

COUNCIL ACTION PLAN

2012-2014

The Resort Municipality of Whistler | February 2012

THE PREMIER MOUNTAIN RESORT COMMUNITY
MOVING TOWARD A SUSTAINABLE FUTURE



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1 INTRODUCTION

1.1 MAYOR'S MESSAGE

I am very pleased to present the Council Action Plan for this term of Council (November 2011-October 2014).

Whistler has seen incredible growth and change over the past several decades. Our community has put a lot of passion into making Whistler one of the world's premier mountain resort communities. We have built a town that embraces our relationship with nature while offering outstanding amenities. We have hosted the 2010 Winter Games. We have 79% of our workforce living in Whistler—more than ever. The challenge before us now is to continue to build on that success in an environment of changing economies, travel trends and maturity of the resort.



Council's goal is to help position the resort for an optimistic and prosperous future, while ensuring the Resort Municipality of Whistler (RMOW) is a responsive, accountable partner in the resort. We are looking at ways to best deliver municipal services to residents and guests in the most fiscally responsible way to reflect the trends, environment and changing needs facing the organization and the community at large.

Council recognizes the great work that has been done over the years under the leadership of previous Councils and staff, and partner organizations in the resort. We want to focus on the RMOW's role in building on that success.

The election of this Council came with unprecedented political significance. More members of our community came out to vote than ever before, with a 54% voter turnout rate. Council has a major mandate to deliver on. We have heard the community and spent time with staff and this Council Action Plan serves to articulate the areas of focus for the RMOW during this term.

The RMOW will work on a range of activities from a new annual financial planning process and a number of new systems to build customer service, to enhanced organizational planning and accountability measures, as well as a streamlined organizational structure.

Council's goal is to help position the resort for an optimistic and prosperous future

On behalf of the RMOW, I want the community to know that we are committed to doing our part in addressing the challenges we are up against, while embracing the opportunities presented to the resort. Together, with the community, we can continue our success as a premier mountain resort community moving toward a sustainable future.

Sincerely,

Mayor Nancy Wilhelm-Morden

1.2 WHAT IS A COUNCIL ACTION PLAN?

A Council Action Plan is a formal statement of Council’s top priorities for its three-year term. The Council Action Plan sets the direction of the municipal organization and focuses staff on the delivery of key outcomes associated within each of Council’s chosen areas of focus.

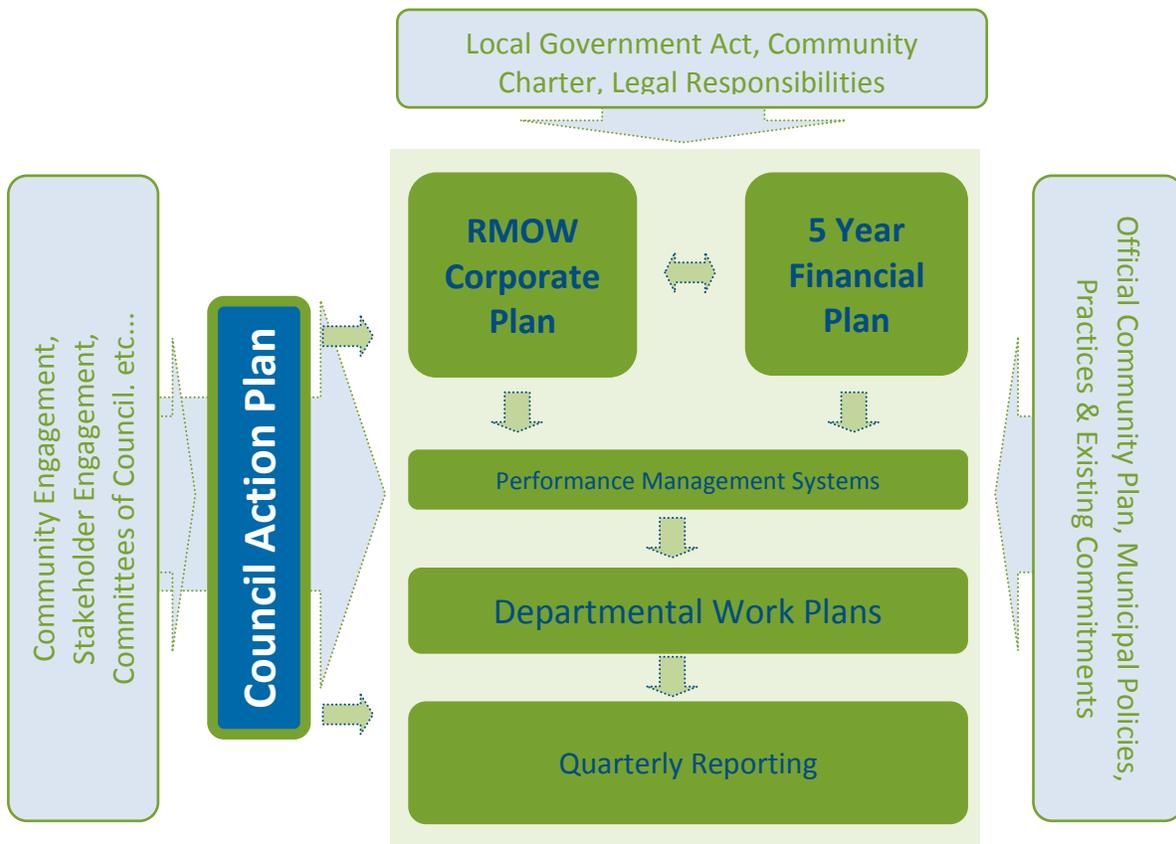
A Council Action Plan is not a comprehensive, detailed workplan for all of municipal operations, nor is it a comprehensive list of all the issues and initiatives that Council will undertake of their three-year term. The purpose of the Council Action Plan is to articulate to both the community and municipal staff Council’s collective focus as it sets out to govern the community over their current term, and to direct municipal operations toward key deliverables that Council deems to be of the highest interest to the community’s ongoing prosperity.

1.2.1 Background

Building on the foundation of each individual Councilor’s campaign platform, personal values, community experience and ongoing community outreach, Council undertook a two-day Council Planning Retreat in early January 2012 to map out its collective priorities over the next 6, 18 and 36 month periods. This document is the product of those sessions as well as the additional briefing materials and meetings that have taken place during a focused orientation period in Council’s first months in office.

1.2.2 Relationship to Municipal Operations and Service Delivery

As stated above, the Council Action Plan is intended to provide strategic direction to municipal staff with respect to Council’s key anticipated deliverables over the next three years. The relationship between the Council Action Plan and key municipal strategic and operational work plans is described below. It should also be noted that through the Council Action Plan process an RMOW Corporate Plan was identified, which will serve as a more detailed and comprehensive planning document for the organization.



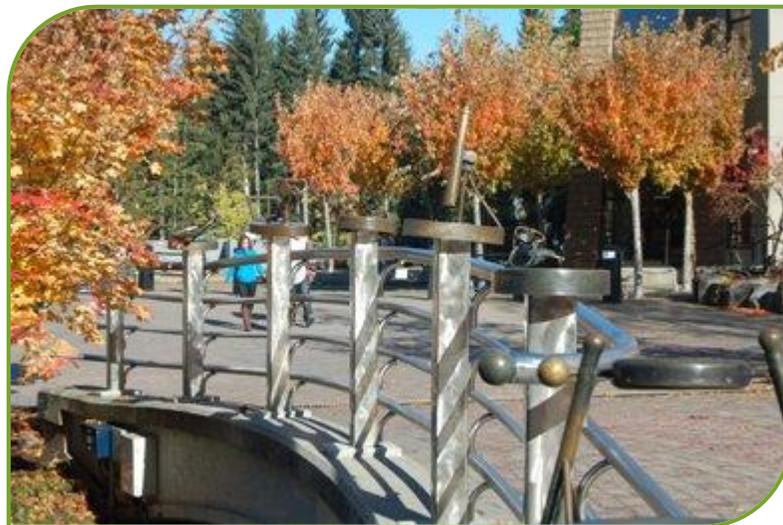
2 COUNCIL PRIORITIES

Council completed the development of the priorities during a retreat with the Senior Management Team on January 17-18, 2012. During the retreat, staff provided background on the operations of the RMOW and relevant resort and organizational metrics, as well as key projects, issues, and background. Council provided their insights regarding challenges and opportunities faced by the resort, where they see the resort and organization going, and overall guidance around the RMOW's focus.

The goal of the retreat was to help set the stage for this term of Council and provide an information sharing and planning exercise for the organization. It resulted in productive discussions, team-building between Council and the Senior Management Team and the opportunity to set direction for the next three years.

At the regular RMOW Council meeting on January 24, Mayor Nancy Wilhelm-Morden introduced the priorities of this term of Council. These priorities are as follows:

- Fiscal responsibility
- Accountability and engagement
- Client-focused service delivery
- An 'Open-for-Business' focus
- Progressive resort community planning



In the sections that follow, more specific deliverables are laid out within each priority along with proposed timelines for each associated deliverable. It should be noted again that these deliverables do not constitute a full workplan for all of municipal operations, nor is it a comprehensive list of all the issues and initiatives that Council will undertake of their three-year term. The purpose of the Council Action Plan is to articulate to both the community and to municipal staff Council's current collective focus as it sets out to govern the community over the next three years.

2.1 Priority Area: **FISCAL RESPONSIBILITY**

The RMOW is fiscally responsible and will manage its operations and investments in the community in a prudent manner.

2.1.1 Key Deliverables

Within the next **6 months** include:

Deliverable	Lead
<p>Revitalize annual financial planning process</p> <ul style="list-style-type: none"> Implement Zero tax and utility fee increases for 2012 Provide more accessible financial reporting and accountability Introduce quarterly reporting Increase community engagement in financial planning 	Corporate and Community Services Division
<p>Review Resort Management Initiative (RMI) management and expenditures</p> <ul style="list-style-type: none"> Secure a Memorandum of Understanding (MOU) with the Province for the Resort Municipality Initiative (RMI) funding program Create an oversight committee for RMI funds Review the Festivals, Events & Animation (FEA) program 	Chief Administrator's Office, Resort Experience Division
<p>Continue RMOW organizational review</p> <ul style="list-style-type: none"> Review and streamline management structure (division and departmental levels) Review Employee Handbook 	Chief Administrative Office, Human Resources Department

Within the next **18 months** include:

Deliverable	Lead
<p>Move forward with the resolution of outstanding litigation</p>	Chief Administrative Office
<p>Improve efficiency of municipal service delivery</p>	Chief Administrative Office, Resort Experience Division, Corporate and Community Services Division

Within the next **36 months** include:

Deliverable	Lead
<p>Improve risk management practices across municipal operations</p> <ul style="list-style-type: none"> Assess risk management tools, systems and best practices for municipal programs and services 	Chief Administrative Office, Legislative Services Department, Legal Services

2.2 Priority Area: **INCREASED ACCOUNTABILITY & ENGAGEMENT**

The RMOW will engage the community, clearly articulate its strategic plan and accountability measures and report out regularly.

2.2.1 Key Deliverables

Within the next **6 months** include:

Deliverable	Lead
<p>Deliver and implement an RMOW Corporate Plan</p> <ul style="list-style-type: none"> Develop an organization-wide plan that identifies the high level work plan for the organization for three years Establish accountability measures for each department 	Chief Administrative Office, Senior Management Team, Human Resources Department
<p>Implement a performance management system</p> <ul style="list-style-type: none"> Develop CAO/Senior Management performance agreements 	Chief Administrative Office
<p>Update the Municipal Communications & Engagement Strategy</p> <ul style="list-style-type: none"> Build activities to increase accountability for the organization Review and update Whistler2020 engagement processes Review relationship with Whistler Centre for Sustainability (WCS) Implement opportunities for town hall and community meetings as well as issue-based focus groups 	Communications Department

Within the next **18 months** include:

Deliverable	Lead
Re-establish the Parks and Recreation Committee	Resort Experience Division



2.3 Priority Area: **CLIENT-FOCUSED SERVICE DELIVERY**

The RMOW will review how it delivers service to its customers and adapt processes and procedures to improve where needed.

2.3.1 Key Deliverables

Within the next **6 – 12 months** include:

Deliverable

Lead

Review and monitor customer service levels

- Investigate the need and interest for specific customer service improvements, such as
 - a 311 response system
 - improved front and back counter services potential (including potential physical changes)
 - web access for request tracking
 - Saturday morning openings at Municipal Hall
- Improve internal coordination of projects and services

Corporate and Community
Services Division,
IT Services Department



2.4 Priority Area: **AN 'OPEN FOR BUSINESS' FOCUS**

Whistler is open for business and the RMOW will review and implement a number of initiatives to help better position the resort for economic success.

2.4.1 Key Deliverables

Within the next **6 months** include:

Deliverable	Lead
Revise pay parking program in the Day Lots	Corporate and Community Services Division
Engage Provincial Officials and work towards an improved Special Occasion Liquor License regime	
<ul style="list-style-type: none"> Make representations to Provincial Ministers Bring forward resolution at Lower Mainland Local Government Association and Union of British Columbia Municipalities Annual Convention in Fall 2012 	Resort Experience Division
Advance post secondary education initiative in Whistler	
<ul style="list-style-type: none"> Work with universities and other academic institutions 	Resort Experience Division
Explore feasibility and costs of free Village wi-fi access with partners and community	Resort Experience Division, IT Services Department

Within the next **12 months** include:

Deliverable	Lead
Pursue Economic Development Strategy	
<ul style="list-style-type: none"> Engage key resort partners to undertake economic planning review Review roles and individual agency plans Ensure alignment of organizations (i.e. WB, Chamber, TW & RMOW) 	Chief Administrative Office, Resort Experience Division

Within the next **18 months** include:

Deliverable	Lead
Support the advancement of the Spearhead Hut initiative	Resort Experience Division

Within the next **36 months** include:

Deliverable	Lead
Expand sport tourism in Whistler	
<ul style="list-style-type: none"> Work with local organizations in their sport development efforts 	Resort Experience Division

2.5 Priority Area: **PROGRESSIVE RESORT COMMUNITY PLANNING**

The RMOW is a resort leader in planning and will work to resolve issues that help the resort today and set the stage for the future.

2.5.1 Key Deliverables

Within the next **6 - 12 months** include:

Deliverable	Lead
Move forward with key initiatives to address illegal space issue	Corporate and Community Services Division, Resort Experience Division
Initiate a draft Cultural Plan	Resort Experience Division

Within the next **18 months** include:

Deliverable	Lead
Move forward adoption of Official Community Plan	Resort Experience Division
Advance Village neighbourhood/precinct concept	Resort Experience Division
Re-assess the community forest initiative	Resort Experience Division
Leverage senior government relationships to further Resort priorities (e.g. X-Games)	Chief Administrative Office, Resort Experience Division
Review Transit service delivery options <ul style="list-style-type: none"> • Collaborate with BC Transit to improve transit experience • Investigate the potential to return to previous service levels on a cost-effective basis 	Infrastructure Services Division

Within the next **36 months** include:

Deliverable	Lead
Work toward resolution of asphalt plant issue	Chief Administrative Office, Corporate and Community Services Division

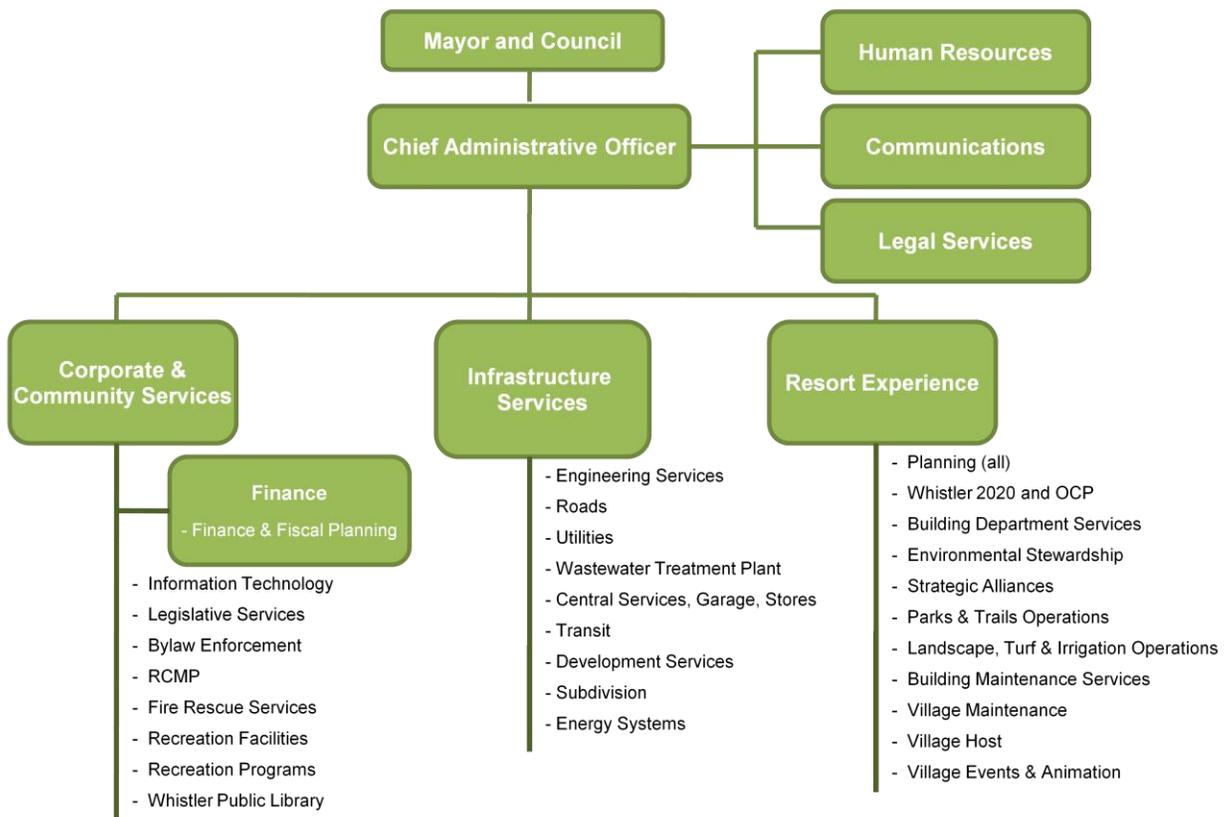
3 OVERVIEW OF RMOW ORGANIZATION

The RMOW is Whistler’s local government led by an elected Council and administered by an executive team and staff on behalf of nearly 10,000 residents and two million annual visitors. The organization manages municipal planning and development, municipal infrastructure, programs and services. This includes the administration of the Whistler2020 Comprehensive Sustainability Plan and Whistler’s Official Community Plan.

The RMOW collaborates with in-resort and external partners to create visitor experiences and enrich community life.

Whistler’s vision is to be the premier mountain resort community as it moves toward sustainability. Whistler was the proud Host Mountain Resort for the 2010 Olympic and Paralympic Winter Games.

More detailed information about the RMOW is available at whistler.ca.



4 YOUR COUNCIL

Mayor Nancy Wilhelm-Morden



Nancy Wilhelm-Morden was born and raised in Kitchener, Ontario. She came to Whistler in 1973 for a two-week holiday and soon made Whistler her permanent home. Throughout the 70s, she attended Capilano College and Simon Fraser University on a part-time basis while living and working in Whistler. She held a variety of different jobs during that period including working as a server, a first aid attendant, and working as part of the highway drilling, blasting and flagging crew. When Nancy and Ted (her future husband) arrived in Whistler, housing was in short supply so they lived in a rustic cabin for four years.

Nancy completed her law degree at the University of British Columbia in 1983 and was called to the bar a year later. She practiced law in Vancouver until her first daughter was born and relocated her practice to Whistler in 1987. The following year, she became a partner in Race and Company, a law firm based in Whistler. Nancy has served on four councils over the years:

December 1984 - December 1986 (2 years) December 1988 - December 1990 (2 years)
December 1996 - December 1999 (3 years) December 2005 - December 2008 (3 years)

Nancy and her husband Ted have two daughters; Sarah and Jessie. In addition to downhill skiing, she enjoys cross-country skiing, running and hiking. She is an avid gardener, loves being in the kitchen and enjoys travelling.

Councillor Jack Crompton



Jack Crompton has deep roots in Whistler and is passionate about the future of his community. His grandparents were original shareholders in the Garibaldi Lift Company and built the Clock Tower Hotel. Jack's professional life has focused mainly on transportation. He founded Whistler Resort Cabs and operated the company until 2008. He is now President of RideBooker; a company that offers ground transportation (taxi, bus, and limousine) across Canada and the United States. His company operates the Whistler Shuttle, a shuttle service that links Vancouver to Whistler. Jack's business focus has been creating software tools for the transportation industry.

Jack has a Bachelor of Science in Cell and Developmental Biology with a minor in Kinesiology. He is currently working on his Master's at Regent College, a seminary at the University of British Columbia.

Jack is Vice President of the Whistler Youth Soccer Club. He is a board member with the Rotary Club of Whistler, the Whistler Interfaith Society (WIS) and The North Face Whistler Half Marathon.

Jack and his wife Carolyn have four children; Georgia, Margaret, Van and Harriet

Councillor Jayson Faulkner



Jayson Faulkner grew up skiing in Whistler and later decided to make Whistler his full-time home. He graduated in Business Administration from Simon Fraser University and holds a diploma in Ski Area Mgmt from Humber College in Toronto.

He started a retail business and mountain guiding service that operated for more than 20 years while also working in resort marketing and ski area operations as Marketing Manager with Whistler Mountain. He also was VP of Sales and Marketing at Arcteryx, a technical apparel and equipment manufacturer in North Vancouver.

Jayson has three sons who are passionate mountain bikers, "products" of the Whistler Bike park. He was also the founding president of the Whistler section of the Alpine Club of Canada and Chair of the Spearhead Hut Committee. A keen backcountry skier and hiker, paraglider, mountain biker and motorcyclist, he loves to climb when time permits.

Councillor John Grills



John Grills was born and raised in Toronto. In the mid 70s, he planted his western roots after spending a few winters in Whistler and summers on Vancouver's beaches as a lifeguard. His career in the hospitality industry began with the Keg Restaurants in 1979, which eventually brought him back to Whistler to open the Keg at the Mountain. He later worked at Araxi and also started the Savage Beagle.

A management position at Expo 86 took him back to Vancouver where he met his future wife, Lorraine. They returned to Whistler as a couple in 1987 and he continued his career managing various restaurants, including Blackcomb Mountain food operations. John and his wife have three children; Chantelle, a forestry student at the University of British Columbia, Brendan, a science and aviation student at the University of Waterloo, and Ryan, who is currently attending Whistler Secondary School.

John has sat on various committees including the Whistler Chamber of Commerce, the Restaurant Association of Whistler, Tourism Whistler's Commercial Core, One Whistler and chaired the Liquor Licensing Advisory Committee. He is also the president of Le Chamois strata council and was awarded the Business Person of the Year in 1996 and Coach of the Year for Whistler Minor Hockey in 2005.

Councillor Duane Jackson



Duane Jackson arrived in Whistler in 1991 from New Zealand. He came to Whistler to ski, after spending a year touring and working in Europe, but soon made Whistler his permanent home.

Duane has a Bachelor of Architecture degree from the University of Auckland and a Master's degree in Real Estate Development from the University of Southern California.

In addition to designing many custom homes, he has also been involved in various development projects in Whistler. Duane is currently a partner in the Stonebridge Development above Alta Lake. Stonebridge was the first development in Whistler to incorporate Protected Area Network (PAN) principles to define the development areas and protect undeveloped land. In addition to dedicating significant areas of park land, Stonebridge developed the Valley Trail from Alta Lake Road to the south end of Alta Lake. His company also built and improved a number of mountain bike trails such as the Danimal, Beaver Pass, and new trails around Beaver Lake.

Duane has served on two boards on a volunteer basis; the Whistler Housing Authority (2003-2006) and the Whistler 2020 Development Corporation (2004-present). He is committed to working for the success of the community and contributing to initiatives that address both the social and business challenges of today and tomorrow.

Councillor Andrée Janyk



Andrée Janyk started skiing at the age of two, and from that early age the mountains and skiing have always been a part of her life.

Andrée was a member of the Canadian Alpine Ski Team in the late 60s and then went on to complete a Bachelor of Science in Kinesiology at Simon Fraser University and then a Master's degree as a PhD candidate at the University of Brussels.

Andrée has held a variety of positions from presenting scientific papers in Europe, to ski coaching in the US, Canada and Europe, to leading the first Fitness Leadership Certificate program at Capilano University.

She also held the position of Whistler school trustee for the Sea-to-Sky School District for 12 years. She is a dedicated volunteer and was recognized as the 2010 Whistler Volunteer of the Year.

Andrée and her husband Bill are parents to three young adults, two of whom are Olympians in alpine skiing. The family made Whistler their permanent home in 1995 because Whistler offered the flexibility in schooling that their children needed in addition to the right business opportunities for their family.

Councillor Roger McCarthy



Roger McCarthy was born and raised in New Zealand. In 1971, he arrived in Whistler for six months to work in a hotel and stayed for 20 years.

Roger's career has taken him from working as a lift operator, to managing lift operations, and overseeing both safety and lift operations departments at Whistler Mountain. In 1990, he left Whistler Mountain to join Blackcomb Mountain as Director of Human Resources. He was also part of a team that transformed the Tremblant resort from a bankrupt enterprise into a world class resort and created the Mont Tremblant Resort Association, modeled after Tourism Whistler.

Since 1991, he has held senior management positions in major ski resorts in Canada and across five states in the USA. Roger currently owns and manages a resort consulting company with clients throughout North America and sits on the board of Alpine Canada.

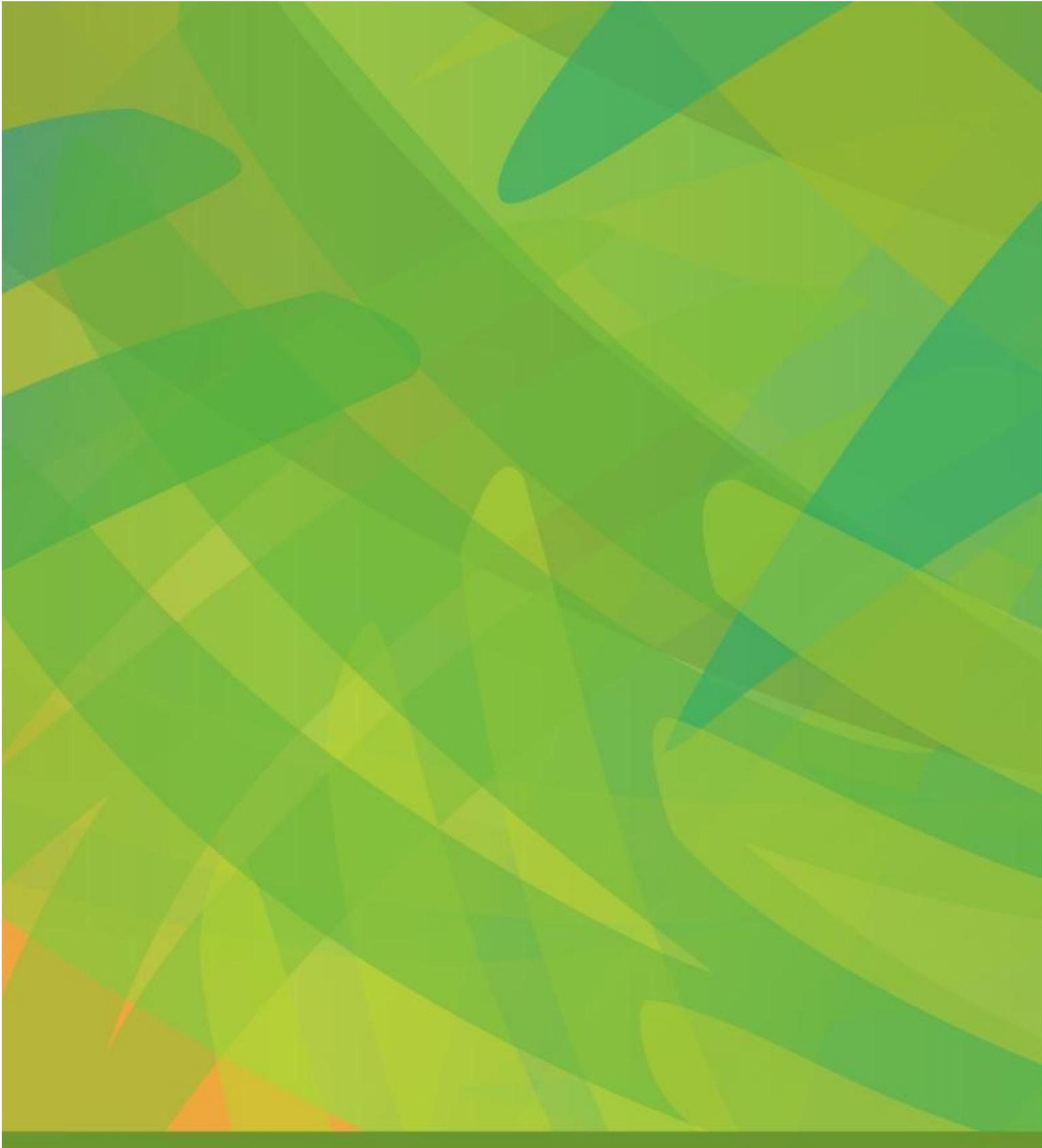
Roger has one son, who is attending college in Colorado. He has many passions but he lives to ski and ride his bike...

4.1 The Role of Council

The primary functions of a municipal Council are to establish administrative policy, to adopt bylaws governing matters delegated to local government through the Local Government Act and the Community Charter, along with other Province of British Columbia statutes for the protection of the public, and to levy taxes for these purposes. Municipal Council represents the citizens of Whistler, providing community leadership by serving as the legislative and policy-making body of the municipality. The Mayor and Council approve policy and budgets and provide direction to the chief administrative officer.

Council is responsible for:

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



THE RESORT MUNICIPALITY OF WHISTLER

Host Mountain Resort
2010 Olympic and Paralympic
Winter Games

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