

MRDT

FIVE-YEAR STRATEGIC BUSINESS PLAN 2023 - 2027

THE RESORT MUNICIPALITY OF WHISTLER | APRIL 2023

Presented to:
DESTINATION BRITISH COLUMBIA



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MRDT FIVE YEAR STRATEGIC PLAN

1 BACKGROUND

The Resort Municipality of Whistler (RMOW) features two majestic mountains, epic skiing and snowboarding terrain, three championship golf courses, more than 200 shops, 90 restaurants and bars, a range of accommodation options, a network of mountain biking and Nordic ski trails, alpine hiking trails, spas, and arguably, the best downhill mountain bike park in the world. The mountains blend seamlessly with the pedestrian-only Whistler Village, itself a vibrant tourism precinct with a wide variety of amenities designed to support our visitors throughout all four seasons of the year.

As a resort community of approximately 14,000 residents, the property tax base alone does not provide enough revenue to continue to deliver our existing world-class tourism amenities, aesthetics and experiences. The total average daily population of Whistler is over 35,000 people, with visitors representing more than half of the daily population on an average day, and as much as three quarters or more of the population on peak days. Since 1989, the RMOW has collected incremental hotel tax revenues through the Province’s Additional Hotel Room Tax Levy (AHRT) program, and the Municipal and Regional District Tax Program (MRDT) program, and has continued to strategically invest these hotel tax revenues to support and grow the local tourism sector in Whistler. Consistent with the provincial “Designated Accommodation Area Tax Regulation”, MRDT revenues continue to be invested in a range of marketing programs, visitor services and tourism amenities that support and optimize the tourism sector in Whistler.

Local MRDT investments are reviewed each year to evaluate outcomes and guide decision-making. Stakeholders continue to provide input into the administration of MRDT funds. Annual performance reports are produced to demonstrate that spending is aligned with the MRDT program principles and continue to meet the prescribed purpose of supporting tourism marketing, programs and projects. The RMOW and Tourism Whistler worked together to design this Five-Year Strategic Plan, building on lessons learned from recent investments, and ensuring that the Plan is designed to meet both short and longer-term objectives for the resort, is consistent with MRDT Program principles, and is aligned with the multi-stakeholder Economic Planning Initiative program currently guiding resort community economic planning.

MRDT Program Principles

- Effective tourism marketing, programs and projects
- Effective local-level stakeholder support, and inter-community collaboration
- Efforts that are coordinated and complementary to provincial marketing strategies and tactics

Moreover, reflecting the key outcomes of ongoing MRDT Stakeholder surveys, as well as the eligibility changes that support OAP revenue investments in affordable housing, more than half of all MRDT OAP revenues have been reinvested into the development of new affordable housing projects. More specifically, the RMOW has dedicated 100% of its share of OAP revenues to affordable housing, while Tourism Whistler has also allocated a meaningful amount of its OAP revenues to support ongoing construction of new affordable housing projects in the Whistler community. Survey results show that this reinvestment into employee housing, and by extension labour pool availability, is central to the ongoing success of the Whistler tourism economy.

Reflecting on the last few years, MRDT investments have enabled Whistler to weather economic challenges associated with a global pandemic and even rebuild its resort economy coming out of trying years. In spite of this success, Whistler will continue to require ongoing investments in selected projects and programs to realize opportunities, mitigate risk, and continue to deliver strong local and provincial tourism performance outcomes. Investments in tourism projects and programs are designed to produce very high levels of guest

and resident satisfaction; key metrics in monitoring tourism support, and primary drivers of word-of-mouth referrals. In a culture increasingly dominated by social media and user-generated marketing messages, positive guest and resident experiences are more important than ever.

On-the-ground tourism program investment through MRDT has allowed Whistler to target new and repeat audiences through: developing meaningful experiences and soliciting high-profile events during need periods, securing positive media exposure, creating travel trade and industry sales & marketing partnerships, confirming important conference and incentive group business in spring and fall, promoting successful seasonal marketing campaigns, creating relevant web, blog and email content, delivering effective advance booking offers, and earning significant word-of-mouth referrals from visitors and delegates. MRDT funds are a critical funding mechanism that provide long-term, stable funding to support Tourism Whistler’s destination development efforts, and marketing & sales initiatives that attract regional, national and international visitors, specifically targeting long-stay and off-peak visits, all while educating visitors on responsible and sustainable travel behaviors.

Finally, strategic investment of MRDT revenues will continue to enable Whistler to augment its existing funding for tourism attractions and programs, support desperately needed new affordable housing supply; and ultimately capitalize on Whistler’s strengths to expand its status as a gateway destination for the Province.

As such, building on significant demonstrated support for an increase in the MRDT applicable within the designated accommodation area of Whistler, the initial 2018-2022 Strategic Plan was submitted to the province to:

1. Apply for an increase in the local MRDT rate to 3% (from current 2% rate)
2. Formalize within the Designated Accommodation Area Regulation the following additional prescribed purpose, unique to the Whistler Designated Accommodation Area:

Additional Prescribed Purposes



In order to effectively deliver the tourism product of Whistler, support ongoing growth of the resort economy, drive positive guest experiences and ultimately continue to support the strength of the broader BC tourism brand, this Strategic Plan includes the following proposed amendment to the Designated Accommodation Area Tax Regulation specific to Whistler. In addition to the broader MRDT prescribed uses of supporting investments in, “tourism marketing, programs, and projects”,

The Resort Municipality of Whistler and/or Tourism Whistler may spend the [MRDT] money paid to it for:

(a) Conference and group business marketing and sales support

(b) Whistler Conference Centre improvements

The current submission of this 2023-2027 Strategic Plan builds on the strongly supported foundation of the 2018 Plan including the Additional Prescribed Purposes noted above. The updated Plan remains focused on the same core elements of the 2018 Plan that have served the resort community well over the previous 5+ years and more clearly includes the planned reinvestment of a significant portion of MRDT revenues into the construction of price-restricted affordable employee rental housing projects. **To this end, this Five Year Strategic Plan (2023-2027) formally includes an additional (i.e. third) ‘Additional Prescribed Purpose’ as included in the table below:**

Requested Additional Prescribed Purposes (Whistler MRDT 5yr Strategic Plan (2023-2027))

Additional Prescribed Purposes



In order to effectively deliver the tourism product of Whistler, support ongoing growth of the resort economy, drive positive guest experiences and ultimately continue to support the strength of the broader BC tourism brand, This Strategic Plan includes the following proposed amendment to the Designated Accommodation Area Tax Regulation specific to Whistler. In addition to the broader MRDT prescribed uses of supporting investments in, “tourism marketing, programs, and projects”,

The Resort Municipality of Whistler and/or Tourism Whistler may spend the [MRDT] money paid to it for:

(a) Conference and group business marketing and sales support

(b) Whistler Conference Centre improvements

NEW

(c) Affordable employee housing initiatives



2 STRATEGIC PLANNING CONTEXT

2.1 VISION, MISSION, GOAL

Strategic direction statements for core MRDT partners are presented below for reference.

Resort Municipality of Whistler (RMOW) Vision

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

Tourism Whistler (TW) Purpose

To honour, protect and celebrate Whistler's unique mountain culture and natural environment.

Tourism Whistler (TW) Vision

To be the most valued, respected and regenerative mountain resort community.

Tourism Whistler (TW) Mission

To inspire mountain enthusiasts and adventure seekers to thoughtfully experience and share Whistler again and again.

Whistler's Beliefs & Values

'LIFE IS FOR LIVING' – We value purpose-based travel that broadens perspectives, embraces diversity, creates connections, improves well-being, engages with community, and enriches lives.

'BADASS & WORLD CLASS ARE NOT MUTUALLY EXCLUSIVE' – We value pushing personal boundaries to achieve physical, mental and emotional growth & accomplishment, while experiencing exhilaration and joy as we celebrate with family & friends.

'WE PLAY IN SO WE MUST PROTECT' – We value the importance of our spectacular natural environment and the need to respect and protect it, ensuring tourism contributes to destination stewardship and regeneration.

'OUR COMMUNITY IS OUR SOUL & OUR KEY DIFFERENTIATOR' – We appreciate and respect the innovative character and adventurous spirit of our resort-community, and the close inter-relationship between residents and visitors. We recognize that a vibrant, balanced tourism economy supports resident well-being and a thriving community.

'OUR CULTURE IS CRITICAL' – We honour and celebrate the heritage, culture & knowledge of the Lil'wat Nation and Squamish Nation; and the history, culture & spirit of Whistler's mountain, ski & Olympic roots.

'OUR YOUTH ARE EVEN MORE CRITICAL' – We value the energy, drive and youthful exuberance of Whistler's residents and visitors. We recognize the importance of attracting and retaining young people to live, work & play in Whistler.

Whistler Economic Planning Goal

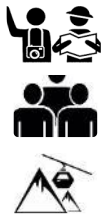
This strategic plan for the MRDT has been specifically aligned with the objectives and priorities of the multi-stakeholder economic planning initiative (EPI), related policy considerations, provincial regulation and the municipality's annual financial planning processes.

The consultation with Whistler's Economic Partnership Initiative (EPI) provided concrete recommendations on collaboration toward sustained economic success and defined guidelines for evaluating investment of MRDT funds to optimize Whistler's tourism economy. The EPI Committee is composed of representatives from Tourism Whistler, Whistler Blackcomb, the Hotel Association of Whistler, the RMOW, Whistler Chamber of Commerce, as well as community membership-at-large. Building on a base of key performance data from each of the partner organizations as a strong policy foundation, together with an economic planning model, the Committee continues to assess resort tourism planning, and uses relevant fact-based evidence to inform ongoing policy and investment decisions.

Developed with the input of a wide variety of resort partners, the following goal is the foundation for the community's medium-term economic planning initiatives:

**A prosperous resort economy that continues to support
a healthy, sustainable resort community;
and remains consistent with our unique mountain culture.**

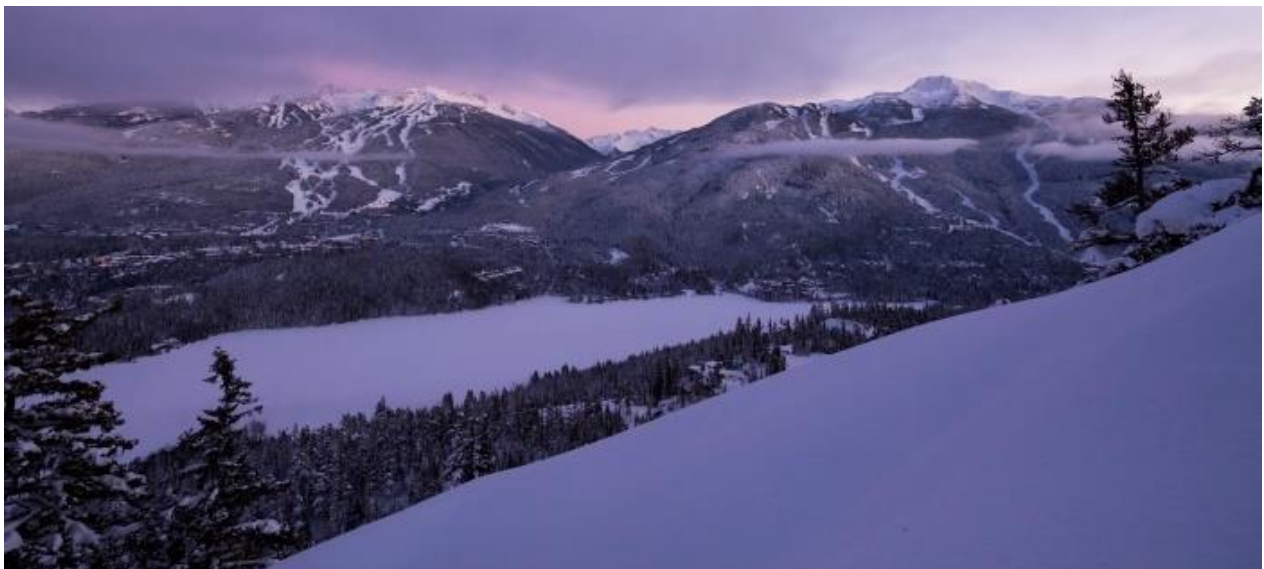
To deliver on the MRDT goals over the period between 2023 and 2027, and to align with the strategies outlined through the EPI Committee work, proposed MRDT-funded projects for Whistler are categorized into the following three focus areas:



Our Guests, which includes a broad spectrum of creative, strategic and informed marketing, as well as targeted outreach employed to attract new and returning visitors alike.

Our People, which concentrates on tourism owners, operators and the needs of the associated labour force required to enable Whistler to operate successfully throughout all four seasons.

The Place, which includes the guest experience being offered, and founded primarily within the physical tourism amenities - natural and built environment as well as the programs hosted within them.



The collaborative process with partners is an essential part of the management of the MRDT program, and an important foundation for the resort’s continued success. As such, planned investments are a reflection of Whistler’s continued strategic alignment among the community, businesses, stakeholders, as well as Provincial and local governments.

Focus Area Vision Statements

Through the strategic planning process, stakeholders considered the following future-focused vision statements to describe the ideal environment relating to each focus area. These broader economic planning visions provide a foundation and framework to situate Whistler’s MRDT priorities.

Our Guests: Visitors come to Whistler to experience and celebrate Whistler’s unique mountain culture, outdoor adventure, and world-class attractions and hospitality. Investments in this area include destination development programs and creative marketing and sales initiatives, effectively targeting visitors from a range of geographic markets and interest segments to support, balance and diversify resort visitation throughout the year.

Tourism Whistler segments geographic markets using a number of factors, including awareness levels of Whistler, political influences (e.g. elections, war), economic variables (e.g. exchange rates, inflation, GDP, jobs, consumer confidence), barriers to growth (e.g. air access, visa requirements) and traveler behavior (e.g. available vacation time and typical market lengths of stay based on travel distance).

Target Geographic Markets		
	Leisure Markets	Conference/ Group Markets
<p>Sustain our Strength <i>High awareness markets, considerable familiarity with Whistler and minimal barriers to growth. Investment will be made in consumer direct campaigns.</i></p>	<p>British Columbia Ontario Washington State</p>	<p>Ontario – Toronto British Columbia</p>
<p>Invest for Growth <i>Moderate awareness of Whistler, strong affinity for Whistler but some barriers to growth (e.g. strong competition, travel time). A mix of consumer direct and trade investments will be made.</i></p>	<p>U.K. Australia California Mexico Quebec</p>	<p>Ontario – Ottawa Washington State California Texas Chicago/ Minneapolis Colorado</p>
<p>Develop and Support <i>Low awareness of Whistler, current barriers to travel (e.g. border, air access, travel time) but strong potential for future growth as the markets develop and travel restrictions are improved. A mix of consumer direct, industry partner and trade investments will be made.</i></p>	<p>Other National Canada Other National U.S. Germany</p>	<p>East Coast U.S. Alberta</p>

Target Product-based Segments		
<ul style="list-style-type: none"> • Ski/Snowboard • Sightseeing / Hiking • Wellness 	<ul style="list-style-type: none"> • Mountain Biking • Golf • Nordic 	<ul style="list-style-type: none"> • Festivals & Events • Arts & Culture • Culinary

Our People: Attracting and retaining people who take pride in their community is critically important to delivering positive and memorable guest experiences. Investments in this area are focused on ensuring that talented and committed community members have access to affordable places to call home and become educated ambassadors of Whistler, creating and delivering first-class guest service experiences.

The Place: Whistler’s core resort asset is premised on awe-inspiring mountains, lakes and forests, and world-class outdoor recreation. Investments in this area are focused in environmental responsibility, sustainable amenities and facilities, authentic mountain lifestyle events, place-based cultural offerings, and innovative investments in best practices, ensuring Whistler remains a showcase of our unique mountain culture.

2.2 SITUATION ANALYSIS

Canada’s tourism peaked in 2019 as **Canada** welcomed a record 22.1 million overnight arrivals. Tourism spending in Canada totaled \$105.1 billion, 78% of which was from domestic travelers and 22% international, and tourism’s share of Canada’s overall GDP was 2.0%¹. The ensuing pandemic saw closed borders, increased legislation, and limited demand, and as a result, tourism spending was reduced by half in 2020. Since the pandemic, there has been a buoyant return of tourism and indicators are for 2019 figures to be surpassed as early as 2023.

The tourism industry in **British Columbia** has shown significant growth since 2010 despite a number of global shocks, most notably the after-effects of the global economic crisis and the COVID-19 pandemic. The tourism industry generated \$20.3 billion in revenues in 2019, for an annualized growth rate of 4.1 percent since 2010². In 2020, there was a 65% decline in provincial tourism revenues, more severe than the national average, however, indications are for a return to 2019 figures as early as 2023.

However, with the potential of recession on the horizon, tourism may see a further softening in mid- to late 2023.

Whistler has grown into a bustling resort community with year-round visitation and business activity. Tourism remains overwhelmingly the primary driver of Whistler’s economic engine, supported by compatible activities that provide a healthy vision and a diversified marketplace. A prosperous resort economy is built on a range of offerings, including core recreational activities, arts and cultural attractions, festivals and events, conference and business events, spa and wellness offerings, educational seminars, shopping and dining.

¹ Destination Canada 2020 Tourism Factsheet

² Destination BC: The value of tourism in British Columbia (2010 to 2020)



Whistler's Economic Profile	Growth Rate*	2019	2022
Total annual consumer commercial spending in Whistler	8%	\$2,120 billion	\$2,091 billion
Annual tax revenue generated by Whistler (federal, provincial and municipal)	4.8%	\$633 million	\$714 million
Daily tax revenue generated by Whistler for all levels of government	4.8%	\$1.73 million	\$1.95 million
Annual tourism export revenue generated by Whistler	2%	\$973 million	\$588million
Whistler's percentage of the total tourism export revenue of the Province	New methodology	17%	N/A
Percentage of total consumer spending in Whistler generated by visitors	+6pts	91%	91%
Proportion of total visitor spending: winter summer	N/A	55% 45%	50% 50%
Average visitor spend per day	New methodology	\$279	\$308

*Compound annual growth rate is from 2014 to 2019.

The Whistler economy supports a workforce of over 13,000 local jobs with food and beverage service, accommodation, retail and construction representing the largest employment sectors. Moreover, approximately 50 percent of jobs are directly related to the tourism sector, while most of the remaining employment opportunities are indirectly related.

Following the COVID-19 pandemic, the biggest economic shock to ever hit tourism, 2022 showcased the resiliency of Whistler's tourism economy. Despite the hurdles Whistler faced in 2022; a

resurgence of COVID-19 in January, continued travel legislation in effect until September 30th, an understaffed and chaotic air industry leading to reduced demand, and an insufficient local workforce resulting in caps on accommodation inventory, and reduced business operations, annual room nights have rebounded, and room night revenues hit a new record high.

2021-22 Winter Performance Highlights

For the first time since 2018/19, Whistler remained open until season end, without the imposition of travel restrictions or resort closures. Resort KPIs improved dramatically from a pandemic-impacted winter 2020/21 season; however, seasonal KPIs remained below pre-pandemic levels.

- Rising COVID-19 case rates, vaccination requirements, pre-entry testing protocols, legislation prohibiting outbound travel from origin markets, and reduced air access from some key markets led to an overall reduction in demand
- Paid room nights were down -13% from winter 2018/19 and 13th best on record
- Resort occupancy was 61%, down 10 points from winter 2018/19
- RevPAR for the season was down -14% from winter 2018/19
- A buoyant domestic market that produced record room nights helped to mitigate a reduction in demand from key international markets

2022 Summer Performance Highlights

The summer season welcomed a limited return of air access from key markets, strong Conference & Group travel, and favourable weather conditions; however, staffing challenges necessitated the need to reduce room night demand through rate strategies.

- Average occupancy was 57%, down -7 points from the record 2019 season and 6th best on record
- Revenues remained strong as ADR increased +15% versus the previous best 2021. RevPAR was up +17% from a previous best in summer 2019
- Occupancy peaked at 86% on Saturday, August 13th, well below the 95% occupancy the resort typically reaches, showcasing the inventory limitations
- Conference & Group business returned with the fifth strongest room nights on record, down 6% from the record summer 2019
- Demand from US and International markets was depressed due to a chaotic air industry with record cancellations, vaccination mandates, and ArriveCan requirements
- Record Inter-provincial room nights helped to mitigate losses from out-of-country markets

Since the conclusion of the summer 2022 season, demand has gathered momentum and the winter 2022/23 season is shaping up to be very strong. Expectations are for record room revenues and for room nights & hotel occupancy to come close to pre-pandemic levels.



2.2.1 ANNUAL VISITATION TRENDS

Whistler hosts more than 3 million unique visitors, and a total of approximately 7 million visitor-days per year, with destination visitors representing more than half of total visitor-days annually.

Whistler’s economic model indicates that destination visitors have the highest spending and positive impact to GDP. Several external factors at the macro level can influence the annual visitation numbers and spending by season in the resort. In addition, average total snowfall and weather instability each season can affect both destination and regional visits to the resort.

Further, Whistler hosts a greater portion of international guests than most Canadian resort communities. International guest expenditures are particularly relevant from a trade balance perspective as their expenditures represent export revenues within the broader Canadian economy.



Annual tourism export revenues in Whistler are estimated in the following table:

Tourism Export Revenue	2019	2022
Destination Visitor Spend		
Total Spend	\$966,000,000	\$797,000,000
International Share	78%	56%
Estimated Destination Export Revenue	\$750,000,000	\$444,000,000
Regional Visitor Spend		
Visitor Total Spend	\$965,000,000	\$1,111,000,000
International Share	23%	13%
Estimated Destination Export Revenue	\$223,000,000	\$132,000,000
Total Visitor Spend		
Total annual Visitor Spend in Whistler	\$1,934,000,000	\$1,908,000,000
Total International (Export) Expenditure in Whistler	\$973,000,000	\$588,000,000

2.2.2 STRENGTHS AND WEAKNESSES

While Whistler is currently experiencing a growth cycle, there are several internal factors that can impact the next five years of this planning period. Investments in the resort are designed to capitalize on our strengths and address where weaknesses can be improved. The following strengths and weaknesses summarized below will shape the MRDT strategic plan:

Our Guests












Our People



The Place



Whistler Strengths

- 
▪ **NATURAL ASSETS** –Whistler’s natural environment includes mountains, forests and lakes.
- 
▪ **BUILT ENVIRONMENT IN A NATURAL SETTING** –Multiple parks and trails providing access to lakes, rivers, beaches, fields and playgrounds.
- 
▪ **PEDESTRIAN VILLAGE** –Unique pedestrian village with winter lighting and summer floral displays.
- 
▪ **OLYMPIC LEGACIES** –Whistler Olympic Plaza as a central gathering area for activities and events, as well as sport specific legacies (Whistler Olympic Park and the Whistler Sliding Centre) attracting annual events at the national and international level.
- 
▪ **VALLEY TRAILS & RECREATIONAL TRAIL NETWORK** –A 40-kilometer valley trail connecting the village and parks across the municipality, as well as a significant network of internationally recognized recreational trails for mountain biking and hiking.
- 
▪ **CONFERENCE AND GROUP FACILITIES** –Central conference centre, attracting groups primarily in spring, early summer, fall.
- 
▪ **RESORT REPUTATION** – Desirable world-class resort destination as measured through seasonal surveys.
- 

▪ **POSITIVE VISITOR EXPERIENCE** –Strong visitor satisfaction with destination experience and guest service as measured through seasonal surveys.

Winter Visitors were asked: What was the highlight of your trip?

- “Staying in the Village and being able to access the mountain and restaurants via a short walk”
- “Seeing the Olympic Rings. Not something I ever thought I would do”
- “Walking around the Village”
- “The lovely Village atmosphere”
- “Christmas lights in the Village”
- “It is so beautiful and that is a joy just to walk around”

Winter 2022-23 Visitor Survey

Summer Visitors were asked: What was the highlight of your trip?

- “The endless trail networks”
- “Very clean and walkable”
- “Local mountain bike trails are amazing”
- “The Village was clean and well maintained and had an overall friendly feel to it”
- “Walking the Village and morning runs with my dog”
- “Loved the Village vibes”

Summer 2022 Visitor Survey



Whistler Weaknesses



- **LOW AWARENESS IN LONGER-HAUL MARKETS** – Lower awareness levels outside of regional and Canadian markets.



- **STAFFING CHALLENGES** – Access to stable, affordable housing, as well as turnover of seasonal staff makes it difficult to achieve full staffing levels, and maintain resort knowledge and expected service levels.



- **AGING VILLAGE AMENITIES** – The village experience – including the Village Stroll - is key to the visitor experience and requires updates and regular maintenance to remain a unique and distinguishing feature for Whistler.



- **AGING PARK AND TRAIL AMENITIES** – Increased demand and visitor volumes at all waterfront parks and trail assets places greater stress on existing amenities, while increasing visitor volumes create congestion.



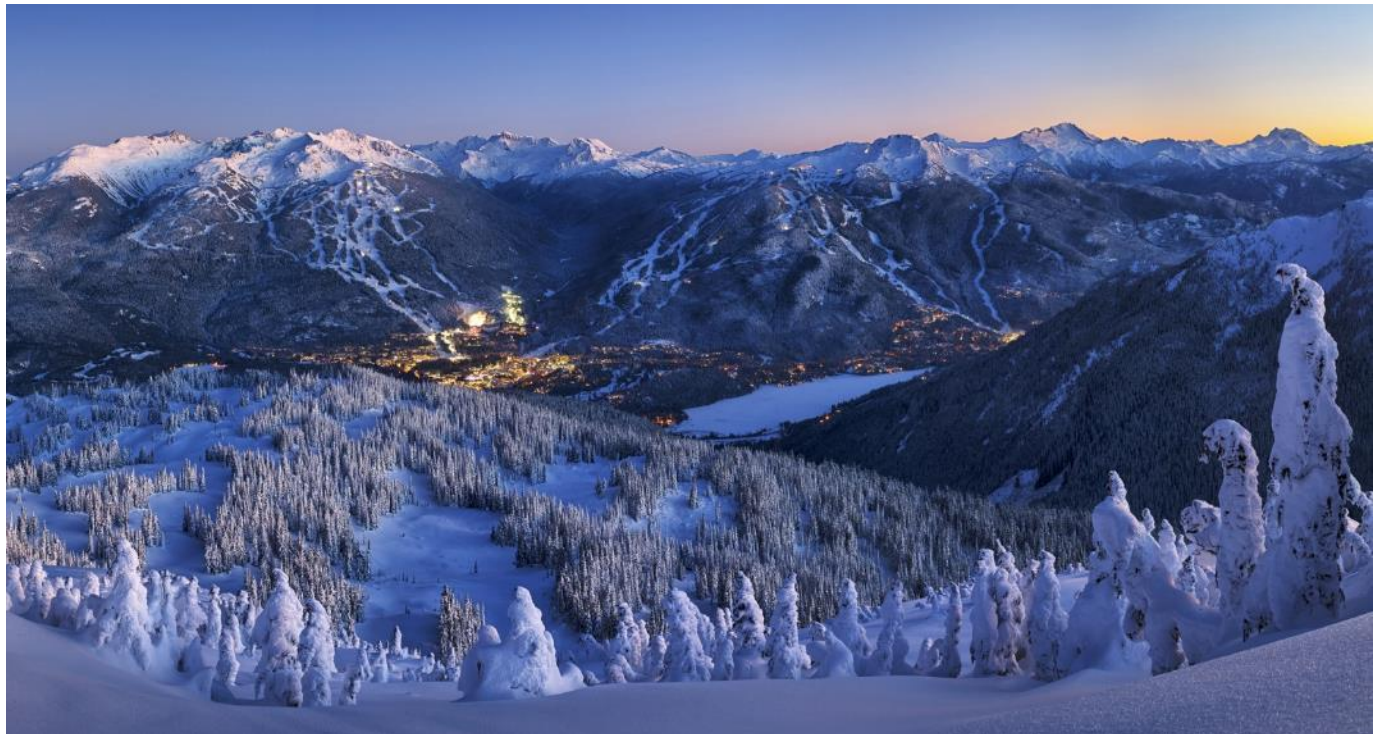
- **AGING VALLEY TRAIL SYSTEM** – Increasing visitation levels result in bottlenecks in high-congestion areas and require further trail developments to maintain positive user experience.



- **AGING CONFERENCE CENTRE AMENITIES** – As the conference and group business market segment continues to be a primary focus for key need periods in Whistler, the aging conference centre requires a major exterior renovation and ongoing maintenance and upgrades.



- **SINGLE HIGHWAY ACCESS** – There is only one road in/out, which leads to traffic congestion during peak travel times.



2.2.3 OPPORTUNITIES AND THREATS

Looking ahead to the next five years, the external environment can put pressure on and shape the future of the resort. Investments will be reviewed each year and be designed to seize opportunities and mitigate threats. A summary is provided below, with icons to highlight how these issues relate to the focus areas for the MRDT strategic plan:

Our Guests



Our People



The Place



Opportunities for Whistler



- **CONNECTED CONSUMERS** – Access to ‘big data’ allows destinations to better understand attitudes, behaviours and predictive trends of potential visitors, and enables personalized messaging.



- **WORD-OF-MOUTH REFERRALS** – Referrals are one of the key drivers for visitors when choosing a travel destination, and increasingly, their recommendations are visible through multiple online platforms.



- **CURRENCY FLUCTUATIONS** – A cheaper dollar generally makes Canada and B.C. more affordable for visitors, especially those from the U.S., U.K., Europe and Australia. As well, within Canada, our weaker currency should encourage greater domestic travel.



- **DIVERSIFYING PRODUCT OFFERINGS** – Whistler is adapting its core product offering to capitalize on trends and seize opportunities. New product is being developed to support families and baby boomers, millennial and renaissance travelers. Introducing weather independent activities and amenities will also help diversify the resort experience and extend the average length of stay. For example, investments in cultural tourism, including the SLCC, Audain Art Museum and Cultural Connector route, offer weather independent amenities and activities to supplement current outdoor recreation offerings during summer and winter, and to attract new visitors during spring and fall



- **CONFERENCE BOOKINGS** – Continuing to promote conference business over shoulder seasons will help smooth peaks and valleys. Improved amenities at the Whistler Conference Centre can help to draw both new and return bookings.





- **INCREASED PARTICIPATION IN WHISTLER'S CORE PRODUCTS** – The ski industry recently recorded the highest ever skier visits while the mountain biking industry has recorded record trail counts, indicating that Whistler's two largest products are both important attractions.

Threats to Whistler



- **EFFECTS OF POSITIVE WEATHER CONDITIONS** – Positive weather can increase day visits and regional visitor traffic in both summer and winter seasons particularly over weekends. Sudden surges in day visitors can negatively affect the overall visitor experience through highway and resort congestion.



- **CHALLENGING WEATHER CONDITIONS** – Visitors may delay or cancel their travel plans depending on snow conditions in the winter, and rainy or smoky conditions in the summer.



- **CLIMATE CHANGE** – Research from the resort's Community Energy and Climate Action Plan predicts the following climate changes for Whistler over the next 25 – 55 years: increase in frequency and intensity of heavy rain events; longer, hotter and drier summers; and milder winters, with increased precipitation falling as rain near valley bottom.



- **PEAK PERIOD CONGESTION AND CAPACITY CHALLENGES** – Key resort amenities (especially publicly funded amenities like trails and waterfront parks) are experiencing more visitor volume than ever during peak visitation periods, and the ability to manage the wear and tear associated with higher visitation levels could become a real challenge to maintain a positive guest and resident experience.



- **COMPETITION FROM OTHER DESTINATIONS AND RESORTS** – Whistler is competing with travellers' desire to constantly experience new things, places and people. Destinations such as New Zealand, Ireland, South Africa, and Asia offer exciting new 'bucket list' experiences. Whistler also competes head to head with other mountain resort destinations.



- **SOURCES OF FUNDING** – As a designated resort municipality in the province of British Columbia, Whistler is one of 14 communities that depends on financial tools like the Resort Municipality Initiative (RMI) and MRDT to enhance the visitor experience and thereby support destination competitiveness. RMI funding helps to more equitably balance revenue contributions made by local taxpayers and by the large influx of visitors that define RMI communities. Adjustments or changes to this funding in the future could affect Whistler's ability to effectively invest in the visitor experience.



- **LABOUR MARKET** – The global labour shortage, combined with the added challenge that resort destinations have in attracting and keeping employees due to a lack of affordable housing, is a major challenge and growing threat to tourism.



- **HOUSING SUPPLY** – Whistler housing is being purchased and rented by an increased share of 2nd homeowners and remote workers, further limiting the supply to the local workforce. In addition, illegal independent vacation rentals in residential neighbourhoods are displacing rental opportunities for local employees.



- **THREAT OF RECESSION** – Economic pressures often reduce demand for both the leisure travel and group conference travel segments.

3 KEY STRATEGIES AND MRDT INVESTMENT PRIORITIES (2023 – 2027)

Founded upon the latest research, input and objectives for the economic, social and environmental sustainability of the resort, the recommended approach to MRDT investment is based around the EPI Committee’s key strategic recommendations, organized into the three focus areas outlined within the five-year plan.

Whistler’s current economic strategies most relevant to the MRDT program principles outlined below are included in the tables that follow. Within each of these strategies, a number of priorities related to MRDT investments are recommended over the next 5 years.

KEY MRDT INVESTMENT STRATEGIES

Focus Areas	Identified MRDT Strategies
Our Guests	<ul style="list-style-type: none"> Build year-round demand with a focus on need periods; long stay markets that fill midweek, regional markets who come more often, and conference groups that fill shoulder seasons Ensure data and digital excellence to support targeted and customized marketing and communications; enhance the visitor experience; and drive resort dispersion through innovative mobile tools Deepen brand resonance by celebrating and sharing Whistler’s unique culture & heritage (Mountain and First Nations)
Our People	<ul style="list-style-type: none"> Attract, retain and train a strong resort workforce Grow access to stable, affordable, labour force housing
The Place	<ul style="list-style-type: none"> Enhance, energize, and re-invest in core resort products and operations Enhance authentic, signature experiences Build calendar of events and experiences in shoulder season and midweek Focus on destination stewardship

These focus areas are well aligned with DBC’s new Three-year Corporate Strategy (2023-2025), including its priorities to: support a thriving business community, drive seasonal dispersion, build a magnetic brand built on its natural assets, integrate resident sentiments and indigenous voices in decision making, and advance destination stewardship.

Implementing the key strategies is contingent on the continued collaboration between resort and regional partners. Funding sources must be secured for the longer term to ensure success over the timelines outlined over the five-year strategic plan.

MRDT PROGRAM PRINCIPLES

Effective tourism marketing, programs and projects	Effective local-level stakeholder support, and inter-community collaboration	Marketing efforts that are coordinated and complementary to provincial marketing tactics	Fiscal prudence and accountability
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3.1 OUR GUESTS: Investment in marketing and promotional strategies



To ensure Whistler is a thriving mountain destination with balanced year-round levels of visitation, it needs to maintain peak season visitation from core US & International markets who stay midweek, while also attracting regional and group markets to visit in shoulder seasons. Ongoing investment to attract Conference and Group business is particularly effective to drive room nights in shoulder months, including April, May, June, September, October and November. This segment also helps to secure advanced bookings during midweek.

Whistler will focus on attracting thoughtful travellers who align with Whistler’s values, are respectful of the natural environment, and engage with the community.

The following strategies and actions related to MRDT funding support **Our Guests**, which includes the guest experience being offered as well as marketing and outreach to attract them.

Investment in marketing and promotional strategies		
MRDT Strategies	MRDT Investment Priorities	Year
Build year-round demand with a focus on need periods	Maximize opportunities from destination Canadian markets and core US & International markets who stay longer and drive midweek visitation <i>(e.g. expand domestic programs to target Quebec market target resilient UK market, win back US travellers)</i>	1 – 5
	Attract regional visitors in off-peak and midweek periods <i>(e.g. increase investment in spring & fall campaigns; encourage midweek visitation in summer)</i>	1 – 5
	Bring back conference groups in spring & fall <i>(e.g. host FAMs and invite meeting & incentive clients to experience Whistler first hand; leverage incentive fund to overcome client barriers to choosing Whistler)</i>	1 – 5
Ensure data and digital excellence	Collaborate with industry partners to maximize data, content and innovative digital platforms to find, attract, and engage with target audiences; and prioritize growing privacy-compliant 1st party data to build direct relationships with customers in new, cookieless digital landscape <i>(e.g. participate in BC Data Hub, execute promotions to grow database subscribers, explore website sign-in functionality)</i>	1 – 5
	Improve the in-resort visitor experience and drive resort dispersion through innovative mobile and digital tools <i>(e.g. self-guided tours mobile app, digital chat service)</i>	1 – 5
Deepen brand resonance by celebrating and sharing Whistler’s unique culture & heritage	Create and curate compelling values-based content with increased focus on sustainability, reconciliation, and diversity, equity & inclusion; and tap into passions of local influencers and ambassadors to tell Whistler’s story <i>(e.g. values-based brand video)</i>	1 – 5

The strategic investment priorities into ‘Our Guests’ is entirely aligned with all four of the MRDT Program Principles:

MRDT Program Principle		Alignment Highlights
Effective, tourism marketing, programs and projects	✓	Investments target core, new and emerging markets to effectively secure repeat visits from core markets as well as first time visits. Both core and new visits are essential for sustainable growth.
Effective local-level, stakeholder support, and inter-community collaboration	✓	Marketing efforts are a product of collaboration with key partners (e.g. Accommodation members). In addition, marketing content and tools are shared regularly with Tourism Whistler Members.
Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics	✓	Investments are aligned with key markets identified and invested in by Destination BC and Destination Canada. Additionally, Tourism Whistler continues to pursue appropriate co-op marketing opportunities at both the provincial and federal level.
Fiscal prudence and accountability	✓	Investments take advantage of partnership and co-op opportunities to increase impact of efforts, while focusing on key and core markets ensures investments are made in markets with the most opportunity for growth.

Not only are these priorities relevant to driving Whistler’s economic performance, they are aligned with the province’s tourism marketing goals set by Destination BC in its March 2023 3-year Corporate Strategy.

Investments related to ‘Our Guests’ are focused on tapping into key market opportunities. Tourism Whistler collaborates closely with Destination BC to ensure that tourism investments support the province’s strategic direction as a key sector in the BC Jobs Plan.

Measures of success:

The priorities noted above are designed to positively impact the following metrics:

- Year-round Occupancy rate/Trip night dispersion
- Average Daily Rate (ADR)
- Revenue per available room (RevPAR) by season
- Average Length of Stay
- Midweek Occupancy
- Spend per guest
- Profile of guest mix
- Visitor sentiment and likelihood to recommend
- Resident sentiment and support for tourism

These measures align and contribute to DBC’s overall Industry Performance Measures.

3.1.1 ADDITIONAL PRESCRIBED PURPOSES – THE GUEST

Additional Prescribed Purposes



In order to effectively deliver the tourism product of Whistler, support ongoing growth of the resort economy, drive positive guest experiences and ultimately continue to support the strength of the broader BC tourism brand, This Strategic Plan includes the following proposed amendment to the Designated Accommodation Area Tax Regulation specific to Whistler. In addition to the broader MRDT prescribed uses of supporting investments in, “tourism marketing, programs, and projects”,

The Resort Municipality of Whistler and/or Tourism Whistler may spend the [MRDT] money paid to it for:

(a) Conference and group business marketing and sales support

(b) Whistler Conference Centre improvements

(c) Affordable employee housing initiatives

*Note that (b) Conference Centre improvements and (c) Affordable Housing Initiatives are outlined in Section 3.3.1. and 3.2.1 respectively.

(a) Conference and group business marketing and sales support

Tourism Whistler’s Conference Sales team attracts meeting, conference and incentive travel (MC&IT) business to the Resort (hotel conference business space) and the Whistler Conference Centre (WCC) primarily through targeted direct sales efforts, with additional support through marketing initiatives. Initiatives include keeping top of mind with third party meeting & event planners (which is imperative given 40% of leads are generated through these channels), increasing focus on the US incentive market through attending more tradeshows and hosting incentive houses in resort, as well as increasing presence and sponsorship at tradeshows to give Whistler more exposure to meeting planners.

Conference and group business represents **24% of total room nights in summer and 15% in winter**, with Tourism Whistler’s conference sales team generating more than 90,000 room nights for the resort annually (in the Whistler Conference Centre and to hotel’s conference space). Conference and Group business is particularly effective in driving room nights in shoulder months, including April, May, June, September, October and November. It also helps to secure advanced bookings for midweek periods. For example, provincial and national Association group business is ideal as they book well in advance and they are attracted to shoulder season periods offering better value and accommodation rates. Attending industry trade shows, putting on in-market client events and hosting in-resort FAMs are productive in attracting this segment.

Moreover, direct commercial spending in resort associated with conference and group business visitation is estimated at \$44.1 million per year, and is responsible for approximately \$44.3 million in tourism-driven incremental GDP across the province (with a significant proportion of this GDP representing tourism export revenue generated from international visitors).

For these reasons, Whistler is applying to have Whistler-specific Additional Prescribed Purposes incorporated into the *Provincial Sales Tax Act* Designated Accommodation Area Tax regulation.

3.2 OUR PEOPLE:

Investment in resort workforce to ensure ongoing excellence in guest service



Destination travel is very competitive and a quality visitor experience is critical to repeat visitation. First impressions and visitor experiences are key drivers for occupancy levels and return visits and must receive continued attention to ensure positive results.

Seasonal surveys have indicated high visitor service and satisfaction rates overall, and maintaining a consistent guest experience is imperative to ensure this remains a strength for Whistler. With a largely seasonal workforce that has high turnover, ongoing training and education is required to ensure high resort knowledge and service levels.

An investment in customer service training and the recruitment and retention of motivated, engaging staff creates significant positive impact on the guest experience. New and returning visitors to Whistler can have improved guest experiences through informative and professional interactions with front-line staff, Village Hosts, and the Visitors Centre to help guide their visit and facilitate bookings for accommodations and attractions.

The following strategies and actions related to MRDT funding support Our **People**, which concentrates on the residents, the story-makers and labour force required to enable Whistler to operate successfully throughout all four seasons.

Investment in resort workforce to ensure ongoing excellence in guest service		
MRDT Strategies	MRDT Investment Priorities	Year
Attract, train and retain a strong resort workforce	Support a continued evolution of staff training to proactively upskill the workforce (including customer service, business skills and leadership training) to enhance the visitor experience and support workforce retention. (e.g. Whistler Experience Training programs, Village Host program, Visitor Information Centre support).	1 – 5
Grow access to stable, affordable, labour force housing	Invest a portion of MRDT Revenues (OAP and potentially incremental MRDT) to expand access to affordable labour force housing. (e.g. Whistler Development Corporation and Whistler Housing Authority for additional affordable employee housing opportunities.)	1 – 5

The 'Our People' strategic investment priority is also well aligned with all four of the MRDT Program Principles:

MRDT Program Principle	Alignment Highlights
Effective, tourism marketing, programs and projects	✓ Investments ensure that the quality of the guest service across the resort remains high and is updated annually. Programs aim to attract workers to Whistler and ensure staff across the resort consistently meet or exceed visitor expectations, ultimately building strong word-of-mouth referrals.
Effective local-level, stakeholder support, and inter-community collaboration	✓ Many of the training programs (esp. the Whistler Experience) involve a broad cross-section of the community in the design, development and enrolment of the programs. Moreover, investments into affordable employee housing is aligned with the overwhelming feedback from annual MRDT Stakeholder Survey results.

Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics	✓	The marketing value of high-quality visitor experiences is a core tenant of the DBC Corporate Strategy. Further, ensuring a sufficient and well-supported labour force drives business profitability and enhances the lives all people living in British Columbia through tourism.
Fiscal prudence and accountability	✓	Affordable housing investments are leveraged alongside alternative sources of revenue to magnify impact and extend the reach of invested revenues toward critically needed outcomes. Training and visitor service programs generate significant visitor outcomes for relatively low investments, and some programs further leverage local volunteer input to maximize the program ROI (e.g. Whistler Village Host program).


Measures of success:

The priorities noted above are designed to positively impact the following metrics:

- Percent of workforce living within Whistler
- Percent of workforce with access to housing at 30% or less of gross income
- Resort wide labour deficit (# of employees)
- # Full Time Equivalents (FTEs) completed service training
- Overall satisfaction with customer service
- Satisfaction with specific components of the customer service experience in Whistler
 - Reliability of customer service
 - Efficiency of customer service
 - Personalization of customer service

3.2.1 ADDITIONAL PRESCRIBED PURPOSES – OUR PEOPLE

Additional Prescribed Purposes



In order to effectively deliver the tourism product of Whistler, support ongoing growth of the resort economy, drive positive guest experiences and ultimately continue to support the strength of the broader BC tourism brand, This Strategic Plan includes the following proposed amendment to the Designated Accommodation Area Tax Regulation specific to Whistler. In addition to the broader MRDT prescribed uses of supporting investments in, “tourism marketing, programs, and projects”,

The Resort Municipality of Whistler and/or Tourism Whistler may spend the [MRDT] money paid to it for:

- (a) Conference and group business marketing and sales support
- (b) Whistler Conference Centre improvements
- (c) Affordable employee housing initiatives

* Note that (a) Conference and Group Business Marketing and Sales and (b) Conference Centre Improvements are outlined in Section 3.1.1. and 3.3.1 respectively.

(c) Affordable Employee Housing Investments

Affordable employee housing is a foundational element of a viable tourism economy in Whistler. Real estate values in Whistler (which are themselves, linked to local tourism success) have increased beyond the reach of most of the labour force. The result is reduced accessibility and supply of work force housing units even at elevated levels of rent. The proportion of tourism workers that are able to access secure, appropriate, affordable housing in Whistler is low and falling. Across the demographic and economic spectrum, local workers are, in many cases, opting to leave the community. Many of those that remain are facing elevated levels of housing uncertainty and challenging living arrangements that often include overcrowding and other circumstances that may affect their mental health as well as their ability to be productive workers and good stewards of the Whistler brand.

The absence in our community of suitable quantities of long-term affordable housing (rental units in particular) has been identified by local tourism stakeholders as a key barrier to hiring, staffing, and running their operations at full capacity. The need to develop new affordable employee housing units that can begin to offset the supply and affordability declines that continue to challenge the community has never been more clear. The community wishes to put incremental MRDT dollars to work to help solve this problem.

The RMOW, through its subsidiary corporations, is already at work developing new employee rental units planned for occupancy in early 2025. Another rental development is in the early planning stages for target delivery in 2027.

Whistler is well positioned to efficiently and effectively invest MRDT revenue directly into employee housing projects. The RMOW has in place robust affordable housing policies and protocols and two purpose-built subsidiary corporations focused exclusively on employee housing. The Whistler Housing Authority has supported the development and oversight of 7,000 affordable rental and ownership housing units dedicated to those working in Whistler and is the administrator of the community's shared housing waitlist. The WHA does extensive work to understand the nature and scale of the housing need in our community and also works to ensure that access to affordable housing units (whether new or existing) is transparently and equitably distributed. The Whistler 2020 Development Corporation (WDC) currently leads the development and building of both rental and employee ownership inventory. Vertical construction is beginning now on new rental buildings (planned occupancy Jan 2025) partially supported by MRDT OAP funding; and early planning has commenced for a third employee rental building to follow in 2027. The RMOW, WHA, and WDC are together prepared and eager to deliver substantial quantities of new employee rental inventory over the next five years.



Importantly, the primary risk to this carefully planned, broadly-informed, multi-year housing delivery plan is economic. The economics of affordable employee housing continue to be challenging and have become even more so in recent years, with rapidly inflating construction and financing costs. The economics are also where the additional MRDT revenues can be most helpful, by providing essential non-repayable equity funding in a timely manner to these housing initiatives. Incremental MRDT funding to employee housing initiatives in Whistler could well be the key to catalyze the projects needed to meet employer labour force needs and ultimately execute on the visitor experience promise to which Whistler, the Province and DBC aspire.

3.3 THE PLACE: Investment and development of the destination



Reinvestment and development of Whistler’s resort product helps to ensure a positive visitor experience by improving service delivery levels at core, resort tourism amenities within Whistler, keeping pace with visitor growth, and by addressing the improvements required of aging amenities.

Guest satisfaction with their overall experience in the resort is essential for strong, long-term tourism health. Positive experiences at each public amenity throughout the resort all contribute to word-of-mouth referrals and a broader awareness of the resort product. Tourism assets, including Whistler Village, parks and trails, the Whistler Conference Centre, along with the amenities that provide access to these unique aspects of the resort require ongoing investment to remain flagship features of the Whistler experience. **Sustaining high standards for maintenance and services and enhancing amenities for all-weather experiences, ensures a positive visitor experience and the continued draw of the iconic Whistler Village.**

To compete, our destinations and our tourism products need to keep getting better. Other destinations around the world are constantly raising their development game.

Destination BC Corporate Strategy, 2022-2023

The following strategies support the Strategic Plans’ focus area of ‘The Place’ which is centred on Whistler as the destination, along with its natural and built environment.

Investment and development of the destination		
MRDT Strategies	MRDT Investment Priorities	Year
Enhance, energize and re-invest in core resort products and operations	Ensure that core, freely accessible visitor-centric amenities and facilities are high quality, well maintained, and substantially contribute to positive visitor experiences (e.g. Whistler Village visitor precinct operations and programs, and Park & Trail Amenity Enhancements).	1 – 5
	Invest in group-business facilities and amenities that provide the foundation for weather-independent, shoulder season visitation (e.g. Whistler Conference Centre improvements).	1 – 5
Expand authentic signature experiences	Invest in free and low-cost resort products, facilities and experiences that provide competitive differentiators in the resort marketplace (e.g. Whistler Village Ice Amenity, and Cultural Tourism development programs)	1 – 5
Build calendar of events and experiences in shoulder season and midweek	Develop new experiences in shoulder seasons to attract regional markets (e.g. wellness experiences in June, wine walks in October)	1 – 5
	Work with resort partners and FE&A committee to attract new events in shoulder seasons (e.g. Whistler Children’s Festival in May, Whistler Half Marathon in June, RBC GranFondo Whistler & Xterra Whistler in September, Whistler 50 Relay & Ultra in October)	1 – 5
Focus on destination stewardship	Balance economic, social, cultural, and environmental needs of tourism. (e.g. Employee recruitment & retention initiatives; advancement of diversity, equity, inclusion, and reconciliation; visitor management and experience development; resident awareness of the benefits of tourism)	1 – 5

“The Place” strategic investment priorities are also well-aligned with all four of the MRDT Program Principles:

MRDT Program Principle	Alignment Highlights
Effective, tourism marketing, programs and projects	✓ Investment in the core amenities used by visitors ensures that both new and repeat visitors will continue to enjoy positive guest experiences at the facilities and amenities that they use most.
Effective local-level, stakeholder support, and inter-community collaboration	✓ ‘The Place’ is the coordinated and integrated resort-wide of the Whistler experience. Through local government stewardship, strategic private investment, and the collective oversight of stakeholder representation, the Place is the product of ongoing community collaboration. Committing to the key priorities of destination stewardship is at the core of community collaboration and the long-term success of Whistler’s tourism engine.
Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics	✓ The marketing value of high quality, iconic visitor experiences is a core component of the marketing promise. In this sense, a consistently high-quality product is the foundation for earned promotion – especially through social media channels.
Fiscal prudence and accountability	✓ MRDT investments in core product experiences (e.g. Whistler Village) are leveraged and supported by significant additional incremental local government and private sector spending.

Enhancing what makes Whistler authentically unique, and expanding on experiences that will appeal to key target audiences helps to ensure the resort remains competitive, generates new interest and contributes to broadly-appreciated destination stewardship outcomes. Investing and developing the destination is also designed to mitigate threats from adverse weather, leverage opportunities associated with dispersion objectives to reduce potential pinch/pain-points in the guest experience, and ultimately reduce risks from competing destinations and resorts.

Measures of success:

The specific Place-based priorities noted above are designed to positively impact the following metrics:

- Total commercial spending in resort
- Net promoter scores
- Visitor satisfaction ratings
- Resident satisfaction scores
- Resort reinvestment levels
- Likelihood to return



3.3.1 ADDITIONAL PRESCRIBED PURPOSES – THE PLACE

Additional Prescribed Purposes



In order to effectively deliver the tourism product of Whistler, support ongoing growth of the resort economy, drive positive guest experiences and ultimately continue to support the strength of the broader BC tourism brand, This Strategic Plan includes the following proposed amendment to the Designated Accommodation Area Tax Regulation specific to Whistler. In addition to the broader MRDT prescribed uses of supporting investments in, “tourism marketing, programs, and projects”,

The Resort Municipality of Whistler and/or Tourism Whistler may spend the [MRDT] money paid to it for:

(a) Conference and group business marketing and sales support

(b) Whistler Conference Centre improvements

(c) Affordable employee housing initiatives

* Note that (a) Conference and Group Business Marketing and Sales and (c) Conference Centre Improvements are outlined in Section 3.1.1. and 3.2.1 respectively.

(b) Whistler Conference Centre Improvements

The Whistler Conference Centre (WCC) is the cornerstone facility of Whistler’s group and conference sector. Total group and conference business in Whistler during non-pandemic years achieves approximately 240,000 room nights per year, with the Whistler Conference Centre directly responsible for hosting approximately 20%-25% of these visits with more than 80-100 events per year, generating more than 50,000 visitor room-nights annually.

As previously noted, conference and group business represented 24% of total room nights in summer and 15% in winter, with Tourism Whistler’s Conference Sales team generating more than 90,000 room nights for the resort annually (in the Conference Centre and to the hotel conference space). Conference and Group business is particularly effective in driving room nights in shoulder months, including April, May, June, September, October and November. It also helps to secure advanced bookings for midweek.

Again, direct commercial spending in resort associated with WCC-driven conference and group business visitation is estimated at \$44.1 million per year and responsible for approximately \$44.3 million in tourism-driven incremental GDP across the province (with a significant proportion of this GDP representing tourism export revenue generated from international visitors).

As evidenced from the numbers presented above, conference and group business to the WCC and resort hotels is a significant engine in Whistler’s tourism economy. As such, the continued success of conference and group business to this venue is critical to the ongoing vibrancy of the larger tourism economy of the resort – especially as peak conference and group business activity occurs during non-peak resort visitation seasons, (i.e. group and conference business is concentrated during spring and fall shoulder seasons). Any decrease in levels of visitor satisfaction with the WCC facility or its conference and group business programming would lead to decreases in word-of-mouth referrals, in net promoter scores, and negatively impact event producer’s likelihood to choose this venue for future business.

Ongoing visitor and delegate survey results confirm the importance of the quality of venue facilities being a key contributor to overall event success, and likelihood to return (either as an independent traveller or for future conferences and events).

As such, ongoing investments into capital upgrades and enhancements of the WCC building are critical to the continued success of both the facility and conference and group business, and represent an important and strategic injection into the broader tourism economy of the resort. A failure to ensure that the building continues to meet (or exceed) delegate expectations would have negative impacts beyond WCC building revenues, as the overwhelming majority of WCC users' tourism expenditures occur in the broader tourism economy (hotels, restaurants, services and retail). As example, a 25% reduction in WCC use (as a result of under-investing in the quality of the product) would reduce commercial sector expenditures in the local tourism economy by approximately \$11 million dollars annually (\$44M x 25%).

Tourism Whistler has made significant recent investments into interior upgrades of the building, but plans to make additional strategic investments into exterior upgrades of the building on a short and medium term horizon, with all investments approved by Tourism Whistler's board of directors, which includes broad representation from tourism and accommodation stakeholders (including hotels, property managers, Whistler Blackcomb, the RMOW, commercial representatives, and a Director-at-Large.) The specifically planned MRDT investment in these enhancements is included in the annually submitted One Year Tactical Plans.

Specific planned Conference Centre improvements in the next five years that will benefit from MRDT support consistent with this Strategic Plan include a significant renovation to the Conference Centre exterior, upgrades to the in-house audio system, updated furniture and fixtures, landscape and exterior lighting upgrades, as well as a washroom renovation and updated artwork.

Whistler's conference centre provides the foundation for approximately 50,000 conference and meeting room-nights per year, in addition to supporting multiple signature resort events annually, primarily targeting meeting delegates and visitors. Investing in visitor-facing improvements to this facility has a direct and ongoing impact on the local tourism economy – especially during shoulder season months.



4 CLOSING COMMENTS

Over the next five years, MRDT investments will be focused strategies related to **our Guests, our People, the Place**, all supported by our partnerships to achieve the resort’s economic goals and priorities while supporting the social, cultural and environmental goals and needs of our community. The planned approach aims to build on strengths, capitalize on opportunities, and improve Whistler’s weaknesses while neutralizing potential threats to the resort. In summary, the plan is designed to:

- Encourage long-term resiliency and diversity in core tourism assets: mountains, lakes, forests, and world-class outdoor recreation amenities complemented with expanded authentic, signature experiences.
- Develop creative, strategic marketing initiatives that support year-round demand with a focus on key need periods.
- Increase access to stable, affordable employee housing to support our staff, and invest in our people to deliver first-class guest service experiences.
- As the actions are implemented over the next five years, Whistler will continue to optimize the strategic alignment of resort partners and stakeholders with an ongoing focus on the importance of destination stewardship.

Tourism is the primary economic driver of Whistler’s community. Visitor spending overwhelmingly drives the economy in Whistler—representing an average of over 90 percent of all commercial spending in the resort community. For this reason, Whistler is relatively unique in terms of the manner by which tourism dominates its economy, as well as the extent to which Whistler’s local government funds foundational tourism experiences.

Tourism Whistler led MRDT-funded marketing campaign investments targeting **Our Guests**, will take a data-driven approach, using data and analytics to inform and guide marketing decisions and strategies. Marketing programs will be digital-first, privacy-centric, prioritizing the use of targeted digital channels to effectively and efficiently reach target customers, while also being mindful of privacy considerations. Leveraging technology & tools, and innovative industry partnerships, campaigns & content will be personalized to segmented audience groups and optimized in real-time to deliver relevant messages at the right time. thereby maximizing campaign performance and return on investment.

Moreover, municipally led MRDT investment in **Our Place**-based tourism programs and projects continues to be strongly correlated with positive results in key tourism performance outcomes. Investments into park and recreational trail amenities, as well as summertime Village-based enhancements have been closely aligned with record year-over-year seasonal visitation levels. Importantly, these same park, trail and Village amenities increasingly generate very positive word of mouth, referrals and social shares. Maintaining satisfaction levels with the destination is arguably the cornerstone of tourism marketing in a culture increasingly dominated by user-led marketing messages in social channels.

Finally, more than ever investments into stable, affordable work force housing for **Our People**, is critical to the ongoing success of the tourism economy in Whistler. Strategic investment into tangible projects that create new employee housing units – for rent and purchase – where affordability is protected in perpetuity will be central to the ongoing success of all aspects of Whistler’s tourism sector.

MRDT investments are designed to be consistent with the Provincial Sales Tax Act (Designated Accommodation Area Regulations). Each priority included within this Plan is intended to drive positive

results in the Whistler community by investing in tourism marketing, programs and projects, which in many cases, are further supported by RMOW taxpayer and business community investments. Additional information regarding the management, governance and administration of the program, along with detail on how the MRDT is incremental to other tourism funding is provided in the appendix that follows.

The RMOW, Tourism Whistler and the EPI Committee track performance metrics closely to ensure that all invested funds are applied strategically, generate desired outcomes and continually support high satisfaction levels for visitor experiences as well as alignment with Provincial tourism goals and objectives. The economic analysis introduced in this plan show how these investments are producing significant returns that make a significant contribution to the Province. The ongoing investment of accommodation taxes through MRDT is fundamental to the resort community’s continued success and wellbeing, as well as the success of the provincial tourism economy.



APPENDICES

1 EVIDENCE OF STAKEHOLDER CONSULTATION

The first formal support for initiating the 3% MRDT rate was established through Whistler’s multi-stakeholder Economic Partnership Initiative in 2012/2013. Through more than a year of extensive stakeholder and community engagement, the EPI committee deliberated options, developed a strategic framework, marshalled extensive research and ultimately published a recommended series of identified focus areas, key strategies and identified actions that included having the local Hotel Association of Whistler advance advocacy for the 3% MRDT opportunity. Building on this initial first step, EPI’s 2016 Updates Summary of Key Findings and Economic Planning Report further formalized the pursuit of the 3% MRDT rate within the document Strategic Action Plan (see excerpt to the right). This Action Plan was shared with the community, and ultimately supported by Municipal Council. Work toward implementing this recommended action began with the process of developing and ultimately executing a tri-partite Memorandum of Understanding (MOU) between the Hotel Association of Whistler, the Resort Municipality of Whistler and Tourism Whistler, which established the manner by which responsibilities and revenues would be shared between the local government and the local DMO (TW). Each party to this agreement shared the terms of the agreement with their membership representatives and through the collective input of all parties ultimately shaped the final version of the Agreement. In parallel with the collective development of the Five Year Strategic Plan, the MOU was subsequently formalized into a binding Contribution Agreement between the RMOW and TW. Whistler’s MRDT Strategic Plan was designed to align and integrate with the broader work of the EPI Committee’s Strategic Plan, as well as the Province’s updated MRDT Guidelines, Designated Accommodation Area Regulation and Provincial Sales Tax Act. The Strategic Plan has benefited significantly from the input of the accommodation sector, the local destination marketing organization, the local government as well as key tourism stakeholders, Whistler Blackcomb, the business community, and the local Chamber of Commerce.

The MRDT investments associated with MRDT Tactical Plan are annually shared with the community through the budget development and financial planning process of the RMOW (most recently December, 2022). These processes include sharing a summary of the MRDT planned investments, presenting the entire budget at a community open house, providing access to the information online, and consolidating comments received for municipal Council’s consideration, deliberation and support. Access to this information is shared with all interested stakeholders across the community, and all input regarding the expenditures is compiled and considered through the community budget development process.

In addition to the processes noted above, access to the MRDT Strategic Plan as well as access to a consolidated and more ‘user-friendly’ four-page Summary document was shared with key stakeholder organizations and tourism/hospitality representatives to ensure broad tourism community support for the planned MRDT investment approach.

The results of this outreach is evidenced through the demonstrated support of the Community Economic Partnership Initiative Committee (EPI). EPI members include representation from RMOW staff and Council, Tourism Whistler, Whistler Chamber of Commerce, the Hotel Association of Whistler, Whistler Blackcomb as well as a community member-at-large.

A quick guide to MRDT and RMI

Visitor contributions to RMOW revenues

The Resort Municipality of Whistler (RMOW) receives two types of funding from the Province of British Columbia to support local tourism:

MRDT

Municipal and Regional District Tax
(also known as the Hotel Tax)

EST 1987

RMI

Resort Municipality Initiative Funding

EST 2006

How much do we receive?

The amount of MRDT and RMI is based on the number of visitors that stay overnight in Whistler.

MRDT is generated from hotel stays, including online accommodation providers like AirBnB.

RMI is based on the resort community's needs and a calculation that looks at average MRDT revenues and year-over-year changes.

How does this impact the RMOW's budget?

RMI and MRDT make up approximately 13.6% of the revenue the RMOW brings in each year.

Property taxes and a variety of non-tax revenues, user fees, license and application fees and grants make up the remainder.

13.6%

Can MRDT and RMI be spent on anything?

The Province enables MRDT and RMI to be spent on services or infrastructure that directly enhance tourism and the tourism experience, as well as contribute to the provincial economy. The RMOW assembles a plan for each year to determine which projects and investments will be supported through MRDT and RMI, and the Province then approves these plans.

The Province provides MRDT and RMI funding to communities that support significant tourism within the province. MRDT and RMI funding recognizes that local communities can't provide all the services tourists need just from local revenues such as property taxes. MRDT and RMI funding also ensures that a successful and sustainable tourism sector benefits the entire province.

How is MRDT and RMI spent in Whistler?

\$2.6 MILLION

MRDT revenue supports projects as well as the recurring Festivals, Events and Animations program.

In 2021, the RMOW's share is budgeted for \$2.6 million. These funds are leveraged to enhance the tourism experience and encourage travel in shoulder seasons and mid-week. Projects funded by MRDT include the Whistler 101 sessions; maintenance of the Village Stroll; and Park and Village Hosts.

\$6.4 MILLION

RMI funding goes to infrastructure or services that directly enhance tourism.

In 2021, the RMOW expects to receive \$6.4 million in RMI funding, which is being applied to projects and services like the new Whistler Village public washrooms; Whistler Olympic Plaza skating operations; and the Valley Trail connection to Function Junction.

2021 PROJECTED FUNDING

Thank you to the Province of British Columbia

Whistler is fortunate to have MRDT and RMI funding to support our tourism-based economy. This funding supports services that are above-and-beyond what our municipality would otherwise be able to provide.

Only a portion of the hotel tax charged in Whistler comes back into the community through MRDT and RMI transfers – the rest goes into the Province's revenues. The Province in turn uses these revenues to support a wide variety of investments in all communities across British Columbia.

Want to learn more?

Get full details at whistler.ca/MRDT and whistler.ca/RMI

Example of Community/Stakeholder-facing communication materials

March 20, 2023

RE: Economic Partnership Initiative Committee (EPI) Support for Whistler's Updated MRDT 2023-2027 5Yr Strategic Plan

The Whistler EPI Committee strongly supports the 2023-2027 Update to the required MRDT 5Yr Strategic Plan. This updated document has been deliberately built upon the strong foundation of the 2018-2022 Plan, and reflects the ongoing discussions, priorities, and input of the EPI Committee members.

The EPI membership fully understands that the ongoing 3% MRDT tax will continue to apply to the purchase of accommodations that are taxable under the Provincial Sales Tax Act within the designated accommodation area of Whistler (i.e., the municipal boundary of the Resort Municipality of Whistler (RMOW)).

The EPI members are aware that the Plan continues to request that two 'Additional Prescribed Purposes', unique to the community of Whistler are included within the Regulation¹. The EPI remains supportive of these proposed additional prescribed purposes being approved and associated investments being pursued as has served the community well over the last five years.

The EPI Committee believes that ensuring the long-term security of key tourism funding sources like the MRDT is critical to the long-term success of the Whistler tourism economy, is core to the ability of the resort to continue to meet visitor expectations and represents the cornerstone of the resort's ability to continually attract both core and emerging markets to this destination.

In sum, the EPI Committee wishes to express its renewed support of the updated MRDT – Whistler Five Year Strategic Plan (2023-2027).

Sincerely,

<p>DocuSigned by: <i>Jack Crompton</i> 2C2C0FD3091F4D7...</p> <p>Jack Crompton Mayor, Resort Municipality of Whistler</p>	<p>DocuSigned by: <i>Barrett Fisher</i> 7C0F800C0B7F46F...</p> <p>Barrett Fisher President & CEO, Tourism Whistler</p>	<p>DocuSigned by: <i>Norm Mastalir</i> 8AD47907AC9B44B...</p> <p>Norm Mastalir Board of Directors, Hotel Association of Whistler</p>
<p>DocuSigned by: <i>Jeff Muri</i> 2E2E8C0F52B6457...</p> <p>Jeff Muri Councillor, Resort Municipality of Whistler</p>	<p>DocuSigned by: <i>Matt Davies</i> E2F05847D9G48A...</p> <p>Matt Davies, Senior Director, Base Area Operations & Business Development, Whistler Blackcomb</p>	<p>DocuSigned by: <i>Louise Walker</i> AC06C7C718EA442...</p> <p>Louise Walker Executive Director, Whistler Chamber of Commerce</p>
<p>DocuSigned by: <i>Virginia Cullen</i> 0E1E0A8FA36425...</p> <p>Virginia Cullen, Chief Administrative Officer, Resort Municipality of Whistler</p>	<p>DocuSigned by: <i>Danielle Kristmanson</i> 0F051100Y118...</p> <p>Danielle Kristmanson Member-at-Large</p>	<p>DocuSigned by: <i>Martin Pardo</i> 1CC0B7C613394DC...</p> <p>Martin Pardo Acting General Manager, Resort Experience Resort Municipality of Whistler</p>

¹ The additional Prescribed Purposes included within the updated 2023-2027 5Yr Strategic Plan remain unchanged from the previous Plan, and continue to be (a) Conference and group business marketing and sales support, and (b) Whistler Conference Centre improvements

2 ONGOING MANAGEMENT, GOVERNANCE AND ADMINISTRATION OF MRDT REVENUES

In addition to the stakeholder engagement undertaken in the creation and development of this submission, the RMOW is committed to ongoing stakeholder collaboration in the management and administration of MRDT investments into the future.

The RMOW has established several committees to assist Council and provide opportunities for public involvement in range of related municipal matters. The following committees of Council provide input and make recommendations to staff on key initiatives that qualify for MRDT funds: the Economic Partnership Initiative (EPI) Committee, the Festivals, Events and Animation Oversight Committee, as well as the Audit and Finance Standing Committee, which also provides additional ongoing consultation through the municipality's annual budget process.

2.1 RMOW - TOURISM WHISTLER MRDT CONTRIBUTION AGREEMENT

During 2016, the RMOW, the Hotel Association of Whistler and Tourism Whistler negotiated and ultimately developed a Memorandum of Understanding (MOU) (dated Feb 20, 2017) to structure the manner by which future MRDT funds will be shared and invested within Whistler. This MOU was non-binding, but structured the basis for a future Contribution Agreement between the RMOW and TW that formalized the agreement and set out the responsibilities for each party as related to the collective investment of MRDT funds into the future.

The subsequent 2017 Tourism Whistler MRDT Contribution Agreement was executed in June of 2017, and is now a binding agreement between the parties. In general terms, the Contribution Agreement formalizes a 50/50 sharing of MRDT revenues between the two organizations, provides clarity regarding the timing of transfer payments, outlines additional covenants for each party, and confirms mutual recognition that long term stable funding of Tourism Marketing, Tourism Programs and Tourism Projects is critical to the success of the resort community. The agreement also provides the following operational definitions:

"**Tourism Marketing**" means the tourism research, advertising, promotions, social media, digital media, communications, media relations, website and sales promotion functions associated with resort-wide marketing of Whistler Resort to regional, national and international customers and markets.

"**Tourism Programs**" and/or "**Tourism Projects**" means any program or project that primarily serves, or is used by visitors or tourists; and that is understood to support the growth or resilience of the local tourism economy. Tourism Programs and Projects may be supported by municipal and/or MRDT revenues, and include but are not limited to: event and experience development, and the maintenance, operation, capital investment and/or reinvestment associated with key tourism facilities, amenities and/or attractions whether funded privately and/or publicly³.

In combination with this Strategic Plan and the Provincial Sales Tax Act, the Contribution Agreement structures the foundation for Whistler's governance approach and provides the cornerstone for local administrative oversight related to MRDT cash flow and investment decisions into the future.

³ These are the Operational Definitions included within the Contribution Agreement. It is understood by all parties that MRDT investments may only be invested consistent with the prescribed purposes included within senior legislation, currently the Designated Accommodation Area Regulation and the Provincial Sales Tax Act.

2.2 ONGOING STAKEHOLDER ENGAGEMENT

In addition to oversight by various committees of Council, and the Contribution Agreement noted above, Whistler's Council-appointed EPI Committee provides additional ongoing strategic planning input to the administration of MRDT funds. In support of this, Tourism Whistler has additional ongoing engagement with its membership through its member liaison, board of directors and annual meetings.

Detail on the range of ongoing stakeholder engagement is provided below.

The RMOW also collaborates regularly with a number of community partners that provide input into MRDT investment, including the Whistler Arts Council, Squamish Lil'wat Cultural Centre, Whistler Sport Legacies Society, the Whistler Museum and Archives.

Economic Partnership Initiative

The EPI Committee was formed in September of 2012 to take on a broad-based, medium-term (≤ 5 yr), community-wide economic planning mandate. The Committee is comprised of local economic stakeholders and community representatives – each in a unique position to contribute to the planning of Whistler's economic future. The executive level representatives from each organization who participate in the planning initiatives of the EPI include: **COO of Whistler Blackcomb, ED of The Whistler Chamber of Commerce, Chair of the Hotel Association of Whistler, President and CEO of Tourism Whistler, an At-Large community member, as well as the Mayor, a Council member, CAO and senior staff from the Resort Municipality of Whistler.**

EPI representation is as follows:

Whistler Blackcomb, the official alpine skiing venue for the 2010 Olympic and Paralympic Winter Games, is situated in the Resort Municipality of Whistler located in the Coast Mountains of British Columbia 125 kilometres (78 miles) from Vancouver, British Columbia. North America's premier four season mountain resort, Whistler and Blackcomb are two side-by-side mountains which combined offer over 200 marked runs, 8,171 acres of terrain, 16 alpine bowls, three glaciers, receives on average over 1,170 centimetres (461 inches) of snow annually, and one of the longest ski seasons in North America. In the summer, Whistler Blackcomb offers a variety of activities, including hiking and biking trails, the Whistler Mountain Bike Park, and sightseeing on the PEAK 2 PEAK Gondola.

The Whistler Chamber of Commerce represents approximately 700 members of the Whistler business community and is the steward of the resort-wide customer service solution, the Whistler Experience program, which trains over 5,600 people annually.

Tourism Whistler. Legally known as the Whistler Resort Association, Tourism Whistler is the non-profit member-based destination management and marketing organization representing Whistler. It also operates the Whistler Conference Centre, the Whistler Golf Club, and the Whistler Visitor Centre, as well as Whistler.com - Whistler's official source for accommodation and activity information and bookings. Formed in 1979 - at the recommendation of the provincial government - Tourism Whistler is responsible for promoting the resort as an international, four-season destination with the goal of increasing overnight visitation, noting that an overnight guest invests in the local economy by staying in accommodation, eating in restaurants, shopping at retail stores, and participating in activities, attractions and services.

Tourism Whistler represents more than 8,000 members who own, manage and operate properties or businesses on resort lands including hotels, restaurants, attractions, activity operators, retail shops and services. Seven elected individuals and five appointees represent the various sector interests on the 12-voting member Board of Directors; the activities of Tourism Whistler are further directed by its membership through bylaws that are approved by the membership, municipal council and the provincial Ministry of Municipal Affairs.

The **Hotel Association of Whistler** is a member-based organization representing over 5,800 hotel rooms including major hotels and hundreds of independent properties in Whistler that are zoned for nightly tourist accommodation. The Hotel Association of Whistler looks to serve as an advocate and voice for the interests of the hotel industry in Whistler while ensuring that the views of Whistler’s hospitality industry are represented in a meaningful, coherent and coordinated way to government and policy makers.

Community at Large Membership is also included within the EPI Committee and is selected by Council in response to an advertised Call for Expressions of Interest.

Finally, key **RMOW senior leaders**, including the CAO, a member of municipal Council and the Mayor each participate on, and are responsible for the facilitation and management of the committee itself.

EPI committee meets regularly over the year to complete planning workshops, facilitate presentations by local sector representatives, host community open houses, execute surveys, and commission ongoing economic and tourism research relevant to the strategic and financial oversight of the Whistler tourism economy. The Committee’s evaluates the outcomes of previous economic planning work, reviews current economic challenges, explores changing ‘realities’, evaluates strategic investment opportunities, and considers new opportunities that may contribute to the sustained economic viability of Whistler while ensuring support for social vibrancy and environmental sustainability.

The EPI Committee’s updated Key Findings and Economic Planning Report (2016) provides the strategic framework that underlies this MRDT Strategic Plan (the Guest, the Place, the People, and the Partnerships).

The EPI committee receives regular updates on tourism spending, priorities and strategic directions related to key spending and investments across the community. The EPI Committee annually reviews, considers and provides input on spending priorities for the community including RMI and MRDT investments.

In particular, the 2017 Tourism Whistler MRDT Contribution Agreement includes the general provision that, “In conjunction with the Hotel Association of Whistler, the RMOW and TW will participate in meaningful dialogue of each respective organization’s planned annual MRDT-funded investments at ongoing EPI Committee sessions (or similar partner forum as agreed to between the three parties). However, TW and the RMOW will each have the ultimate responsibility to define and allocate MRDT funds consistent with its own internal financial governance models, as approved by TW’s Board of Directors and the RMOW’s Mayor & Council.

As such, on an ongoing basis, the EPI committee has input into the strategic investment of MRDT funds, which are further contextualized in relation to broader strategic tourism development and economic planning priorities. For reference, the committee operates within the broader Guiding Principles (included to the right), as well as it’s identified Strategic Goals and Focus Areas (see [EPI Key Findings & Economic Planning Report](#)) – both of which were developed in consultation with broad community consultation and engagement.

EPI Guiding Economic Planning Principles

- Maintain a competitive advantage in destination resort marketplace by focusing on key strengths and differentiators
- Sustain a strong, year-round economy that is supportive of our world-class mountain tourism product
- Support a competitive return on investment
- Ensure balanced and effective use of limited financial, social and natural resources
- Effectively adapt to changing external conditions
- Promote a creative small business sector that thrives by offering unique products and services with high customer appeal
- A skilled workforce supports the local economy, and the local economy supports a skilled workforce
- Promote physical and social infrastructure that attracts jobs and investment
- Effective and collaborative partnerships strategically support economic health
- Investment in business and infrastructure is facilitated in an efficient and effective manner

RMOW Financial Planning Engagement Processes

For decades the RMOW has engaged the entire Whistler community in its annual Five Year Financial Planning processes – including planned MRDT investments. The financial planning process includes community open houses, open email input channels (budget@whistler.ca), dedicated website portals (whistler.ca/budget), online collaboration and engagement tools such as ‘bangthetable’, as well as social media and print news promotion. Throughout this process, the annually planned MRDT and RMI investment plans are shared with the community, clearly identified, and are always included as separate schedules in the production of the annual Plan.

Tourism Whistler

Tourism Whistler represents more than 8,000 members who own, manage and operate properties or businesses on resort lands including accommodations, restaurants, activity operators, attractions, retail shops and services. Membership assessments are the primary source of funding for the world-wide research, experience development, marketing and sales initiatives that Tourism Whistler manages and directs, supplemented by MRDT, net income from operating centres and co-operative partnership funding.

Tourism Whistler is governed by a 12-Member voting Board of Directors, seven elected by the Members and five appointed. The Tourism Whistler Board comprises the following positions:

- 1 x Director at Large – intended to represent all Members;
- 1 x Commercial Director - represents owner and commercial tenants of commercially zoned properties;
- 2 x Single Managed Accommodation Directors – represents properties who are managed by one company;
- 3 x Multi Managed Accommodation Directors – represents properties who have multiple managers and independent rentals in a single property;
- 2 x Appointed RMOW members – represents residential and community interests;
- 2 X Appointed Whistler Blackcomb – represents the mountain owned ski, food and beverage, retail and rental sector interests; and
- 1 x Appointed Tourism Whistler President and CEO.

Through the RMOW’s appointed positions on the Tourism Whistler Board of Directors, the RMOW provides annual updates and engages discussion on the strategic investment of the MRDT and RMI fund.

As well, the RMOW will continue to engage the community on planned MRDT investments on an ongoing basis, through strategic economic planning with the EPI Committee, through the ongoing annual community engagement around the Financial Plan development process (community open houses, online and email engagements, etc.), as well as through ongoing participation with the Tourism Whistler Board of Directors.

Annual MRDT Performance Report Survey

As per the requirements for communities that collect the 3% MRDT rate, an Annual MRDT Tourism Stakeholder Survey is undertaken, reviewed, considered and integrated into ongoing MRDT planning. The 2021 survey results were submitted in April of 2022, but a few key highlights of the 2021 survey include:

1. **89%** of all respondents indicated that OAP MRDT investment in affordable employee housing was either 'very', or 'extremely' important to their tourism business success.
2. Only 29% of respondents indicated that they were satisfied with levels of MRDT investment in affordable employee housing. Open ended responses strongly suggested that many respondents wished to see higher levels of investment in affordable housing.

As per the MRDT Program requirements annual surveying will continue to be included in the Annual Performance Reporting. Staff at both the RMOW and TW will monitor stakeholder input through these processes and use this input to shape ongoing MRDT investments strategies consistent with this 5Yr Strategic Plan.

2.3 MRDT INVESTMENT PRINCIPLES

RMOW staff were invited by Provincial representatives in September, 2016 to discuss MRDT guidelines and Provincial tax policy as these issues relate to and inform annual Whistler-based MRDT investments. The discussion sought to explore issues related to the alignment of current and planned MRDT-funded investments in Whistler with relevant Provincial tax policy, and associated MRDT guidelines. The meeting also provided an opportunity for RMOW staff to outline the Municipality's role in delivering the tourism experience through the development and management of core tourism amenities and programs.

The Ministry of Jobs, Tourism & Skills Training staff indicated that the primary criteria for establishing the alignment of community-based MRDT investments with Provincial Tax Policy, and MRDT program assessment criteria were:

- a) That the investment has a direct connection to tourism;
- b) That the investment is directed at a program or project that is predominantly targeted to, or used by visitors, not residents; and
- c) That the program or project should not be a general municipal expense.

Based on that understanding outlined in the November 2016 RMOW Memo for Discussion provided to Provincial staff including the Ministry of Jobs, Tourism & Skills Training; Ministry of Finance; and Destination BC, MRDT investment principles are summarized below:

Proposed investments MUST	<ul style="list-style-type: none"> • Qualify as an eligible MRDT investment for an, 'Approved Prescribed Purpose', consistent with Provincial regulation. • Contribute to the increase of local tourism revenue, visitation, and economic benefits • Be aligned with the community's Economic Partnership Initiative Report and other planning documents
Proposed investments SHOULD	<ul style="list-style-type: none"> • Enhance the guest experience • Align with the unique 'Whistler Brand' • Support stakeholder and community collaboration • Demonstrate fiscal prudence

2.4 ADDITIONAL POLICY DIRECTION AND ALIGNMENT

The vision and goals for Whistler's MRDT Strategic Plan have been developed within the context of Whistler's main policy initiatives as described below.

THE STRATEGIC FRAMEWORK FOR TOURISM 2022-2024: A PLAN FOR RECOVER AND RESILIENCY:.
This plan is a roadmap for rebuilding tourism and a fundamental part of the broader economy recovery post

COVID-19 pandemic. Through a clear focus on ‘People’, the ‘Planet’ and ‘Prosperity’, the framework seeks to play an important role in creating a more resilient and competitive tourism sector in the province.

People: Tourism Supports Healthy, Inclusive Societies

Planet: Harness Opportunities for Tourism To Contribute To Clean Growth

Prosperity: Sustainable Growth of The Visitor Economy

TOURISM WHISTLER ANNUAL BUSINESS PLAN: Guided and approved by the Tourism Whistler Board of Directors, Tourism Whistler produces an annual business plan. Strategies and tactics are determined following a thorough strategic assessment and full environmental analysis, including analysis of results, customer insights, tourism trends and marketing trends to determine the roadmap for strategies around Research, Product Enhancement, Marketing, Market Development, Events, Partnerships, Travel Media, Communications, Meetings & Incentives, Sales, Golf, Visitor Servicing, Whistler Conference Centre and Whistler.com.

ECONOMIC PARTNERSHIP INITIATIVE: Endorsed by Whistler Council in November 2013 and updated again in 2016, the work of the EPI Committee summarizes key economic research and findings conducted by the committee, provides concrete recommendations for collaboration for Whistler’s continued economic success, and defines guidelines for evaluating investment of MRDT funds to maintain and grow Whistler’s tourism economy.

RESORT DEVELOPMENT STRATEGY (RDS): The RMOW receives funding from the Province of British Columbia through its Resort Municipality Initiative (RMI) program. Since 2006, RMI funding has been invested in a range of infrastructure, programs and services that support and help grow tourism in Whistler. The RDS, updated for the 2015 – 2017 period, is a guiding document outlining a vision, goals and strategies for the RMI investments that are reviewed annually.

RECREATION AND LEISURE MASTER PLAN (RLMP): High-level guiding direction for Whistler’s parks, trails, lakes, rivers, indoor and outdoor recreation facilities, programs, other non-commercial outdoor activities and commercial activities that use municipally controlled assets. The 2015 RLMP determined priority investment areas to maintain and enhance, enrich and plan for new assets within each category of recreation and leisure amenity in Whistler.

WHISTLER’S CULTURAL TOURISM DEVELOPMENT STRATEGY: Developed in 2011, the report recommended investment in place-based cultural tourism as part of the resort-wide strategy to increase room occupancy levels. It outlines strategies to leverage ‘place as product’ and market immersive tourism experiences that capitalize on Whistler’s unique character and sense of place.

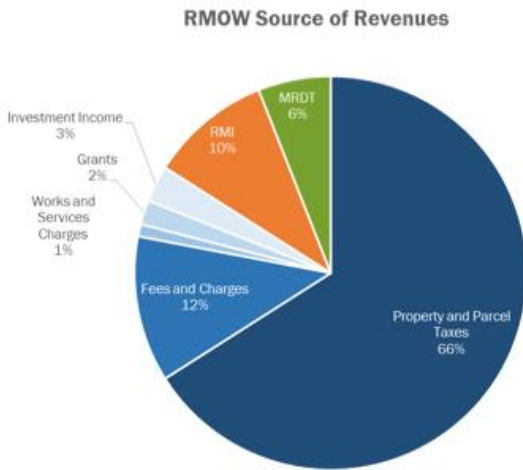
OFFICIAL COMMUNITY PLAN: Whistler’s Official Community Plan serves as a framework for all policies, regulations and decisions pertaining to land use and development in Whistler.

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.

2.5 FUNDING TOURISM IN WHISTLER

RMOW Municipal Tax Revenue



The RMOW manages a budget of approximately \$88 million on behalf of the resort community providing municipal programs, services and infrastructure to approximately 16,000 permanent residents and an average daily population of over 35,000, which includes part-time residents, seasonal workers and **more than 3 million visitors per year**. On any given day it is quite common for the number of visitors in Whistler to exceed the number of residents – this is part of what makes the community of Whistler unique in terms of its structure in general, and its tourism share in particular.

Whistler’s annual budget is far larger than that of municipal governments in communities of similar permanent population size/taxpayer base. This fact speaks to the relative magnitude of the required annual, tax-funded investment in the tourism product. Tourism product includes the infrastructure, facilities and amenities that are predominantly used for, or targeted at attracting and serving visitors; things like the pedestrian Village,

animation programs, and attractions like the Summer Concert Series. For almost 30 years, the MRDT (AHRT, etc...) has played an important supporting role in helping to normalize the disproportionate costs of delivering effective tourism product management and investment that would otherwise fall entirely upon a small resident population.

Province of British Columbia, Municipal and Regional District Tax (MRDT)

As noted in detail above, MRDT revenues generated through designated accommodation taxes within Whistler, are divided evenly between Tourism Whistler and the RMOW. At current levels of accommodation revenue, this yields approximately \$5.5-6Mm to each organization annually. These funds provide critical support to investments that are designed to ensure that the tourism economy in Whistler continues to present a world-class image, and deliver world-class visitor experiences. These revenues also strategically support the vitality of a tourism economy from which in 2019 an estimated \$2.1 billion in consumer spending resulted (approximately 90% by visitors).

Whistler consumer spending in 2016 represented an estimated 23% of the Province’s tourism export revenue, and collectively more than \$500 million in tax revenues (\$1.4 million/day). In the wake of the pandemic, Whistler’s export revenue share has decreased, however by 2022 total spending had recovered to nearly pre-pandemic levels (2022 spending is estimated at \$1.94Mm, and tax revenues now exceed \$630Mm annually, or \$1.78Mm on a daily basis).

The delivery of exceptional visitor experiences is at the core of the ongoing success of Whistler’s tourism economy. This Plan seeks to both formalize the role of MRDT in this approach, and help to ensure the ongoing health and vitality of Whistler tourism. As stated earlier within the Plan, to continue to effectively leverage MRDT revenues and effectively support the Whistler resort tourism economy, this 3% tax rate submission seeks to add Whistler to the list of Additional Prescribed Purposes schedule included within the Designated Accommodation Area Regulation. For reference, local stakeholders are strongly in support of adding the following Additional Prescribed Purposes to the Whistler designated accommodation area:

Whistler. The Resort Municipality of Whistler and/or Tourism Whistler may spend the [MRDT] money paid to it for: (a) Whistler Conference Centre marketing, (b) Conference Centre capital re-investments, and (c) affordable employee housing initiatives.

Province of British Columbia, Resort Municipality Initiative (RMI)

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”. The RMOW, in collaboration with other resort partners (through EPI processes) strategically invests RMI funds through a regularly submitted and approved Resort Development Strategy. Key performance metrics are identified with the Strategy, tracked annually, and strategically leveraged to ensure the ongoing success and effectiveness of RMI investments over time.

Province of British Columbia, Destination BC

Tourism Whistler embraces partnerships and has been fortunate to work with Destination BC on several co-operative marketing programs, including a Sea to Sky Mountain Bike campaign and Sea to Sky Arts and Culture campaign. Destination BC has been a strong partner of Tourism Whistler and regularly contributes to co-operative market development programs, including media and trade familiarization tours.

Private Funding Support and Reinvestment

With a cautiously optimistic economic outlook for the resort, private investment across the community has grown over the last couple of years.

Resort businesses continue to maintain and reinvest in amenity and infrastructure improvements as evidenced by increasing building permit activity and year-round product innovations.

The privately funded Audain Art Museum and the SLCC supported by both the Squamish Nation and Lil'wat Nation have each become flagship cultural institutes attracting a culture-focused visitor segment. Supporting arts and culture organizations with improved programs and projects will help this aspect of the resort economy to grow and attract new visits to the resort.

Furthermore, third-party producers for 18 festivals and events over the next three years are collectively contributing an estimated \$30.69 million to host these major events in Whistler. This programming includes iconic events like World Ski & Snowboard Festival, Crankworx, RBC GranFondo Whistler, Cornucopia, and Whistler Film Festival. Resort partners worked together to attract event producers to host their events in Whistler as well as investing with local producers to nurture authentic-Whistler festivals and events, proving to become substantial economic drivers for British Columbia.

The Municipality, Tourism Whistler and other resort stakeholders are continually looking ahead for additional opportunities to innovate and find the suitable mix of partners and funding to deliver fiscally sound product and programs.

3 ACCOMODATION DIRECTORY



Municipal Regional District Tax Jurisdiction Locations

Reporting Range: April 01, 2023 to April 30, 2023

Run Date: April 12, 2023

Taxpayer Legal Name	Site/Account DBA Name	Jurisdiction	Location Address
GIBBONS TRAVEL LTD.	206 CARLETON LODGE	Whistler	4290 MOUNTAIN SQ APT 206 WHISTLER BC V0N 1B4
GIBBONS TRAVEL LTD.	207 CARLETON LODGE	Whistler	4290 MOUNTAIN SQ APT 207 WHISTLER BC V0N 1B4
NESTAIDE MANAGEMENT LTD.	2232 GONDOLA WAY	Whistler	2232 GONDOLA WAY WHISTLER BC V0N 1B2
PEAK VACATIONS WHISTLER LTD.	325 EAGLE LODGE	Whistler	4314 MAIN ST APT 325 WHISTLER BC V8E 1A8
WB VACATION RENTALS LTD.	4211 SUNSHINE PL UNITS	Whistler	4211 SUNSHINE PL WHISTLER BC V0N 1B0
WB VACATION RENTALS LTD.	4314 MAIN ST UNITS	Whistler	4314 MAIN ST WHISTLER BC V0N 1B0
WB VACATION RENTALS LTD.	4360 LORIMER RD UNITS	Whistler	4360 LORIMER RD WHISTLER BC V0N 1B0
WB VACATION RENTALS LTD.	4388 NORTHLANDS BLVD UNITS	Whistler	4388 NORTHLANDS BLVD WHISTLER BC V0N 1B0
LEE & PARK WHISTLER VACATION RENTAL LTD.	4573 CHATEAU BLVD SUITES	Whistler	4573 CHATEAU BLVD UNIT 120, 237 WHISTLER BC V0N 1B4
DIAMOND RESORTS CANADA, LTD.	4580 CHATEAU BLVD	Whistler	4580 CHATEAU BLVD WHISTLER BC V0N 1B4
LEE & PARK WHISTLER VACATION RENTAL LTD.	4639 MAIN ST SUITES	Whistler	4369 MAIN ST UNIT 201, 207, 224, 401, 409 WHISTLER BC V0N 1B4
WB VACATION RENTALS LTD.	4809 SPEARHEAD DR UNITS	Whistler	4809 SPEARHEAD DR WHISTLER BC V0N 1B0
WB VACATION RENTALS LTD.	4821 SPEARHEAD DR UNITS	Whistler	4821 SPEARHEAD DR WHISTLER BC V0N 1B0
GIBBONS TRAVEL LTD.	505 CARLETON LODGE	Whistler	4290 MOUNTAIN SQ APT 505 WHISTLER BC V0N 1B4
GIBBONS TRAVEL LTD.	507 CARLETON LODGE	Whistler	4290 MOUNTAIN SQ APT 507 WHISTLER BC V0N 1B4
KP PROPERTIES LTD.	5-2324 TALUSWOOD PLACE	Whistler	5-2324 TALUSWOOD PLACE APT 5 WHISTLER BC V0N 1B2
AAVA WHISTLER HOTEL LIMITED PARTNERSHIP	AAVA WHISTLER HOTEL LIMITED PARTNERSHIP	Whistler	4005 WHISTLER WAY WHISTLER BC V0N 1B4
PARADOX HOTEL MANAGEMENT LIMITED	ABBEY MANAGEMENT (2015) LTD.	Whistler	4369 MAIN ST WHISTLER BC V0N 1B4

Municipal Regional District Tax Jurisdiction Locations

Version 9.1

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Taxpayer Legal Name	Site/Account DBA Name	Jurisdiction	Location Address
ACER VACATION RENTALS LTD.	ACER VACATION RENTALS LTD.	Whistler	4905 SPEARHEAD PLACE WHISTLER BC V0N 1B4
ADARA HOTEL OWNERS MANAGEMENT CORPORATION	ADARA HOTEL	Whistler	4122 VILLAGE GREEN WHISTLER BC V0N 1B4
ALLSEASON VACATION RENTALS INC.	ALLSEASON VACATION RENTALS INC.	Whistler	2550 JURA CRESENT GARIBALDI HIGHLANDS BC V0N 1T0
ALOHA WHISTLER ACCOMMODATIONS LIMITED	ALOHA WHISTLER ACCOMMODATIONS LIMITED	Whistler	4370 LORIMER RD # 334E WHISTLER BC V0N 1B4
1037761 B.C. LTD.	ALPENGLOW	Whistler	4369 MAIN ST UNIT 415 WHISTLER BC V0N 1B4
1037761 B.C. LTD.	ALPENGLOW	Whistler	4369 MAIN ST UNIT 318 WHISTLER BC V0N 1B4
1037761 B.C. LTD.	ALPENGLOW	Whistler	4369 MAIN ST UNIT 225 WHISTLER BC V0N 1B4
1037761 B.C. LTD.	ALPENGLOW	Whistler	4369 MAIN ST UNIT 219 WHISTLER BC V0N 1B4
1037761 B.C. LTD.	ALPENGLOW	Whistler	4369 MAIN ST UNIT 404 WHISTLER BC V0N 1B4
HARMONY WHISTLER VACATIONS LTD.	ALPINE GREENS	Whistler	4628 BLACKCOMB WAY UNIT 28 WHISTLER BC V8E 0H2
HARMONY WHISTLER VACATIONS LTD.	ALPINE GREENS	Whistler	4628 BLACKCOMB WAY UNIT 6 WHISTLER BC V8E 0H2
WVR PROPERTY INC.	ALTA LAKE CHALET	Whistler	3229 ARCHIBALD WAY WHISTLER BC V0N 1B3
ALMA MATER SOCIETY OF THE UNIVERSITY OF BRITISH COLUMBIA VANCOUVER	AMSI/UBC WHISTLER LODGE	Whistler	2124 NORDIC DR WHISTLER BC V0N 1B2
WHISKI JACK RESORTS (WHISTLER) LTD.	ASPEN	Whistler	4800 SPEARHEAD DR WHISTLER BC V0N 1B4
WHISTLER PRIME VACATION PROPERTIES LTD.	ASPENS	Whistler	4800 SPEARHEAD DR STE 232 WHISTLER BC V0N 1B4
HARMONY WHISTLER VACATIONS LTD.	ASPENS	Whistler	4800 SPEARHEAD DR UNIT 119 WHISTLER BC V8E 1G1
HARMONY WHISTLER VACATIONS LTD.	ASPENS	Whistler	4800 SPEARHEAD DR UNIT 338 WHISTLER BC V8E 1G1
WVR PROPERTY INC.	AURORA LODGE	Whistler	3333 PANORAMA RIDGE WHISTLER BC V0B 1B3
WHISTLER PRIME VACATION PROPERTIES LTD.	BEAR LODGE	Whistler	4314 MAIN ST STE 301 WHISTLER BC V0N 1B4
WHISTLER PRIME VACATION PROPERTIES LTD.	BEAR LODGE - MULTIPLE UNITS	Whistler	4314 MAIN ST STE 311 WHISTLER BC V0N 1B4
WHISTLER PRIME VACATION PROPERTIES LTD.	BEAR LODGE - MULTIPLE UNITS	Whistler	4314 MAIN ST WHISTLER BC V0N 1B4
PREMIUM EXPERIENCES INC.	BELMONT	Whistler	5448 STONEBRIDGE PLACE WHISTLER BC V0N 1B5

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HARMONY WHISTLER VACATIONS LTD.	BLACKCOOMB GREENS	Whistler	4644 BLACKCOOMB WAY UNIT 15 WHISTLER BC V8E 0H2
HARMONY WHISTLER VACATIONS LTD.	BLACKCOOMB GREENS	Whistler	4644 BLACKCOOMB WAY UNIT 25 WHISTLER BC V8E 0H2
HARMONY WHISTLER VACATIONS LTD.	BLACKCOOMB GREENS	Whistler	4644 BLACKCOOMB WAY UNIT 28 WHISTLER BC V8E 0H2
HARMONY WHISTLER VACATIONS LTD.	BLACKCOOMB GREENS	Whistler	4644 BLACKCOOMB WAY UNIT 4 WHISTLER BC V8E 0H2
HARMONY WHISTLER VACATIONS LTD.	BLACKCOOMB GREENS	Whistler	4644 BLACKCOOMB WAY UNIT 5 WHISTLER BC V8E 0H2
BLACKCOOMB LODGE LTD.	BLACKCOOMB LODGE LTD.	Whistler	4220 GATEWAY DR WHISTLER BC V8E 0Z7
BLACKCOOMB PEAKS ACCOMMODATIONS INC.	BLACKCOOMB PEAKS ACCOMMODATIONS INC.	Whistler	4800 SPEARHEAD DRIVE WHISTLER BC V0N 1B4
BLACKCOOMB PEAKS ACCOMMODATIONS INC.	BLACKCOOMB PEAKS ACCOMMODATIONS INC.	Whistler	4701 GLACIER DRIVE WHISTLER BC V0N 1B4
BLACKCOOMB PEAKS ACCOMMODATIONS INC.	BLACKCOOMB PEAKS ACCOMMODATIONS INC.	Whistler	4857 PAINTED CLIFF ROAD WHISTLER BC V0N 1B4
BLACKCOOMB PEAKS ACCOMMODATIONS INC.	BLACKCOOMB PEAKS ACCOMMODATIONS INC.	Whistler	4851 PAINTED CLIFF RD WHISTLER BC V0N 1B4
BLACKCOOMB PEAKS ACCOMMODATIONS INC.	BLACKCOOMB PEAKS ACCOMMODATIONS INC.	Whistler	4905 SPEARHEAD PLACE WHISTLER BC V0N 1B4
BLACKCOOMB PEAKS ACCOMMODATIONS INC.	BLACKCOOMB PEAKS ACCOMMODATIONS INC.	Whistler	4865 PAINTED CLIFF ROAD WHISTLER BC V0N 1B4
BLACKCOOMB PEAKS ACCOMMODATIONS INC.	BLACKCOOMB PEAKS ACCOMMODATIONS INC.	Whistler	44 - 4325 NORTHLAND BLVD WHISTLER BC V0N 1B4
BLACKCOOMB PEAKS ACCOMMODATIONS INC.	BLACKCOOMB PEAKS ACCOMMODATIONS INC.	Whistler	36 - 2250 NORDIC DRIVE WHISTLER BC V0N 1B2
BLACKCOOMB PEAKS ACCOMMODATIONS INC.	BLACKCOOMB PEAKS ACCOMMODATIONS INC.	Whistler	4 - 2324 TALUSWOOD PLACE WHISTLER BC V0N 1B2
BLACKCOOMB PEAKS ACCOMMODATIONS INC.	BLACKCOOMB PEAKS ACCOMMODATIONS INC.	Whistler	11 - 4661 BLACKCOOMB WAY WHISTLER BC V0N 1B4
SUMMIT RESORT MPM INC.	BLACKCOOMB SPRINGS	Whistler	4899 PAINTED CLIFF RD WHISTLER BC V8E 1E2
HARMONY WHISTLER VACATIONS LTD.	BLUEBERRY HILL ESTATES	Whistler	3135 ST MORITZ CRES WHISTLER BC V8E 0V8
HARMONY WHISTLER VACATIONS LTD.	CARLETON LODGE	Whistler	4280 MOUNTAIN SQUARE UNIT 208 WHISTLER BC V8E 1C8
ROHDE, JOERN SIEGFRIED & ROHDE, JACQUELINE LEE	CEDAR SPRINGS LODGE	Whistler	8105 CEDAR SPRINGS ROAD WHISTLER BC V0N 1B8
WVR PROPERTY INC.	CHALET EDELWEISS	Whistler	7162 NANCY GREENE DR WHISTLER BC V0N 1B7
VACATION INTERNATIONALE, INC.	CLOCKTOWER	Whistler	4341 VILLAGE LANE WHISTLER BC V0N 1B4

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EMBARC MEMBERS ASSOCIATION	CLUB INTRAWEST – WHISTLER	Whistler	4580 CHATEAU BLVD WHISTLER BC V0N 1B4
CONCORD SUNDIAL MANAGEMENT INC.	CONCORD SUNDIAL MANAGEMENT INC.	Whistler	4340 SUNDIAL CRES WHISTLER BC V0N 1B4
GOLFBC HOLDINGS INC.	CRYSTAL LODGE	Whistler	4154 VILLAGE GREEN WHISTLER BC V0N 1B4
CANADIAN VACATION HOMES LTD.	CVH - WHISTLER	Whistler	CANADIAN VACATION HOMES WHISTLER BC V0N 1B0
DEVOCHT, ALEXANDER & DOPIERALA, LESZEK	DEER 241	Whistler	4314 MAIN ST STE 241 WHISTLER BC V0N 1B0
WHISTLER PRIME VACATION PROPERTIES LTD.	DEER RUN	Whistler	3300 PTARMIGAN PL STE 303 WHISTLER BC V0N 1B3
WHISTLER PRIME VACATION PROPERTIES LTD.	DEER RUN	Whistler	3300 PTARMIGAN PL STE 304 WHISTLER BC V0N 1B3
DESTINATION PROPERTIES LTD.	DESTINATION PROPERTIES LTD.	Whistler	4660 BLACKCOOMB WAY APT 304 WHISTLER BC V0N 1B4
DURLACHER, PETER & DURLACHER, ERIKA	DURLACHER HOF PENSION	Whistler	7055 NESTERS RD WHISTLER BC V0N 1B7
WHISTLER PRIME VACATION PROPERTIES LTD.	EAGLE LODGE	Whistler	4314 MAIN ST STE 334 WHISTLER BC V0N 1B4
WHISTLER PRIME VACATION PROPERTIES LTD.	EAGLE LODGE	Whistler	4314 MAIN ST STE 328 WHISTLER BC V0N 1B4
WHISTLER PRIME VACATION PROPERTIES LTD.	EAGLE LODGE	Whistler	4314 MAIN ST STE 224 WHISTLER BC V0N 1B4
WHISTLER PRIME VACATION PROPERTIES LTD.	EAGLE LODGE	Whistler	4314 MAIN ST STE 432 WHISTLER BC V0N 1B4
HARMONY WHISTLER VACATIONS LTD.	ENGLEWOOD GREENS	Whistler	8030 NICKLAUS NORTH BLVD UNIT 18 WHISTLER BC V8E 1J7
EVOLUTION OWNERS' ASSOCIATION	EVOLUTION OWNERS' ASSOCIATION	Whistler	2020 LONDON LANE WHISTLER BC V0N 1B2
THE FIREPLACE INNS LTD.	EXECUTIVE INN AT WHISTLER VILLAGE	Whistler	4250 VILLAGE STROLL WHISTLER BC V0N 1B4
CANADIAN RESORT HOTELS LIMITED PARTNERSHIP/SOCIETEEN COMMANDITE HOTELS DE VILLEGIATURE CANADIENS	FAIRMONT CHATEAU WHISTLER	Whistler	4599 CHATEAU BLVD WHISTLER BC V0N 1B4
FIRESIDE OUTDOOR RECREATION CLUB	FIRESIDE LODGE	Whistler	2117 NORDIC DR WHISTLER BC V0N 1B2
THE OWNERS, STRATA PLAN BCS-104	FIRST TRACKS LODGE - WHISTLER	Whistler	2202 GONDOLA WAY WHISTLER BC V0N 1B2
HARMONY WHISTLER VACATIONS LTD.	FOREST TRAILS	Whistler	4737 SPEARHEAD DR UNIT 25 WHISTLER BC V8E 1E7
2162161 ALBERTA LTD.	FOREST TRAILS #29	Whistler	4737 SPEARHEAD DR APT 29 WHISTLER BC V0N 1B4

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FS WHISTLER LIMITED PARTNERSHIP	FOUR SEASONS RESORT WHISTLER	Whistler	4591 BLACKCOOMB WAY WHISTLER BC V0N 1B4
HARMONY WHISTLER VACATIONS LTD.	FOXGLOVE	Whistler	4857 PAINTED CLIFF RD UNIT 20 WHISTLER BC V8E 1C8
HARMONY WHISTLER VACATIONS LTD.	GABLES	Whistler	4510 BLACKCOOMB WAY UNIT 58 WHISTLER BC V8E 0X8
HARMONY WHISTLER VACATIONS LTD.	GABLES	Whistler	4510 BLACKCOOMB WAY UNIT 43 WHISTLER BC V8E 0X8
HARMONY WHISTLER VACATIONS LTD.	GABLES	Whistler	4510 BLACKCOOMB WAY UNIT 31 WHISTLER BC V8E 0X8
HARMONY WHISTLER VACATIONS LTD.	GABLES	Whistler	4510 BLACKCOOMB WAY UNIT 32 WHISTLER BC V8E 0X8
HARMONY WHISTLER VACATIONS LTD.	GLACIER LODGE	Whistler	4573 CHATEAU BLVD UNIT 329 WHISTLER BC V8E 0Z5
HARMONY WHISTLER VACATIONS LTD.	GLACIER LODGE	Whistler	4573 CHATEAU BLVD UNIT 319 WHISTLER BC V8E 0Z5
NESTAIDE MANAGEMENT LTD.	GLACIER LODGE	Whistler	4573 CHATEAU BOULEVARD # 129 WHISTLER BC V8E 1B4
WHISTLER PRIME VACATION PROPERTIES LTD.	GLACIER LODGE	Whistler	4573 CHATEAU BLVD STE 212 WHISTLER BC V0N 1B4
WHISTLER PRIME VACATION PROPERTIES LTD.	GLACIER LODGE	Whistler	4573 CHATEAU BLVD STE 320 WHISTLER BC V0N 1B4
WHISTLER PRIME VACATION PROPERTIES LTD.	GLACIER LODGE	Whistler	4573 CHATEAU BLVD STE 339 WHISTLER BC V0N 1B4
WHISTLER PRIME VACATION PROPERTIES LTD.	GLACIER LODGE	Whistler	4573 CHATEAU BLVD STE 342 WHISTLER BC V0N 1B4
WHISTLER PRIME VACATION PROPERTIES LTD.	GLACIER LODGE	Whistler	4573 CHATEAU BLVD STE 106 WHISTLER BC V0N 1B4
WHISTLER PRIME VACATION PROPERTIES LTD.	GLACIER LODGE	Whistler	4573 CHATEAU BLVD STE 105 WHISTLER BC V0N 1B4
WHISTLER PRIME VACATION PROPERTIES LTD.	GLACIER LODGE - MULTIPLE UNITS	Whistler	4573 CHATEAU BLVD WHISTLER BC V0N 1B4
WHISTLER PRIME VACATION PROPERTIES LTD.	GLACIER LODGE - MULTIPLE UNITS	Whistler	4573 CHATEAU BLVD WHISTLER BC V0N 1B4
WHISTLER PRIME VACATION PROPERTIES LTD.	GLACIER REACH	Whistler	4388 NORTHLANDS BLVD STE 34 WHISTLER BC V0N 1B4
WHISTLER PRIME VACATION PROPERTIES LTD.	GLACIER REACH	Whistler	4388 NORTHLANDS BLVD STE 38 WHISTLER BC V0N 1B4
WHISTLER PRIME VACATION PROPERTIES LTD.	GLACIER REACH	Whistler	4388 NORTHLANDS BLVD STE 40 WHISTLER BC V0N 1B4
OUTPOST PROPERTY MANAGEMENT LTD.	GLACIER REACH 27	Whistler	4388 NORTHLANDS BLVD UNIT 27 WHISTLER BC V0N 1B4
HARMONY WHISTLER VACATIONS LTD.	GLACIERS REACH	Whistler	4388 NORTHLANDS BLVD UNIT 98 WHISTLER BC V8E 1C6

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HARMONY WHISTLER VACATIONS LTD.	GLENEAGLES	Whistler	4363 BLACKCOOMB WAY UNIT 8 WHISTLER BC V8E 0H2
HARMONY WHISTLER VACATIONS LTD.	GLENEAGLES	Whistler	4363 BLACKCOOMB WAY UNIT 17 WHISTLER BC V8E 0H2
HARMONY WHISTLER VACATIONS LTD.	GLENEAGLES	Whistler	4636 BLACKCOOMB WAY UNIT 15 WHISTLER BC V8E 0H2
HARMONY WHISTLER VACATIONS LTD.	GLENEAGLES	Whistler	4363 BLACKCOOMB WAY UNIT 7 WHISTLER BC V8E 0H2
HARMONY WHISTLER VACATIONS LTD.	GONDOLA HEIGHTS	Whistler	2211 MARMOT PLACE WHISTLER BC V8E 0M8
HARMONY WHISTLER VACATIONS LTD.	GRANITE COURT	Whistler	4405 BLACKCOOMB WAY UNIT 310 WHISTLER BC V8E 0X7
WHISTLER PRIME VACATION PROPERTIES LTD.	GRANITE COURT	Whistler	4405 BLACKCOOMB WAY STE 308 WHISTLER BC V0N 1B4
WHISTLER PRIME VACATION PROPERTIES LTD.	GRANITE COURT	Whistler	4405 BLACKCOOMB WAY STE 402 WHISTLER BC V0N 1B4
WHISTLER RECEPTION SERVICES LTD.	GRANITE COURT	Whistler	4405 BLACKCOOMB WAY # 312 WHISTLER BC V8E 0X7
HARMONY WHISTLER VACATIONS LTD.	GREYHAWK	Whistler	3309 PTARMIGAN PL UNIT 124 WHISTLER BC V8E 0V6
HARMONY WHISTLER VACATIONS LTD.	GREYHAWK	Whistler	3309 PTARMIGAN PL UNIT 322 WHISTLER BC V8E 0V6
HARMONY WHISTLER VACATIONS LTD.	GREYSTONE	Whistler	4905 SPEARHEAD PLACE UNIT 313 WHISTLER BC V8E 1E6
WHISTLER RECEPTION SERVICES LTD.	HEARTHSTONE LODGE	Whistler	4211 SUNSHINE PL # 14 WHISTLER BC V0N 1B4
GREEN LAKE GARDENS INC.	HEAVENLY SKI IN/OUT @ THE ASPENS W/ KING BED	Whistler	4800 SPEARHEAD DR APT 107 WHISTLER BC V8E 1G1
WW HOTELS (WHISTLER) LIMITED PARTNERSHIP	HILTON WHISTLER RESORT & SPA	Whistler	4050 WHISTLER WAY WHISTLER BC V0N 1B4
TRUE NORTH HOSTELLING ASSOCIATION	HI-Whistler	Whistler	1035 LEGACY WAY WHISTLER BC V0N 1B1
HOLIDAY WHISTLER ACCOMMODATIONS INC.	HOLIDAY WHISTLER ACCOMMODATIONS INC.	Whistler	2324 TALUSWOOD PL WHISTLER BC V0N 1B2
2162161 ALBERTA LTD.	HORSTMAN HOUSE	Whistler	4653 BLACKCOOMB WAY UNIT 101 WHISTLER BC V8E 0Z7
HARMONY WHISTLER VACATIONS LTD.	IRONWOOD	Whistler	3217 BLUEBERRY DR UNIT 304 WHISTLER BC V8E 0B8
WHISKI JACK RESORTS (WHISTLER) LTD.	IRONWOOD	Whistler	3217 BLUEBERRY DR WHISTLER BC V0N 1B3
HARMONY WHISTLER VACATIONS LTD.	LAGOONS	Whistler	4335 NORTHLANDS BOULEVARD UNIT 91 WHISTLER BC V8E 1C3
HARMONY WHISTLER VACATIONS LTD.	LAGOONS	Whistler	4335 NORTHLANDS BOULEVARD UNIT 54 WHISTLER BC

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			V8E 1G3
OUTPOST PROPERTY MANAGEMENT LTD.	LAGOONS 20	Whistler	4335 NORTHLANDS BLVD UNIT 20 WHISTLER BC V0N 1B4
OUTPOST PROPERTY MANAGEMENT LTD.	LAGOONS 37	Whistler	4335 NORTHLANDS BLVD UNIT 37 WHISTLER BC V0N 1B4
OUTPOST PROPERTY MANAGEMENT LTD.	LAGOONS 91	Whistler	4335 NORTHLANDS BLVD UNIT 91 WHISTLER BC V0N 1B4
OUTPOST PROPERTY MANAGEMENT LTD.	LAGOONS 98	Whistler	4335 NORTHLANDS BLVD UNIT 98 WHISTLER BC V0N 1B4
WHISTLER PRIME VACATION PROPERTIES LTD.	LAKE PLACID	Whistler	2050 LAKE PLACID RD STE 212 WHISTLER BC V0N 0A0
WHISKI JACK RESORTS (WHISTLER) LTD.	LAKE PLACID LODGE	Whistler	2050 LAKE PLACID RD WHISTLER BC V0N 1B2
HARMONY WHISTLER VACATIONS LTD.	LAKE PLACID LODGE	Whistler	2050 LAKE PLACID RD UNIT 217 WHISTLER BC V8E 0A8
HARMONY WHISTLER VACATIONS LTD.	LE CHAMOIS	Whistler	4557 BLACKCOOMB WAY UNIT 406 WHISTLER BC V8E 0Y2
LEGENDS OWNERS' ASSOCIATION	LEGENDS OWNERS' ASSOCIATION - WHISTLER	Whistler	2036 LONDON LANE WHISTLER BC V0N 1B2
LISTEL CANADA LTD.	LISTEL WHISTLER HOTEL	Whistler	4121 VILLAGE GREEN WHISTLER BC V0N 1B4
LMS4089 HOTEL OWNERS LTD.	LMS4089 HOTEL OWNERS LTD.	Whistler	4090 WHISTLER WAY WHISTLER BC V8E 1J3
WHISTLER PRIME VACATION PROPERTIES LTD.	MARKET PLACE	Whistler	4360 LORIMER RD STE 207 WHISTLER BC V0N 1B4
HARMONY WHISTLER VACATIONS LTD.	MARKETPLACE LODGE	Whistler	4360 LORIMER RD UNIT 313 WHISTLER BC V8E 1A5
HARMONY WHISTLER VACATIONS LTD.	MARKETPLACE LODGE	Whistler	4360 LORIMER RD UNIT 239 WHISTLER BC V8E 1A5
HARMONY WHISTLER VACATIONS LTD.	MARQUISE	Whistler	4809 SPEARHEAD DRIVE UNIT 307 WHISTLER BC V8E 1E7
HARMONY WHISTLER VACATIONS LTD.	MARQUISE	Whistler	4809 SPEARHEAD DRIVE UNIT 412 WHISTLER BC V8E 1E7
BEDDIE (WHISTLER) PROPERTY LTD.	MIXED DORM	Whistler	2124 NORDIC DRIVE WHISTLER BC V0N 1B2
HARMONY WHISTLER VACATIONS LTD.	MONTEBELLO	Whistler	4817 CASABELLA CRES WHISTLER BC V8E 0Z4
OLIVER CLEGG	MOUNTAIN MOMENTS PROPERTY MANAGEMENT	Whistler	4335 NORTHLANDS BLVD UNIT 3 WHISTLER BC V0N 1B4
OLIVER CLEGG	MOUNTAIN MOMENTS PROPERTY MANAGEMENT	Whistler	4385 NORTHLANDS BOULEVARD UNIT 47 WHISTLER BC V0N 1B4
OLIVER CLEGG	MOUNTAIN MOMENTS PROPERTY MANAGEMENT	Whistler	3201 BLUEBERRY DR WHISTLER BC V0N 1B3

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OLIVER CLEGG	MOUNTAIN MOMENTS PROPERTY MANAGEMENT	Whistler	4652 BLACKCOOMB WAY UNIT 11 WHISTLER BC V0N 1B4
OLIVER CLEGG	MOUNTAIN MOMENTS PROPERTY MANAGEMENT	Whistler	3212 BLUEBERRY DRIVE WHISTLER BC UNIT 302 BC V0N 1B3
OLIVER CLEGG	MOUNTAIN MOMENTS PROPERTY MANAGEMENT	Whistler	4510 BLACKCOOMB WAY UNIT 50 WHISTLER BC V0N 1B4
OLIVER CLEGG	MOUNTAIN MOMENTS PROPERTY MANAGEMENT	Whistler	4369 MAIN ST UNIT 219 WHISTLER BC V0N 1B4
OLIVER CLEGG	MOUNTAIN MOMENTS PROPERTY MANAGEMENT	Whistler	4335 NORTHLANDS BLVD UNIT 89 WHISTLER BC V0N 1B4
OLIVER CLEGG	MOUNTAIN MOMENTS PROPERTY MANAGEMENT	Whistler	3212 BLUEBERRY DR UNIT 309 WHISTLER BC V0N 1B4
OLIVER CLEGG	MOUNTAIN MOMENTS PROPERTY MANAGEMENT	Whistler	4637 BLACKCOOMB WAY UNIT 5 WHISTLER BC V8E 0Y6
OLIVER CLEGG	MOUNTAIN MOMENTS PROPERTY MANAGEMENT	Whistler	4910 SPEARHEAD PL UNIT 317 WHISTLER BC V0N 1B4
OLIVER CLEGG	MOUNTAIN MOMENTS PROPERTY MANAGEMENT	Whistler	8003 CYPRESS PL WHISTLER BC V0N 1B0
OLIVER CLEGG	MOUNTAIN MOMENTS PROPERTY MANAGEMENT	Whistler	4628 BLACKCOOMB WAY UNIT 20 WHISTLER BC V0N 1B0
OLIVER CLEGG	MOUNTAIN MOMENTS PROPERTY MANAGEMENT	Whistler	4335 NORTHLANDS BLVD UNIT 12 WHISTLER BC V0N 1B0
OLIVER CLEGG	MOUNTAIN MOMENTS PROPERTY MANAGEMENT	Whistler	3212 BLUEBERRY DR UNIT 205 WHISTLER BC V8E 0T5
OLIVER CLEGG	MOUNTAIN MOMENTS PROPERTY MANAGEMENT	Whistler	4385 NORTHLANDS BLVD UNIT 34 WHISTLER BC V8E 1C5
OLIVER CLEGG	MOUNTAIN MOMENTS PROPERTY MANAGEMENT	Whistler	4335 NORTHLANDS BLVD UNIT 48 WHISTLER BC V0N 1B0
OLIVER CLEGG	MOUNTAIN MOMENTS PROPERTY MANAGEMENT	Whistler	3502 FALCON CRES UNIT 4 WHISTLER BC V8E 0B9
WHISTLER PRIME VACATION PROPERTIES LTD.	MOUNTAIN STAR	Whistler	4894 PAINTED CLIFF RD STE 8 WHISTLER BC V0N 1B4
SVC-MOUNTAINSIDE ULC	MOUNTAINSIDE LODGE	Whistler	4417 SUNDIAL PL WHISTLER BC V0N 1B4
ADR CONSULTING LTD.	MOUNTAINVIEW ACCOMMODATION	Whistler	4369 MAIN ST WHISTLER BC V0N 1B4
MY BLUE SKIES HOLDINGS LTD.	MY BLUE SKIES HOLDINGS LTD.	Whistler	4314 MAIN ST UNIT 330 WHISTLER BC V8E 1A8
MY BLUE SKIES HOLDINGS LTD.	MY BLUE SKIES HOLDINGS LTD.	Whistler	2050 LAKE PLACID RD UNIT 219 WHISTLER BC V0N 1B2
MY BLUE SKIES HOLDINGS LTD.	MY BLUE SKIES HOLDINGS LTD.	Whistler	4800 SPEARHEAD DR UNIT 202 WHISTLER BC V8E 1G1
PREMIUM EXPERIENCES INC.	NELLA NEVE	Whistler	2957 KADENWOOD DR WHISTLER BC V0N 1B2

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NESTAIDE MANAGEMENT LTD.	NICK NORTH 40	Whistler	8030 NICKLAUS N BLVD UNIT 40 WHISTLER BC V0N 1B6
WVR PROPERTY INC.	NIGHTHAWK LANE	Whistler	3345 NIGHTHAWK LN WHISTLER BC V0N 1B3
PREMIUM EXPERIENCES INC.	NITA LAKE ESTATE	Whistler	5205 JORDAN LANE WHISTLER BC V0N 1B5
NLL MANAGEMENT (2013) LTD.	NITA LAKE LODGE	Whistler	2131 LAKE PLACID RD WHISTLER BC V0N 1B2
PREMIUM EXPERIENCES INC.	NORTHERN LIGHTS 42	Whistler	4150 TANTALUS DR # 42 WHISTLER BC V0N 1B4
HARMONY WHISTLER VACATIONS LTD.	NORTHSTAR	Whistler	4355 NORTHLANDS BLVD UNIT 113 WHISTLER BC V8E 1C3
HARMONY WHISTLER VACATIONS LTD.	NORTHSTAR	Whistler	4355 NORTHLANDS BLVD UNIT 104 WHISTLER BC V8E 1C3
HARMONY WHISTLER VACATIONS LTD.	NORTHSTAR	Whistler	4355 NORTHLANDS BLVD UNIT 55 WHISTLER BC V8E 1C3
WHISTLER PRIME VACATION PROPERTIES LTD.	NORTHSTAR	Whistler	4355 NORTHLANDS BLVD STE 118 WHISTLER BC V0N 1B4
WHISTLER PRIME VACATION PROPERTIES LTD.	NORTHSTAR	Whistler	4355 NORTHLANDS BLVD STE 83 WHISTLER BC V0N 1B4
WHISKI JACK RESORTS (WHISTLER) LTD.	NORTHSTAR	Whistler	4355 NORTHLANDS BLVD WHISTLER BC V0N 1B4
OUTPOST PROPERTY MANAGEMENT LTD.	NORTHSTAR 121	Whistler	4355 NORTHLANDS BLVD UNIT 121 WHISTLER BC V0N 1B4
AZ 2126, LLC	OUR WHISTLER RETREAT	Whistler	4330 NORTHLANDS BLVD WHISTLER BC V0N 1B4
WHISTLER PRIME VACATION PROPERTIES LTD.	PAINTED CLIFF	Whistler	4891 PAINTED CLIFF RD STE 2 WHISTLER BC V0N 1B4
WHISTLER PRIME VACATION PROPERTIES LTD.	PAINTED CLIFF	Whistler	4891 PAINTED CLIFF RD STE 10 WHISTLER BC V0N 1B4
HARMONY WHISTLER VACATIONS LTD.	PAINTED CLIFF	Whistler	4891 PAINTED CLIFF ROAD UNIT 26 WHISTLER BC V8E 1E1
WHISTLER BASELINE PARTNERS COMPANY	PAN PACIFIC VILLAGE CENTRE	Whistler	4299 BLACKCOOMB WAY WHISTLER BC V0N 1B4
ONE WHISTLER VILLAGE PARTNERS COMPANY	PAN PACIFIC WHISTLER MOUNTAINSIDE	Whistler	4320 SUNDIAL PL WHISTLER BC V0N 1B4
PANGEA WHISTLER ENTERPRISES INC.	PANGEA POD HOTEL	Whistler	4333 SUNRISE ALLEY WHISTLER BC V0N 1B4
PEAK VACATIONS WHISTLER LTD.	PEAK VACATIONS WHISTLER LTD.	Whistler	4628 BLACKCOOMB WAY UNIT 24 WHISTLER BC V0N 1B0
PEAK VACATIONS WHISTLER LTD.	PEAK VACATIONS WHISTLER LTD.	Whistler	4877 CASABELLA CRES WHISTLER BC V8E 0Z4
PEAK VACATIONS WHISTLER LTD.	PEAK VACATIONS WHISTLER LTD.	Whistler	4355 NORTHLANDS BLVD UNIT 69 WHISTLER BC V8E 1C3

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Taxpayer Legal Name	Site/Account DBA Name	Jurisdiction	Location Address
PEAK VACATIONS WHISTLER LTD.	PEAK VACATIONS WHISTLER LTD.	Whistler	4661 BLACKCOOMB WAY UNIT 32 WHISTLER BC V8E 0Z1
PINNACLE INTERNATIONAL HOTELS AND RESORTS INC.	PINNACLE WHISTLER RESORTS	Whistler	4319 MAIN ST WHISTLER BC V0N 1B4
HARMONY WHISTLER VACATIONS LTD.	POWDERHORN	Whistler	4821 SPEARHEAD DR UNIT 212 WHISTLER BC V8E 1E8
WHISKI JACK RESORTS (WHISTLER) LTD.	POWDERS EDGE	Whistler	4050 WHISTLER WAY WHISTLER BC V0N 1B4
WHISTLER PRIME VACATION PROPERTIES LTD.	POWDERVIEW	Whistler	2217 MARMOT PL STE 26 WHISTLER BC V0N 1B2
OUTPOST PROPERTY MANAGEMENT LTD.	RAINBOW LODGE 5	Whistler	4201 SUNSHINE PLACE # 5 WHISTLER BC V0N 1B4
WHISTLER PRIME VACATION PROPERTIES LTD.	RAVENCREST	Whistler	3212 BLUEBERRY DR STE 206 WHISTLER BC V0N 1B3
OLIVER CLEGG	RAVENCREST # 205	Whistler	3212 BLUEBERRY DR UNIT 205 WHISTLER BC V8E 0T5
RESORTQUEST WHISTLER PROPERTY MANAGEMENT, INC.	RESORT QUEST WHISTLER	Whistler	4368 MAIN ST WHISTLER BC V0N 1B4
PARKBRIDGE LIFESTYLE COMMUNITIES INC.	RIVERSIDE RESORT	Whistler	8018 MONS RD WHISTLER BC V0N 1B8
PREMIUM EXPERIENCES INC.	SERENITY ESTATE	Whistler	2929 KADENWOOD DR WHISTLER BC V0N 1B2
KERRY WALLACE	SEVENTH HEAVEN ACCOMMODATIONS	Whistler	407974 THUNDERBIRD RIDGE SQUAMISH BC V8B 0A1
HARMONY WHISTLER VACATIONS LTD.	SNOWBERRY	Whistler	4637 BLACKCOOMB WAY UNIT 27 WHISTLER BC V8E 0Y6
NESTAIDE MANAGEMENT LTD.	SNOWBERRY19	Whistler	4637 BLACKCOOMB WAY WHISTLER BC V0N 1B4
WHISKI JACK RESORTS (WHISTLER) LTD.	SNOWBIRD	Whistler	4865 PAINTED CLIFF RD WHISTLER BC V0N 1B4
HARMONY WHISTLER VACATIONS LTD.	SNOWGOOSE	Whistler	4645 BLACKCOOMB WAY UNIT 12 WHISTLER BC V8E 0Y7
PREMIUM EXPERIENCES INC.	SNOWRIDGE CHALET	Whistler	2593 SNOWRIDGE CRES WHISTLER BC V0N 1B2
PREMIUM EXPERIENCES INC.	STONEBRIDGE RETREAT	Whistler	5476 STONEBRIDGE PLACE WHISTLER BC V0N 1B5
WHISTLER RECEPTION SERVICES LTD.	STONEY CREEK NORTH STAR	Whistler	4355 NORTHLANDS BLVD # 113 WHISTLER BC V8E 1C3
NESTAIDE MANAGEMENT LTD.	SUNDANCES	Whistler	2221 GONDOLA WAY UNIT 8 WHISTLER BC V0N 1B2
HARMONY WHISTLER VACATIONS LTD.	SUNPATH	Whistler	4325 NORTHLANDS BOULEVARD UNIT 43 WHISTLER BC V8E 1C3
OUTPOST PROPERTY MANAGEMENT LTD.	SUNPATH 12	Whistler	4325 NORTHLANDS BLVD UNIT 12 WHISTLER BC V0N 1B4

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Taxpayer Legal Name	Site/Account DBA Name	Jurisdiction	Location Address
OUTPOST PROPERTY MANAGEMENT LTD.	SUNPATH 22	Whistler	4325 NORTHLANDS BLVD UNIT 22 WHISTLER BC V0N 1B4
OUTPOST PROPERTY MANAGEMENT LTD.	SUNPATH 28	Whistler	4325 NORTHLANDS BLVD UNIT 28 WHISTLER BC V0N 1B4
OUTPOST PROPERTY MANAGEMENT LTD.	SUNPATH 38	Whistler	4325 NORTHLANDS BLVD UNIT 38 WHISTLER BC V0N 1B4
OUTPOST PROPERTY MANAGEMENT LTD.	SUNPATH 46	Whistler	4325 NORTHLANDS BLVD UNIT 46 WHISTLER BC V0N 1B4
OUTPOST PROPERTY MANAGEMENT LTD.	SUNPATH 49	Whistler	4325 NORTHLANDS BLVD UNIT 49 WHISTLER BC V0N 1B4
OUTPOST PROPERTY MANAGEMENT LTD.	SUNPATH 7	Whistler	4325 NORTHLANDS BLVD UNIT 7 WHISTLER BC V0N 1B4
HARMONY WHISTLER VACATIONS LTD.	SYMPHONY	Whistler	4385 NORTHLANDS BLVD UNIT 3 WHISTLER BC V8E 1C5
HARMONY WHISTLER VACATIONS LTD.	SYMPHONY	Whistler	4385 NORTHLANDS BLVD UNIT 10 WHISTLER BC V8E 1C5
HARMONY WHISTLER VACATIONS LTD.	SYMPHONY	Whistler	4385 NORTHLANDS BLVD UNIT 46 WHISTLER BC V8E 1C5
HARMONY WHISTLER VACATIONS LTD.	TALUSWOOD	Whistler	2250 NORDIC DR UNIT 29 WHISTLER BC V8E 0P4
TANTALUS MANAGEMENT INC.	TANTALUS LODGE	Whistler	4200 WHISTLER WAY WHISTLER BC V0N 1B4
NESTAIDE MANAGEMENT LTD.	TAULSWOOD18	Whistler	2250 NORDIC DR UNIT 18 WHISTLER BC V0N 1B2
HARMONY WHISTLER VACATIONS LTD.	THE HEIGHTS	Whistler	2324 TALUSWOOD PL UNIT 2 WHISTLER BC V8E 0R1
THE INSIDE EDGE CLUB 1981	THE INSIDE EDGE CLUB	Whistler	7066 NESTERS RD WHISTLER BC V0N 1B7
HARMONY WHISTLER VACATIONS LTD.	THE LYNX	Whistler	3201 BLUEBERRY DR UNIT 408 WHISTLER BC V8E 0T4
WHISTLER PRIME VACATION PROPERTIES LTD.	THE MARQUISE	Whistler	4805 SPEARHEAD DR STE 317 WHISTLER BC V0N 1B4
WHISTLER PRIME VACATION PROPERTIES LTD.	THE MARQUISE	Whistler	4805 SPEARHEAD DR STE 610 WHISTLER BC V0N 1B4
WHISTLER PRIME VACATION PROPERTIES LTD.	THE MARQUISE - MULTIPLE UNITS	Whistler	4805 SPEARHEAD DR WHISTLER BC V0N 1B4
THE OWNERS, STRATA PLAN LMS 2940	THE OWNERS, STRATA PLAN LMS 2940	Whistler	4308 MAIN ST WHISTLER BC V0N 1B4
DEVOCHT, ALEXANDER & DOPIERALA, LESZEK	THINK WHISTLER	Whistler	4340 LORIMER RD UNIT 249 WHISTLER BC V8E 1A5
DEVOCHT, ALEXANDER & DOPIERALA, LESZEK	THINK WHISTLER	Whistler	4360 LORIMER RD UNIT 326 WHISTLER BC V8E 1A5

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Taxpayer Legal Name	Site/Account DBA Name	Jurisdiction	Location Address
DEVOCHT, ALEXANDER & DOPIERALA, LESZEK	THINK WHISTLER	Whistler	4011 GOLFERG APPROACH UNIT 205 WHISTLER BC V0N 1B4
WHISKI JACK RESORTS (WHISTLER) LTD.	TOWN PLAZA	Whistler	4314 MAIN ST WHISTLER BC V0N 1B4
KING WILLIAMS HOSPITALITY LTD.	TP421	Whistler	2109 WHISTLER ROAD APT 212 WHISTLER BC V0N 1B2
HARMONY WHISTLER VACATIONS LTD.	TREELINE	Whistler	4661 BLACKCOB WAY UNIT 1 WHISTLER BC V8E 0Z1
WHISTLER PRIME VACATION PROPERTIES LTD.	TREELINE	Whistler	4661 BLACKCOB WAY STE 13 WHISTLER BC V0N 1B4
WHISKI JACK RESORTS (WHISTLER) LTD.	TYNDALL STONE LODGE	Whistler	4338 MAIN ST WHISTLER BC V0N 1B4
HARMONY WHISTLER VACATIONS LTD.	TYNDALL STONE LODGE	Whistler	4338 MAIN STREET UNIT 305 WHISTLER BC V8E 1B4
HARMONY WHISTLER VACATIONS LTD.	TYNDALL STONE LODGE	Whistler	4338 MAIN STREET UNIT 310 WHISTLER BC V8E 1B4
HARMONY WHISTLER VACATIONS LTD.	TYNDALL STONE LODGE	Whistler	4338 MAIN STREET UNIT 318 WHISTLER BC V8E 1B4
HARMONY WHISTLER VACATIONS LTD.	VALHALLA	Whistler	4375 NORTHLANDS BOULEVARD UNIT 37 WHISTLER BC V8E 1A6
HARMONY WHISTLER VACATIONS LTD.	VALHALLA	Whistler	4375 NORTHLANDS BOULEVARD UNIT 22 WHISTLER BC V8E 1A6
WHISKI JACK RESORTS (WHISTLER) LTD.	VALHALLA	Whistler	4375 NORTHLANDS BLVD WHISTLER BC V0N 1B4
WHISTLER PRIME VACATION PROPERTIES LTD.	VALHALLA	Whistler	4375 BLACKCOB WAY STE 6 WHISTLER BC V0N 1B4
WHISKI JACK RESORTS (WHISTLER) LTD.	VILLAGE CENTRE	Whistler	4295 BLACKCOB WAY WHISTLER BC V0N 1B4
WHISKI JACK RESORTS (WHISTLER) LTD.	VILLAGE GATE HOUSE	Whistler	4321 VILLAGE GATE BLVD WHISTLER BC V0N 1B4
OHR WHISTLER MANAGEMENT LTD.	WESTIN RESORT & SPA, WHISTLER	Whistler	4090 WHISTLER WAY WHISTLER BC V0N 1B4
0756431 B.C. LTD.	WESTWIND PROPERTY RENTALS (WHISTLER)	Whistler	1016 PIA ROAD GARIBALDI HIGHLANDS BC V0N 1T0
WHISKI JACK RESORTS (WHISTLER) LTD.	WHISKI JACK	Whistler	2400 CAVENDISH WAY WHISTLER BC V0N 1B2
LATOUR GROUP MANAGEMENT CANADA, INC.	WHISKI JACK AT ASPENS	Whistler	4800 SPEARHEAD DRIVE WHISTLER BC V0N 1B4
LATOUR GROUP MANAGEMENT CANADA, INC.	WHISKI JACK AT CASCADE	Whistler	4315 NORTHLANDS BLVD WHISTLER BC V0N 1B4
LATOUR GROUP MANAGEMENT CANADA, INC.	WHISKI JACK AT FITZSIMMONS	Whistler	4234 SUNRISE ALLEY WHISTLER BC V0N 1B4
LATOUR GROUP MANAGEMENT CANADA, INC.	WHISKI JACK AT IRONWOOD	Whistler	3217 BLUEBERRY DRIVE WHISTLER BC V0N 1B4

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Taxpayer Legal Name	Site/Account DBA Name	Jurisdiction	Location Address
LATOUR GROUP MANAGEMENT CANADA, INC.	WHISKI JACK AT LAKE PLACID	Whistler	2050 LAKE PLACID ROAD WHISTLER BC V0N 1B4
LATOUR GROUP MANAGEMENT CANADA, INC.	WHISKI JACK AT NORTHSTAR	Whistler	4355 NORTHLANDS BLVD WHISTLER BC V0N 1B4
LATOUR GROUP MANAGEMENT CANADA, INC.	WHISKI JACK AT POWDERS EDGE	Whistler	4050 WHISTLER WAY WHISTLER BC V0N 1B4
LATOUR GROUP MANAGEMENT CANADA, INC.	WHISKI JACK AT SNOWBIRD	Whistler	4865 PAINTED CLIFF DRIVE WHISTLER BC V0N 1B4
LATOUR GROUP MANAGEMENT CANADA, INC.	WHISKI JACK AT TOWN PLAZA	Whistler	4314 MAIN ST WHISTLER BC V0N 1B4
LATOUR GROUP MANAGEMENT CANADA, INC.	WHISKI JACK AT TYNDALL STONE	Whistler	4338 MAIN ST WHISTLER BC V0N 1B4
LATOUR GROUP MANAGEMENT CANADA, INC.	WHISKI JACK AT VALHALLA	Whistler	4375 NORTHLANDS BLVD WHISTLER BC V0N 1B4
LATOUR GROUP MANAGEMENT CANADA, INC.	WHISKI JACK AT VILLAGE CENTRE	Whistler	4295 BLACKCOMB WAY WHISTLER BC V0N 1B4
LATOUR GROUP MANAGEMENT CANADA, INC.	WHISKI JACK AT VILLAGE GATE HOUSE	Whistler	4321 VILLAGE GATE BLVD WHISTLER BC V0N 1B4
LATOUR GROUP MANAGEMENT CANADA, INC.	WHISKI JACK AT WESTIN RESORT & SPA	Whistler	4090 WHISTLER WAY WHISTLER BC V0N 1B4
LATOUR GROUP MANAGEMENT CANADA, INC.	WHISKI JACK AT WHISTLER CREEK	Whistler	2400 CAVENDISH WAY WHISTLER BC V0N 1B4
LATOUR GROUP MANAGEMENT CANADA, INC.	WHISKI JACK AT WHISTLERVIEW	Whistler	4338 SUNRISE ALLEY WHISTLER BC V0N 1B4
LATOUR GROUP MANAGEMENT CANADA, INC.	WHISKI JACK AT WOODRUN	Whistler	4910 SPEARHEAD PLACE WHISTLER BC V0N 1B4
LISA FERNANDEZ	WHISKI JACK RESORTS	Whistler	2011 INNSBRUCK DR UNIT 107 WHISTLER BC V0N 1B2
WHISKI JACK RESORTS (WHISTLER) LTD.	WHISKI JACK RESORTS	Whistler	2011 INNSBRUCK DR UNIT 107 WHISTLER BC V0N 1B2
MARTINE STREET	WHISTLER	Whistler	8115 MUIRFIELD CRES WHISTLER BC V0N 1B8
MARTINE STREET	WHISTLER	Whistler	2212 LAKE PLACID RD WHISTLER BC V8E 0B2
WHISTLER 2010 SPORT LEGACIES SOCIETY	WHISTLER ATHLETES CENTRE	Whistler	1080 LEGACY WAY WHISTLER BC V0N 1B1
HARMONY WHISTLER VACATIONS LTD.	WHISTLER CREEK LODGE	Whistler	2021 KAREN CRES UNIT 302 WHISTLER BC V8E 0H1
HARMONY WHISTLER VACATIONS LTD.	WHISTLER CREEK RIDGE	Whistler	2240 GONDOLA WAY UNIT 29 WHISTLER BC V8E 0N1
WHISTLER IDEAL ACCOMMODATIONS LTD.	WHISTLER IDEAL ACCOMMODATIONS LTD.	Whistler	BALSAM WAY # 6479 WHISTLER BC V0N 1B6

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Taxpayer Legal Name	Site/Account DBA Name	Jurisdiction	Location Address
HARMONY WHISTLER VACATIONS LTD.	WHISTLER ON THE LAKE	Whistler	3262 ARCHIBALD WAY UNIT 10 WHISTLER BC V8E 0T3
WHISTLER PLATINUM RESERVATIONS LTD.	WHISTLER PLATINUM RESERVATIONS LTD.	Whistler	4433 SUNDIAL PLACE OFC 210 WHISTLER BC V0N 1B4
WHISTLER RECEPTION SERVICES LTD.	WHISTLER RECEPTION SERVICES LTD.	Whistler	4338 MAIN ST # 205 WHISTLER BC V8E 1B4
WHISTLER RECEPTION SERVICES LTD.	WHISTLER RECEPTION SERVICES LTD.	Whistler	3217 BLUEBERRY DR # 203 WHISTLER BC V8E 0B8
WHISTLER RECEPTION SERVICES LTD.	WHISTLER RECEPTION SERVICES LTD.	Whistler	4314 MAIN ST APT 254 WHISTLER BC V0N 1B4
WHISTLER RECEPTION SERVICES LTD.	WHISTLER RECEPTION SERVICES LTD.	Whistler	4314 MAIN ST APT 322 WHISTLER BC V0N 1B4
WHISTLER RECEPTION SERVICES LTD.	WHISTLER RECEPTION SERVICES LTD.	Whistler	4314 MAIN ST APT 334 WHISTLER BC V0N 1B4
WHISTLER RECEPTION SERVICES LTD.	WHISTLER RECEPTION SERVICES LTD.	Whistler	4314 MAIN ST APT 324 WHISTLER BC V0N 1B4
WHISTLER RECEPTION SERVICES LTD.	WHISTLER RECEPTION SERVICES LTD.	Whistler	4314 MAIN ST APT 349 WHISTLER BC V0N 1B4
WHISTLER RECEPTION SERVICES LTD.	WHISTLER RECEPTION SERVICES LTD.	Whistler	4314 MAIN ST APT 455 WHISTLER BC V0N 1B4
WHISTLER RECEPTION SERVICES LTD.	WHISTLER RECEPTION SERVICES LTD.	Whistler	4314 MAIN ST APT 346 WHISTLER BC V0N 1B4
WHISTLER RESORT HOMES LTD.	WHISTLER RESORT HOMES LTD.	Whistler	8229 BLACK BEAR RIDGE WHISTLER BC V0N 1B9
WHISTLER RETREATS AND PROPERTY MANAGEMENT LTD.	WHISTLER RETREATS AND PROPERTY MANAGEMENT LTD.	Whistler	4557 BLACKCOMB WAY WHISTLER BC V0N 1B4
WHISTLER SUPERIOR PROPERTIES (2004) INC.	WHISTLER SUPERIOR PROPERTIES (2004) INC.	Whistler	4355 NORTHLANDS BLVD # 139 WHISTLER BC V0N 1B4
WHISTLER RECEPTION SERVICES LTD.	WHISTLER TOWN PLAZA	Whistler	4314 MAIN ST APT 243 WHISTLER BC V0N 1B4
WVC - LAKE PLACID MANAGEMENT LIMITED	WHISTLER VACATION CLUB AT LAKE PLACID LODGE	Whistler	2050 LAKE PLACID ROAD WHISTLER BC V0N 1B4
WHISTLER VACATION CLUB AT TWIN PEAKS	WHISTLER VACATION CLUB AT TWIN PEAKS	Whistler	4365 NORTHLANDS BLVD WHISTLER BC V0N 1B4
WHISTLER VACATION HOMES LTD.	WHISTLER VACATION HOMES LTD.	Whistler	4385 NORTHLANDS BLVD # 15 WHISTLER BC V0N 1B4
WVI ENTERPRISES LTD.	WHISTLER VILLAGE INNS	Whistler	4429 SUNDIAL PL WHISTLER BC V0N 1B4
WHISTLER WIRED VACATIONS INC.	WHISTLER WIRED VACATIONS INC.	Whistler	2836 CLIFF TOP LANE WHISTLER BC V0N 1B2
WHISTLER.COM SYSTEMS INC.	WHISTLER.COM SYSTEMS INC.	Whistler	4050 WHISTLER WAY WHISTLER BC V8E 1H9
HARMONY WHISTLER VACATIONS LTD.	WILDWOOD LODGE	Whistler	4749 SPEARHEAD DR UNIT 313 WHISTLER BC V8E 1E9

Taxpayer Legal Name	Site/Account DBA Name	Jurisdiction	Location Address
WHISTLER PRIME VACATION PROPERTIES LTD.	WINDWHISTLE	Whistler	4111 GOLFERS APPROACH STE 303 WHISTLER BC V0N 1B4
WHISKI JACK RESORTS (WHISTLER) LTD.	WOODRUN	Whistler	4910 SPEARHEAD PL WHISTLER BC V0N 1B4
HARMONY WHISTLER VACATIONS LTD.	WOODRUN	Whistler	4910 SPEARHEAD PLACE UNIT 411 WHISTLER BC V8E 1E6
HARMONY WHISTLER VACATIONS LTD.	WOODS	Whistler	4652 BLACKCOMB WAY UNIT 43 WHISTLER BC V8E 0Y8
ZENAWAY VACATION RENTALS LTD.	ZENAWAY VACATION RENTALS LTD.	Whistler	4350 LORIMER RD APT 243 WHISTLER BC V0N 1B4
ZENAWAY VACATION RENTALS LTD.	ZENAWAY VACATION RENTALS LTD.	Whistler	4360 LORIMER RD UNIT 305 WHISTLER BC V8E 1A5
ZENAWAY VACATION RENTALS LTD.	ZENAWAY VACATION RENTALS LTD.	Whistler	4314 MAIN ST UNIT 346 WHISTLER BC V8E 1A8
ZENAWAY VACATION RENTALS LTD.	ZENAWAY VACATION RENTALS LTD.	Whistler	4355 NORTHLANDS BLVD UNIT 105 WHISTLER BC V8E 1C3
ZENAWAY VACATION RENTALS LTD.	ZENAWAY VACATION RENTALS LTD.	Whistler	4350 LORIMER RD UNIT 241 WHISTLER BC V8E 1A5
ZENAWAY VACATION RENTALS LTD.	ZENAWAY VACATION RENTALS LTD.	Whistler	2217 MARMOT PL UNIT 29 WHISTLER BC V8E 0B4
ZENAWAY VACATION RENTALS LTD.	ZENAWAY VACATION RENTALS LTD.	Whistler	4325 NORTHLANDS BLVD UNIT 48 WHISTLER BC V8E 1C3
ZENAWAY VACATION RENTALS LTD.	ZENAWAY VACATION RENTALS LTD.	Whistler	4905 SPEARHEAD PL UNIT 330 WHISTLER BC V0N 1B4
ZENAWAY VACATION RENTALS LTD.	ZENAWAY VACATION RENTALS LTD.	Whistler	4905 SPEARHEAD PL UNIT 329 WHISTLER BC V0N 1B4
ZENAWAY VACATION RENTALS LTD.	ZENAWAY VACATION RENTALS LTD.	Whistler	2251 SAPPORO DR UNIT 2 WHISTLER BC V8E 0B5

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3.1 ACCOMODATION SECTOR IN SUPPORT OF MRDT

Insert forms similar to below (but signed) here....



Appendix 1.4 Accommodation Sector in Support of Municipal and Regional District Tax Form

Legal Name of Applicant: Resort Municipality of Whistler Rate of Tax (2% or 3%): 3%

Applicants, please check the following, if applicable:

Does the designated recipient plan on using general MRDT revenues (meaning revenues beyond Online Accommodation Platform revenues) for affordable housing initiatives and are these activities included as part of the Five-Year Business Plan and One-Year Tactical Plan (including Appendix 1.8)?

YES NO

The Municipal and Regional District Tax (MRDT) is being proposed or is up for renewal in your municipality/region. The MRDT is intended to assist municipalities, regional districts and eligible entities in funding local tourism marketing programs and projects, as outlined in the applicant’s Five-Year Strategic Business Plan. Affordable housing initiatives are also included as a permissible use of revenues. Accommodation providers may request a copy of the Five-Year Strategic Business Plan from the applicant. The MRDT will apply to purchases of accommodation that are taxable under the *Provincial Sales Tax Act* within the designated accommodation area.

As an owner/manager offering accommodation, your input is critical. The minimum support required from the accommodation sector for the tax to be imposed is at least 51% of the number of establishments that would collect the tax within the municipality/region representing at least 51% of the total number of rooms.

BY SIGNING THIS FORM, YOU HAVE INDICATED THAT YOU SUPPORT IMPLEMENTATION OF THE MUNICIPAL AND REGIONAL DISTRICT TAX IN YOUR MUNICIPALITY/REGION AND THAT YOU ARE AUTHORIZED TO ACT ON BEHALF OF YOUR ORGANIZATION. [ATTACH ADDITIONAL SHEETS AS REQUIRED]

Property Name	Address	Number of Units	Owner/Manager (Print Name)	Signature	Date

THE RESORT MUNICIPALITY OF WHISTLER

Host Mountain Resort
2010 Olympic and Paralympic
Winter Games

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