Whistler Sustainable Retail Study
Findings & Recommendations

Resort Municipality of Whistler

Prepared By:
Thomas Consultants Inc.
February 2007
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preface</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>1.0</td>
<td>Introduction and Summary Highlights</td>
<td>4</td>
</tr>
<tr>
<td>1.1</td>
<td>Summary of Key Findings</td>
<td>5</td>
</tr>
<tr>
<td>1.2</td>
<td>Summary of Key Recommendations</td>
<td>6</td>
</tr>
<tr>
<td>1.2.1</td>
<td>RMOW Zoning &amp; Business Regulations Recommendations</td>
<td>9</td>
</tr>
<tr>
<td>2.0</td>
<td>Community-Wide Retail Experience Key Findings</td>
<td>9</td>
</tr>
<tr>
<td>3.0</td>
<td>Community-Wide Retail Performance Key Findings</td>
<td>11</td>
</tr>
<tr>
<td>4.0</td>
<td>Community-Wide Recommendations</td>
<td>11</td>
</tr>
<tr>
<td>5.0</td>
<td>Community-Wide Nodal Positioning Strategy</td>
<td>13</td>
</tr>
<tr>
<td>6.0</td>
<td>Whistler Village Experiential Precincts Strategy</td>
<td>15</td>
</tr>
<tr>
<td>6.1</td>
<td>Skiers Plaza / Carleton Lodge</td>
<td>16</td>
</tr>
<tr>
<td>6.1.1</td>
<td>Key Findings</td>
<td>17</td>
</tr>
<tr>
<td>6.1.2</td>
<td>Recommendations</td>
<td>17</td>
</tr>
<tr>
<td>6.2</td>
<td>Springs Lane / Hilton / Mountain Square</td>
<td>19</td>
</tr>
<tr>
<td>6.2.1</td>
<td>Key Findings</td>
<td>20</td>
</tr>
<tr>
<td>6.2.2</td>
<td>Recommendations</td>
<td>20</td>
</tr>
<tr>
<td>6.3</td>
<td>Village Square / Village Stroll</td>
<td>23</td>
</tr>
<tr>
<td>6.3.1</td>
<td>Key Findings</td>
<td>24</td>
</tr>
<tr>
<td>6.3.2</td>
<td>Recommendations</td>
<td>24</td>
</tr>
<tr>
<td>6.4</td>
<td>Village Centre</td>
<td>27</td>
</tr>
<tr>
<td>6.4.1</td>
<td>Key Findings</td>
<td>28</td>
</tr>
<tr>
<td>6.4.2</td>
<td>Recommendations</td>
<td>28</td>
</tr>
<tr>
<td>6.5</td>
<td>North (Bridge to Bridge)</td>
<td>31</td>
</tr>
<tr>
<td>6.5.1</td>
<td>Key Findings</td>
<td>32</td>
</tr>
<tr>
<td>6.5.2</td>
<td>Recommendations</td>
<td>32</td>
</tr>
<tr>
<td>6.6</td>
<td>Market Square</td>
<td>35</td>
</tr>
<tr>
<td>6.6.1</td>
<td>Key Findings</td>
<td>36</td>
</tr>
<tr>
<td>6.6.2</td>
<td>Recommendations</td>
<td>36</td>
</tr>
<tr>
<td>6.7</td>
<td>Main Street</td>
<td>39</td>
</tr>
<tr>
<td>6.7.1</td>
<td>Key Findings</td>
<td>39</td>
</tr>
<tr>
<td>6.7.2</td>
<td>Recommendations</td>
<td>39</td>
</tr>
<tr>
<td>6.8</td>
<td>Marketplace</td>
<td>42</td>
</tr>
<tr>
<td>6.8.1</td>
<td>Key Findings</td>
<td>43</td>
</tr>
<tr>
<td>6.8.2</td>
<td>Recommendations</td>
<td>43</td>
</tr>
</tbody>
</table>
PREFACE

Thomas Consultants Inc. was commissioned by the Resort Municipality of Whistler (RMOW) to prepare a “Sustainable Retail Study” for the Resort Community of Whistler. As part of this process, an Interim Background Report was prepared and submitted in October 2006. The interim findings presented in that document were the result of an extensive research and information gathering process and culminated in a Public Open House on June 13th, 2006 and a follow up Council Summary Presentation on June 19th, 2006. Since that time, the background report was further analyzed to identify major findings and suggest recommendations on how the retail experience and retail performance could be enhanced, which included a presentation to Whistler’s Advisory Planning Commission, a second Council presentation on December 18th, 2006 and a final Community Open House held on January 29th, 2007.

This document represents the findings and recommendations of the final phase of the comprehensive “Sustainable Retail Study” and covers the following areas:

- Establishing the optimal retail positioning (amount, location and character) & merchandise mix for each respective retail node in Whistler and precinct in Whistler Village;
- Presenting the critical elements of Whistler’s product positioning; and
- Recommending potential implementation strategies for a sustainable retail framework for the community as a whole as well as on a node-by-node basis.

The project team would like to express its appreciation to the many Whistler community members who participated in this study and gave freely of their time, expertise and opinions through the Advisory Planning Commission & Policy Direction Workshop (Dec 7th, 2006), Stakeholder Interview process, Consumer Intercept Survey and Public Open House feedback. Additional thanks are owed to the RMOW Planning Department who provided background information and assistance throughout the process.
1.0 INTRODUCTION

The extensive Sustainable Retail Study “Background Report” (available as a separate document) provides an in depth study of Whistler’s retail uses and a significant amount of valuable quantitative and qualitative information upon which key findings and recommendations could be made to enhance Whistler’s retail experience and performance. These recommendations will continue to increase in importance as the 2010 Winter Olympics approach as this event will further highlight Whistler’s position as a World Class alpine resort destination. Therefore, a sense of urgency is imperative to ensure that Whistler’s experience is truly memorable and as a consequence the retail environment is healthy and sustainable over the long term.

For the purposes of this Sustainable Retail Study, “experience” is defined as comprising qualitative attributes that contribute to stimulating memorable and positive consumer emotions for visitors and residents, such as customer service, storefront design, streetscape atmosphere, retail price points, quality of merchandise, depth/selection of merchandise and uniqueness of offering.

For the purposes of this Sustainable Retail Study, “performance” is defined as comprising quantitative attributes affecting retail health and viability, such as retail sales performance, lease rates, occupancy costs, and visitor/resident spending trends.

Consequently, performance is closely interconnected to and is a by-product of experience, whereby a strong and memorable shopping and dining experience is a major factor in stimulating stronger performance for shopping and dining businesses.

This “Findings & Recommendations” document provides specific strategies and recommendations regarding critical aspects that affect the retail experience and performance of retail businesses in Whistler. These recommendations may or may not be wholly implemented, but they are provided to give specific ideas on how the retail experience and performance could be enhanced in Whistler. The framework for recommendations is designed to provide a ‘road map’ for guiding Whistler’s ongoing evolution as a World-Class and year round alpine resort destination by achieving the following:

1. Establishing an optimal mix and positioning for each retail node in Whistler (amount, location and type of retail and character);
2. Strengthening the merchandise and food & beverage offering;
3. Strategically locating anchor functions and customer generators;
4. Identifying streetscape enhancement strategies and programming for enhancing experience and performance while stimulating retail customer traffic and inducing maximum circulation throughout the Village; and
5. Establishing policy/zoning directions and business regulations strategies for implementing the Sustainable Retail Study.

Section 1.1 in the following pages, summarizes the major findings for the Resort Municipality of Whistler resulting from the extensive background analysis, as they relate to both “experience” and “performance” attributes. (These findings are documented in greater detail in Sections 2.0, 3.0 & 4.0 into common themes/categories to lay a foundation for subsequent recommendations).

Section 5.0 presents a series of recommendations specific to each of Whistler’s retail nodes and allocates these recommendations into the common themes/categories consistent throughout the nodes. Similarly, Sections 7.0 to 10.0 present a series of recommendations for the remainder of Whistler’s retail nodes.
1.1 SUMMARY OF KEY FINDINGS

Overall, Whistler has a significant amount of retail space that over time has become dispersed, over-merchandised in specific categories, absent of other specific merchandise categories and lacking a positioning focus for each retail node/area in Whistler. Additionally, because of the above circumstances in combination with a changing visitor profile, retail performance has declined from previous highs to a point whereby an inequity has developed between retail sales and operating costs (e.g. rents, taxes etc).

Among the major findings, the Sustainable Retail Study has found that rather than adding additional new retail space to the current inventory (other than that already zoned for retail), a repositioning strategy that examines the existing retail tenants and vacancies should be considered to help re-establish stronger concentrations of retail in clearly articulated and positioned retail nodes. The intent should be to focus on the retail spaces that already exist in Whistler.

It is important to recognize that Whistler’s retail will only be as strong as its core anchor retail component, which is Whistler Village. Accordingly, top priority must be placed on creating a vibrant retail experience and strong retail performance climate for the Village, which also includes Marketplace and to a slightly lesser degree, the Upper Village.

Specifically, the “Top 10” most evident “experience” findings include the following:

1. Shopping and dining are considered as critical elements to the overall Resort Community experience.
2. The character and atmosphere in Whistler is highly valued, in which local independent retailers are the most preferred store type.
3. Retail space has become too dispersed throughout the community, which requires a purposeful strategy to re-concentrate retail into distinct nodes.
4. Outdoor patios and restaurants are critically important to creating streetscape vitality and energy both internally and externally.
5. There is a lack of non-retail anchoring amenities/functions/activities.
6. The merchandise mix has become redundant through the over representation of specific and similar retail categories.
7. Greater ethnic and family diversity in the restaurant offering is required.
8. Specific retail categories require enhancement and price points are missing.
9. Obtrusive barriers, such as landscaping, setbacks and building facades restrict retail visibility and access.
10. Ensure the evening experience throughout the Village is safe and comfortable, yet animated and fun.

Specifically, the “Top 10” most evident “performance” findings include the following:

1. The Whistler community has a considerable amount of retail space.
2. Evolving competition in Squamish will necessitate that retailers continue to adapt and evolve in order to further attract and retain local expenditure in the community. Whistler’s residents and visitors will increasingly have greater access to more affordable goods and services outside the community.
3. The current cost structure for retailers with respect to rents and sales are at an imbalance.

4. Retail rents have leveled off over the past few years, but still are at the high end of the spectrum, when compared to other mountain resort comparables. **Note:** With the arrival of the 2010 Winter Olympics it will be important to recognize that in the short term there is likely to be increased upward pressure on rents, which requires constant communication and awareness so that any retail tenants entering the market are not purely speculative on a short term opportunity, but rather committed to the long term economic sustainability of the Whistler community.

5. Retail sales levels are now beginning to stabilize at an average lower than the previous highs ($650 to $700 per sq. ft. in 2005 compared to $800 to $850 per sq. ft. in 2000).

6. Visitors continue to constitute the large majority of shopping & dining expenditures (78%).

7. The visitor demographics have changed and shifted towards a more regional consumer base, with a different spending profile.

8. Local residents will constitute an increasing share of expenditures over time (22% in 2006 to 28% by 2020).

9. Whistler currently captures 73% of local trade area expenditures, which is considered to be strong.

10. Festivals and events are effective in extending and blurring the seasons and consequently the spending profiles of visitors.

1.2 **SUMMARY OF KEY RECOMMENDATIONS**

The key findings from the background analysis help to create a strong basis and framework for recommendations, which should focus on achieving a **re-positioning strategy that enhances what Whistler already has.** At its core, Whistler must continue to strive for an “A+” rating for its experience and offerings, consistent with its vision as a world class resort destination. Most importantly, these recommendations represent a team approach, whereby all the merchants, property owners and the RMOW work in a collaborative environment to help facilitate a shared sense of direction for Whistler’s ongoing evolution as a world class resort.

To achieve the above stated objective of striving for an “A+” rating, the “**Sustainable Retail Study**” recommendations comprise the following “Top 10” strategies which could be implemented by or facilitated through the RMOW:

1) **Establish a Comprehensive Node & Precinct Positioning Strategy.**

Using a collaborative approach, help facilitate a framework to guide a nodal positioning strategy by emphasizing core concentrations of retail, strengthening merchandise and food & beverage offerings, components, amenities, key retail frontages and strategic location of anchors. Emphasis is to be placed on creating distinct merchandise, dining and character/programmed experiential precincts throughout the Village in which a sequence of spaces and aesthetics each provide a unique offering and character to create a variety of experiences throughout the entire Whistler Village with year round appeal to visitors and residents. These experiential precincts, as will be shown in Section 6..0 does not preclude the creation of an eclectic mix for each precinct and will also be dependent upon the ability to engage the individual merchants and property owners in defining the uniqueness and experience offered by a particular area.

2) **Facilitate Improvements to Private Retail Storefronts and Streetscapes.**

Promoting and allowing tenant creativity in storefront presentation and signage not only for stores located along the stroll, but for those in off stroll spaces. In compatible locations support the introduction of creative and moveable outdoor displays. In particular, the off stroll spaces should be viewed as important to the overall experience as the stroll spaces by allowing the off stroll stores to have more prominent stroll signage that promotes these spaces as areas of “discovery” for the consumers.
3) **Implement Streetscape Enhancements/Improvements and Features in Public Areas.**
By using areas of the public realm, the RMOW can help to guide activity, animation, experience to induce circulation along both the stroll and off stroll retail trail, while also creating activity generators as a guest transitions through the retail trail experience.

4) **Maintain High Quality Design Standards.**
Maintain high quality standards that specifically deal with the retail streetscape, lighting, landscaping, storefronts and buildings that frame the retail nodes. Also, these standards must apply to the open spaces which are increasingly as important as the buildings themselves. These open spaces contribute significantly to the experience factor and are not only in the plazas, but in the context of Whistler Village include the many off stroll spaces such as Golfers Approach.

5) **Coordinate the Programming of Activities and Events.**
Recognizing the distinct nodal positioning strategies, it is critical to ensure that the plazas and open spaces, both on and off stroll are programmed with uses consistent with the respective nodal positioning strategies and the unique character of experience and offering desired for each node. In this regard, spaces off the main stroll must be seamlessly integrated into the activity framework, particularly for those predominantly local tenants located along these lower rent and less patronized areas.

6) **Establish a Retail Liaison Position.**
In cooperation with the various resort partners, such as the Chamber of Commerce and Tourism Whistler, a Retail Liaison Coordinator, much like a Shopping Centre Manager, could provide assistance in the following areas:

- Become the “face of retail” for the community working with retailers, landlords and the RMOW.
- Facilitate an education and marketing campaign among retailers that allows for cross-promotion. This could include promoting street pricing, buy local and branding strategies as well as conducting Secret Shopper programs and overseeing the introduction of a community-wide keepsake Whistler shopping bag.
- Work with landlords to devise rental strategies such as seasonally based rents.
- Help to facilitate tenant relocations or consider other uses in non-prime retail locations (e.g. Office and Personal Service uses), by educating tenants on the overall nodal positioning strategy.
- Attending retail trade shows to understand what is happening in the resort retail industry and to identify potential tenant prospects as part of the Tenant Recruitment Strategy.
- Oversee the conducting of Consumer and Merchant Surveys in the Community.
- Working with tenants located in off-stroll spaces to help them to become and feel more part of the retail core concentration rather than being isolated and excluded from the pedestrian retail trail.
- Ensure that all available “material”, such as the Sustainable Retail Study, Consumer Surveys, are made available and distributed to property owners and retailers so that they feel a strong sense of inclusion in the evolution of the retail environment. As a result, the Retail Liaison can ensure that a common direction is undertaken and how each stakeholder can benefit from working together to achieve long term sustainability and viability.
WHISTLER SUSTAINABLE RETAIL STUDY

• Help to facilitate and ensure that the quality of storefronts, design and merchandise displays and signage are consistently fresh, creative, unique and inviting.

• Under the leadership of the Retail Liaison, create a volunteer Retail Task Force Committee comprised of a mix of local retailers, national retailers and landlords to constantly communicate issues and ideas in order to ensure that the shopping and dining experience and performance is monitored in a proactive manner.

• Create an Annual Business Economic Update which would require the voluntary exchange between Whistler’s Stakeholders to gauge the annual performance characteristics of each node in Whistler and precinct in Whistler Village. This could include monitoring rents, tenancies and sales performance, as provided on a voluntary and confidential basis where applicable. This could be a way of engaging the merchants and landlords to communicate consistently regarding aspects of Whistler’s retail performance.

7) **Coordinate and Facilitate a Tenant Recruitment Strategy.**

The purpose of a Tenant Recruitment Strategy would be to identify and pursue compatible store types and categories locally, regionally and nationally. It is important for Whistler to attract and prioritize local independent tenants. It is also necessary however to have a strong contingent of branded tenants (i.e. National / International) to create excitement and brand authenticity and to adequately fill the large amount of retail space in the community and particularly Whistler Village and the Upper Village.

8) **Enhancement of Customer Service Training Strategies.**

Continue to support the high standards and implementation of the Whistler Spirit Program, while further developing Customer Service and Hospitality Training programs or pursuing hospitality academic institutes that promote on a year round basis the importance of providing superior customer service throughout Whistler’s shopping and dining environments. The indirect benefits of programs and institutes that focus on Customer Service and Hospitality also lies in the opportunity to create a knowledgeable employment base.

9a) **Develop Lot 1/9 as a “Demonstration Project”.**

Use the Municipal property at Lot 1/9 for development as a demonstration project that could become an incubator for local independent unique businesses and artisans, while allowing for the use of kiosks on the stroll in this location. The Municipality would in effect become the landlord and can therefore act as an incubator for local independent businesses and for setting the bar for new rent levels (e.g. “Granville Island Model” – capped rents and selection process for each store). The “Granville Island Model” uses a bidder-based system in which truly local tenants (i.e. new concept and first location) are allowed to apply for smaller retail spaces or kiosk type retail.

9b) **Use Lot 1/9 as a Focal Point for Activity Generation.**

By Using Lot 1/9 as a major focal point for activity generation for art, culture and education, such as interactive public seminars and events such as Culinary and Cultural exhibits and live performance or educational events, the community residents, visitors, retailers and property owners will take a great sense of pride and ownership in the project, thereby evoking a Granville Island feel while anchoring this end of the Village experience as an alternative to the Mountain Base.

10) **Monitor Experience and Performance Bi-Annually.**

Continue to monitor, through consumer surveys, the experience and preference ratings of consumers and measure these ratings over time to evaluate areas of success and areas requiring improvement. Also continue to survey local businesses and stakeholders to monitor retail performance by reviewing existing cost structures and looking at opportunities for potential incentives to use as tools for guiding the nodal strategies and merchandise positioning.
1.2.1 RMOW ZONING & BUSINESS REGULATIONS RECOMMENDATIONS

To successfully achieve many of the above strategies, it is incumbent upon the RMOW to also implement and guide the zoning and regulatory environment for such changes to be effective. Accordingly, the following zoning and business regulations recommendations could be implemented community-wide by the RMOW.

1. No new space additions, except for existing zoned and undeveloped space only allowing for reconfiguration of space or relocation of existing stores. The purpose of this strategy is to focus on a re-positioning of the current retail inventory in order to strengthen its viability long term. Until such time that the retail strength and viability is stabilized and solidified, new retail space should not be added.

2. Consider maximum retail and restaurant size guidelines for storefronts at grade that respect the merchandise mix, positioning and compatibility of the use with the envisioned character of each respective node.

3. Implement new zoning and bylaw policies that allow for spot-zoning of important outdoor patio and restaurant locations, while also spot-zoning other key uses in critical locations (e.g. Grocery Store, Liquor Store and Pharmacy in Village Square).

4. Continue to support encroachments of outdoor patios on municipal property and allow for retail to spill out into common areas and off stroll spaces for sidewalk events.

5. Restrict any additional liquor primary licensing in Whistler Village (i.e. Nightclubs).

6. Provide only small, neighbourhood scale retail that serves the needs of local neighbourhood residents for any new or future retail nodes (e.g. Rainbow and Athletes Village).

2.0 COMMUNITY-WIDE RETAIL EXPERIENCE KEY FINDINGS

OVERALL

- Shopping and dining are considered key elements to the overall experience Whistler offers to its visitors and residents.
- Retail space has become too dispersed throughout the community for specific in-line or smaller retail tenants/categories (e.g. Function Junction) resulting in areas of high energy becoming less concentrated, particularly in Whistler Village (e.g. Main Street).
- The increased size of the Village along with the addition of new retail nodes (e.g. Creekside) has created a large and stretched out retail framework.
- Lack of non-retail anchoring amenities/functions/activities, particularly within the retail shopping environments (e.g. value of children’s play structure by Marketplace) to enhance experience and induce circulation through the various Village nodes. This does not include the fact that the Mountain Base, Skiing and Mountain Biking continue to be the major anchor amenities for the resort.
- Customer Service is very important to the experience component and though it is not identified as a major area of concern, it is still not recognized as being exceptional at retail stores and restaurants and can therefore be enhanced.
- Majority of consumers find the overall dining experience to be of high quality.
- Whistler Village is the primary retail and food & beverage centre of the community.
- Experience ratings for full time residents are lower than for visitors and seasonal residents.
• Evolving competition in Squamish results in increasing availability and access to more value oriented shopping.
• Ensure evening experience throughout the Village is well lit, safe and animated to allow for positive experiences.

CHARACTER/STORE TYPES/MIX

• Character and atmosphere of Whistler Village is highly valued.
• Large format, value discount and upscale high end shops are the least preferred formats.
• High preference for unique character and local independent stores.
• Outdoor patios and strategically located restaurants are critically important to experience and vitality and form a crucial component to the anchoring of the Village.
• Each node within Whistler intentionally offers its own unique character, some nodes more so than others (e.g. Whistler Village vs Creekside). There are opportunities to further establish the unique character and experience of each node and sub node.

PRODUCT/STORE/MERCHANDISE

• Redundant merchandise mix, replicating retail categories.
• Retail price points are perceived to be too high, particularly by residents.
• Some retailers have been slow to adapt and evolve to the changing visitor/consumer market.
• Selection of restaurants is favourable, though greater ethnic and family diversity in restaurant offering is sought by locals and visitors.
• Specific retail categories require enhancing and price points are missing (basic apparel and household necessities).
• Some stores offer Vancouver pricing but are not well promoted (in particular applies to National / International brands).
• Good ratio of local to National / International branded retail when compared to other resort comparables.
• Lack of effective retail and activity anchors to stimulate foot traffic and memorable experiences in all seasons.

STREETSCAPE (INCLUDING STOREFRONT) ENHANCEMENT

• Barriers to retail visibility and access, such as grade elevation changes, location and massing of trees and shrubs, building overhangs, deep setbacks and oversized columns.
• Directional signage and way-finding is limited in quantity and quality.
• Some double-sided storefronts (e.g. Main Street), while others use storefronts for storage.

PROGRAMMING

• Big festival events such as Cornucopia, World Ski & Snowboard, Crankworx and Film Festival etc. stimulate considerable foot traffic and complement the resort experience.
3.0 COMMUNITY-WIDE RETAIL PERFORMANCE KEY FINDINGS

OVERALL

- Large amount of retail space when compared to other resort village comparables.
- Evolving competition in Squamish results in increasing availability and access to more value oriented shopping.
- Strong awareness and anticipation among retailers for future opportunities generated by the 2010 Winter Olympics.

LEASE RATES/VACANCY/SALES PERFORMANCE

- Imbalance of retail sales to rent.
- Rents have leveled off over the past few years, with less pressure for rent escalations.
- CAM (Common Area Maintenance) costs are high for the community when compared to other resort comparables.
- Vacancy rates are at the threshold of becoming above average (absorption time for vacant space is increasing; not just in poor Off-Stroll locations).
- Retail performance relative to sales is stabilizing at a new level below the peak level of 2000 ($800 - 850/sq.ft. 2000 to $650 to $700/sq.ft. 2005).

CONSUMERS & SPENDING

- Visitors will continue to constitute the large majority of shopping and dining expenditures (currently at 78%).
- Shifting visitor demographics towards an increasing regional share vs international consumer base.
- Increasing share of expenditures will be attributed to local (growing local trade area market)
- Strong capture (73%) of local trade area retail expenditures in Whistler.
- Summer visitation has consistently been growing.

PROGRAMMING

- Big Festivals and events are extending the season and spending profile.

4.0 COMMUNITY-WIDE RECOMMENDATIONS

OVERALL

- Continue to monitor customer satisfaction in Whistler and undertake customer surveys throughout Whistler nodes bi annually, working with Tourism Whistler and Whistler/Blackcomb.
- Create a “Keepsake Village-Wide Shopping Bag” by season that illustrates the various shopping and dining experiences found throughout Whistler in other seasons. Also, gives retailers an opportunity for brand placement.
- Create distinct nodal positioning identities.
- Create and delineate core concentration retail zones.
- Establish a liaison (i.e. retail coordinator) for retailers.
- Promote “street pricing” to highlight strengths and competitiveness of retail businesses in Whistler.
- Work with landlords to devise a rental strategy to offer variable rental rates by season, to allow retailers to have greater stability and long term sustainability.
- Customer Service should be emphasized as a core requirement of employee recruitment and training throughout the community.
• Allow limited neighbourhood scale retail to serve the immediate daily and convenience needs of local residents and guests.

CHARACTER/STORE TYPES/MIX

• Resort village character and concept should be maintained and enhanced to appeal to visitor and resident expectations and strive for an A+ rating consistent with vision as a world class resort destination.
• Establish distinct merchandise, dining and character/programmed precincts throughout the Village – a sequence of spaces and aesthetics each with a unique offering and character.

PRODUCT/STORE/MERCHANDISE

• Create distinct zoning/precinct strategy for key nodes throughout the Village.
• Delineate areas of high energy, core concentrations of retail; establish and re-enforce retail clusters.
• Identify and pursue retail store types and retail categories that complement Whistler’s resort positioning.
• Adapting existing retail space to accommodate evolving and new retail formats rather than adding new retail inventory.
• Create a recruitment and leasing strategy for targeting tenants deemed compatible with the optimal merchandise mix of each specific node.

STREETSCAPE (INCLUDING STOREFRONT) ENHANCEMENT

• New and improved directional way-finding and signage
• Creation of distinct zones or plaza identities as part of a comprehensive retail trail experience.
• Non-retail anchors that would induce increased foot traffic, cross-shopping and enhance the shopping experience (such as Culinary Institute, Wellness Centre, Children’s Art School, Live Performance Venue, etc.).
• Continue to support opportunities for unique storefront and streetfront animation and design.
• Support the further addition and enhancement of village information kiosks.
• Increase amount and style of outdoor seating throughout the stroll; maintain seating opportunities year round.

PROGRAMMING

• Program a series of interactive features throughout the Village (such as Fire Pit, Dancing Fountain, Ice Skating, Laser/Light Show, Public Art) – possibly tie-in with the Seasons – reason for people to explore each part of the Village on different days/evenings.
• Build upon strength of existing events and festivals to create further activity generators.
• Programming needs to consider the large recognized annual calendar of signature events, monthly seasonal events and weekly/daily programs and animation.
• Continue to support programs to enhance customer service and experience such as street performance, village host, village staff training programs etc.
• Support and promote a “buy-local” program.
• Create a Whistler Entertainment Book that offers coupons to promote village shops, restaurants and activities throughout the year.
• Introduce a Whistler Keepsake Shopping Bag that is constantly changing annually.
• Create an annual award for retailer of the year and best storefronts of the year.
5.0 COMMUNITY-WIDE NODAL POSITIONING STRATEGY

To clearly outline and facilitate the envisioned positioning, merchandise mix, character, streetscape enhancements and zoning/policy recommendations, each node in the community of Whistler was delineated as shown in Figure 5.0. In addition to identifying community-wide recommendations, each specific node within the Resort Municipality of Whistler (e.g. Upper Village, Whistler Creek, Marketplace etc.) has been delineated and a unique positioning vision articulated.

The intent of this community-wide nodal positioning strategy is to create dynamic and memorable experiences throughout Whistler, enabling each node to have its own unique identity and character and a resulting merchandise mix that reflects the envisioned character of that node while re-establishing concentrations of compatible and complementary retail.

However, it is important to recognize that achieving a well balanced retail positioning strategy for the community and Whistler Village will require the collaborative efforts and combined leadership of merchants, property owners and the RMOW working together for a common goal, which is to achieve a long term sustainable retail environment in which the retail experience and resulting retail performance is maximized.

FIGURE 5.0 WHISTLER COMMUNITY RETAIL NODES
In order to help prioritize the implementation of the “Whistler Sustainable Retail Study”, Figure 5.1 illustrates a hierarchical positioning for each of Whistler’s nodes recognizing their respective Target Consumer Market (i.e. Residents or Visitors or Both) and their Retail Priority.

Whistler Village is the ultimate face of the Resort Community and that area to which all consumer segments will visit and patronize. Accordingly, the greatest immediate priority should be placed on maximizing the experience and retail performance of Whistler Village South (including Skiers Plaza, Springs Lane, Mountain Square, Village Square, Village Stroll and Village Centre). Only after the Village has achieved its maximum strength can the rest of the community begin to achieve its maximum potential by building off of the Village’s momentum.

Although Figure 5.1 lists Whistler Village South at the top of the retail hierarchy, the importance of Whistler Village North (Town Plaza, Main Street, Market Square and Marketplace) and the Upper Village are not to be understated as they too are important to creating a concentration of retail energy. At the opposite end of the retail hierarchy is Function Junction, which is a reflection on the fact that this area is not intended to be a core retail area, but rather a “back-of-house” for the community and therefore does not require the greatest prioritization when viewed against the other community nodes.

Overall, priority for strengthening the retail experience and performance of Whistler, as a community, lies in prioritizing Whistler Village.

**FIGURE 5.1 WHISTLER COMMUNITY-WIDE RETAIL POSITIONING HIERARCHY**
6.0 WHISTLER VILLAGE EXPERIENTIAL PRECINCTS STRATEGY

Recognizing the iconic importance and stretched out scale of Whistler Village (including Marketplace), a further breakdown of the precinct that make up Whistler Village was delineated. In order to understand how Whistler Village could re-position itself, it is first important to reflect on the original vision for Whistler Village as articulated in the following:

Whistler Village is designed to offer a succession of public spaces of differing sizes and character. The retail offering should comprise a distinct hierarchy of design and should be complemented to create a collective experience of unique sequences.

Using this original vision as a foundation, Figure 6.0 illustrates a series of “experiential precincts” for Whistler Village’s respective sub-areas, which are consistent with the original vision for Whistler as a resort community and destination. The purpose of this further segmentation of Whistler Village’s sub-areas is to illustrate and document how each precinct within Whistler Village can have its own experiential positioning reflecting a unique character, and experience. Additionally, each experiential precinct should provide a unified, compatible and seamless resort retail experience for the entire Village that effectively creates a more compact and concentrated retail and leisure experience. As stated earlier, each experiential precinct does not preclude the ability to have an eclectic mix for each area. To successfully re-position the Village precincts, as articulated in the following, will require a collaborative, proactive and willing approach by merchants, property owners and the RMOW to help in defining the uniqueness and experience offered in each area.

FIGURE 6.0 WHISTLER VILLAGE EXPERIENTIAL PRECINCTS
6.1 WHISTLER VILLAGE – SKIERS PLAZA / CARLETON LODGE

NODAL VISION STATEMENT

ADRENALINE LEISURE RETAIL, IMPULSE & BREW PUBS

To continue to be a high energy retail and food & beverage area that includes a merchandise mix comprised of branded sporting goods, athletic apparel, casual restaurants and pubs anchored by outdoor patio areas and connection to Mountain activities.

The character of the area and the retail experience should reflect the adrenaline nature of the area through storefront animation and programming of Skiers Plaza.

FIGURE 6.1 SKIERS PLAZA / CARLETON LODGE RETAIL BOUNDARIES
6.1.1 KEY FINDINGS

- Highest energy area of the Village at the base of the mountain.
- Area possesses the highest visibility from the mountain to the Village and is a major gateway and transition from the mountain base into the Village.
- Pedestrian friendly nature of area ensures significant high customer volume.
- Overall, the merchandise mix has a strong emphasis towards sporting goods shops and restaurants with outdoor patios.
- Directional signage and way-finding is limited in quantity and quality.
- Built structures are inconsistent in their level of finishing and lack a strong street presence.
- Because of the proximity of the mountain base and predominance of outdoor patio dining and après activity, this area is a very active and high energy node.

6.1.2 RECOMMENDATIONS

Desired Character/Store Types/Mix

- Emphasis on casual food & beverage and sporting goods.
- High profile “adrenaline” retail stores with high energy interactive storefronts and experiences.
- Interactive Micro Brew Pubs with large screen TV’s or megatron.
- Target market ideally suited for Residents and Visitors aged 18 to 34 years old.

Product/Store/Merchandise Opportunities

- Lifestyle outdoor apparel and equipment rentals
- Local and Branded Sporting Goods & Casual apparel
- Casual sit down restaurants
- Micro Brew/Pub restaurants with outdoor patio areas
- Grab & Go café food & beverage

Streetscape (Storefront) Enhancement Opportunities

- Implement variety of seating for viewing consistent with the adrenaline nature of the area.
- Art sculptures or statues/sculptures celebrating Whistler’s famous athletes.

Programming Considerations

- Use the high adrenaline nature of the area and stores to create interactive year round elements such as an outdoor surfing simulator.
- Staging area for active outdoor recreation celebrations and awards such as Mountain Biking, Snowboarding (FIS), X-Games, Temporary Rock Climbing Walls, Temporary Vert Ramps for skateboarding.
- Main stage for outdoor concerts and bands for major events.

Node Specific Zoning Directions & Business Regulations

- Allow for outdoor speakers to play music on patio areas.
- Allow for outdoor patio areas as staging areas for other special events/functions.
- Any retail shop at grade level cannot exceed 280 sq. m. / 3,000 sq. ft.
- Any food & beverage restaurant at grade level cannot exceed 465 sq. m. / 5,000 sq. ft.
Inconsistent quality of the built environment detracts from the overall streetscape and aesthetic appeal.

Spectacular views should be preserved from Skiers Plaza to enjoy the mountain base activities and energy.

Outdoor seating generates activity and energy, offering a vibrant experience and thereby inducing demand.
6.2 WHISTLER VILLAGE – SPRINGS LANE / HILTON / MOUNTAIN SQUARE

NODAL VISION STATEMENT

SPECIALTY, HIGHER END RETAIL, GALLERIES & FINE DINING

To become a cultural, artistic and interactive node comprising local specialty and branded merchandise categories including leisure and athletic apparel around Mountain Square, art galleries at the Westin and Hilton hotels and complemented by a mix of casual and upscale restaurants.

The character should reflect an upscale charm and service consistent with the Westin and Hilton Hotels, while emphasis should be placed on constant programming and enhancement of Mountain Square, which is the first major plaza on the Whistler Village retail trail experience.

FIGURE 6.3 SPRINGS LANE / HILTON / MOUNTAIN SQUARE RETAIL BOUNDARIES
6.2.1 KEY FINDINGS

- Area has a good collection of brand name specialty retail tenants that collectively act as an anchor role (e.g. L’Occitane, Lululemon, Rocky Mountain Chocolate Factory, Salomon and Helly Hansen, Peak Performance and future Nike Shop scheduled to open in May 2007).

- The proximity of well known tourist accommodations, namely Westin and Hilton create strong on-site demand in addition to the major mountain base activities.

- Retail functions within the Westin Hotel are separated from the core pedestrian thoroughfare.

- Directional signage and way-finding is limited in quantity and quality.

- The higher vacancy found within this area is largely attributed to the internal retail space of the Westin Hotel and below grade space at the Hilton, which are also fragmented and separated from the current pedestrian circulation.

- The higher end nature of the hotels is consistent with the merchandise categories found in the area.

- Retail in below grade areas of the Hilton (i.e. art galleries) at Mountain Square suffer from poor directional and informational signage as well as vacant storefronts/limited number of stores.

- Poor presence of Carleton Lodge frontage on Mountain Square.

- Area lacks a clear identity through the absence of focal points and public art attractions at Mountain Square.

6.2.2 RECOMMENDATIONS

Desired Character/Store Types/Mix

- Area should reflect a slightly more upscale cache appealing to baby boomers and couples, respecting the existing tenant mix and adjacency of the Westin and Hilton Hotels.

- Smaller, more specialized local independent retail boutiques to complement the existing strong branded tenants.

- Need to improve and create a more seamless connection between the Westin and Mountain Square.

- Character of design should include public art displays, comfortable seating and individualized storefronts.

- Target market predominantly Visitors aged 35 to 65 years and couples.

Product/Store/Merchandise Opportunities

- Specialty Retail
- Branded leisure & fashion apparel
- Art Galleries (at Westin & Hilton Hotels)
- Specialty Cafés and Bistros
- Fine Dining
- Support the introduction of more local independent tenants
- Culinary Institute (e.g. at Westin Hotel)
Streetscape (Storefront) Enhancement Opportunities

- Add new directional and information signage to highlight retail at the Westin Hotel.
- Increase the presence of artwork in the area, particularly given the presence of art galleries in the lower level of the Hilton Hotel at Mountain Square.
- Improve and enlarge retail storefront exposure and signage along the exterior façade of Westin Hotel to compensate for the visual and walking distance between Mountain Square and the Westin Hotel.
- Examine potential to bring storefronts closer to the streetscape at Hilton Hotel and add awnings for weather protection. Result would be to increase the store visibility and improve sightlines.
- Make efforts to concentrate the art galleries in a stronger cluster with more streetfront presence and appeal.
- Seek to integrate storefront enhancements (Carleton Lodge) as part of the proposed 2007/2008 renovation of Mountain Square.

Programming Considerations

- Create an artists plaza where temporary kiosks and art displays can be promoted on the street level to attract attention to the below grade retail spaces.
- Wine tasting seminars & exhibits.
- Creation of a distinct zone or plaza identity as part of a comprehensive retail trail experience.
- Allow for overflow of demonstrations and activities from Skiers Plaza.

Node Specific Zoning Directions & Business Regulations

- Possible reallocation of internal retail space in the Westin and Hilton Hotel, only allowing for streetfront retail at the hotels and reconfiguration of space or relocation of existing stores.
- Support outdoor patio areas and seating that spills out into Mountain Square.
- Allow uses adjacent to Mountain Square to spill out into the plaza.
- Any retail shop at grade level cannot exceed 230 sq. m. / 2,500 sq. ft.
- Any food & beverage restaurant at grade level cannot exceed 280 sq. m. / 3,000 sq. ft.
Retail at Westin Resort & Spa has limited visibility as well as being internal. It is not part of the pedestrian circulation, and therefore has limited passer-by traffic. A promoted niche such as local crafts or upscale lifestyle boutiques could stimulate appeal.

Long, continuous and repetitive store fronts can be individualized to create visual interest and curiosity. Tasteful positioning of merchandise in the corridor would jar interest from passer-bys. Links to and signage on the Village Stroll would increase awareness of this shopping area.

Retail pedestrian stroll is interrupted by vehicle and servicing roundabout, which in winter season is sand covered and often slushy, causing guests to turn around.

Clustering compatible retailers can induce demand. Deep space requires prominent signage with limited obscuring landscaping features.
6.3 WHISTLER VILLAGE – VILLAGE SQUARE / VILLAGE STROLL

NODAL VISION STATEMENT

BOUTIQUE SPECIALTY RETAIL & FINE DINING

To enhance the traditional heart of the Whistler Village experience, where all visitor and local consumer segments converge to partake in casual and fine dining opportunities as well as an eclectic mix of boutique, local specialty retail opportunities including specialty conveniences.

The character of this important area should be reflected in the animation and programming of the plaza as well as the buildings that frame it and the pathways and breezeways that connect to it.

FIGURE 6.5 VILLAGE SQUARE / VILLAGE STROLL RETAIL BOUNDARIES
6.3.1 KEY FINDINGS

- The original heart and centre of Whistler Village, with the main bus drop off and gateway entry to the Village.
- Vital concentration of outdoor patio dining areas.
- Area is the primary crossroad of pedestrian activity for the Village.
- Attracts the broadest customer base in terms of ages and customer segments (residents & visitors).
- Current mix of casual food & beverage, fine dining, specialty retail and convenience retail (liquor and grocery) caters well to the above broad market segments.
- Oversupply of sporting goods and gift shops.
- Grade separations combined with deep storefront setbacks obscure the retail visibility from the pedestrian stroll thereby requiring additional emphasis on storefront design and external signage.
- Area has high retail occupancy and has a strong concentration of retail functions.
- Concentration of nighttime entertainment, such as nightclubs and other liquor primary establishments is a strength, however there are issues with patron behaviour that detract from the evening experience.

6.3.2 RECOMMENDATIONS

Desired Character/Store Types/Mix

- Given the broad market appeal of the area, the price point of merchandise should also reflect a broad price point mix of comparison, convenience and food & beverage.
- Information centre should be located at the heart of the Village and highly visible from all directions.
- Target market predominantly Visitors, but also a focus on attracting Residents for ages 19 to 49 years.

Product/Store/Merchandise Opportunities

- Local Independent and unique stores
- Branded lifestyle and fashion apparel
- Athletic Apparel
- Re-branding and enhancement of storefront façade of “The Grocery Store” to exude a more upscale specialty grocery feel, which would enhance the streetfront experience and appeal to the high volumes of visitors as well as to differentiate it from competition.
- Fine Dining restaurants (e.g. Araxi’s).
- Restaurant offering featuring casual, ethnic formats and healthy fare with breakfast menus.
Streetscape (Storefront) Enhancement Opportunities

- Enhancements to the connections into Village Square from breezeways, Golfer's Approach etc.
- Open space at the entry to the Conference Centre along Golfer's Approach should be activated an animated with displays etc. to attract customers along this important off stroll space.
- Continue to support the renovation plan of Tapley’s and activate the lobby/atrium of the Conference Centre.
- Introduce more seating.
- Enhanced public art.
- Interactive storefront exhibits and enhanced vertical storefront presence with more interesting storefront signage.
- New and improved directional way-finding and signage.
- Creation of a distinct zone or plaza identity as part of a comprehensive retail trail experience, while implementing activities and amenities that make the area more enjoyable and safe in the evenings.

Programming Considerations

- Staging area for major community celebratory events more refined than at Skiers Plaza, such as Olympic announcements, Homecoming Celebrations, First Night, Christmas Tree Lighting as well as live music events, such as Jazz etc.

Node Specific Zoning Directions & Business Regulations

- Spot-zone to maintain Grocery Store, Liquor Store and Pharmacy uses in existing locations for visitor and resident conveniences, particularly to recognize the importance of this area as a south anchor to accommodations and residences.
- Spot-zone outdoor patio areas and continue to support encroachment of patios into common areas.
- Any retail shop (excluding grocery) at grade level cannot exceed 375 sq. m. / 4,000 sq. ft.
- Any food & beverage restaurant at grade level cannot exceed 375 sq. m. / 4,000 sq. ft.
FIGURE 6.6  VILLAGE SQUARE / VILLAGE STROLL RETAIL IMAGERY

Blank and repetitive store fronts are not enticing. Stores such as the Grocery Store could be better promoted as a “Specialty Grocery” with enhanced curb appeal.

External signage animates the streetscape and allows retailers to connect to the Village Stroll. The large stone clad columns present issues for shop front visibility. Grade separation and steps up to access retail are barriers to access.

A variety of colours, shapes, materials and textures enlivens the streetscape experience.

Outdoor seating animates the streetscape and creates a level of energy and excitement.
6.4 WHISTLER VILLAGE – VILLAGE CENTRE

NODAL VISION STATEMENT

ENTERTAINMENT/LEISURE, COMPARISON RETAIL AND IMPULSE & CASUAL DINING

To harness the central location and critical circulation junction to the Village North, by creating a well anchored, highly visible and actively programmed node that attracts pedestrian movement from the stroll and day parking lots.

The character of the area and the retail experience should reflect leisure/recreation and casual dining in interactive spaces integrating and enhancing merchandise offerings that are compatible with the existing tenants in the area, with enhanced streetfront presence.

FIGURE 6.7 VILLAGE CENTRE RETAIL BOUNDARIES
6.4.1 KEY FINDINGS

- North end of Village has a cluster of anchors (Eddie Bauer, Starbucks, Guess & Earls) that are capable of stimulating and capturing passing traffic at this critical junction, though the visibility of some tenants is limited on approach in all directions, from the day parking lots, Village Square and Village North.
- The “hidden” courtyard near Birks lacks critical visibility, particularly from visitors standing at the junction of the stroll and Village North connection.
- Courtyard retail also lacks critical visibility from customer traffic coming from the day parking lot and down the stairs from Earl's.
- Village Cinema has been an effective catalyst in bringing locals into the Village.
- Underground vacant space is currently zoned for indoor recreation, movie theatre, restaurant, entertainment, office and storage. Although some of the above zoned uses may be difficult to achieve (e.g. office or storage), similar types of uses to those achieved at the cinema space should be considered for remaining underground spaces that create a new activity while adding to the streetfront experience. (e.g. Spa and Wellness Centre, Fitness Facility, Dance Studio, Bowling or entertainment such as House of Blues or other indoor family recreation such as laser tag or indoor surf simulators).
- Overall, area lacks diversity in merchandise offering and could provide some of the retail categories currently sought by residents and visitors.
- Area is part of an important transition between the original Village and the Village North area and therefore must create a “retail experience trail” as this junction is often seen as a turnaround point for many consumers.
- Majority of retail does not have the issues of grade separation as evidenced in other nodes and therefore creates a better opportunity for more visible and highly exposed retail storefront opportunities, which could still be further emphasized through storefront verticality and height.
- No elements of placemaking other than the false bridge and water feature.
- Mongolie Grill requires more presence at street level beyond that provided by the video screen. There could be an opportunity to bring this high profile tenant to a more visible and accessible streetfront location.

6.4.2 RECOMMENDATIONS

Desired Character/Store Types/Mix

- Area is terminus of “Original” Village area; should have predominant visitor orientation, reinforce Whistler Village experience.
- The high exposure nature of the area necessitates a high degree of streetfront and streetscape presence in storefront design and presentation of visible in-store merchandise offering.
- Target market predominantly Visitors, but also a focus on attracting Residents for ages 19 to 49 years.

Product/Store/Merchandise Opportunities

- Casual food & beverage
- Family Entertainment/recreation
- Books and Media (strong co-tenancy with neighbouring Starbucks)
- Local independent stores and branded tenants
- Beauty & Wellness
- Spa & Fitness
- VQA Wine Boutique
Streetscape (Storefront) Enhancement Opportunities

- Interactive storefront exhibits and enhanced vertical storefront presence (i.e. storefront height) with enhanced storefront signage.
- New and improved directional way-finding and signage.
- Better use and signage of hidden courtyard, which could be well suited to a restaurant with outdoor patio seating.
- Promote the addition of marquee-style signage for the Village Cinema in order to extend the visibility of retailers in the Village Centre area.
- Village concierge kiosk at junction.
- Emphasis needs to be placed on creating interactive plaza elements to induce circulation and enhance storefront exposure (Birks & Eddie Bauer).
- Creation of a distinct zone or plaza identity as part of a comprehensive retail trail experience.

Programming Considerations

- Allow for greater use of plaza area by adjacent businesses.
- Culinary exhibits by local restaurateurs or culinary institutes.
- Wine tasting seminars & exhibits

Node Specific Zoning Directions & Business Regulations

- Continue to support addition of uses that create alternative, unique year round weather protected activity in the Village (e.g. Day Spa, Bowling, Billiards, Golf Simulators, Dance Studio, Indoor Go-Karts, Laser Tag, Surf Simulator Radio Station, Chuck E Cheese etc), as achieved by the Village Cinema, and also allowing for connections between above ground visibility and below ground uses.
- Allow outdoor seating at restaurants and cafés to spill into the plaza areas to increase visibility of ‘hidden’ tenants in the courtyard area.
- Any retail shop at grade level and considered compatible and complementary to the positioning of the Village Centre node and Whistler Village as a whole cannot exceed 375 sq. m. / 4,000 sq. ft.
- Any food & beverage restaurant at grade level cannot exceed 375 sq. m. / 4,000 sq. ft.
Collective anchoring achieved by Earls, Starbucks, Guess & Eddie Bauer, but efforts should be made to enhance the storefront verticality by using the full bulkhead spaces and to allow for more creativity in the external building expression.

Creative storefront expression to mitigate poor storefront visibility is important to achieving a vibrant streetscape shopping experience.

Retail tucked away at base of Holiday Inn (e.g. Birks) lacks critical visibility at the pivotal pedestrian junction along the Stroll, requiring further programming of the open spaces. The courtyard location is considered appropriate for an ethnic casual restaurant with patio.

Building architecture and storefronts should be articulated with an emphasis on the first 16ft of vertical space (e.g. Solarice/Whistler Clothing Co above compared to Body Shop below). Note the image below is not located in the Village Centre, but is shown as a comparison of storefront verticality.)
6.5 WHISTLER VILLAGE - NORTH (Bridge to Bridge)

NODAL VISION STATEMENT

MID PRICE LIFESTYLE FASHION, CASUAL DINING & LOUNGES

To become the focal point for public, institutional and cultural events at Town Plaza and provide a merchandise mix that caters to a broad cross-section of families and adult visitors/residents. The Village North should seamlessly serve as the connection and transition from the higher energy nodes to the more family oriented nodes.

The retail experience should include mid price point and lifestyle fashion anchored by a balance of recognized brands and local retailers to better anchor the node.

The character of the area and the retail experience should include a diverse mix of family fashion comprised of local merchants along with more family food & beverage options, and casual lounges.
6.5.1 KEY FINDINGS

- Village North area serves as the vital link between the original Village and the Market Place.
- Area has strong pedestrian circulation and is centrally located for accessibility from day parking lots on Blackcomb Way and Marketplace parking, however pedestrian circulation and access from parking areas (e.g. day parking lot) should be improved.
- Good foundation of water and public art upon which to build, further develop and integrate along the stroll towards Town Plaza.
- Area has good anchor functions at the north end (Whistler Brew Pub, Comor and now the Glacier Shop, as well as a strong anchor at the mid way point at Town Plaza (Gap).
- Area is lacking a prominent strong anchor at the south end at the apex of the bridge crossing opposite Billabong, which is a high profile, underutilized space that is furthermore at an important high visibility location (i.e. former Levis store) capable of inducing pedestrian flow along the stroll.
- Overall merchandise mix of the area has a foundation of comparison retail (Gap, Comor, Lush, Rogers Chocolates), around which a critical mass and optimal mix of value oriented family/comparison retail could be created.
- The current vegetation and landscaping as well as signage obscure key retail sightlines and frontages thereby reducing tenant exposure to passing guests.
- Issues of grade separation and deep storefront setbacks, create hidden and perceived smaller storefronts.
- The Town Plaza gazebo lacks context, integration and programming with the existing character of the node and also acts as a barrier to critical streetscape sightlines.

6.5.2 RECOMMENDATIONS

Desired Character/Store Types/Mix

- Precinct with majority of public institutional/cultural uses (Library, Town Hall, RCMP, MY Place, Town Plaza).
- Town retail should seamlessly combine the convenience elements at Marketplace and the high energy comparison and food & beverage of the original Village.
- Less “resorty” feel, with more emphasis on relaxation.
- Relaxation implies and suggests that there should be increased seating, wellness, health & beauty and other relaxing amenities such as a fire pit or cascading fountain and public art.
- No additional night clubs, but casual lounge and dining concept is more compatible.
- Target market Residents & Visitors of all age groups.

Product/Store/Merchandise Opportunities

- Basic apparel and family fashion (e.g. Le Chateau would be a strong tenant in Village North).
- Footwear (could be included in the above fashion stores, rather than a single footwear store, which has met with limited success in the past).
- Representation of more value oriented retail price points.
- Support the introduction of additional limited, yet targeted national branded tenants.
- Encourage a mix anchored by recognized brands and complemented by local independent tenants.
Streetscape (Storefront) Enhancement Opportunities

- Look to renovate/program gazebo space consistent with the civic and relaxed vision for the area (e.g. Cascading or Dancing Fountain or Fire Pit).
- Improve access to/from storefronts and visibility from the stroll (selective removal/relocation of trees, additional stair access points, creation of intermediate seating areas).
- Improve Window merchandising displays to enhance visibility and support creative outdoor retailer and merchandise displays.
- Introduce a series of public art sculptures as part of a community-wide arts umbrella program.
- Seek ways to enhance the visibility to stores which are obscured by grade changes and landscaping.

Programming Considerations

- Acoustic Guitar, children’s youth choir, orchestra, jazz trio’s, classical quartet, family events.
- Central location for the culmination of Canada Day activities.
- Location for public announcements and Mayors addresses.

Node Specific Zoning Directions & Business Regulations

- Any retail shop at grade level cannot exceed 370 sq. m. / 4,000 sq. ft.
- Any food & beverage restaurant at grade level cannot exceed 370 sq. m. / 4,000 sq. ft.
Streetscape features such as this gazebo can add vibrancy and induce activity if well programmed. If underutilized, it exudes emptiness and detracts from surrounding activity.

Village Concierge feature is central, however there needs to be more presence throughout the Village, not as a timeshare office but as a true Concierge Service/Amenity.

Major anchor locations are obstructed and hidden by landscaping and signage.

Elements such as way-finding signage and storefront animation can better expose the retail shops and enhance the streetscape experience.

The stream and bridge are effective in slowing people down as well as an attractive landscape feature and memorable landmark.

Creative outdoor merchandise displays attract attention and add visual interest.
6.6 WHISTLER VILLAGE – MARKET SQUARE

NODAL VISION STATEMENT
ARTS, CULTURE, OUTDOOR RECREATION, FAMILY & CASUAL DINING

To create a two-sided retail shopping stroll with a distinct identity that capitalizes on the strength of pedestrian access and connectivity between Marketplace and Village North with considerable appeal to visitors, residents and families.

In conjunction with the development of Lot 1/9, the character of Market Square and the retail experience should exude an energetic and strong family-oriented feel with children's retail, programmed activities along with a new flexible plaza amenity for family arts, cultural events and recreational activities in order to incubate local businesses. There should be an emphasis towards promoting a cluster of local unique independent tenants, arts & culture, recreation and educational amenities/facilities and thereby create an experience reminiscent of Granville Island.

FIGURE 6.11 MARKET SQUARE RETAIL BOUNDARIES
6.6.1 KEY FINDINGS

- Pedestrian stroll side of Market Square provides a necessary and vital link between the Village North and Marketplace.
- The stroll is single-loaded (i.e. retail is only on one side of the stroll and part of main street), and as a result does not have significant traffic flow.
- The future development of Lot 1/9 will have a significant affect on the evolution of the pedestrian stroll in this area, particularly on the Village Stroll side (as opposed to Main Street side) and the retail character, experience and resulting performance of this node.
- Children’s playground is a very popular amenity and acts as a non-retail anchor for the stroll.
- Area could benefit from a shifting or relocating of tenants to stimulate a stronger nodal positioning (e.g. Le Chateau to move into the Village North area and relocate Candy shop to Le Chateau space with greater visibility, better configuration and more frontage onto the stroll). Given ownership issues, this type of relocation could be difficult and may require incentives and cooperation between landlords.
- Some stores have dual entrances fronting both Main Street and Village Stroll, which may be better served by reconfiguring to allow for a clearer and distinct merchandising strategy along both Main Street and Stroll.
- Stroll has a strong Whistler Brew House anchor at the east end and the Marketplace, which acts as an anchor at the west end of the stroll.

6.6.2 RECOMMENDATIONS

Desired Character/Store Types/Mix

- Local Independent and unique tenants including arts & crafts and experiential retailing such as glass blowing galleries.
- The stroll side should exude a more casual, value and family-oriented feel and cultural zone, with interactive elements and featuring weekly free shows and exhibits. (Area could be the alpine version of the Children’s market at Granville Island).
- Community & Family gathering area with activated and energetic zone for children.
- Target market Visitors & Residents families with children.

Product/Store/Merchandise Opportunities

- Local Independent tenants
- Specialty Retail
- Toys & Hobbies
- Confectionary & Ice Cream/Gelato
- Children’s apparel, footwear and outdoor goods
- Children’s day care or indoor play area (e.g. Go Bananas)
- Artisan Workshops and interactive galleries
- Casual Ethnic Restaurants
- Café Bistros
- Interactive Culinary Institute and Restaurant
Streetscape (Storefront) Enhancement Opportunities

- Enhance visibility and texture by allowing high quality awnings to extend from the buildings, which could also serve a dual purpose for increasing the branding and signage of retail shops.
- Storefront signage should be addressed to improve overall streetscape appeal.

Programming Considerations

- Introduction of an outdoor plaza/venue in Lot 1/9 for interactive, recreational, and cultural events for residents and visitors with flexibility to transform into an amphitheatre for concerts and outdoor events, Olympics Legacy Plaza and medals ceremonies. This would also help to create a major northern anchor for the entire Whistler Village.
- Children’s Festivals, Fireworks, Free Family Movie showings.
- Laser Light Water Shows (e.g. Laservision).
- Pop Jet water fountains (not for display but for use by children).
- Street performers (e.g. Granville Island) to ensure constant Village animation and programming.
- Weekly Farmers Market could be relocated from Blackcomb to Lot 1/9.

Zoning Directions & Business Regulations

- Lot 1/9 retail space should be considered as an “incubator” for local independent tenants and for unique retail opportunities distinct from offerings elsewhere in the Village.
- Create activity generators in Lot 1/9 such as a museum, Centre for Sustainability, public art gallery, glass blowing, pottery etc. (Whistler Centre Concept in which a critical mass of uses is created such as Arts Council, Museum and Centre for Sustainability).
- Any retail shop at grade level cannot exceed 185 sq. m. / 2,000 sq. ft.
- Permit the introduction of real estate and professional offices fronting Main Street only or on second levels where available.
- Do not encourage fast food retailers along the stroll side of Market Square.
- Any food & beverage restaurant at grade level cannot exceed 230 sq. m. / 2,500 sq. ft.
Iconic features add character and definition to an area, as well as being landmarks.

Unappealing storefronts and poor retail signage standards.

The playground feature is used and hence creates activity within Market Square, but also acts as a significant anchor amenity for the area.
6.7 WHISTLER VILLAGE – MAIN STREET

NODAL VISION STATEMENT

OFFICES, SERVICES & FAST FOOD

To create a concentrated area with a distinct identity that capitalizes on the strength of vehicle accessibility and connectivity to Marketplace, Market Square and Village North, while having appeal to visitors and residents.

The character of Main Street and the retail experience should capitalize on the vehicle accessibility to create an additional node comprised of smaller, quick service food operators and conveniences and where personal and professional services can cluster while having streetfront presence and access.

FIGURE 6.13 MAIN STREET RETAIL BOUNDARIES
6.7.1 KEY FINDINGS

- Area lacks retail concentration and a clear identity along Main Street, while significant elevation and grade change do not allow for strong visibility of Main Street retail tenants.
- Area could benefit from a shifting or relocating of tenants to stimulate a stronger nodal positioning (e.g. Le Chateau to move into the Village North area and relocate Candy shop to Le Chateau space with greater visibility, better configuration and more frontage onto the stroll). Given ownership issues, this type of relocation could be difficult and may require incentives and cooperation between landlords.
- Some stores have dual entrances fronting both Main Street and Village Stroll, which may be better served by reconfiguring to allow for a clearer and distinct merchandising strategy along both Main Street and Stroll.
- Main Street is unanchored, while the stroll has a strong Whistler Brew House anchor at the east end and the Marketplace, which acts as an anchor at the west end of the stroll.
- Streetfront parking along Main Street is more conducive to a convenience and personal service merchandise mix.
- Concentration of casual and fast food tenants along with conveniences, offices and services along Main Street.
- Library will help to enhance visibility of Main Street businesses by acting as an anchor which will provide an area for locals and visitors to visit.

6.7.2 RECOMMENDATIONS

Desired Character/Store Types/Mix

- The Main Street side should exude a more vehicle friendly convenience and services node, which complements Marketplace and is convenient for visitors and residents.
- Target market Visitors & Residents.

Product/Store/Merchandise Opportunities

- Branded Fast Food/Grab and Go Food & Beverage
- Personal Services and Professional Offices fronting Main Street
- Casual Ethnic Restaurants
- Café Bistros

Streetscape (Storefront) Enhancement Opportunities

- Storefront signage should be addressed to improve overall streetscape appeal.
- Reduce amount of landscaping and scale down the amount of rock treatments along parts of Main Street to improve sightlines from the sidewalk and street to retail tenants.

Node Specific Zoning Directions & Business Regulations

- Any retail shop at grade level cannot exceed 185 sq. m. / 2,000 sq. ft.
- Permit the introduction of real estate and professional offices fronting Main Street only or on second levels where available.
- Support local independent and branded fast food locations fronting Main Street.
- Any food & beverage restaurant at grade level cannot exceed 230 sq. m. / 2,500 sq. ft.
Main Street retail lacks connection and concentration with the stroll and may be better served as a precinct for specialty services and streetfront offices.

Grade separation in combination with landscaping blocks retail frontage opportunity and creates a dead end off of Main Street.

Cut-throughs or off stroll spaces include smaller local tenants that need to be included in a retail study. Breezeway spaces need to be emphasized and highlighted with additional signage.
6.8 WHISTLER VILLAGE – MARKETPLACE

NODAL VISION STATEMENT

CONVENIENCE, BASIC NEEDS & QUICK SERVICE DINING

To continue to be the dominant convenience retail node in Whistler for residents and visitors, while emphasizing the pivotal village anchor position that the Marketplace occupies in directing pedestrian flow to Market Square and onwards to the remainder of Whistler Village.

The character of the area and the retail experience should build upon the accessibility to include new retail categories compatible with the convenience orientation, while allowing for tenants to be part of the village environment.

Marketplace is envisioned to be the primary location for any potential larger format retailers in reconfigured, existing retail spaces (i.e. greater than 10,000 sq. ft.).

FIGURE 6.15 MARKETPLACE RETAIL BOUNDARIES
6.8.1 KEY FINDINGS

- Marketplace is an established and efficient Convenience retail node with a strong critical mass and merchandise mix.
- Area has excellent vehicular access for ease of convenience shopping.
- Is the only area where larger format tenants are located, such as IGA, BC Liquor Store, Pharmasave and Rogers Video).
- Because of the lack of pedestrian flow between Village North and Marketplace along with the orientation of retail along Main Street, Marketplace feels separated from the Village.
- Low overhangs combined with grade elevation changes and deep setbacks create limited storefront visibility.

6.8.2 RECOMMENDATIONS

Desired Character/Store Types/Mix

- Appropriate location for larger format retail stores considered compatible and complementary to the existing retail merchandise mix of Marketplace and Whistler, as a whole.
- Less emphasis on creating interactive storefronts, but ensuring storefront verticality and individuality is highlighted and encouraged
- Mix should continue to focus on value oriented convenience and general retail to meet basic needs, services and quick service cafés, but integrate more ethnic and family fare into the food & beverage offering.
- Target market local residents and children and Visitors predominantly ages 19 and above

Product/Store/Merchandise Opportunities

- Convenience retail
- Support Local Independent Tenants
- Support National Branded Tenants
- Personal Services & Personal Care
- Basic Household Necessities
- Toys & Hobbies
- Home Electronics & Media
- Housewares (e.g. Kitchen Store)
- Casual Family Dining (including full service breakfast menus) and Cafés.

Streetscape (Storefront) Enhancement Opportunities

- Directional and Informational signage needs to be consistent with the overall Village theme and needs to show how marketplace is connected to the Village and not separate.
- Provide weather protected outdoor eating areas for take out foods such as at KFC or IGA.

Programming Considerations

- Programming at Marketplace should be used as a catalyst and starting point to direct visitors to the Market Square Stroll and Village North.
- Marketplace should become the beginning point of the retail experience at the North end.
- Car Wash fund raisers, book sales and sidewalk sales.
Zoning Directions & Business Regulations

- Though parking is free, time is limited to two hours. Work with parking management/owners at introducing a parking policy that allows some flexibility for long haul visitors or a one-time visitor warning for violations (e.g. give a warning citation along with a “free coffee” to be redeemed at one of the local coffee shops = Goodwill gesture by community and RMOW towards visitors).
- Any retail shop at grade level and considered compatible and complementary to the positioning of the Marketplace node and Whistler Village as a whole, cannot exceed 1,100 sq. m / 12,000 sq. ft. (this would require a grandfathering of the current IGA 2,510 sq. m / 27,000 sq. ft. space).
- Any food & beverage restaurant at grade level cannot exceed 465 sq. m / 5,000 sq. ft.
- Continue to support real estate and professional office in Marketplace buildings.
Sufficient weather protection makes convenience shopping easy, but does create visual barriers for customers. IGA’s storefront is unappealing and should provide covered outdoor seating for the larger volume of takeout food.

Vacancies detract from the streetscape experience and vacant spaces could be made to accommodate relocation of tenants more appropriate to the Marketplace positioning.

Better presence and user friendly way finding and store directory signage. The design of in prominent locations, such as at Marketplace, should be enhanced and better integrated with the envisioned character and retail experience.

Further variety of family-oriented F&B, in addition to the existing options, would be desirable in this area to add diversity and choice to the existing offering, which includes Creperie, Mexican and Beet Root and typical fast food chains such as KFC.

Tasteful signage enhances retailer visibility. This retail node has added convenience with the quantity and availability of parking.
7.0 UPPER VILLAGE

NODAL VISION STATEMENT

To harness the presence of world class, upscale hotel accommodations to create a high profile, boutique shopping district comprised of local and international luxury retail brands along with fine dining establishments.

The character of the area and the retail experience should be reminiscent of older European villages exuding warmth, comfort and a sense of exclusivity.

FIGURE 7.0 UPPER VILLAGE RETAIL BOUNDARIES
7.0.1 KEY FINDINGS

- Retail streetscape is inconsistent with the upscale feel of the adjacent hotel accommodations.
- Storefronts lack individuality and appear sterile and cold given their current stucco and metal facades.
- The base of Blackcomb Mountain is a highly visible gateway to the retail Village that has yet to be fully harnessed by way of non-retail plaza amenities, other than the Farmer’s Market and Family Activity Zone.
- Overall, this retail area is a relatively compact and walkable area, with minimal grade separation issues, which has significant potential for the creation of a strong concentration and critical mass of more upscale retail offering surrounded by compatible and complementary retail and food & beverage uses.
- Internal retail shopping areas detract from the opportunity to create a strong streetfront shopping experience, necessitating ways to better establish connections between internal and external spaces.
- The distinct separation between the Upper Village and Whistler Village suggests that the Upper Village area could become a more exclusive shopping area, which would be compatible with the upscale accommodation offerings in the area.
- There is no identifiable singular anchor for this node, however the collection of restaurants does effectively serve an anchor role and function.
- The existing retail mix of the Upper Village is largely weighted towards Food & Beverage, though the mix of Fine Dining to Casual Dining to Bar & Grill is strong.
- The mountain base serves as an important après ski, outdoor patio and activity area (e.g. Merlin’s).

7.0.2 RECOMMENDATIONS

Desired Character/Store Types/Mix

- Streetscape needs to reflect a warmer atmosphere as opposed to the cold colour palette currently applied throughout the streetscape.
- Target market comprised of baby boomers and couples aged 25 to 54 years, more affluent visitor profile.
- More articulated and “vintage” style storefronts, more reminiscent of a European Village.

Product/Store/Merchandise Opportunities

- Upscale National Branded Tenants
- Jewelry and Accessories
- Streetfront Day Spas
- Health, Beauty & Wellness
- Local Independent Specialty Retail & Giftware
- Upscale ski & board demo rentals/sales
- Mountain base fine dining
- Café Bistros and Casual Sit Down Dining
Streetscape (Storefront) Enhancement Opportunities

- Improve and enhance the colour palette of the Upper Village to reflect more earth tones and brighter colours to make the streetscape look more alive and vibrant. This would include promoting the introduction of high quality awnings and canopies.
- Promote more storefront individuality and freedom for merchandise expression. To achieve this, it is recommended to consider enhancing the building facades (the first 18 vertical ft floor to ceiling are the most impressionable and visible to pedestrians).
- Create a cobblestone paving character along the pedestrian artery.
- Allow tenants to use bulkhead spaces (i.e. overhang space above storefront) for enhanced storefront signage.
- Integrate new lighting amenities, such as old style light fixtures that evoke an old European streetscape.
- New streetscape design should be consistent throughout (i.e. storefronts, signage, light fixtures, street paving).
- Add public art display and sculptures along the pedestrian stroll.

Programming Considerations

- Art Shows, Classical Music Festival using the base as an amphitheatre.
- Open the street occasionally for exotic sports car shows and classic collector series or special valet events.

Zoning Directions & Business Regulations

- Allow some outdoor displays of merchandise either in glass kiosks that fit within a set of newly prescribed guidelines and criteria
- Any retail shop at grade level and considered complementary and compatible with the positioning of Upper Village cannot exceed 185 sq. m. / 2,000 sq. ft.
- Any food & beverage restaurant at grade level cannot exceed 230 sq. m. / 2,500 sq. ft.
FIGURE 7.1 UPPER VILLAGE RETAIL IMAGERY

Streetscape is wide, while building treatments are too consistent, obscuring optimal retail sightlines.

Width of streetscape is too wide and could use more “activation” through promenade landscaping.

Retail storefronts have potential to be more individualized rather than sterile, bland and grey. Awnings could be added to enhance the colour and boutique character.

Deep plaza level frontages have good weather protection but need clear signage to increase exposure and visibility.

Mountain base food & beverage options with plenty of outdoor seating space fosters the allure to ‘see and be seen’.
8.0 WHISTLER CREEK

NODAL VISION STATEMENT

To highlight and emphasize the gateway location to Whistler’s retail community and focus on creating a more concentrated retail node comprised of local conveniences, specialty retail, sporting goods and casual restaurants particularly on the east side of Franz’s Trail.

In the long Term, but recognizing the importance of the 2010 Winter Olympic Games, Lake Placid Road should focus on evolving to become a streetfront district comprised of mixed-use boutique office and potentially streetfront retail with residential above formats.

The character of the entire area and the retail experience should become more pedestrian friendly and seamlessly connected (i.e. Nita Lake Lodge to World Cup Plaza), while older areas (e.g. Gateway Building) should be prioritized as redevelopment opportunities that could help to create a more concentrated retail node.

FIGURE 8.0 WHISTLER CREEK RETAIL BOUNDARIES
8.0.1 KEY FINDINGS

- Currently has the highest vacancy (other than Function Junction).
- Area has a good mix of convenient necessities, but overall the area is small and lacks a cohesive critical mix. In essence, the area is trying too hard to be a larger, more diverse node than it actually is or should be.
- The broad mix is comprised of predominantly leisure-oriented retail located at the mountain base surrounding the World Cup Plaza (e.g. Dusty’s Saloon).
- The Gateway Building area (including Boston Pizza) is old, unappealing and is becoming more obsolete/dated as a retail space. This could be a catalyst for Boston Pizza relocating elsewhere in Whistler.
- Whistler Creek is the “Gateway” to Whistler, and should be promoted as such.
- Currently, the retail mix at Whistler Creek suggests the area requires more purposeful visits rather than impulse and strolling shopping as found in the Village. Within the existing retail is an absence of a pharmacy that could serve the needs of the local residents and visitors.
- Difficulty of area is in the fractured nature of the sub districts, such as World Cup Plaza, Whistler Creekside Marketplace, Boston Pizza and Nita Lake Lodge combined with grade and elevation changes.
- Area is very fragmented, with too many pedestrian barriers and limited access for cross-traffic.

8.0.2 RECOMMENDATIONS

Desired Character/Store Types/Mix

- More value-oriented price points.
- Target market Visitors and Residents, broad age group from children to adults.
- Lake Placid Road – mixed-use professional and personal services and offices, with residential above (allow for increased residential density for resident restricted housing).
- Target primarily to serve accommodation and residences in Creekside area.

Product/Store/Merchandise Opportunities

- Predominantly local businesses, with some potential branded food & beverage operators
- Casual Restaurants
- Personal and Professional services
- Conveniences (i.e. Grocery and Liquor)
- Pharmacy
- Grab & Go and Coffee House
- Sporting Goods & Outdoor Apparel

Streetscape (Storefront) Enhancement Opportunities

- Consider major features such as a ceremonial gateway arch feature over Highway 99, which could also serve as a pedestrian overpass, recognizing the future development along Lake Placid Road and proximity of the Whistler Mountaineer Rail Station.
- Redevelopment or major revitalization of the Gateway Building (Boston Pizza plaza) to be more consistent with the design at Franz’s Trail marketplace or Creekside.
- Redevelopment potential for high visibility building at the SW corner of Highway 99 and Lake Placid Road, to create an arrival statement.
Programming Considerations

- Reinforce and promote World Cup Plaza as a location for events and activities.
- Live concerts and fireworks displays.
- Create a Fire Pit at World Cup Plaza with outdoor F&B kiosks, giving first right of refusal to existing businesses so that any issues of competitiveness are minimized.

Zoning Directions & Business Regulations

- Potential removal/redevelopment of obsolete/dated retail space (e.g. Boston Pizza), only allowing for reconfiguration of space or relocation of existing stores.
- Potential opportunity to phase in additional retail along Lake Placid Road over the longer term and only after such time that Whistler Village's retail performance (i.e. vacancies and sales) has recovered and stabilized.
- Any retail shop at grade level cannot exceed 370 sq. m. / 4,000 sq. ft. (grandfathering any existing tenant whose size exceeds this provision).
- Any food & beverage restaurant at grade level cannot exceed 280 sq. m. / 3,000 sq. ft.
FIGURE 8.1 WHISTLER CREEK RETAIL IMAGERY

Limited exposure and frontage visibility necessitates a strategy to draw people or be merchandised with tenants who are not reliant on pedestrian traffic.

Retail in Creekside is too fragmented and dispersed among nodes north and south of Hwy 99 and along Lake Placid Rd.

Good store front visibility, with opportunities to animate the streetscape and entice customers through effective merchandise displays.

A dynamic, albeit very narrow streetscape, with weather protection, lighting and attention to landscaping creates an intimate experience.

Outdoor seating and amenities are creatively applied to the streetscape and can add to the comfort and variety of experiences encountered.
9.0 WHISTLER NORTH – NESTERS & ALPINE MEADOWS

NODAL VISION STATEMENT
To further solidify the strong local destination appeal to full-time and seasonal residents for conveniences and casual food & beverage.

The character of the area and the retail experience should permeate a mini-village/chalet style feeling complemented by the permitted use of sidewalks and parking spaces for programmed local community events.

FIGURE 9.0 WHISTLER NORTH – NESTERS & ALPINE MEADOWS RETAIL BOUNDARIES
9.0.1 KEY FINDINGS

- Most frequented by full-time and seasonal residents as well as longer term visitors.
- Retail merchandise mix of the various nodes reflects a good balance between convenience goods and casual food & beverage.
- The retail size of the nodes (Nesters & Alpine Meadows) allows for a good critical mass of local retail that exhibits strong performance characteristics such as zero vacancy and healthy retail sales, given the largely convenience orientation.

9.0.2 RECOMMENDATIONS

**Desired Character/Store Types/Mix**

- Local “chalet” style retail stores with strong neighbourhood vehicle connectivity.
- Target market local full-time and part-time residents.

**Product/Store/Merchandise Opportunities**

- Convenience Goods & Services
- Café & Bakery
- Family Breakfast Restaurant
- Casual Food & Beverage
- Personal Services
- Sporting Goods & Rentals
- Local Sports Bar & Pub

**Streetscape (Storefront) Enhancement Opportunities**

- Ensure a consistent high quality design standard for buildings to create “mini-villages” with curb appeal.

**Programming Considerations**

- Support sidewalk sales, tent sales and local community events on-site.

**Zoning Directions & Business Regulations**

- Any retail shop cannot exceed 185 sq. m. / 2,000 sq. ft., with the exception of a Grocery/Market tenant which cannot exceed 560 sq. m. / 6,000 sq. ft. (requires grandfathering of Nesters)
- Any food & beverage restaurant at grade level cannot exceed 230 sq. m. / 2,500 sq. ft.
10.0 FUNCTION JUNCTION

NODAL VISION STATEMENT

To continue as the local service commercial, office, light industrial and warehouse node (i.e. Back-of-House) for the Whistler Community.

Function Junction should ensure it does not become a traditional “retail” node and is therefore not considered a favourable location for large format retail tenants or smaller retail tenants other than those deemed compatible with the light industrial, warehouse and office functions in the area (e.g. home or office furniture items and home appliances).

FIGURE 10.0 FUNCTION JUNCTION RETAIL BOUNDARIES & IMAGERY
10.0.1 KEY FINDINGS

- In large part because of new recent developments, the retail vacancy in Function Junction is the highest in Whistler.
- Current total retail/flex space inventory, which is estimated at approximately 100,750 sq. ft., accounts for 22% of the total commercial/light industrial space allocated in Function Junction.
- Some small retail has moved into Function Junction as a result of escalating rents and costs in Whistler Village, but the retail in Function Junction is not concentrated in any one particular area. Retail is mainly home furnishings.
- Vehicle-friendly node with ample opportunities for storefront parking.
- Located opposite the future Athletes Village neighbourhood.

10.0.2 RECOMMENDATIONS

**Desired Character/Store Types/Mix**
- Light Industrial and Services node.
- Warehouse and Office uses.
- Target market local full-time & seasonal residents.

**Product/Store/Merchandise Opportunities**
- Home Improvement & Gardening
- Hardware & Home Décor/Design Studios
- Quick Service Fast Food & Cafés
- Personal & Professional Services
- Repair Centres
- Bottle Depot
- Pet Supplies
- Automotive Parts & Repairs
- Back-of-House office and service office uses

**Streetscape (Storefront) Enhancement Opportunities**
- Allow for unique signage standards that depart from elsewhere in Whistler that could include banners etc.
- Maintain accessible parking.

**Programming Considerations**
- Improve directional and arrival signage pylon (high quality design) along Highway 99 to identify some major office, service and retail functions in the area.

**Zoning Directions & Business Regulations**
- Maintain tight controls with respect to original zoning and land use policy intention for light industrial, service commercial, warehouse and office uses, with compatible and complementary retail functions only.
- Do not support large format retail other than home improvement as this would detract from retail opportunities more compatible and appropriately located in Whistler Village.
- Any food & beverage restaurant at grade level cannot exceed 375 sq. m / 4,000 sq. ft.
- Create and delineate a core concentration retail zone in Function Junction. Excluding Home Improvement Warehouse, the retail/food & beverage space should represent a total retail inventory in the magnitude 50,000 sq. ft. (i.e. approximately half of current total).