

Community Priorities	Enriching Community Life				Enhancing the Resort Experience		Protecting the Environment		Ensuring Economic Viability		Partnering for Success			
EPI Goal	<i>A prosperous resort economy that continues to support a healthy, sustainable resort community; and remains consistent with our unique mountain culture</i>													
EPI Focus Areas	Our Place				Our People		Our Guests			Our Partners				
Focus Area Vision	Whistler is a vibrant and authentic year-round mountain resort that remains dynamic and successful in a competitive landscape. With its foundation steeped in our snowy winter, the core resort asset is premised on awe-inspiring mountains, lakes and forests, and world-class outdoor recreation. Leadership is exhibited in environmental responsibility, sustainable infrastructure and facilities, as well as in the products, events, and cultural offerings that showcase our authentic mountain culture.				Whistler’s high quality of life attracts people who not only share a passion for the mountains, and have a sense of adventure , but also take a great deal of pride in living, working, learning and playing in a genuine and inclusive community. Innovative, talented, and committed community members contribute thriving entrepreneurial spirit and consistently deliver first-class guest service experiences . Our community delivers progressive housing policy at all levels of affordability designed to successfully sustain a real community inside a resort destination.		Guests come to Whistler to experience and celebrate Whistler’s unique mountain culture, outdoor adventure, and world-class attractions and hospitality. Creative, strategic marketing initiatives, premised on customer research , effectively target visitors from a range of geographic and demographic markets as well as interest segments , supporting, expanding and diversifying resort visitation throughout the year.			We build leadership through strategic partnerships with community, regional and senior government stakeholders. Partnerships optimize alignment by identifying shared interests and creating synergies to strengthen Whistler’s competitive advantage , and realize the full potential of the Whistler offer.				
Key Strategies 2018-2020	1. Energize and re-invest in core resort products and operations	2. Retain authenticity and protect Whistler’s sense of place	3. Address transportation challenges	4. Promote development of weather independent attractions	5. Protect and enhance access to affordable living	6. Attract and retain a strong workforce community	7. Ensure diversity of new and existing destination markets	8. Focus on retaining important regional markets	9. Enhance experience management	10. Continue to collaboratively identify and advance resort & regional priorities	11. Ensure long term security of key funding sources			
Recommended Actions	1.1 Continue cultural connector projects (RMOW)	2.1 Engage with the community to confirm vision and values for future community planning policies - incl OCP update (RMOW)	3.1 Work with the province and Transportation Advisory Group to improve infrastructure and safety on Highway 99 & implement regional transit (RMOW)	4.1 Support opportunities for weather-independent attractions (EPI)	5.1 Implement Mayor's Task Force on Resident Housing initiatives as a key priority (RMOW)	6.1 Enhance support services for local businesses to build increased resiliency as per Retail Mix study recommendations (WC)	7.1 Appropriately invest in emerging travel markets to expand reach and grow visitation (TW)	8.1 Expand cross season marketing efforts (TW)	9.1 Advance appropriate resort-wide IT and communication infrastructure (Wi-Fi) (RMOW/TW)	10.1 Advance discussion with First Nations partners on shared priorities (RMOW)	11.1 Implement the additional 1% MRDT (RMOW, TW,HAW)			
	1.2 Encourage enhanced vitality and promote investment and reinvestment throughout village areas including Whistler Village, Upper Village and Creekside (RMOW)	2.2 Create digital access to Olympic legacy (RMOW/Arts Whistler)		4.2 Continue to invest in the Conference Centre to ensure it remains an iconic venue with appropriate amenities (TW/RMOW)	5.2 Review and promote living wage to improve affordability for the community (RMOW)	6.2 Leverage the recruitment and retention strategy, to address the labour shortage challenge by identifying skills gaps in collaboration with employers (WC)	7.2 Match place branding research with psychographic segments visiting Whistler today, and incorporate motivations and messaging into target marketing (TW)	8.2 Create multi-day itineraries to inspire new reasons to visit and lengthen stay durations (TW)	9.2 Identify gap and work with the business community to create new themes and experiences that will encourage guests to stay longer, to visit midweek and to visit during shoulder season months (TW)	10.2 Participate in Regional Growth Strategy with corridor partners (RMOW)	11.2 Explore funding options for future planning cycles and opportunities for use of provincial data (RMOW)			
	1.3 Develop a new parks masterplan to address the need for broader usage and infrastructure re-investment (RMOW)	2.3 Develop a micro-business strategy to encourage creative and authentic retail experiences (WC)	3.2 Work to improve shuttle ridership by guests, and work with YVR to improve access for all Whistler Transportation providers (TW)		5.3 Explore increased community support for working families including daycare and social services(RMOW)	6.3 Continue evolution of customer service training and drive wider participation with small businesses (WC)	7.3 Invest in marketing technology to further the collection and analysis of customer data to increase insights and personalizing messaging (TW)	8.3 Create coordinated offers and loyalty program to drive need periods (TW)	9.3 Identify opportunities and implement actions to enhance guest respect for our natural environment and mountain culture (RMOW/TW)	10.3 Advance local involvement in Destination BC's destination development initiative (RMOW/TW)				
	1.4 Pursue retail mix recommendations for business support and Village Stroll rezoning (WC/RMOW)	2.4 Support the growth and expansion of programs and experiences that celebrate local mountain culture (in particular for shoulder / mid-week periods (RMOW/TW)	3.3 Continue regional discussions regarding provision of air services in the longer term (RMOW/TW)			6.4 Foster and develop next generation leaders in Whistler (WC/All)								
	1.5 Pursue spot zoning in key village locations to maintain vitality (RMOW)	2.5 Support aboriginal cultural tourism experiences with neighbouring First Nations (RMOW)												
	1.6 Invest in wildfire initiatives to protect Whistler’s natural and built environment (RMOW)	2.6 Support and expand youth winter sports tourism (WB/WSL)												
		2.7 Review sports tourism assets to target viable sports association training and events (RMOW/WSL)												
Selected Measures of Success	• Total commercial spending in resort • Economic growth (sales) by commercial sector • Visitor satisfaction ratings • Resort reinvestment levels				• % living locally and affordably • # restricted rental homes • Living wage assessment vs median wages • Delivery against target of 1,000 new resident restricted beds		• Mix of locally owned & operated businesses • Unemployment rates • Employee turn-over and/or retention levels • #FTE's completed service training • Mix of FTE and PT workforce			• Satisfaction levels of target guests • Occupancy rate, ADR, REVpar by season • Average Length of Stay • Spend per guest • WCC utilization • Emerging markets visit growth			• Extent of security & control over funding sources • Collaborative solutions to key corridor issues	