

# **Whistler Village Enhancement Strategy**

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**Prepared by**

**Resort Municipality of Whistler  
Department of Planning and Development Services**



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## SECTION ONE: INTRODUCTION

### 1.1 PURPOSE OF THE VILLAGE ENHANCEMENT STRATEGY

The Whistler Village Enhancement Strategy provides a comprehensive and pro-active approach to ensure that Whistler Village continues to provide its residents and visitors with a unique, world-class 'Whistler' experience. Five main factors have been the impetus for the development of this strategy:

1. To ensure Whistler Village adapts and evolves in harmony with the growth and evolution of the resort community;
2. To address maintenance issues related to the aging of the original Whistler Village area;
3. To enhance Whistler Village by pursuing unrealized opportunities related to the original planning, design and development of the Village;
4. To respond to increasing competition and a changing marketplace; and
5. To sustain the economic health and viability of Whistler Village businesses and properties and its important role within the resort community.



Whistler Village is a 'Trademark' of the resort community, critical to the community's on-going success.

The strategy provides a policy framework for village design and management that gives clear direction to developers, designers, property owners, business owners, municipal staff and municipal decision-makers for the future development, maintenance and management of Whistler Village. It is based on a detailed analysis of existing issues and shortcomings that in turn are addressed as opportunities and strategies for enhancement.

Overall, the enhancement strategy is intended to facilitate new investment in Whistler Village through clearly established objectives and guidelines that enable streamlined review processes and public/private partnerships in enhancement projects.

### 1.2 HISTORY AND EVOLUTION OF WHISTLER VILLAGE

The evolution of Whistler Village from the valley's garbage dump in the mid-1970's is synonymous with the evolution of 'Whistler' from a weekend ski area to its current status as one of the premiere destination mountain resort communities in the world. In its relatively

short history, Whistler Village has become widely recognized as the model of success for the design of mountain resort villages. Most recently in November 2000, Whistler Village was a recipient of the prestigious Award of Excellence from the Urban Land Institute, recognized for the resourceful use of land, design, financial viability, relevance to contemporary issues, and sensitivity to the community and the natural environment.

“We are honoured to receive this award. The Village has become a place that exemplifies the values, community spirit and success of Whistler, and to be recognized for our design vision, especially in our 25<sup>th</sup> year, is truly rewarding.”

Mayor Hugh O’Reilly, November, 2000

A history of the evolution of Whistler Village is provided in this section to highlight the Village’s significance to the resort community, as well as some of the key elements that have contributed to its success.<sup>1</sup> Factors affecting the future success of Whistler Village are then discussed including a review of the issues the Village Enhancement Strategy has been formulated to address.

## **The History**

The vision for Whistler Village and a determined commitment to its realization has held with the community for the past 25 years. The plan for a “single-centered” community, with the town centre located adjacent to the base of both Whistler Mountain and Blackcomb Mountain, was established as the future direction for the community by the province’s Municipal Affairs Planning Services Department in 1974. The merits of this plan were that a single town centre would provide a focal point for the valley, a multiplier effect to support local businesses, and would also minimize car traffic in the valley. The site chosen provided walking distance access to two vast mountains with tremendous potential for further ski development. The site was also a Crown Reserve owned by the provincial government that had been set aside in 1961 as an Olympic Site, as part of a bid for the 1968 Olympics by the Garibaldi Olympic Development Association. This would become a big factor in the ability to shape the design and character of the future development and to expedite the development process.

After some hard fought convictions, and colourful stories of broken gavels and RCMP investigations, this plan began to unfold and become engrained as the community’s plan to realize its potential as a destination resort. The plan had the support of the local Chamber of Commerce and the Alta Lake Ratepayers Association, as well as some of the key leaders of the community who were elected to community’s first Municipal Council. The newly incorporated Resort Municipality of Whistler’s first Official Community Plan, adopted in 1976, set the course for the future with the following policy statement:

“This plan therefore favours development of the Garibaldi area – to the limited capacities of that lift – and the creation of a new Town Centre within easy walking distance of the Whistler Northside and Blackcomb Mountains.”

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<sup>1</sup> For a more complete story and interesting reading, refer to “*Whistler - History in the Making*”, published by Pique Newsmagazine, 2000, and “*Whistler – Development of a Resort*” prepared by Economic Planning Group of Canada, 1984.

With this policy in place, the work began to translate the objective into a plan for physical development. This responsibility, and the Crown land that was to become the Village, would be turned over to a newly created municipal development corporation, the Whistler Village Land Company (WVLC). This structure gave the municipality the ultimate control over the design and development of the Village, that of an owner.

In 1977 a proposal call was prepared requesting design submissions for Whistler Village and the vision started to take shape. The terms of reference, which still hold validity today, were:

- To create a distinctive and successful Town Centre, additional lifts and winter and summer recreation facilities
- To provide local residents with a variety of attractive shopping facilities with municipal offices and community functions and social activities
- To attract mid-week and weekend winter and summer visitors with an active centre where commercial establishments, public accommodation and entertainment activities offer a wide range of services and attraction within walking distance of the main ski lifts
- To provide a pedestrian-oriented environment which separates the activities and movements of people from vehicular traffic
- To encourage investment and participation in the development of the Town Centre by both small and large entrepreneurs
- To provide variety in the size of building sites and developments
- To attract investment in additional lifts and summer recreation resort facilities

In summary, the architectural theme was to create a “lively, people-oriented environment.”

A firm was selected and a plan developed and presented to Council, but although it fundamentally addressed the terms of reference it didn't quite meet the vision of the Village that was in mind. The finishing touches were put in place with the assistance of Eldon Beck<sup>2</sup>, a landscape architect from San Francisco who members of the WVLC had met on hockey and reconnaissance trips to Vail, Colorado.

The final plan that was developed with Eldon's input placed more emphasis on landscape and design at the human scale. The design encouraged meandering and discovery through the careful placement and orientation of the pedestrian stroll, seating areas, squares and plazas, and building siting and massing, with special consideration to view corridors, shadowing and access to sunlight.

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<sup>2</sup> Many individuals should be recognized for their contributions in making Whistler Village happen. Referencing Eldon Beck by name in this history and not others is not meant to discredit these individuals but rather to make the connection between the early vision and Eldon's input into the Village Enhancement program.

On August 21, 1978 the official ground-breaking ceremony was held and the former garbage dump began its transformation into Whistler Village. That fall the Municipality was awarded \$10.5 million from the Federal and Provincial governments under a new program to support tourism development, called the Travel Industry Development Subsidiary Agreement (TISDA). This provided working capital to kick start the Village development including funds for underground parking, a road and bridge across Fitzsimmons Creek to the base of Blackcomb, design fees for the Whistler Arnold Palmer golf course, and funds for a multi-purpose recreation centre. The funds for the underground parking were especially significant to the pedestrian-oriented Village design because they provided the opportunity to eliminate automobiles from the Village and substantially reduce the amount of surface parking required.

With construction of the underground parking and Village services underway, attention was directed at the development program and individual parcels within the Village. For a number of reasons a decision was made to develop many small, independent parcels rather than a few large properties. From a design perspective, this has helped to create the sense of a “Village” that has evolved over time, with more individual buildings each having a distinctive character, as opposed to a ‘resort’ appearance with a single identity.

To insure that the ensuing development maintained the overall Village design objectives and theme while allowing each building to function separately, a detailed set of design guidelines were prepared. The preparation of these guidelines was an exhaustive process, evolving over two years, but they have withstood the test of time. These guidelines, the Whistler Village Design Guidelines, are still being utilized for the review of development permit applications for Whistler Village today, consistent with the Municipality’s Official Community Plan and the requirements for the form and character of development for Whistler Village.

The process of selecting proposals for development of the individual parcels and the process of design and construction for each was also a tightly controlled and managed process. Each parcel that was made available had very specific design parameters including the specific uses that were to be provided; these were dictated through covenants placed on the title of each parcel. The idea was to build a nucleus of essential services in the town centre that would draw both residents and tourists to the area. The first development parcels, surrounding what is now Village Square, were required to provide a hardware store, a drug store, a grocery store and a liquor store. Further, to insure that the Village would be a lively place, full of people and activities at all times of the day, all of the condo-hotel units above the ground floor retail and restaurant spaces were required to go into a rental pool when not in use by their owners.

By the spring of 1980 construction was well underway and the vision for Whistler as a destination resort was clearly established. The following years would test the commitment to this vision and making it a reality. Including other setbacks, a recession took hold starting in 1981 and interest rates sky-rocketed.

In 1983, the province stepped in and formed WLC Developments, a new Crown corporation, to take over the assets and liabilities of the Whistler Village Land Company.

WLC Developments was able to secure \$21 million in loans backed by the provincial government and with this money completed the Whistler Golf Course and the conversion of the Resort Centre into the Whistler Conference Centre.

With a growing number of skier visits and then Expo in 1986, Whistler began to make a turnaround. The original village was substantially complete and Intrawest was ready to begin construction of the Blackcomb Benchlands, which it obtained the entitlements to when it purchased Blackcomb Mountain from the Aspen Skiing Company that year. The province also became interested in developing the Village North Lands that it had resumed ownership of when WLC Developments was formed.

At one point the province considered parceling out and selling off Village North in quarter acre lots. This was not consistent with the vision, and Eldon Beck was brought in to convince the province that the better way was to follow the design concept of the original Village. Ultimately, a detailed design plan for Village North was developed with the assistance of Eldon Beck. This plan included volumetrics and parcel-specific design guidelines for each development parcel and incorporated these into the negotiated agreement with the province, the zoning for Village North and land use covenants registered on the title of each property. Village North was to be of a scale consistent with the original village and an extension of the pedestrian-oriented environment.

On August 14, 1989 the zoning bylaws for Village North were adopted. In 1991 construction began in earnest and by the end of 1997 virtually all of the development parcels in Village North had been constructed.

Whistler Village, which now singularly describes both the original Village and Village North, is shown as it currently exists on the Context Map provided as Figure 1 on the following page. Whistler Village refers to the area bounded by Whistler Way and the base of Whistler Mountain on the south, Highway 99 on the west, Lorimer Road on the north, and Blackcomb Way on the east. The context map also shows Whistler Village's proximity to the ski slopes of Whistler Mountain and Blackcomb Mountain, The Whistler Golf Course and the Chateau Golf Course, the Whistler Racquet Club and Resort, Lost Lake Park and the Valley Trail system that connects Whistler Village to the resort community's extensive network of lakes, parks and trails.

Figure 2 and Figure 3 provide a zoomed in view of the layouts of the original Village and Village North areas showing the meandering pedestrian stroll, the Village's various squares and plazas and the individual buildings depicted in their three-dimensional forms. The building names are also identified by reference to the legend provided.

In its 25-year history to date, Whistler Village has evolved to develop a wide variety of accommodation, retail, restaurants and entertainment contained in a compact pedestrian oriented village form. As of December 31, 2000 development in Whistler Village included 3,707 dwelling units or 8,540 bed units, and 66,500 square metres (716,000 square feet) of commercial development in an area of just 40 hectares (100 acres).

At this time Whistler Village has almost achieved build-out. There remain a few new projects that will help to complete Whistler Village, including Lot 1 and Lot 9 in Village North which have been reserved for an entertainment centre complex, the new Library and Museum project, and improved transportation facilities. For the most part, however, the future success of Whistler Village will depend on maintaining and seeking ways to enhance what has already been achieved. The lessons learned over the past 25 years – a clear vision, a commitment to the bigger picture, maintaining a high quality of design, and supporting the entrepreneurial spirit – provide direction for the future.

## **The Future**

Although, Whistler has been riding a crest of number one rankings, there are many other competing resorts throughout North America and on the world stage that have Whistler within their sights and are focusing their efforts on capturing the same customers.

Numerous resorts across North America and regionally have been experiencing massive capital infusions in their on-hill facilities and their village centres. These have not solely been the initiatives of the major resort developers, including Intrawest, but they have also been community efforts. The Town of Vail for example, has recently completed a comprehensive redevelopment plan for Lionshead, its original village area, that took several years to complete and \$450,000 in consulting fees. In Vail, its Town Council was on record saying “Lionshead lacks the charm, character, appeal and vibrancy expected of a world class resort.” Whistler Village and the resort community can not afford that kind of reputation.

In a slow-growth ski market and a slowed-down economy in the United States, Whistler will be increasingly relying on its reputation and repeat business to sustain itself. This will largely depend on the quality of experience provided, and the ability to maintain an experience that is unique to Whistler. Recognizing that shopping and dining out are the top activities of choice for tourists, and that Whistler Village is the one common element that is enjoyed by virtually all of Whistler’s customers, the importance of Whistler Village to the success of the community may be more important than ever.

A closer inspection of Whistler Village and the quality of experience that is provided, shows that there are opportunities for improvement as well as some significant issues to address. A series of photos is presented in Appendix “A” that identify some of these key issues and opportunities addressed by this strategy.

### **1.3 PLANNING PROCESS**

The development of this plan has built upon work completed in 1997 by Eldon Beck when the Village Enhancement project was first initiated. At that time Eldon had commented that parts of the Village were “looking tired and dreary” and had not kept pace with the quality of development and experience offered by other destination mountain resort villages, as well as the newer recently developed Village North area.

Eldon Beck made a presentation to Municipal Council, members of the Advisory Design Panel and Advisory Planning Commission, staff and interested stakeholders to review the

design principles fundamental to the vision for Whistler Village and to creating a vital and interesting pedestrian environment. Walkabouts were conducted along with Village property and business owners to identify issues and opportunities with a focus on Village Square and its adjacent pedestrian approaches. The results of this critical analysis and recommendations for enhancement were incorporated into conceptual plans prepared by Eldon. These plans have been reproduced in a digital format and are included for reference in Appendix B. Also included in Appendix B are the results of a similar analysis conducted by Eldon Beck for Mountain Square in 1992.

The current enhancement effort involved a significant public involvement process conducted between November 1999 and July 2001. This process was designed to re-establish momentum for the Village Enhancement effort and engage the business community in identifying/recognizing issues and pursuing opportunities for enhancement. This process included:

- Confidential interviews with 30 individuals representing Municipal Council, the Advisory Design Panel, restaurants, retailers, small independent businesses, national chain businesses, property managers, property owners, realtors, industry and trade organizations, bar owners and managers, activity operators, accommodation managers, long time business and property owners and new businesses. These interviews asked a series of questions to identify issues and recommendations for enhancement.
- Establishment of a Village Enhancement Steering Committee that met regularly through the planning process to formulate and refine recommendations for Village Enhancement. The committee also served to inform their peers and associates about the Village Enhancement effort and to encourage their participation. There were 15 members on the committee including representatives from Municipal Council, the Advisory Design Panel, Tourism Whistler, the Chamber of Commerce, the Core Commercial Committee, the Public Art Committee, the Whistler Food and Beverage Association, the Property Managers Association and Accommodation Sector, and Municipal staff. The committee held 14 working meetings.
- Focus group meetings and presentations to the Core Commercial Committee, the Property Managers Association and Accommodation sector and the Whistler Food and Beverage Association.

<p style="text-align: center;"><b>Actions with the Greatest Positive Impact</b></p> <ul style="list-style-type: none"> <li>▪ Develop a common Vision</li> <li>▪ Develop an overall program for enhancement</li> <li>▪ Fix the “Eye-Sores”</li> <li>▪ Address noise, vandalism and rowdiness</li> <li>▪ Improve public amenities</li> <li>▪ Improve signage and wayfinding</li> <li>▪ Establish consistent standards for landscaping and maintenance</li> <li>▪ Encourage animation of public spaces</li> <li>▪ Establish clear guidelines, standards and bylaws</li> </ul> <p style="text-align: center;">Source: Village Enhancement Public Input</p>
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- Two public workshop meetings were held that included an open house, presentations from staff and their consultants, and round table discussions with members of the public. The first meeting was to introduce the initiative and its purpose and objectives, present the findings of the confidential interviews and obtain input on priority issues and recommendations. The second meeting was to present and obtain input on draft guidelines for retail streetscape improvements and activities, with presentations by retail expert Chris LeTourner of Thomas Consultants and Bob Inwood an urban designer and principal of Main Street Consulting Associates.

The materials developed and the input received from these public involvement activities have been compiled in a separate document that is available for review. That document provides further insight into the specific comments and ideas generated by interested stakeholders, and the basis for the recommended policies and actions contained within this strategic planning and policy document.

During the development of this document a number of programs, projects and policies were approved and implemented. A list of these projects is presented within this strategy's accompanying implementation plan document entitled Whistler Village Enhancement Program – Year 2002 Implementation Plan. The project list is to be updated each year and included with the annual implementation plan, as described in Section Four.

#### **1.4 HOW TO USE THIS DOCUMENT**

This document is intended as a statement of policy and commitment to the on-going enhancement of Whistler Village. Section 2 contains a Vision for the future of Whistler Village, which in large part is a continuation of the vision that had been established in the mid-70's. The Vision highlights the important aspects that have contributed to the success of Whistler Village and will continue to do so into the foreseeable future. Section 3 presents four broad goals that support the main elements of the vision. For each goal there is a series of objectives and accompanying policies that include specific project and program recommendations for achieving the objectives. The policy statements provide guidance for Municipal decision-making and serve as criteria against which all proposals, decisions or actions related to Whistler Village are to be considered. Section 4 establishes the Municipality's commitment to preparation of an annual implementation plan that will be updated each year and incorporated within the Five-Year Financial Plan, Major Capital projects and staff work programs for that year.

The purpose of this document is not just to identify what the Municipality is going to do for Village Enhancement but it is also intended to provide direction for the private sector in how it can participate. The success of this strategy will be achieved through the joint efforts of all Whistler Village stakeholders, including the Municipality, and a shared commitment to providing our residents and visitors with a world-class "Whistler Experience". For current projects and programs that the Municipality is undertaking please refer to the accompanying document Whistler Village Enhancement Program – Annual Implementation Plan.

## SECTION TWO: VISION STATEMENT

### 2.1 INTRODUCTION

The Vision Statement for Whistler Village is a broad and long-term statement of policy for Whistler Village. It is a snapshot of the desired future, which describes the special significance of Whistler Village within the resort community and its contribution to the 'Whistler experience', that is to be enjoyed by residents and visitors alike. The Vision Statement is pro-active; it embodies those existing characteristics and attributes of Whistler Village that were identified through the public input process as "most liked", as well as solutions to those things that were identified as issues and opportunities for improvement.

The Vision Statement is something to strive for and achieve incrementally and continually over time. It provides the basis for the more detailed goals, objectives, policies and actions that make up this strategy document. Some of the ideas and characteristics may take many years to achieve, while others can be achieved almost immediately and have already begun to be implemented during the Village enhancement planning process. To a large extent, many of the important elements of the vision are already in place, and implementation is a matter of preserving existing characteristics while allowing for further evolution and enrichment over time. The Vision Statement recognizes that to maintain Whistler's status as a premiere, world-class resort community, will require a focused effort and on-going commitment to Whistler Village enhancement.

- *"We need to re-establish a long term vision for the Village; work with the people."*
- *"Get the herd roughly moving west – the Village has grown fast, now we need to regroup and establish camaraderie."*
- *"Make sure Whistler remains true to being Whistler."*
- *"Get everyone behind the cause – make the Village sparkle."*

Source: Confidential Interviews, May 2000

### 2.2 VISION STATEMENT

The Vision Statement for Whistler Village is:

In "Whistler 2002", the vision for the resort community, Whistler Village is defined as the "heart" of the community: "Boutiques and cafes encircle lively plazas and line bustling promenades...travel throughout from south to north, east to west will be clear sailing for people of all abilities and nationalities...with plenty of benches for rest and people watching..."

The Village has become a place that personifies the success of Whistler and the extent of what has been achieved. The design principles of the original village —the gateways, views, pedestrian corridors, solar access, building scale and form — are a model for mountain resort village design and have been emulated by many other resorts. Residents take pride in the success of the design vision developed in the 70s and brought to fruition over the past 25 years, and in the accolades from the international design and tourism communities. It was possible through a spirit of cooperation and shared concern by all stakeholders—provincial and municipal government, local business, property owners, residents, taxpayers and our visitors.

Whistler Village will continue to reflect the community spirit and values. A diversity of people and spaces, activities and experiences will keep it vibrant and relevant to community life. It will be a place where the community naturally congregates on a sunny day for a morning coffee, to play hacky-sack or to watch the lights sparkle on the community Christmas tree. Village Square becomes a gathering place for all community-wide events, such as homecoming parties and local celebrations.

It will remain a place that respects the natural environment and connects people to the mountain spaces. It will be a place where residents and visitors mingle, each enriching the other's experience.

The Village character will be understated, with themes reflecting community traditions, Canadian roots and natural history. These themes will be subtly interwoven in the design and details and sequentially revealed in an intriguing way to lead to self-discovery and involvement in the surroundings. Individuality and personal involvement will be further enhanced by the seeming randomness of intention, the diversity of detail and the myriad of activities. It will be at once both functional and aesthetic, energetic yet restful, social but with spaces where privacy and solitude can be found.



For the visitor, Whistler Village is the ultimate destination. Here they find their accommodation, the restaurants, stores and entertainment. It's the jumping off point for the myriad of recreational activities for which they've come. Most importantly, its gateways, pedestrian corridors and plazas are journeys of anticipation and discovery in themselves. The Whistler Experience, described in Whistler 2002: "Boutiques and cafes line village strolls that lead to treed paths that round corners to natural microcosms of streams and wildflowers that open to a panorama of glaciers and ski slopes."

Whistler Village was originally designed for people's comfort, convenience, interest and experience. It will continue to provide these features by maintaining and enhancing the original concepts. Sunny patios with views, overhangs to protect from the weather, comfortable seating in quiet corners, open storefronts to encourage browsing, wayfinding landmarks to identify location, a more welcoming blend of public and private spaces, layers of social interaction, and throughout, a heightened attention to the quality and detail for which Whistler is renowned.



## SECTION THREE: GOALS, OBJECTIVES AND POLICIES

### 3.1 INTRODUCTION

There are four broad goals for enhancement of Whistler Village that are reflected in the Vision Statement:

- 1. Reinforce Whistler Village's unique character and sense of place.**
- 2. Provide a well-maintained, clean, safe and user-friendly environment.**
- 3. Provide for an enriched, dynamic experience.**
- 4. Establish and maintain collaborative efforts for continual enhancement.**

In general, the enhancement goals describe the subjective qualities that are to be captured and reflected in the Whistler Village experience and how they will be achieved. These goals seek to maintain and enrich the established success of Whistler Village by reinforcing Whistler's unique sense of place and enhancing the dynamism and vitality of the Village. The aim is to set Whistler apart, unique and distinct from other mountain resort villages across North America that are emulating the same design models. The goals and descriptions of their key elements are presented as follows, along with more specific objectives and recommended policies that provide detailed direction for achieving the stated goals and for guiding decision-making. The policies include commitments to implementation of certain actions, projects and programs that are further described in the Implementation Action Plan presented in Section 4.0.

### 3.2 GOALS, OBJECTIVES AND POLICIES

#### **Goal #1: Reinforce Whistler Village's unique character and sense of place.**

**Whistler Culture:** The ability to capture the Whistler culture within the Whistler Village experience is a key factor in achieving a unique experience that is real and uncontrived. To a large extent this will depend on maintaining uses, activities and an atmosphere that draws local residents to the Village.

The local culture is proud and entrepreneurial but somewhat understated; it is not too bold or flashy, but rather reflects a quality and confidence of being a premiere world-class resort, and a desire to share this experience with others. This culture is not obvious, but is an underlying feeling achieved in part through adherence to careful planning and specified standards and in part by encouraging variety, creativity and individuality. Whistler is clearly a Canadian mountain resort, and this should be proudly exhibited. However, this should be done tastefully and selectively, such as a display of flags in a key gateway or portal location, or a significant public art piece in a prominent village square.

Whistler also has strong 'West Coast' influences, derived from its proximity to the Pacific Ocean and the cosmopolitan urban center of Vancouver. These influences make Whistler truly unique as compared to other competing resorts and their regional cultural settings, and provisions should be made for these influences to be expressed in Whistler Village design and activities programming.

The resort community celebrates the diversity of its citizens and visitors. Whistler Village should strive to be comfortable and inviting for people of all ages and backgrounds, including permanent residents, weekenders, international visitors, youth, seniors and seasonal workers.

The resort community has a strong environmental ethic and has adopted the principles of The Natural Step for environmental sustainability. This ethic is linked with a strong sense of place, and is evident in all aspects of Village design and programming including bear-proof trash containers, public art, landscape treatments and business practices.

The resort community is youthful, active and energetic with activities for people of all ages. Whistler's myriad of recreation and entertainment activities are integral to the community's identity and should be featured through such means as signage, displays, events and land uses.

***Whistler Natural Environment:*** Whistler Village is set in a majestic mountain environment featuring snow-capped peaks, glaciers, forested vistas, lakes, creeks and streams, and abundant wildlife. The master planned development of Whistler Village has carefully considered building massing and volumetrics, the orientation of village strolls, the location of village squares and parks, and the use of natural materials and vegetation to achieve strong visual and physical connections to the surrounding environment. All new development and any redevelopment of existing buildings and landscape amenities must conform to these basic design principles. There shall also be a focus on preserving elements of remaining natural features in the village, and on striving to introduce new features within the built environment that reflect elements of the local environment, particularly their form and natural processes.

Located in the Coast Mountains, the Whistler climate is highly variable with abundant snowfall and precipitation year-round. These climatic conditions mandate design solutions that provide for protection and safety from the elements, such as effective snow management to protect from snow shed and ice accumulation. However, the changes in weather also offer a variety of cycles and conditions to experience. Where possible, design solutions should be adaptable and provide opportunities to celebrate changes in seasons and connections to the outdoors. For example, village squares become snow storage areas that become castles and playgrounds for kids; retractable awnings on outdoor patios provide for sheltered places to alternatively listen to the rain, sit in the shade or bask in the sunshine, watch the sunset or look at the stars, or warm up while still outside.

**Objective: Pursue an image that personifies the character and values of the resort community.**

**Policies:**

- Support design themes, activities and events that represent Canada, the West Coast, the Coast Mountains and the regional and local culture, history, recreation and natural environment.
- Pursue opportunities that make Whistler Village accessible, comfortable and relevant to local residents.
- Support and help facilitate a strong mix of unique, locally owned and operated businesses.
- Support a positive business environment that encourages innovation, efficiency, creativity and responsibility by both the private sector and local and provincial government.
- Support and pursue opportunities to implement the environmental sustainability principles of “The Natural Step” in balance with economic objectives and maintaining the competitiveness of Whistler Village as a resort destination.

**Objective: Reinforce the role of Whistler Village as the community core.**

**Policies:**

- Support and reinforce Whistler Village as the primary center in the resort community for restaurants and retail shops, offices and professional services, entertainment and nightlife, accommodation and civic and cultural facilities.
- Reinforce Whistler Village as the main hub of social activity in the resort community.
- Facilitate and participate in the programming, design development and funding of major civic and cultural projects for location in Whistler Village such as the library, museum, entertainment center, health care expansion, conference center upgrade, welcome center and bus passenger facilities.
- Support and help facilitate the location of new Chamber of Commerce offices in Whistler Village.
- Pursue opportunities for providing for employee and resident housing within Whistler Village including provision of employee housing requirements for major new development projects on site.

**Objective: Uphold the fundamental design principles characteristic of a mountain resort village.**

**Policies:**

- Adhere to the Whistler Village Design Guidelines and in particular the pedestrian orientation, protection of view corridors, solar access, West Coast mountain architecture, appropriate scale and massing of buildings, enhancement of the natural landscape, and provision of public spaces and open space amenities.
- Build upon the design character of a mountain village built by local craftspeople of local materials.

**Objective: Pursue a high standard of quality of the built environment.**

**Policies:**

- Maintain high standards of urban design, architecture, landscape architecture and quality of materials and construction for all development, redevelopment and enhancement projects.
- Require that all development, redevelopment and enhancement projects be designed to be appropriate and complementary to their location and their surrounding context.
- Support the mandate of the Municipal Advisory Design Panel to provide input and recommendations on the design of all proposed development and on any proposed design guidelines affecting the built environment of Whistler Village, including both Municipal and private projects, consistent with the stated design character for Whistler Village and generally for mountain resort villages.
- Encourage project proponents to utilize the services of design professionals with experience in mountain resort villages.
- Support and fund the use of consultants with specialized expertise or knowledge of Whistler Village to serve as an extension of staff for design development, review and input on Municipal projects or private development and redevelopment projects as may be appropriate.
- Encourage and help to facilitate upgrades to aging properties that do not meet current high standards for quality and maintenance.
- Fund the development of detailed designs and the construction of upgrades and enhancements to Village Square and Mountain Square and adjacent spaces connected by Village Stroll, working with adjacent property and business owners.

**Objective: Reinforce connections to the natural environment.**

**Policies:**

- Support “naturalized” landscape treatments with native plantings at the Village edges, to reinforce the sense that the Village has been carved out of the forest.
- Preserve and enhance natural features that provide linkages to the surrounding natural landscape.
- Preserve prominent view corridors.
- Support and encourage development of opportunities to enjoy and experience the outdoors year-round.

**Goal #2: Provide a well-maintained, clean, safe and user-friendly environment.**

There is a high standard of care in insuring that Whistler Village is clean, safe and user-friendly. This includes a high level of maintenance of public and private buildings and spaces throughout the Village. It also means that although Whistler Village is a busy urban mixed-use area known for a vibrant nightlife, careful consideration is given to personal safety and noise concerns. Further, friendly not only describes the character of the locals and employees who are the hosts of the resort, it also means a user-friendly village with effective way-finding, convenient services and amenities, good accessibility, and a variety of spaces and activities for the full diversity of people using the Village.

**Objective: Maintain a high standard of cleanliness, maintenance and landscaping for both public and private spaces throughout Whistler Village.**

**Policies:**

- Continue to maintain the existing high level of Village maintenance.
- Pro-actively encourage property owners to address blighted and unsafe conditions and as necessary enforce applicable bylaws, notices on title, and other means as may be appropriate.
- Update the property maintenance bylaw consistent with current statutory authorities and requirements.
- Initiate and facilitate cost efficient, cooperative repair programs for stairs, sidewalks and planter rock walls on private properties, on a cost recovery basis.
- Encourage and help facilitate replacement or cleaning of dirty, stained unit pavers in private areas and maintain the cleaning and repair program for public areas.

- Encourage repainting of buildings with colour schemes recommended by the Whistler Village Colour Guide.
- Pursue measures to insure that private property owners and their management companies keep the public washrooms for which they are responsible in a clean, well-maintained manner.
- Review on an on-going basis the locations of existing garbage containers and provide additional containers or relocate existing ones to insure there is adequate capacity for peak usage, working in conjunction with adjacent businesses.
- Provide ashtrays in locations where cigarette butts tend to collect.
- Encourage and facilitate upgrades and improvements to existing commercial garbage storage, loading and service areas.
- Require new developments and major redevelopments to provide waste management and recycling plans and put in place the facilities necessary to meet projected needs based on standards developed in conjunction with local service providers.
- Pursue implementation of the Resort Municipality of Whistler Landscape Maintenance Standards 2001 for private landscape areas, working cooperatively with private property owners and their management companies.
- Establish an annual landscape management program working with property owners, businesses and property management companies.
- Maintain and seek opportunities to expand the Municipality's seasonal flowers hanging basket program on a cost recovery basis.
- Establish a database of maintenance agreements and requirements by property for Whistler Village.
- Continue to inform business and property owners regarding their obligations under the Municipality's Snow and Ice Removal Bylaw, and enforce this bylaw as necessary.

**Objective: Design and implement a comprehensive, user-friendly and easily updateable wayfinding system that incorporates public art and reinforces sense of place.**

**Policies:**

- Insure that Whistler Village wayfinding maps are readily available for use and distribution by Whistler businesses and organizations.
- Insure that Whistler Village wayfinding maps are updated and verified for accuracy on a regular basis.

**Objective: Provide for convenient, easily accessible public amenities.**

**Policies:**

- Pursue opportunities for additional ‘public washrooms’, particularly in the southern portion of Whistler Village, including a requirement for provision of easily accessible, ground level public washroom facilities for any new development or major redevelopment projects.
- Identify and pursue development of additional public seating areas that complement and are integrated within the landscape features of the surrounding area, including within the planned improvements for Mountain Square and Village Square, as well as new development and major redevelopment projects.

**Objective: Provide for safe, convenient flows of pedestrian, vehicular, bicycle and mass transit traffic.**

- Implement projects and management plans consistent with the resort community’s transportation initiatives.
- Complete a transportation facility(ies) needs assessment and establish and implement a master plan that provides for development of a comprehensive, long-term program for bus passenger service, municipal transit, automobiles, delivery vehicles and other modes of transportation.
- Explore and allow for implementation of short term or interim transportation solutions that further this objective, pending development of longer-term comprehensive solutions that require more time to develop or fund.
- Lead and pursue development of a management plan and detailed engineering and landscape design for the day skier parking lots that meets required transportation functions and also provides an enhanced sense of arrival.
- Maintain adequate, convenient parking.
- Investigate and pursue development of various means to enhance service and delivery functions for Whistler Village businesses and organizations that provide cost efficiencies and reduce impacts on adjacent uses and the pedestrian environment.
- Initiate and implement an “employee” bus pass program for Whistler businesses.
- Design and jointly pursue development of improvements to the pedestrian connection between Upper Village and Whistler Village, working with Whistler-Blackcomb.
- Improve the pedestrian crossing at Blackcomb Way and Sundial Crescent to orient pedestrians to use the sidewalk along Sundial Crescent as opposed to the street.

- Seek ways to improve taxi/transportation service to address late night crowd disbursement and associated noise and violence issues.
- Require adequate heat tracing of all exposed stairs, ramps and landings for any new development or redevelopment and encourage and facilitate implementation of heat tracing for existing developments.
- Investigate and pursue energy efficient opportunities for heat tracing pedestrian stroll and plaza areas of Whistler Village to improve snow management and pedestrian safety.
- Implement a program to facilitate and participate in handicap accessibility enhancements; insure all new development and redevelopments meet current code requirements and seek to address problem areas identified in the Inventory of Handicap Accessibility, January 1997, Research Department, Whistler Resort Association.

**Objective: Maintain a variety of spaces and activities for the full diversity of people using the Village.**

- Support and establish funding programs for venues and activities that provide alternatives to primarily drinking related activities, particularly for youth and families, such as the Teen Centre, the Skate Park, Maurice Young Millennium Place, play areas, public outdoor seating areas and public and private indoor and outdoor recreation and cultural venues within and in close proximity to Whistler Village.
- Identify a location and fund construction of a playground area in the southern portion of Whistler Village, similar to that constructed for Village North.
- Encourage programs and activities oriented to local residents.

**Objective: Support and promote a high level of excellence and friendliness in customer service.**

**Policies:**

- Support programs and initiatives that enhance customer service, such as the “Whistler Spirit” program.
- Encourage and help facilitate Village businesses and organizations to develop a locals ‘volunteer’ program of Village hosts and hostesses; support a sponsorship program whereby Village hosts and hostesses may receive discounted or free access to facilities or activities in exchange for volunteer contributions.

**Objective: Maintain a safe environment.**

**Policies:**

- Establish a comprehensive policing strategy for Whistler Village.

- Encourage participation of all stakeholders (merchants, hotel and accommodation, food and beverage, transportation/taxis and Tourism Whistler) to partner in a Comprehensive Policing Strategy to assist local police with addressing noise, rowdiness, drunkenness, violence and vandalism.
- Provide adequate local police enforcement to insure a safe environment for the public with zero tolerance for violence and criminal acts against person and property, and establish an on-going program for providing additional police resources required for annual peak services needs and special events.
- Develop and pursue implementation of safety and noise prevention design guidelines incorporating 'Crime Prevention Through Environmental Design (CPTED)' design and use standards.

**Objective: Support clean, safe and fun entertainment and nightlife activities.**

**Policies:**

- Recognize the value of the food and beverage sector to the vitality of Whistler Village and its attractiveness as a resort destination.
- Encourage self-regulation and adherence to Liquor Control and Licensing Branch regulations by licensed establishments, including participation in and adherence to Good Neighbor Agreements.
- Support implementation of new provincial liquor regulations related to penalties and enforcement, local government input into licensing decisions, simplification of license categories, increases in capacity to reflect building occupancy, and designated food optional seating for restaurants.
- Support strict enforcement of liquor regulations related to service to minors, over-service and overcrowding.
- Pursue further changes in provincial liquor regulations to better meet the needs of the resort community, through cooperative efforts with the Whistler Food and Beverage Association and Village stakeholders.

**Goal #3: Provide for an enriched, dynamic experience.**

***Sense of arrival and discovery.*** Whistler Village is the community core and the main hub of activity for the resort community. The Village is synonymous with the success of the community and should have a special prominence that is sensed from the first point of entry into the community. This sense of arrival should be a layered experience of anticipation, which is guided by clear signage, landmark features, defined village edges and a cohesive unifying identity that integrates the entire area comprising Whistler Village. Upon arrival within the Whistler Village district, the sense of arrival must make the transition to the

human scale and the pedestrian environment of the village strolls, squares and plazas. Key gateways must be identified and enhanced to pronounce the arrival to this environment. This may be achieved through portals that open up as the front doors to the village, or landmark features, bridges, special banners and signage, public art or landscape treatments that distinguish the entry and make it exciting.

***Diversity of spaces and activities.*** A diversity of spaces and activities creates a dynamic environment that maintains interest and provides for a variety of experiences. This environment ranges from the high energy of the skier's plaza at the end of a big powder day, to casual browsing in village shops, to basking in the sun and people-watching from a restaurant terrace, to a civic celebration in a village square, to finding a quiet spot to read a book while the kids play safely nearby. Distinct spaces should be designed and programmed to provide for distinct experiences with a seamless integration of public and private spaces. Comfortable transitions between these spaces add vitality and spatial interest, and encourage movement between the two realms. Restaurant patios and terraces should spill out onto the village squares and shops should spill out onto the village strolls, encouraging people to stop and explore as opposed to just passing through. There should also be careful design of architectural and landscape features, such as planter walls, to insure that they do not act as barriers between public spaces and the buildings those spaces serve.

***Richness and quality of ornamentation and detail.*** Visually dynamic variation at the pedestrian level stimulates interest and helps to prevent monotony. Allowing for and even encouraging a certain randomness, eclecticism, and individuality in ornamentation, detail, artwork and color establishes a variety of experience. It also gives evidence of personal involvement in the evolution of the village resulting in a less contrived experience. This individual expression must, however, respect high standards of quality in design and materials and should reflect local cultural and natural precedents.

**Objective: Enhance the sense of arrival and anticipation in key gateway locations.**

**Policies:**

- Support and participate in the development of the Whistler Welcome Strategy.
- Enhance the vegetative buffer along Highway 99 to better screen undesirable views into the Village including the service areas of the Whistler Conference Center and the Royal Bank building.
- Establish a hierarchy of identifiable gateways for primary vehicular gateways; secondary vehicular gateways; hotel precincts, transit locations and visitor parking locations; and key gateways into the village pedestrian realm, each having an identifiable and uniform set of standards for landscape treatments, streetscape treatments, signage and entry monumentation.

- Establish the Gateway Loop, Village Square breezeway, Village Gate Boulevard pedestrian bridge, and the day skier parking lots, as priority areas for ‘gateway’ enhancements.

**Objective: Develop and build upon the unique character of each of Whistler Village’s public gathering places, including its parks, squares and plazas.**

**Policies:**

- Complete the program of capital improvements to Village Park, with the area adjacent to Maurice Young Millennium Place as a priority.
- Fund the development of detailed designs and the construction of upgrades and enhancements to Village Square and Mountain Square and adjacent spaces connected by Village Stroll, working with adjacent property and business owners.
- Support development of a Master Plan for improvements and activities at the Village ski base area adjacent to Skier’s Plaza.

**Objective: Establish and allow for the evolution of a visually interesting, animated and dynamic pedestrian realm.**

**Policies:**

- Allow for and encourage ‘individualized’ signage, storefront design and adjacent activities in semi-public areas that stimulate diversity, provide for an immersive experience, and help to establish the ‘personality’ and unique offerings of each business, within established parameters for Whistler Village design and quality.
- Adopt and implement proposed “Retail Streetscape Guidelines” that describe and provide illustrations for encouraged design features and activities in the semi-public areas including signage; retail storefronts; outdoor art, fixtures, displays, props, amenities and newspaper stands; outdoor patios; and environmental factors including lighting, landscaping and amplification of music outdoors.
- Allow for and implement a permitting system for bicycle rentals in the public pedestrian mall area.
- Implement a unique, festive lighting program that helps to create a sense of excitement and memorable experiences.

**Objective: Implement a Public Art program.**

**Policies:**

- Encourage and support incorporation of ‘public art’, detail and ornamentation into all enhancement projects; recognize a superior level of craftsmanship as a form of art.

- Develop public art projects that further the objectives of the Municipality's Public Art Policy.
- Utilize the Public Art Committee as a resource to facilitate public art projects and assist in recommending the artist selection process, types of public art treatment, and referrals to artists and potential jurors.
- Develop public art projects that represent the local and regional culture, history, recreation and natural environment.
- Develop a public art landmark that creatively builds anticipation, or counts down to the date of events.
- Incorporate public art in key gateway locations to build anticipation and sense of arrival.
- Develop a series of landmarks and focal elements that use public art to create interactive destinations within Village gathering places.
- Develop some public art projects as dynamic or kinetic elements that respond to wind, rain and sun and reinforce a sense of connection with the environment.
- Develop public art projects that are linked, or otherwise relate to their context.
- Identify opportunities for public art treatment of utilitarian elements, such as covers, grates, railings and service kiosks.
- Pursue various arrangements and funding mechanisms for placing public art in Whistler Village.
- Require all new developments and major redevelopment projects to incorporate a significant public art component; consider establishing a minimum requirement based on a percentage of the total project construction budget.

**Objective: Facilitate and manage special events and entertainment programs for Whistler Village seeking to provide a high quality experience, reinforce Whistler's sense of place and achieve the maximum benefit to the resort community and Whistler Village businesses with minimal adverse impacts.**

- Support and manage use of public areas for three general categories of special events and entertainment programming: annual 'big ticket' destination events that serve as major draws; various 'localized' special events that occur on a monthly basis throughout the year; and on-going entertainment programs that occur on a daily or weekly basis during scheduled periods, such as the summer street entertainment program.
- Encourage an on-going commitment to the summer street entertainment program that provides an equitable distribution of entertainment throughout Whistler Village and

considers the compatibility of the entertainment with each location and surrounding uses.

- Tailor special events and related structures and activities to the specific location of the event and the unique characteristics of that location.
- Integrate public seating, special event stages and seating within the design of physical landscape improvements for the Village's squares, plazas and public gathering places.
- Adhere to the special events application requirements, policies and standards set forth in the Village and Park Use Handbook.
- Consult with adjacent business and property owners, as part of the special event application and referral process and in programming street entertainment.
- Allow opportunities for promotion of special events sponsors including signage, merchandise displays and sampling, subject to municipal design standards and approvals.
- Establish design standards for tents, kiosks and special events signage.
- In general, restrict the placement of special event kiosks and tents to those areas where the special event activities are taking place.

**Goal #4: Establish and maintain collaborative efforts for continual enhancement.**

***Recognition of individual interests and broader objectives.*** This goal recognizes that the success of Whistler Village depends on considering and attending to the needs of individual businesses and property owners to maintain their viability as well as considering the greater good and broader objectives of the village as a whole. Whistler Village is essentially a single product, where the actions or physical condition of any single constituent can significantly affect the overall experience and mutual success of all the constituents. All private and municipal projects and activities must carefully consider and be evaluated within their location context and the desired character for the spaces that they occupy. Joint efforts between individual property owners and the municipality or a number of property owners have the potential to achieve much greater benefits through coordinated design. These types of efforts are strongly encouraged and will be pursued by the municipality. The municipality will insure that the process of developing and implementing this enhancement strategy will actively involve individual business and property owners to pursue these collaborative efforts.

***Programs for facilitating enhancement.*** The key to the enhancement strategy is to establish policies, programs, procedures and projects that will help to encourage investment in village enhancement and facilitate implementation of the strategy. The municipality has a number of statutory powers and other tools available to help facilitate implementation, including public property ownership; capital improvement programming; annual

maintenance and operations expenditures; development permit review procedures; and zoning, parking, signage, landscaping, noise and property maintenance bylaws. These measures will be used as tools to effectively implement the enhancement strategy. The strategy focuses primarily on streamlining review and approval processes, and on identifying and pursuing joint efforts on larger scale priority projects involving public and private spaces, such as Village Square, Mountain Square and key gateways.

**Objective: Reduce the uncertainty, cost and time required to obtain Municipal recommendations, decisions and approvals for proposed investments in enhancement projects.**

**Policies:**

- Adopt this Village Enhancement Strategy by Council resolution and utilize it as a guide for decision-making.
- Develop and distribute clear, concise and easy-to-use guideline documents and application materials that are well-illustrated to show what is encouraged and what is discouraged or prohibited.
- Educate and assist applicants in developing complete application materials for streamlined review.
- Coordinate staff efforts to expedite staff review processes and specifically identify and help guide applicants in addressing any issues or areas of concern.
- Designate a Village Enhancement coordinator within the Planning and Development Services Department to serve as the point of contact on proposed enhancement projects.
- Allow for evolution and implementation of enhancement projects incrementally over time.
- Delegate approvals for minor projects to the General Manager of Planning and Development Services subject to conformance with Council adopted guidelines, applicable to signage, outdoor fixtures, displays, props, amenities and merchandise.
- Delegate approvals for outdoor patios to the General Manager of Planning and Development Services subject to conformance with Council adopted guidelines, and the review and support of the Municipal Advisory Design Panel and Senior Management Team.
- Delegate approvals for changes to individual storefronts to the General Manager of Planning and Development Services subject to conformance with Council adopted guidelines, and the review and support of the Municipal Advisory Design Panel.

**Objective: Establish and maintain a customer service approach to enforcement of Municipal bylaws and permit requirements that is fair, consistent, unambiguous and timely.**

- Develop and implement new guidelines and associated bylaws for signage; outdoor displays, props, merchandise and amenities; and outdoor patios.
- Establish a program for implementation of the new guidelines and bylaws including time frames for bulk processing of applications, and for grace periods for receiving permits or complying with the new bylaws and permit requirements.
- Pursue strict enforcement of new bylaws through a process of personal contact describing the specific violation(s) and alternative courses of achieving compliance, followed by written notification and then by enforcement action.

**Objective: Pursue public/private partnerships, joint enhancement projects and coordinated enhancement efforts.**

**Policies:**

- Establish a semi-annual or annual walkabout with Village stakeholders and Municipal staff to review progress on enhancement efforts and identify issues and opportunities.
- Support land exchanges, leases, license agreements and encroachment agreements for private use of Municipally owned and managed lands that result in significant enhancement projects for Whistler Village.
- Support and provide joint funding for projects of general public benefit that may be appropriately located on private property.
- Pro-actively work with adjacent property owners and businesses to coordinate and pursue joint public/private enhancement projects.
- Encourage and help to facilitate establishment of a position or resource with specialized expertise for educating Whistler Village businesses on retail excellence; promoting effective and consistent signage and displays; assisting with merchandising displays; organizing Village-wide retail promotions and events; and sharing lessons learnt.

## **SECTION FOUR: IMPLEMENTATION PLAN**

### **4.1 INTRODUCTION**

The section establishes a commitment by the Municipality to prepare an Annual Implementation Plan for the on-going enhancement of Whistler Village, and also provides a checklist of general criteria for the evaluation of any proposal, decision or action affecting Whistler Village.

### **4.2 ANNUAL IMPLEMENTATION PLAN**

A detailed implementation plan that presents current Whistler Village enhancement programs and projects being undertaken by the Municipality is provided in this strategy's accompanying document, Whistler Village Enhancement Program – Annual Implementation Plan. The annual implementation plan document provides detailed information regarding the Municipality's current commitment of financial and staff resources to Whistler Village enhancement as incorporated within the current Five-Year Financial Plan, Major Capital project budgets, and staff work programs. This plan includes both short-term projects that are expected to be completed within the current year work program, as well as commitments to longer-term projects that will evolve and be developed over a number of years. It also includes a summary of enhancement efforts completed in the previous year. The annual implementation plan is to be updated each year in the September-November time frame to coincide with the municipality's annual budgeting cycle.

The preparation of the annual implementation plan provides a dynamic element to Whistler Village enhancement that recognizes and addresses new opportunities as they arise. The annual implementation plan and individual programs and projects to be undertaken will be guided by this document, the Whistler Village Enhancement Strategy, which will serve as Council's established policy for Village enhancement.

### **4.3 IMPLEMENTATION CRITERIA**

This strategy document provides specific direction for the quality of experience that is desired for Whistler Village in order to maintain its important contribution to the success of the resort community, as well as the success of individual stakeholders in Whistler Village. To collectively insure the on-going evolution of Whistler Village furthers the desired quality of experience, all future proposals, decisions or actions, by both the Municipality and the private sector, should be measured against the following implementation criteria:

- Does it help to achieve the Vision for Whistler Village?**
- Does it reinforce Whistler Village's unique character and sense of place?**

- Does it help provide a well-maintained, clean, safe and user-friendly environment?**
- Does it help provide an enriched, dynamic experience?**
- Does it help to establish and maintain collaborate efforts for continual Village enhancement?**
- Is it consistent with the objectives and policies of this enhancement strategy?**
- Will the proposal, decision or action be a positive net benefit to the quality of experience offered by Whistler Village.**

**APPENDIX “A”**  
**EXISTING ISSUES AND OPPORTUNITIES**

## Existing Issues and Opportunities



- Some of the buildings in the original Village completed in the early 1980's represent significant opportunity for upgrades.



- There are property maintenance issues that portray a negative image of Whistler Village.



- A more welcoming and inviting sense of arrival can be provided in key entry points to the pedestrian-oriented Village.



- The squares in the original village offer opportunities for additional public seating, landscaping and character.



- The retail streetscape can be made more inviting.



- Special events hosted in Whistler Village are a big draw for visitors, but there are opportunities to enhance the experience.



- Quality standards for retail streetscape activities would support a more interesting and engaging pedestrian experience.