MRDT

FIVE-YEAR STRATEGIC BUSINESS PLAN 2018 - 2022

THE RESORT MUNICIPALITY OF WHISTLER | JANUARY 2018

(Resubmitted - September, 2018)

Presented to:

DESTINATION BRITISH COLUMBIA







Municipal and Regional District Tax Application Form

Legal Name of Applicant: Resort Municipality of Whistler

Designated Accommodation Area: Whistler

Rate of Tax (up to 3 percent): 3 percent Implementation or Renewal Date: ASAP

Complete	Requirement
Section 1	Five-year Strategic Business Plan
Appendix 1	Evidence of consultation with tourism industry stakeholders
Appendix 1	Confirmation of consultation with Destination British Columbia
Appendix 1	Evidence of consultation and support, as applicable, from local governments
Appendix 2	Documentation of how the MRDT program, including revenue, will be administered
Appendix 2	Evidence [commitment] that funds from the [1%] tax are incremental to existing sources of tourism funds
Appendix 3	Disclosure of Information Authorization Form
Appendix 4	Tourism Events Program Sponsorship Undertaking (3 percent applicants only)
Appendix 5	Evidence of authority and request to impose the tax (e.g. Bylaw, resolution or letter requesting tax)
Appendix 6	Accommodation Directory Form
Appendix 7	Accommodation Sector in Support of Municipal and Regional District Tax Form
n/a	Certificate of incorporation, copies of articles of incorporation, constitution, and bylaws
Section 2	One-Year Tactical Plan

By signing this application form, we certify that the information included in the application package is accurate, that all Municipal and Regional District Tax program requirements have been met, and that all required documents have been included in the application package.

Application requirements have been sent to MRDT@destinationbc.ca in one complete package in PDF format.

Applicant's Authorized Signing Authority Name	Applicant's Authorized Signing Authority Title
Mike Furey	Chief Administrative Officer
Date:	Applicant's Authorized Signing Authority Signature
OCTOBER 1, 2018	Macly

SECTION 1: MRDT FIVE YEAR STRATEGIC PLAN

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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 visitor throughout all four seasons of the year.

As a resort community of approximately 12,000 people, the resident 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 30,000 people, with visitors representing approximately 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 row 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 help grow 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
- Fiscal prudence and accountability.

MRDT investments have enabled Whistler to weather global economic challenges and grow its resort economy during trying times. In spite of this success, Whistler will require ongoing investments in selected projects and programs to realize future opportunities, mitigate future 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 satisfaction; which is a key metric in tourism marketing, and a primary driver of word-of-mouth referrals. In a culture increasingly dominated by social media and user-generated marketing messages, positive guest experiences are more important than ever.

On-the-ground tourism program investment through MRDT has allowed Whistler to market to new audiences, earn significant word-of-mouth referrals from visitors, secure media exposure, promote successful seasonal campaigns, deliver effective advanced booking offers and create positive marketing partnerships. In addition to supporting strong destination-driven user experiences, an increase in MRDT funds will significantly elevate Tourism Whistler's efforts to drive incremental marketing and sales initiatives into new and underserved markets.

Moreover, strategic investment of existing MRDT revenues along with contributions from the additional one percent over a five-year period will enable Whistler to augment its existing funding for tourism attractions and

programs. The plan for investment over the next five years is designed to capitalize on Whistler's strengths and build on opportunities to maintain and expand its status as a premiere destination resort.

As such, building on significant demonstrated support for an increase in the MRDT applicable within the designated accommodation area of Whistler, this Strategic Plan is being 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,

2 STRATEGIC PLANNING CONTEXT

2.1 VISION, MISSION, GOAL

Vision and mission statement for core MRDT partners are presented below for reference.

Resort Municipality of Whistler (RMOW) Vision

Whistler will be the premier mountain resort community - as we move toward sustainability.

Tourism Whistler (TW) Mission

To inspire the world to experience and share Whistler again and again.

Whistler's Brand Positioning

While other mountain resort destinations may share one or more of Whistler's core brand characteristics, Whistler has combined these characteristics in a way that has created an unrivalled unique mountain culture.

Whistler's Brand Characteristics

NATURAL BEAUTY - A spectacular, natural, west-coast wilderness setting

WORLD-CLASS - A variety of quality accommodations, activities, shops, restaurants, bars, festivals and events

VIBRANT AND YOUTHFUL - A youthful attitude or vibe reflected in Whistler's culture

ACTIVE AND ADVENTUROUS - A spirit that is full of life and energy

GENUINE AND WELCOMING - Friendly, down-to-earth people with an inclusive and embracing attitude toward all guests

Whistler Economic Planning Goal

This strategic plan for the MRDT has been specifically aligned with the objectives and priorities established through a recent/ongoing 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 maintain and grow Whistler's tourism economy. The Economic Partnership Initiative 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 2018 – 2022 and to align with the strategies outlined through the EPI Committee recommendations¹, proposed MRDT-funded projects for Whistler are categorized into the following focus areas:



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

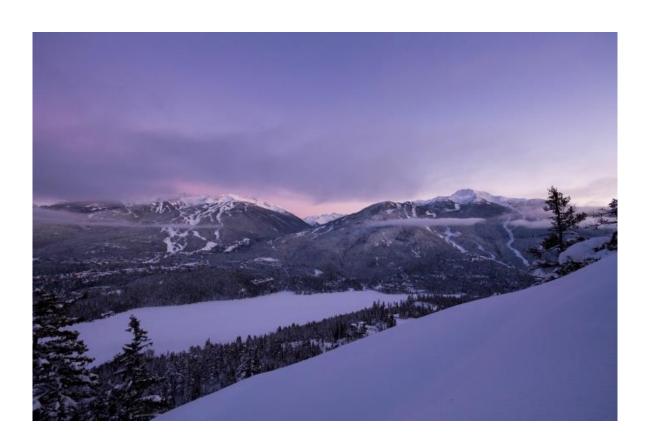


Our People, which concentrates on tourism owners, operators and the associated labour force required to enable Whistler to operate so successfully throughout all four seasons.



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

Proposed investments and projects are a reflection of Whistler's continued strategic alignment among the community, businesses, stakeholders, and governments. The collaborative process with partners at all levels is an essential part of the management of the MRDT program, and the foundation to the overall goal for the resort's continued success.



 $^{^{}m 1}$ 2016 Updated Summary of Key Findings and Economic Planning Report, Economic Partnership Initiative Committee

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 creative marketing initiatives, effectively targeting visitors from a range of geographic markets and interest segments to support, expand and diversify resort visitation throughout the year.

Tourism Whistler segments geographic markets using a number of factors, including awareness and familiarity with Whistler, environmental variables (e.g. economy and exchange rates), barriers to growth and traveler behavior.

Target Geographic Markets					
	Leisure Markets	Conference/ Group Markets			
Sustain our Strength High awareness markets, considerable familiarity with Whistler and minimal barriers to growth. Significant investment will be made in consumer direct campaigns.	Washington State British Columbia Ontario	Ontario – Toronto British Columbia			
Invest for Growth Moderate-high awareness markets, 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.	U.K. Australia California Mexico	Washington State California Texas Chicago/ Minneapolis Colorado Ontario – Ottawa			
Develop and Support Low awareness of Whistler, current barriers to travel (e.g. visa requirements) but strong potential for future growth as the markets develop and any travel restrictions are removed. Investment will mostly focus on trade relations and partnerships with industry partners.	Texas Germany China Brazil Japan	East Coast U.S. Alberta			
Target Product-based Segments					
 Ski/Snowboard Nordic Skiing Sightseeing / Hiking/ P2P Mountain E Golf 	• L	Festivals, Events, & Animation Luxury Cultural Tourists			

Our People: Attracting and retaining people who take pride in their community are important factors to delivering memorable guest experiences. Investments in this area are focused on ensuring that talented and committed community members are 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

In 2013 Canada's ranking by total tourism arrivals dropped from 8^{th} (19.6 million arrivals in 2000) to 17^{th} (16.6 million arrivals in 2013) amongst global travel destinations.² After a few years of fluctuating growth trends, 2014 international overnight travel to Canada emerged ahead (3.2 percent) of 2013.

The tourism industry in British Columbia has shown growth since 2004 despite a number of global shocks, most notably the global economic crisis. The tourism industry generated \$14.6 billion in revenues in 2014, an increase of 5.1 percent from 2013.³ While over half of the overnight visitors were from the province of B.C., international visitors make up over 40 percent of visitor expenditures. The United States was the largest overnight international market for B.C., making up about 64.7 percent of international visitor volume. Despite the positive visitation trends from B.C.'s largest international markets, total entries to Canada via B.C. are still below those tracked in 2000.

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 diversified marketplace. A prosperous resort economy is built on a range of offerings, including core recreational activities, spas, shopping and dining, numerous festivals and events, arts and cultural activities, corporate conferences, sport and wellness retreats.

Based on the economic model developed by Whistler's EPI Committee and external research firm Economic Planning Systems Inc. in 2013, and updated again in 2016⁴, the following macro-level outputs are designed to illustrate the relative size, performance and impact of key economic drivers in the Whistler economy:

	Growth Rate*	
\$1.44 Billion	+4.2%	Total annual consumer commercial spending in Whistler
\$1.53 Billion	+5.6%	Annual GDP (value added) generated from consumer spending in Whistler
\$500 Million	+5.3%	Annual tax revenue (federal, provincial and municipal) generated by Whistler
\$1.37 Million	+5.3%	Daily tax revenue generated by Whistler for all levels of government
\$881 Million	+3.9%	Annual tourism export revenue generated by Whistler
23%	+2%	Whistler's percentage of the total tourism export revenue of the Province



85%	Percentage of total consumer spending in Whistler generated by visitors
69% : 31%	Proportion of total visitor spending, Winter : Summer
\$265	Average destination visitor spending per day
\$125	Average regional visitor spending per day

*Annual average growth rate is from 2011/12 to 2014/15.

The Whistler economy supports approximately 15,000 local jobs (FTEs) with recreation, food service and accommodations representing the largest employment sectors. Moreover, more than 75 percent of jobs are directly related to the tourism sector, while most of the remaining employment opportunities are indirectly related.

After more than a decade of economic turbulence – from 9-11 to U.S. recession; from 2008 global financial crisis to sluggish recovery – 2016 delivered one of Whistler's strongest economic years on

² Tourism Industry Association of Canada http://tiac.travel/advocacy_global.htm

³ Measuring the value of tourism in British Columbia (2004 to 2014)

⁴ 2016 Updated Summary of Key Findings and Economic Planning Report, Economic Partnership Initiative Committee

record, with the resort enjoying rebound and growth out of destination and emerging markets, while maintaining a solid regional base of visitors.

2015-16 Winter Performance Highlights

- Winter 2015/16 annual snowfall surpassed 10 metres for the first time since the 2012/13 season, and recorded its fifth highest annual snowfall since the 2001/02 season
- Winter 2015/16 was Whistler's best winter on record, with overall room nights increasing 12 percent over the previous year
- Winter 2015/16 had the most long-haul room nights on record, topping the next highest season (2014/15) by 8 percent
- Winter 2015/16 saw the most regional visitors ever by over 8 percent
- In winter 2015/16, 60 percent of all December through April bookings were booked prior to the November 16 early booking offer deadline.

2016 Summer Performance Highlights

- Summer 2016 was Whistler's busiest summer on record, with a 4 percent increase in room nights
- Peak months maintained strong occupancies, while growth was seen primarily in shoulder periods and midweek dates (identified need periods targeted for growth)
- Both regional and destination markets hit new room night records
- Growth was seen primarily in Individual Traveller and Tour Operator/Wholesale business, with a slight decrease in conference business
- Growth has come from Canada, U.S., U.K., Germany, and Mexico
- Continued increases in advanced bookings helped to secure room nights in advance of the summer season
- Year-over-year Average Daily Rate (ADR) increased 9 percent, with Revenue per Available Room (RevPAR) increasing by 13 percent

Whistler is seeing a period of growth and positive results generated largely from strategic investments and forward-thinking actions to build the resort economy. The quality of the visitor experience in Whistler is absolutely critical to continued success. Satisfaction with the travel experience is linked to recommending the destination to others and to the likelihood of booking return visits.

2.2.1 ANNUAL VISITATION TRENDS

Whistler hosts a total of approximately 6 million visitor -days per year with destination visitors representing over half of total visitor-days annually.

Whistler's economic model indicates that destination visitors have the highest spending and GDP impacts. Several external factors at the macro level can influence the annual visitation numbers and spending by season in the resort. Average total snowfall and weather instability each season can also 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 as follows:

Total annual commercial demand in Whistler	\$1,440,244,000
Destination visitors	\$959,212,450
International share (84.4 percent)	\$809,846,656
Regional visitors	\$254,178,506
International share (28 percent)	\$71,154,901
Total International (Export) Expenditure in Whistler	\$881,001,557

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







Natural Assets – Whistler's natural environment includes mountains, forests and lakes.

Built Environment in a Natural Setting–Multiple parks 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

Winter Visitors were asked: What was the highlight of

your trip?

- The lovely Village atmosphere,
- Christmas lights in the Village,
- Walking around the Village,
- Going out into the Village for a stroll,
- I really loved the atmosphere of the Village,
- The well-thought out Village
- Just walking thru the Village and taking a picture with the Olympic rings

2017 Annual Visitor Surveys

(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, summer, fall.



Resort Reputation – Strong awareness and visitation in primary markets (B.C., Washington, national Canada, U.K. and Australia).





Positive Visitor Experience–Strong guest service as measured through seasonal surveys.

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

- Biking around to the parks along the Valley Trail
- The whole Village every time I walked anywhere I pictured John Montgomery walking with his jug of beer
- The charming Village atmosphere
- The availability of a multitude of trails
- We love to bike, spend time in the Village, swim in the lakes,
- The Lost Lake trails,

2017 Annual Visitor Surveys

Whistler Weaknesses



Lack of Awareness in Some Markets – Lower awareness levels in markets with opportunities for growth (long-haul U.S., Germany, Mexico, Brazil, Japan and China).



Staffing Challenges-Turnover of seasonal staff makes it difficult to maintain resort knowledge and service education.



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 amenity can affect the ability to attract these large groups.



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



ur People



Opportunities for Whistler



Increased Awareness As Whistler Becomes Part Of Larger Portfolio –In 2016, Vail Resorts made a strategic move to purchase Whistler Blackcomb, adding to its already robust portfolio of resorts that include Vail, Beaver Creek, Breckenridge, Keystone, Heavenly, Park City and the Canyons.



Connected consumers – Access to 'big data' allows resorts to better understand attitudes, behaviours and predictive trends of potential visitors, and enables personalized messaging.





Word-of-mouth referrals – Referrals are becoming the key driver 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., Europe, Great Britain and China. 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 reach out to broader demographics, including 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 new Audain Art Museum and Cultural Connector route, aim to attract a wider range of visitors and offer weather independent amenities and activities.



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.



New Flights – Recently added flights into Vancouver International Airport will add more than 254,000 incremental international seats to Vancouver, providing increased access to Whistler from existing and new target markets.



New Federal Liberal Government – The majority Liberal government, along with a new Liberal MP for our West Vancouver-Sea to Sky-Whistler riding, provides opportunities for Whistler to positively impact the three key advocacy issues highlighted within the Tourism Advantage Report (Air access, visa processing times, and Destination Canada funding), which, if changed, would very likely grow Canada's tourism industry, further buoying Whistler's tourism economy.



Brexit – Canada could become a more attractive and price-competitive destination for British citizens should post-Brexit travel to Europe require new visas, fees or levies. Leveraging the 2016 airline capacity increases for flights between the UK and cities like Vancouver could help visitation rates.

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 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.



Diluted Spend and Resources—The continued evolution of today's consumer and increasing scope of target markets results in a diluted use of funds and resources to invest into technology and more effective marketing campaigns.

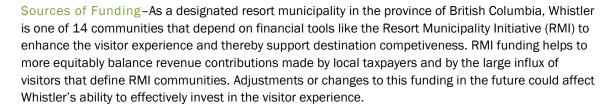


Congestion and Capacity Challenges – Key resort amenities (especially publicly funded amenities like trails and waterfront parks) are experiencing more visitor volume than ever, and the ability to manage the wear and tear associated with higher visitation levels could become a real challenge to maintain a positive guest 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. In 2016, the Garibaldi at Squamish ski resort proposal moved into the provincial approval process. The proposed year-round community includes ski lifts, trails, resort accommodation and housing over 2.75 hectares and will compete with 40 other ski resorts operating in B.C.







Labour Market-Competing resorts and area vacation destinations are an ongoing factor in finding and recruiting the resort's workforce. This, coupled with a tight resident housing market in Whistler has made it difficult to retain existing staff.



Growth of Online Travel Agencies (OTAs) – Online travel agencies have grown exponentially over the past few years, with mega-giants such as Expedia and Booking.com leading the OTA pack. While the distribution channels provide convenient customer booking solutions for global accommodation inventory, they have no inherent loyalty to promote Whistler over other destinations, and their volumes are creating a control vacuum among other distribution channels.



Reduced demand from potential visitors – Economic pressures often reduce demand for both the leisure travel and meeting / event travel segments.



Currency Fluctuations – A stronger dollar may put pressure on destination travel. Purchasing power has decreased in the U.S. where Tourism Whistler has its largest marketing investment.

3 KEY STRATEGIES AND MRDT INVESTMENT PRIORITIES FOR 2018 - 2022

Founded upon the latest research, input and objectives for the economic development of the resort, the recommended approach to MRDT investment is based around the EPI Committee's key strategic recommendations, organized into focus areas for 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 STRATEGIES				
Focus Areas Economic Strategies				
Our Guests	 Grow visitation from new and emerging markets and segments Sustain and expand core markets and segments Enhance digital marketing and visitor experience through new technologies & innovative partnerships 			
Our People	Attract, retain and train a strong resort workforce			
The Place	 Enhance, energize, and re-invest in core resort products and operations Expand authentic, signature experiences 			

These focus areas are well aligned with the DBC Corporate Strategy (November 2014), including its priorities to: build a magnetic brand built on its natural assets, foster remarkable experiences so that B.C. remains globally competitive, build on word-of-mouth advocacy, and align with tourism partners, particularly provincial marketing strategies and tactics.

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 PROGRA	AM 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

3.1 OUR GUESTS:

Investment in marketing and promotional strategies



To ensure Whistler remains a leading mountain destination, to give new visitors reasons to choose Whistler for their vacation destination or return for additional visits, the current mix of resort products can be enhanced and refined while still maintaining the core winter and summer product offerings. Converting day to overnight guests (especially in summer) presents an important opportunity for Whistler to extend the average length of stay.

The recommendation from family and friends is one of the most important factors when travellers choose vacation destinations. Attracting new, more diversified visitor segments requires different campaigns and promotional strategies that present the "Whistler Experience" outside of traditional channels.

Ongoing investment to attract Conference and Group business is particularly effective to drive room nights in shoulder months, including May, September and October. This segment also helps to secure advanced bookings for midweeks.

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.

Investme	ent in marketing and promotional strategies	
EPI Economic Strategies	MRDT Investment Priorities	
	Leverage removal of travel barriers such as reduced visa requirements or increased air access from new or emerging markets (e.g. target Mexico market due to removal of Visa)	1 - 5
Grow visitation from new & emerging markets and segments	Leverage investment with industry partners such as Destination BC and Destination Canada as well as the travel trade in emerging markets (e.g. participate in joint marketing campaigns, attend trade shows in -market such as. International Luxury Travel Market (ILTM)	1 - 5
	Further invest and grow efforts within the luxury segment through proven channels such as Virtuoso, Signature and Ensemble. (e.g. join another consortium such as Signature and increase number of sales calls to agencies for training keeping Whistler top of mind)	1 - 5
	Maximize opportunities in core US markets due to favourable exchange rates (e.g. execute seasonal consumer paid advertising campaigns in Washington & California)	1 - 2
	Maximize opportunities in primary international growth markets like UK & Australia (e.g. execute winter consumer paid advertising campaign in Australia)	1 - 2
Sustain and expand core markets and segments	Maximize opportunities to keep both regional and destination Canadian travellers within Canada (e.g. execute winter consumer paid advertising campaign in Ontario)	1 - 5
	Further invest and grow efforts to drive conference and incentive travel during shoulder and midweek periods (e.g. Attend tradeshows such as CEMA travel show for technology meeting planners or host FAMs such as hosting Financial or Insurance planners following the FICP event in Vancouver.	1-5
Enhance digital marketing and visitor experience through new technologies & innovative partnerships	Collaborate with industry partners to maximize data, content and innovative digital platforms to find, attract, and engage with guests in new and better ways (e.g. invest in Data Management Platform as part of the Tourism Network Partnership with Destination BC)	1 - 5

'Our Guests" strategic investment priorities 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 focus on key and core markets ensure investments are made in markets with 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 objectives set by Destination BC in its November 2014 Corporate Strategy noted below:

- 1. Achieve annual increases in visitor expenditures and volumes from our top ten markets
- 2. Strengthen British Columbia's brand health and resonance
- 3. Increase brand engagement and traveller advocacy
- 4. Amplify and strengthen British Columbia's world reputation
- 5. Achieve market leader status for travel trade relationships.

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.

Investments related to our Guests are focused on tapping into market opportunities, including:

Measures of success:

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

- Occupancy rate, Average Daily Rate (ADR), Revenue per available room (RevPAR) by season
- Average Length of Stay
- Spend per guest
- Profile of guest mix
- Growth in visitation from emerging markets

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

*Note that Conference Centre improvements and the Ongoing operation of core tourism is outlined in Section 3.3.1.

(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 planners and event 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 represented 23% of total room nights in summer and 13% in winter, with Tourism Whistler's conference sales team generating more than 80,000 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 May, September and October. It also helps to secure advanced bookings for midweeks. 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 events such as CSAE (Canadian Society of Association Executives), in-market client event 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 \$15 -20 million per year, and is responsible for approximately \$20 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 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			
EPI Economic Strategies MRDT Investment Priorities			
Attract, train and retain a strong resort workforce	Support ongoing guest and visitor service training programs, and continue evolution of customer service training to drive wider participation across the community (e.g. Whistler Experience Guest Service Training programs, Village Host program, Visitor Information Centre support).	1 - 5	

The 'Our People' strategic investment priority is 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 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.
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 – "positive guest experiences are critical to garner word of mouth referrals and broaden awareness through social media".
Fiscal prudence and accountability	√	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:

- # 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
 - o Efficiency of customer service
 - Personalization of customer service



"Very helpful place to start your day"

Reviewed 24 June 2016

Well laid out and convenient to local sights, parking not too far away. Workers were extremely knowledgeable and all their recommendations for how to spend our time were right on.

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 core, resort tourism amenities within Whistler to keep pace with visitor growth, and by addressing the reinforcements and improvements required of aging amenities. Reinvestment in core tourism 'Place' amenities is critical to the ongoing success of the MRDT investments in Whistler. These funds are

core tourism 'Place' amenities is critical to the ongoing success of the MRDT investments in Whistler. These funds are required to ensure that the quality of the guest experience is consistent with guest expectations, to support the long term viability of core tourism amenities, and to drive both ongoing positive word-of-mouth referrals and to support the foundation of the associated tourism-based economic activity.

The experience travelers have while in a destination has increased in importance for driving visitation. **Positive guest experiences** are critical to garner word of mouth referrals and broaden awareness through social media.

Destination BC Corporate Strategy, 2014

Revenues from MRDT/AHRT have been invested in core

tourism amenities for more than 25 years, and the returns from these investments have been significant – Whistler now creates more than 22% of the total tourism export revenue of the province, and generates more than \$1.5 billion dollars in provincial GDP annually. These core tourism assets are designed and targeted to serve resort visitors, are primarily used by resort visitors and are substantially incremental to any traditional municipal investments in these areas.

Guest satisfaction with their overall experience in the resort is essential for long-term tourism growth. 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 a continued draw to the Village.

The following strategies related to MRDT funding support **The Place**, which includes Whistler as the destination, along with its natural and built environment.

Investment and development of the destination				
EPI Economic 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 Park & Trail Amenity Enhancements).			
	Invest in group-business facilities and amenities that provide the foundation for weather-independent, shoulder season visitation (eg. 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. the Festivals, Events and Animation program).	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 core collectively delivered amenity 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.	
Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics	√	The marketing value of high quality 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 spending.	

Enhancing what makes Whistler unique and expanding on experiences that will appeal to other target audiences are important opportunities that help ensure the resort remains competitive and generates new interest and word-of-mouth buzz about the resort. Investing and developing the destination is also designed to mitigate threats from adverse weather and 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
- Resort reinvestment levels
- Likelihood to return



Destination BC identifies that "about 70% of travellers will share their travel experiences with friends, and family through social media. Word-of-mouth referrals and recommendations are the most powerful marketing tool in the travel industry."

Destination BC Corporate Strategy, November 2014

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,



(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 exceeds 200,000 visitor-nights per year, with the Whistler Conference Centre directly responsible for hosting 25-30% of these visits over 80-100 events per year, generating 40,000 – 50,000 visitor room-nights annually.

As previously noted, conference and group business represented 23% of total room nights in summer and 13% in winter, with Tourism Whistler's conference sales team generating more than 80,000 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 May, September and October. It also helps to secure advanced bookings for midweeks.

Again, direct commercial spending in resort associated with WCC-driven conference and group business visitation is estimated at \$15 -20 million per year and responsible for approximately \$20 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 the WCC 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 WCC activity occurs during non-peak resort visitation seasons conference and group business activity occurs during non-peak resort visitation seasons, (i.e. group and conference business is concentrated during 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 therefore critical to the continued success of 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, service providers and retail). 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 \$4 million dollars annually (\$16M x 25%).

Tourism Whistler plans strategic investments in the building on a short and medium term horizon, with all investments vetted by their board of directors, which includes broad representation from tourism and accommodation stakeholders including hotels, property managers, activities, Whistler Blackcomb, the RMOW, commercial representatives, and a Director-at-Large. A list of currently planned investments are included below for reference. 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 upgrades to furniture and fixture replacements, new flooring, motorized blinds for the main ballroom, digital signage upgrades, a significant upgrade to the Rainbow Theatre entrance area, lighting upgrades throughout the facility, as well as upgrades to the in-house audio systems.

Whistler's conference centre provides the foundation for approximately 50,000 room-nights per year, is targeted at—and used primarily by—visitors. Investing in visitor-facing improvements to this facility has a direct and ongoing impact on the local tourism economy –especially during shoulder seasons.

4 CLOSING COMMENTS

Over the next five years, MRDT investments will be focused into strategies related to **our Guests**, **our People**, **the Place**, all supported by our partnerships to achieve the resort's economic goals and priorities. 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:

- Develop creative, strategic marketing initiatives that support, expand and diversify resort visitation throughout the year.
- Invest in our people to deliver first-class guest service experiences.
- Encourage long-term resiliency and diversity in core tourism assets: mountains, lakes and forests, and world-class outdoor recreation complemented with expanded cultural assets and experiences.
- As the actions are implemented over the next five years, Whistler will continue to optimize the strategic alignment of resort partners and stakeholders.

Whistler's economy relies more significantly on tourism than any other community in B.C. Visitor spending overwhelmingly drives the economy in Whistler – visitor spending representing an average of 85-90 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 the local government funds key foundations of Whistler's tourism experience.

Tourism Whistler led MRDT-funded marketing campaign investments will use a mix of traditional and digital media – traditional channels to drive broad reach against a critical mass of the target demographic and digital media to allow for cost-effective, deeper targeting driving web visits to local booking channels. Digital strategies will continue to leverage technology advancements in programmatic, machine-learning targeting and buying, and importantly monitor and optimize digital

campaigns real-time while in market. Detailed campaign analysis and historical performance tracking, as well as research and industry trends help to shape marketing strategies and ensure effectiveness at driving the best possible campaign ROI.

Moreover, municipally led MRDT investment in Place-based tourism programs and projects continues to be strongly correlated with meaningful growth 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 user-shared visitor experience photos, referrals and comments across social media channels. Maintaining satisfaction levels with the destination is arguably the cornerstone of tourism marketing in a culture increasingly dominated by social media and user-led marketing messages.

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 growth in the tourism economy by investing in visitor-centric tourism marketing, programs and projects and in many cases, are further supported by RMOW taxpayer 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.

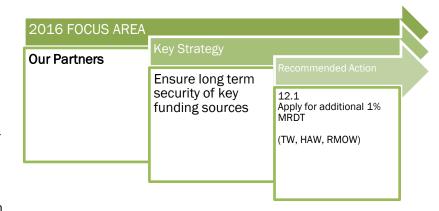
The RMOW, Tourism Whistler and members of the EPI Committee track performance metrics closely to ensure that all invested funds are applied strategically, generate desired outcomes and continually support high satisfaction levels for visitor experiences. The economic analysis introduced in this plan show how these investments are producing significant returns that contribute a substantial amount to the Province. The ongoing investment of accommodation taxes through MRDT is fundamental to the resort's continued success 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 multistakeholder 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 b 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, activity providers 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 February 28, 2017). 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. This process included reaching out to both collective representative organizations, as well as to individual tourism property owners and/or managers.

The results of this outreach is evidenced through the demonstrated support of the RMOW Council (Appendix 5); the Tourism Whistler Board of Directors (approximately 8,000 Members, Commercial Tenants and Affiliates who own, manage or conduct business on Resort Lands); the Hotel Association of Whistler (18 members organizations, representing approximately 4,000 accommodation units as further detailed in Appendix 6 and 7); the Squamish Lillooet Regional District elected representatives (below); as well as the full support of the Whistler Economic Partnership Initiative committee (below) with its representation of a broad spectrum of local businesses, accommodation providers, community interests and large tourism operations (more detail in Appendix 2).



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November 24, 2017

BY EMAIL ONLY (to mfurey@whistler.ca)

Mike Furey Chief Administrative Officer Resort Municipality of Whistler 4325 Blackcomb Way Whistler, BC V0N 1B4

Dear Mr. Furey:

RE: Regional District support of Whistler's application for 3% MRDT rate

Located in southwestern BC, the Squamish-Lillooet Regional District is a local government federation delivering a range of regional, sub-regional and local services to approximately 43,000 residents living in four member municipalities (Lillooet, Pemberton, Whistler, Squamish) and four unincorporated electoral areas (A, B, C, D).

At its meeting on November 23, 2017, the Squamish-Lillooet Regional District (SLRD) Board of Directors passed the following resolution:

THAT the Squamish-Lillooet Regional District provide a letter of support for the Resort Municipality of Whistler's application for an additional 1% of Municipal Regional District Tax.

As evidenced by this letter, the SLRD understands that the proposed incremental 1% MRDT will 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).

The SLRD has been provided access to the associated Five Year Strategic Plan, and is supportive of this application to increase the tax rate to a total of three percent of the purchase price of accommodations consistent with the *Designated Accommodation Tax Area Regulation*. The SLRD is also aware that Whistler's application has requested that 'Additional Prescribed Purposes', unique to the community of Whistler, for inclusion within the Regulation. The SLRD is supportive of these proposed additional prescribed purposes being considered in association with the submission.

Sincerely,

Lynda Flynn
Chief Administrative Officer

Members: District of Squamish, Resort Municipality of Whistler, Village of Pemberton, District of Lillooet, Electoral Areas A, B, C, and D

September 14, 2017

RE: Economic Partnership Initiative Committee Support of Whistler's application for 3% MRDT rate

The Whistler EPI Committee strongly supports the community's proposed incremental 1% Municipal and Regional District (MRDT) tax, and fully understands that the tax will 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 Whistler application has requested that 'Additional Prescribed Purposes', unique to the community of Whistler are included within the Regulation. The EPI is supportive of these proposed additional prescribed purposes being approved in association with this submission.

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.

The Committee is very supportive of the fact that the MRDT Five Year Strategic Plan has been specifically designed to align with the broader tourism and economic planning framework developed through the multi-stakeholder collaboration of the EPI initiative itself, and with the 2016 EPI Key Findings and Economic Planning Report in particular.

In sum, the EPI Committee wishes to express its support of this application to increase the MRDT tax rate to a total of three percent of the purchase price of accommodations consistent with the Designated Accommodation Tax Area Regulation.

Sincerely,

Nancy Wilhelm-Morden

Mayor,

Resort Municipality of Whistler

Jack Crownpton Councillor,

Resort Municipality of Whistler

Mike Furey Chief Administrative Office Resort Municipality of Whistler

Barrett Fisher

President & CEO. Tourism Whistler

Pete Sonntag

Whistler Blackcomb

Danielle Kristmanson

Member-at-Large

President & 050,

Chief Executive Officer,

Melissa Pace Whistler Chamber of Commerce

Norm Mastalir

Board of Directors,

Hotel Association of Whistler

Jan Jansen

General Manager, Resort Experience Resort Municipality of Whistler

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 would formalize the agreement and set 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 includes but is not limited to the maintenance, operation, capital investment and/or reinvestment associated with key tourism facilities, amenities and/or attractions whether funded privately or publicly⁵.

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 administrate oversight related to MRDT cash flow and investment decisions into the future.

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

⁵ 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.

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 (≤ 5yr), 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, CEO of The Whistler Chamber of Commerce, President and CEO of Tourism Whistler, Chair of the Hotel Association of Whistler, General Manager of Resort Experience, senior staff, Mayor and a Council member from the Resort Municipality of Whistler, as well as an at-large community member.

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 over 630 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 marketing and sales 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 bookings and information. 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.

Tourism Whistler represents more than 7,000 members who own, manage and operate properties or businesses on resort lands including hotels, restaurants, activity operators and retail shops. Seven elected individuals and five appointees represent the various sector interests on the 12-member Board of Directors; the activities of Tourism Whistler are further directed by its membership through bylaws that are approved by the municipal council and the provincial Ministry of Municipal Affairs.

The Hotel Association of Whistler is a member-based organization representing over 3,800 hotel rooms including major hotels and hundreds of 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 both the CAO and the Mayor, 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 financial and strategic oversight of the Whistler tourism economy. The Committee's works builds on the outcomes of previous economic planning work, reviews current economic challenges, explores changing 'realities', evaluates strategic investment opportunities, and considers opportunities that may contribute to the sustained economic viability of Whistler.

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 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

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

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.

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 (most recently on Feb 28, 2017), open email input channels (budget@whistler.ca), dedicated website portals (whistler.ca/budget), 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 hotels, restaurants, activity operators and retail shops. Membership assessments are the primary source of funding for the world-wide marketing and sales initiatives that Tourism Whistler manages and directs, supplemented by net income from operating centres, sponsorship and funding.

Tourism Whistler is governed by a 12-Member 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.

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 issue 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	 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	 Enhance the guest experience Align with the unique 'Whistler Brand' Support stakeholder and community collaboration Demonstrate fiscal prudence

Moreover, investments that are sourced from the **1% MRDT rate lift**, will be incremental to existing MRDT investments (i.e. these investments will meet the program assessment criteria noted above, be consistent with the aforementioned principles, and will be new/incremental investments to the MRDT planned budget. For additional clarity, the new **1%** revenue will not simply be additional funds invested into the same/similar tourism programs or projects as past MRDT investments.

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.

BC Tourism Strategy 2012 - 2016: This plan was designed to increase visitor volume, tourism revenue and employment, which will be achieved by: Leadership through partnership and coordination, Focused marketing, World-class visitor experiences and Removing barriers to growth.

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 Report: Endorsed by Whistler Council in November 2013 and updated again in 2016, the report 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.

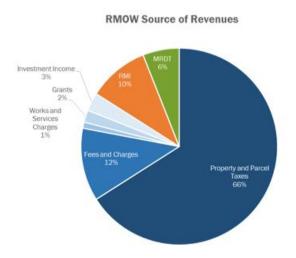
Whistler's Cultural Tourism Development Strategy: Developed in 2011, the report recommended investment in place-based cultural tourism as part of the resort-wide strategy to increase room occupancy levels. It outlines strategies to leverage 'place as product' and market immersive tourism experiences 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.

Whistler2020: Whistler2020 is a vision and policy that is aspirational, providing a broad strategic scope for our ongoing journey towards success and sustainability. The document outlines how Whistler will achieve its vision through 17 strategies and ongoing community-developed actions. Annual performance monitoring and reporting systems track more indicators measuring the resort's progress towards sustainability.

2.5 FUNDING TOURISM IN WHISTLER

RMOW Municipal Tax Revenue



The RMOW manages a budget of approximately \$83 million on behalf of the resort community providing municipal programs, services and infrastructure to approximately 12,000 permanent residents and an average daily population of 30,000, 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 in excess of municipal governments of a comparable size. This fact is a reflection of the annual investment that is required by local taxpayers (both residential and commercial) to support infrastructure, facilities

and amenities that are very often core assets of the tourism product, and in many cases predominantly used, or targeted at both attracting and serving visitors. For almost 30 years, this is part of the reason that the MRDT (AHRT, etc...) has played such an important supporting role in sustaining the very significant costs of delivering effective management and investment into core elements of the Whistler tourism product (especially the Whistler pedestrian Village amenities, facilities and attractions).

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 – assuming a 3% rate, and at current accommodation sale levels, this yields approximately \$4M to both organization annually. These funds are critical investments in ensuring that the tourism economy in Whistler continues to present a world-class image, and deliver world class visitor experiences. These MRDT investments strategically support the delivery of a tourism economy that creates almost \$1.5 billion in consumer spending (approximately 85% by visitors); approximately \$1.5 billion in provincial GDP; represents almost 25% of the Province's tourism export revenue; and collectively more than \$500 million in tax revenues (\$1.4 million/day) to all three levels of government.

The delivery of exceptional visitor experiences is at the core of the ongoing success of Whistler's tourism economy, and for almost three decades, the MRDT revenues have provided critical support to its successful delivery. This Plan seeks to both formalize this approach, and ensure its continued success into the future. As stated earlier within the Plan, to continue to effective 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 stakeholder are strongly in support of adding the following Additional Prescribed Purpose 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 convention Centre marketing and capital re-investments.

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 partner of Tourism Whistler and regularly contributes to market development programs, including media and trade familiarization tours.

Private Funding Support and Reinvestment

With a positive 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.

Whistler Blackcomb's Renaissance investment announcement aims to develop new year-round attractions that can operate regardless of the weather. It has also made continued advancements in snowmaking, trail maintenance as well as a recent upgrade of the Rendezvous Lodge on Blackcomb Mountain.

The new privately funded Audain Art Museum is becoming a flagship arts institute attracting a culturefocused 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 10 festivals and events over the next three years are collectively contributing an estimated \$33.78 million to bring these major events to Whistler. This programming includes iconic events like Tough Mudder Whistler, RBC GranFondo Whistler, and Subaru IRONMAN Canada. While these events were not initially based in Whistler, resort partners worked together to attract the producers to host their events to Whistler, 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 DISCLOSURE OF INFORMATION AUTHORIZATION FORM

Confidentiality restrictions under the Provincial Sales Tax Act prevent the Ministry of Finance from disclosing tax information collected under the Act except under limited circumstances. Administration of the Municipal and Regional District Tax program requires the Ministry of Finance to share information with the Ministry of Jobs, Tourism and Skills Training and with Destination British Columbia for the purpose of program administration and evaluation, and development of provincial tourism policy.

Signing this form will allow the Ministry of Finance to share information about the applicant with respect to the MRDT program with the Ministry of Jobs, Tourism and Skills Training and Destination British Columbia for the above purposes.

If you wish to cancel or change any part of this authorization please advise Destination British Columbia by email at MRDT@destinationbc.ca.

This authorization does not change your responsibilities and obligations under the Municipal and Regional District Tax program.

Section 1: Applicant Information

Name: Resort Municipality of Whistler

Address: 4325 Blackcomb Way, Whistler, British Columbia VON 1B4

Name and Title of Authorized Signing Authority:

Mike Furey, Chief Administrative Officer

Section 2: Authorization

I authorize the Ministry of Finance to share information about the applicant with respect to the Municipal and Regional District Tax program with the Ministry of Jobs, Tourism and Skills Training and Destination British Columbia for the purpose of program administration and evaluation, and development of provincial tourism policy.

Freedom of Information and Protection of Privacy Act (FOIPPA). The personal information on this form is collected for the purpose of administering the Municipal and Regional District Tax program under the authority of the Provincial Sales Tax Act and section 26 of FOIPPA. Questions about the collection or use of this information can be directed to Destination British Columbia at MRDT@destinationbc.ca.

Applicant's Authorized Signing Authority Name	Applicant's Authorized Signing Authority Title
Mike Furey	Chief Administrative Officer
Date:	Applicant's Authorized Signing Authority Signature
OCTOBER 1, 2018	M Joly

4 TOURISM EVENTS PROGRAM SPONSORSHIP

Name: Resort Municipality of Whistler

Address: 4325 Blackcomb Way, Whistler, British Columbia VON 1B4

Fax Number: 604-935-8109

Designated Recipients: Resort Municipality of Whistler

Designated Accommodation Area: Whistler

In support of its application to introduce or increase the Municipal and Regional District Tax rate under section 123 of the *Provincial Sales Tax Act* at or to 3 percent ("3 percent MRDT"), the Applicant agrees that, subject to approval of its application and implementation of the 3 percent MRDT, the Applicant will sponsor the provincial Tourism Events Program as further described in Schedule A⁶ as may be amended by the Province from time to time, as long as the 3 percent MRDT applies and the Tourism Events Program is continued. In particular, the Applicant consents upon becoming a Designated Recipient with a 3 percent MRDT in the Designated Recipient's Designated Accommodation Area to:

- Make Sponsorship Payments to the Her Majesty the Queen in the Right of the Province of British Columbia (the "Province") in relation to the provincial Tourism Events Program, equal to 2/30 of the Net Distributable 3 percent MRDT Collections (as defined in Schedule B⁷ hereto) collected in the Designated Recipient's Designated Accommodation Area; and
- The Province retaining a portion of the 3 percent MRDT it collects as agent of the Designated Recipient by way of setmoff in respect of the money the Designated Recipient owes to the Province, in accordance with Schedule B hereto.

For purposes of this undertaking, "Sponsorship Payments" means monthly payments to the Province by the Designated Recipient, to be used for sponsoring the provincial Tourism Events Program so long as it continues, from Net Distributable 3 percent MRDT Collections in accordance with Schedule B.

Applicant's Authorized Signing Authority Name	Applicant's Authorized Signing Authority Title
Mike Furey	Chief Administrative Officer
Date:	Applicant's Authorized Signing Authority Signature
OCTOBER, 1 2018	42 dly

⁶ Municipal and Regional District Tax Program Requirements – Fall 2015

⁷ Municipal and Regional District Tax Program Requirements – Fall 2015

5 COPY OF BYLAW AMENDMENT

RESORT MUNICIPALITY OF WHISTLER ACCOMMODATION TAX REQUEST BYLAW NO. 2134, 2017

A BYLAW TO REQUEST THAT THE PROVINCE IMPOSE AN ACCOMMODATION TAX UNDER THE PROVISIONS OF THE PROVINCIAL SALES TAX ACT

WHEREAS the Council of the Resort Municipality of Whistler initially adopted, "Additional Hotel Room Tax Levy Bylaw No. 618, 1987" on February 8, 1987;

AND WHEREAS the Council of the Resort Municipality of Whistler wishes to raise revenue for the prescribed purposes of financing tourism marketing, programs and projects;

AND WHEREAS, the *Provincial Sales Tax Act* as amended in 2015, permits a municipality to request, by bylaw, that the Lieutenant Governor in Council make a regulation to provide for an additional tax levy, not to exceed three percent, on the purchase price of accommodation sold within a designated accommodation area;

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

- This Bylaw may be cited for all purposes as the, "Accommodation Tax Request Bylaw No. 2134, 2017".
- The Lieutenant Governor in Council is hereby requested to make a regulation under section 240 Provincial Sales Tax Act declaring that section 123 (1) of the Act applies at a rate of three percent in respect of accommodation purchased within the Resort Municipality of Whistler.
- The revenue collected from the tax and paid to the Municipality may only be expended consistent with the prescribed purposes of the Provincial Sales Tax Act.
- "Additional Hotel Room Tax Levy Bylaw No. 618, 1987" is hereby repealed.

GIVEN FIRST, SECOND AND THIRD READING this 7th day of March, 2017.

ADOPTED by the Council this 21st day of March, 2017.

Nancy Wilhelm-Morden,

Mayor

Laurie-Anne Schimek, Municipal Clerk

I HEREBY CERTIFY that this is a true copy of "Accommodation Tax Request Bylaw No. 2134, 2017"

Laurie-Anne Schimek, Municipal Clerk

6 ACCOMMODATION DIRECTORY

Whistler has a wide variety of nightly accommodation options. The resort community has been carefully planned with the intent to provide sufficient inventory of nightly rental beds available close to lifts and other recreational facilities in Whistler; in other words, to ensure 'warm beds' for a vibrant resort village. These properties have specific covenants and other designations registered on title that outline how the property is to be used and to ensure sufficient space is available for tourist accommodation.

In Whistler, the range of properties that are designated for tourist accommodation is quite variable – from the 550-room Fairmont Chateau Whistler to boutique hotels, condominiums, bed and breakfasts and lock-off suites.

A recent review of inventory calculated that 6,569 units that are zoned and used for nightly rentals across the Resort Lands. Many of these are independently managed or owner-managed, with single or multiple owners who have fractional ownership on title. Further, many foreigners who rarely, if ever visit Whistler, own these units as investment properties.

After discussions with Destination BC and The Ministry of Jobs, Tourism & Skills Training, it was initially thought that the best way to obtain appropriate approval for the additional 1 percent MRDT would be through the Hotel Association of Whistler (HAW) and its membership.

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The Hotel	ASSOCIATION	ot whistier –	May 2017	membership

Accommodation Provider	Bed Units	Accommodation Provider	Bed Units
Aava Whistler Hotel	191	Adara Hotel	41
Blackcomb Lodge	98	Coast Blackcomb Suites	186
Crystal Lodge	158	Delta Whistler Village Suites	205
Fairmont Chateau Whistler	550	Four Seasons Resort Whistler	310
Hilton Whistler Resort	289	Listel Whistler Hotel	129
Lodging Ovations	275	Nita Lake Lodge	77
Pan Pacific Lodge Mountainside, Village	204	Resort Quest	500
Summit Lodge and Spa	81	Tantalus Lodge	58
The Westin Resort & Spa, Whistler	419	Whistler Village Inn & Suites	87

HAW represents approximately 59% of all rentable nightly accommodation in this Resort. However, as seen in the table above, HAW represents primarily the larger accommodation providers, and while they represent >51% of the units in Whistler, they do not represent >51% of the 'tax reporting entities' in Whistler's accommodation sector. For this reason, additional work was undertaken to ensure that more than 51% of the 'accommodation tax reporting entities' also expressed their collective support for this +1% application.

The table on the following pages demonstrates that 66% of all 'reporting entities' included on the Ministry of Finance's most current tracking have expressed support for this +1% submission (signatures in Appendix 7). Moreover, depending on the manner by which the calculations are undertaken, there is now expressed support of between 72% and 89% of all nightly accommodation units in Whistler (clearly above the 51% threshold in both cases).

⁸ 96 of the 146 reporting entities with active units included on the MoF summary document

⁹ 4,755 units of the 6,659 units that TW reports are operating on Resort Lands, and have not declared 'residential occupancy' (i.e. units understood to be operating as nightly accommodations)

¹⁰ 4,755 units of the 5,351 units included on the updated MOF summary (see pages 42 onward)

Accommodation Directory Form

MPDT +1% Submission

	Taxpayer Legal Name GIBBONS TRAVEL LTD.	Owner/Manager 206 CARLETON LODGE	Name Jo Todd Cousins	urisdiction Whistler	4290 MOUNTAIN SQ APT 206 WHISTLER BC VON 1B4	Units 1	Phone Nu 604-938-02
igned igned	GIBBONS TRAVEL LTD.	206 CARLETON LODGE 207 CARLETON LODGE	Todd Cousins	Whistler	4290 MOUNTAIN SQ APT 206 WHISTLER BC VON 184 4290 MOUNTAIN SQ APT 207 WHISTLER BC VON 184	1	604-938-02
	GIBBONS TRAVEL LTD.	505 CARLETON LODGE	Todd Cousins	Whistler	4290 MOUNTAIN SQ APT 206 WHISTLER BC VON 184	1	604-938-02
	GIBBONS TRAVEL LTD.	507 CARLETON LODGE	Todd Cousins	Whistler	4290 MOUNTAIN SQ APT 206 WHISTLER BC VON 1B4	1	604-938-02
		AAVA WHISTLER HOTEL LIMITED	6-P-11-11			-	
gned	AAVA WHISTLER HOTEL LIMITED PARTNERSHIP	PARTNERSHIP	Colin Hedderson	Whistler	4005 WHISTLER WAY WHISTLER BC	191	604-932-2
gned	ABBEY MANAGEMENT (2015) LTD.	ABBEY MANAGEMENT (2015) LTD.	Tony Medd	Whistler	4359 MAIN ST WHISTLER BC VON 1B4	81	604-932-2
gned	ACER VACATION RENTALS LTD.	ACER VACATION RENTALS LTD.	Clint Goyette	Whistler	4905 SPEARHEAD PLACE WHISTLER BC VON 1B4	26	1-877-489
	THE OWNERS, STRATA PLAN VR 1858	ADARA HOTEL	Robert Simpson	Whistler	4122 VILLAGE GREEN WHISTLER BC VON 1B4	41	604-905-4
	ALOHA WHISTLER ACCOMMODATIONS LIMITED	ALOHA WHISTLER ACCOMMODATIONS	Chantelle Milan	Whistler	4370 LORIMER RD # 334E WHISTLER BC VON 1B4	25	604-938-6
gned	ALOHA WHISTLER ACCOMMODATIONS LIMITED	LIMITED	Chantelle Milan	whistier	4370 LORIMER RD # 334E WHISTLER BC VON 1B4	25	604-938-6
igned	WHISKY JACK RESORTS (WHISTLER) LTD.	ASPEN	Jeff Lee	Whistler	4800 SPEARHEAD DR WHISTLER BC VON 1B4	11	1-866-590
gned	BLACKCOMB PEAKS ACCOMMODATIONS INC.	BLACKCOMB PEAKS ACCOMMODATIONS INC.	Roy Wilshire	Whistler	4857 PAINTED CLIFF ROAD WHISTLER BC VON 1B4	3	1-866-590
igned	BLACKCOMB PEAKS ACCOMMODATIONS INC.	BLACKCOMB PEAKS ACCOMMODATIONS INC.	Roy Wilshire	Whistler	4800 SPEARHEAD DR WHISTLER BC VON 1B4	72	1-866-590
	BLACKCOMB PEAKS ACCOMMODATIONS INC.	BLACKCOMB PEAKS ACCOMMODATIONS INC.	Roy Wilshire	Whistler	44- 4325 NORTHLAND BLVD WHISTLER BC VON 1B4	1	1-866-590
gned	BLACKCOMB PEAKS ACCOMMODATIONS INC.	BLACKCOMB PEAKS ACCOMMODATIONS INC.	Roy Wilshire	Whistler	36 - 2250 NORDIC DRIVE WHISTLER VON 1B2	2	1-866-590
igned	BLACKCOMB PEAKS ACCOMMODATIONS INC.	BLACKCOMB PEAKS ACCOMMODATIONS INC.	Roy Wilshire	Whistler	4905 SPEARHEAD PLACE WHISTLER BC VON 1B4	1	1-866-590
igned	BLACKCOMB PEAKS ACCOMMODATIONS INC.	BLACKCOMB PEAKS ACCOMMODATIONS INC.	Roy Wilshire	Whistler	4-2324 TALUSWOOD PLACE WHISTLER BC VON 1B2	0	1-866-590
igned	BLACKCOMB PEAKS ACCOMMODATIONS INC.	BLACKCOMB PEAKS ACCOMMODATIONS INC.	Roy Wilshire	Whistler	4891 PAINTED CLIFF RD WHISTLER BC	0	1-866-590
igned	BLACKCOMB PEAKS ACCOMMODATIONS INC.	BLACKCOMB PEAKS ACCOMMODATIONS INC.	Roy Wilshire	Whistler	11-4661 BLACKCOMB WAY WHISTLER BC VON 1B4	0	1-866-590
gned	BLACKCOMB PEAKS ACCOMMODATIONS INC.	BLACKCOMB PEAKS ACCOMMODATIONS INC.		Whistler	4701 GLACIER DRIVE WHISTLER BC VON 1B4	0	1-866-590
gned	BLACKCOMB PEAKS ACCOMMODATIONS INC.	BLACKCOMB PEAKS ACCOMMODATIONS INC.	Roy Wilshire	Whistler	4865 PAINTED CLIFF ROAD WHISTLER BC VON 1B4	0	1-866-590
gned	EMBARC MEMBERS ASSOCIATION	CLUB INTRAWEST - WHISTLER	Pablo Contreras	Whistler	4580 CHATEAU BLVD WHISTLER BC VON 1B4	139	425.454.8
gned	CONCORD SUNDIAL MANAGEMENT INC.	CONCORD SUNDIAL MANAGEMENT INC.	Ben Day	Whistler	4340 SUNDIAL CRES WHISTLER BC VON 1B4	60	1-800-661
gned	GOLFBC HOLDINGS INC.	CRYSTAL LODGE	Ian Lowe	Whistler	4154 VILLAGE GREEN WHISTLER BC VON 1B4	158	604-932-2
gned	WHISTLER PRIME VACATION PROPERTIES	TOWN PLAZA	Bob Wyper	Whistler	4314 MAIN ST STE 432 WHISTLER BC VON 1B4	1	604-780-2
igned	WHISTLER PRIME VACATION PROPERTIES	EAGLE LODGE	Bob Wyper	Whistler	4314 MAIN ST STE 328 WHISTLER BC VON 1B4	1	604-780-2
gned	WHISTLER PRIME VACATION PROPERTIES	EAGLE LODGE	Bob Wyper	Whistler	4314 MAIN ST STE 224 WHISTLER BC VON 1B4	1	604-780-2
	EVOLUTION OWNERS' ASSOCIATION	EVOLUTION OWNERS' ASSOCIATION	Saad Hasan	Whistler	2020 LONDON LANE WHISTLER BC VON 1B2	70	604-938-9
	CANADIAN RESORT HOTELS LIMITED PARTNERSHIP	FAIRMONT CHATEAU WHISTLER	Norm Mastalir	Whistler	4599 CHATEAU BLVD WHISTLER BC VON 1B4	550	604-938-8
gned	THE OWNERS, STRATA PLAN BCS-104	FIRST TRACKS LODGE - WHISTLER	Saad Hasan	Whistler	2202 GONDOLA WAY WHISTLER BC VON 1B2	83	604-938-9
•	FS WHISTLER LIMITED PARTNERSHIP	FOUR SEASONS RESORT WHISTLER	Joerg Rodig	Whistler	4591 BLACKCOMB WAY WHISTLER BC VON 1B4	310	604-935-3
gned	WHISTLER PRIME VACATION PROPERTIES	GLACIER LODGE	Bob Wyper	Whistler	4573 CHATEAU BLVD # 320 WHISTLER BC VON 1B4	1	604-780-2
	WHISTLER PRIME VACATION PROPERTIES	GLACIER LODGE	Bob Wyper	Whistler	4573 CHATEAU BLVD # 212 WHISTLER BC VON 1B4	1	604-780-2
•	WHISTLER PRIME VACATION PROPERTIES	GLACIER LODGE	Bob Wyper	Whistler	4573 CHATEAU BLVD # 339 WHISTLER BC VON 1B4	1	604-780-2
	WHISTLER PRIME VACATION PROPERTIES	GLACIER LODGE	Bob Wyper	Whistler	4573 CHATEAU BLVD # 342 WHISTLER BC VON 1B4	1	604-780-2
	WHISTLER PRIME VACATION PROPERTIES	GLACIER LODGE	Bob Wyper	Whistler	4573 CHATEAU BLVD # 106 WHISTLER BC VON 1B4	1	604-780-2
Birea	WHISTLER PRIME VACATION PROPERTIES	GLACIER LODGE	Bob Wyper	Whistler	4573 CHATEAU BLVD # 105 WHISTLER BC VON 1B4	1	604-780-2
gned	WHISTLER PRIME VACATION PROPERTIES	GLACIER LODGE - MULTIPLE UNITS	Bob Wyper	Whistler	4573 CHATEAU BLVD WHISTLER BC VON 1B4	1	604-780-2
gned	WHISTLER PRIME VACATION PROPERTIES	GLACIER LODGE - MULTIPLE UNITS	Bob Wyper	Whistler	4573 CHATEAU BLVD WHISTLER BC VON 1B4	1	604-780-2
•	WHISTLER PRIME VACATION PROPERTIES	GLACIER REACH	Bob Wyper	Whistler	4388 NORTHLANDS BLVD STE 40 WHISTLER BC VON 1B4	1	604-780-2
	WHISTLER PRIME VACATION PROPERTIES	GLACIER REACH	Bob Wyper	Whistler	4388 NORTHLANDS BLVD STE 34 WHISTLER BC VON 1B4	1	604-780-2
0	WHISTLER PRIME VACATION PROPERTIES	GLACIER REACH	Bob Wyper	Whistler	4388 NORTHLANDS BLVD STE 38 WHISTLER BC VON 1B4	1	604-780-2
	TRUE NORTH HOSTELLING ASSOCIATION	HI - WHISTLER	Allister Mclean	Whistler	1035 LEGACY WAY WHISTLER BC VON 1B1	38	778-328-2
-	WW HOTELS (WHISTLER) LIMITED PARTNERSHIP	HILTON WHISTLER RESORT & SPA	Tony MacDonald	Whistler	4050 WHISTLER WAY WHISTLER BC V0N1B4	289	604-932-1
	WHISKI JACK RESORTS (WHISTLER) LTD.	IRONWOOD	Jeff Lee	Whistler	3217 BLUEBERRY DR WHISTLER BC VON1B3	21	604-962-0
	WHISTLER PRIME VACATION PROPERTIES	LAKE PLACID	Bob Wyper	Whistler	2050 LAKE PLACID RD STE 212 WHISTLER BC VON 0A0	1	604-780-2
	WHISKI JACK RESORTS (WHISTLER) LTD.	LAKE PLACID LODGE	Jeff Lee	Whistler	2050LAKE PLACID RD WHISTLER BC VON 1B2	14	604-962-0
	LEGENDS OWNERS' ASSOCIATION	LEGENDS OWNERS' ASSOCIATION	Saad Hasan	Whistler	2036 LONDON LANE WHISTLER BC VON1B2	121	604-938-9
0	LISTEL CANADA LTD.	LISTEL WHISTLER HOTEL	Doug Andrews	Whistler	4121 VILLAGE GREEN WHISTLER BC VON 1B4	129	604-932-1
	WHISTLER PRIME VACATION PROPERTIES	MARKET PLACE	Bob Wyper	Whistler	4360 LORIMER RD STE 207 WHISTLER BC VON 1B4	1	604-780-2
	WHISTLER PRIME VACATION PROPERTIES ADR CONSULTING LTD.	MOUNTAIN STAR MOUNTAINVIEW ACCOMODATION	Bob Wyper	Whistler Whistler	4894 PAINTED CLIFF RD STE 8 WHISTLER BC VON 1B4 4369 MAIN ST WHISTLER BC VON 1B4	1 30	604-780-2 604-905-4
	NLL MANAGEMENT (2013) LTD.	NITA LAKE LODGE	Christina MacVicar Theresa Ginter	Whistler	2131 LAKE PLACID RD WHISTLER BC VON 1B2	77	604-966-5
	WHISTLER PRIME VACATION PROPERTIES	NORTH STAR		Whistler	4355 NORTHLANDS BLVD STE 118 WHISTLER BC VON 1B4	1	604-780-2
gned gned	WHISKI JACK RESORTS (WHISTLER) LTD.	NORTH STAR	Bob Wyper Jeff Lee	Whistler	4355 NORTHLANDS BLVD WHISTLER BC VON 184	20	1-866-590
-	WHISTLER PRIME VACATION PROPERTIES	PAINTED CLIFF	Bob Wyper	Whistler	4891 PAINTED CLIFF RD STE 2 WHISTLER BC VON 1B4	1	604-780-2
	WHISTLER PARIME VACATION PROPERTIES WHISTLER BASELINE PARTNERS COMPANY	PAN PACIFIC VILLAGE CENTRE	Llyod Daser	Whistler	4299 BLACKCOMB WAY WHISTLER BC VON 1B4	83	604-780-2
						121	
	ONE WHISTLER VILLAGE PARTNERS COMPANY PEAK TO GREEN ACCOMODATIONS INC.	PAN PACIFIC WHISTLER MOUNTAINSIDE PEAK TO GREEN ACCOMODATIONS INC.	Llyod Daser Barry Maskell	Whistler Whistler	4320 SUNDIAL PL WHISTLER BC VON 1B4 4749 SPEARHEAD DR WHISTLER BC VON 1B4	38	604-905-6 604-938-4
		POWDERS EDGE		Whistler	4050 WHISTLER WAY WHISTLER BC VON 1B4	6	1-866-590
	WHISKI JACK RESORTS (WHISTLER) LTD. WHISTLER PRIME VACATION PROPERTIES	POWDERVIEW	Jeff Lee Bob Wyper	Whistler	2217 MARMOT PL STE 26 WHISTLER BC VON 1B2	1	604-780-2
	WHISTLER PRIME VACATION PROPERTIES	RAVENCREST		Whistler	3212 BLUEBERRY DR STE 206 WHISTLER BC VON 1B3	1	
gned	RESORTQUEST WHISTLER PROPERTY MANAGEMENT	RAVENCREST	Bob Wyper	whistier	3212 BLUEBERRY DR STE 200 WHISTLER BC VON 183	1	604-780-2
igned	INC.	RESORT QUEST WHISTLER	Steve Seatle	Whistler	4368 MAIN ST WHISTLER BC VON 1B4	550	604-938-6
	WHISKI JACK RESORTS (WHISTLER) LTD.	SNOWBIRD	Jeff Lee	Whistler	4865 PAINTED CLIFF RD WHISTLER BC VON 1B4	7	1-866-590
	TANTALUS MANAGEMENT INC.			Whistler	4200 WHISTLER WAY WHISTLER BC VON 1B4	64	604-932-4
gned gned	WHISTLER PRIME VACATION PROPERTIES	TANTALUS LODGE THE MARQUISE	Mike Kohari Roh Wyner	Whistler	4805 SPEARHEAD DR STE 610 WHISTLER BC VON 1B4	1	604-780-2
igned igned	WHISTLER PRIME VACATION PROPERTIES	THE MARQUISE THE MARQUISE	Bob Wyper Bob Wyper	Whistler	4805 SPEARHEAD DR STE 317 WHISTLER BC VON 1B4	1	604-780-2
	THE OWNERS, STRATA PLAN LMS 2940	THE OWNERS, STRATA PLAN LMS 2940	Erin Wilson	Whistler	4308 MAIN ST WHISTLER BC VON 1B4	205	604-780-2
	WHISKI JACK RESORTS (WHISTLER) LTD.	TOWN PLAZA	1-161	Whistler	4314 MAIN ST WHISTLER BC VON 1B4	10	1-866-590
gnea igned	WHISTLER PRIME VACATION PROPERTIES	TREELINE	Bob Wyper	Whistler	4661 BLACKCOMB WAY STE 13 WHISTLER BC VON 1B4	10	604-780-2
igned igned	WHISKI JACK RESORTS (WHISTLER) LTD.	TYNDALL STONE LODGE	Jeff Lee	Whistler	4338 MAIN ST WHISTLER BC VON 1B4	14	1-866-590
gnea gned	WHISKI JACK RESORTS (WHISTLER) LTD. WHISKI JACK RESORTS (WHISTLER) LTD.	VALHALLA	Jeff Lee	Whistler	4338 MAIN ST WHISTLER BC VON 1B4 4375 NORTHLANDS BLVD WHISTLER BC VON 1B4	10	1-866-590
	WHISTLER PRIME VACATION PROPERTIES	VALHALLA	Bob Wyper	Whistler	4375 BLACKCOMB WAY STE 6 WHISTLER BC VON 1B4	10	604-780-2
	WHISTLER PRIME VACATION PROPERTIES WHISKI JACK RESORTS (WHISTLER) LTD.	VILLAGE CENTRE	Jeff Lee	Whistler	4295 BLACKCOMB WAY WHISTLER BC VON 1B4	8	1-866-590
-	WHISKI JACK RESORTS (WHISTLER) LTD.	VILLAGE GATE HOUSE	Jeff Lee	Whistler	4321 VILLAGE GATE BLVD WHISTER BC VON 1B4	13	1-866-590
	OHR WHISTLER MANAGEMENT LTD.	WESTIN RESORT & SPA, WHISTLER	Tony Cary-Barnard	Whistler	4090 WHISTLER WAY WHISTLER BC VON 1B4	419	604-905-5
	WHISKI JACK RESORTS (WHISTLER) LTD.	WESTIN RESORT & SPA, WHISTLER WHISKI JACK	Jeff Lee	Whistler	2400 CAVENDISH WAY WHISTLER BC VON 1B4	15	1-866-590
	LATOUR GROUP MANAGEMENT CANADA, INC	WHISKI JACK WHISKI JACK AT WESTIN RESORT & SPA	Jerr Lee Jeremy Moser	Whistler	4090 WHISTLER WAY WHISTLER BC VON 1B4	19	843-340-8
	WHISKI JACK RESORTS (WHISTLER) LTD.	WHISKI JACK RESORTS	Jeff Lee	Whistler	2011 INNSBRUCK DR UNIT 107 WHISTLER BC VON 1B2	0	1-866-590
	WHISTLER 2010 SPORT LEGACIES SOCIETY	WHISTLER ATHLETES CENTRE	Roger Soane	Whistler	1080 LEGACY WAY WHISTLER BC VON 1B1	83	604-964-0
	RABKIN, MICHAEL DAVID & ROCKWELL RABKIN,	WHISTLER LUXURY CONDOMINIUM					
	GINGER MARIE	MANAGEMENT	Michael Rabkin	Whistler	4204 VILLAGE SQ WHISTLER BC VON 1B4	6	604-932-6
	WHISTLER PLATINUM RESERVATIONS LTD.	WHISTLER PLATINUM RESERVATIONS LTD.	Damian Saw	Whistler	4433 SUNDIAL PLACE OFC 210 WHISTLER BC VON 1B4	130	604-932-0
			Mark Blasak				
	WHISTLER PREMIER RESORTS ULC	WHISTLER PREMIER		Whistler	4220 GATE WAY DR WHISTLER BC VON 184	98	604-935-1
-	WHISTLER RESORT HOMES LTD.	WHISTLER RESORT HOMES LTD.	Peter DeJong	Whistler	8229 BLACK BEAR RIDGE WHISTLER BC VON 1B9	3	604-932-7
	WHISTLER SUPERIOR PROPERTIES (2004) INC.	WHISTLER SUPERIOR PROPERTIES (2004) INC.		Whistler	4355 NORTHLANDS BLVD #139 WHISTLER BC VON 1B4	64	604-932-3
	WVI ENTERPRISES LTD.	WHISTLER VILLAGE INNS	Cliff Bell	Whistler	4429 SUNDIAL PL WHISTLER BC VON 1B4	87	604-932-4
	WHISTLER PRIME VACATION PROPERTIES	WINDWHISTLE	Bob Wyper	Whistler	4111 GOLFERS APPROACH STE 303 WHISTLER BC VON 1B4	1	604-780-2
	WHISKI JACK RESORTS (WHISTLER) LTD.	WOODRUN	Jeff Lee	Whistler	4910 SPEARHEAD PL WHISTLER BC VON 1B4	16	1-866-590
	WHISTLER PRIME VACATION PROPERTIES	TOWN PLAZA	Bob Wyper	Whistler	4314 MAIN ST STE 215 WHISTLER BC VON 1B4	1	604-780-2
	WHISTLER PRIME VACATION PROPERTIES	TOWN PLAZA	Bob Wyper	Whistler	4314 MAIN ST STE 301 WHISTLER BC VON 1B4	1	604-780-2
gned	WHISTLER PRIME VACATION PROPERTIES	TOWN PLAZA	Bob Wyper	Whistler	4314 MAIN ST STE 449 WHISTLER BC VON 1B4	1	604-780-2
	WHISTLER PRIME VACATION PROPERTIES	TOWN PLAZA	Bob Wyper	Whistler	4314 MAIN ST STE 263 WHISTLER BC VON 1B4	1	604-780-25
		TOWN PLAZA	Bob Wyper	Whistler	4314 MAIN ST STE 328 WHISTLER BC VON 1B4	1	604-780-2
gned	WHISTLER PRIME VACATION PROPERTIES						
gned gned	WHISTLER PRIME VACATION PROPERTIES WHISTLER PRIME VACATION PROPERTIES	GLEN EAGLES	Bob Wyper	Whistler	4636 BLACKCOMB WAY 7&10	2	604-780-2
gned gned gned	WHISTLER PRIME VACATION PROPERTIES	GLEN EAGLES	Bob Wyper			2 1	
gned gned gned gned				Whistler Whistler Whistler	4636 BLACKCOMB WAY 7&10 4822 SPEARHEAD DRIVE Unit 11 4150 TANTALUS DRIVE	_	604-780-2 604-780-2 604-780-2

MRDT +1% Submission

Status ere able to contact -	Taxpayer Legal Name	Owner/Manager Name	Jurisdiction	Location	Units	Phone Number
ere able to contact - Unsigned	PHAT TRAX BC TLD.	CHALET LUISE PENSION INN - WHISLTER	Whistler	7461 AMBASSADOR CRES WHISTLER BC VON 1B7	1	604 932 4187
ere able to contact - Unsigned	DEBBIE HAMPTON	MOUNTAIN STAR	Whistler	4894 PAINTED CLIFF RD UNIT 2 '&5 WHISTLER BC VON 1B4	2	604-902-2211
ere able to contact -	DEBBIE HAMPTON	NORTH STAR	Whistler	4355 NORTHLANDS BLVD UNIT 16 WHISTLER BC VON 1B4	1	604-902-2211
Unsigned ere able to contact -						
Unsigned	AZ 2126, LLC	OUR WHISTLER RETREAT	Whistler	4330 NORTHLANDS BLVD WHISTLER BC VON 1B4	10	1.877.235.9758
ere able to contact - Unsigned	DEBBIE HAMPTON	PAINTED CLIFF	Whistler	4891 PAINTED CLIFF RD # 49 WHISTLER BC VON 1B4	1	604-902-2211
ere able to contact -	KERRY WALLACE	SEVENTH HEAVEN ACCOMMODATIONS	Whistler	407974 THUNDERBIRD RIDGE SQUAMISH BC V8B 0A1	7	604-966-7100
Unsigned ere able to contact -	LISA FERNANDEZ	WHISKI JACK RESORTS	Whistler	2011 INNSBRUCK DR UNIT 107 WHISTLER BC VON 1B2	8	
Unsigned ere able to contact -		WHISKI JACK RESORTS		2011 INNSBRUCK DR UNIT 107 WHISTER BC VON 1B2	8	could only find an e
Unsigned	DEBBIE HAMPTON	# 7 FITZSIMMONS WALK	Whistler	7124 NANCY GREENE DRIVE	1	604-902-2211
ere able to contact - Unsigned	DEBBIE HAMPTON	#9&24 VALHALLA	Whistler	4375 NORTHLANDS BLVD	2	604-902-2211
ere able to contact -	DEBBIE HAMPTON	#211 MARQUISE	Whistler	4809 SPEARHEAD DRIVE	1	604-902-2211
Unsigned ere able to contact -						
Unsigned	DEBBIE HAMPTON	#220 TYNDALL STONE LODGE	Whistler	4338 MAIN STREET	1	604-902-2211
ere able to contact - Unsigned	DEBBIE HAMPTON	#23 TREELINE	Whistler	4661 BLACKCOMB WAY	1	604-902-2211
ere able to contact -	DEBBIE HAMPTON	#25 SYMPHONY	Whistler	4385 NORTHLANDS BLVD	1	604-902-2211
Unsigned ere able to contact -	DEBBIE HAMPTON	#311 GRANITE COURT	Whistler	4405 BLACKCOMB WAY	1	604-902-2211
Unsigned ere able to contact -		WSII GRANIE COOK!	Willstiel	4403 BEACKCOIVIB WAT	•	004-302-2211
Unsigned	DEBBIE HAMPTON	#28 CREEK RIDGE	Whistler	2240 GONDOLA WAY	1	604-902-2211
ere able to contact - Unsigned	DEBBIE HAMPTON	#63 LAGOONS	Whistler	4335 NORTHLANDS BLVD	1	604-902-2211
No response	CAROLYN HILL	AFFORDABLE WHISTLER RESORT	Whistler	2841 CLIFF TOP LANE WHISTLER BC VON 1B2		604-935-3994
No response	ALLSEASON VACATION RENTALS INC 1037761 B.C. LTD.	ALLSEASON VACATION RENTALS INC ALPENGLOW	Whistler Whistler	2550 JURA CRESCENT GARIBALDI HIGHLANDS BC VON 1TO 4369 MAIN ST UNIT 404 WHISTLER BC VON 1B4	24 1	1-888-922-8882
No response No response	1037761 B.C. LTD. 1037761 B.C. LTD.	ALPENGLOW	Whistler	4369 MAIN ST UNIT 404 WHISTEER BC VON 1B4 4369 MAIN ST UNIT 225 WHISTEER BC VON 1B4	1	no listed phone nu no listed phone nu
No response	1037761 B.C. LTD.	ALPENGLOW	Whistler	4369 MAIN ST UNIT 219 WHISTLER BC VON 1B4	1	no listed phone nu
No response	1037761 B.C. LTD.	ALPENGLOW	Whistler	4369 MAIN ST UNIT 318 WHISTLER BC VON 1B4	1	no listed phone nu
No response No response	1037761 B.C. LTD. ALMA MATER SOCIETY OF THE UNIVERSITY OF BRITISH	ALPENGLOW AMS/UBC WHISTLER LODGE	Whistler Whistler	4369 MAIN ST UNIT 415 WHISTLER BC VON 1B4 2124 NORDIC DR WHISTLER VON 1B2	1 42	no listed phone nu 604-932-6604
	BEAR BACK BIKING	BEAR BACK BIKING	Whistler	3229 ARCHIBALD WAY WHISTLER VON 1B3	0	604-932-2305 - No
No response	BLACKCOMB ACCOMMODATION.COM PROPERTIES	BLACKCOMB ACCOMMODATION.COM	Whistler	PO BOX 1118 WHISTLER BC VON 1B4	0	renting
No response No response	HARMONY WHISTLER VACATIONS LTD.	CARLETON LODGE	Whistler	4280 MOUNTAIN SO # 205 WHISTLER BC VON 1B4	1	(604) 913-0225 - D 604-906-1032
No response	HARMONY WHISTLER VACATIONS LTD.	CARLETON LODGE	Whistler	4573 CHATEAU BLVD # 329 WHISTLER BC VON 1B4	1	604-906-1032
No response	RHODE, JOERN SIEGFRIED & RHODE, JACQUELINE LEE		Whistler	8106 CEDAR SPRINGS RD WHISTLER BC VON 1B8	1	604-938-8007
No response	CANADIAN VACATION HOMES	CVH - WHISTLER	Whistler	CANADIAN VACATION HOMES WHISTLER BC VON 1B0	0	was not able to fir
No response No response	DESTINATION PROPERTIES LTD. THE FIREPLACE INNS LTD.	DESTINATION PROPERTIES LTD. EXECUTIVE INN AT WHISTLER VILLAGE	Whistler Whistler	4660 BLACKCOMB WAY APT 304 WHISTLER BC VON 1B4 4250 VILLAGE STROLL WHISTLER BC VON 1B4	0 67	no longer exists 604-932-3200
No response	FIRESIDE OUTDOOR RECREATION CLUB	FIRESIDE LODGE	Whistler	2117 NORDIC DR WHISTLER BC VON 1B4	13	1-866-932-3994
No response	HARMONY WHISTLER VACATIONS LTD.	GLACIER REACH	Whistler	4388 NORTHLANDS BLVD STE 43 WHISTLER BC VON 1B4	1	604-906-1032
No response	HOLIDAY WHISTLER ACCOMMODATIONS INC.	HOLIDAY WHISTLER ACCOMMODATIONS INC.	Whistler	2324 TALUSWOOD PL WHISTLER BC V0N1B2	177	604-731-3776 - cor operates some ren not zoned for night rental - no respons expected
No response	LLOYDS TRAVEL & CRUISES LTD.	LLOYDS TRAVEL & CRUISES LTD.	Whistler	4100 WHISTLER WAY UNIT 4 WHISTLER BC VON 1B4	1	No phone number
No response	SVC MOUNTAINSIDE ULC	MOUNTAINSIDE LODGE	Whistler	4417 SUNDIAL PL WHISTLER BC VON 1B4	7	604) 932-4511
No response	PARKBRIDGE LIFESTYLE COMMUNITIES INC.	RIVERSIDE RESORT	Whistler	8018 MONS RD WHISTLER BC VON 1B8	24	(604) 905-5533
No response	STONEY CREEK RESORT PROPERTIES LTD.	STONEY CREEK RESORT PROPERTIES LTD.	Whistler	3309 PTARMIGAN PLACE APT 123 WHISTLER BC VON 1B3	14	604-932-7189
No response No response	SAILER, SULEEPORN & SAILER, ALAN THE INSIDE EDGE CLUB 1981	THE INN AT CLIFF TOP LANE THE INSIDE EDGE CLUB	Whistler Whistler	2828 CLIFF TOP LANE WHISTLER BC VON 1B2 7066 NESTERS RD WHISTLER BC VON 1B7	1 6	(604) 938-1229 604 932 8730.
No response	WESTWIND PROPERTY RENTALS INC.	WESTWIND PROPERTY RENTAL (WHISTLER)	Whistler	1016 PIA ROAD GARABALDI HIGHLANDS BC VON 1TO	36	(604)905-4268
No response	LATOUR GROUP MANAGEMENT CANADA, INC	WHISKI JACK AT WHISTLERVIEW	Whistler	4338 SUNRISE ALLEY WHISTLER BC VON 1B4	1	Latour no longer n this unit, believed
No response	WHISTLER IDEAL ACCOMODATIONS LTD.	WHISTLER IDEAL ACCOMODATIONS LTD.	Whistler	BALSAM WAY # 6479 WHISTLER BC VON 1B6	23	604-902-3900
No response	WHISTER RETREATS AND PROPERTY MANAGEMENT LTD.	WHISTLER RETREATS AND PROPERTY MANAGEMENT LTD.	Whistler	4557 BLACKCOMB WAY WHISTLER BC VON 1B4	40	604-938-8810
No second	WVC - LAKE PLACID MANAGEMENT LIMITED	WHISTLER VACATION CLUB AT LAKE PLACID	Whiston	2050 LAKE PLACID ROAD WHISTLER BC VON 1B4	13	604-932-6999
No response		LODGE	Whistler		28	
No response No response	WHISTLER VACATION CLUB AT TWIN PEAKS WHISTLER WIRED VACATIONS INC.	WHISTLER VACATION CLUB AT TWIN PEAKS WHISTLER WIRED VACATIONS INC.	Whistler Whistler	4365 NORTHLANDS BLVD WHISTLER BC VON 1B4 2836 CLIFF TOP LANE WHISTLER BC VON 1B2	28 25	604-932-6999 604-932-6283
No response	HIGH PLAINS SALES AGENCY LTD. AGENCE DE VENTE	WHISTLERS BEST ACCOMODATIONS	Whistler	2572 SNOWRIDGE CRES WHISTLER BC VON 1B2	5	604-932-1966
No response	HIGH PLAINS LTEE WMD PROPERTIES LTD.	WMD PROPERTIES LTD.	Whistler	6479 BALSAM WAY WHISTLER BC VON 1B6	0	N/A no longer exis
N/A	DIAMOND RESORTS CANADA LTD.	4580 CHATEAU BLVD	Whistler	4580 CHATEAU BLVD WHISTLER BC VON 1B4	0	THE TENEDON TO THE
N/A	DEBBIE HAMPTON	ALPINE GREENS	Whistler	4628 BLACKCOMB WAY #12 WHISTLER BC VON 1B4	0	NO LONGER RENT
N/A	WHISTLER PRIME VACATION PROPERTIES WHISTLER PRIME VACATION PROPERTIES	ASPEN BEAR LODGE	Whistler Whistler	4800 SPEARHEAD DR WHISTLER BC VON 1B4 4314 MAIN ST STE 301 WHISTLER BC VON 1B4	0	Whistler Prime no
N/A N/A	WHISTLER PRIME VACATION PROPERTIES WHISTLER PRIME VACATION PROPERTIES	BEAR LODGE - MULTIPLE UNITS	Whistler	4314 MAIN ST STE 301 WHISTLER BC VON 1B4 4314 MAIN ST STE 311 WHISTLER BC VON 1B4	0	Whistler Prime no Whistler Prime no
N/A	WHISTLER PRIME VACATION PROPERTIES	BEAR LODGE - MULTIPLE UNITS	Whistler	4314 MAIN ST WHISTLER BC VON 1B4	0	Whistler Prime no
N/A	DEBBIE HAMPTON	BLACKCOMB GREENS	Whistler	4644 BLACKCOMB WAY #20 WHISTLER BC VON 1B4	0	NO LONGER RENT
N/A N/A	VACATION INTERNATIONALE, INC. WHISTLER PRIME VACATION PROPERTIES	CLOCKTOWER DEER RUN	Whistler Whistler	4341 VILLAGE LANE WHISTLER BC VON 1B4 3300 PTARMIGAN PL STE 304 WHISTLER BC VON 1B3	0	 No longer exist, Whistler Prime no
N/A	WHISTLER PRIME VACATION PROPERTIES WHISTLER PRIME VACATION PROPERTIES	DEER RUN	Whistler	3300 PTARMIGAN PLSTE 304 WHISTLER BC VON 1B3	0	Whistler Prime no
N/A	DURLACHER, PETER & DURLACHER, ERIKA	DURLACHER HOF PENSION	Whistler	7055 NESTERS RD WHISTLER BC VON 1B7	0	The Pension is not
N/A	WHISTLER PRIME VACATION PROPERTIES	EAGLE LODGE	Whistler	4314 MAIN ST STE 334 WHISTLER BC VON 1B4	0	Whistler Prime no
N/A N/A	WHISTLER PRIME VACATION PROPERTIES WHISTLER PRIME VACATION PROPERTIES	GLACIER REACH GRANITE COURT	Whistler Whistler	4388 NORTHLANDS BLVD STE 120 WHISTLER BC VON 1B4 4405 BLACKCOMB WAY STE 402 WHISTLER BC VON 1B4	0	Whistler Prime no Whistler Prime no
N/A N/A	WHISTLER PRIME VACATION PROPERTIES WHISTLER PRIME VACATION PROPERTIES	GRANITE COURT	Whistler	4405 BLACKCOMB WAY STE 402 WHISTLER BC VON 1B4 4405 BLACKCOMB WAY STE 308 WHISTLER BC VON 1B4	0	Whistler Prime no
N/A	WHISTLER PRIME VACATION PROPERTIES	NORTH STAR	Whistler	4355 NORTHLANDS BLVD STE 83 WHISTLER BC VON 1B4	0	Whistler Prime no
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N/A N/A	and the second s	WHISKI JACK AT CASCADE	Whistler	4315 NORTHLANDS BLVD WHISTLER BC VON 1B4	0	Latour no longer n
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MRDT +1% Submission

Status	Taxpayer Legal Name	Owner/Manager	Name	Jurisdiction	Location	Units	Phone Number
N/A	LATOUR GROUP MANAGEMENT CANADA, INC	WHISKI JACK AT LAKE PLACID		Whistler	2050 LAKE PLACID ROAD WHISTLER BC VON 1B4	0	Latour no longer manage this unit, believed to be
N/A	LATOUR GROUP MANAGEMENT CANADA, INC	WHISKI JACK AT NORTHSTAR		Whistler	4355 NORTHLANDS BLVD WHISTLER BC VON 1B4	0	Latour no longer manage
N/A	LATOUR GROUP MANAGEMENT CANADA, INC	WHISKI JACK AT POWDERS EDGE		Whistler	4050 WHISTLER WAY WHISTLER BC VON 1B4	0	Latour no longer manage
N/A	LATOUR GROUP MANAGEMENT CANADA, INC	WHISKI JACK AT SNOWBIRD		Whistler	4865 PAINTED CLIFF DRIVE WHISLTER BC VON 1B4	0	Latour no longer manage
N/A	LATOUR GROUP MANAGEMENT CANADA, INC	WHISKI JACK AT TOWN PLAZA		Whistler	4314 MAIN ST WHISTLR BC VON 1B4	0	Latour no longer manage
N/A	LATOUR GROUP MANAGEMENT CANADA, INC	WHISKI JACK AT TYNDALL STONE		Whistler	4338 MAIN ST WHISTLER BC VON 1B4	0	Latour no longer manage
N/A	LATOUR GROUP MANAGEMENT CANADA, INC	WHISKI JACK AT VALHALLA		Whistler	4375 NORTHLANDS BLVD WHISTLER BC VON 1B4	0	Latour no longer manage
N/A	LATOUR GROUP MANAGEMENT CANADA, INC	WHISKI JACK AT VILLAGE CENTRE		Whistler	4295 BLACKCOMB WAY WHISTLER BC VON 1B4	0	Latour no longer manage
N/A	LATOUR GROUP MANAGEMENT CANADA, INC	WHISKI JACK AT VILLAGE GATE HOUSE		Whistler	4321 VILLAGE GATE BLVD WHISLTER BC VON 1B4	0	Latour no longer manage
N/A	LATOUR GROUP MANAGEMENT CANADA, INC	WHISKI JACK AT WHISTLER CREEK		Whistler	2400 CAVENDISH WAY WHISTLER BC VON 1B4	0	Latour no longer manage
N/A	LATOUR GROUP MANAGEMENT CANADA, INC	WHISKI JACK AT WOODRUN		Whistler	4910 SPEARHEAD PLACE WHISTLER BC VON 1B4	0	Latour no longer manage

7 ACCOMMODATION SECTOR IN SUPPORT OF MRDT



Dated: June 20, 2017

RE: Accommodation sector in support of municipal and regional district tax form

A member-based organization representing approximately 4,000 accommodation units, the Hotel Association of Whistler looks to serve as an advocate and voice for the interest 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.

The member hotels include the Fairmont Chateau Whistler, Hilton Whistler Resort and Spa, The Westin Resort & Spa Whistler, Delta Whistler Village Suites, Aava Whistler Hotel, Adara Hotel, both Pan Pacific hotels in Whistler and the Four Seasons Resort & Residences Whistler, as well as many other properties in Whistler that are zoned for nightly tourist accommodation.

Our members understand that the incremental 1% Municipal and Regional District Tax (MRDT) will apply to purchases of accommodation that are taxable under the Provincial Sales Tax Act within the designated accommodation area. As evidenced by the letter, our membership is in favor of this application to increase the tax rate to three percent of the purchase price of accommodation for another five-year period.

The March 2017 MRDT Five-year Strategic Business Plan which outlines the strategic investment plan to fund tourism marketing, programs and projects in Whistler has been reviewed and approved by member representatives.

We acknowledge that the minimum support required from the accommodation sector for the tax to be imposed is at least 51 percent of the number of establishments that would collect the tax within the municipality/region representing more than 51 percent of the total number of rooms. Our association represents 59% of the accommodation sector in Whistler, as outlined in the references attached.

BY SIGNING THIS FORM, THE HOTEL ASSOCIATION OF WHISTLER HAS INDICATED THAT IT SUPPORTS IMPLEMENTATION OF THE MUNICIPAL AND REGIONAL DISTRICT TAX IN THE RESORT MUNICIPALITY OF WHISTLER AND THAT IT IS AUTHORIZED TO ACT ON BEHALF OF ITS MEMBER ORGANIZATIONS.

FOR AND ON BEHALF OF THE HOTEL ASSOCIATION OF WHISTLER

Yours truly

Chair, Hotel Association of Whistler

2036 London Lane, Whistler, BC., VON 1B2, Canada Tel: +1 (604) 935-7021



Municipal and Regional District Tax Program Requirements – Fall 2015

APPENDIX 1.4

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

Legal Name of Applicant: Resort municipality of Whister

The Municipal and Regional District Tax is being proposed or is up for renewal in your municipality/region. The Municipal and Regional District Tax is intended to Rate of Tax (2% or 3%):

accommodation area The Municipal and Regional District Tax will apply to purchases of accommodation that are taxable under the Provincial Sales Tax Act within the designated Strategic Business Plan. Accommodation providers may request a copy of the Five-year Strategic Business Plan from the applicant. assist municipalities, regional districts and eligible entities in funding local tourism marketing programs and projects, as outlined in the applicant's Five-year

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 As an owner/manager offering accommodation, your input is critical. The minimum support required from the accommodation sector for the tax to be number of rooms.

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SOUTH WHILE LODGE	3131 WHE PLACID CO.	7	GILLER, THEREIN	1 months	10011
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Appendix 1.4 Accommodation Sector in Support of Municipal and Regional District Tax Form

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

Strategic Business Plan. Accommodation providers may request a copy of the Five-year Strategic Business Plan from the applicant. assist municipalities, regional districts and eligible entities in funding local tourism marketing programs and projects, as outlined in the applicant's Five-year The Municipal and Regional District Tax is being proposed or is up for renewal in your municipality/region. The Municipal and Regional District Tax is intended to

The Municipal and Regional District Tax will apply to purchases of accommodation that are taxable under the Provincial Sales Tax Act within the designated accommodation area.

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

Legal Name of Applicant:
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Rate of Tax (2% or 3%):
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Strategic Business Plan. Accommodation providers may request a copy of the Five-year Strategic Business Plan from the applicant. assist municipalities, regional districts and eligible entities in funding local tourism marketing programs and projects, as outlined in the applicant's Five-year The Municipal and Regional District Tax is being proposed or is up for renewal in your municipality/region. The Municipal and Regional District Tax is intended to

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	Number of Units 5864
	Owner/Manager (Print Name) KOHARA MING CLIFF STEE
	Signature MALA
	Date 06/22/17



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

Legal Name of Applicant:
Pascet Municipality of Whistier
Rate of Tax (2% or 3%):

Strategic Business Plan. Accommodation providers may request a copy of the Five-year Strategic Business Plan from the applicant. assist municipalities, regional districts and eligible entities in funding local tourism marketing programs and projects, as outlined in the applicant's Five-year The Municipal and Regional District Tax is being proposed or is up for renewal in your municipality/region. The Municipal and Regional District Tax is intended to

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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%):

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Legal Name of Applicant: Russit Municipulity of rehistor Rate of Tax (2% or 3%): 30/h

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Legal Name of Applicant:
t: Resort Municipality of runistly
Rate of Tax (2% or 3%):
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				40	Number of Units
				the and Posor's I've	Owner/ Manager (Print Name)
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Appendix 1.4 Accommodation Sector in Support of Municipal and Regional District Tax Form

Legal Name of Applicant: Resort municipality of relistly

Rate of Tax (2% or 3%):

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

Resort Municipality of Nonstler

Legal Name of Applicant:

Rate of Tax (2% or 3%):

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Strategic Business Flan. Accommodation providers may request a copy of the Five-year Strategic Business Flan from the applicant. assist municipalities, regional districts and eligible entities in funding local tourism marketing programs and projects, as outlined in the applicant He-year The Municipal and Regional District Tax is being proposed or is up for renewal in your municipality/region. The Municipal and Regional District Tax is intended to

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			,	Whistler 2010 Sport	Owner/Manager (Print Name)
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Appendix 1.4 Accommodation Sector in Support of Municipal and Regional District Tax Form

Legal Name of Applicant: Rosort Weunici publity of whistler.

Rate of Tax (2% or 3%):

Strategic Business Plan. Accommodation providers may request a copy of the Five-year Strategic Business Plan from the applicant. assist municipalities, regional districts and eligible entities in funding local tourism marketing programs and projects, as outlined in the applicant's Five-year The Municipal and Regional District Tax is being proposed or is up for renewal in your municipality/region. The Municipal and Regional District Tax is intended to

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Legal Name of Applicant:



Municipal and Regional District Tax Program Requirements – Fall 2015 APPENDIX 1.4

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

Rasort Municipality of whiskur Rate of Tax (2% or 3%):

Strategic Business Plan. Accommodation providers may request a copy of the Five-year Strategic Business Plan from the applicant. assist municipalities, regional districts and eligible entities in funding local tourism marketing programs and projects, as outlined in the applicant's Five-year The Municipal and Regional District Tax is being proposed or is up for renewal in your municipality/region. The Municipal and Regional District Tax is intended to

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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 SHIPETS AS REQUIRED]

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

regal Natile of Approxima	None of Applicant:
or is up for renewal in your municipality/region. The Municipal and Regional District Tax is intended to	Rate of Applicant: Resort Municipality of Nonstler Rate of Tax (2% or 3%): 3%

Strategic Business Han. Accommodation providers may request a copy of the Five-year Strategic Business Han from the applicant. assist municipalities, regional districts and eligible entities in funding local tourism marketing programs and projects, as outlined in the applicant libre-year The Municipal and Regional District Tax will apply to purchases of accommodation that are taxable under the Provincial Sales Tax Act within the designated

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BY SIGNING THIS FORM, YOU HAVE INDICATED THAT YOU SUPPORT IMPLEMENTATION OF THE MUNICIPAL AND REGIONAL DISTRICT TAXIN YOUR MUNICIPALITY REGION AND THAT YOU ARE AUTHORIZED TO ACT ON BEHALF OF YOUR ORGANIZATION. [ATTACH ADDITIONAL SHETISAS REQUIRED] number of rooms.

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	Owner/ Manager (Print Name) Concord Survation Management Inc
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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%): う ^り 0

Strategic Business Plan. Accommodation providers may request a copy of the Five-year Strategic Business Plan from the applicant. assist municipalities, regional districts and eligible entities in funding local tourism marketing programs and projects, as outlined in the applicant's Five-year The Municipal and Regional District Tax is being proposed or is up for renewal in your municipality/region. The Municipal and Regional District Tax is intended to

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<							Sept 15/17	Date



Municipal and Regional District Tax Program Requirements - Fall 2015

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

Legal Name of Applicant: Presort Municipality of whistly Rate of Tax (2% or 3%):

3%

Strategic Business Plan. Accommodation providers may request a copy of the Five-year Strategic Business Plan from the applicant. assist municipalities, regional districts and eligible entities in funding local tourism marketing programs and projects, as outlined in the applicant's Five-year The Municipal and Regional District Tax is being proposed or is up for renewal in your municipality/region. The Municipal and Regional District Tax is intended to

accommodation area. The Municipal and Regional District Tax will apply to purchases of accommodation that are taxable under the Provincial Sales Tax Act within the designated

number of rooms. 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 As an owner/manager offering accommodation, your input is critical. The minimum support required from the accommodation sector for the tax to be

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]

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



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

Legal Name of Applicant: tosor+ municipality of thistor Rate of Tax (2% or 3%): 7%

Strategic Business Flan. Accommodation providers may request a copy of the Five-year Strategic Business Flan from the applicant. assist municipalities, regional districts and eligible entities in funding local tourism marketing programs and projects, as outlined in the applicant list ve-year The Municipal and Regional District Tax is being proposed or is up for renewal in your municipality/region. The Municipal and Regional District Tax is intended to

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

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Strategic Business Plan. Accommodation providers may request a copy of the Five-year Strategic Business Plan from the applicant.

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The Municipal and Regional District Tax is being proposed or is up for renewal in your municipality/region. The Municipal and Regional District Tax is intended to

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Legal Name of Applicant:





Municipal and Regional District Tax Program Requirements - Fall 2015

APPENDIX 1.4

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

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Rate of Tax (2% or 3%):

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

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Legal Name of Applicant: Resert murici pality of Ninistler
Rate of Tax (2% or 3%):
3%

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

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Rate of Tax (2% or 3%): 3⁰(0

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Legal Name of Applicant: Resort Municipality of whistler Rate of Tax (2% or 3%): 7%

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Legal Name of Applicant: Resort Municipulity of runistur

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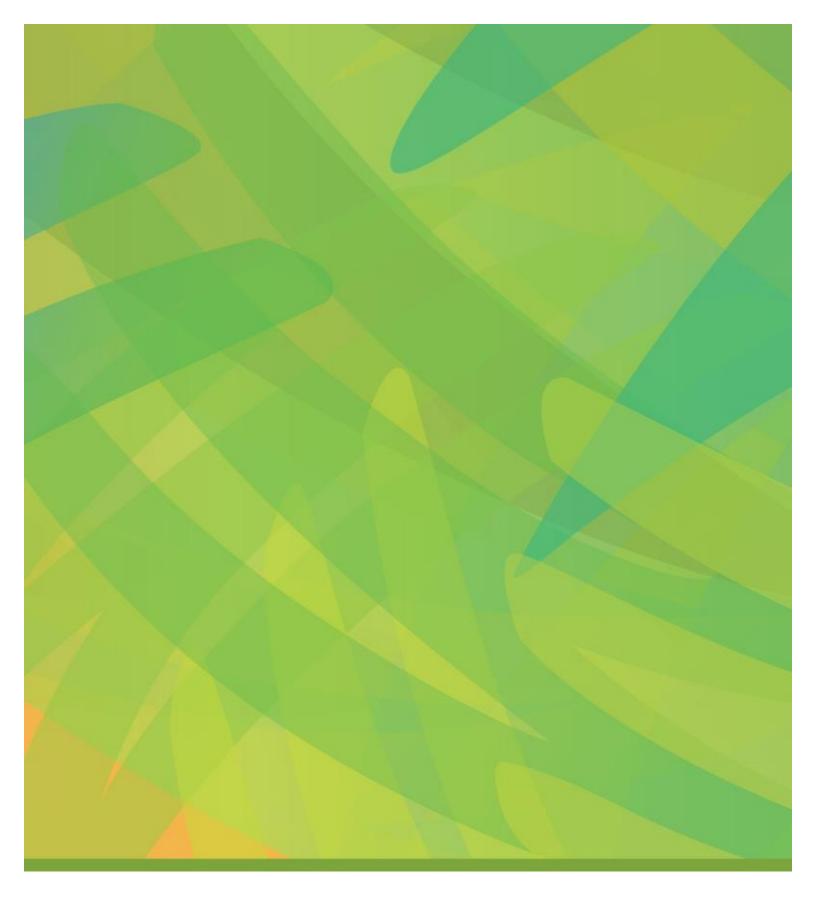
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THE RESORT MUNICIPALITY OF WHISTLER

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