive improved environmental performance</b> outcomes	6. <b>Advance</b> cultural tourism development opportunities across the community	7. Demonstrate excellence in the delivery of <b>core municipal services</b> and <b>facility management</b>
Human Resources	<ul style="list-style-type: none"> <li>• Produce regular high-quality staff newsletter to raise internal awareness of key projects, processes, milestones and deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>• Support managers meetings and all-staff engagement sessions to ensure high levels of staff awareness and engagement on key strategic planning documents and resources</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance and implement the staff engagement and recognition program</li> <li>• Support and contribute to the ongoing development and design of potential Customer Service Strategy services</li> <li>• Provide training and development for excellence in client service delivery</li> </ul>		<ul style="list-style-type: none"> <li>• Leverage top employer award and environmental performance awards through staff recruitment and training processes</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure staff training processes effectively integrate and link all Corporate Plan strategies (e.g. cultural tourism implications to each functional area's deliverables and responsibilities)</li> </ul>	<ul style="list-style-type: none"> <li>• Execute and complete the Employee Opinion Survey process</li> <li>• Enhance and implement the new Succession Management Program</li> <li>• Enhance and implement the new Leadership Development Program</li> <li>• Ensure consistent updating, interpretation and application of employment-related policies, legislation, collective agreements and handbook</li> <li>• Support divisional Key Performance Indicators reporting systems</li> <li>• Ensure best practices and compliance in health and safety policies and procedures</li> </ul>
Special Projects	<ul style="list-style-type: none"> <li>• Support the project management of the Economic Partnership Initiative</li> <li>• Provide oversight and management of the Whistler Conference Centre Expansion Study</li> <li>• Manage organizational support to the advancement of the Spearhead Hut Project</li> <li>• Support the ongoing design development work of the Gateway Loop Enhancement project</li> <li>• Lead the execution of Phase II of the Master Wayfinding Strategy</li> <li>• Lead retail mix research project</li> </ul>	<ul style="list-style-type: none"> <li>• Support the ongoing consideration and application of the Village Rejuvenation and Reinvestment tools</li> <li>• Manage the collection and publication of key community performance indicators and share broadly with staff and the community</li> </ul>	<ul style="list-style-type: none"> <li>• Support the ongoing review and update to business customer service levels</li> </ul>	<ul style="list-style-type: none"> <li>• Lead the integration of key community and corporate performance reporting into the municipal website</li> <li>• Support ongoing stakeholder engagement initiatives</li> <li>• Liaise directly with business owners, managers and commercial property owners on issues of shared interest</li> <li>• Lead the execution of the annual Community Life Survey</li> </ul>	<ul style="list-style-type: none"> <li>• Lead the update of Whistler's Community Energy (and Climate Action) Plan</li> <li>• Aggressively pursue energy efficiency opportunities across municipal buildings and infrastructure</li> <li>• Prepare and publish annual GHG and energy performance report</li> <li>• Lead the Power Down Home Energy Assessment Incentive program</li> </ul>	<ul style="list-style-type: none"> <li>• Lead municipal involvement with the VSOIW project</li> <li>• Support the development and execution of Emily Carr art and design workshops</li> <li>• Liaise with arts community regarding opportunities for further economic development and product diversification</li> </ul>	<ul style="list-style-type: none"> <li>• Lead the annual preparation of the Corporate Plan</li> <li>• Support financial reporting and engagement processes</li> </ul>

### 7.2.2 Taking Action - Corporate and Community Services

2012-2014 <b>Corporate STRATEGIES</b> (to move toward above Goals)	1. <b>Implement</b> key visitor experience and economic development strategies	2. <b>Advance</b> progressive <b>community planning</b> tools, policies and processes	3. <b>Execute</b> on organizational commitments to <b>improve customer service</b>	4. Ensure community <b>engagement</b> is structured to effectively support municipal decision-making	5. Commit to strategies and practices to <b>drive improved environmental performance</b> outcomes	6. <b>Advance cultural tourism</b> development opportunities across the community	7. Demonstrate excellence in the delivery of <b>core municipal services and facility management</b>
<b>Finance &amp; Fiscal Planning</b>			<ul style="list-style-type: none"> <li>• Implement financial system upgrade to Milestone 5</li> <li>• Identify, plan and implement further system enhancements</li> <li>• Implement integrated purchasing card system</li> <li>• Implement employee expenses module</li> <li>• Implement direct deposit payments to suppliers</li> <li>• Provide supporting resources for customer service desk enhancements</li> <li>• Add online access to property tax and other external customer account/payment services via Tempest</li> <li>• Engage users of financial information annually to review requirements and continuously improve processes</li> </ul>	<ul style="list-style-type: none"> <li>• Publish quarterly reports to community within 90 days of fiscal quarter end</li> <li>• Support annual community life survey</li> </ul>	<ul style="list-style-type: none"> <li>• Remove duplication of paper based and electronic records</li> </ul>		<ul style="list-style-type: none"> <li>• Initiate discussion of best practices and annual management of fees and charges (including fees and charges bylaw)</li> <li>• Improve accuracy of capital asset data and integrate with capital asset management planning</li> <li>• Development of reserve reporting and targets</li> <li>• Financial statements are prepared internally for subsidiary corporations of the RMOW</li> <li>• Encourage communication and provide support systems for fee and charge agreements of municipal department</li> <li>• Improve efficiency and effectiveness of payroll budgeting process</li> <li>• Procurement policy is revised and approved</li> <li>• Alignment of TCA data with asset management plans</li> </ul>
<b>Information Technology</b>	<ul style="list-style-type: none"> <li>• Support the execution of the customer service strategy</li> <li>• In resort collaboration and support to special events</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that GIS services are effectively integrated into community and staff support services</li> <li>• Execute on geographic information system (GIS) platform conversion to ESRI</li> <li>• Strategic plan to support organizational work plans over a time/resource allocation process.</li> </ul>	<ul style="list-style-type: none"> <li>• Upgrade core application systems (both internal and external facing) software and hardware</li> <li>• Upgrade telephone system</li> <li>• Implement organizational work order system with customer relationship manager components</li> <li>• Coordinate information technology advisory committee</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to explore electronic means of increasing access to municipal data, plans, services</li> <li>• Ensure video production to web of Council meetings</li> <li>• Business analysis around IT needs and required investments</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitation of move for paper based systems and process to electronic data management</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitation of communication around use of Wi-Fi networks to assist the cultural plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage all IT infrastructure for RMOW and RMOW owned facilities</li> <li>• Support the enhancement of internal records management systems</li> <li>• Explore the expanded use of municipal fiber optic infrastructure</li> <li>• Update core municipal software systems and execute planned hardware replacements</li> </ul>



2012-2014 <b>Corporate STRATEGIES</b> (to move toward above Goals)	1. <b>Implement</b> key visitor experience and economic development strategies	2. <b>Advance</b> progressive <b>community planning</b> tools, policies and processes	3. <b>Execute</b> on organizational commitments to <b>improve customer service</b>	4. <b>Ensure</b> community <b>engagement</b> is structured to effectively support municipal decision-making	5. <b>Commit</b> to strategies and practices to <b>drive improved environmental performance</b> outcomes	6. <b>Advance</b> <b>cultural tourism</b> development opportunities across the community	7. <b>Demonstrate</b> excellence in the delivery of <b>core municipal services</b> and <b>facility management</b>
<b>Legislative Services</b>	<ul style="list-style-type: none"> <li>Assist with bidding on and hosting Civic conferences (FCM Board and UBCM) etc.</li> </ul>	<ul style="list-style-type: none"> <li>Records management and document storage</li> <li>Contracts and agreements process update</li> <li>Fees and charges policy updates</li> </ul>	<ul style="list-style-type: none"> <li>Provide employee training on Freedom of Information &amp; Protection of Privacy Act (FOIPPA) and records management</li> <li>Policy and procedure review to update in line with customer service strategy</li> </ul>	<ul style="list-style-type: none"> <li>Evolution of public notification process on development permits</li> <li>Liability risk assessment process</li> <li>Council awards and recognitions</li> <li>Committee of the Whole broadcasts to the web.</li> </ul>	<ul style="list-style-type: none"> <li>Reduce paper based records management systems by moving all records to the online Sharepoint Records Centre.</li> </ul>	<ul style="list-style-type: none"> <li>Work with the Heraldic Authority and the Coat of Arms Committee to develop and launch the Whistler Coat of Arms</li> </ul>	<ul style="list-style-type: none"> <li>Review and update Council core policies and bylaws</li> <li>Improve and enhance internal records management systems</li> <li>Facilitate timely and fair FOIPPA processes</li> <li>Support Council Meetings and related document production</li> </ul>
<b>Bylaw Enforcement</b>	<ul style="list-style-type: none"> <li>Support the implementation of Phase II of the Master Wayfinding Strategy</li> <li>Effective animal control program</li> <li>Parks and trails patrol program</li> </ul>	<ul style="list-style-type: none"> <li>Commercial parking strategy</li> <li>Sea to Sky road closure in resort protocol</li> <li>Bylaw enforcement &amp; Compliance working group</li> </ul>	<ul style="list-style-type: none"> <li>Promote prompt response to calls for service</li> <li>Implement pay-by-cell for all on street parking</li> <li>Monitor illegal nightly rentals</li> </ul>	<ul style="list-style-type: none"> <li>Actively liaise with business owners and operators regarding relevant regulations and guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Ensure effective enforcement of existing environmental bylaws</li> <li>Bear Smart working group</li> </ul>		<ul style="list-style-type: none"> <li>Continue to patrol Whistler Village to investigate complaints from the community in order to gain bylaw compliance in a considerate and measured manner.</li> </ul>
<b>RCMP</b>	<ul style="list-style-type: none"> <li>Foot patrols of Whistler Village as a means to engage residents and visitors in positive interactions on public safety matters</li> <li>Continue to work with FE&amp;A to support growth in safe, secure events.</li> <li>May Long Weekend Committee</li> </ul>	<ul style="list-style-type: none"> <li>Annual performance plan for policing priorities 2015/2016</li> <li>Public Safety Working Group – SLRD</li> <li>Special events public safety plans</li> <li>Union and management committee</li> </ul>	<ul style="list-style-type: none"> <li>Liaison with food, beverage and accommodation sectors to enhance resident and visitors experiences</li> </ul>	<ul style="list-style-type: none"> <li>Bi-annual reporting to Council on crime statistics and as required critical event specific</li> <li>Walk Safe Program</li> </ul>	<ul style="list-style-type: none"> <li>Patrols of parks, trails and waterways</li> </ul>	<ul style="list-style-type: none"> <li>RCMP ceremonial dress (Red Serge) patrols on special occasions such as Canada Day and Victoria Day.</li> </ul>	<ul style="list-style-type: none"> <li>Provide all Policing Services to the RMOW</li> <li>Complete RCMP facility maintenance upgrades</li> <li>Provide regular reporting to RMOW on crime trends, public safety concerns and administrative matters.</li> </ul>
<b>Fire Rescue Services</b>	<ul style="list-style-type: none"> <li>Continue focus on fire prevention as a means reducing financial harm to community and cost of suppression to municipality</li> </ul>	<ul style="list-style-type: none"> <li>Fire Services Review</li> <li>Fire Smart Program</li> <li>Confined space and swift water rescue programs</li> <li>Strategic plan</li> </ul>	<ul style="list-style-type: none"> <li>Execute on implementation of technical rescue training programs</li> <li>Undertake planned Fire Hall # space needs analysis</li> <li>Collaboration with SLRD on boundary fire risks to the RMOW</li> </ul>	<ul style="list-style-type: none"> <li>Continue school outreach fire prevention program</li> <li>Patrols of parks and trails</li> <li>Support to special events</li> <li>Community area garden debris burning and waste wood chipping programs</li> </ul>	<ul style="list-style-type: none"> <li>Continue to execute on Fire Smart Fuel thinning Treatment Plan</li> <li>Intervene to eliminate fire threats posed by illegal dumping of materials and/ or use of forested land for high risk activities</li> </ul>	<ul style="list-style-type: none"> <li>WFRS in ceremonial dress on special occasions to support community initiatives and events where possible</li> </ul>	<ul style="list-style-type: none"> <li>Improve recognition and appreciation of Paid On Call (POC) Fire Fighter systems</li> <li>Modernize communication systems to upgraded digital technologies</li> <li>Implement Project Fires Record Management system</li> <li>Provide Fire and Rescue service and protection to Community</li> </ul>



2012-2014 <b>Corporate STRATEGIES</b> (to move toward above Goals)	1. <b>Implement</b> key visitor experience and economic development strategies	2. <b>Advance</b> progressive <b>community planning</b> tools, policies and processes	3. <b>Execute</b> on organizational commitments to <b>improve customer service</b>	4. <b>Ensure</b> community <b>engagement</b> is structured to effectively support municipal decision-making	5. <b>Commit</b> to strategies and practices to <b>drive improved environmental performance</b> outcomes	6. <b>Advance</b> <b>cultural tourism</b> development opportunities across the community	7. <b>Demonstrate</b> excellence in the delivery of <b>core municipal services</b> and <b>facility management</b>
<b>Recreation</b>	<ul style="list-style-type: none"> <li>• Seek enhanced or further partnerships to enhance guest experiences in recreation</li> </ul>	<ul style="list-style-type: none"> <li>• Asset lifecycle analysis and report</li> <li>• Meadow Park Sports Centre (MPSC) Phase 2 roof replacement plans</li> <li>• MPSC space needs analysis</li> <li>• MPSC Building envelope analysis and report</li> </ul>	<ul style="list-style-type: none"> <li>• Review of facilities use and organized programs</li> <li>• Continue accessibility upgrades and improvements</li> <li>• Fitness equipment replacement schedule</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate and support involvement with Recreation and Leisure Advisory Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to monitor energy systems and seek ways of reducing energy costs</li> </ul>	<ul style="list-style-type: none"> <li>• Evolution of youth and seniors programming to meet overall community recreational needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Replacement of pool pumps and filters during annual seasonal shutdown period</li> <li>• Continue to deliver cost effective and desirable recreation programs and services</li> <li>• Continue to maintain clean, well-groomed trails and well maintained recreation facilities</li> </ul>
<b>Whistler Public Library</b>	<ul style="list-style-type: none"> <li>• Extended hours of operation</li> <li>• New sun deck</li> <li>• Increase online services so patrons can check out items electronically after hours</li> <li>• Improved wireless speed and access to wireless printing</li> <li>• Promote the plaza as a collaborative venue. i.e. Rotary hosting a Pancake Breakfast</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement plan for library website</li> <li>• Janitorial contract review</li> <li>• Improve way finding and signage</li> <li>• Branding: utilize the RMOW style guide and vision to create inviting wayfinding</li> </ul>	<ul style="list-style-type: none"> <li>• Commit to excellence in ongoing school and daycare outreach</li> <li>• Grow the number of people who use and value the library</li> <li>• Update Library collection</li> <li>• Continue to develop the library as a public space (Whistler's living room)</li> <li>• Implement Library furniture and equipment upgrades</li> <li>• Improve back of house operations to offer faster turn around</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to prepare and share annual report</li> <li>• Dealing with difficult clients working group</li> <li>• Create a service space to showcase the best of our services; new items, staff picks and online resources</li> <li>• Upgrade self-checks</li> <li>• Ongoing staff training to support engaged and knowledge staff</li> <li>• Identify organizations, businesses, and skilled individuals who would like to share their expertise in the community</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to operate a highly energy efficient building</li> <li>• Access to compost for all staff</li> <li>• Host monthly children's programs with a focus on the environment and Whistler's natural surroundings</li> <li>• New recycle bins</li> </ul>	<ul style="list-style-type: none"> <li>• Host for community events and engagements</li> <li>• Partner with the Multicultural Network and serve as the meeting place for this group.</li> <li>• Engage patrons in our community book club</li> <li>• Offer language conversation classes</li> <li>• Creative Culture Club: hands on workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Execute on the recommendations of the Whistler Public Library Strategic Plan</li> <li>• Update the library policy manual and review on a yearly basis</li> <li>• Partner with The Chamber of Whistler in the Serve Us challenge</li> <li>• Space for everyone and reducing barriers to get a library card</li> <li>• Host free family learning program</li> <li>• Host Work BC to bring employment services to the village</li> <li>• Finance and Investing classes offered for everyone</li> </ul>

### 7.2.3 Taking Action - Resort Experience

2012-2014 <b>Corporate STRATEGIES</b> (to move toward above Goals)	1. <b>Implement</b> key visitor experience and economic development strategies	2. <b>Advance</b> progressive <b>community planning</b> tools, policies and processes	3. <b>Execute</b> on organizational commitments to <b>improve customer service</b>	4. <b>Ensure</b> community <b>engagement</b> is structured to effectively support municipal decision-making	5. <b>Commit</b> to strategies and practices to <b>drive improved environmental performance</b> outcomes	6. <b>Advance</b> <b>cultural tourism</b> development opportunities across the community	7. <b>Demonstrate</b> excellence in the delivery of <b>core municipal services and facility management</b>
<b>Planning Services</b>	<ul style="list-style-type: none"> <li>Facilitate private sector Village rejuvenation and reinvestment projects</li> <li>In conjunction with the Community Cultural Office, Implement Cultural Plan local artisans initiatives</li> <li>Advance the Cultural Connector project to installation phase</li> <li>Support the Master Wayfinding Strategy Phase II implementation</li> <li>Participate in the Implementation of Village enhancement and Village Squares and Mall rejuvenation initiatives</li> <li>Advance the Skate Park rejuvenation Plan</li> <li>Support the design development phase of the Gateway Loop Enhancement Project</li> <li>Support Master Wayfinding Strategy's design of park and trail signage</li> <li>Pilot improved food and beverage opportunities in select major resort parks</li> <li>Continue to administer the street banner program</li> </ul>	<ul style="list-style-type: none"> <li>Finalize the update of Recreation &amp; Leisure Master Plan</li> <li>Support adoption of the updated Official Community Plan</li> <li>Leverage the Village Rejuvenation and Reinvestment Initiative</li> <li>Improve tracking systems for monitoring zoning and development projects</li> <li>Maintain Bed Unit and Commercial Core Inventories</li> <li>Process applications and maintain, amend, interpret and enforce bylaws for OCP, zoning, land use contracts, covenant modifications, development permits, signage, liquor licenses, business licenses, and Crown referrals</li> <li>Conduct reporting and policy/regulation for non-permitted spaces exclusions</li> <li>Support regional planning efforts – Regional Growth Strategy, Garibaldi at Squamish</li> <li>Develop shipping container regulations</li> </ul>	<ul style="list-style-type: none"> <li>Support growth management planning, accessibility and inclusivity initiatives</li> <li>Support Park Accessibility Program</li> <li>Provide quarterly updates to Council on Building and Planning Department applications and permitting activity</li> <li>Further develop and implement Planning Department customer service initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Continue to engage the Recreation and Leisure Advisory Committee and the Public Art Committee</li> <li>Support community-engagement processes (e.g. Cultural Plan, Non-permitted Space, )</li> <li>Continue to engage Advisory Design Panel, Liquor Licensing Advisory Committee and other Committees of Council</li> <li>Identify and engage stakeholder groups related to specific park capital projects</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate development permit requirements for protection of the natural environment and Riparian Area Regulations.</li> </ul>	<ul style="list-style-type: none"> <li>Liaise with Community Cultural Officer to implement the recommendations of the Whistler Community Cultural Plan and the Cultural Tourism Development Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Pursue service excellence in responding to public inquiries related to municipal land use and development bylaws and procedures.</li> <li>Explore additional revenue opportunities across municipal park and public space assets</li> <li>Implement a broad public art program</li> <li>Advance Games Legacy art project</li> <li>Explore options for all-weather field and structure</li> <li>Lead upgrade to Games Cauldron</li> <li>Undertake Valley Trail Cycling Review</li> <li>Advance the development of a BMX track</li> </ul>

2012-2014 <b>Corporate STRATEGIES</b> (to move toward above Goals)	1. <b>Implement</b> key visitor experience and economic development strategies	2. <b>Advance</b> progressive <b>community planning</b> tools, policies and processes	3. <b>Execute</b> on organizational commitments to <b>improve customer service</b>	4. <b>Ensure</b> community <b>engagement</b> is structured to effectively support municipal decision-making	5. <b>Commit</b> to strategies and practices to <b>drive improved environmental performance</b> outcomes	6. <b>Advance</b> <b>cultural tourism</b> development opportunities across the community	7. <b>Demonstrate</b> excellence in the delivery of <b>core municipal services</b> and <b>facility management</b>
Building Department Services		<ul style="list-style-type: none"> <li>• Continue to monitor the impacts/outcomes associated with the 2012 Gross Floor Area (GFA) exclusion bylaw</li> <li>• implement and continue a spring ad campaign in print, radio and web media</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate retrieval and archiving of historical documentation</li> <li>• Support designers, developers, builders in the interpretation of regulations</li> <li>• Increasingly formalize policies and interpretations to ensure the highest levels of consistency when responding to the public</li> <li>• Identify opportunities to increase permit processing efficiencies</li> <li>• Improve information exchange with the public, and formalize customer feedback process</li> <li>• Further develop and implement Building Department customer service initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage staff to attend Canadian Home Builder Association (CHBA) luncheons, Homeowner Protection Office (HPO) seminars and similar local community initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Actively enforce the improved energy efficiency requirements of the new BC Building Code</li> <li>• Support project uptake of the Power Down Home Energy Assessment Incentive program</li> </ul>		<ul style="list-style-type: none"> <li>• Apply and enforce BC Building Code, Building Bylaw, Zoning Bylaw, Provincial and Federal regulations</li> <li>• Continue to improve tracking system for monitoring building permit files</li> <li>• Respond to legal challenges, provide interpretation of regulations</li> </ul>
Environmental Stewardship	<ul style="list-style-type: none"> <li>• Deliver geese management program at beaches to improve user experience</li> </ul>	<ul style="list-style-type: none"> <li>• Support the processing and enforcement of the Environmental Bylaw including issuance of Tree Cutting Permits</li> <li>• Provide timely feedback to municipal DP referral process</li> </ul>	<ul style="list-style-type: none"> <li>• Support the annual free yard waste drop-off programs</li> </ul>	<ul style="list-style-type: none"> <li>• Plan and deliver environmental programming through GO Fest</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement policies, bylaws and work programs that support and promote the RMOW's environment protection and sustainability objectives</li> <li>• Support annual environmental monitoring programs</li> <li>• Publish water quality database for beaches, lakes and streams</li> <li>• Administer Cheakamus Community Forest</li> <li>• Support Whistler Bear Working Group, Forest &amp; Wildlands Advisory Committee</li> <li>• Support the development of the Community Energy and Climate Action Plan</li> <li>• Coordinate Fitz Fan monitoring program</li> </ul>		<ul style="list-style-type: none"> <li>• Maximize the use of grant funding to support additional studies/initiatives</li> <li>• Execute on the 2015 wildfire protection plan</li> </ul>

2012-2014 <b>Corporate STRATEGIES</b> (to move toward above Goals)	1. <b>Implement</b> key visitor experience and economic development strategies	2. <b>Advance</b> progressive <b>community planning</b> tools, policies and processes	3. <b>Execute</b> on organizational commitments to <b>improve customer service</b>	4. Ensure community <b>engagement</b> is structured to effectively support municipal decision-making	5. Commit to strategies and practices to <b>drive improved environmental performance</b> outcomes	6. <b>Advance</b> <b>cultural tourism</b> development opportunities across the community	7. Demonstrate excellence in the delivery of <b>core municipal services</b> and <b>facility management</b>
<b>Strategic Alliances</b>	<ul style="list-style-type: none"> <li>•Oversee development of partnership and service agreements for FE&amp;A and other initiatives.</li> <li>•Develop FE&amp;A strategies and plans; execute the FE&amp;A program; monitor FE&amp;A impacts</li> </ul>	<ul style="list-style-type: none"> <li>•Participate in development of resort-wide corporate partnership strategy and plan (FE&amp;A)</li> <li>•Oversee the execution of the Sponsorship Pilot Program</li> </ul>		<ul style="list-style-type: none"> <li>•Lead and support FE&amp;A Working Group</li> <li>•Participate in FE&amp;A Oversight Committee</li> </ul>		<ul style="list-style-type: none"> <li>•Support development of funding applications associated with cultural programs</li> <li>•Coordinate ongoing communication and meetings with the FE&amp;A Working Group, and ACT (Alliance for Cultural Tourism),</li> <li>•Work with resort partners to integrate recommendations from the Cultural Tourism Development Strategy and the Community Cultural Plan into FE&amp;A</li> <li>•Support the implementation of WCCP and CTDS by WAC</li> </ul>	<ul style="list-style-type: none"> <li>•In addition to the Sponsorship Pilot Program and explore other opportunities to generate revenue for the community through licensing agreements</li> </ul>
<b>Park &amp; Trail Operations</b>	<ul style="list-style-type: none"> <li>•Participate in Whistler Cycling and Sea to Sky Corridor Recreation Committees</li> <li>•Construct and maintain public recreational trail networks including the new Alpine Trail program</li> <li>•Execute site upgrades to former Youth Hostel site on Alta Lake Road</li> </ul>		<ul style="list-style-type: none"> <li>•Continue to improve park accessibility</li> </ul>	<ul style="list-style-type: none"> <li>•Incorporate park and trail user satisfaction survey information in development of operating plans</li> <li>•Work with local community organizations to test programs in Municipal Parks</li> </ul>	<ul style="list-style-type: none"> <li>•Review LED technology to Retrofit Lost Lake Valley Trail lighting fixtures</li> </ul>	<ul style="list-style-type: none"> <li>•Work with local community organizations to test programs in Municipal Parks</li> </ul>	<ul style="list-style-type: none"> <li>•Provide project management for Municipal park, village and capital projects</li> <li>•Provide site supervision to ensure the timely, efficient and effective delivery of projects</li> <li>•Efficiently maintain park areas, park buildings to a high standard</li> <li>•Execute on the Valley Trail railway crossing to Cypress Place</li> <li>•Upgrade the Emerald Valley Trail along Green Lake</li> <li>•Execute on the irrigation central control upgrade</li> <li>•Execute Lost Lake Special Events Area upgrades</li> <li>•Develop options for train Wreck Trail pedestrian bridge</li> <li>•Install new Rainbow Park volleyball court</li> </ul>

2012-2014 <b>Corporate STRATEGIES</b> (to move toward above Goals)	1. <b>Implement</b> key visitor experience and economic development strategies	2. Advance progressive <b>community planning</b> tools, policies and processes	3. <b>Execute</b> on organizational commitments to <b>improve customer service</b>	4. Ensure community <b>engagement</b> is structured to effectively support municipal decision-making	5. Commit to strategies and practices to <b>drive improved environmental performance</b> outcomes	6. Advance <b>cultural tourism</b> development opportunities across the community	7. Demonstrate excellence in the delivery of <b>core municipal services</b> and <b>facility management</b>
<b>Building Maintenance Services</b>	<ul style="list-style-type: none"> <li>•Support the Village Square Mall rejuvenation project</li> </ul>		<ul style="list-style-type: none"> <li>•Continue to improve building accessibility</li> <li>•Lead ongoing Municipal Hall customer service upgrades</li> <li>•Review Public Works Yard customer service changes and lead upgrades</li> </ul>		<ul style="list-style-type: none"> <li>•Monitor building efficiencies and provide recommendations for building systems upgrades</li> </ul>		<ul style="list-style-type: none"> <li>•Implement work order systems for improved tracking</li> <li>•Execute on the recommendations of the life cycle review of municipal buildings and electrical systems</li> <li>•Lead the Whistler Village Land Company (WVLC) parkade rehabilitation program</li> <li>•Lead Maurice Young Millennium Place waterproofing repairs</li> <li>•Execute upgrades to Alta Vista Works Yard facility</li> <li>•Develop Municipal wide Building Asset Management system</li> </ul>
<b>Village Maintenance</b>	<ul style="list-style-type: none"> <li>•Assist in the coordination of Village and Mall rejuvenation projects</li> <li>•Review and recommend options for an improved Whistler Olympic Plaza washroom experience</li> </ul>		<ul style="list-style-type: none"> <li>•Monitor condition and identify hazards in public areas within Village</li> </ul>	<ul style="list-style-type: none"> <li>•Liaise with property managers and retailers to understand challenges and successes of service delivery</li> <li>•Engage with building landlords and businesses to ensure high maintenance standards in Village</li> </ul>	<ul style="list-style-type: none"> <li>•Oversee collection of litter pick up, collection and sorting of recyclables in Village</li> </ul>	<ul style="list-style-type: none"> <li>•Review festival impacts to the Village and make adjustments as deemed necessary</li> </ul>	<ul style="list-style-type: none"> <li>•Continually maintain professional standards of resort operations and best practices</li> <li>•Coordinate snow clearing , de-icing, sanding of walkways</li> <li>•Undertake minor maintenance of infrastructure</li> <li>•Provide special event support</li> <li>•Maintain Village flag and banner program</li> <li>•Manage patio licenses, WVLC parking leases</li> <li>•Execute seasonal lighting program</li> </ul>

2012-2014 <b>Corporate STRATEGIES</b> (to move toward above Goals)	1. <b>Implement</b> key visitor experience and economic development strategies	2. Advance progressive <b>community planning</b> tools, policies and processes	3. <b>Execute</b> on organizational commitments to <b>improve customer service</b>	4. Ensure community <b>engagement</b> is structured to effectively support municipal decision-making	5. Commit to strategies and practices to <b>drive improved environmental performance</b> outcomes	6. Advance <b>cultural tourism</b> development opportunities across the community	7. Demonstrate excellence in the delivery of <b>core municipal services</b> and <b>facility management</b>
Village Events & Animation	<ul style="list-style-type: none"> <li>•Develop special events use of RMOW parking areas policy</li> <li>•Further develop investment criteria for FEA program</li> <li>•Engage and manage event producers associated with the delivery of Municipal FE&amp;A program</li> <li>•Support Tourism Whistler event and conference sales initiatives</li> <li>•Support 3rd party event producer's use of and access to parks, trails, playfields, Village, Olympic Plaza</li> </ul>	<ul style="list-style-type: none"> <li>•Support development and implementation of Sponsorship Pilot Program</li> </ul>		<ul style="list-style-type: none"> <li>•Participate in Whistler Events Working Committee</li> <li>•Participate in May Long Weekend Committee</li> <li>•Lead &amp; support FE&amp;A working group</li> <li>•Participate in FE&amp;A Oversight Committee</li> </ul>	<ul style="list-style-type: none"> <li>•Provide tools and require plans to support delivery of sustainable festivals &amp; events</li> <li>•Integration of Envirofest (now GO Green) into GO Fest</li> </ul>	<ul style="list-style-type: none"> <li>•Refine resource and cost tracking systems for specific festivals and event programs</li> <li>•Engage and manage service suppliers associated with ongoing management of Whistler Olympic Plaza and delivery of FE&amp;A program</li> <li>•Participate in Alliance for Cultural Tourism</li> <li>•Revise Village Animation strategy to align with FE&amp;A, WCCP, CTDS plans/criteria</li> </ul>	<ul style="list-style-type: none"> <li>•Maintain comprehensive schedule for park, field and village facility bookings</li> <li>•Administer film and photo permitting on RMOW lands</li> <li>•Administer outdoor facility permitting on RMOW lands</li> <li>•Oversee delivery of Village Host Program</li> <li>•Oversee implementation of Bike Host Pilot Program</li> </ul>



### 7.2.4 Taking Action - Infrastructure Services

2012-2014 <b>Corporate STRATEGIES</b> (to move toward above Goals)	1. <b>Implement</b> key visitor experience and economic development strategies	2. Advance progressive <b>community planning</b> tools, policies and processes	3. <b>Execute</b> on organizational commitments to <b>improve customer service</b>	4. Ensure community <b>engagement</b> is structured to effectively support municipal decision-making	5. Commit to strategies and practices to <b>drive improved environmental performance</b> outcomes	6. Advance <b>cultural tourism</b> development opportunities across the community	7. Demonstrate excellence in the delivery of <b>core municipal services</b> and <b>facility management</b>
Development Services		<ul style="list-style-type: none"> <li>• Complete the update of the Subdivision Servicing Bylaw</li> <li>• Complete the Road Cut Bylaw</li> </ul>	<ul style="list-style-type: none"> <li>• ) (this responsibility has moved to the IT department)</li> </ul>		<ul style="list-style-type: none"> <li>• Undertake a detailed district energy system (DES) performance study for the Cheakamus Crossing DES</li> </ul>		<ul style="list-style-type: none"> <li>• Continue to demonstrate excellence (accurate &amp; timely) in processing permit applications</li> <li>• Expand the digital record library</li> <li>• Upgrade the entrance to Whistler Cay to integrate improved safety measures</li> </ul>
Roads & Flood Protection	<ul style="list-style-type: none"> <li>• Lead the design development process for the Gateway Loop Enhancement project</li> </ul>	<ul style="list-style-type: none"> <li>• Produce improved flood plain mapping of the Fitzsimmons Creek watershed</li> <li>• Undertake highway intersection capacity analysis and associated updated traffic studies</li> </ul>		<ul style="list-style-type: none"> <li>• Reconvene the Transportation Advisory Group (TAG)</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to work collaboratively with senior levels of government to pursue a new and innovative gravel removal regime in Fitzsimmons Creek.</li> <li>• Install new air quality monitoring equipment in Cheakamus Crossing</li> <li>• Assess changing to LED streetlight technology</li> </ul>		<ul style="list-style-type: none"> <li>• Execute on the annual road reconstruction program in accordance with the leading best practices in neighbourhood design</li> <li>• Undertake required maintenance as per the results of the 2014 bridge inspection report</li> <li>• Improve maintenance and inspection access to Fitzsimmons Creek debris barrier</li> <li>• Undertake review of Tapley's Farm neighbourhood flood protection improvement options</li> </ul>



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Utilities (Water & Sewer)		<ul style="list-style-type: none"> <li>• Update the Master Trunk sewer replacement plan and the sewer condition review study</li> <li>• Complete the Liquid waste management plan update</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to closely monitor benchmarking indicators, for improvement, particularly in the category of complaints and responses</li> </ul>		<ul style="list-style-type: none"> <li>• Complete the water supply and conservation assessments and propose supply upgrades as needed</li> <li>• Develop Source Water Protection Plan (21 Mile Creek)</li> <li>• Enhance the visibility and reputation of RMOW drinking water professional staff, and promote confidence in the system</li> <li>• Execute on Water Loss Reduction Program</li> <li>• Develop Cheakamus River impact modelling</li> </ul>		<ul style="list-style-type: none"> <li>• Continue to deliver high quality water to the businesses, residences, and industries of Whistler, for domestic uses and fire protection.</li> <li>• Continue to meet or exceed the regulatory requirements for wastewater treatment.</li> <li>• Develop a community-wide backflow prevention program</li> <li>• Continue detailed ground water monitoring to inform the long term water supply strategy</li> <li>• Continue to explore options that would enable the Alta Lake Road sewer expansion</li> <li>• Continue to update water, sewer and WWTP inventory to improve future asset replacement management</li> <li>• Continue to pursue measures for control of inflow and infiltration across the sewer system</li> <li>• Execute the Alpine Meadows water main replacements to improve water quality</li> <li>• Undertake construction – ready design drawings for new water reservoir for zone 775 (Whistler Village)</li> <li>• Execute water quality upgrades to Emerald Well</li> <li>• Execute annual sanitary sewer and WWTP reconstruction projects</li> <li>• Undertake DES Boiler replacement</li> <li>• Lead upgrades to Alpine water reservoir (level control)</li> <li>• Execute air handling upgrades at Waste Water Treatment Plant</li> </ul>

2012-2014 <b>Corporate STRATEGIES</b> (to move toward above Goals)	1. <b>Implement</b> key visitor experience and economic development strategies	2. <b>Advance</b> progressive <b>community planning</b> tools, policies and processes	3. <b>Execute</b> on organizational commitments to <b>improve customer service</b>	4. <b>Ensure</b> community <b>engagement</b> is structured to effectively support municipal decision-making	5. <b>Commit</b> to strategies and practices to <b>drive improved environmental performance</b> outcomes	6. <b>Advance</b> <b>cultural tourism</b> development opportunities across the community	7. <b>Demonstrate</b> excellence in the delivery of <b>core municipal services</b> and <b>facility management</b>
Transit and TDM		<ul style="list-style-type: none"> <li>•Support BC Transit's development of more meaningful ridership metrics</li> </ul>	<ul style="list-style-type: none"> <li>•Support the BC Transit Sea to Sky Transit Future Plan development</li> <li>•Support the development of a transit tracking app</li> <li>•Install new bus shelter on Cheakamus Lake Rd.</li> </ul>	<ul style="list-style-type: none"> <li>•Continue to be available to community members when Transit matters are an issue.</li> <li>•Continue to dialogue with resort stakeholders to provide for the Transit needs for visitors to the community.</li> </ul>			<ul style="list-style-type: none"> <li>•Continue to work with BC Transit to explore new revenue sources and efficiencies in service delivery.</li> </ul>
Solid Waste			<ul style="list-style-type: none"> <li>•Continue to increase public participation in solid waste outreach programs (free yard waste drop off day, and pitch in day)</li> <li>•Continue to explore ways to allow those using preferred modes of transportation, to have a suitable level of access to garbage/recycling and composting facilities</li> <li>•Complete preliminary and detailed design of a new recycling and garbage depot facility at Nesters</li> </ul>	<ul style="list-style-type: none"> <li>•Evaluate innovative outreach programs that will further improve solid waste diversion.</li> </ul>	<ul style="list-style-type: none"> <li>•Continue to operate the innovative composting facility that serves the entire region with solid waste diversion</li> <li>•Undertake biosolid disposal options assessment</li> </ul>		<ul style="list-style-type: none"> <li>•Continue to execute on the updated Solid Waste Management Plan</li> <li>•Implement the recommendations of the composter operations analysis cost-benefit study</li> <li>•Implement the recommendations of the solid waste diversion enhancement study</li> <li>•Overhaul and renew solid waste management contract structure</li> </ul>
Central Services, Garage & Stores					<ul style="list-style-type: none"> <li>•Continue progress towards a more efficient fleet through evaluation of duties and requirements each time a vehicle or piece of equipment is replaced</li> </ul>		<ul style="list-style-type: none"> <li>•Continue to practice progressive and innovative fleet management administration</li> <li>•Fleet Management report to Council annually</li> <li>•Upgrade Central Stores reception area</li> </ul>
Emergency Program				<ul style="list-style-type: none"> <li>•Collaborate with community, regional and provincial partners</li> </ul>			<ul style="list-style-type: none"> <li>•Support Emergency Planning and Coordination across RMOW</li> </ul>





## 8 THE 2015-2019 FIVE-YEAR FINANCIAL PLAN

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The Resort Municipality of Whistler (RMOW) manages a budget of \$76.4 million on behalf of the resort community providing municipal programs, services and infrastructure to approximately 10,000 permanent residents and an average daily population of 26,000, which includes part-time residents, seasonal workers and 2.5 million visitors per year. As Whistler is a resort municipality, the organization also works closely with resort partners to further the resort and community's overall success

- A summary of the 2015 budget by fund, with comparisons to the 2014 budget is attached as **Appendix B**
- A summary of the 2014 Q4 Financial Summary with 2015 Budget by Department is attached as **Appendix C**.

### 8.1.1 2015 Budget in Perspective

The Resort Municipality of Whistler's 2015 budget includes increases of:

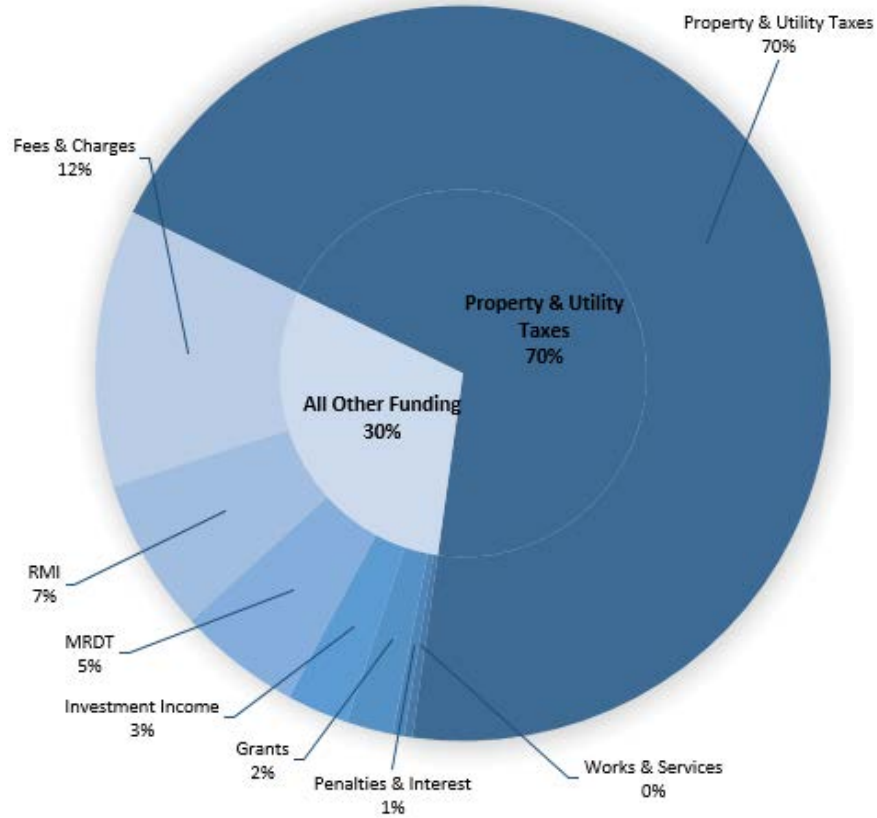
- **1.7%** to property tax revenues and solid waste fees;
- **1.5%** to water parcel taxes and user fees; and
- **1.0%** to sewer parcel taxes and user fees.

These are the first increases in three years. Increases address inflation and additional service demands (for example, to extend library hours and increase Village maintenance during summer months), while ensuring continued contributions to reserves to maintain and replace infrastructure (for example, water mains, pipes and facility roofs) in the future.

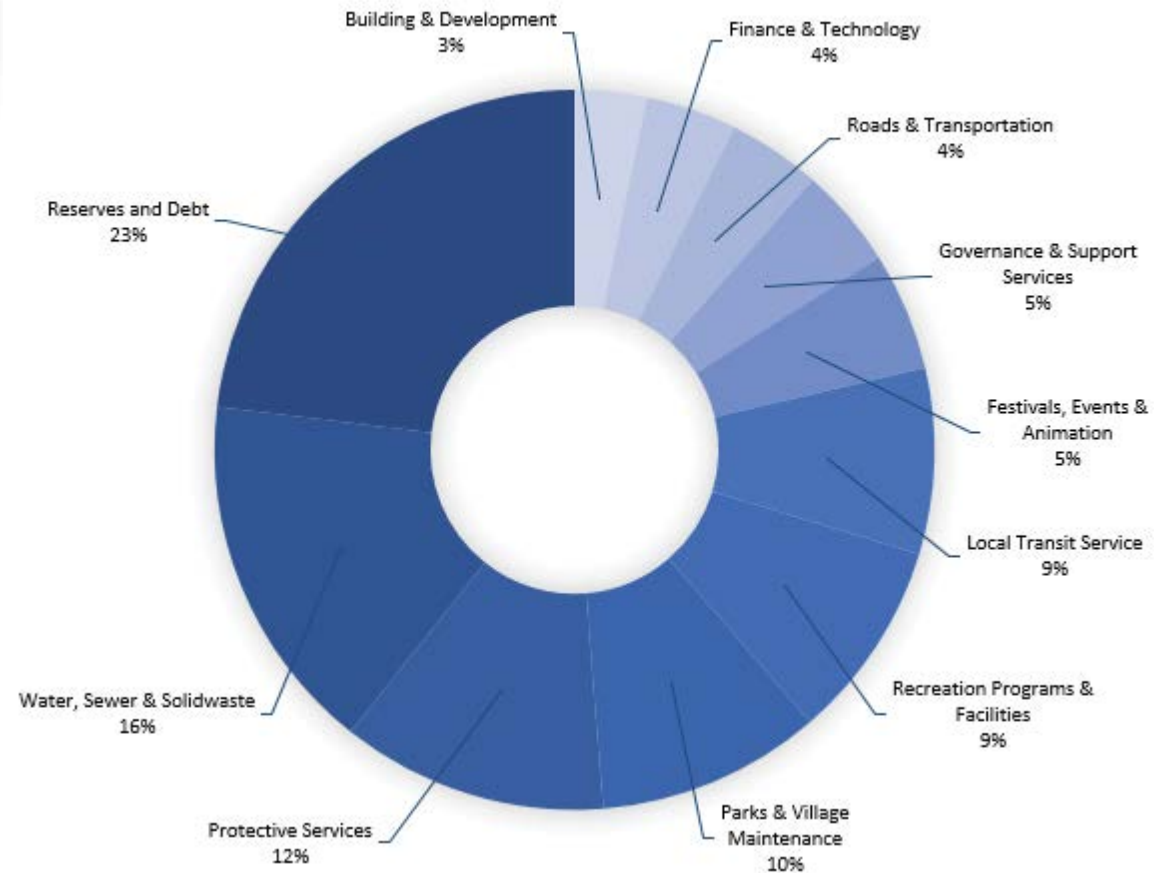
### 8.1.2 Sources of Municipal Revenue

Municipal revenue comes from a variety of sources with the majority (70 per cent) coming from property and utility taxes. Other sources of revenue include Municipal and Regional District Tax (MRDT aka Hotel Tax), Resort Municipality Initiative (RMI) and fees and charges (for example, user fees for recreation programs, drop-ins and memberships, building permit fees).

## Where Does Municipal Funding Come From?



## Your Tax Dollars at Work



### 8.1.3 Uses of Municipal Revenue

As seen on the previous page, municipal services touch every aspect of daily life and are provided by employees, who reside in Whistler and throughout the Sea to Sky corridor. These services range from providing drinking water, sewer and solid waste disposal, snow clearing, and roads maintenance to fire, police, bylaw, transit and public library services.

#### Reserve Guidelines

In 2014, the RMOW began a process to develop reserve guidelines as a means of providing direction for Council and staff, communicating with the community, and, ultimately integrating with municipal asset management plans. The first outcome of this work was the identification of guidelines to meet those objectives listed below. These guidelines will continue to inform future budgeting practices and provide for consistent contributions to municipal reserves over time.

Objective	Guideline
<ul style="list-style-type: none"> <li>Reserve funding requirements will be stable, predictable and ensure continuity of municipal services.</li> <li>Funding for replacement of assets is created when the assets are used and considers a broad perspective over the lifetime of the assets.</li> </ul>	<ul style="list-style-type: none"> <li>Future funding requirements for infrastructure replacement will be based the municipal asset inventory and estimated service life of the assets in place.</li> </ul>
<ul style="list-style-type: none"> <li>Asset management plans and reserve funding requirements are aligned.</li> </ul>	<ul style="list-style-type: none"> <li>Asset management plans and the asset inventory will use common terminology and asset groupings.</li> </ul>
<ul style="list-style-type: none"> <li>The asset inventory reflects the dynamic state of municipal assets and service delivery methods.</li> </ul>	<ul style="list-style-type: none"> <li>The asset inventory will be updated to reflect asset information provided by asset management plans, studies and reports.</li> </ul>
<ul style="list-style-type: none"> <li>Reserve balances and estimated future needs are reported to the council and the community.</li> <li>Current status and targets are understood.</li> </ul>	<ul style="list-style-type: none"> <li>In conjunction with the annual budget process, staff will report on actual and target reserve balances, variances and estimated future funding requirements.</li> </ul>
<ul style="list-style-type: none"> <li>Council makes informed decisions about revenues needed for reserve funding requirements.</li> <li>Council makes decisions that consider the affordability, practicality and outcomes of reserve funding requirements and revenue needs.</li> </ul>	<ul style="list-style-type: none"> <li>In conjunction with the annual budget process, council will consider the estimated reserve funding requirements when determining revenue needs and the associated impact on property taxes and fees.</li> </ul>
<ul style="list-style-type: none"> <li>Funding for periodic infrastructure maintenance and repair is planned.</li> </ul>	<ul style="list-style-type: none"> <li>Funding and balances of maintenance, repair and project reserves will consider budgeted costs for all years in the financial planning period or longer.</li> </ul>
<ul style="list-style-type: none"> <li>Risks to infrastructure, community operations and revenue streams are analyzed on a regular basis.</li> </ul>	<ul style="list-style-type: none"> <li>Council will consider analysis of future risks and the level of contingency reserve to be maintained for unplanned expenses.</li> <li>Best practices for contingency reserve planning, such as recommended by the Government Financial Officers Association, will be used as a bench mark for the reserve balances.</li> </ul>

#### 8.1.4 Capital Projects a Major Focus for 2015

Several major planning projects were completed during the last term of Council and the focus in 2015 will be on implementing many of these plans.

The municipal budget includes over 150 projects with a total budget of \$26.3 million in 2015.

Projects are funded through municipal reserves, Resort Municipality Initiative grant funding from the Province of British Columbia, Municipal and Regional District Tax (hotel tax), and other sources such as grants. As such, project budgets do not have a direct impact on municipal tax increases.

As included in the Plan above, some significant projects planned for 2015 are:

- Major Water Infrastructure Renewal Program, including Alpine water main replacements
- Village Rejuvenation including implementation of the Gateways and Portals Strategy and Master Wayfinding Project recommendations
- Gateway (Bus) Loop Reconstruction
- Fleet Replacement, including Fire Rescue apparatus
- Community Wildfire Protection including wildfire fuel thinning projects
- Skate Park Rejuvenation project to build phase 3 of the Village skate park
- Cultural Connector Project to improve the connectivity of six cultural institutions in Whistler Village and the Upper Village, including the Audain Art Museum

More information about these projects can be found at [whistler.ca/budget](http://whistler.ca/budget)



## 9 CLOSING COMMENTS

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The Resort Municipality of Whistler (RMOW) has seen many successes, challenges and developments during the evolution of the community. This year marks the RMOW's 40<sup>th</sup> anniversary since incorporation in 1975, and the organization will mark the occasion by looking back at the foundations that helped to build the resort community into what it is today and the values and success factors that will contribute to continued success.

Our community's collaboration in creating the unique *Whistler Experience*, which sets the resort apart from other places and continues to help Whistler be a leader, has always been a tenet of our progress. The RMOW plays a key role in providing the resort's planning, infrastructure, parks, amenities, as well as the programs and services that serve community members and visitors. The organization takes pride in being a steward and leader, and in maintaining strong and effective community partnerships.

For more than a decade, Whistler has been committed to monitoring and reporting on key indicators related to its social, economic and environmental performance. Results show a very high level of satisfaction for Whistler as a place to live amongst permanent and part-time residents. Indicators in the areas of municipal services, enriching community life, enhancing the resort experience and partnership for success are stable or moving in the right direction. While we've made some progress, the community still see some challenges in the areas of protecting the environment, learning opportunities and monitoring resident affordability.

The RMOW Corporate Plan was developed as a roadmap to chart the direction for the organization and guide effective decision-making on behalf of the resort community. The Corporate Plan defines the RMOW's corporate goals and strategies, as well as employee objectives, within the context of the priorities that have been long-identified by the community, and which have been reaffirmed by the current Council.

The Corporate Plan goals focus on leadership in the areas of financial health, infrastructure management, resort experience, exceptional customer service, trust and stewardship of natural assets.

The plan also includes the RMOW budget. The 2015 budget includes increases of 1.7 per cent to property tax revenues and solid waste fees, 1.5 per cent to water parcel taxes and user fees, and 1 per cent to sewer parcel taxes and user fees. These increases follow three years of no increases, and address inflation and additional service demands, while ensuring continued contributions to reserves to maintain and replace municipal infrastructure.

The RMOW reports out annually on progress and this year the 2014 Annual Report is contained within the Corporate Plan document. The result is one annual Corporate Plan document that serves as an overview of the priorities, activities and results of the RMOW.

In summary, the Corporate Plan demonstrates the plan for the coming years, the progress that has been made over the past year, outlines areas that are still in progress, and reports on both community-and corporate-key progress indicators.

The RMOW is committed to working in partnership with the resort community toward Whistler's shared future success.

## 10 APPENDICES

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A	RMOW 2014 Audited Financial Statements
B	RMOW 2015 Budget Summary
C	2014 Fourth Quarter and 2015 Budget Department Summary
D	Community Key Performance Indicators – located at: <a href="http://www.whistler.ca/monitoring">www.whistler.ca/monitoring</a>
E	Corporate Plan Indicators – located at: <a href="http://www.whistler.ca/monitoring">www.whistler.ca/monitoring</a>

## Appendix A 2014 Audited Financial Statements

### Resort Municipality of Whistler Consolidated Financial Statements For the year ended December 31, 2014

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### Resort Municipality of Whistler Consolidated Financial Statements For the year ended December 31, 2014

#### Introduction

The Council of the Resort Municipality of Whistler has delegated the responsibility for the integrity and objectivity of the financial information contained in the consolidated financial statements to the management of the Resort Municipality of Whistler. The consolidated financial statements which, in part, are based on informed judgments and estimates, have been prepared by management in accordance with Canadian public sector accounting standards for local governments and have been applied on a basis consistent with that of the preceding year.

To assist in carrying out their responsibility, management maintains an accounting system and internal controls to provide reasonable assurance that transactions are executed and recorded in accordance with authorization, and that financial records are reliable for preparation of consolidated financial statements.

The consolidated statements include the operations and capital for the following:

Resort Municipality of Whistler  
General Fund  
Water Fund  
Sewer Fund  
Solid Waste Fund

Whistler Public Library


Whistler Village Land Co. Ltd.

Whistler 2020 Development Corp.

Emerald Forest Lands  
Emerald Forest Trust  
591003 BC Ltd.

Whistler Housing Authority Ltd.

The Resort Municipality of Whistler's independent auditors, BDO Canada LLP, are engaged to express an opinion as to whether these consolidated financial statements present fairly the Resort Municipality of Whistler's financial position, financial activities and cash flows in accordance with Canadian public sector accounting standards. BDO Canada LLP has been given unrestricted access to all financial and other records of the Resort Municipality of Whistler. Their opinion, which follows, is based on procedures they consider sufficient to support such an opinion in accordance with Canadian generally accepted auditing standards.



Ken Roggeman  
Director of Finance  
April 28, 2015



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BDO Canada LLP  
202 - 1200 Alpha Lake Road  
Whistler, BC, V0N 1B1  
Canada

## Independent Auditor's Report

### To the Mayor and Council of the Resort Municipality of Whistler

We have audited the accompanying consolidated financial statements of the Resort Municipality of Whistler, which comprise the Consolidated Statement of Financial Position as at December 31, 2014 and the Consolidated Statements of Operations, Change in Net Financial Assets and Cash Flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform an audit to obtain reasonable assurance whether the consolidated financial statements are free of material misstatement.

An audit includes performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Resort Municipality of Whistler as at December 31, 2014, and its consolidated results of operations, changes in net financial assets and cash flows for the year then ended in accordance with Canadian public sector accounting standards.

*BDO Canada LLP*

Chartered Accountants

Whistler, British Columbia  
April 28, 2015

## Resort Municipality of Whistler Consolidated Statement of Financial Position

As at December 31	2014	2013
<b>Financial assets</b>		
Cash	\$ 738,846	\$ 4,714,342
Accounts receivable (Note 3)	5,980,259	5,343,693
Mortgage receivable (Note 4)	1,000,000	1,000,000
Portfolio investments (Note 5)	99,144,065	80,044,321
Olympic Village held for resale	6,720,789	8,151,958
Investment in business enterprises (Note 6)	1,472,903	1,375,243
	<b>115,056,862</b>	<b>100,629,557</b>
<b>Liabilities</b>		
Accounts payable (Note 7)	11,111,209	9,613,056
Employee future benefits (Note 8)	640,600	1,384,000
Landfill closure (Note 9)	1,411,886	1,122,852
Deferred revenue	295,755	264,199
Deferred contributions	1,343,957	1,298,670
Long-term debt (Note 10, Schedule 2)	33,264,213	33,965,346
	<b>48,067,620</b>	<b>47,648,123</b>
<b>Net financial assets</b>	<b>66,989,242</b>	<b>52,981,434</b>
<b>Non-financial assets</b>		
Inventory	262,511	220,184
Prepays	317,929	489,494
Tangible capital assets (Note 11)	429,505,887	432,692,473
	<b>430,086,327</b>	<b>433,402,151</b>
<b>Accumulated surplus (Note 12)</b>	<b>\$ 497,075,569</b>	<b>\$ 486,383,585</b>

*N. Wilhelm-Morden*  
Nancy Wilhelm-Morden, Mayor

*K. Roggenman*  
Ken Roggenman, Director of Finance

BDO Canada LLP, a Canadian limited liability partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

**Resort Municipality of Whistler  
Consolidated Statement of Operations**

For the year ended December 31	2014 Financial Plan (Note 19)	2014 Actual	2013 Actual
<b>Revenue (Schedule 4)</b>			
Taxation revenue (Note 13)	\$ 42,074,388	\$ 42,288,677	\$ 41,875,161
Government transfers and grant revenue (Schedule 3)	14,846,755	15,285,801	11,800,179
Fees and charges (Note 14)	22,537,196	22,355,073	21,581,987
Investment income	1,464,061	3,200,908	1,003,240
Contribution from developers	15,000	15,000	148,450
Works and services charges	278,434	486,151	556,330
Loss on disposal of tangible capital assets	-	(292,696)	(2,277)
Income from business enterprises (Note 6)	-	97,661	61,066
Other income	1,050,714	2,993,774	2,102,309
Olympic Village unit sales	4,790,000	2,525,000	1,722,475
	<u>87,056,548</u>	<u>88,955,349</u>	<u>80,848,920</u>
<b>Expenses (Note 18 and Schedule 4)</b>			
General government services	5,314,589	5,845,293	5,962,920
Resort experience	12,887,361	12,367,363	11,505,911
Infrastructure services	21,044,988	21,243,254	18,671,184
Corporate and community services	18,652,985	19,140,528	17,136,201
Infrastructure maintenance and amortization	18,700,099	15,315,981	13,382,584
Wholly-owned subsidiaries	4,140,614	4,350,946	4,048,337
	<u>80,740,636</u>	<u>78,263,365</u>	<u>70,707,137</u>
<b>Annual surplus</b>	<b>6,315,912</b>	<b>10,691,984</b>	<b>10,141,783</b>
<b>Accumulated surplus, beginning of year</b>	<b>486,383,585</b>	<b>486,383,585</b>	<b>476,241,802</b>
<b>Accumulated surplus, end of year</b>	<b>\$ 492,699,497</b>	<b>\$ 497,075,569</b>	<b>\$ 486,383,585</b>

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

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**Resort Municipality of Whistler  
Consolidated Statement of Change in Net Financial Assets**

For the year ended December 31	2014 Financial Plan (Note 19)	2014 Actual	2013 Actual
<b>Annual surplus</b>	<b>\$ 6,315,912</b>	<b>\$ 10,691,984</b>	<b>\$ 10,141,783</b>
Acquisition of tangible capital assets	(13,100,007)	(8,164,406)	(4,768,590)
Amortization of tangible capital assets	10,510,972	10,915,944	10,582,030
Loss on sale of tangible capital assets	-	292,696	2,277
Proceeds on sale of tangible capital assets	-	142,352	153,275
	<u>(2,589,035)</u>	<u>3,186,586</u>	<u>5,968,992</u>
Acquisition of supplies inventory	-	(42,327)	(1,212)
Net use (acquisition) of prepaid expenses	-	171,565	(188,460)
<b>Change in net financial assets for the year</b>	<b>3,726,877</b>	<b>14,007,808</b>	<b>15,921,103</b>
<b>Net financial assets, beginning of year</b>	<b>52,981,434</b>	<b>52,981,434</b>	<b>37,060,331</b>
<b>Net financial assets, end of year</b>	<b>\$ 56,708,311</b>	<b>\$ 66,989,242</b>	<b>\$ 52,981,434</b>

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

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**Resort Municipality of Whistler**  
Consolidated Statement of Cash Flows

For the year ended December 31	2014	2013
<b>Cash provided by (used in)</b>		
<b>Operating transactions</b>		
Annual surplus	\$ 10,691,984	\$ 10,141,783
Items not utilizing cash:		
Amortization	10,915,944	10,582,030
Cost of sales Olympic Village units	1,431,169	1,147,412
Revaluation of landfill post-closure care costs	431,983	(271,119)
Loss on disposal of capital assets	292,696	2,277
Revaluation of post employment benefits	(743,400)	115,900
Equity gain in business enterprises	(97,661)	(61,066)
Changes in non-cash working capital balances	1,022,381	(2,740,431)
<b>Net cash provided by operating transactions</b>	<b>23,945,096</b>	<b>18,916,786</b>
<b>Capital transactions</b>		
Cash used to acquire tangible capital assets	(8,164,406)	(4,768,590)
Proceeds on sale of tangible capital assets	142,352	153,275
<b>Net cash used by capital transactions</b>	<b>(8,022,054)</b>	<b>(4,615,315)</b>
<b>Investing transactions</b>		
Investment in Olympic Village held for resale	-	(446,391)
Purchase of portfolio investments	(19,197,405)	(8,562,773)
<b>Net cash used by investing transactions</b>	<b>(19,197,405)</b>	<b>(9,009,164)</b>
<b>Financing transactions</b>		
Long term debt proceeds	1,769,500	-
Repayment of debt	(2,470,633)	(3,900,653)
<b>Net cash used by financing transactions</b>	<b>(701,133)</b>	<b>(3,900,653)</b>
<b>Increase (decrease) in cash during the year</b>	<b>(3,975,496)</b>	<b>1,391,654</b>
<b>Cash, beginning of year</b>	<b>4,714,342</b>	<b>3,322,688</b>
<b>Cash, end of year</b>	<b>\$ 738,846</b>	<b>\$ 4,714,342</b>
<b>Supplemental Information</b>		
Interest paid	\$ 1,908,721	\$ 1,951,560

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

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**Resort Municipality of Whistler**  
Consolidated Notes to the Financial Statements

December 31, 2014

**1. Significant Accounting Policies**

The Resort Municipality of Whistler ("RMOW") is responsible for preparation and fair presentation of its consolidated financial statements in accordance with Canadian public sector accounting standards for local governments using guidelines developed by the Public Sector Accounting Board ("PSAB") of the Canadian Institute of Chartered Accountants. The accounting policies of the RMOW include the following:

**Reporting Entity** These consolidated financial statements consolidate the accounts of all the Funds of the RMOW and all entities controlled by the RMOW. Controlled entities include:

Whistler Village Land Co. Ltd.	- Owns and operates various parking and other structures in the RMOW.
Whistler Housing Authority Ltd.	- Provision, administration and management of resident restricted housing for individuals and families that live and work in the Whistler area.
Emerald Forest Trust	- Recipient of Emerald Forest parklands.
591003 BC Ltd.	- Ownership of a portion of Emerald Forest parklands.
Whistler 2020 Development Corp.	- This wholly-owned subsidiary of the RMOW was responsible for the development and subsequent sale of the 2010 Winter Olympic and Paralympic Games Athletes' Village (the "Olympic Village").

**Cash** Cash is made up of the total of the bank account balances of the RMOW and its subsidiaries, petty cash and operating till floats. It is adjusted for deposits and accrued interest held by the Municipality and its subsidiaries for security deposits held in connection with building, development, and other permits, security deposits on rental units and prepaid rent.

**Portfolio Investments** Portfolio investments include term deposits, bonds, bond funds and Municipal Finance Authority of British Columbia (MFA) pooled investments, by which market based unit values are allocated amongst the participants in the investment pool. Portfolio investments are carried at cost plus accrued interest but are written down to net realizable value when there has been, in management's opinion, a permanent decline in value.

**Mortgage Receivable** The mortgage receivable is carried at cost plus accrued interest and is reviewed for impairment at the end of each financial reporting period.

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**Resort Municipality of Whistler**  
Consolidated Notes to Financial Statements

December 31, 2014

## 1. Significant Accounting Policies (Continued)

**Non-Financial Assets**

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of goods and services. They have useful lives extending beyond the current year and are not intended for sale in ordinary course of operation.

**Tangible Capital Assets**

Tangible capital assets are a special class of non financial assets and are recorded at cost less accumulated amortization and are classified according to their functional use. Cost includes all costs directly attributable to acquisition or construction of the tangible capital asset including transportation costs, installation costs, design and engineering fees, legal fees and site preparation costs. Amortization is recorded on a straight line basis over the estimated life of the tangible capital asset commencing once the asset is put into use. Donated tangible capital assets are recorded at fair value at the time of the donation.

Type	Major Asset Category	Useful Life Range
General	Land	n/a
	Land improvements	20 - 75 years
	Buildings	15 - 69 years
	Equipment	4 - 75 years
Infrastructure	Transportation	20 - 75 years
	Water	30 - 100 years
	Sewer	40 - 90 years
	Drainage	75 - 100 years

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue.

Works of art and cultural and historic assets are not recorded as assets in these financial statements.

The Resort Municipality of Whistler does not capitalize interest costs associated with the construction of a tangible capital asset.

**Leases**

The RMOW records leases that transfer substantially all the risks and benefits of ownership to the RMOW as capital leases. The related equipment is capitalized at its fair market value at the time of acquisition and is amortized at the same rates as purchased equipment. An offsetting obligation is also recorded which is reduced as lease payments are made after accounting for the implied interest portion.

All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

**Resort Municipality of Whistler**  
Consolidated Notes to Financial Statements

December 31, 2014

## 1. Significant Accounting Policies (Continued)

**Inventory of Materials and Supplies**

Inventory is recorded at cost, net of an allowance for obsolete stock. Cost is determined on a weighted average basis.

**Employee Benefit Plans**

The RMOW records liabilities for accrued employee benefits in the period in which they are earned. A summary of these benefits is as follows:

- Employees are entitled to compensation for unused vacation credit when they leave the RMOW's employment. The amount of any carried forward vacation credit is limited and any excess is paid out annually.
- Employees may accumulate unused sick leave during their term of employment. The amount of unused sick leave carried forward annually is limited.

**Revenue Recognition**

Taxes and parcel taxes are recognized as revenue in the year they are levied.

Through the British Columbia Assessments appeal process, taxes may be adjusted by way of supplementary roll adjustments. Estimates are made of potential adjustments to taxes. Any additional adjustments required over that estimated are recognized at the time they are awarded. Levies imposed by other taxing authorities are not included as Taxes for municipal purposes. Levies imposed for Regional District services and other taxing authorities are not included.

Charges for sewer, water, and solidwaste are recorded as user fees. Connection fee revenues are recognized when the connection has been established.

Sales of service and other revenue are recognized on an accrual basis.

**Government Transfers**

Government transfers, which include legislative grants, are recognized as revenue in the financial statements when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Any resulting liability is recognized in the statement of operations as the stipulation liabilities are settled.

**Interest on Debt**

RMOW records interest expense on an accrual basis.

**Resort Municipality of Whistler**  
Consolidated Notes to Financial Statements

December 31, 2014

**1. Significant Accounting Policies (Continued)**

<b>Deferred Revenue and Deferred Contributions</b>	<p>Deferred revenue results from the collection of revenue from business licences and other sources that are related to the next fiscal year.</p> <p>Deferred contributions represent funds collected from third parties for use in specific capital projects and may be refundable to the contributor in certain circumstances.</p>
<b>Financial Plan Amounts</b>	<p>Financial Plan amounts reflect the Five Year Financial Plan as adopted on May 6, 2014, with minor subsequent reallocations, reclassifications, and consolidations of subsidiary budgets to conform with the financial statement presentation.</p>
<b>Use of Estimates</b>	<p>The preparation of consolidated financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the consolidated financial statements, and the reported revenues and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future. The areas requiring the greatest level of estimation for the RMOW are the landfill closure, useful lives of tangible capital assets, certain employee future benefit liabilities, Olympic Village held for sale valuation and contingent liabilities.</p>
<b>Financial Instruments</b>	<p>The RMOW's financial instruments consist of cash, accounts receivable, mortgage receivable, portfolio investments, accounts payable and long-term debt. Unless otherwise indicated, it is management's opinion that the RMOW is not exposed to any significant interest, credit or currency risks arising from these financial instruments.</p>
<b>Segmented Information</b>	<p>RMOW segments its operations for financial reporting purposes based upon areas of managerial responsibility. This information is provided in Schedule 4.</p>

December 31, 2014

**1. Significant Accounting Policies (Continued)**

<b>Olympic Village Held for Resale</b>	<p>Subsidiary Whistler 2020 Development Corp. ("WDC") developed the Athletes' Village for the 2010 Olympic and Paralympic Games. WDC has sold all of the residential units. Some commercial spaces and development lots make up the remaining inventory to be sold. Proceeds from the sales must be used to repay any debts; any excess must be paid into a statutory reserve to fund future resident restricted housing.</p> <p>Management regularly reviews the carrying value of the property in comparison to expected future costs and expected recoveries on sales. Should the carrying value exceed expected recoveries, the property would be written down to its net recoverable value at such time.</p>
<b>Trusts Under Administration</b>	<p>Public sector accounting standards require that trusts administered by a government should be excluded from the government reporting entity, (see Note 17).</p>

**2. Nature of Operations**

The Resort Municipality of Whistler ("RMOW") is a local government situated in the province of British Columbia, Canada. The RMOW is subject to the laws and regulations of the provincial statutes of the *Community Charter*, the *Local Government Act* and the *Resort Municipality of Whistler Act*. Local governments in Canada are not subject to income tax. The RMOW provides community services to its taxpayers and as a world class destination resort it is responsible for creating and maintaining an infrastructure to serve a population much in excess of the number of full time residents.

The RMOW is one of many Whistler organizations that have partnered in Whistler 2020 which is a long-term community wide plan that is guided by our values and sustainability principles and sets out a shared vision of what the resort community will look like in a successful and sustainable future. The RMOW has restructured the organization to more efficiently adhere to the priorities outlined in Whistler 2020 and the consolidated financial statements have also been prepared using this same organizational structure.

**Resort Municipality of Whistler**  
Consolidated Notes to Financial Statements

December 31, 2014

**3. Accounts Receivable**

	2014	2013
Property taxes	\$ 2,408,721	\$ 2,396,431
Other governments	1,393,953	830,315
Other	2,177,585	2,116,947
	<u>\$ 5,980,259</u>	<u>\$ 5,343,693</u>

**4. Mortgage Receivable**

The RMOW, through WDC, has a mortgage receivable as the result of a property sale during 2013. The principal of the mortgage is due July 2015 and accrued interest at 0% until July 2014 and 2% thereafter. The property sold has been registered as security against the mortgage.

**5. Portfolio Investments**

	2014	2013
<u>Other</u>		
Mutual funds	\$ 2,124,576	\$ 4,264,616
Bonds	5,500,000	5,500,000
Term deposits	46,461,900	25,490,888
Accrued interest and other	1,128,727	655,077
<u>Municipal Finance Authority Pooled Funds</u>		
Short-term bond fund	41,232,956	39,974,673
Intermediate fund	2,695,906	4,159,067
	<u>\$ 99,144,065</u>	<u>\$ 80,044,321</u>

Mutual funds consist primarily of real return bonds and inflation-linked bonds issued by Canadian and foreign governments (US) with a rating of AAA and with maturities ranging from one to 30 years. Yields on the bonds range from 1.25% to 4.50%. Approximately 24% of the underlying fund assets are denominated in US dollars.

Bonds consist of British Columbia and Ontario provincial government bonds. They both mature in 2017 and have yields of 2.19% and 2.28%, respectively.

Term deposits are various bank GICs maturing from January 2015 to October 2019 and have yields ranging from 1.8% to 2.9%.

MFA pooled funds are recorded at their fair value which approximates cost. In 2014, MFA pooled funds yielded 2.95% (2013 - 1.65%).

Other investments are recorded at cost less impairment, if any.

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**Resort Municipality of Whistler**  
Consolidated Notes to Financial Statements

December 31, 2014

**6. Investment in Government Business Enterprises**

In 2004, RMOW purchased 50% of the outstanding shares of Whistler.com Systems Inc. and its affiliate Tourdex.com Systems Inc., a locally based company that provides reservation services for properties in Whistler. Purchase price was \$925,000.

Results from operations in government business enterprises are included in Income from Business Enterprises.

**Condensed Financial Information for 2014:**

	Whistler.com	Tourdex.com
Financial assets	\$ 1,941,375	\$ -
Non financial assets	113,191	338,109
	<u>2,054,566</u>	<u>338,109</u>
Liabilities	933,752	274,733
Debt	-	-
Equity	1,120,814	63,376
	<u>\$ 2,054,566</u>	<u>\$ 338,109</u>
Revenues	\$ 1,981,779	\$ -
Expenses	1,783,052	3,046
Net income (loss)	<u>\$ 198,727</u>	<u>\$ (3,046)</u>

**7. Accounts Payable**

	2014	2013
Other governments	\$ 375,329	\$ 403,798
Public transit and RCMP	2,351,814	2,555,313
Trade accounts	7,080,656	5,380,878
Payroll	1,303,410	1,273,067
	<u>\$ 11,111,209</u>	<u>\$ 9,613,056</u>

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**Resort Municipality of Whistler**  
Consolidated Notes to Financial Statements

December 31, 2014

**8. Employment Future Benefits**

The RMOW provides paid sick leave to qualifying employees. Unused amounts up to a maximum of 120 days can be banked for future use. Management has accounted for this liability based on the results of an actuarial valuation done by an independent firm. The valuation uses a projected benefit actuarial valuation method pro rated on services, and will be reviewed on a periodic basis. The 2014 extrapolation is based on actual data as at December 31, 2014. The rate of compensation increase based on age, gender, inflation and job description, ranged from 2.58% to 4.63% annually. The RMOW has fully expensed the employee future benefits. The actuarial valuation used a discount rate of 3.2% in 2014, a decrease from 4.0% in 2013.

In 2013, the RMOW discontinued the former paid sick leave benefit resulting in a significant increase to benefits paid during 2014.

	2014	2013
Balance, beginning of year	\$ 1,384,000	\$ 1,268,100
Current service costs, including interest	335,100	256,800
Benefits paid	(1,078,500)	(140,900)
Balance, end of year	\$ 640,600	\$ 1,384,000
Accrued benefit obligation	\$ 347,800	\$ 1,677,700
Unamortized net actuarial gain (loss)	292,800	(293,700)
Accrued benefit liability	\$ 640,600	\$ 1,384,000

**9. Landfill Future Closure and Post-Closure Care Costs**

The RMOW operated a landfill site until its closure in 2005. The RMOW is obligated by government legislation to fund closure and post closure costs related to this site. In 2014 the recorded liability amount was increased from \$1,122,852 to \$1,411,886 to reflect changes to the RMOW's estimated future post closure care costs. The liability is calculated based on the discounted estimated future cash flows associated with post closure activities. Cash flows are discounted at 3.30% (2013 - 4.00%) and inflation is estimated at 1.00% (2013 - 1.00%) per annum. This amount represents management's best estimate of the post closure care costs in perpetuity.

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**Resort Municipality of Whistler**  
Consolidated Notes to Financial Statements

December 31, 2014

**10. Long-term Debt**

Details of outstanding debt are outlined in Schedule 2.

Future payments required are as follows:

	RMOW	Subsidiaries	Total	Interest
2015	\$ 1,561,833	\$ 752,181	\$ 2,314,014	\$ 1,869,933
2016	1,567,337	1,230,029	2,797,366	1,813,653
2017	1,380,562	728,100	2,108,662	1,768,098
2018	1,244,327	765,433	2,009,760	1,726,980
2019	973,631	804,827	1,778,458	1,517,012
Thereafter	8,363,867	6,381,469	14,745,336	13,601,198
Sinking fund earnings	7,510,617		7,510,617	
	\$ 22,602,174	\$ 10,662,039	\$ 33,264,213	\$ 22,296,874

Collateral for long-term debt for rental housing includes a first charge against rental housing and related assets, corporate guarantees, a general security agreement and assignment of rents.

RMOW entered into a lease agreement with HSBC during 2007 for a One Wright In Vessel Composting System. In 2012 RMOW refinanced the composting system with a 5 year loan from RBC. The balance at December 31, 2014 is \$776,744 (2013 - \$1,088,841).

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## Resort Municipality of Whistler Notes to Financial Statements

December 31, 2014

### 11. Tangible Capital Assets

	General					Infrastructure					
	Land	Land improvements	Buildings	Equipment	Transportation	Water	Sewer	Drainage	Work in progress	2014 Total	
Cost, beginning of year	\$ 89,019,263	\$ 38,325,084	\$ 157,463,522	\$ 59,493,414	\$ 66,662,852	\$ 72,175,702	\$ 52,114,470	\$ 22,313,567	\$ 1,364,480	\$ 558,932,354	
Additions	-	334,512	1,500,550	1,587,515	2,578,925	140,837	-	-	2,022,067	8,164,406	
Transfers	-	-	521,347	-	32,800	-	263,707	-	(816,880)	974	
Disposals & adjustments	-	-	(120,358)	(492,585)	(657,440)	-	-	-	-	(1,270,383)	
Revaluations	-	-	-	-	-	-	-	-	-	-	
Cost, end of year	89,019,263	38,659,596	159,365,061	60,588,344	68,617,137	72,316,539	52,378,177	22,313,567	2,569,667	565,827,351	
Accumulated amortization, beginning of year	-	6,244,164	49,414,000	16,637,119	20,275,626	16,902,676	11,248,928	5,517,368	-	126,239,881	
Amortization	-	767,871	3,867,766	2,687,203	1,430,096	980,258	888,776	293,974	-	10,915,944	
Transfers	-	-	-	-	-	-	-	-	-	-	
Disposals & adjustments	-	-	(118,195)	(389,902)	(326,264)	-	-	-	-	(834,361)	
Revaluations	-	-	-	-	-	-	-	-	-	-	
Accumulated amortization, end of year	-	7,012,035	53,163,571	18,934,420	21,379,458	17,882,934	12,137,704	5,811,342	-	136,321,464	
Net book value, year ended 2014	\$ 89,019,263	\$ 31,647,561	\$ 106,201,490	\$ 41,653,924	\$ 47,237,679	\$ 54,433,605	\$ 40,240,473	\$ 16,502,225	\$ 2,569,667	\$ 429,505,887	
Net book value, year ended 2013	\$ 89,019,263	\$ 32,080,920	\$ 108,049,522	\$ 42,856,295	\$ 46,387,226	\$ 55,273,026	\$ 40,865,542	\$ 16,796,199	\$ 1,364,480	\$ 432,692,473	



**Resort Municipality of Whistler**  
Consolidated Notes to Financial Statements

December 31, 2014

**11. Tangible Capital Assets (Continued)**

(a) Assets under construction:

Assets under construction having a cost of approximately \$2,569,667 (2013 - \$1,364,480) have not been amortized. Amortization of these assets will commence when the assets are put into service.

(b) Works of art and historical treasures:

The RMOW manages and controls various works of art and non-operational historical cultural assets including buildings, artifacts and sculptures located at Municipal sites and public display areas. These assets are not recorded as tangible capital assets and are not amortized.

**12. Accumulated Surplus**

Accumulated surplus consists of:

	2014	2013
Reserve funds (including Resort Municipality Initiative funds), Schedule 1	\$ 85,595,754	\$ 76,454,725
Investment in Olympic Village for resale	6,720,789	8,151,958
Unallocated surplus	8,517,352	3,049,775
Investment in tangible capital assets	396,241,674	398,727,127
	<u>\$ 497,075,569</u>	<u>\$ 486,383,585</u>

**Reserve Fund**

(a) Reserve funds (see Schedule 1)

Reserve funds are funds that have been internally restricted by Council. Formal establishing bylaws have been adopted pursuant to the *Community Charter*, *Local Government Act*, and *Resort Municipality of Whistler Act* which define how these reserves are to be used.

December 31, 2014

**Resort Municipality of Whistler**  
Consolidated Notes to Financial Statements

**12. Accumulated Surplus (Continued)**

**Reserve Fund (Continued)**

(b) Resort Municipality Initiative and Municipal and Regional District Tax (see Schedule 1)

The Resort Municipality of Whistler receives two payments from the Province of British Columbia each month. The Municipal and Regional District tax (MRDT) is funded by a tax on room rentals which is collected by the Province of British Columbia with a portion remitted to the RMOW.

The Resort Municipality Initiative (RMI) is approximately double the MRDT, the amount being determined every five years in advance. In 2006 the provincial government approved a further transfer of an additional 4%. In 2014, RMI funding was received for the funding period of April 1, 2014 to March 31, 2015. The full amount of this funding has been recognized as revenue in 2014 as the transfer was authorized and all eligibility criteria and stipulations have been met.

Expenditures from both these funds are restricted to those set out in the establishing Order in Council for the 2% Hotel Tax and to an agreement between the RMOW and the Province of British Columbia for the Resort Municipality Initiative funding.

**13. Taxation Revenue**

Taxation revenue for general municipal purposes comprises the following amounts:

	2014	%	2013	%
Total taxation and levies	<u>\$ 65,335,643</u>	<u>100.00</u>	<u>\$ 65,078,583</u>	<u>100.00</u>
Hospital District	507,176	0.78	567,104	0.87
Regional District	622,867	0.95	635,097	0.98
B.C. Assessment Authority	692,686	1.06	686,301	1.05
Municipal Finance Authority	2,137	0.00	2,118	0.00
Province - school	21,222,100	32.48	21,312,802	32.75
	<u>23,046,966</u>	<u>35.27</u>	<u>23,203,422</u>	<u>35.65</u>
Municipal taxation and levies	34,356,998		33,963,505	
1% Utility tax	535,839		523,766	
Parcel and frontage taxes	7,395,840		7,387,890	
Net municipal taxation	<u>\$ 42,288,677</u>	<u>64.73</u>	<u>\$ 41,875,161</u>	<u>64.35</u>



**Resort Municipality of Whistler**  
Consolidated Notes to Financial Statements

December 31, 2014

**14. Fees and Charges**

	2014	2013
Fees and charges are comprised as follows:		
Permits and fines	\$ 3,978,058	\$ 3,380,714
Admissions and programs	1,719,651	1,723,327
Facility rental	3,669,734	3,588,372
Fares	2,492,175	2,570,141
User fees - utility funds	10,495,455	10,319,433
	<b>\$22,355,073</b>	<b>\$ 21,581,987</b>

**15. Contingent Liabilities**

- (a) The RMOW and its employees contribute to the Municipal Pension Plan (the Plan), a jointly trustee pension plan. The board of trustees, representing plan members and employers, is responsible for overseeing the management of the Plan, including investment of the assets and administration of benefits. The Plan is a multi employer contributory pension plan. Basic pension benefits provided are based on a formula. The Plan has about 182,000 active members and approximately 75,000 retired members. Active members include approximately 36,000 contributors from local government.

The most recent actuarial valuation as at December 31, 2012 indicated a \$1,370 million funding deficit for basic pension benefits. The next valuation will be as at December 31, 2015 with results available in 2016. Employers participating in the Plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the Plan records accrued liabilities and accrued assets for the Plan in aggregate with the result that there is no consistent and reliable basis for allocating the obligation, assets and cost to the individual employers participating in the Plan.

The RMOW paid \$1,659,369 (2013 - \$1,527,355) for employer contributions while employees contributed \$1,505,188 (2013 - \$1,363,808) to the plan in fiscal 2014.

- (b) A number of legal claims have been initiated against the RMOW in varying and unspecified amounts. The outcome of these claims cannot reasonably be determined at this time. Any ultimate settlements will be recorded in the year the settlements occur.
- (c) The Whistler Village Land Co. Ltd., a subsidiary of the RMOW, has consented to the granting of a mortgage by Whistler Resort Association ("Tourism Whistler") to the Royal Bank of Canada by way of a sublease of the leasehold interest of the Conference centre facility, in the principal sum of \$5,887,500. Tourism Whistler currently holds a 99 year lease on the conference centre property. The RMOW has not guaranteed the mortgage but has allowed the asset to be used as security.

December 31, 2014

**16. Commitments**

The RMOW has an agreement with Tourism Whistler to pay to them an annual amount of \$17,800 plus 50% of the proceeds from the Municipal and Regional District Tax (formerly known as the 2% Additional Hotel Room Tax) to a maximum of \$367,000, set in 1990. Both amounts are indexed to the Consumer Price Index. The current year contributions were \$631,104 (2013 - \$629,844).

In 2011 a second agreement with Tourism Whistler adds an additional amount of \$1,000,000 to be paid to Tourism Whistler calculated on a baseline of \$3.45 million of Municipal and Regional District Tax received. Any difference between the actual amount received and the baseline amount is split equally between the RMOW and Tourism Whistler. This agreement is in effect as long as the RMOW also receives this funding from the province. The current year contributions were \$1,334,217 (2013 - \$1,212,311).

**17. Trust Funds**

Not recorded in these consolidated financial statements are the Cemetery fund and refundable building, damage and security deposits. The following is a summary of trust fund transactions for the year:

	2014	2013
Balances, beginning of year	\$ 2,965,613	\$ 4,193,444
Contributions received	904,471	213,668
	<b>3,870,084</b>	<b>4,407,112</b>
Expenses and transfers	1,252,359	1,441,499
Balances, end of year	<b>\$ 2,617,725</b>	<b>\$ 2,965,613</b>

**18. Expenses by Object**

	2014	2013
Payroll	\$ 27,783,967	\$ 25,790,756
Goods and services	30,863,012	28,151,053
Interest charges on long-term debt	1,908,721	1,940,120
Infrastructure maintenance	4,927,897	3,261,800
Landfill liability adjustment expense (Note 9)	432,655	(166,034)
Cost of sales Olympic Village units	1,431,169	1,147,412
Amortization (Note 11)	10,915,944	10,582,030
	<b>\$78,263,365</b>	<b>\$ 70,707,137</b>

**Resort Municipality of Whistler**  
Consolidated Notes to Financial Statements

December 31, 2014

**19. Financial Plan**

Financial Plan amounts represent the Financial Plan bylaw adopted by Council on May 6, 2014 as adjusted to a "PSAB basis" in order to match the required presentation in the Statement of Operations and the Statement of Change in Net Financial Assets. This adjustment is necessary because certain revenue items in the Financial Plan are not considered revenues for PSAB purposes including transfers from reserves and other internal sources, collection of works and services charges and debt proceeds. Similarly capital expenditures and debt principal repayments are not considered expenses for PSAB purposes. The Financial Plan amounts are also presented on a consolidated basis and include the budgets for all entities that form part of the RMOW's reporting entity.

The following shows how these two different bases are reconciled:

	2014
Excess of expenditure over revenue per Financial Plan bylaw	\$ (10,057,353)
Subsidiary budgets not included in bylaw	3,553,804
Debt proceeds	(1,769,500)
Debt principal repayments	1,488,954
Capital expenditure	13,100,007
<b>Annual surplus on a PSAB basis</b>	<b>6,315,912</b>
Acquisition of tangible capital assets	(13,100,007)
Amortization	10,510,972
<b>Change in net financial assets</b>	<b>\$ 3,726,877</b>

**20. Comparative Figures**

Certain comparative figures have been reclassified to conform with the current year's presentation.

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**Resort Municipality of Whistler**  
Schedule 1 - Consolidated Schedule of Reserves

For the year ended December 31

	Balance 2013	Total Contributions	Total Expenditures	Balance 2014
<b>General fund</b>				
Municipal and regional district tax	\$ 3,084,031	\$ 4,213,197	\$ 4,464,969	\$ 2,832,259
Resort municipality initiative	5,351,709	9,583,789	7,146,868	7,788,630
Vehicle replacement	4,995,534	603,420	611,265	4,987,689
General operating	5,454,045	1,887,489	1,672,881	5,668,653
General capital	17,006,315	6,190,586	2,852,504	20,344,397
Library	371,694	49,702	73,594	347,802
Parking	420,859	13,679	-	434,538
Parkland	519,915	16,897	-	536,812
Recreation W/C	2,711,255	252,008	214,112	2,749,151
Transportation W/C	8,114,826	366,444	1,789,976	6,691,294
Employee housing	1,946,681	114,540	-	2,061,221
	49,976,864	23,291,751	18,826,169	54,442,446
<b>Water fund</b>				
Water capital	8,210,978	2,797,804	595,594	10,413,188
Water operating	3,130,189	1,093,282	257,263	3,966,208
Water W/C	1,107,949	51,203	-	1,159,152
	12,449,116	3,942,289	852,857	15,538,548
<b>Sewer fund</b>				
Sewer capital	4,462,104	2,067,114	556,555	5,972,663
Sewer operating	548,030	430,180	54,800	923,410
Sewer W/C	8,084,396	380,708	-	8,465,104
	13,094,530	2,878,002	611,355	15,361,177
<b>Solid waste fund</b>				
Solid waste capital	117,783	143,197	804,210	(543,230)
Solid waste operating	207,527	6,317	26,307	187,537
	325,310	149,514	830,517	(355,693)
<b>Total reserves</b>	75,845,820	30,261,556	21,120,898	84,986,478
<b>Controlled entities reserves</b>				
WV Housing Corp.				
Capital project reserve	482,965	-	-	482,965
Capital maintenance project reserve	(74,060)	136,664	136,293	(73,689)
Operating reserve	200,000	-	-	200,000
	608,905	136,664	136,293	609,276
<b>Total</b>	\$ 76,454,725	\$ 30,398,220	\$ 21,257,191	\$ 85,595,754

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**Resort Municipality of Whistler**  
**Schedule 2 - Consolidated Schedule of Long-term Debt**  
**and Agreements Payable**

As at December 31

As at December 31

Bylaws	Purpose	Maturity	Interest rate	Balance outstanding	
				2014	2013
<b>General fund</b>					
1842	Millennium Place	2018	5.150%	\$ 1,454,483	\$ 1,783,825
1841	Library - FCM loan	2029	2.230%	3,073,573	1,451,898
				<u>\$ 4,528,056</u>	<u>\$ 3,235,723</u>
<b>Sewer utility fund</b>					
726/1529	Emerald sewer system	2021	3.050%	\$ 975,059	\$ 1,089,113
1839	WWTP upgrade	2028	5.150%	11,658,796	12,271,656
				<u>\$ 12,633,855</u>	<u>\$ 13,360,769</u>
<b>Solid waste fund</b>					
	5 year term loan	2017	1.720%	\$ 776,744	\$ 1,088,841
1840	Transfer station	2028	5.150%	4,663,519	4,908,662
				<u>\$ 5,440,263</u>	<u>\$ 5,997,503</u>
<b>Subsidiary companies</b>					
(1)	Housing loan - Legacy Way	2020	3.886%	\$ 3,623,493	\$ 3,734,757
(1)	Housing loan - Dave Murray Place	2017	3.950%	2,605,888	2,890,969
(1)	Housing loan - Lorimer Road	2015	4.120%	630,326	712,268
(1)	Housing loan - Seppo's Way	2025	6.800%	3,802,332	4,033,357
				<u>\$ 10,662,039</u>	<u>\$ 11,371,351</u>
<b>Total due</b>				<b>\$ 33,264,213</b>	<b>\$ 33,965,346</b>

**Resort Municipality of Whistler**  
**Schedule 3 - Consolidated Schedule of Government Transfers and Grants**

For the year ended December 31	2014 Financial Plan	2014 Actual	2013 Actual
	(Note 19)		
Provincial transfers			
Unconditional			
Provincial revenue sharing	\$ 157,240	\$ 157,111	\$ 156,516
Small community grant	215,309	213,969	215,309
CARIP grant - carbon tax rebate	-	-	43,875
	372,549	371,080	415,700
Conditional			
Municipal and regional district tax	3,765,128	4,118,434	3,874,622
Resort municipality initiative	9,373,190	9,373,673	7,008,416
Victim services	53,460	53,460	40,095
Kids on the go - recreation	10,000	12,658	10,267
Provincial grants to library	56,000	57,147	56,631
Provincial fuel thinning project funding	210,970	182,250	15,295
	13,468,748	13,797,622	11,005,326
Federal transfers			
Unconditional			
FCM grant	250,000	263,431	-
Conditional			
Community works grant - gas tax - federal	298,535	451,710	298,419
Environmental monitoring - gas tax	60,000	80,000	-
Cross connection prevention program - gas tax	178,000	81,794	-
Cheakamus Bridge - gas tax	138,189	160,000	-
Canada summer jobs	-	1,431	-
Participation - teen challenge	-	250	-
	924,724	1,038,616	298,419
Total government grants	\$ 14,766,021	\$ 15,207,318	\$ 11,719,445
Grants in lieu of taxes			
	\$ 80,734	\$ 78,483	\$ 80,734
	\$ 14,846,755	\$ 15,285,801	\$ 11,800,179

Resort Municipality of Whistler  
Schedule 4 - Schedule of Segmented Operations

	GENERAL GOVERNMENT SERVICES	RESORT EXPERIENCE	INFRASTRUCTURE SERVICES	CORPORATE & COMMUNITY SERVICES	INFRASTRUCTURE MAINTENANCE AND AMORTIZATION	WHOLLY-OWNED SUBSIDIARIES	Total RMOW 2014	Total RMOW 2013
<b>REVENUES</b>								
Property Taxes (Note 15)	34,892,837	-	7,395,840	-	-	-	42,288,677	41,875,161
Government Grants	14,499,700	-	-	282,057	504,044	-	15,285,801	11,800,178
Fees and Charges	320,283	1,434,057	13,012,558	4,502,505	-	3,085,671	22,355,074	21,581,987
Investment Income	2,948,982	-	215,807	(831)	-	36,949	3,200,907	1,003,240
Developer Contributions	-	-	-	-	15,000	-	15,000	148,450
Works and Service Charges	485,978	172	-	-	-	-	486,150	556,331
Disposal of assets	-	-	85,600	-	(378,296)	-	(292,696)	(2,277)
Income from business enterprises	97,661	-	-	-	-	-	97,661	61,066
Other Income	699,938	655,023	266,506	829,494	387,146	155,668	2,993,775	2,102,309
Cheakamus Crossing Sales	-	-	-	-	-	2,525,000	2,525,000	1,722,475
	53,945,379	2,089,252	20,976,311	5,613,225	527,894	5,803,288	88,955,349	80,848,920
<b>EXPENSES</b>								
Payroll	1,949,671	7,321,522	5,878,371	12,312,029	322,375	-	27,783,968	25,790,756
Goods and Services	3,685,338	5,045,841	13,770,267	6,828,499	-	1,533,066	30,863,011	28,151,053
Interest Charges on Long Term Debt	210,284	-	1,161,961	-	-	536,476	1,908,721	1,940,120
Infrastructure Maintenance	-	-	-	-	4,791,604	136,293	4,927,897	3,261,800
Landfill Closure	-	-	432,655	-	-	-	432,655	(166,034)
Cost of Sales Cheakamus Crossing	-	-	-	-	-	1,431,169	1,431,169	1,147,412
	5,845,293	12,367,363	21,243,254	19,140,528	5,113,979	3,637,004	67,347,421	60,125,107
Amortization								
	5,845,293	12,367,363	21,243,254	19,140,528	10,202,002	713,942	10,915,944	10,582,030
					15,315,981	4,350,946	78,263,365	70,707,137
Surplus (deficit)	48,100,086	(10,278,111)	(266,943)	(13,527,303)	(14,788,087)	1,452,342	10,691,984	10,141,783
Transfer to/from Other funds	10,621,836	(4,014,938)	5,084,346	748,399	(12,422,355)	(17,288)	-	-
Net Change in Financial Equity	37,478,250	(6,263,173)	(5,351,289)	(14,275,702)	(2,365,732)	1,469,630	10,691,984	10,141,783

## Appendix B RMOW 2015 Budget Summary

### Resort Municipality of Whistler 2015 Consolidated Budget Summary - Bylaw 2085

	General Fund	Solidwaste Fund	Water Fund	Sewer Fund	Total 2015 Budget	Total 2014 Budget	Change 2015-2014	Change 2015-2014
<b>Revenue</b>								
Property and Parcel Taxes	36,231,755	0	3,788,907	3,901,731	43,922,392	42,860,055	1,062,337	2.48%
Grants	513,180	444,687	0	0	957,867	790,544	167,323	21.17%
Fees and Charges	9,336,587	4,282,708	2,767,771	3,518,702	19,905,768	19,706,757	199,011	1.01%
Investment income	2,081,853	0	0	0	2,081,853	1,456,061	625,792	42.98%
RMI	5,161,718	0	0	0	5,161,718	9,373,190	(4,211,472)	-44.93%
MRDT	4,132,021	0	0	0	4,132,021	3,765,128	366,893	9.74%
Works and Services Charges	224,283	0	21,288	32,863	278,433	278,433	0	0.00%
Adjustments	0				0		0	
<b>Expenses</b>	57,681,396	4,727,395	6,577,965	7,453,296	76,440,052	78,230,167	(1,790,115)	
Payroll and Goods & Services	45,749,153	4,348,380	2,021,503	2,635,336	54,754,372	53,035,912	1,718,460	3.24%
Adjustments	0	0			0		0	0.00%
Debt Interest	214,567	319,865	0	836,550	1,370,982	1,380,959	(9,977)	-0.72%
Residents and Partners	3,430,218	0	0	0	3,430,218	3,091,216	339,002	10.97%
Depreciation	5,927,294	663,782	1,386,225	2,183,193	10,160,494	9,794,504	365,990	3.74%
Contingency	457,492	43,484	20,215	26,353	547,544	530,359	17,185	3.24%
Internal Transactions	(1,504,219)	(653,329)	1,049,669	1,107,878	0	0	0	
<b>Operating Surplus before the following:</b>	54,274,504	4,722,182	4,477,612	6,789,311	70,263,610	67,832,950	2,430,660	
<b>Non Operating Amounts</b>	3,406,892	5,213	2,100,353	663,985	6,176,442	10,397,216	(4,220,774)	
Deduct Transfers to Reserves	(8,858,585)	(150,000)	(3,486,577)	(2,279,943)	(14,775,105)	(18,692,380)	3,917,275	
Deduct Debt Principal	(475,600)	(518,996)	0	(567,236)	(1,561,832)	(1,499,340)	(62,491)	
Add back Depreciation	5,927,294	663,782	1,386,225	2,183,193	10,160,494	9,794,504	365,990	
	(3,406,892)	(5,213)	(2,100,353)	(663,985)	(6,176,443)	(10,397,217)	4,220,774	
<b>Net Operating Position</b>	0	0	0	0	0	0		
<b>Project Funding</b>								
Grants	137,740	0	92,362	20,833	250,935	1,164,732		
Other sources of funding	240,676	0	0	0	240,676	96,888		
Transfers from Reserves	16,396,051	230,000	7,487,000	1,652,621	25,765,672	19,726,563		
Debt Proceeds	0	0	0	0	0	1,769,500		
<b>Project Expenditures</b>	16,774,467	230,000	7,579,362	1,673,454	26,257,283	22,757,683		
Non-Capital	2,240,255	40,000	301,362	240,000	2,821,617	1,262,800		
Infrastructure Maintenance	3,274,428	150,000	1,232,000	545,500	5,201,928	2,945,380		
Capitalizable	11,259,784	40,000	6,046,000	887,954	18,233,738	18,549,503		
	16,774,467	230,000	7,579,362	1,673,454	26,257,283	22,757,683		
<b>Net Project Position</b>	0	0	0	0	0	0		

## Appendix C 2014 Fourth Quarter and 2015 Budget Department Summary

Appendix C contains a summary of departmental operating revenues and costs for the fiscal year January through December, 2015. Amounts are also provided for 2013 actuals and 2014 actuals and budget. Operating amounts are typically for work that is carried out from one year to the next.

All amounts are presented on a non-consolidated basis which may give rise to variations from amounts included in the actual Five-Year Financial Plan Bylaw. Non-consolidated means that subsidiary companies of the municipality (Whistler Housing Authority for example) are not included and, interdepartmental sales and purchases have not been removed. This information is presented in the same format and order as the quarterly financial reports that are prepared during the year.

Certain types of revenue and costs not allocated to a specific department are not included in this document. Examples are property taxes, investment income and reserve contributions. These amounts are not allocated as they are not directly related to operational activities. In addition, the scope of work, environmental conditions, council priorities and other factors will give rise to variations in year over year changes. As such, this document is intended to provide an overview of the financial resources required to provide services and, revenues generated, at a departmental level.

### Resort Municipality Of Whistler Comparative Summary of Department Operations (Unaudited)

<b>Division 1100 Mayor and Council</b>	<b>2013 Actual Results</b>	<b>2014 Budget</b>	<b>2014 Actual Results</b>	<b>2015 Budget</b>
<b>Mayor &amp; Council</b>				
Revenues	(2,191)	0	0	0
Expenses	367,783	371,184	353,652	376,804
<b>Total</b>	<b>365,592</b>	<b>371,184</b>	<b>353,652</b>	<b>376,804</b>
<b>Mayor and Council Total</b>	<b>365,592</b>	<b>371,184</b>	<b>353,652</b>	<b>376,804</b>



**Resort Municipality Of Whistler**  
**Comparative Summary of Department Operations**  
(Unaudited)

<b>Division 1200 CAO Office</b>	<b>2013 Actual Results</b>	<b>2014 Budget</b>	<b>2014 Actual Results</b>	<b>2015 Budget</b>
<b>Administrator</b>				
Revenues	(18,125)	0	(334)	0
Expenses	1,241,334	1,396,453	1,316,689	1,452,686
<b>Total</b>	<b>1,223,209</b>	<b>1,396,453</b>	<b>1,316,354</b>	<b>1,452,686</b>
<b>Policy &amp; Program Development</b>				
Revenues	0	0	0	0
Expenses	13,140	0	582	0
Project Expenditures	0	0	0	0
<b>Total</b>	<b>13,140</b>	<b>0</b>	<b>582</b>	<b>0</b>
<b>Human Resources</b>				
Revenues	0	0	(1,494)	0
Expenses	781,349	790,175	777,937	820,377
<b>Total</b>	<b>781,349</b>	<b>790,175</b>	<b>776,442</b>	<b>820,377</b>
<b>CAO Office Total</b>	<b>2,017,698</b>	<b>2,186,628</b>	<b>2,093,378</b>	<b>2,273,063</b>

**Resort Municipality Of Whistler**  
**Comparative Summary of Department Operations**  
(Unaudited)

<b>Division 5000 Resort Experience</b>	<b>2013 Actual Results</b>	<b>2014 Budget</b>	<b>2014 Actual Results</b>	<b>2015 Budget</b>
<b>Strategic Alliances</b>				
Revenues	(75,241)	(78,241)	(83,241)	(78,241)
Expenses	163,041	167,282	169,835	172,170
<b>Total</b>	<b>87,800</b>	<b>89,041</b>	<b>86,594</b>	<b>93,929</b>
<b>Village Events and Animation</b>				
Revenues	(3,233,277)	(3,732,181)	(3,702,629)	(3,772,001)
Expenses	3,294,124	3,783,694	3,848,838	3,890,366
Project Expenditures	0	0	0	0
<b>Total</b>	<b>60,846</b>	<b>51,513</b>	<b>146,209</b>	<b>118,365</b>
<b>Division Administration</b>				
Revenues	(125,000)	(125,000)	(45,113)	(100,000)
Expenses	551,474	442,481	390,623	431,025
<b>Total</b>	<b>426,474</b>	<b>317,481</b>	<b>345,510</b>	<b>331,025</b>
<b>Resort Operations</b>				
Revenues	(1,516,110)	(1,618,289)	(1,726,059)	(1,634,544)
Expenses	5,994,467	6,484,870	6,261,976	6,656,670
Project Expenditures	0	0	876	0
<b>Total</b>	<b>4,478,357</b>	<b>4,866,581</b>	<b>4,536,793</b>	<b>5,022,126</b>

<b>Planning (ALL)</b>				
Revenues	(77,069)	(60,200)	(102,618)	(67,750)
Expenses	1,142,112	1,426,178	1,350,908	1,559,713
Grants & Contributions	(117,087)	(57,000)	(161,659)	(98,000)
Project Expenditures	119,156	55,900	163,778	62,500
<b>Total</b>	<b>1,067,111</b>	<b>1,364,878</b>	<b>1,250,409</b>	<b>1,456,463</b>
<b>Environment Stewardship</b>				
Revenues	(577)	0	(2,910)	(10,000)
Expenses	243,595	260,190	262,641	276,949
<b>Total</b>	<b>243,019</b>	<b>260,190</b>	<b>259,731</b>	<b>266,949</b>
<b>Building Department Services</b>				
Revenues	(738,511)	(583,800)	(1,211,243)	(686,874)
Expenses	786,409	804,668	811,090	908,772
<b>Total</b>	<b>47,899</b>	<b>220,868</b>	<b>(400,153)</b>	<b>221,898</b>
<b>Resort Experience Total</b>	<b>6,411,506</b>	<b>7,170,553</b>	<b>6,225,093</b>	<b>7,510,754</b>

**Resort Municipality Of Whistler**  
**Comparative Summary of Department Operations**  
(Unaudited)

<b>Division 6000</b> <b>Infrastructure Services</b>	<b>2013</b> <b>Actual Results</b>	<b>2014</b> <b>Budget</b>	<b>2014</b> <b>Actual Results</b>	<b>2015</b> <b>Budget</b>
<b>General Manager</b>				
Revenues	0	0	0	0
Expenses	326,466	388,612	386,216	410,981
Project Expenditures	0	0	80	0
<b>Total</b>	<b>326,466</b>	<b>388,612</b>	<b>386,296</b>	<b>410,981</b>
<b>Development Services/Energy Mgmt</b>				
Revenues	(17,258)	(8,500)	(26,388)	(8,500)
Expenses	472,636	662,105	617,092	572,681
Grants & Contributions	0	0	0	0
<b>Total</b>	<b>455,377</b>	<b>653,605</b>	<b>590,704</b>	<b>564,181</b>
<b>Transportation</b>				
Revenues	(7,060)	(14,000)	(15,691)	0
Expenses	2,115,149	2,257,412	2,365,894	2,315,617
Project Expenditures	0	0	0	0
<b>Total</b>	<b>2,108,089</b>	<b>2,243,412</b>	<b>2,350,203</b>	<b>2,315,617</b>

<b>Environmental Operations</b>				
Revenues	(2,072,006)	(2,216,525)	(2,152,121)	(2,306,686)
Expenses	2,083,143	2,216,525	2,272,367	2,306,686
<b>Total</b>	<b>11,137</b>	<b>(0)</b>	<b>120,246</b>	<b>0</b>
<b>Solid Waste</b>				
Revenues	(4,689,244)	(4,750,030)	(4,817,386)	(5,318,372)
Expenses	4,312,158	4,539,685	5,130,983	4,891,124
Project Expenditures	0	0	1,153	0
<b>Total</b>	<b>(377,086)</b>	<b>(210,345)</b>	<b>314,751</b>	<b>(427,248)</b>
<b>Transit</b>				
Revenues	(3,584,960)	(3,758,820)	(3,506,937)	(3,789,000)
Expenses	5,669,575	6,308,400	6,089,879	6,365,400
<b>Total</b>	<b>2,084,615</b>	<b>2,549,580</b>	<b>2,582,942</b>	<b>2,576,400</b>
<b>Water Fund</b>				
Revenues	(6,415,834)	(6,429,394)	(6,457,777)	(6,553,453)
Expenses	2,792,643	2,949,585	2,729,968	3,073,398
<b>Total</b>	<b>(3,623,191)</b>	<b>(3,479,809)</b>	<b>(3,727,809)</b>	<b>(3,480,055)</b>
<b>Sewer Fund</b>				
Revenues	(7,442,854)	(7,352,929)	(7,537,298)	(7,454,203)
Expenses	4,235,978	4,478,260	4,760,248	4,592,718
<b>Total</b>	<b>(3,206,876)</b>	<b>(2,874,669)</b>	<b>(2,777,050)</b>	<b>(2,861,485)</b>
<b>Infrastructure Services Total</b>	<b>(2,861,607)</b>	<b>(1,228,452)</b>	<b>(718,246)</b>	<b>(1,449,641)</b>

**Resort Municipality Of Whistler**  
**Comparative Summary of Department Operations**  
(Unaudited)

<b>Division 7000</b> <b>Corporate and Community Services</b>	<b>2013</b> <b>Actual Results</b>	<b>2014</b> <b>Budget</b>	<b>2014</b> <b>Actual Results</b>	<b>2015</b> <b>Budget</b>
<b>Finance</b>				
Revenues	(98,354)	(95,500)	(98,877)	(91,500)
Expenses	1,651,080	1,694,290	1,754,025	1,841,741
Project Expenditures	0	0	0	0
<b>Total</b>	<b>1,552,726</b>	<b>1,598,790</b>	<b>1,655,148</b>	<b>1,750,241</b>
<b>Legislative Services</b>				
Revenues	(22,785)	(21,760)	(14,753)	(12,800)
Expenses	783,666	895,466	786,883	852,526
<b>Total</b>	<b>760,882</b>	<b>873,706</b>	<b>772,131</b>	<b>839,726</b>
<b>Information Technology</b>				
Revenues	(38,853)	0	(16,800)	(25,000)
Expenses	1,122,189	1,202,814	1,224,172	1,336,502
Project Expenditures	0	0	0	0
<b>Total</b>	<b>1,083,337</b>	<b>1,202,814</b>	<b>1,207,372</b>	<b>1,311,502</b>
<b>Bylaw</b>				
Revenues	(2,141,056)	(1,985,800)	(2,260,004)	(2,126,250)
Expenses	1,205,262	1,347,484	1,179,318	1,339,313
<b>Total</b>	<b>(935,794)</b>	<b>(638,316)</b>	<b>(1,080,686)</b>	<b>(786,937)</b>
<b>RCMP</b>				
Revenues	(267,894)	(409,801)	(447,373)	(421,089)
Expenses	3,401,732	3,666,860	3,755,322	3,872,150
<b>Total</b>	<b>3,133,837</b>	<b>3,257,059</b>	<b>3,307,949</b>	<b>3,451,062</b>



**Fire Rescue Service**

Revenues	(62,628)	(68,750)	(86,488)	(71,500)
Expenses	3,491,909	3,383,822	4,282,335	3,842,071
<b>Total</b>	<b>3,429,282</b>	<b>3,315,072</b>	<b>4,195,846</b>	<b>3,770,571</b>

**Whistler Public Library**

Revenues	(169,491)	(162,700)	(166,344)	(150,800)
Expenses	980,157	994,510	1,031,746	1,055,289
<b>Total</b>	<b>810,667</b>	<b>831,810</b>	<b>865,402</b>	<b>904,489</b>

**Recreation**

Revenues	(1,132,581)	(1,081,732)	(1,177,985)	(1,139,027)
Expenses	1,771,902	1,858,461	1,999,055	1,940,498
Project Expenditures	1,043	0	0	0
<b>Total</b>	<b>640,364</b>	<b>776,729</b>	<b>821,070</b>	<b>801,471</b>

**Meadow Park Sports Centre**

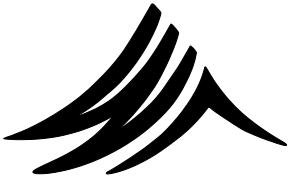
Revenues	(1,543,397)	(1,549,000)	(1,674,353)	(1,585,600)
Expenses	3,081,350	3,229,746	3,387,200	3,280,953
Project Expenditures	0	0	0	0
<b>Total</b>	<b>1,537,953</b>	<b>1,680,746</b>	<b>1,712,847</b>	<b>1,695,353</b>

**Corporate and Community Services General**

Revenues	0	0	(750)	0
Expenses	143,316	273,790	229,426	274,851
<b>Total</b>	<b>143,316</b>	<b>273,790</b>	<b>228,676</b>	<b>274,851</b>

<b>Corporate and Community Services Total</b>	<b>12,156,569</b>	<b>13,172,201</b>	<b>13,685,755</b>	<b>14,012,328</b>
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# WHISTLER

## MINUTES

### REGULAR MEETING OF RECREATION LEISURE ADVISORY COMMITTEE

THURSDAY, MAY 07, 2015, STARTING AT 4:30 P.M.

At Municipal Hall – Flute Room

4325 Blackcomb Way, Whistler, BC V0N 1B4

#### PRESENT:

Chair, Murray Lunn  
Member-at-Large, Bob Calladine  
Member-at-Large, Colin Pitt-Taylor  
Member-at-Large, Eric Wight  
Member-at-Large, Stephanie Sloan  
Manager, Resort Parks Planning, RMOW, Martin Pardoe  
Councillor, Andrée Janyk  
Recording Secretary, RMOW, Shannon Perry

#### REGRETS:

Manager, Recreation, RMOW, Roger Weetman  
Tourism Whistler Representative, James Buttenshaw  
School District Representative, Rick Hume  
Member-at-Large, John Konig  
Member-at-Large, Roger Soane

#### GUEST:

Manager, Legislative Services, RMOW, Shannon Story  
Vince Shuley, Reporter, The Whistler Question  
Braden Dupuis, Reporter, The Pique Magazine  
Karen Mercer – Local Resident  
Ash Conrad – Local Resident

Meeting called to order 4:38 p.m.

#### ADOPTION OF AGENDA

Moved by Bob Calladine

**That** the Recreation Leisure Advisory Committee include the following to the May 7, 2015 agenda; Maintenance on roads to trail heads, Sea to sky trail south, bottled water in parks.

CARRIED

Moved by Stephanie Sloan  
Seconded by Bob Calladine

**That** the Recreation Leisure Advisory Committee adopt the Recreation Leisure Advisory Committee agenda of May 7, 2015

CARRIED

### **ADOPTION OF MINUTES**

Moved by Stephanie Sloan  
Seconded by Bob Calladine

**That** the Recreation Leisure Advisory Committee adopt minutes of April 9, 2015

CARRIED

### **PRESENTATIONS/DELEGATIONS**

None

### **OTHER BUSINESS**

#### Multi Use Trail

Parks Planning Manager presented a PowerPoint presentation and provided background information about trails.

Committee member have received copies of the six letters that were received by council, letters included; interpretive forest, mountain bikes, single and multi-use trails, hiking only trails and also resort values. More letters have been received and will be reviewed by council Tuesday May, 12. Further discussion was held and explanations from Park Planning Manger we given including user numbers and types presented.

RLMP draft directions was explained to RLAC members and guests.

Shannon Story entered the RLAC meeting 4:53 p.m.

### **COMMENTS & QUESTIONS:**

- Extending trails width to avoid conflicts was suggested.
- Signage should help to stop conflicts as users will be educated.
- Signage needs to be large and visible to users, 4 x 6" to come located at all trail entry points.
- Bright yellow 3x7 " to be installed in key areas to educate

Moved by Bob Calladine  
Second by Eric Wight

**That** the Recreation Leisure Advisory Committee invite for a joint meeting between RLAC and The Trail Planning Working group to discuss trail issues.

CARRIED

Councillor Andr  e Janyk left meeting 5:13 p.m.

Moved by Eric Wright  
Second by Bob Calladine

**That** the Recreation Leisure Advisory Committee support ongoing signage and education.

CARRIED

Shannon Story left meeting at 5:16 p.m.

#### Project update

Parks Planning Manager presented overview of RLMP  
Aiming for completion of draft RLMP in June, final adoption to council in July  
Priorities will be available at the next RLAC meeting in June

#### Trail head maintenance

It was indicated by an RLAC member that there are issues with a number of trail heads

Most trails are maintained by Recreation Site and Trails BC.

Ancient Cedar trail (TAG did agree to maintain trail) – issues with the culvert, muni has no jurisdiction to the road.

Public access to trails need to be maintained, Recreation Site and Trails BC office can provided tenure information.

#### Sea to sky trail south

Sugar cube hill the trail has large culverts, causing bikers to get off bikes.

Section of trail was damaged through construction activities and wet spots.

Parks planning manager to review trail issues.

Bottled water in parks

Discussed the municipal bottle water ban.

Vancouver city has now permitted the sale of bottled water in parks, members discussed the possibility of doing in Whistler as guests want bottled water and don't trust tap water.

Parks Planning Manager to forward the bylaw; further discussion at next meeting.

Next meeting to be 11 June 4:30 p.m.

Topics for meeting –

- E-bikes, bottled water, RLMP.

**ADJOURNMENT**

Moved by Colin Pitt-Taylor

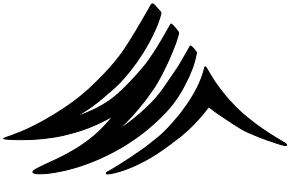
**That** Recreation Leisure Advisory Committee adjourn the May 7, 2015 committee meeting at 5:46 p.m.

CARRIED

---

CHAIR: Murray Lunn





# WHISTLER

## MINUTES

### REGULAR MEETING OF FOREST & WILDLAND ADVISORY COMMITTEE

WEDNESDAY, May 13, 2015, STARTING AT 3:00 P.M.

In the Piccolo Room

4325 Blackcomb Way, Whistler, BC V0N 1B4

File: 8221.03

#### PRESENT:

Meetings to Date: 5

Gordon McKeever, Chair	5
John Hammons, M-A-L	5
Steve Anderson, Councilor	3
Johnny Mikes, M-A-L	4
Arthur DeJong, M-A-L (joined in April)	1
Rob Davis, M-A-L	3
Bryce Leigh, AWARE	3
Peter Ackhurst, M-A-L	2

#### REGRETS:

Bob Brett, M-A-L	0
Craig Mackenzie, WORCA (joined in March)	2
Candace Rose-Taylor, M-A-L	3
Recording Secretary, Heather Beresford	4

#### ADOPTION OF AGENDA

Moved by Johnny Mikes  
Seconded by Peter Ackhurst

**That** the Forest & Wildland Advisory Committee adopt the Forest & Wildland Advisory Committee agenda of May 13, 2015.

CARRIED

#### ADOPTION OF MINUTES

Moved by John Hammons  
Seconded by Peter Ackhurst

**That** the Forest & Wildland Advisory Committee adopt the Regular Forest & Wildland Advisory Committee minutes of April 8, 2015.

CARRIED

## **VERBAL REPORTS**

Welcome to new member, Arthur DeJong.

Bob Brett submitted his resignation. FWAC thanks Bob for his many years on the committee and the perspective he brought.

### **3. Updates**

#### **Council:**

At the April 28 council meeting, Councillor Anderson commented on the FWAC hiking trail recommendations. He stated that the recommendations were accepted for consideration except the recommendation to do a feasibility study on the 19 Mile Creek access from Alpine Meadows and the east end of the Flank trail.

#### **AWARE:**

AWARE concerned that the motorcycle event was allowed at the WSSF given climate change concerns. Given that greenhouse gas emissions largely due to burning fossil fuels are a significant source of climate change, for Whistler to promote and condone pollution for pleasure activities such as moto-cross and snowmobiling is extremely disturbing. Recommend WSSF stay non-motorized as it has been in previous years.

#### **WORCA:**

Although there was no WORCA report, FWAC did discuss the letter that WORCA submitted to the May 12 Council Meeting: Consolidated Hiking Trails Brief Resolutions File No. 8221.03 Correspondence from Emily Mann, Whistler Off Road Cycling Association (WORCA) Planning Director, dated April 24, 2015, regarding opposition to one of the seven recommendations made to Council as part of the Consolidated Hiking Trails Brief Resolutions passed at the Forest & Wildland Advisory Committee meeting in April 2015.

FWAC wants to clarify the resolution. It suggested upgrading the two forest access roads mentioned to a standard similar to the present Ancient Cedars access road. Based on road construction costs experienced on the CCF, it is suggested that the order of magnitude cost should be significantly less than suggested in the WORCA letter.

#### **RMOW:**

Wildfire Management:

Millar's Pond fuel thinning started on April 7. Burning piles in place.

Callaghan landscape fuel breaks – clean up work completed. Will continue further up the road in the fall.

### **4. FWAC 2015 Goals and Terms of Reference**

#### **Cheakamus Community Forest:**

Carbon project – Offset Purchase Agreement signed and information released to public. Project based on pre- and post-CCF harvest volumes.

Integrated Mapping Project continuing with goal to have a multi-year (3-5 years) plan completed by autumn.  
Tom Cole hired on contract by CCF to manage harvesting operations.  
FWAC field trip set for May 25 – site visits to Wedge08 and Millar's Pond fuel thinning project.

Review Terms of Reference and goals for 2015.

Recommended changes to Terms of Reference:

Clarify that Councilor can vote.

Term wording revised.

Staff to check if FWAC can make presentations directly to Council.

**MOTION:** FWAC accepts suggested changes to TOR (attached).

Moved by Rob Davis

Seconded by Peter Ackhurst

**ACTION:** H. Beresford to prepare administration report for Council decision on changes to Terms of Reference.

2015 FWAC Goals

Goals discussed at April meeting. J. Hammons submitted a further goal by follow-up email:

EBM Reserves: Identification of EBM reserves represents a major, long-term strategic undertaking for the CCF. As Whistler's CCF community advisory group, FWAC should allocate significant time to reviewing and if necessary, suggesting appropriate improvements to any proposed set of reserves. Additional suggested goal: "FWAC will become engaged in the CCF EBM reserve initiative".

Discussion: FWAC will form a subcommittee to review development of EBM reserves as part of the integrated resource management planning project. The overall goal of the project is to identify areas available for harvest, areas requiring additional public involvement and planning (EBM Reserves), and old growth management areas (OGMA). John Hammons, Johnny Mikes and Rob Davis will form the subcommittee. CCF will be able to provide draft in late June. Add subcommittee report to September agenda.

## 5. Access Management Planning

**MOTION:** FWAC approves the 2015 FWAC Goals as stated earlier with the above suggested amendment and the formation of a subcommittee to review the proposed EBM reserves.

Moved by Johnny Mikes

Seconded by John Hammons

Chairman McKeever noted time at 4:00 p.m. Advised FWAC to choose between discussion of 2015 priorities or access management planning due to lack of time. FWAC chose access management planning.

Discussion re: past attempts of FWAC to complete an access management plan. Issues with time required, ability to coordinate with multiple stakeholders, FWAC over-reaching its mandate and resources, agency cooperation on implementation. What is FWAC trying to achieve? Who will use such a plan? Noted that CCF completed a road atlas map identifying road, status, and who is responsible.

FWAC will focus on guidelines, process, and principles for determining appropriate access.

Phase I: to create a list of criteria by end of 2015. Next step will be to share it with other agencies if appropriate.

ACTION: Staff send out email requesting ideas for principles and criteria before June meeting.

FWAC Annual Calendar reviewed. Suggested changes from April accepted.

CCF Annual report scheduled for July. H. Beresford will provide draft for review.

## **OTHER BUSINESS**

G. McKeever led presentation regarding Sea to Sky Marine Trail.

### **Future Agenda Items:**

- June: Access Management Planning Principles; Field Trip Review; Whistler Blackcomb update
- July – CCF Annual Report
- September - CCF Integrated Resource Mapping project (FWAC subcommittee report & discussion)
- October - CCF Integrated Resource Mapping project & multi-year plan (CCF representative)
- Spearhead Traverse Project Update
- MOF Visual Quality Objectives (confirm timelines with MoFLNRO)
- MOF Fire Management Plan (confirm timelines with MoFLNRO)

## **ADJOURNMENT**

**That** the Forest & Wildland Advisory Committee adjourn the May 13, 2015 meeting at 5:00 p.m.

CARRIED

## **Appendix 1**

### **DRAFT FWAC Terms of Reference**

#### **Terms of Reference**

To advise Council proactively on matters related to sustainable land use of forests, waters, and wildlands in the previous Soo, Whistler and Callaghan landscape units, such as:

- (a) Issues related to wildfire risk management and forest health;
- (b) Issues related to wildlife and its habitat;
- (c) Issues related to the implementation of the Sea to Sky Land and Resource Management Plan;
- (d) Issues related to other regional land management plans, land use plans and regional growth strategies;
- (e) Issues related to public and commercial recreation in Whistler-area forests and wildlands;
- (f) Cheakamus Community Forest activities.

#### **Authorized and Appointed by Council.**

#### **Comprised Of**

Voting members: Eleven community representatives, including at least one Councillor, representing a wide range of community interests including forestry, back country recreation, environment, horticulture/landscape, natural resource management, biology/ecology, and fisheries. One seat is assigned to a representative of the Association of Whistler Area Residents for the Environment (AWARE) and one seat is assigned to a representative of the Whistler Off-Road Cycling Association (WORCA). A maximum of two non-voting staff representatives: one representative from Environmental Stewardship department; and an Administrative Assistant for minute-taking.

#### **Sub-Committees**

The Committee may convene sub-committees to deal with specific issues and invited participants are not required to be members of the Committee.

#### **Term**

Membership will be reviewed each year in October. Available positions will be advertised by the RMOW in November. If a position becomes available during the year, an advertisement will be placed. Council will review the application(s) and choose the required new member(s) for the earliest meeting start date.

#### **Chair**

A chair and an alternate are chosen from among the community representatives at the first meeting of each calendar year. Both remain full voting members.

#### **Recording Secretary**

To be arranged by the RMOW staff representative. Minutes submitted monthly to Council.

#### **Meetings**

Once monthly, on the second Wednesday, with additional meetings as required.

#### **Quorum**

Consists of three community representatives.

## MINUTES

Regular Forest & Wildland Advisory Committee Meeting

May 13, 2015

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### **Communications**

FWAC typically communicates with Council through its monthly meeting minutes except when it has specific recommendations that it wants to make that would be best done in a presentation format. In this circumstance, a request will be made to Legislative Services for a meeting. In addition, due to FWAC's role as the public input body for the CCF, comments will be communicated directly to the CCF and CCF operating contractor with the knowledge of the CCF RMOW board member to facilitate timely resolution of forest harvesting issues. A summary record of such communications will be included in the FWAC meeting minutes.

### **Expectations**

All members are expected to:

- to attend a minimum of 50% of regular monthly meetings each year to maintain membership eligibility;
- to review distributed material before the meeting and to keep up to date on issues;
- RSVP to RMOW staff if they are not able to attend the meeting.



**RESORT MUNICIPALITY OF WHISTLER  
LAND USE CONTRACT AMENDMENT BYLAW (BLUEBERRY HILL) NO. 2072, 2015**

**A BYLAW TO AMEND A LAND USE CONTRACT**

**WHEREAS** a land use contract may, under s.930 of the *Local Government Act*, be amended by bylaw with the agreement of the local government and the owner of any parcel of land that is described in the bylaw as being covered by the amendment; and

**WHEREAS** the owners of strata lots in the Resort Municipality that are subject to a land use contract have consented in writing to the amendment of a land use contract charging those strata lots, in order that certain provisions of the contract will be consistent with the provisions of the Resort Municipality's Zoning and Parking Bylaw;

**NOW THEREFORE** the Municipal Council of the Resort Municipality of Whistler, in open meeting assembled, ENACTS AS FOLLOWS:

1. This bylaw may be cited for all purposes as "Land Use Contract Amendment Bylaw (Blueberry Hill) No. 2072, 2015"
2. This bylaw applies to lands whose legal descriptions are set out on Schedule A.
3. That certain land use contract registered in the Vancouver Land Title Office under No. G2947 on January 11, 1979, as subsequently amended under Nos. M1301, GC43586 and BG279304, is further amended as set out in Schedule B in respect of the lands to which this bylaw applies, and the Corporate Officer shall register a certified copy of this bylaw in the Land Title Office in accordance with the *Land Title Act* and Section 930(9) of the *Local Government Act*.

Given first and second readings this 27<sup>th</sup> day of January, 2015.

Pursuant to Section 890 of the *Local Government Act*, a Public Hearing was held this 17<sup>th</sup> day of February, 2015.

Given third reading this 17<sup>th</sup> day of February, 2015.

Approved by the Minister of Transportation this 27<sup>th</sup> day of February, 2015.

Adopted by the Council this \_\_\_ day of \_\_\_\_\_, \_\_\_\_.

\_\_\_\_\_  
Nancy Wilhelm-Morden,  
Mayor

\_\_\_\_\_  
Shannon Story,  
Corporate Officer

I HEREBY CERTIFY that this is a true copy of Land Use Contract Amendment Bylaw (Blueberry Hill) No. 2072, 2015.

\_\_\_\_\_  
Shannon Story,  
Corporate Officer

SCHEDULE A

Parcel Identifier and Legal Description	
PID 024-551-287	Strata Lot 2 D.L. 4757 Strata Plan LMS 3932
PID 024-551-279	Strata Lot 1 D.L. 4751 Strata Plan LMS 3932

**Land Use Contract Amendment Bylaw (Blueberry Hill) No. 2072, 2015**

**SCHEDULE B**

Section 2(h) of the Land Use Contract is replaced with the following:

“gross floor area” means gross floor area as defined in Resort Municipality of Whistler Zoning and Parking Bylaw No. 303 as amended from time to time, excluding areas specified in subsection 25.1 of Section 5 of the bylaw as amended from time to time;

**RESORT MUNICIPALITY OF WHISTLER  
LAND USE CONTRACT AMENDMENT AUTHORIZATION BYLAW (BLUEBERRY HILL) NO. 2088,  
2015**

**A BYLAW TO AUTHORIZE AMENDMENTS TO THE BLUEBERRY HILL LAND USE CONTRACT**

**WHEREAS** a land use contract may, under s.930 of the *Local Government Act*, be amended by bylaw with the agreement of the local government and the owner of any parcel of land that is described in the bylaw as being covered by the amendment;

**AND WHEREAS** the Council wishes to authorize the Resort Municipality to enter into agreements to amend a land use contract with the owners of certain parcels of land in the Resort Municipality, to make the method of calculating the gross floor area of detached and duplex dwellings permitted under the land use contract consistent with the method set out in the Resort Municipality's Zoning Bylaw;

**NOW THEREFORE** the Council of the Resort Municipality of Whistler, in open meeting assembled, ENACTS AS FOLLOWS:

1. This bylaw may be cited for all purposes as "Land Use Contract Amendment Authorization Bylaw (Blueberry Hill) No. 2088, 2015"
2. This bylaw applies to land charged with the Land Use Contract registered in the Land Title Office as G2947, provided that the permitted use of the land under the Land Use Contract is limited to Single Family Dwellings or Duplex Dwellings.
3. The Corporate Officer is authorized to enter into a Land Use Contract Amendment Agreement in the form attached as Schedule A to this bylaw, with the owner of any parcel of land described in section 2 of this bylaw.

Given first and second readings this 12<sup>th</sup> day of May, 2015.

Pursuant to Section 890 of the *Local Government Act*, a Public Hearing was this 26<sup>th</sup> day of May, 2015.

Given third reading this 26<sup>th</sup> day of May, 2015.

Approved by the Minister of Transportation this 11<sup>th</sup> day of June, 2015.

Adopted by the Council this \_\_\_ day of \_\_\_\_\_, \_\_\_\_.

\_\_\_\_\_  
Nancy Wilhelm-Morden,  
Mayor

\_\_\_\_\_  
Shannon Story,  
Corporate Officer

I HEREBY CERTIFY that this is a true copy of Land Use Contract Amendment Authorization Bylaw (Blueberry Hill) No. 2088, 2015.

\_\_\_\_\_  
Shannon Story,  
Corporate Officer

SCHEDULE A

**LAND USE CONTRACT MODIFICATION AGREEMENT  
(BLUEBERRY HILL LAND USE CONTRACT)**

BETWEEN:

[INSERT NAME AND ADDRESS OF REGISTERED OWNER]

(the "**Owner**")

AND:

The **RESORT MUNICIPALITY OF WHISTLER**, a municipality incorporated under the *Resort Municipality of Whistler Act*, having a civic address at 4325 Blackcomb Way, Whistler, British Columbia, V0N 1B4

(the "**Resort Municipality**")

WHEREAS:

- A. The parties (or their predecessors in title) entered into a land use contract which was registered in the Land Title Office under charge number G2947 pursuant to section 702A of the *Municipal Act*, RSBC 1960, chapter 255 (the "**LUC**");
- B. The Resort Municipality has authorized, by bylaw adopted pursuant to s. 930 of the *Local Government Act*, the amendment of the LUC with the agreement of the owner of any parcel charged with the LUC provided that the permitted use of the parcel under the LUC is limited to Single Family Dwellings or Duplex Dwellings;
- C. The Owner is the legal and beneficial owner of land having a civic address of [INSERT CIVIC ADDRESS] in the Resort Municipality of Whistler and legally described as:

[INSERT LEGAL DESCRIPTION]

(the "**Land**");

- D. The LUC restricts the density of development on the Land by defining the term "gross floor area" and setting a limit on the maximum gross floor area that is permitted to be developed on the Land;
- E. The method of calculating "gross floor area" in the LUC is not consistent with the method of calculating "gross floor area" in the Resort Municipality's Zoning and Parking Bylaw, No. 303, 1983, as amended (the "Zoning Bylaw"); and,

- F. The parties wish to amend the LUC to make the method of calculating gross floor area in the LUC consistent with the method of calculating gross floor area in the Zoning Bylaw, in accordance with this Modification Agreement;

NOW THEREFORE in consideration of the promises and covenants herein, and the sum of One Dollar (\$1.00), the receipt and sufficiency of which is acknowledged by the Resort Municipality, the parties agree as follows;

#### **MODIFICATIONS**

1. The LUC is hereby amended by deleting the text in subsection 2(h) and replacing it with the following text:

""gross floor area" has the meaning given in section 2 of the Resort Municipality of Whistler Zoning and Parking Bylaw, No. 303, 1983 as amended from time to time".

#### **GENERAL**

2. This Modification Agreement will, from and after the date of its registration in the Land Title Office, be read and construed along with the LUC and treated as part thereof and the LUC, as modified by this Modification Agreement, will continue to be of full force and effect.
3. This Modification Agreement is for the benefit of and is binding on the parties and their successors.
4. This Modification Agreement shall be governed and construed in accordance with the laws of British Columbia.
5. This Modification Agreement may be executed and delivered in any number of counterparts and by facsimile or e-mail transmission with the same effect as if all parties had signed and delivered the same document and all counterparts will be compiled together for registration and will constitute one and the same agreement.

IN WITNESS WHEREOF the parties hereto have executed this Modification Agreement with effect as of the date set forth above on Form C Part 1 to which this Modification Agreement is attached and which forms part of this Modification Agreement.

**END OF DOCUMENT**

**RESORT MUNICIPALITY OF WHISTLER**

**BYLAW NO. 2091, 2015**

**A BYLAW TO AMEND THE "WATER USER RATES BYLAW NO. 1826, 2007"**

**WHEREAS** the Council of the Resort Municipality of Whistler has adopted "Water User Fee Bylaw No. 1826, 2007";

**AND WHEREAS** it is deemed expedient to amend the Resort Municipality of Whistler "Water User Fee Bylaw No. 1826, 2007";

**NOW THEREFORE** the Council of the Resort Municipality of Whistler in open meeting assembled, **ENACTS AS FOLLOWS:**

1. This Bylaw may be cited for all purposes as the Resort Municipality of Whistler "Water User Rates Amendment (Water Meter Specifications) Bylaw No. 2091, 2015".
2. Effective immediately, Schedule "C" of "Water User Fee Bylaw No. 1826, 2007" is hereby rescinded and replaced with the Schedule "C" attached to and forming part of this bylaw.

GIVEN FIRST, SECOND and THIRD READINGS this 26<sup>th</sup> day of May, 2015.

ADOPTED by the Council this \_\_\_ day of \_\_\_\_\_, \_\_\_\_.

\_\_\_\_\_  
Nancy Wilhelm-Morden,  
Mayor

\_\_\_\_\_  
Shannon Story,  
Corporate Officer

I HEREBY CERTIFY that this is a true copy of "Water User Rates Amendment (Water Meter Specifications) Bylaw No. 2091, 2015"

\_\_\_\_\_  
Shannon Story,  
Corporate Officer



**BYLAW NO. 2091, 2015  
(WATER)**

**SCHEDULE C  
WATER METER SPECIFICATIONS**

**1. Water Meters**

- 1.1. All water meters shall conform to 2012 CSA B125 standard series (low-lead) requirements, or other equivalent low-lead standards as approved by the Municipality in writing.
- 1.2. All water meters shall be Neptune or Sensus brand.
- 1.3. Water meters two inches and larger shall be Compound meters.
- 1.4. Strainer assemblies shall be provided for all meters where an internal strainer is not provided, and shall be installed in accordance with the meter manufacturer's specifications.

**2. Encoded Registers**

- 2.1. Encoded registers shall support six digit (minimum) signal reading capabilities
- 2.2. Measurement shall be in m<sup>3</sup> (cubic meters), to the nearest 0.1m<sup>3</sup>
- 2.3. The register shall provide six digit (minimum) visual registration at the meter

**3. Connecting Cable**

- 3.1. If a remote Radio Frequency communication module is installed, the connection between the meter register and the communication module shall conform to manufacturer requirements for the communication module with regard electrical characteristics such as number of wires, wire gauge, stranding, and polarization.
- 3.2. The standard conductors shall be PVC insulated and colour coded. The cable shall be covered with grey PVC jacket.
- 3.3. No splicing of the connecting cable will be permitted.

**4. RF Remote Reading Capability**

- 4.1. All newly installed and replacement meters shall have Radio Frequency (RF) remote reading capabilities
- 4.2. The RF capability shall be provided by either a Neptune R900 or Neptune R900i Meter Interface Unit (MIU), or such successor Units as Neptune may release from time-to-time, as long as such successor units are R900 series communications protocol compatible.

## 5. Installation

- 5.1. Any connecting cable shall be securely fastened to all surfaces and be installed in accordance with applicable plumbing, building, and electrical codes.
- 5.2. All meters shall be installed on a horizontal plane, and in accordance with the manufacturer's specifications.
- 5.3. Meters shall be installed as close to the point of entry of the metered service into the building as practical, and shall be visible to a person standing in the room. Water meters registers shall not be hidden above ceiling panels, within cabinets, etc.
- 5.4. Means to isolate the water meter from building plumbing shall be installed in such a manner as to facilitate easy removal and replacement of the meter for maintenance purposes.
- 5.5. Water meters may be insulated for reasons of condensation; however, the insulation must be non-adhesive. The Municipality, when repairing, servicing, or inspecting the meter, will not guarantee the restoration of the insulation.
- 5.6. For lots with service connections up to and including 1 inch in diameter, no fittings shall be permitted immediately upstream of the meter with the exception of one line valve.
- 5.7. Reasonable access shall be provided to representatives of the Resort Municipality of Whistler during normal working hours for repairing, inspecting, or changing the meter.
- 5.8. In structures requiring multiple meters, the meters shall be grouped together in a location to be approved by the Municipality.
- 5.9. For lots with service connections greater than 1 inch in diameter, a bypass assembly shall be provided in accordance with Resort Municipality of Whistler Standard Drawing No. W2-C, available upon request.

## 6. Meter Sizes

- 6.1. Meter sizes shall be dictated by Table 1 below:

TABLE 1

<u>Size of Municipal Service</u>	<u>Meter Size Required</u>
$\frac{3}{4}$ inch	$\frac{5}{8}$ inch
1 inch	$\frac{5}{8}$ inch
Greater than 1 inch	As approved by the Municipality in writing

June 7, 2015

Dear Mayor and Council,

I am corresponding with you due to concerns I have over speeding vehicles on Rainbow Drive, the section between Alpine way and Matterhorn Drive in particular. The first 30km/h posted speed limit sign is well after the stop sign at Matterhorn Drive. There are 2 speed humps present within my area of concern that are ineffective, in fact I regularly watch vehicles accelerate between them.

This section of Rainbow Drive has narrow shoulders and in the winter they are nonexistent.

I am well aware that Rainbow Drive/ Alta Lake Road is the other thoroughfare in Whistler. However the area of concern is a residential area with a daycare and 6 families with young children alone residing in that one block. My husband and I have been doing our best to teach our children road safety from the time they could walk.

I have left Tim Brooksbank, Roads Supervisor of RMOW several messages, but have not had correspondence from him.

My goals with writing this letter are:

1. to get a posted speed limit sign at the 3 way stop at Alpine Way and Rainbow Drive
2. public/ citizen awareness with periodic use of radar speed sign, and
3. if necessary possible RCMP presence with speed reinforcement.

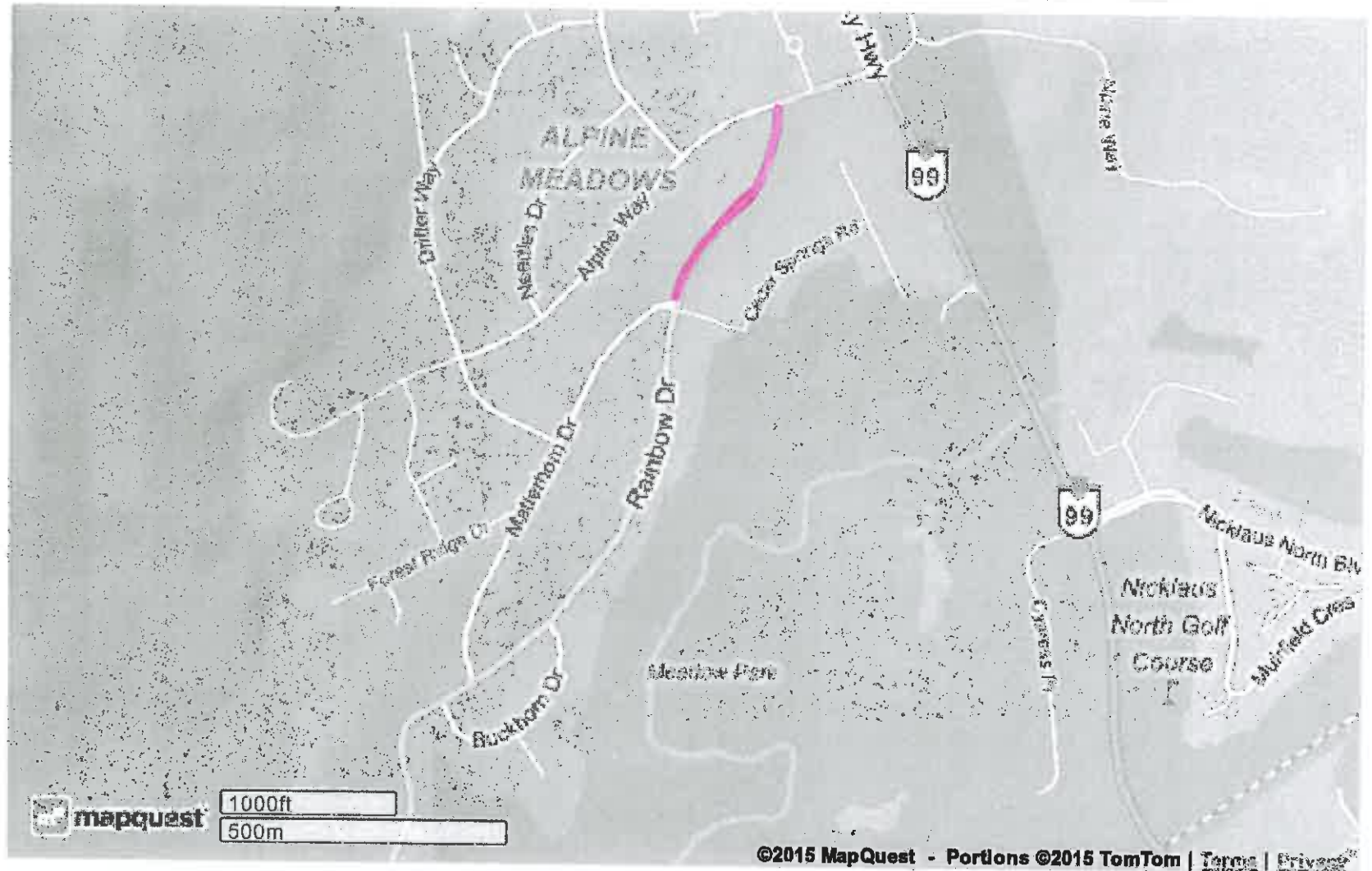
I look forward to being contacted regarding this issue.

Sincerely,



Natasha Pulfrey  
8223 Rainbow Drive  
natbudai@hotmail.com  
778-849-7944

 = section of Rainbow Drive Between Alpine Way and Matterhorn Drive



Directions and maps are informational only. We make no warranties on the accuracy of their content, road conditions or route usability or expeditiousness. You assume all risk of use. MapQuest and its suppliers shall not be liable to you for any loss or delay resulting from your use of MapQuest. Your use of MapQuest means you agree to our [Terms of Use](#)

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Submitted on Sunday, June 7, 2015 - 07:51

Full Name: Bill Moore  
Mailing Address: 6-2217 Marmot Place  
Email Address: wr.moore@live.com  
Phone Number: 6049052455

Message:

Singing Pass Trail Washout

There is a very large washout on the Singing Pass Trail at Harmony Creek.

This was probably caused by the major rain events last winter. This washout will be very difficult and probably unsafe to cross. The trail should perhaps be closed until this is resolved. There is also a smaller washout and the trail should be realigned. I talked with some BC Parks Rangers, they would like to fix it but because it is outside the park they do not have budget. I also mentioned this to Whistler Blackcomb and they seem concerned that the trail may not be open. Would it be possible for RMOW, Whistler Blackcomb and BC Parks to cooperate to resolve this situation? This is an important access trail from the valley to Garibaldi Park and is used by locals and visitors year round. Thanks. Bill

---

Submitted on Friday, June 12, 2015

Full Name: Tadeusz Francis van Wollen

Mailing Address: 5051 Howe Sound Lane, WV, V7W 1L3 Civic address if different from mailing address: 6277 Bishop Way, Whistler BC Email Address: [tvw@tvwengineering.com](mailto:tvw@tvwengineering.com) Phone Number: 604 861 3925

Message:

I spoke briefly with Jen Ford, after the last Council meeting, about the idea of organizing in Whistler "Science/Engineering World" for children. Will anyone of you like to meet with me to discuss this initiative in more detail.

Tadeusz van Wollen P. Eng.