

Community Priorities	Enriching Community Life				Enhancing the Resort Experience		Protecting the Environment		Ensuring Economic Viability		Partnering for Success		
EPI Goal	<i>A prosperous resort economy that continues to support a healthy, sustainable resort community; and remains consistent with our unique mountain culture</i>												
EPI Focus Areas	Our Place				Our People			Our Guests			Our Partners		
Focus Area Vision	Whistler is a vibrant and authentic year-round mountain resort that remains dynamic and successful in a competitive landscape. With its foundation steeped in our snowy winter, the core resort asset is premised on awe-inspiring mountains, lakes and forests, and world-class outdoor recreation. Leadership is exhibited in environmental responsibility, sustainable infrastructure and facilities, as well as in the products, events, and cultural offerings that showcase our authentic mountain culture.				Whistler's high quality of life attracts people who not only share a passion for the mountains, and have a sense of adventure , but also take a great deal of pride in living, working, learning and playing in a genuine and inclusive community. Innovative, talented, and committed community members contribute thriving entrepreneurial spirit and consistently deliver first-class guest service experiences . Our community delivers progressive housing policy at all levels of affordability designed to successfully sustain a real community inside a resort destination.			Guests come to Whistler to experience and celebrate Whistler's unique mountain culture, outdoor adventure, and world-class attractions and hospitality. Creative, strategic marketing initiatives, premised on customer research , effectively target visitors from a range of geographic and demographic markets as well as interest segments , supporting, expanding and diversifying resort visitation throughout the year.			We build leadership through strategic partnerships with community, regional and senior government stakeholders. Partnerships optimize alignment by identifying shared interests and creating synergies to strengthen Whistler's competitive advantage , and realize the full potential of the Whistler offer.		
Key Strategies 2018-2020	1. Energize and re-invest in core resort products and operations	2. Retain authenticity and protect Whistler's sense of place	3. Address transportation challenges	4. Promote development of weather independent attractions	5. Protect and enhance access to affordable living	6. Attract and retain a strong workforce community	7. Ensure diversity of new and existing destination markets	8. Focus on retaining important regional markets	9. Enhance experience management	10. Continue to collaboratively identify and advance resort & regional priorities	11. Ensure long term security of key funding sources		
Recommended Actions	1.1 Continue cultural connector projects (RMOW) 1.2 Encourage enhanced vitality and promote investment and reinvestment throughout village areas including Whistler Village, Upper Village and Creekside (RMOW) 1.3 Develop a new parks masterplan to address the need for broader usage and infrastructure re-investment (RMOW) 1.4 Pursue retail mix recommendations for business support and Village Stroll rezoning (WC/RMOW) 1.5 Pursue spot zoning in key village locations to maintain vitality (RMOW) 1.6 Invest in wildfire initiatives to protect Whistler's natural and built environment (RMOW)	2.1 Engage with the community to confirm vision and values for future community planning policies - incl OCP update (RMOW) 2.2 Create digital access to Olympic legacy (RMOW/Arts Whistler) 2.3 Develop a micro-business strategy to encourage creative and authentic retail experiences (WC) 2.4 Support the growth and expansion of programs and experiences that celebrate local mountain culture (in particular for shoulder / mid-week periods (RMOW/TW) 2.5 Support aboriginal cultural tourism experiences with neighbouring First Nations (RMOW) 2.6 Support and expand youth winter sports tourism (WB/WSL) 2.7 Review sports tourism assets to target viable sports association training and events (RMOW/WSL) 2.8 Continue diversification with Cultural and L&E activities (RMOW)	3.1 Work with the province and Transportation Advisory Group to improve infrastructure and safety on Highway 99 & implement regional transit (RMOW) 3.2 Work to improve shuttle ridership by guests, and work with YVR to improve access for all Whistler Transportation providers (TW) 3.3 Continue regional discussions regarding provision of air services in the longer term (RMOW/TW)	4.1 Support opportunities for weather-independent attractions (EPI) 4.2 Continue to invest in the Conference Centre to ensure it remains an iconic venue with appropriate amenities (TW/RMOW)	5.1 Implement Mayor's Task Force on Resident Housing initiatives as a key priority (RMOW) 5.2 Review and promote living wage to improve affordability for the community (RMOW) 5.3 Explore increased community support for working families including daycare and social services(RMOW)	6.1 Enhance support services for local businesses to build increased resiliency as per Retail Mix study recommendations (WC) 6.2 Leverage the recruitment and retention strategy, to address the labour shortage challenge by identifying skills gaps in collaboration with employers (WC) 6.3 Continue evolution of customer service training and drive wider participation with small businesses (WC) 6.4 Foster and develop next generation leaders in Whistler (WC/All)	7.1 Appropriately invest in emerging travel markets to expand reach and grow visitation (TW) 7.2 Match place branding research with psychographic segments visiting Whistler today, and incorporate motivations and messaging into target marketing (TW) 7.3 Invest in marketing technology to further the collection and analysis of customer data to increase insights and personalizing messaging (TW)	8.1 Expand cross season marketing efforts (TW) 8.2 Create multi-day itineraries to inspire new reasons to visit and lengthen stay durations (TW) 8.3 Create coordinated offers and loyalty program to drive need periods (TW)	9.1 Advance appropriate resort-wide IT and communication infrastructure (Wi-Fi) (RMOW/TW) 9.2 Identify gap and work with the business community to create new themes and experiences that will encourage guests to stay longer, to visit midweek and to visit during shoulder season months (TW) 9.3 Identify opportunities and implement actions to enhance guest respect for our natural environment and mountain culture (RMOW/TW)	10.1 Advance discussion with First Nations partners on shared priorities (RMOW) 10.2 Participate in Regional Growth Strategy with corridor partners (RMOW) 10.3 Advance local involvement in Destination BC's destination development initiative (RMOW/TW)	11.1 Implement the additional 1% MRDT (RMOW, TW,HAW) 11.2 Explore funding options for future planning cycles and opportunities for use of provincial data (RMOW)		
Selected Measures of Success	<ul style="list-style-type: none"> Total commercial spending in resort Economic growth (sales) by commercial sector Visitor satisfaction ratings Resort reinvestment levels 				<ul style="list-style-type: none"> % living locally and affordably # restricted rental homes Living wage assessment vs median wages Delivery against target of 1,000 new resident restricted beds 		<ul style="list-style-type: none"> Mix of locally owned & operated businesses Unemployment rates Employee turn-over and/or retention levels #FTE's completed service training Mix of FTE and PT workforce 		<ul style="list-style-type: none"> Satisfaction levels of target guests Occupancy rate, ADR, REVpar by season Average Length of Stay Spend per guest WCC utilization Emerging markets visit growth 			<ul style="list-style-type: none"> Extent of security & control over funding sources Collaborative solutions to key corridor issues 	