

# 2019 ANNUAL REPORT



Resort Municipality  
of Whistler







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# Introduction Mayor's Message

At the time of production of this annual report in the summer of 2020, the COVID-19 pandemic has significantly disrupted life in Whistler and our regular municipal operations. These are unprecedented times, and many individuals and businesses in our community and region are struggling.

The 2019 Annual Report is a summary of our organization's financial position, structure and activities, and accomplishments for 2019, as well as key projects and initiatives in 2020. The planning context that existed when Council adopted the 2020-2024 Five-Year Financial Plan has changed considerably, and staff and Council have had to adjust the financial plan and corporate activities to respond to the realities of this new environment. This means that many projects and activities planned for 2020 have been changed, cancelled or postponed. We will continue to update plans for 2020 and beyond as new information becomes available and we understand our community's needs for recovery.

I would like to acknowledge how appreciative I am of our relationship with the Lil'wat Nation and the Squamish Nation, and very excited to have signed a Framework Agreement with them in June 2020 that furthers reconciliation and shared goals between us.

Since the beginning of our Council term, Council and staff have been working together on three focus areas: community balance, climate action, and employee housing. They are essential for Whistler's long-term resilience.

The municipality made significant progress on projects in 2019 related to these focus areas, including the Official Community Plan and Community Vision updates; Valley Trail extensions, water conservation messaging, and a successful Maytober active transportation/ transit challenge; and completion of additional workforce rental housing. In addition, significant investments were made to replace aging infrastructure and enhance wildfire protection. Another important milestone was provincial approval of an increase from two to three per cent in the Municipal Regional District Tax (MRDT Hotel Tax) collected and a provision to allow the municipality to use MRDT Hotel Tax generated from online accommodation providers to fund employee housing.

This year has marked a change in leadership for the RMOW. Thank you to outgoing Chief Administrative



Mayor Jack Crompton

Officer Mike Furey for his nine years of dedicated and exemplary service at the helm of our organization. Welcome to Ginny Cullen, who took over the role in April and will pilot us into our next chapter.

I would like to thank all of the leaders in our community—past and present—for their vision to make Whistler an amazing place to live, work and visit. Now, building on the newly adopted Community Vision and Official Community Plan, we as an organization are keen to understand how to “build back better”, as the community recovers from the impact of COVID-19.

This financial report supports accountability and transparency of our organization, and highlights our organizational structure, activities, accomplishments and performance measures. The RMOW welcomes your feedback on this annual report, and thanks the community for your tenacity and trust in our leadership during this trying time.

Sincerely,

**Mayor Jack Crompton**



# Chief Administrative Officer's Message

I joined the Resort Municipality of Whistler (RMOW) in April 2020 in the midst of the COVID-19 pandemic. The municipality was well-positioned to respond to the pandemic crisis thanks to the leadership from the Provincial Health Officer, the foundation of Mike Furey's nine-year tenure as the RMOW's Chief Administrative Officer, the dedication and professionalism of Council and staff, the organization's emergency plans and preparedness, and the municipality's collaborative relationships with community partners.

COVID-19 has disrupted everyday life, including regular operations of the municipality and the community. The impact on Whistler is profound and far-reaching: with tourism at a near standstill, our local economic recovery may lag behind other sectors and regions.

This annual report presents the operations, activities, accomplishments, performance metrics and financial statements of the municipal organization in 2019. It also presents key projects for 2020.

In response to COVID-19, the municipality has amended the 2020-2024 Five-Year Financial Plan and has had to remove as much spending as we can practically manage, while maintaining essential and core municipal services. Many 2020 projects have been deferred to 2021 and will be revisited as the community slowly and cautiously reopens or as part of the 2021 budget process, when we have a better understanding of the total financial impact of the COVID-19 crisis. This report includes key projects proposed for the year, but plans and potential investments required to support the community's recovery are still in flux.

Professionally, I love the intersection of strategy and operations—I saw both in action, when I landed in the Whistler's Emergency Operations Centre this spring. I love seeing how vision becomes realized in everyday actions and what becomes possible, when everyone has the opportunity to contribute. This has been apparent in the way that RMOW staff, Council and the community work together even in a time of crisis.



Chief Administrative Officer Virginia (Ginny) Cullen

There is a lot to be proud of in this annual report, which reflects the work of the municipality in 2019, backed by solid financial planning and reporting. It's clear, though, even as we consider the impact of COVID-19 with a staggering potential loss of \$6 to \$11 million in non-tax revenues for 2020, that numbers only tell part of the story. I look forward to continuing to work with Council, staff and the community this year, as we begin to rebuild Whistler's vibrancy and write our community's next chapter.

Sincerely,

**Ginny Cullen**

Chief Administrative Officer



# The Resort Municipality of Whistler



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 12,000 residents and more than three 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 this Annual Report and at [whistler.ca](http://whistler.ca).

## Municipal Responsibilities and Requirements

The powers and responsibilities of all municipalities in British Columbia are regulated through the *Local Government Act* and the *Community Charter*.

Among other authorities, municipalities raise funds through property taxes and user fees, and have the:

- power of a natural person,
- ability to establish and enforce bylaws, and
- 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 defined by the *Resort Municipality of*

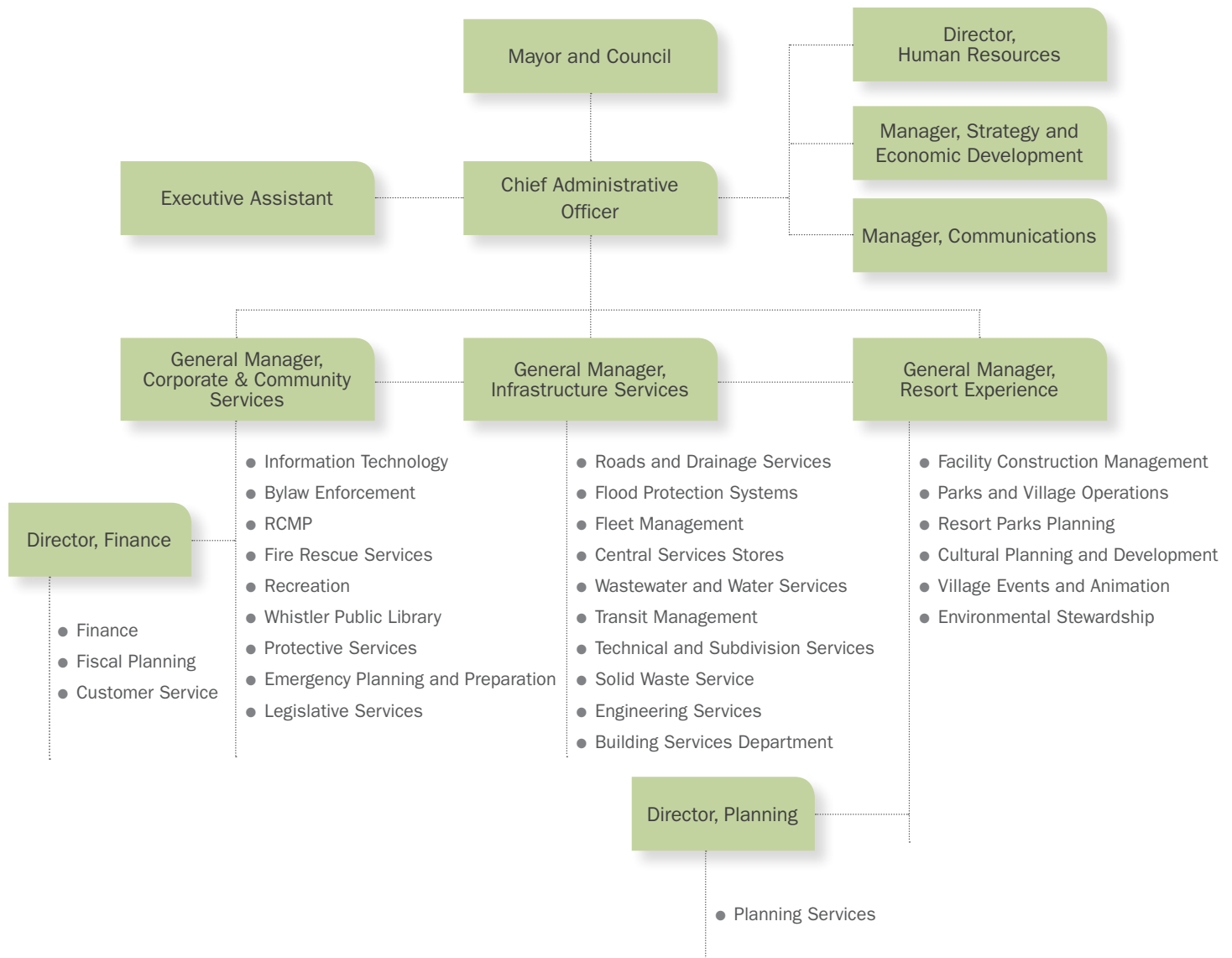
*Whistler (RMOW) Act (1975)*. The *RMOW Act* establishes the additional purpose to “promote, facilitate and encourage the development, maintenance and operation of a resort promotion area.” This legislative mandate sets the RMOW apart from other municipalities, and requires the municipality to work closely with other resort partners to further the resort community's overall success.

In addition, the RMOW is part of a 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.”



# Organizational Structure

The following chart represents the organizational structure of the Resort Municipality of Whistler:



Find more information about areas of responsibility, 2019 accomplishments and 2020 key projects for each division in this report.





**Left to right:** Councillor John Grills, Councillor Jen Ford, Councillor Ralph Forsyth, Councillor Arthur De Jong, Councillor Duane Jackson, Councillor Cathy Jewett, Mayor Jack Crompton.

## Municipal Council

Municipal Council represents the citizens of Whistler and provides 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 governance for its community;
  - decisions toward works, services, facilities, and other things that the municipality considers necessary or desirable for all or part of the community;
  - stewardship of the public assets of the community; and
- 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 2019, there were no council members disqualified from holding office.

Leveraging the knowledge, skills and experience of

Council, each Councillor leads a portfolio for the municipality. Portfolio leads:

- are an additional tool for continued collaboration between boards and committees with the RMOW and Council;
- provide further opportunities for enhancing relationships with provincial and federal counterparts; and
- champion these areas of municipal interest.

Council continues to vote as a whole on all municipal issues and portfolio leads do not have any additional decision-making capacity.

The Councillors' portfolios include the following:

- Councillor Arthur De Jong – Portfolio: Environment
- Councillor Jen Ford – Portfolio: Social Services & Regional Cooperation
- Councillor Ralph Forsyth – Portfolio: Finance and Audit
- Councillor John Grills – Portfolio: Tourism Economy
- Councillor Duane Jackson – Portfolio: Housing
- Councillor Cathy Jewett – Portfolio: Arts, Natural History, Traditions & Heritage

Learn more about members of Council at [whistler.ca/council](https://whistler.ca/council).





## Annual Report Context

The Annual Report is informed by the RMOW's:

- Corporate Plan – the organization's strategic planning document
- Five-Year Financial Plan, which establishes the budget for the next five years and is prepared annually;
- Policy context, including the Community Vision and Official Community Plan;
- Understanding of external trends and other context for planning; and
- Corporate and community indicators, which reflect trends and performance by the organization and community.

## Policy Guidance Community Vision

In June 2020, Whistler adopted a new Official Community Plan, which also contains a renewed Community Vision for Whistler.

Whistler's Community Vision defines what must exist for the resort community to be successful and sustainable in the long term, and is informed by social, environmental and economic goals and principles. It is intended to be used as a compass to guide all decision-making and activities.

The Community Vision includes a high-level vision statement and more detailed vision characteristics.

### VISION STATEMENT:

**Whistler: A place where our community thrives, nature is protected and guests are inspired.**

Our resort community thrives on mountain culture and the nature that surrounds us.

- We protect the land – the forests, the lakes and the rivers, and all that they sustain.
- We enjoy a high quality of life in balance with our prosperous tourism economy.
- We seek opportunities for innovation and renewal.
- We recognize the value of our history and the foundations of our resort community.
- We honour those who came before us and respect those who will come after us.
- We move forward with the Lil'wat Nation and Squamish Nation and reconcile with the past.
- We value our relationships and work together as partners and community members.



# Policy Guidance

## Official Community Plan

An 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.

Whistler adopted an updated OCP and Community Vision in June 2020 following more than 3,000 hours of citizen and stakeholder engagement since 2010, a two-phase consultation process through 2018 and a public hearing in spring 2019.

The purpose of the Official Community Plan is to establish policies that guide decisions on community planning and land use management for the municipality over the next five to 10 years and beyond. The adoption of the OCP represents the culmination of an extensive engagement and consultation process with community members and stakeholders, the Lil'wat Nation, the Squamish Nation, and referral agencies.

The new OCP replaces the previous OCP adopted in 1993.

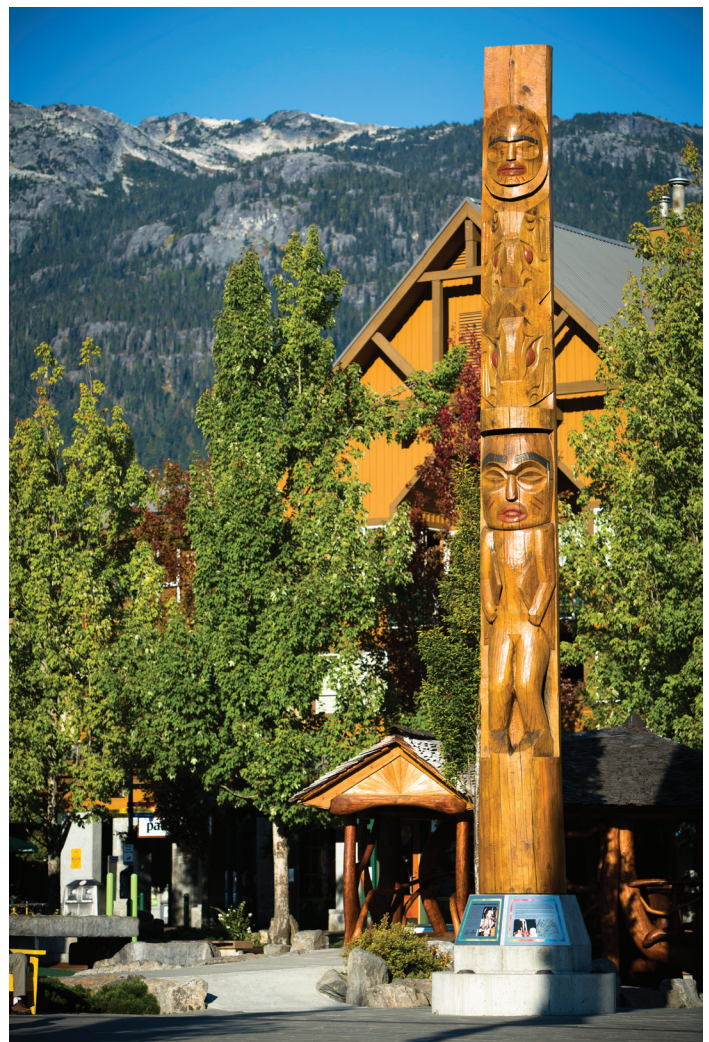
View the complete document at [whistler.ca/OCP](https://whistler.ca/OCP).

## Corporate Plan

The RMOW's Corporate Plan, the organization's key strategic planning document, is aligned with the policy foundation in the Official Community Plan and Community Vision, and the Five-Year Financial Plan. The Corporate Plan is presented as a "Plan on a Page," so it is clear to see how departmental deliverables support Council focus areas, goals, and the Community Vision

The balanced scorecard approach or "Plan on Page" is a strategic planning and management system that is used extensively in government, business 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.





# Resort Municipality of Whistler – 2020 Corporate Plan on a Page

<b>Community Vision</b> Characteristics	Whistler: A place where our community thrives, nature is protected, and guests are inspired					
	1. <b>SENSE OF PLACE</b> Culture, Landscape, Balance, Vibrant	2. <b>ENVIRONMENT</b> Respect, Protection, Access, Resources, Climate	3. <b>COMMUNITY</b> Quality of Life, Inclusive, Connected, Conduct, Participation, Partnerships	4. <b>TOURISM-BASED ECONOMY</b> Resilient, Experience, Dependence, Local, Renewal		
Corporate GOALS	1. Community character and mountain culture is reflected in municipal initiatives	2. Municipal decision-making supports the effective stewardship of natural assets and ecological function	3. Corporate policies and operations ensure continuous excellence in infrastructure, facility and program management	4. A high level of accountability, transparency and community engagement is maintained	5. Corporate financial health is optimized to ensure long-term community success	6. A vibrant local economy and safe, resilient resort community is effectively reinforced by organizational activities
COUNCIL FOCUS AREAS	1. <b>COMMUNITY BALANCE</b> Effectively <b>balance resort and community needs</b> through deliberate planning, partnerships and investment	2. <b>CLIMATE ACTION</b> Provide leadership to <b>accelerate climate action and environmental performance</b> across the community	3. <b>HOUSING</b> Advance strategic and innovative initiatives to enable and <b>deliver additional employee housing</b>			
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		
Employee VALUES	1. <b>Relationships</b>	2. <b>Community</b>	3. <b>Leadership</b>	4. <b>Innovation</b>		

# Annual Performance Reporting



Annual performance reporting provides a snapshot of the state of both the community and municipal organization.

This section provides an overview of the current situation in Whistler, including:

- indicators that are moving in the desired direction,
- indicators that are trending away from our community's vision, and
- key external trends that are influencing and shaping the resort community and our ongoing success.

## CORE COMMUNITY PERFORMANCE INDICATORS

Since 1993, the RMOW has been monitoring and reporting on key indicators related to Whistler's social, economic and environmental performance, and Whistler's progress toward the community's vision. 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 various organizations including Tourism Whistler, Statistics Canada, local utility providers, as well as municipal surveys such as the Whistler Community Life Survey, and internal data compiled from RMOW departments.

Key indicators were chosen through extensive community engagement, and each represents an important variable to help understand how Whistler is growing, changing and evolving over time.

Results of the annual monitoring program can be found at [whistler.ca/monitoring](https://whistler.ca/monitoring).



# CORE COMMUNITY INDICATOR SUMMARY

The chart below provides a summary of the core community performance indicators. To review all of the approximately 90 community indicators visit [whistler.ca/monitoring](https://whistler.ca/monitoring).

Table 1: Summary of Core Community Indicators

	Current Status	5-Year Trend	Observations
Enriching Community Life			
Satisfaction with Learning Opportunities	43%		Resident satisfaction with community life is predominantly positive, although rising cost of living (including housing affordability) and risks of overtourism have led to a decrease in satisfaction over the five-year trend.
Unlawful Incidents	-12%		
Recreation Opportunities	97%		
Workforce Living Locally	77%*		
Resident Satisfaction	84%		
Self-Rated Health	76%		
Living Wage	-3%		
Protecting the Environment			
Greenhouse Gas (GHG) Emissions	+45%*		Increased visitor and resident population have meant that total water and energy use and GHG emissions have fallen short of the 2020 Official Community Plan targets. Landfilled waste has seen a significant year-over-year decrease.
Development Footprint	+0%		
Water Use	+4%*		
Energy Use	+21%*		
Landfilled Waste	-13%		
Enhancing the Resort Experience			
Visitor Satisfaction	97%		Visitation has seen significant growth since 2015, and satisfaction remains consistently high.
Number of Visitors	-3%		
Whistler Atmosphere - Visitors	98%		
Partnering for Success			
Decision Input	55%		Input and trust have seen declines in recent years and have stabilized this year.
Decision Trust	49%		
Ensuring Economic Viability			
Room Occupancy			Occupancy and room nights were at record highs in 2018 leading to a subsequent all-time high in FTEs. Occupancy and FTEs saw a minor decrease in 2019.
Full Time Employees (FTE)	-1%		
Total Income	N / A		
Annual Room Nights			
Real Median Income	N / A		

**Current Status versus Previous Year** (based on a 2.5% threshold)

■ Positive trend
 ■ No trend
 ■ Negative trend
  5-year average or target

\* Current Trend versus Target Level

# CORPORATE PERFORMANCE INDICATOR SUMMARY

Core community indicators are used to measure our community's progress toward our identified priorities. These indicators represent the collective progress of all community stakeholders, and while municipal staff do not have exclusive control or responsibility for them, the municipality is a key contributor toward these outcomes. These indicators provide meaningful targets to define the RMOW's aspirations and inform our actions.

To learn more about Whistler's Corporate Plan Performance Reporting, visit [whistler.ca/monitoring](http://whistler.ca/monitoring).

Table 2: Summary of Performance by Corporate Plan Goals

	Current Status	5-Year Trend	Observations
Community character & mountain culture is reflected in municipal services			
Resident satisfaction with Village atmosphere and ambiance	84%		Satisfaction levels among residents and visitors remain high, although Whistler's increasing concern over visitation levels has contributed to a decline over the five-year trend.
Visitor satisfaction with Village ambiance and atmosphere	96%		
Impact of FE&A programming on guest satisfaction levels	98%		
Satisfaction with Village maintenance services	89%		
Municipal decision-making supports the effective stewardship of natural assets and ecological function			
Annual utility and fuel consumption	+7%		Climate actions have been guided by the Community Energy and Climate Action Plan, however, significant visitor and resident population growth has led to increased consumption and emission levels compared to targeted reductions.
Percentage of treated wastewater meeting requirements	98%		
Corporate greenhouse gas emission (GHG) levels	+45%*		
Satisfaction with waste, recycling and compost systems	85%		
Satisfaction with parks and trails	89%		
Corporate policies & operations ensure continuous excellence in infrastructure, facility & program management			
Cost recovery levels at Meadow Park Sports Centre	-2%		2019 saw a number of key infrastructure upgrades including repairs to roads, water systems and sewer lift stations. For 2019, Whistler's investment in key festivals and events remained consistent with the past five years.
Wastewater operating costs per person	+8%		
Drinking water operating costs per person	-6%		
Number of boil water advisory days	0		
Satisfaction with road maintenance and snow clearing	69%		
Economic impact of key festivals and events	N/A		
A high level of accountability, transparency and community engagement is maintained			
Satisfaction with opportunities to provide input into municipal decision making	55%		Satisfaction with opportunities for input, and trust in municipal decision makers remain low, since declines from the 2015 high. Social media followers and newsletter subscribers increased, but a fall in website referrals caused a decline in overall engagement. Committees represented a record number of members and organizations.
Proportion who trust that municipal decision makers have the resort community in mind when making decisions	49%		
Participation in community engagement opportunities	-12%		
Satisfaction with access to municipal information via the website	72%		
Website visitation levels	+7%		

**Current Status versus Previous Year** (based on a 2.5% threshold)

■ Positive trend
 ■ No trend
 ■ Negative trend
  5-year average or target

\* Current Trend versus Target Level



Corporate **financial health** is optimized to ensure long-term community success

Actual versus budget variance (revenue)	+3%*		The 2020 budget includes an operating budget of \$90 million and a \$41-million budget for 164 projects. The proposed increase to general municipal taxes is 2.8% and utilities parcel tax and user fees is 2%.
Capital reserve levels	+6%		
Total value of grants and external funds secured	-38%		
Annual capital replacement expenditures	N/A		
Proportion who perceive RMOW services to be good value for money	76%		

A **vibrant local economy** and safe, resilient resort community is effectively reinforced by organizational activities

Satisfaction with Whistler Transit services	84%		Continued evolving transit service to meet demands has maintained high satisfaction. Satisfaction with the planning of the resort community has declined since 2015, when visitation began its most significant growth.
Satisfaction with police, fire and rescue services	94%		
Satisfaction with building and land development services	47%		
Satisfaction with the overall planning of the resort community	72%		

**Current Status versus Previous Year** (based on a 2.5% threshold)

■ Positive trend 
 ■ No trend 
 ■ Negative trend 
  5-year average or target

\* Current Trend versus Target Level

## WHISTLER FACTS AND FIGURES

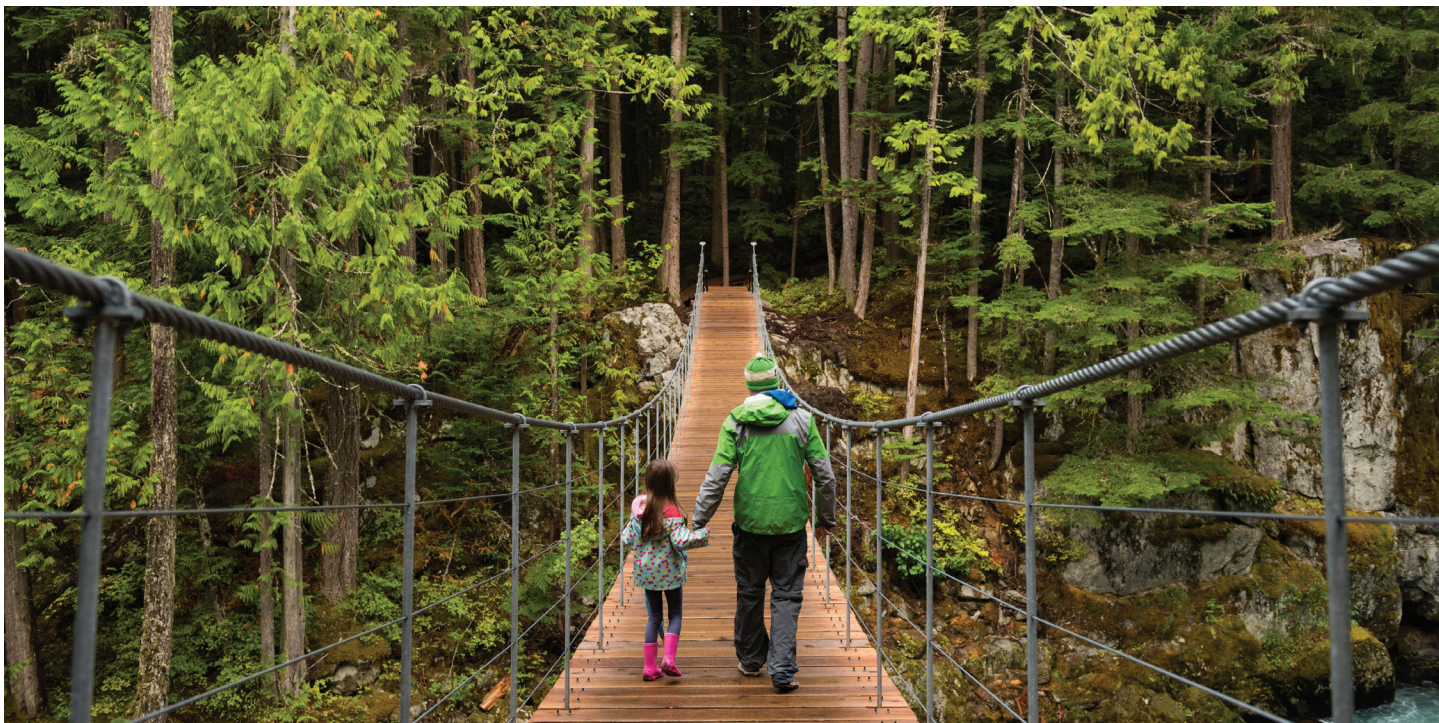
The Resort Municipality of Whistler compiles and monitors key Whistler facts and figures information including:

- population, development, land use, and recreation visitation trends; and
- demographic, socio-economic, and household characteristics for Whistler's permanent resident population.

Detailed information and data can be found at [whistler.ca/monitoring](http://whistler.ca/monitoring).







## KEY EXTERNAL TRENDS

As an international resort, there are many external factors that directly impact Whistler's viability and competitiveness. Some of these include:

- changing global economic conditions, currency fluctuations, and shifting demographic travel patterns;
- the mix of regional and destination visitors, which can change occupancy patterns and revenue generation for both businesses and government;
- preferences for activities and experiences, which shift over time, among different cultures and through global events; and
- changing global and local social and economic factors that affect community planning and management.

Many of these factors, which have the potential to dramatically change the economic viability or success 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 keep informed about these external variables and consider them in corporate strategic planning and municipal operations.

There are also ongoing considerations for the municipality and other resort partners in funding infrastructure and product development and maintenance. A healthy community requires continued investment in community infrastructure and programs, as well as investments that support the

tourism economy. These investments include developments in customer service training, recruitment and retention strategies, and a progressive housing policy to support the workforce and local business community members who are contributing meaningfully to the resort economy.

In 2019, the RMOW's budget process considered the following external factors:

- Extensive growth period from 2011 to 2018, during which visitation increased from 2.3 to 3.3 million annual visitors
- Employee growth from 12,000 in 2014 to 16,000 full time equivalent jobs
- Continued increase in property values due to continuing demand for ownership in a global resort destination
- Slowing global economic growth
- Political uncertainty related to trade dynamics with the U.S, the U.K. election and Brexit
- Occupancy rates slowing from recent strong growth

The RMOW conducts its own economic analysis, which is available at [whistler.ca/epi](http://whistler.ca/epi), and also relies on input from Tourism Whistler (TW) for relevant research regarding the tourism sector. The RMOW provides TW with annual funding, and partners with TW in an array of initiatives and programs.



# COVID-19 Response and Recovery

In 2020, in response to the COVID-19 pandemic, the RMOW adjusted its operational priorities. This update is written as of July 1, 2020 and will continue to evolve as we consider ever-changing impacts to our organization and community. The safety and well-being of staff, Council and the community are the RMOW's highest priorities, along with the economic and overall recovery of the resort municipality. At the time of production of this report, amendments to the municipality's Five-Year Financial Plan have been made to reflect changes in projects planned in 2020, along with changes in staffing and municipal operations.

In May 2020, a thorough review was undertaken and presented by staff to Council that detailed anticipated changes to incoming revenue for the year, as well as concurrent adjustments to operating expenses and to project plans, both in scope and schedule. In total, 96 of the 164 projects described in the 2020 Budget Guidelines were proposed for amendment, and proposed project spending was reduced by \$12.7 million. Many 2020 projects have been deferred to 2021 and will be reviewed again as part of the 2021 budget process, at which point municipal staff expect to have a better understanding of the total financial impact of the COVID-19 crisis.

Adjustments to planned revenue and expenditures consider that the first 11 weeks of 2020 progressed under mostly normal conditions, before changes in response to the COVID-19 crisis, including the closure of municipal facilities, was deemed prudent. These closures and the fact that the local tourism economy came to a virtual standstill are expected to have between a \$6-million and \$11-million negative effect on the municipality's 2020 non-tax revenues.

During the initial response phase, the RMOW made changes to its operating structure where possible and prudent. These included the temporary layoff of 224 casual and auxiliary staff, reduction in the number and duration of term positions, and a commitment to leaving vacant positions unfilled wherever possible. In addition,

there have been reductions to non-payroll operating expenses where possible and where contracts allow.

All RMOW reduced activities and protocols have aligned with provincial guidance for health and safety, as has the step-wise reintroduction of services.

The Premier of British Columbia launched the four-phased **BC Re-Start Plan** on May 6. Phase 1 was defined by essential services operating during COVID-19. Phase 2, which began May 19, included enhanced protocols and the restoration of sectors such as retail, salon, restaurants, offices, galleries, libraries, parks, beaches.

Phase 3 began in late June and was defined by enhanced protocols and the restoration of service sectors such as hotels and resorts, more parks, film industry, select entertainment and education. This current phase is defined by careful, staged reopening of municipal facilities and programs.

It is unclear when Phase 4 may occur. This phase would be conditional on at least one of three factors being met: wide vaccination, community immunity or broad successful treatments. This would allow the restoration of activities including conventions, live audience professional sports and concerts.

Preparation of the revised 2020 budget remains guided by the Corporate Plan, as well as information from committees, surveys and studies (e.g. the Transportation Advisory Group, Mayor's Task Force on Resident Housing), and feedback from the Official Community Plan and Community Vision update.

Further changes to the 2020 budget are being considered to continue to advance the municipal reopening strategy and to reflect the most current available trends related to revenue projections.

Find continued updates about the RMOW's COVID-19 response and recovery at [whistler.ca/covid19](https://www.whistler.ca/covid19).

# Municipal Services and Operations

The following section describes the organization's services, operations, accomplishments and plans.

For each of the four municipal divisions, the following sections are provided:

- 2019 project highlights,
- Areas of responsibility,
- 2019 accomplishments, and
- 2020 key projects.



## CHIEF ADMINISTRATIVE OFFICER'S OFFICE

### NEW HOUSING CREATED FOR WHISTLER'S WORKFORCE

A variety of projects continued in 2019 to deliver new rental housing, plan for future housing, and review eligibility and enforcement of the workforce housing delivered by RMOW staff and the Whistler Housing Authority (WHA). Three new WHA rental apartment buildings were constructed and occupied between 2017 and 2019, and an additional building was in the advanced planning stages at the end of 2019, with occupancy expected in winter 2020.

### Establishment of new Strategic Planning Committee

A new Select Committee of Council was established to provide input on long-term strategy development for community and land use planning activities within municipal boundaries, and to establish guiding metrics and targets to effectively manage and balance Whistler's resort and community capacity, while protecting Whistler's unique sense of place and meeting the community's long-term needs. Work will continue in 2020 to deliver on these goals.



## AREAS OF RESPONSIBILITY

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Chief Administrative Officer (CAO) • Management, operations and finances of the municipality.

Human Resources • Employee and labour relations  
• Health and safety  
• Recruitment and retention  
• Training and development  
• Compensation, benefits and payroll  
• Employee engagement

Communications • Strategic communications and engagement planning  
• Media relations  
• Emergency communications  
• Website and social media  
• Public information

Economic Development • Economic development and business engagement  
• Economic Partnership Initiative Committee  
• Housing analysis and policy development  
• Strategic Planning Committee and Resort Community Carrying Capacity analysis

## 2019 ACCOMPLISHMENTS

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- Creation of the Strategic Planning Committee to look at long-term future community needs
- Provincial funding secured, including a three-year Resort Municipality Initiative funding arrangement
- Provincial approval of an increase in the Municipal Regional District Tax (MRDT Hotel Tax) collected from two to three-per cent, and provision to allow the municipality to use MRDT Hotel Tax generated from online accommodation providers to fund housing
- Implementation of new policy for eligibility and enforcement of employee housing
- Significant progress in increasing Whistler's supply of employee restricted rental housing, updating policies and planning for additional employee housing supply

## 2020 KEY PROJECTS

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- Official Community Plan and Community Vision adoption and implementation
- COVID response and recovery
- Community Engagement Review completion and implementation
- Economic Partnership Initiative engagement
- Planning toward major website software upgrade



## INFRASTRUCTURE SERVICES

### WATER MAINS REPLACED IN WHITE GOLD NEIGHBOURHOOD

Water main replacement in the White Gold neighbourhood was a key project in 2019 and consisted of replacing all water mains (some of which had failed) and all service connections from the water main to property lines. These water mains were some of the oldest in Whistler and had resulted in several emergency water main leaks. Final repaving of affected roads will be done in 2021 or after a potential BC Hydro beautification project is completed.



### Maytober Challenge A Success

Whistler residents took up the Maytober Challenge—biking, walking and taking transit instead of driving between May 1 and October 1 potentially helping to reduce the community's climate footprint by as much 600 tonnes. In 2019, there were 23,500 more rides paid for on the Whistler Transit System, and increases in the number of people using Whistler's free bike valet program and signing up for secure bike parking.



## AREAS OF RESPONSIBILITY

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Utilities	<ul style="list-style-type: none"><li>• Water supply and treatment of surface water and groundwater</li><li>• Wastewater collection and treatment</li><li>• Regulatory compliance for water and wastewater</li><li>• Cheakamus Crossing District Energy System operation</li></ul>
Transportation	<ul style="list-style-type: none"><li>• Road maintenance and snow clearing</li><li>• Flood protection and drainage</li><li>• Traffic lights, street lights and highway intersections</li></ul>
Central Services	<ul style="list-style-type: none"><li>• Purchasing and maintenance of municipal fleet vehicles and equipment</li><li>• Purchasing stock for all municipal departments</li></ul>
Waste Management	<ul style="list-style-type: none"><li>• Management of waste systems, including residential depots and transfer station</li><li>• Operation of municipal compost system to treat biosolids and compost food waste</li><li>• Coordination of Zero Waste Committee</li></ul>
Transportation Demand Management	<ul style="list-style-type: none"><li>• Management of BC Transit contract to provide transit service</li><li>• Optimization of transportation in Whistler</li><li>• Coordination of Transportation Advisory Group</li></ul>
Development Services	<ul style="list-style-type: none"><li>• Review of Development Permit and subdivision applications</li><li>• Support for capital projects</li><li>• Technical support for utilities, wastewater treatment and roads divisions</li></ul>

## 2019 ACCOMPLISHMENTS

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- Major sewer main repair in the rail right-of-way near Nita Lake Lodge
- Road upgrades and asphalt replacement
- White Gold water main replacement
- Completion of upgrade to Emerald Estates water system
- Planning for water meter implementation in Function Junction
- Engagement and communication with irrigation providers to promote water conservation
- Fleet replacement – new fire engine
- Sewer lift station repairs – corrosion protection for Spruce Grove sewer lift station
- Continued advocacy for corridor-wide regional transit
- Implementation of new solid waste bylaw to further compel restaurants, hotels, businesses and multi-family housing units to compost and recycle
- Maytober active transportation / transit challenge campaign
- Function Junction pedestrian upgrades and speed limit reduction

## 2020 KEY PROJECTS

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- Launch of free transit for high school students
- Continue to promote the creation of a regional transit system
- Improve performance of local transit system with a focus on the Route 10 Valley Connector
- Plan for long-term water, sewer infrastructure upgrades and improvements
- Increase water conservation with implementation of water meter rate pilot project in Function Junction
- Begin upgrade of water / sewer SCADA control system
- Increase solid waste diversion with support from Zero Waste Committee and new compost collection bins in municipal parks

## 2020 KEY PROJECTS

- Advance Alta Lake Road sewer extension planning and detailed design
- Construct major water / sewer main upgrade in Alta Vista and replacement of two important sewer manholes
- Construct major repairs to Crabapple Drive sewer lift station
- Complete Function Junction pedestrian pathway
- Begin construction of Nesters Crossing impound yard
- Renew solid waste disposal contract
- Explore partnerships with other Sea to Sky communities to ensure sustainable operation of the Whistler Compost Facility.
- Complete purchase of three new snow plows and a new combination hydro excavation truck
- Upgrade lighting and install electric vehicle charging stations in Day Lot 4
- Complete safety and operational upgrades to the Whistler Wastewater Treatment Plant
- Repave sections of Nesters Road and Main Street
- Replace the fuel delivery system at the Public Works Yard
- Advance the White Gold Utility Undergrounding Project







## RESORT EXPERIENCE

### OFFICIAL COMMUNITY PLAN AND COMMUNITY VISION

The municipality led a process to update the Official Community Plan in 2018 and 2019, and the plan was adopted in summer 2020. The plan includes a new Community Vision, and updates current realities and policies to address changing conditions affecting the resort community and integrate additional engagement with the Squamish Nation and Lil'wat Nation.

### OPENING THE ANDRÉE VAJDA JANYK SPORTS FIELD

Following substantial completion in 2018, the artificial turf sports field was opened in 2019. The sports field provides an improved outdoor playing surface with illumination at Bayly Park in Cheakamus Crossing, which will help meet the community's high demand for sport fields, particularly in the spring and fall.

**Progress on private development applications for new employee housing supply**  
Private development proposals were initiated to add rental and ownership employee housing inventory at no financial cost or risk to the municipality. Proposals in various stages of rezoning include a Whistler Blackcomb dormitory, Whistler Sport Legacies and Whistler Ski Club buildings, and several other new private developments.

### Community Wildfire Protection

The RMOW has invested in community wildfire protection with fuel thinning projects, and the creation of a fuel break along Cheakamus Lake Road from 2018 to 2019 in partnership with the Cheakamus Community Forest. Staff have continued to deliver public education through the FireSmart program.

## AREAS OF RESPONSIBILITY

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Resort Planning	<ul style="list-style-type: none"><li>• Land use (Official Community Plan and zoning)</li><li>• Development Permits and Development Variance Permits</li><li>• Sign Permits</li><li>• Liquor Licences</li><li>• Business enhancement and commercial development</li><li>• Accessibility</li></ul>
Parks Planning	<ul style="list-style-type: none"><li>• Parks, open space and recreational trail planning and design</li><li>• Village enhancement and landscape alterations</li><li>• Village and park accessibility</li><li>• Resort wayfinding</li><li>• Public art</li><li>• Memorial tribute plaques</li><li>• Street banners</li></ul>
Building Department	<ul style="list-style-type: none"><li>• Building and plumbing permits</li><li>• Building and plumbing inspections</li><li>• Building regulations support and enforcement</li><li>• Archived building documentation</li></ul>
Village Events and Animation	<ul style="list-style-type: none"><li>• Festivals, Events &amp; Animation Program</li><li>• Support for events, sport leagues, tournaments and community groups</li><li>• Film and photo permits</li><li>• Street banners</li><li>• Village Host program</li></ul>
Cultural Planning and Development	<ul style="list-style-type: none"><li>• Advancement and support of cultural strategies and initiatives including Whistler 101, Geopark, heritage initiatives and interpretive panels</li></ul>
Facility Construction Management	<ul style="list-style-type: none"><li>• Building capital projects and maintenance</li><li>• Resort Experience building infrastructure implementation</li><li>• Valley and Village lighting and electrical services</li><li>• Multi-year building asset management strategy</li></ul>
Resort Operations	<ul style="list-style-type: none"><li>• Parks and trails maintenance and projects</li><li>• Village maintenance</li><li>• Landscape, turf and irrigation</li><li>• Village and Valley Trail snow management</li></ul>
Environmental Stewardship	<ul style="list-style-type: none"><li>• Community Wildfire Protection Plan</li><li>• Community Energy and Climate Action Plan implementation</li><li>• Ecosystem monitoring</li><li>• Invasive species management support</li><li>• Grizzly bears and alpine trails management plan</li></ul>



## 2019 ACCOMPLISHMENTS

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- Design of Village Washroom buildings and planning for construction
- Whistler Village Land Company Parkade rehabilitation program
- Continued implementation of the Energy Step Code to introduce higher energy efficiency standards for building
- Development of guidelines for evaluating private sector rezoning proposals for employee housing and initiation of processing for some new proposals
- Development of e-bike policy
- Planning for new Valley Trail linkages
- Outside Voice campaign and substantial work on the Parks Master Plan
- Opening the Andrée Vajda Janyk Sports Field
- Hosting Roger's Hometown Hockey and another successful Whistler Presents summer concert series.
- Management of construction project for expansion of Meadow Park Sports Centre cardio room
- Creation of new water bottle filling stations in public spaces
- Progress on Community Energy and Climate Action Plan (CECAP)

## 2020 KEY PROJECTS

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- Official Community Plan and Community Vision, including creation of Executive Summary
- Managing aging RMOW building infrastructure and implementing reinvestment plans
- Advancing:
  - CECAP/ Wildfire Protection
  - Plans for aging parks infrastructure and meeting user needs
  - Long-term resort community planning
  - Parks Master Plan and Recreation Trails Strategy
- Supporting Strategic Planning Committee and Resort Community Carrying Capacity analysis
- CECAP outreach and implementation
- Heritage initiatives, Whistler Geopark and Whistler 101 forum
- Valley Trail extensions from Rainbow Park to Chaplinville and Function Junction to Alta Lake Road and Highway 99
- Completion of Meadow Park Cardio room expansion and HVAC system upgrade
- Village Washroom construction and upgrades at Olympic Plaza, PassivHaus, Gateway Loop
- Wildfire fuel management in Spruce Grove, Lost Lake Park and Cheakamus Lake FSR
- Village paver / Sightlines Bridge repairs
- Meadow and Rainbow Park reinvestment plans
- Advance high impact CECAP priorities related to transportation and buildings
- Build out Whistler's Electric Vehicle charging network
- Implement Energy Step Code for Part 3 buildings (i.e. large buildings)
- Continue and broaden energy efficiency rebates program
- Increased stakeholder consultation and community outreach on climate and clean energy issues
- Set medium-term (2030) climate targets
- Continued implementation of Resort Development Strategy with Resort Municipality Initiative funds provided by the Province of British Columbia



## CORPORATE AND COMMUNITY SERVICES

### MEADOW PARK CARDIO ROOM EXPANSION PLANNED

Supported by an external funding opportunity, redesign of the cardio room began in 2018 and was completed in 2019 with construction planned for 2020. This project will see the infill of the patio adjacent to fitness centre to create additional cardio and stretching space.

### NEW EVACUATION PLAN SHARED WITH COMMUNITY

Staff completed an Evacuation Plan, which details how the RMOW and District of Squamish would evacuate their entire communities using vehicles on Highway 99 and other modes of transportation in the event of an emergency. After the plan was endorsed by Council in May 2019, staff focused on public education.

### Whistler Alert Emergency Notification System Launched

The Whistler Alert community emergency notification system allows residents to sign up for text, email or phone notification in the event of an emergency.





## AREAS OF RESPONSIBILITY

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Financial Services	<ul style="list-style-type: none"><li>• Accounting and reporting</li><li>• Collecting tax and transfer payments, and distributing to vendors and partners</li><li>• Budgeting with input from the community</li><li>• Managing reserves</li></ul>
Legislative Services	<ul style="list-style-type: none"><li>• Preparing, maintaining and updating bylaws, procedures, agreements and Council meeting minutes</li><li>• Providing advice and managing governance for Council and Committees</li></ul>
Information Technology	<ul style="list-style-type: none"><li>• Managing information technology infrastructure for all RMOW facilities</li><li>• Researching and implementing appropriate technology solutions</li></ul>
Recreation	<ul style="list-style-type: none"><li>• Managing Meadow Park Sports Centre, including arena, pool, fitness facility, squash and basketball courts, and multipurpose space</li><li>• Managing recreation programs, services and facilities including the Youth Centre, Whistler Olympic Plaza skating rink, LUNA, Lost Lake Cross Country and PassivHaus, and facility rentals</li></ul>
Library Services	<ul style="list-style-type: none"><li>• Providing traditional and digital information services, outreach to schools and public programming</li><li>• Governed by an independent Board of Trustees appointed by Council</li></ul>
RCMP	<ul style="list-style-type: none"><li>• Providing law enforcement and crime prevention services to the community and visitors</li><li>• Security planning and protective services for festivals, events and peak visitation periods</li></ul>
Whistler Fire Rescue Services	<ul style="list-style-type: none"><li>• Providing a full range of fire prevention, suppression and rescue services</li><li>• Participation in FireSmart community programming</li></ul>
Protective Services	<ul style="list-style-type: none"><li>• Providing a resource for the public on municipal bylaws, emergency services and the FireSmart program</li><li>• Enhancing public safety through managing public spaces and planning for emergency events</li></ul>

## 2019 ACCOMPLISHMENTS

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- Meadow Park Sports Centre (MPSC) natatorium replacement
- Meadow Park Sports Centre cardio room expansion
- Community Wildfire Protection Program activities, including FireSmart community program
- Launch of Community Evacuation Plan
- Whistler Alert testing and launch
- Animal Responsibility Bylaw development and communications
- Significant advancement of municipal Long-Term Asset Management Plan
- Implementation of Phase II of the Library space change project
- Successful implementation of a domestic and sexual assault investigator
- Completed construction of the Alta Vista Yard Burn building and implemented “live fire” scenario training in Whistler

## 2020 KEY PROJECTS

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- Continued wildfire protection enhancements and fuel thinning across critical asset inventory
- Advancing FireSmart programming and delivery across community
- Improving cyber security and information governance processes
- Implementing recommendations from Sea to Sky Multimodal Evacuation Plan
- Continued bylaw enforcement for illegal nightly rentals, including adjudication system
- Growing Geographic Information System (GIS) tools and expanding open data portal
- Continued rejuvenation of Meadow Park Sports Centre and phased improvements to Whistler Public Library

# Financial Reporting

## 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 ending December 31, 2019. 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, 2019, 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. 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 position on Net Financial Assets. This is reflected by the size of cash and investment balances and long-term investment holdings, relative to liabilities.

Net Financial Assets of the municipality, as shown on the Consolidated Statement of Financial Position (CSFP) have decreased by \$6.37 million. This is primarily due to the acquisition of tangible capital assets at a rate that exceeds amortization. Tangible capital assets increased by \$15.4 million to \$498.6 million. The increase in tangible capital assets is largely due to a number of investments in the year including the continued progress on WHA buildings at 1330 Cloudburst (\$2.8 million), 1020 Legacy Way (\$6.0 million), and 8350 Bear Paw Trail (\$4.9 million), as well as the Whistler Village Land Co. Parkade rehabilitation (\$1.8 million) and the Meadow Park Sports Centre Cardio Room Expansion (\$1.2 million).

Nearly all major revenue categories increased over the prior year. Notable contributors to growth within revenues include admissions (including Meadow Park Sports Centre) and fines (primarily parking). Growth in transit fares slowed in 2019 with the introduction in 2019 of additional free transit days in the summer. Works and



Director of Finance Carlee Price

Services revenue and Permits revenues both decreased with deceleration in the pace of local building activity. Government transfers and grant revenue increased by \$2.8 million from last year and this includes the first full year of the new (MRDT) rate of three per cent. The RMOW received a one-time BC Housing grant of \$2.7 million in 2019 to assist with funding employee housing in Whistler.

Overall expenditures increased over the prior year and included expected increases for labour rate changes and inflation, as well as the growing volume of work associated with increased visitation levels. Likewise, expenses related to wholly-owned subsidiaries increased with their volume of work. Amortization costs increased due to a larger asset base.

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,

**Carlee Price**

Director of Finance



**Resort Municipality of Whistler  
Consolidated Financial Statements  
For the year ended December 31, 2019**

**Resort Municipality of Whistler  
December 31, 2019**

**Council**

Mayor  
Councilors

Jack Crompton  
Arthur De Jong  
Cathy Jewett  
Duane Jackson  
Jen Ford  
John Grills  
Ralph Forsyth

**Appointed Officers**

Administrator  
Director of Finance  
General Manager of Corporate and Community Services  
General Manager of Infrastructure Services  
General Manager of Resort Experience  
Corporate Officer

Mike Furey  
Carlee Price  
Ted Battiston  
James Hallisey  
Jan Jansen  
Alba Banman

**Solicitors**

Young, Anderson

**Bankers**

Royal Bank of Canada  
BlueShore Financial  
Coast Capital Savings  
Canadian Western Bank

**Auditors**

BDO Canada LLP

**Police**

Royal Canadian Mounted Police



**Resort Municipality of Whistler**  
**Consolidated Financial Statements**  
For the year ended December 31, 2019

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**Resort Municipality of Whistler  
December 31, 2019**

**Management's Responsibility for Financial Reporting**


The Council of the Resort Municipality of Whistler ("RMOW") 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 management in accordance with Canadian public sector accounting standards, which 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 financial statements.

The Mayor and Council oversee management's responsibilities for the financial reporting and internal control systems. Mayor and Council review internal financial statements on a regular basis, and the Audit and Finance Committee meets periodically with management and the independent auditors to satisfy themselves that management's responsibilities are properly discharged. Council annually reviews and approves the consolidated financial statements.

The RMOW's independent auditors, BDO Canada LLP, are engaged to express an opinion as to whether these consolidated financial statements present fairly the RMOW's consolidated financial position, financial activities and cash flows in accordance with Canadian public sector accounting standards. Their opinion is based on procedures they consider sufficient to support such an opinion in accordance with Canadian generally accepted auditing standards.

The consolidated financial statements have, in management's opinion, been properly prepared within reasonable limits of materiality and in accordance with Canadian public sector accounting standards.

  
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Carlee Price  
Director of Finance  
May 5, 2020



## Independent Auditor's Report

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To the Mayor and Council of the  
Resort Municipality of Whistler

### Opinion

We have audited the consolidated financial statements of the Resort Municipality of Whistler and its subsidiaries (the "Consolidated Entity"), which comprise the Consolidated Statement of Financial Position as at December 31, 2019 and the Consolidated Statements of Operations, Change in Net Financial Assets and Cash Flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Consolidated Entity as at December 31, 2019 and its consolidated results of operations, change in net financial assets and cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### Basis for Opinion

We conducted our audit in accordance with Canadian generally-accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of this report. We are independent of the Consolidated Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsibilities of Management and Those Charged with Governance 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.

In preparing the consolidated financial statements, management is responsible for assessing the Consolidated Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Consolidated Entity, or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Consolidated Entity's financial reporting process.

## Independent Auditor's Report

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### Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally-accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Canadian generally-accepted auditing standards we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Consolidated Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the consolidated entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However future events or conditions may cause the Consolidated Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.



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## Independent Auditor's Report

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- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Consolidated Entity to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*BDO Canada LLP*

Chartered Professional Accountants

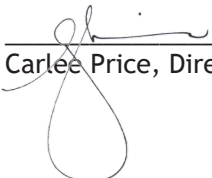
Whistler, British Columbia  
May 5, 2020

## Resort Municipality of Whistler

### Consolidated Statement of Financial Position

As at December 31	2019	2018
<b>Financial assets</b>		
Cash	\$ 9,596,302	\$ 1,886,028
Accounts receivable (Note 3)	10,607,368	10,909,082
Portfolio investments (Note 4)	91,107,864	97,915,295
Investment in government business enterprises (Note 5)	1,604,433	1,570,678
	<u>112,915,967</u>	<u>112,281,083</u>
<b>Liabilities</b>		
Accounts payable (Note 6)	14,331,726	16,047,191
Employee future benefits (Note 7)	470,700	478,800
Landfill closure (Note 8)	1,024,640	1,040,471
Deferred revenue	3,526,901	2,961,691
Deferred contributions	1,592,227	1,530,147
Debt (Note 9, Schedule 2)	39,999,800	31,880,447
	<u>60,945,994</u>	<u>53,938,747</u>
<b>Net financial assets</b>	<u>51,969,973</u>	<u>58,342,336</u>
<b>Non-financial assets</b>		
Cheakamus Crossing Phase II land held for development (Note 19)	3,189,003	2,839,614
Inventory	371,249	354,081
Prepays	1,134,122	1,217,503
Tangible capital assets (Note 10)	493,947,806	478,549,610
	<u>498,642,180</u>	<u>482,960,808</u>
<b>Accumulated surplus (Note 11)</b>	<u>\$ 550,612,153</u>	<u>\$ 541,303,144</u>

  
 \_\_\_\_\_  
 Jack Crompton, Mayor

  
 \_\_\_\_\_  
 Carlee Price, Director of Finance

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



## Resort Municipality of Whistler Consolidated Statement of Operations

For the year ended December 31	2019 Financial Plan	2019 Actual	2018 Actual
	(Note 18)		
<b>Revenue (Schedule 4)</b>			
Taxation revenue (Note 12)	\$ 47,651,322	\$ 47,354,613	\$ 46,116,208
Government transfers and grant revenue (Schedule 3)	22,339,706	23,670,038	20,902,454
Fees and charges (Note 13)	27,583,052	28,999,846	27,911,213
Investment income	2,283,900	3,809,235	2,685,439
Contributed tangible capital assets	-	-	3,253,731
Works and services charges	852,377	558,793	909,733
Gain (loss) on disposal of tangible capital assets	-	(13,364)	(1,812,541)
Income from government business enterprises (Note 5)	-	33,755	108,183
Other income	2,047,312	2,256,385	2,294,091
	<b>102,757,669</b>	<b>106,669,301</b>	<b>102,368,511</b>
<b>Expenses (Note 17 and Schedule 4)</b>			
General government services	10,056,600	9,293,964	8,089,945
Resort experience	14,267,744	13,939,066	13,270,158
Infrastructure services	23,198,803	24,001,455	23,138,444
Corporate and community services	24,267,568	23,073,200	22,225,693
Infrastructure maintenance	42,130,714	22,289,966	23,841,874
Wholly-owned subsidiaries	3,933,820	4,762,641	3,607,756
	<b>117,855,249</b>	<b>97,360,292</b>	<b>94,173,870</b>
<b>Annual surplus (deficit)</b>	<b>(15,097,580)</b>	<b>9,309,009</b>	<b>8,194,641</b>
<b>Accumulated surplus, beginning of year</b>	<b>541,303,144</b>	<b>541,303,144</b>	<b>533,108,503</b>
<b>Accumulated surplus, end of year</b>	<b>\$ 526,205,564</b>	<b>\$ 550,612,153</b>	<b>\$ 541,303,144</b>

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

## Resort Municipality of Whistler

### Consolidated Statement of Change in Net Financial Assets

For the year ended December 31	2019 Financial Plan	2019 Actual	2018 Actual
	(Note 18)		
Annual surplus	\$ (15,097,580)	\$ 9,309,009	\$ 8,194,641
Acquisition of tangible capital assets	(11,714,368)	(29,399,764)	(26,824,083)
Amortization of tangible capital assets	13,385,301	13,891,162	13,030,197
Loss on disposal of tangible capital assets	-	13,364	1,812,541
Proceeds on sale of tangible capital assets	-	97,042	150,467
	1,670,933	(15,398,196)	(11,830,878)
Consumption of supplies inventory	-	(17,168)	(63,508)
Net use (acquisition) of prepaid expenses	-	83,381	(504,920)
Cheakamus Crossing Phase II development expenses	-	(349,389)	(331,646)
	-	(283,176)	(900,074)
Change in net financial assets for the year	(13,426,647)	(6,372,363)	(4,536,311)
Net financial assets, beginning of year	58,342,336	58,342,336	62,878,647
Net financial assets, end of year	\$ 44,915,689	\$ 51,969,973	\$ 58,342,336

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



## Resort Municipality of Whistler Consolidated Statement of Cash Flows

For the year ended December 31

2019

2018

### Cash provided by (used in)

#### Operating transactions

Annual surplus	\$ 9,309,009	\$ 8,194,641
Items not utilizing cash:		
Amortization	13,891,162	13,030,197
Revaluation of landfill post-closure care costs	(15,831)	(84,836)
Loss on disposal of capital assets	13,364	1,812,541
Revaluation of post employment benefits	(8,100)	(6,500)
Income from government business enterprises	(33,755)	(108,183)
Contributed tangible capital assets	-	(3,253,731)
Changes in non-cash working capital balances	(520,249)	(393,419)
Net cash provided by operating transactions	22,635,600	19,190,710

#### Capital transactions

Cash used to acquire tangible capital assets	(29,399,764)	(23,570,352)
Proceeds on sale of tangible capital assets	97,042	150,467
Investment in Cheakamus Crossing Phase II land held for development	(349,389)	(331,646)
Net cash used by capital transactions	(29,652,111)	(23,751,531)

#### Investing transactions

Sale of portfolio investments	6,807,431	419,221
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#### Financing transactions

Debt proceeds	10,353,826	7,000,000
Repayment of debt	(2,434,472)	(2,674,638)
Net cash used by financing transactions	7,919,354	4,325,362

#### Increase in cash during the year

7,710,274 183,762

#### Cash, beginning of year

1,886,028 1,702,266

#### Cash, end of year

\$ 9,596,302 \$ 1,886,028

#### Supplemental information

Interest paid	\$ 1,208,801	\$ 1,906,476
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The accompanying summary of significant accounting policies and notes are an integral part of these consolidated financial statements.

# Resort Municipality of Whistler

## Notes to the Consolidated Financial Statements

December 31, 2019

### 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 ("PSAS") using guidelines developed by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. 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") and holds one remaining parcel for development.

**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 RMOW 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 decline that is other than temporary.

**Investments in Government Business Enterprises** The RMOW's investments in Whistler.com and Tourdex.com are accounted for using the modified equity method.

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## Resort Municipality of Whistler

### Notes to the Consolidated Financial Statements

December 31, 2019

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#### 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.

Type	Major Asset Category	Useful Life Range
General	Land	n/a
	Land improvements	9 - 100 years
	Buildings	2 - 80 years
	Equipment	4 - 52 years
Infrastructure	Transportation	10 - 75 years
	Water	4 - 100 years
	Sewer	20 - 100 years
	Drainage	15 - 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 RMOW does not capitalize interest costs associated with the construction of a tangible capital asset.

##### **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.



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## Resort Municipality of Whistler

### Notes to the Consolidated Financial Statements

December 31, 2019

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

##### 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 but are not entitled to compensation for unused sick leave when they leave the RMOW's 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 estimate 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 solid waste are recorded as user fees as the services are provided.

Connection fee revenues are recognized when the connection has been established.

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

##### 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.

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## Resort Municipality of Whistler

### Notes to the Consolidated Financial Statements

December 31, 2019

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

<b>Interest on Debt</b>	RMOW records interest expense on an accrual basis.
<b>Deferred Revenue and Deferred Contributions</b>	<p>Deferred revenue results from the collection of taxes, 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>	The Financial Plan amounts reflect the Five Year Financial Plan as adopted on April 16, 2019, with minor subsequent reallocations, reclassifications, and consolidations of subsidiary budgets to conform with the financial statement presentation.
<b>Use of Estimates</b>	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, and contingent liabilities.
<b>Financial Instruments</b>	The RMOW's financial instruments consist of cash, accounts receivable, portfolio investments, accounts payable, and 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.
<b>Segmented Information</b>	RMOW segments its operations for financial reporting purposes based upon areas of managerial responsibility. This information is provided in Schedule 4.

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

**December 31, 2019**

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

**Cheakamus Crossing  
Phase II Land Held  
for Development**

Cheakamus Crossing Phase II land held for development is recorded at cost, which includes all costs directly attributable to the acquisition or construction of the land held for development including transportation costs, installation costs, design and engineering fees, legal fees and site preparation costs (see Note 19).

**Trusts Under  
Administration**

Public sector accounting standards require that trusts administered by a government should be excluded from the government reporting entity, (see Note 16).



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## Resort Municipality of Whistler

### Notes to the Consolidated Financial Statements

December 31, 2019

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#### 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 its 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 structured the organization to adhere to the priorities outlined in Whistler 2020 and the consolidated financial statements have also been prepared using this same organizational structure.

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#### 3. Accounts Receivable

	2019	2018
Property taxes	\$ 1,975,339	\$ 1,673,357
Other governments	4,438,689	5,985,869
Other	4,193,340	3,249,856
	<u>\$ 10,607,368</u>	<u>\$ 10,909,082</u>

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#### 4. Portfolio Investments

	2019	2018
<u>Municipal Finance Authority Pooled Funds</u>		
Short-term bond fund	\$ 8,507,566	\$ 15,063,314
<u>Other</u>		
Bonds	24,322,358	24,322,358
Term deposits	55,697,257	57,112,537
Accrued interest and other	2,580,683	1,417,086
	<u>\$ 91,107,864</u>	<u>\$ 97,915,295</u>

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

December 31, 2019

### 4. Portfolio Investments (continued)

Bonds consist of provincial government bonds and corporate bonds. Bond maturities range from 2020 to 2026 and have yields ranging between 1.90% and 2.975%.

Term deposits consist of Guaranteed Investment Certificates maturing from January 2020 to July 2024 and have yields ranging from 2.25% to 3.25%.

MFA pooled funds are recorded at their fair value which approximates cost. In 2019, MFA pooled funds yielded 3.10% (2018 - 2.16%).

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

### 5. Investment in Government Business Enterprises

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

#### Condensed Financial Information for 2019:

	Whistler.com	Tourdex.com
Financial assets	\$ 3,153,973	\$ 326,334
Non financial assets	34,287	-
	<b>3,188,260</b>	<b>326,334</b>
Liabilities	1,577,669	274,733
Debt	-	-
Equity	1,610,591	51,601
	<b>\$ 3,188,260</b>	<b>\$ 326,334</b>
Revenues	\$ 2,485,303	\$ -
Expenses	2,415,559	2,233
Net income (loss)	<b>69,744</b>	<b>(2,233)</b>
RMOW's portion	<b>\$ 34,872</b>	<b>\$ (1,117)</b>
	<b>2019</b>	<b>2018</b>
Investment in government business enterprises, opening	<b>1,570,678</b>	1,462,495
Income (loss) from government business enterprises	<b>33,755</b>	108,183
Investment in government business enterprises, ending	<b>1,604,433</b>	1,570,678

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

December 31, 2019

### 6. Accounts Payable

	2019	2018
Other governments	\$ 557,680	\$ 406,521
Public transit and RCMP	2,633,614	2,032,043
Trade accounts	8,718,854	11,557,478
Payroll	2,421,578	2,051,149
	<u>\$ 14,331,726</u>	<u>\$ 16,047,191</u>

### 7. 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 2019 extrapolation is based on actual data as at December 31, 2019. The rate of compensation increase, based on age, gender, inflation and job description, ranged from 2.58% to 4.50% annually. The RMOW has fully expensed the employee future benefits. In 2019, the actuarial valuation used a discount rate of 2.7% (2018 - 3.3%).

	2019	2018
Balance, beginning of year	\$ 478,800	\$ 485,300
Current service costs, including interest	2,100	3,100
Benefits paid	(10,200)	(9,600)
Balance, end of year	<u>\$ 470,700</u>	<u>\$ 478,800</u>
Accrued benefit obligation	\$ 260,400	\$ 238,300
Unamortized net actuarial gain	210,300	240,500
Accrued benefit liability	<u>\$ 470,700</u>	<u>\$ 478,800</u>

### 8. 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 2019 the recorded liability amount was decreased from \$1,040,471 to \$1,024,640 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. Estimated future cash flows are discounted at 2.91% (2018 - 3.55%) and inflation is estimated at 1.00% (2018 - 1.00%) per annum.



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

December 31, 2019

### 9. Debt

Details of outstanding debt are outlined in Schedule 2.

Future payments required are as follows:

	RMOW	Subsidiaries	Total	Interest
2020	\$ 973,631	\$ 8,444,817	\$ 9,418,448	\$ 1,128,984
2021	973,631	1,126,261	2,099,892	1,003,401
2022	5,910,122	580,166	6,490,288	924,414
2023	910,122	612,533	1,522,655	888,846
2024	910,122	646,938	1,557,060	851,243
Thereafter	3,845,391	9,737,509	13,582,900	3,237,039
Sinking fund earnings	5,328,557	-	5,328,557	-
	<b>\$ 18,851,576</b>	<b>\$ 21,148,224</b>	<b>\$ 39,999,800</b>	<b>\$ 8,033,927</b>

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

In 2017 and 2018, the RMOW advanced a total of \$5,000,000 in interim financing to the Whistler Housing Authority to finance the construction of employee restricted housing. This was funded through the issue of short-term debt with the Municipal Finance Authority ("MFA"). This debt is an obligation of the RMOW. The loan bears interest at MFA's variable interim financing interest rate, which at December 31, 2019 was 2.58% (2018 - 2.80%). Interest on the loan is payable monthly and full repayment is due within 5 years of issue. This was repaid by the Whistler Housing Authority in full after year end.

The Whistler Housing Authority is also authorized for a \$10,265,875, construction loan with the British Columbia Housing Management Commission for the development of employee housing at 1330 Cloudburst Drive and secured against land and building.

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

**December 31, 2019**

**10. Tangible Capital Assets**

	General					Infrastructure					2019 Total
	Land	Land improvements	Buildings	Equipment	Transportation	Water	Sewer	Drainage	Work in progress		
Cost, beginning of year	\$ 105,015,219	\$ 47,775,366	\$ 182,316,781	\$ 65,714,840	\$ 84,565,119	\$ 84,282,812	\$ 55,013,329	\$ 23,866,243	\$ 7,299,740	\$ 655,849,449	
Additions	-	692,233	8,137,080	2,292,992	1,921,322	2,375,972	1,722,945	-	12,257,220	29,399,764	
Transfers	-	228,246	4,436,433	(208,332)	(19,914)	-	-	-	(4,436,433)	-	
Disposals & adjustments	-	-	-	(1,288,349)	(153,232)	-	-	-	-	(1,441,581)	
Cost, end of year	105,015,219	48,695,845	194,890,294	66,511,151	86,313,295	86,658,784	56,736,274	23,866,243	15,120,527	683,807,632	
Accumulated amortization, beginning of year	-	10,350,908	69,538,313	26,976,166	27,943,190	20,776,011	14,706,853	7,008,398	-	177,299,839	
Amortization	-	1,200,335	4,717,584	3,097,827	2,303,488	1,407,471	803,726	360,731	-	13,891,162	
Disposals	-	-	-	(1,177,943)	(153,232)	-	-	-	-	(1,331,175)	
Revaluations	-	162,375	-	(158,172)	(4,203)	-	-	-	-	-	
Accumulated amortization, end of year	-	11,713,618	74,255,897	28,737,878	30,089,243	22,183,482	15,510,579	7,369,129	-	189,859,826	
Net book value, year ended 2019	\$ 105,015,219	\$ 36,982,227	\$ 120,634,397	\$ 37,773,273	\$ 56,224,052	\$ 64,475,302	\$ 41,225,695	\$ 16,497,114	\$ 15,120,527	\$ 493,947,806	
Net book value, year ended 2018	\$ 105,015,219	\$ 37,424,458	\$ 112,778,468	\$ 38,738,674	\$ 56,621,929	\$ 63,506,801	\$ 40,306,476	\$ 16,857,845	\$ 7,299,740	\$ 478,549,610	

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## Resort Municipality of Whistler

### Notes to the Consolidated Financial Statements

December 31, 2019

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#### 10. Tangible Capital Assets (Continued)

(a) Assets under construction:

Assets under construction having a cost of approximately \$15,120,527 (2018 - \$7,299,740) 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.

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#### 11. Accumulated Surplus

Accumulated surplus consists of:

	2019	2018
Reserve funds (Schedule 1)	\$ 91,951,834	\$ 85,972,271
Investment in Cheakamus Crossing Phase II land held for future development	3,189,003	2,839,614
Unallocated surplus	1,523,310	5,822,096
Investment in tangible capital assets	453,948,006	446,669,163
	<u>\$ 550,612,153</u>	<u>\$ 541,303,144</u>

##### Reserve Fund

(a) Reserve funds

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.



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

December 31, 2019

### 11. Accumulated Surplus (Continued)

#### Reserve Fund (Continued)

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

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 monthly.

The Province of British Columbia created the Resort Municipality Initiative (RMI) to support the expansion, development and improvement of resorts in British Columbia to increase tourism, economic development and employment. In 2019, RMI funding was recognized for receipts received in the year relating to the funding period of April 1, 2019 to March 31, 2020.

Expenditures from both these funds are restricted to those set out in the establishing Order in Council for the MRDT and to an agreement between the RMOW and the Province of British Columbia for the RMI funding.

### 12. Taxation Revenue

Taxation revenue for general municipal purposes comprises the following amounts:

	2019	%	2018	%
Total taxation and levies	<b>\$ 80,254,196</b>	<b>100.00</b>	<b>\$ 71,881,730</b>	<b>100.00</b>
Hospital District	655,729	0.82	649,558	0.90
Regional District	1,048,455	1.31	930,873	1.30
B.C. Assessment Authority	867,564	1.08	779,189	1.08
Municipal Finance Authority	4,287	0.01	3,633	0.01
Province - school	30,323,548	37.78	23,402,269	32.56
	<b>32,899,583</b>	<b>41.00</b>	<b>25,765,522</b>	<b>35.85</b>
Municipal taxation and levies	38,800,108		37,798,330	
1% Utility tax	565,347		544,351	
Parcel and frontage taxes	7,989,158		7,773,527	
Net municipal taxation	<b>\$ 47,354,613</b>	<b>59.00</b>	<b>\$ 46,116,208</b>	<b>64.15</b>

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

December 31, 2019

### 13. Fees and Charges

	2019	2018
Fees and charges are comprised as follows:		
Permits and fines	\$ 5,865,875	\$ 5,703,525
Admissions and programs	2,340,546	2,155,385
Facility rental	5,002,843	4,778,336
Fares	2,783,803	2,705,800
User fees - utility funds	13,006,779	12,568,167
	<u>\$ 28,999,846</u>	<u>\$ 27,911,213</u>

### 14. Contingent Liabilities

- (a) The RMOW and its employees contribute to the Municipal Pension Plan (the Plan), a jointly trustees 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. As at December 31, 2019, the Plan has about 205,000 active members and approximately 95,000 retired members. Active members include approximately 40,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent actuarial valuation for the Municipal Pension Plan as at December 31, 2018, indicated a \$2,866 million funding surplus for basic pension benefits on a going concern basis.

The Resort Municipality of Whistler paid \$2,209,976 (2018 - \$2,116,616) for employer contributions while employees contributed \$1,900,269 (2018 - \$1,834,390) to the plan in fiscal 2019. The next valuation will be as at December 31, 2021 with results available later in 2022.

Employers participating in the Plan record their pension expense as the amount of employer contributions 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 costs to individual entities participating in the Plan.

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## Resort Municipality of Whistler

### Notes to the Consolidated Financial Statements

December 31, 2019

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#### 14. Contingent Liabilities (Continued)

- (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") from 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 property. The RMOW has not guaranteed the mortgage but has allowed the asset to be used as security.

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#### 15. Contractual Obligations

- (a) The RMOW has an agreement with Tourism Whistler to pay to it an annual amount of \$17,800 plus 50% of the proceeds from the Municipal and Regional District Tax ("MRDT") to a maximum of \$367,000, set in 1990. Both amounts are indexed to the Consumer Price Index. The current year contributions were \$682,004 (2018 - \$681,153).

In 2017, the RMOW entered into a new agreement with Tourism Whistler, where the RMOW agrees to transfer 50% of all MRDT earned within the Municipality for the calendar year. The new agreement took effect on December 1, 2018 when the MRDT rate was increased from 2% to 3% and was applied retroactively for the calendar year.

Beginning in the fourth quarter of 2018, the Province began collecting hotel tax from online accommodation providers ("OAP"). The RMOW has allocated 50% of these funds to the Employee Housing Reserve to support affordable housing in Whistler. In 2019, the Tourism Whistler has committed up to 50% of OAP funds to a maximum of \$750,000 transferred under agreement from RMOW to support resort-wide employee accommodation if the funds transferred to Tourism Whistler exceed the 2019 MRDT amount budgeted by Tourism Whistler. This agreement is a one-time commitment to support sustainable tourism in the resort. None of the above affect the integrity of the original contracted agreement.

The current year transfers to Tourism Whistler under all agreements were \$5,361,578 (2018 - \$3,920,182) with \$674,497 then contributed to the Employee Housing Reserve under the one-time agreement described above.

- (b) The British Columbia Housing Management Commission has provided Whistler Housing Authority with forgivable loans in the amount of \$5,564,644 (2018 - \$2,875,000), provided that Whistler Housing Authority remains compliant under the related agreements by continuing to develop, use, and operate the lands as intended. Under the agreement, one tenth of the principal is forgiven annually beginning at the 11th year following the day on which the occupancy permit is issued. These loans are secured by the land and building and assignment of rents.

At December 31, 2019, no occupancy permits have been issued and no amounts have been forgiven under these agreements.



## Resort Municipality of Whistler

### Notes to the Consolidated Financial Statements

December 31, 2019

#### 16. 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:

	2019	2018
Balances, beginning of year	\$ 2,393,136	\$ 1,961,878
Contributions received	780,895	1,032,630
	3,174,031	2,994,508
Less: expenses and transfers	453,781	601,372
Balances, end of year	\$ 2,720,250	\$ 2,393,136

#### 17. Expenses by Object

	2019	2018
Payroll	\$ 33,644,808	\$ 31,521,643
Goods and services	39,371,453	36,677,411
Interest charges on debt	1,299,527	1,795,468
Infrastructure maintenance	9,169,173	11,233,987
Landfill liability adjustment expense (Note 8)	(15,831)	(84,836)
Cost of sales Olympic Village units	-	-
Amortization (Note 10)	13,891,162	13,030,197
	\$ 97,360,292	\$ 94,173,870

#### 18. Financial Plan

Financial Plan amounts represent the Financial Plan bylaw adopted by Council on April 16, 2019 as adjusted to match the required presentation in the Statement of Operations and the Statement of Change in Net Financial Assets in accordance with PSAS. This adjustment is necessary because certain revenue items in the Financial Plan are not considered revenues for PSAS 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 PSAS 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.

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

**December 31, 2019**

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**18 Financial Plan (Continued)**

The following shows how these two different bases are reconciled:

	<u>2019</u>
Excess of expenditure over revenue per Financial Plan bylaw	\$ (28,314,651)
Subsidiary budgets not included in bylaw	158,340
Debt proceeds	(50,000)
Debt principal repayments	1,394,363
Capital expenditure	<u>11,714,368</u>
<b>Annual deficit on a PSAS basis</b>	<b><u>(15,097,580)</u></b>
Acquisition of tangible capital assets (a)	(11,714,368)
Amortization	<u>13,385,301</u>
<b>Change in net financial assets</b>	<b><u>\$ (13,426,647)</u></b>

(a) Subsidiary budgets do not include forecasts for planned capital expenditures. During the year, subsidiaries acquired tangible capital assets totaling \$13,755,139 (2018 - \$7,075,639).

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**19. Cheakamus Crossing Phase II Land Held for Development**

In 2018, the RMOW announced the development of additional employee-restricted housing at Cheakamus Crossing, the location of the former Olympic Village of the 2010 Olympic and Paralympic games. The planned development comprises the remaining undeveloped serviced lot of the Olympic Village development, recorded at \$1,777,635, as well as other RMOW-owned lands in the Cheakamus neighbourhood. The development is collectively known as Cheakamus Crossing Phase II.

During the year, development costs totaling \$349,389 (2018 - \$331,646) were capitalized.

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**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

### Notes to the Consolidated Financial Statements

December 31, 2019

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#### 21. Uncertainty due to COVID-19

Subsequent to year end, the impact of COVID-19 in Canada and on the global economy increased significantly. As the impacts of COVID-19 continue, there will be further impact on the RMOW, its stakeholders, employees, suppliers and other third party business associates. These could impact the timing and amounts realized on the RMOW's assets and its ability to deliver services and projects in the future. At this time, the full potential impact of COVID-19 on the RMOW is not known. Although the disruption from the virus is expected to be temporary, given the dynamic nature of these circumstances, the duration of disruption and the related financial impact cannot be reasonably estimated at this time. The RMOW's ability to continue delivering non-essential services and employ related staff will depend on the legislative mandates from the various levels of government. The RMOW will continue to focus on collecting receivables, managing expenditures, and leveraging existing reserves and available credit facilities to ensure it is able to continue providing essential services to its stakeholders.



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

For the year ended December 31

	Balance 2018	Total Contributions	Total Expenditures	Balance 2019
<b>General fund</b>				
Municipal and regional district tax	\$ 3,581,966	\$ 10,182,788	\$ 9,503,256	\$ 4,261,498
Resort municipality initiative	5,834,037	7,671,447	6,413,370	7,092,114
Vehicle replacement	4,495,672	1,134,128	1,747,110	3,882,690
General operating	6,838,559	2,230,755	2,923,758	6,145,556
General capital	18,639,922	10,501,301	3,864,343	25,276,880
Library	286,058	50,312	19,406	316,964
Parking	472,409	16,438	-	488,847
Parkland	242	8	-	250
Recreation W/C	4,304,189	349,194	1,004,491	3,648,892
Transportation W/C	3,568,850	253,619	2,769,103	1,053,366
Employee housing	215,433	1,376,482	200,000	1,391,915
	<b>48,237,337</b>	<b>33,766,472</b>	<b>28,444,837</b>	<b>53,558,972</b>
<b>Water fund</b>				
Water capital	3,492,569	3,286,148	4,098,385	2,680,332
Water operating	5,611,824	807,854	212,220	6,207,458
Water W/C	590,018	55,393	-	645,411
	<b>9,694,411</b>	<b>4,149,395</b>	<b>4,310,605</b>	<b>9,533,201</b>
<b>Sewer fund</b>				
Sewer capital	13,992,760	3,637,631	3,851,412	13,778,979
Sewer operating	2,103,546	552,683	563,703	2,092,526
Sewer W/C	10,373,336	491,568	-	10,864,904
	<b>26,469,642</b>	<b>4,681,882</b>	<b>4,415,115</b>	<b>26,736,409</b>
<b>Solid waste fund</b>				
Solid waste capital	789,628	898,438	340,477	1,347,589
Solid waste operating	95,286	2,321	57,190	40,417
	<b>884,914</b>	<b>900,759</b>	<b>397,667</b>	<b>1,388,006</b>
<b>Total reserves</b>	<b>85,286,304</b>	<b>43,498,508</b>	<b>37,568,224</b>	<b>91,216,588</b>
<b>Controlled entities reserves</b>				
Whistler Housing Authority	685,967	199,663	150,384	735,246
<b>Total</b>	<b>\$ 85,972,271</b>	<b>\$ 43,698,171</b>	<b>\$ 37,718,608</b>	<b>\$ 91,951,834</b>

**Resort Municipality of Whistler**  
**Schedule 2 - Consolidated Schedule of Debt**

As at December 31

Bylaws	Purpose	Maturity	Interest rate	Balance outstanding	
				2019	2018
General fund					
1841	Library - FCM loan	2029	2.230%	2,049,049	2,253,954
	WHA interim financing	2022	2.577%	5,000,000	5,000,000
				\$ 7,049,049	\$ 7,253,954
Sewer utility fund					
726/1529	Emerald sewer system	2021	1.750%	\$ 313,328	\$ 458,893
1839	WWTP upgrade	2028	2.900%	8,206,571	8,952,209
				\$ 8,519,899	\$ 9,411,102
Solid waste fund					
1840	Transfer station	2028	2.900%	3,282,628	3,580,883
				\$ 3,282,628	\$ 3,580,883
Subsidiary companies					
	Housing loan - Legacy Way	2020	3.886%	\$ 2,998,161	\$ 3,133,035
	Housing loan - Dave Murray Place	2021	2.800%	958,078	1,319,888
	Housing loan - Lorimer Road	2019	2.750%	126,100	231,043
	Housing loan - Seppo's Way	2025	6.800%	2,384,280	2,707,029
	Housing loan - Cloudburst	2028	3.239%	4,127,779	4,243,513
	Housing Loan - CMHC - Legacy Way	2034	2.500%	1,725,000	-
	Housing Loan - CMLS - Legacy Way	2029	1.580%	4,344,780	-
	Construction loan - Cloudburst	2020	0.000%	54,468	-
	Construction loan - Bear Paw	2020	variable	4,429,578	-
				\$ 21,148,224	\$ 11,634,508
Total due				\$ 39,999,800	\$ 31,880,447

## Resort Municipality of Whistler

### Schedule 3 - Consolidated Schedule of Government Transfers and Grants

For the year ended December 31	2019 Financial Plan	2019 Actual	2018 Actual
	(Note 18)		
<b>Provincial transfers</b>			
<b>Unconditional</b>			
Provincial revenue sharing	\$ 227,000	\$ 254,477	\$ 226,571
Small community grant	325,000	312,679	325,317
Community Foundation of Whistler - Meadow Park	-	160,000	-
	<b>552,000</b>	<b>727,156</b>	<b>551,888</b>
<b>Conditional</b>			
Municipal and regional district tax	11,300,000	10,723,155	7,840,366
Resort municipality initiative	6,940,000	7,450,399	6,259,866
Victim services	58,906	61,068	64,461
Kids on the Go - recreation	26,000	28,824	29,335
Provincial grants to library	52,000	51,453	52,352
Community Wildfire Protection	951,100	-	-
BC Housing grant to WHA	-	2,757,044	2,428,452
Emergency Operations Centre	-	5,429	-
UBCM Convention	-	-	17,500
UBCM Firesmart Grant	100,000	110,000	57,000
UBCM Grant - Asset Management Investment Plan	-	24,176	63,824
EMBC Flood Plain Mapping	-	-	60,970
Ministry of Transportation - Valley Trail at Meadow Park	-	-	401,698
UBCM Community Emergency Preparedness	-	14,996	-
Emergency Program	50,000	49,948	-
Emergency Program 4324/4324	-	22,603	-
Upgrade Roads	250,000	-	-
	<b>19,728,006</b>	<b>21,299,095</b>	<b>17,275,824</b>
<b>Federal transfers</b>			
<b>Conditional</b>			
Community works grant - gas tax - federal	481,000	1,043,303	489,207
Emerald Water Quality Upgrades	-	-	474,847
Liquid Waste Management	-	8,982	-
Flood Plain Mapping - Provincial Grant	375,000	262,162	44,425
Sea to Sky Traffic Study	-	-	50,000
Community Wildfire Protection	-	-	891,100
Whistler Biodiversity Program	-	1,000	-
Fitz Creek Gravel Removal	-	73,450	-
Composter Wood Chip Storage Building	1,100,000	130,725	1,024,389
Whistler Childcare Planning Study	-	16,245	-
	<b>1,956,000</b>	<b>1,535,867</b>	<b>2,973,968</b>
<b>Total government grants</b>	<b>22,236,006</b>	<b>\$ 23,562,118</b>	<b>\$ 20,801,680</b>
<b>Grants in lieu of taxes</b>	<b>103,700</b>	<b>\$ 107,920</b>	<b>\$ 100,774</b>
	<b>\$ 22,339,706</b>	<b>\$ 23,670,038</b>	<b>\$ 20,902,454</b>

**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	2019	2018
<b>REVENUES</b>								
Taxation revenue	39,365,455	-	7,989,158	-	-	-	47,354,613	46,116,208
Government transfers and grant revenue	18,594,155	-	1,048,902	433,512	842,025	2,751,444	23,670,038	20,902,454
Fees and charges	382,553	1,328,793	15,849,112	7,294,653	-	4,144,735	28,999,846	27,911,213
Investment income	3,277,315	-	427,218	770	-	103,932	3,809,235	2,685,439
Contribution from developers	-	-	-	-	-	-	-	3,253,731
Works and services charges	558,791	-	-	2	-	-	558,793	909,733
Gain (loss) on disposal of tangible capital assets	-	-	-	-	(13,364)	-	(13,364)	(1,812,541)
Income (loss) from government business enterprises	33,755	-	-	-	-	-	33,755	108,183
Other income	89,042	403,336	420,231	815,321	518,382	10,073	2,256,385	2,294,091
	<u>62,301,066</u>	<u>1,732,129</u>	<u>25,734,621</u>	<u>8,544,258</u>	<u>1,347,043</u>	<u>7,010,184</u>	<u>106,669,301</u>	<u>102,368,511</u>
<b>EXPENSES</b>								
Payroll	2,418,130	9,051,886	6,554,269	14,690,619	803,054	126,850	33,644,808	31,521,643
Goods and services	6,841,834	4,772,399	16,817,267	8,382,581	28,539	2,528,833	39,371,453	36,677,411
Interest charges on debt	34,000	-	645,750	-	-	619,777	1,299,527	1,795,468
Infrastructure maintenance	-	114,781	-	-	8,542,195	512,197	9,169,173	11,233,987
Landfill liability adjustment expense	-	-	(15,831)	-	-	-	(15,831)	(84,836)
	<u>9,293,964</u>	<u>13,939,066</u>	<u>24,001,455</u>	<u>23,073,200</u>	<u>9,373,788</u>	<u>3,787,657</u>	<u>83,469,130</u>	<u>81,143,673</u>
Amortization	-	-	-	-	12,916,178	974,984	13,891,162	13,030,197
	<u>9,293,964</u>	<u>13,939,066</u>	<u>24,001,455</u>	<u>23,073,200</u>	<u>22,289,966</u>	<u>4,762,641</u>	<u>97,360,292</u>	<u>94,173,870</u>
Surplus (deficit)	53,007,102	(12,206,937)	1,733,166	(14,528,942)	(20,942,923)	2,247,543	9,309,009	8,194,641
Transfer to/from other funds	13,777,105	(5,895,892)	6,176,640	1,232,288	(23,840,555)	4,227,533	(4,322,880)	-
<b>Net Change in Financial Equity</b>	<b>39,229,997</b>	<b>(6,311,045)</b>	<b>(4,443,474)</b>	<b>(15,761,230)</b>	<b>2,897,632</b>	<b>(1,979,990)</b>	<b>13,631,890</b>	<b>8,194,641</b>



# Permissive Tax Exemptions

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

Land and improvements surrounding a statutorily exempt building for public worship; and

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 municipal 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 2019:

<u>Description</u>	<u>Property Value Taxes Exempted 2019</u>
Audain Art Museum	\$242,128
Emerald Forest - Lot A	\$1,197
Emerald Forest - Lot B	\$1,734
High Performance Centre and Lodge	\$42,472
Our Lady of the Mountains Catholic Church	\$29,739
Squamish Lil'wat Cultural Centre	\$70,787
Whistler Children's Centre	\$2,483
Whistler Community Services Society- ReUse It	\$4,095
Whistler Mountain Ski Club	\$7,947
Whistler Sliding Centre	\$72,939
Whistler Social Services- Spring Creek Dr	\$3,610
Whistler Sport Legacy Athlete's Accom	\$18,339
Whistler Waldorf School	\$11,848



Resort Municipality  
of Whistler

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