

# WHISTLER MASTER WAYFINDING AND ARRIVAL EXPERIENCE STRATEGY

December 3, 2014

Prepared by: MERJE Environments & Experiences Brent Harley & Associates Inc. Resort Municipality of Whistler whistler.ca

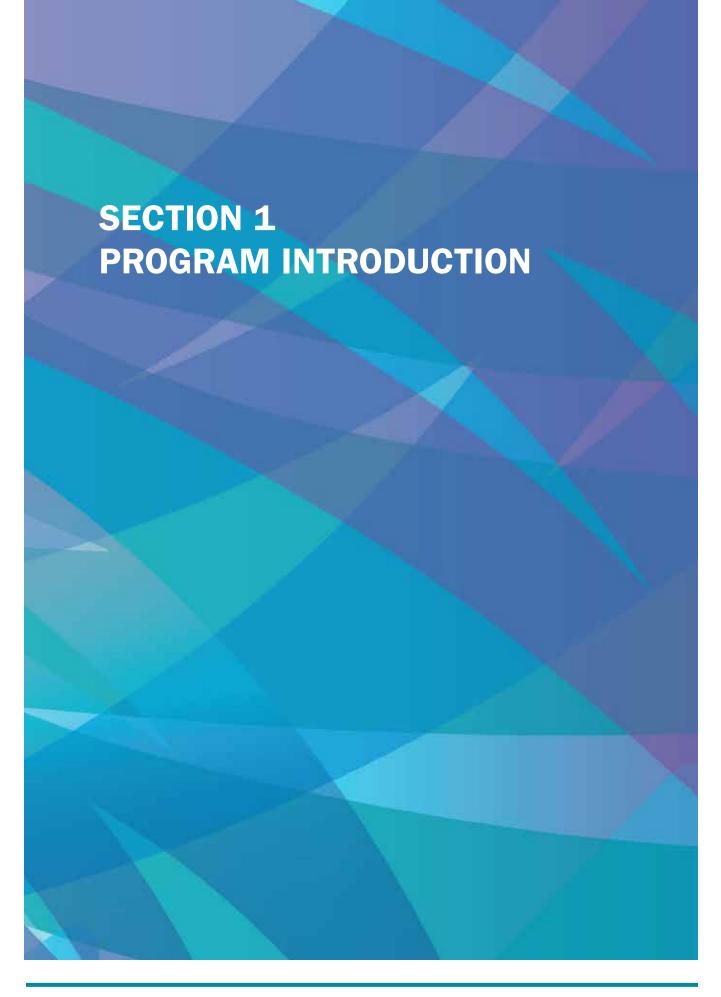
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December 3, 2014 Produced by MERJE Environments & Experiences 120 N. Church Street, Suite 208 West Chester, PA 19380 USA

Tel: 484-266-0648 | email: jbosio@merjedesign.com www.merjedesign.com

Brent Harley & Associates Inc. 1005 Alpha Lake Rd. Whistler, BC VON 1B1, Canada Tel: +1 604-932-7002 www.brentharley.com This page is intentionally blank.



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# INTRODUCTION

As one of the top visitor destinations in Canada and ranked among the best ski resorts in the world, the visitor experience is a high priority for the Resort Municipality of Whistler (RMOW). Helping a visitor find their way is an important part of their experience and contributes positively to their time spent in the Whistler. A unique and functional wayfinding system should market Whistler's assets, present a friendly image and communicate that the RMOW is efficient, organized and caring while still promoting the sense of discovery that is one of the foundations of the Whistler experience.

This report provides a wayfinding assessment of the Whistler "arrival experience" and the community's current wayfinding infrastructure and associated attributes. The Strategy includes a set of strategic recommendations (ranked in order of priority) designed to cost-effectively improve the clarity, ease and overall satisfaction with the visitors' sense of arrival to the resort, and to support their ability to easily navigate and access the key amenities that the community has to offer.

The recommendations seek to improve the visitors' ability to easily orient themselves within the community, while quickly finding their way to key destinations, whether it is their accommodation provider, public parking facility, specific areas of Whistler, or key recreational amenities.

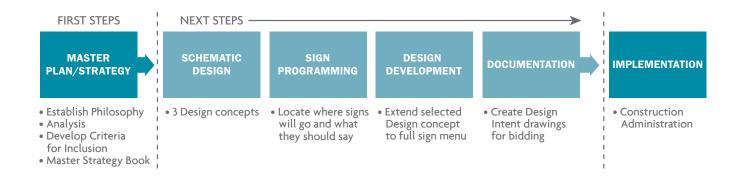
The intent of the project is to enhance and improve the Whistler guest experience and support ongoing business success throughout the community. The municipality's aim through this project is to ensure that the provision of information (both digital and through physical infrastructure and signage) effectively and efficiently supports the needs of arriving visitors, improves functionality of wayfinding infrastructure for all users, and contributes to the overall enjoyment of the resort.



# PLANNING AND DESIGN PROCESS

The RMOW understands that communicating a consistent identity and wayfinding message across a variety of design elements and technologies is a key factor in reaching Whistler's cultural, economic and marketing goals.

The Planning and Design process will utilize a six-step approach for the planning, design and implementation of the project. This design process provides a basic structure for advancing through the project and provides opportunities to address individual project issues that are unique to Whistler.







# **DEFINITIONS**

**Master Plan definitions** 

# **COGNITIVE MAP (MENTAL MAP):**

A type of mental processing that allows an individual to create a memorable image in their mind, and assists them in understanding their spatial environment (layout) and location within a given space.

#### **COMMERCIAL DISTRICTS:**

A specific area, section or neighbourhood of a municipality distinguished by its character, culture, cluster of use, historical reference or formal designation.

#### **EDGES:**

The perceived boundaries that create a physical space such as walls, buildings, and shorelines.

## **ENVIRONMENT CUES:**

As an individual travels through an environment there are physical cues that help inform decisions to move in one direction or another.

# **EXPERIENCE TECHNOLOGY:**

Upon arrival these are touch points to engage the visitor. By presenting a variety of devices and interactive opportunities, the user can receive and explore information.

# **GATEWAY:**

These are points of arrival into Whistler. Elements identifying this transition can be vehicular, pedestrian, bicycle or transit oriented and can include signage, banners, landscaping, public art, lighting or streetscape elements.

#### **INFORMATION HIERARCHY:**

The sequence and scale of information a user receives as they travel to their destination.

#### LANDMARKS:

A readily identifiable physical or graphic element that creates a point of reference and helps a user determine their location within an interior space or exterior environment.

#### **MENU OF SIGNS:**

A series of different sign types that make up a signage system.

## **NODES:**

A focal point along a path at which a decision needs to be made. Nodes are often marked by architectural cues or graphic information to assist with the decision making process.

#### PATHS:

The route between points A and B of a person's journey. In reference to a Village, a path could follow sidewalks, trails, and other channels in which people travel.

# **POI (POINT OF INTEREST):**

An attraction, destination, or amenity that would be of relevance to a visitor.

## PRE-ARRIVAL TECHNOLOGY:

Tools a person uses to investigate information prior to beginning their journey. It is the first opportunity to present the system's identity and encourage exploration.

#### SIGNAGE:

Signage is the most visible element of a wayfinding system. All levels of signage must be considered to create a seamless journey.

#### STAKEHOLDER GROUP:

This group is made up of representatives from the following three categories:

#### **Destinations:**

Comprised of representatives from destinations and attractions included in the system. Examples include; Olympic Plaza, Public Library, Visitors Centre, Whistler Museum, etc.

# **Approving Agencies:**

A Department, Commission or governmental entity that will have to provide a certain level of approval to the project. Examples Include: MOTI Right-of-Way (ROW), municipal engineers, Council or Committees.

#### **Interested parties:**

Includes representatives of groups or individuals who can offer valuable information or insight into specific issues associated with the project. Examples include local business groups, neighbourhood groups, advocates for accessibility, bicycles or the environment, and Hotel Associations, etc.

#### STEERING COMMITTEE:

The Steering Committee helps guide the development process, assists with administrative strategies, outlines primary issues, informs design and wayfinding decisions, and assists with formal approvals. The committee includes key municipal staff, such as representatives from the Resort Experience division, the Planning Department,

and the Infrastructure Services Department, in addition to representatives from Tourism Whistler, the Chamber of Commerce and Whistler Blackcomb.

#### **SUPPORT MATERIALS:**

A series of visual, physical and verbal tools, which support a wayfinding system. These communicate a single voice and identity for the system.

## **TOUCH POINTS:**

The interface between the user and the wayfinding information being communicated. These opportunities can present information to the user before, during or after their journey. The tools used to communicate the information at each touchpoint may include, human interaction, technology, signage, printed materials architecture or environmental cues.

#### **VISITOR:**

Any person travelling to a place other than that of his or her usual environment for less than 12 months, and whose main purpose of trip is other than the exercise of an activity remunerated from within the place visited. A visitor can be local, regional, national, or international (OECD Statistical Definition).

#### **WAYFINDING:**

The process of finding your way from point A to point B.

# **WAYFINDING MASTER PLAN:**

A written and illustrative report that identifies wayfinding issues of a particular community, campus or building, and provides recommendations and a plan for implementation.

# **WAYFINDING PRIORITIES:**

The level of importance of an individual wayfinding tool, based on its necessity, impact, cost and/or complexity.

# **WAYFINDING SYSTEM:**

A series of strategically placed physical, graphic and technological wayfinding tools that work in unison to help guide users.

#### **WAYFINDING TOOLS:**

The various individual physical, environmental and technological elements people use to help find their way.

#### WHISTLER:

The official, physical boundaries of the Resort Municipality of Whistler (RMOW).

# **ECONOMIC RETURN ON INVESTMENT**

Wayfinding systems provide the key component to unlocking a community's "Tourism Toolbox". Like a friendly face at a Visitors Centre, a well-designed website or a professional brochure, a successful wayfinding system enhances the visitor's experience, encourages overnight stays, increases repeat visitation, and promotes positive word of mouth.

While wayfinding alone cannot be measured as a single source of increased visitor expenditures, it can certainly be identified as a component of an overall customer service philosophy that helps to attract visitors to a municipality, not just once, but over and over again.

# Supporting the Whistler Tourism Industry

Data provided by the Tourism Whistler and the RMOW illustrates the value and important role that tourism plays in Whistler's economy. An estimated 34% of visitors were first-time visitors to Whistler in 2012 and 2013, representing a core target audience of more than 800,000 visitors per year for this wayfinding project. The data provided can be interpreted in a variety of ways, but the primary outcome that wayfinding looks to influence is overnight stays. Promoting the depth of destinations and providing an accessible and pleasant experience can encourage additional overnight stays. Each additional stay can be multiplied by the average amount a visitor invests in the municipality in one day to provide indication of additional revenue returned to the municipality. The "personal experience" a visitor has in Whistler impacts future visits by them and by others. This translates to not only their own repeat visits, but highly influences their desire to promote Whistler to friends and relatives, which is one of the most influencial factors in vacation decisions.

Through visitor surveys, the issue of better and clearer signage has often ranked high on the list of elements that can be improved around the municipality.

# Benefits to Individual Businesses

Every community has little jewels. Wayfinding systems help us discover these special places and encourage visitors to explore further, learning more about the details that make a community exciting. It is this process of discovery and the ease in access that creates a memorable experience and positive lasting impression.

It is common for smaller destinations to see the greatest benefit of a wayfinding system. Larger attractions, such as ski resorts and major art museums, will always have significant visitation based on advertising campaigns, promotional materials and the types of events or exhibitions they present while still supporting the larger attractions. It is often the smaller destinations such as boutique shopping districts, museums, and local restaurants that rely on the wayfinding system to help promote their presence.

The wayfinding system can also help businesses cross-market each other, either formally or informally. This can be done by directing from one place to another along a specific path or by communicating similar attractions, retail stores, dining establishments or amenities nearby. This leads to an increase in visitation to related amenities, which in turn becomes additional revenue for the attractions and surrounding businesses.

# **Expanding the Experience**

Providing people with a variety of transportation options and making those methods accessible can present a friendlier image, encourage longer stays in a particular area and allow for deeper exploration of the municipality. Improving the quality of a pedestrian-friendly environment can lead to increased time spent shopping, encourage people to patronize local restaurants and promote additional attractions that are close by.

In Whistler a simple five-minute walk can lead to a new neighbourhood, park or cluster of stores. Moreover, by promoting trails, paths and bicycle transportation, discovery can be expanded beyond Whistler Village to the Upper Village, Function Junction or Creekside. Utilization of convenient public transportation widens the visitor's radius of travel even further.

Whistler's Annual Gross Domestic Product.

million

Tax revenue produced daily by economic activity in Whistler.

..17 22.5%

Whistler's contribution to the entire annual tourism export revenue of British Columbia.

Average daily expenditure per destination visitor.

Average daily expenditure per regional visitor.

million

Average annual visitors to Whistler.

Average age of 2013 regional visitor.

of visitors were first time visitors to Whistler in 2012 and 2013.

Average daily population of Whistler that is a visitor.

of all visitors are destination visitors. 35% are regional.

of all visitor spending happens in winter.

Number of people employeed in Whistler.

(Source: Economic Partnership Initiative – Summary of Key Finding Report Prepared by The Resort Municipality of Whistler | October 2013)



# PHILOSOPHY AND OBJECTIVES

The approach to this project is holistic and will include physical, digital and printed wayfinding tools, as well as human behaviour factors. The plan considers creative solutions coupled with the realities of fiscal limitations, functional implementation and long-term maintenance.

# **Objectives**

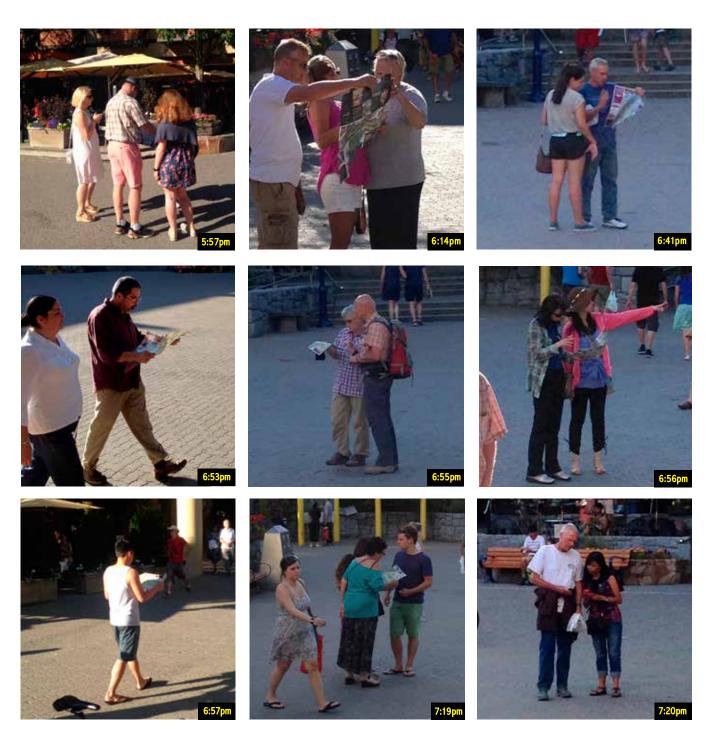
- 1) Assist visitors to easily navigate the local road network to reach their destination (primarily parking and accommodations)
- 2) Upgrade the pedestrian wayfinding experience, specifically in and around Whistler Village
- 3) Reinforce a sense of place through creative wayfinding tools and consistent RMOW branding and identity
- 4) Coordinate with current RMOW planning projects, future initiatives and the British Columbia Ministry of Transportation and Infrastructure (MOTI) to create a seamless wayfinding journey
- 5) Build consensus through stakeholder engagement
- 6) Consider all modes of travel, e.g. vehicular, pedestrian, bike, public transit
- 7) Understand the needs of international travellers
- 8) Develop a criteria for destination inclusion
- 9) Outline recommendations, priorities and a strategy for implementation
- 10) Provide guidelines for design and planning phases, as well as sustainability, management and maintenance

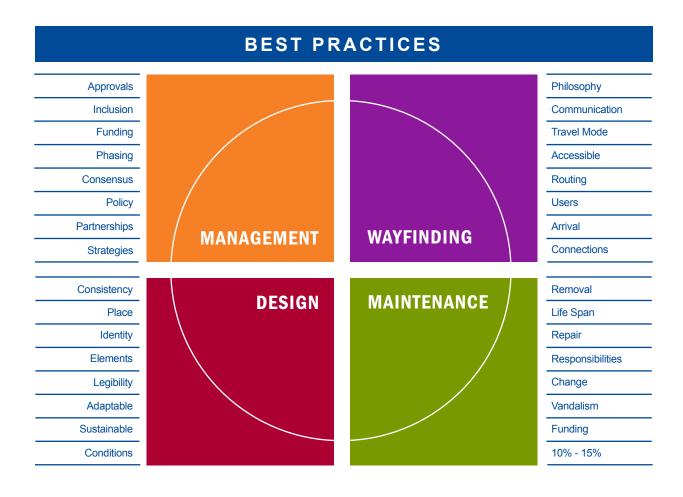
The focus of the following study looks at the first 48 hours of the visitor experience and the difficulties of understanding Whistler as a first-time visitor.

# Case Study: Visitor Observations in Village Square

As an example of the need for improved wayfinding the design team conducted research and carefully observed visitors in Whistler Village. In Village Square, the team settled into a single location for approximately one hour and 20 minutes. In this short period of time they witnessed more than nine different groups wandering, often disoriented and at times frustrated. This was simply one day, one hour at one location in Whistler Village.

The most commonly used tool was a printed orientation map. Spinning the map and rotating themselves in place were the most common behaviors in trying to gain orientation. Often, the disoriented person was part of a pair or group of people. Even working together, they could not easily determine the best way to reach their destination.





# **BEST PRACTICES**

Developing an urban wayfinding system requires four core strategies; Management, Wayfinding, Design and Maintenance. Each of these elements play a role in the creation of a comprehensive system.

# Management

- · Involve approving agencies, committees and stakeholders from the beginning.
- Establish clear guidelines for destination inclusion.
- Prepare a Phasing Plan (Funding may come from a variety of sources).
- Build consensus through public meetings and outreach.
- Prepare municipal policies and procedures related to the wayfinding system.
- Take advantage of stakeholder partnerships.

# Wayfinding

- Develop an overall wayfinding philosophy and reinforce it through various elements.
- · Identify all forms of wayfinding communication, not just signs.
- · Consider all modes of travel.
- · Strive for an accessible and inclusive system.
- Design for a first-time visitor, while keeping in mind the needs of frequent visitors.
- Realize the best route may not be the shortest or the quickest.
- Identify all points of arrival (auto, pedestrian, public transit, etc.).
- Direct, identify and inform visitors about parking.
- · Incorporate technology.
- Establish "connections" between destinations and travel modes.

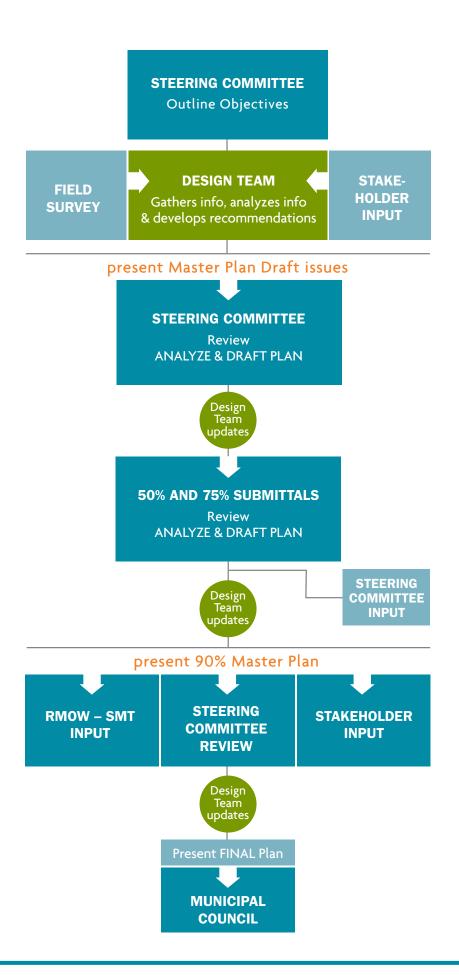
# Design

- Build TRUST in the wayfinding system through consistency.
- Create a design that shall be of its place.
- Gateways should consider public art, landscaping and lighting.
- Keep messages simple, clear and short.
- Design a single over-riding theme that can be adapted to a variety of neighbourhood aesthetics.
- Strive for a sustainable system.
- Understand the different physical conditions presented.

#### Maintenance

- Remove conflicting existing wayfinding signage prior to implementation of new system.
- Realize signage life-span (when maintained) is 15 20 years (individual parts will vary).
- Realize that maintenance is a long-term issue solve it now, not later.
- Establish internal staff responsibilities, roles and protocols for maintenance.
- Allow for flexibility, expansion and change.
- · Create signs with vandal resistant hardware and coatings.
- · Identify a source for annual maintenance costs.
- Budget 10% 15% of the construction cost for annual maintenance of the system.





# **EXISTING WAYFINDING EFFORTS**

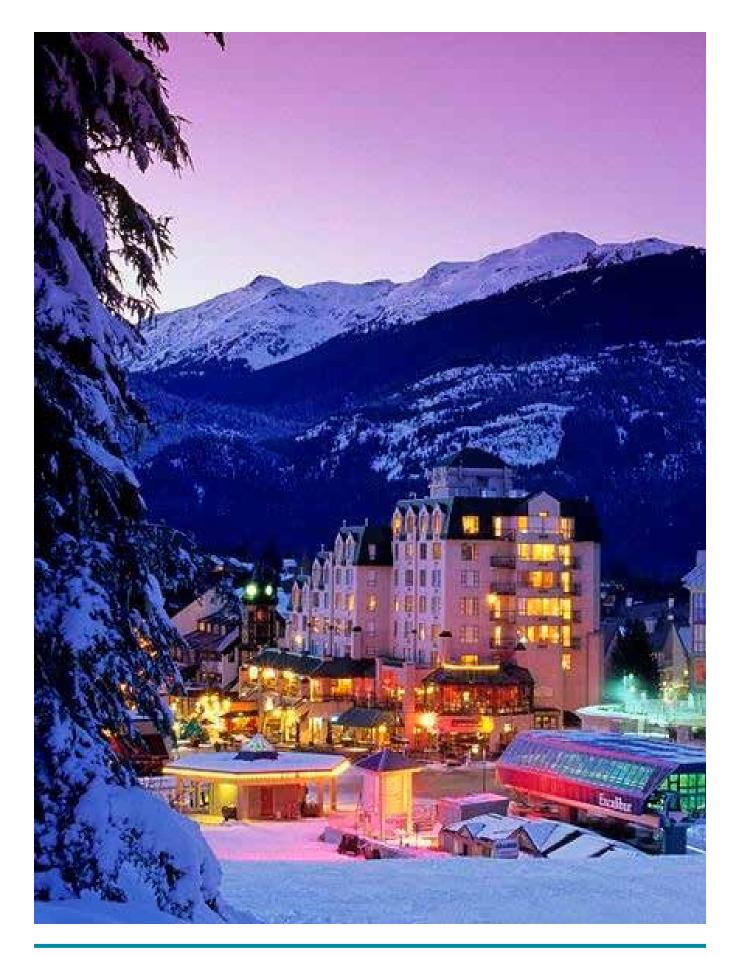
The Whistler Master Wayfinding and Arrival Experience Strategy is one of four inter-related RMOW visitor experience projects.

The Whistler Wayfinding Strategy is a project that establishes an over-arching wayfinding approach and sets guidelines for key wayfinding components. While some design criteria shall be established, the effort is focused on philosophy and strategy of the program. The wayfinding effort and the principles established will primarily interact with the three other projects. Primary related issues include terminology, portal locations and design intent (aesthetics).

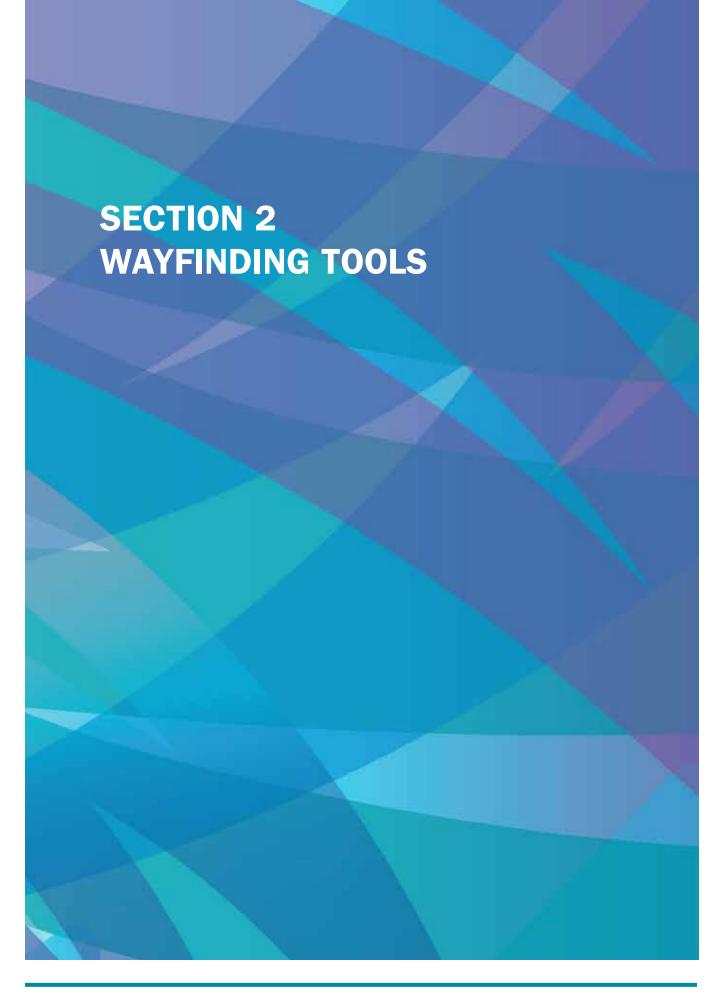
The Gateways and Portals Project will be a fully implemented project and is equally represented in both design and planning approaches. The design teams for the two projects have worked closely together to coordinate their efforts to create an organized and seamless result, regardless of individual timing of each project. This project will be implemented first, but will be consistent with principles of the Whistler Wayfinding Strategy.

The Cultural Connector and Gateway Loop are each in full design mode and each has been informed by many of the principles established in this document.





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Wayfinding systems can reinforce a sense of place and promote the resort community as an environment that is easy to navigate.

# **WAYFINDING TOOLS**

The Whistler Wayfinding System will provide first-time and frequent visitors with clear and consistent information. Elements will reflect the resort community culture and attitude as an active, energetic and exciting place to be. The Whistler Master Wayfinding and Arrival Experience Strategy considers a variety of wayfinding tools (landscaping, lighting, street furniture, landmarks, gateway elements, signage, mapping, banners and public art), as well as related issues such as sustainability, climate, and integration of technology.

This section includes an overview of relevant wayfinding tools and insights and principles that are integrated into the recommended strategies included in Section 4.

Examples of wayfinding tools



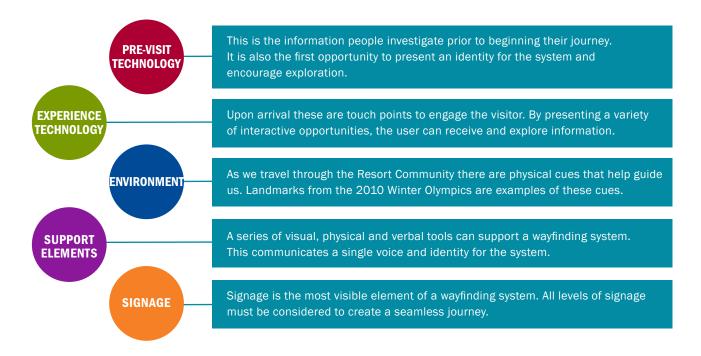




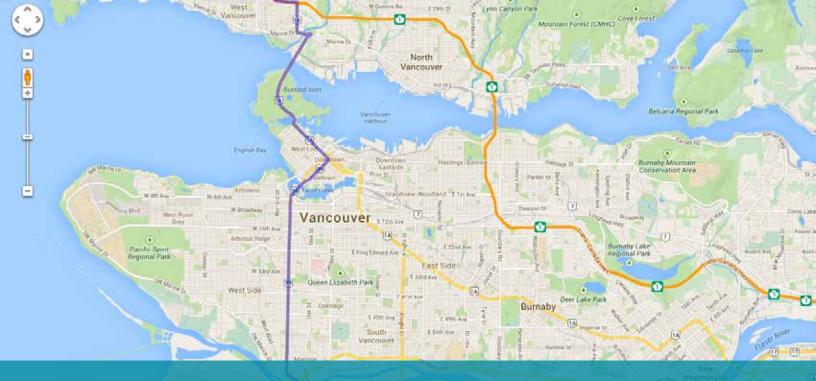




The wayfinding experience starts before visitors leaves their homes, and needs to be consistent throughout their stay in the resort community.







Google Maps route to a Whistler hotel from the International Airport outside Vancouver.

# PRE-VISIT TECHNOLOGY

Google Maps • Tourism Websites • GPS Navigation

In addition to traditional printed promotions, brochures and advertisements, there are a variety of technology tools that help visitors plan a trip. Each of these elements should be seamlessly tied together through the use of consistent information and graphic language.

# **Wayfinding Website and Interactive Map**

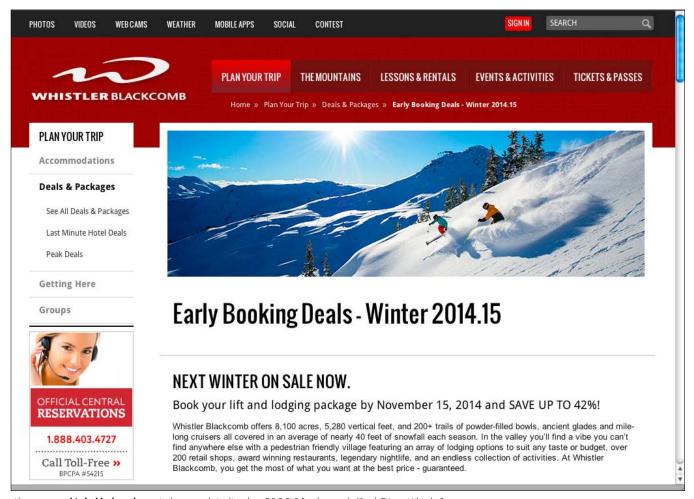
In addition to the Whistler Blackcomb website, Whistler.com and the Whistler.ca website, there could be a standalone or internal link to a Whistler Wayfinding website. The information can be presented as a separate site to be managed and hosted either by the RMOW, Tourism Whistler or another associated group, and linked to/from all key stakeholder websites.

A tourism and wayfinding interactive map allows for a deeper inclusion of attractions and businesses into the overall wayfinding system. The accessibility and ease of an interactive map and its maintenance broadens the level of inclusion, as compared to the cost, code restrictions, and clutter issues associated with a signage system. Links to local hotels, attractions and recreational facilities are the most common features on interactive maps. The interactive map allows users to click on a destination and receive information and directions. It is common practice for this map to be built on Google Maps and to use the power of the Google search engine to provide descriptive information as well as point-to-point directions to the destination.



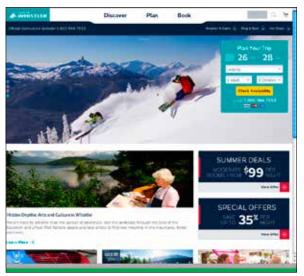
A wayfinding-focused website for Whistler would include the following:

- · Destinations listed by category
- Interactive Map (by Google Maps)
- A link to Google Places
- Parking information
- Village amenities
- Search features
- Trail information
- · Event information
- Shopping and dining information
- Downloads (brochures, coupons)
- Public transit (links)
- Accessible routes and parking information



Above: www.whistlerblackcomb.com is the top website listed on GOOGLE for the search: "Book Trip to Whistler".

Below: Other websites used include Tourism Whistler's website, www.whistler.com and the Official Tourism Website of BC: www.helloBC.com





# Recommendations

**PRIORITY #1:** Provide clearer parking information or links on Whistler.com, Whistler Blackcomb.com and the RMOW website.

**Priority #2:** Establish a Whistler Wayfinding Website that provides a introduction to the wayfinding system and can provide interactive information, such as maps and route planning.

PATHS
GATEWAYS
PUBLIC ART
SIGNAGE
INTERIORS PHYSICAL
MAPS
ARCHITECTURE
LANDMARKS
NODES

PUSH NOTIFICATIONS
MAP & DIRECTIONS
OR CODES
INFORMATION
DIRECTORY
RESOURCES
WEBSITE
SOCIAL MEDIA
CALENDAR

Technology can't solve all wayfinding issues raised in the Whistler Master Strategy, beacuse many international and even national visitors to the resort may not have data plans that allow them service.

# EXPERIENCE TECHNOLOGY

Mobile Apps • Interactivity • Text • QR Codes

The integration of technology into the in-resort wayfinding system will reinforce the image of Whistler as a progressive, young and global tourism leader. Visitors, residents, and business owners now expect incorporation of these types of devices and digital applications.

Smartphone wayfinding tools are part of many people's daily routines. The challenge in Whistler is that not all visitors have a data plan available, and with a large contingent of international and even national visitors, mobile devices should not be viewed as a cure-all for communicating wayfinding information.

In addition, because of Whistler's remote location and wilderness-based activities, cellular service cannot be always relied on throughout the area, e.g. trails and mountains.

# **End-user Technology Considerations**

This is the utilization of technology where information is communicated to users through their personal device (smartphone, iPod or computer). This concept does not require the RMOW to invest in physical hardware or infrastructure of on-site interactive installations, and eliminates issues of vandalism, theft, etc. The only investment is in development of the software framework, content and ongoing maintenance (content updates).

Push Notifications, downloading and QR scanning information are all options for providing information to the user.

#### **Mobile Application**

An RMOW mobile app could serve as a travelling concierge, not only providing specific direction to a desired destination, but also alternative options based on individual preferences, whether they are personal interests, types of cuisine or transportation methods.



# **Functionality**

The mobile app could act as a hand-held hub that unifies the information of standalone apps for individual businesses and services, e.g. parking, transit, etc., into a single app. The individual apps can also exist for people who are looking for specific information.

The mobile app could have a variety of categories including things to do, ski information, ski conditions, weather reports, upcoming events, hotels, attractions, shopping, restaurants, hiking trails, bicycle paths, parking, travel services, healthcare and any other point of interest around Whistler.

It also allows layering additional categories to a current location, so that one may discover other options related to a current search.

"I am going to the Upper Village...what restaurants are there?"

It allows visitors to view and use other information about a point of interest like a website, phone number and hours of operations.

#### **Potential Features**

The following are potential features that may be considered within the mobile application. These may be integral to the data feed or provide the ability to link to a third party source.

- Map-based location services with GPS
- Transportation mode option (auto, bike, walk, transit, car-service, rail, etc.)
- Parking information (Day Lots, garages, pay-rates)
- · Attraction categories
- Retail promotions
- · Events calendar and live entertainment schedules
- · Multiple languages cultural tourism
- · Ski reports
- · Trail conditions and construction reports
- Push alerts (opt-in)
- · Post reviews of attractions visited
- Facebook
- Twitter
- · Customer feedback



No data plan means some international visitors may have no service.

#### **Architecture Requirements**

The following are potential specifications that may be considered within the mobile application.

- · Compatible with iPhone, Android, Blackberry, etc.
- Simple user experience
- Track user preferences (likes, travel modes, etc.) and prioritize future suggestions
- Expandable
- · Flexible to incorporate new technologies
- · Respond to reconfigure to new technologies (rebuild, redesign)
- Speed
- · Accept future data sources (Bike Share, real-time transit...)
- · Customize to personal options and preferences
- Purchasing power (PayPal)







QR Codes can be scanned to provide an interactive experience and provide visitors with a deeper level of information



Example of text message map for Tampa Riverwalk, FL

#### **Back-End Information**

Identify required data sources (traffic, attractions, parking, transit, etc.).

# **QR Codes**

QR Codes help visitors connect to specific information through scanning technology. Visitors scan codes using a free app on their mobile phones and are promptly directed to online information about events, parking, dining or shopping. The visitor is engaged at the maximum point of impact by using a device that is central to their daily lives, the mobile phone.

CROSS-MEDIA: The range of places where one can use a QR Code is [quite] broad, from brochures, maps, and posters, to billboards and point-of-sale.

ENGAGE: Simple, intuitive, and interactive, the code enables immediate response and deeper engagement from visitors, providing a unique vehicle to influence in-the-moment decisions, and turn interest into action.

REPORT AND MEASURE: With built-in tracking, metrics and analysis tools, codes give cities access to data that can help them make effective decisions about their marketing expenditures.

AGILE: Code's dynamic technology lets cities change campaigns at any time, enabling cities to react and evolve in real-time and deliver the most powerful outcomes.

# **Text Message Maps**

Static orientation maps (at bus shelters, kiosks or on signs) can include a text message number. When keyed in, the user receives a return text message with information about the destination. This can be a short message about events, hours of operation, or the best place to park, functioning as a low cost solution and little physical maintenance. The maps (and QR Codes) can both be integrated into existing infrastructure elements, such as bus shelters, ski racks, and existing information kiosks.









Examples of In-Place Technology

# **Standalone Elements**

Offering users a variety of opportunities to encounter useful information can provide visitors a better understanding of the many things to do in Whistler, as well as make their stay more enjoyable. Standalone technology elements present additional touchpoints for the visitor's experience.

These standalone elements can vary from beacons of technology that are multi-functional to simple interactive touchscreens positioned in various visitor gathering spaces.

#### **Interactive Screens, Kiosks and Maps**

There are a multitude of products that can be utilized. This becomes an extension of the wayfinding website. This strategy will explore these products and provide recommendations based on the needs of the community.

## **Technology and Media Element**

The creation of a landmark element (wall or pylon) that can provide real-time information, ski conditions, weather updates, event promotion, attraction videos, and digital posters could help establish a unique visual statement, as well as tourism and wayfinding information. The communication of this type of information may encourage people to stay longer and visit additional destinations. Typically located in commercial districts, these elements may be considered in interior or exterior environments. Currently there is a TV-based element in Village Square.

# **Challenges**

The success of these elements is based on the usefulness of the content they provide, and the ability of the community to care for them physically and content-wise. It is also important that the design reflects the overall identity of the Whistler Wayfinding System so the elements are recognized as an extension of the wayfinding system.

In Whistler, climate conditions may limit the use of these elements to indoor locations, or perhaps seasonal use.

# Recommendations PRIORITY #5

Before identifying this element as a higher priority, prototypes should be developed and evaluated. Additional discussion regarding climate restrictions, content and location also need to take place.

# POSSIBLE LOCATIONS FOR STANDALONE ELEMENTS

- Visitor Centre
- Conference Centre
- · Indoor ski lift booth
- Creekside
- Upper Village
- · Indoor parking garage
- Elevator lobbies



program to aid the visitor.

# **LANDMARKS**

Public Art • Mountains • Architecture • Paths and Nodes • Landscape

Landmarks are used everyday to provide direction; it can be as simple as "Make a left at the playground" or as common as "Let's meet at the gazebo."

In addition to providing directions, landmarks are also helpful for establishing a person's orientation, especially in an exterior environment, where architectural features, landscaping and physical elements help to position us in unfamiliar territory.

The resort community offers many landmark features, including iconic elements like the Olympic Rings or the Visitor Centre, as well as several parks, bridges and simple gathering spaces along the streets and trails of the neighbourhoods.

This category of wayfinding tools provides an opportunity to include public art and involve local artisans. The level of public art can vary from a large element at a gateway entrance to a neighbourhood or district to a mural on the side of a building.











# Recommendations

## **PRIORITY #1**

While many landmarks that are used are physical features or points of reference because of their uniqueness. There should be an effort to better identify some based on their location. This will reinforce the neighbourhood concept discussed later on. For example, adding a small sign at the Gazebo reading "Town Plaza" reinforces that neighbourhood. Exact approaches shall be determined during the design phases of the project.

# **SUPPORT ELEMENTS**

Maps • Brochures • Visitor Centre • Hotel Staff Training • Bus Shelters

Whether wayfinding information is communicated through technology, printed advertisements or a friendly face at a hotel, each element affects the experience of a visitor and offers the opportunity to communicate a consistent message, unique graphic language and helpful customer service.

# **Welcome Brochure and Orientation Map**

This traditional piece of communication can be used either as a pre-arrival tool or an on-site arrival promotion of the resort. Simple and clear, it provides the basic information about the resort community layout and attractions. The map helps the visitor to establish a cognitive image of the resort layout prior to arriving. The design should reflect the overall wayfinding system through its use of colour, pattern and identity.

# **Bus Shelters**

Visitors by bus or shuttle require a different set of wayfinding tools. Starting with their journey as a pedestrian at specific points of entry, it is important to provide them opportunities to get their bearings. Providing wayfinding information near these key arrival points will help orient the visitor to their location and where they need to go. Bus stops and shelters, especially inter-community bus stops, are opportunities to utilize the existing infrastructure around the Village as information hubs.

# **Primary Points of Contact Training**

In Whistler, leveraging the Chamber of Commerce's "Whistler Experience" program provides an excellent opportunity to ensure wayfinding and associated tools are an integrated component of the visitor experience service strategy.



# Recommendations PRIORITY #1

Redesign a more simplified orientation map. This redesigned map should be used across all wayfinding tools, in both digital, printed and signage forms.

#### **PRIORITY #1**

Replace existing kiosk maps with new simplified maps. (see Pedestrian recommendations)

#### **PRIORITY #2**

Add large scale maps at transit shelters, including the Gondola Transit Exchange and the Gateway Loop.

A variety of non-signage elements can help a person find their way. (1) Visitor Maps, (2) Promotional Brochures, 3) Visitor Centre, 4) Airport Visitor Booth, (5) Bus Shelters, (6) Map Kiosks, (7) Hotel Concierge, (8) Village Host Booth







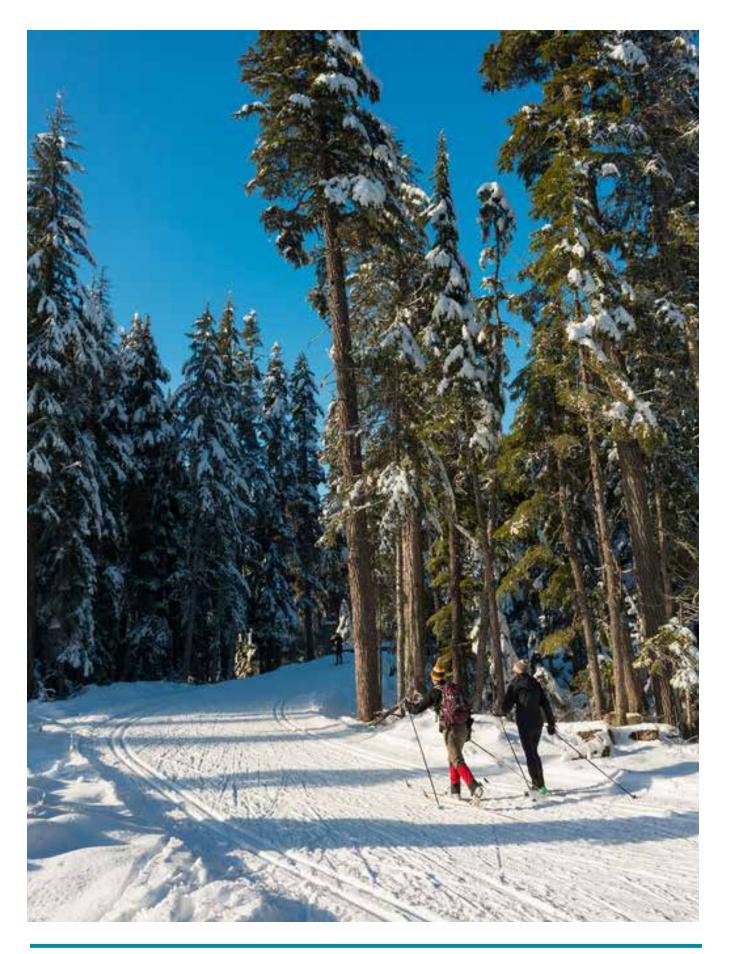


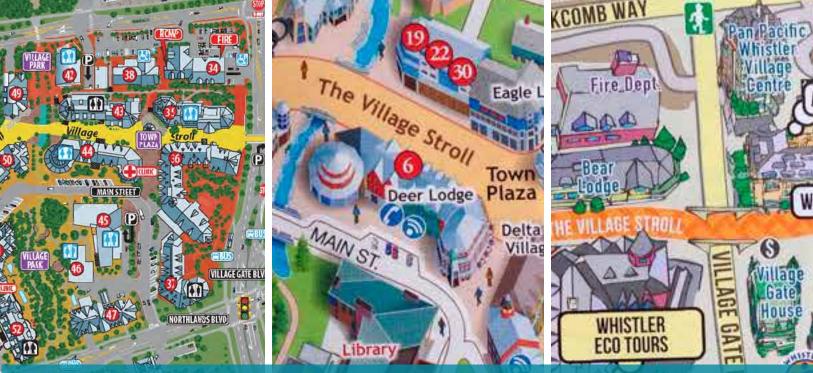












The primary wayfinding maps currently available are used by many visitors, but are confusing, cluttered and difficult to read.

# **ORIENTATION MAPS**

Signage alone cannot solve a wayfinding problem. Providing visitors with a variety of tools and presenting consistent information in different forms helps to create a variety of touch points and opportunities to help people find their way.

Orientation maps, whether they are printed in a brochure, displayed on signage, or digital, are a common visual tool. The use of consistent terminology and display of map artwork across a range of mediums builds trust in the program, and gives the user confidence that the information being presented is accurate and up to date.

### **General Map Design Considerations**

- Signs with maps should typically be located at key gathering areas and paths of pedestrian travel.
- All static mapping on signs shall be "heads-up" oriented and include a "you are here" indicator.
- Maps are created in layers, allowing each person to utilize the map for their individual needs.
- Maps shall be created in formats that easily allow consistent translation across a variety of tools and visual requirements.

Typical wayfinding resources that the maps should be designed for include:

- Brochures (printed on paper)
- Kiosks (static printed or illuminated exterior grade)
- Signage (static printed and exterior grade)
- Websites (computer screens)
- Hand-held device or touchscreens (interactive)
- Transit hubs and bus stops (vinyl graphics)
- Wall Murals (painted with vinyl graphics)

### Recommendations

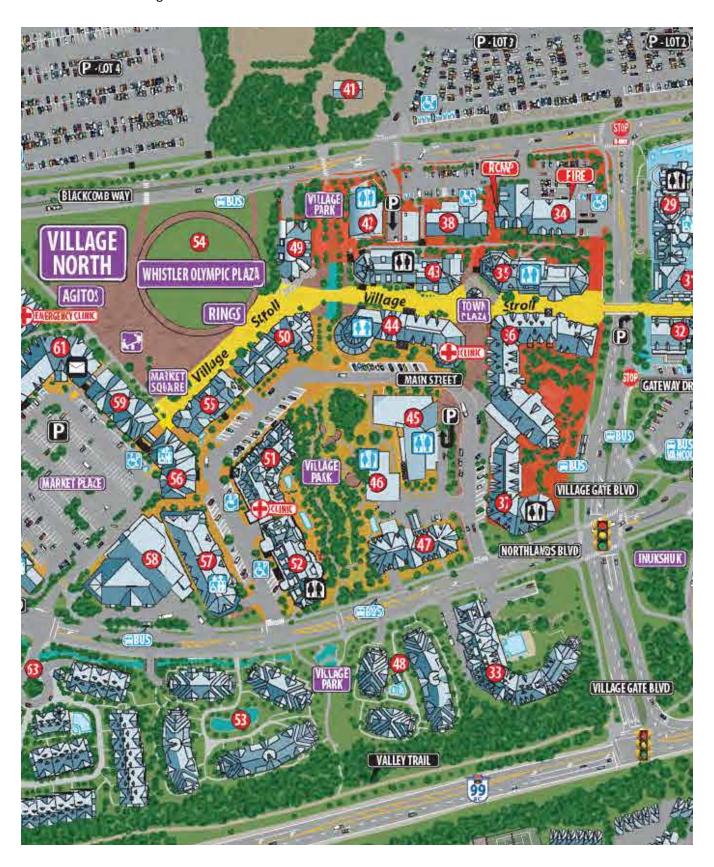
#### **PRIORITY #1**

Create a new orientation map utilizing the criteria below:

- Buildings forms were simplified.
- Rooflines were removed.
- Trees and shrubbery illustrations were removed, or revised.
- Zones were colour coded.
- Destinations within a zone match the zone colour.
- 3D drawings used for major landmarks.

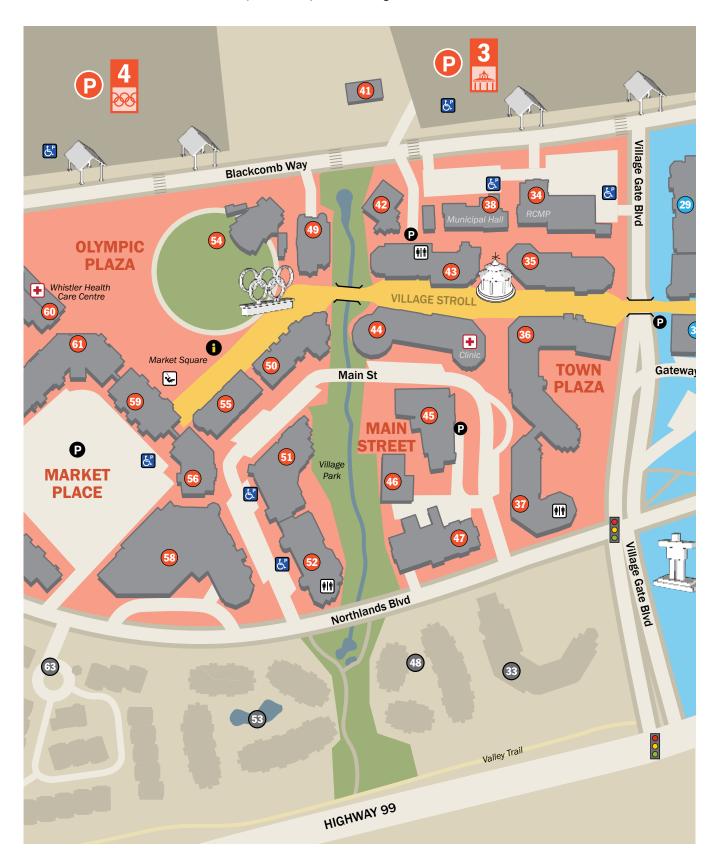
# **Current Whistler Village Map**

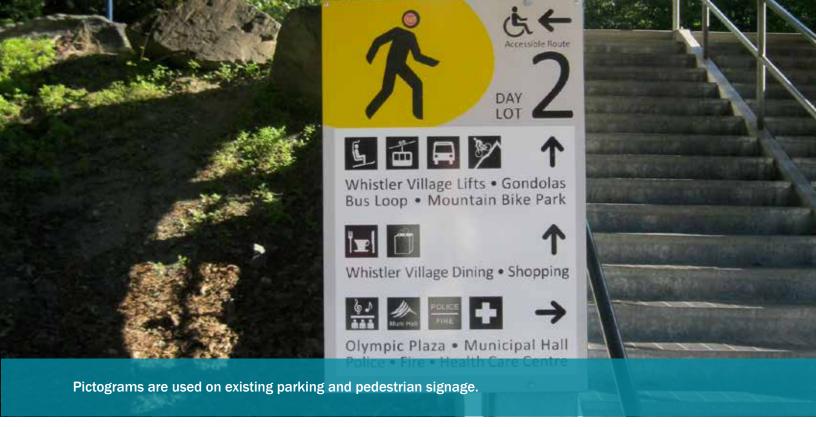
Available at Whistler Village Visitor Centre and online at Tourism Whistler's website.



# **Concept for New Whistler Village Map**

Utilizes landmark features, limited colour palette, simplified buildings, and is less cluttered.





### **PICTOGRAMS**

An effective wayfinding system adds an important dimension to the face of an environment. When words and images used in that system are meaningful and legible, they help people find their way into, through, and out of a town or a place.

As a popular international destination, communicating to all visitors can be greatly improved though the use of pictograms. The Whistler Wayfinding System will add an important layer of information and graphic language to the resort environment. The consistent use of symbols, typefaces, colours and patterns across a wide range of elements will play an important role in presenting the program in an organized and seamless manner and help people find their way across all modes of transportation.

lcons, through their simplicity, can convey messages legibly and efficiently regardless of their scale, media, or physical application, including mobile devices, computer screens, signs, maps, or print.

Pictograms can also offer a personality to a place, communicate to non-English speaking visitors or help reduce the amount of information being displayed, so a user can easily comprehend the intended message.

### Recommendations

#### **PRIORITY #1**

International pictigrams for amenities, transportation, recreation and regulatory should be utilized, when appropriate, across all wayfinding tools. (See examples of pictograms on the following page.)

#### **AMENITIES PICTOGRAMS**



Food A1



Shopping A2



ATM A3



Public Restrooms A4



Information\* A5

#### TRANSPORTATION PICTOGRAMS



Bus B1



Train Station B2



Bike Trail B3



Mtn. Bike Trail B4



Pedestrian Trail B5



Parking B6



Taxi B7



Gondola B8



Chairlift B9

#### **RECREATIONAL & DESTINATION PICTOGRAMS**



Winter Sports Area C1



Pedestrian Info C2



Bike Info C3



Library C4



Health Centre C5

#### **REGULATORY PICTOGRAMS**



No Bikes Allowed D1



No Dogs Allowed D2



No Skateboarding D3



No Swimming D4



Access D5



Bikes Allowed D6



Dogs Allowed D7



Pedestrians Allowed D8

\*This is a trademark symbol for BC Tourism, permission required



Shown at the left are types of existing signage which could be replaced or supplemented with the new Whistler Wayfinding System.

# **EXISTING SIGNAGE EVALUATION**

Highway Signs • Gateways • Vehicular • Pedestrian • Trail

The current state of signage in Whistler includes an array of sign types, sizes and configurations. Signs have been installed as singular efforts by various government agencies, departments and destinations, to address individual needs or requests. This piecemeal approach has created visual clutter within the environment and at times presents a disorganized and disorienting image of the Community.



Signs of all different sizes, shapes, colours and typefaces lessens the effectiveness of the signage to aid users in finding their way. The following signage conditions are currently found across the community:

- Inconsistent terminology
- Disorganized and damaged signs create a lack of trust in the information presented
- Inconsistent mounting heights and placement does not allow the user to anticipate information
- · Copy size is too small to be read or too large for the context
- Panel size is too small for a user to notice the sign
- Too much information is presented for a person to comprehend
- · Poor graphic layouts reduce legibility
- Mix of multiple sign systems at a single location

### Sign Removal

It is important to note that the intent of this Master Strategy is not to add signage on top of existing conditions, but to remove and replace existing wayfinding signage, as appropriate, to create an organized and comprehensive approach.

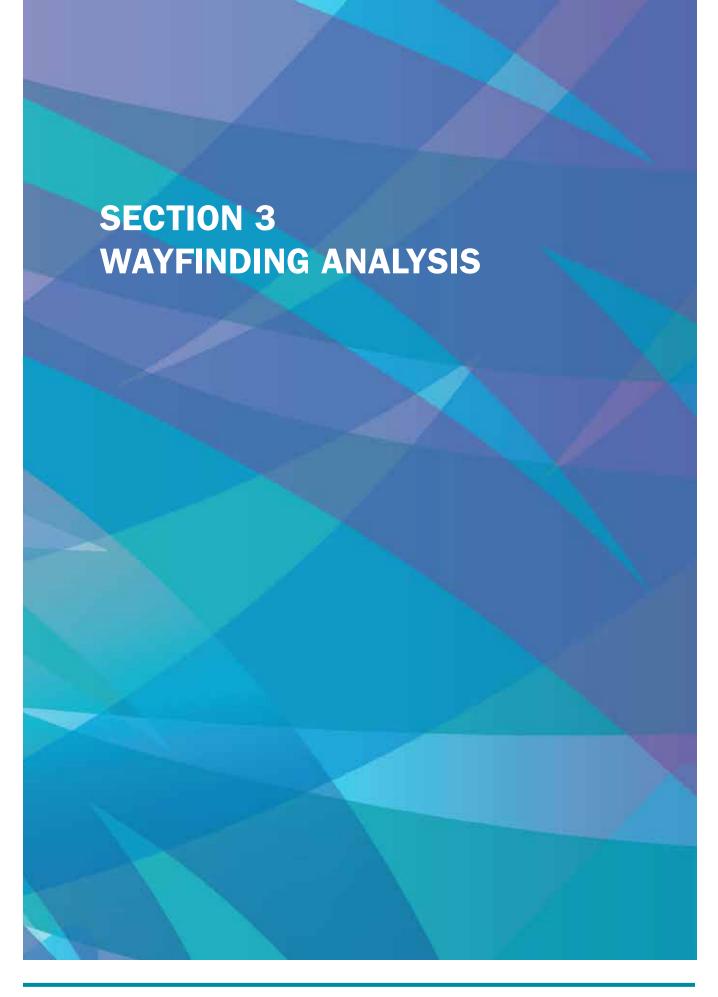
#### Recommendations

#### **PRIORITY #1**

A complete formal inventory database of existing signs should be created.



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# INFORMATION HIERARCHY OVERVIEW

The Information Hierarchy helps to establish the sequence of information that different types of users may require during their journey. It also sets nomenclature, organizes the information and sets a framework for routing to be used during the sign planning phase.

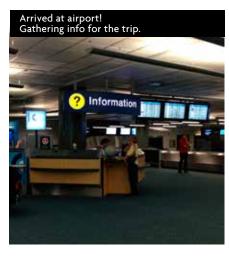


Area:	WHISTLER							
stricts:	FUNCTION JUNCTION							
		Zones:	VILLAGE CENTRE	VILLAGE NORTH	UPPER VILLAGE			
		Neighbourhoods:	Gateway Loop	Market Place				
			Village Commons	Olympic Plaza				
			Skiers Plaza	Town Plaza				
			Mountain Square	Main Street				
			Village Square					
			Conference Centre					

# **ARRIVAL CASE STUDY**

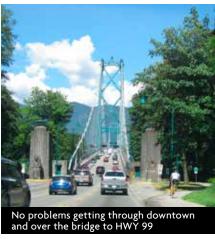
Understanding how a first-time visitor experiences a place can help play a role in identifying wayfinding issues. First impressions of a place can be affected by the wayfinding experience, in a positive way (easily travel from point A to B) or in a negative way (lost, frustrated and stressful).

As first-time visitors, the design team tracked the journey, from arrival at YVR to the first destination stop—the Whistler Visitor Centre.



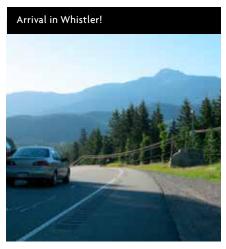












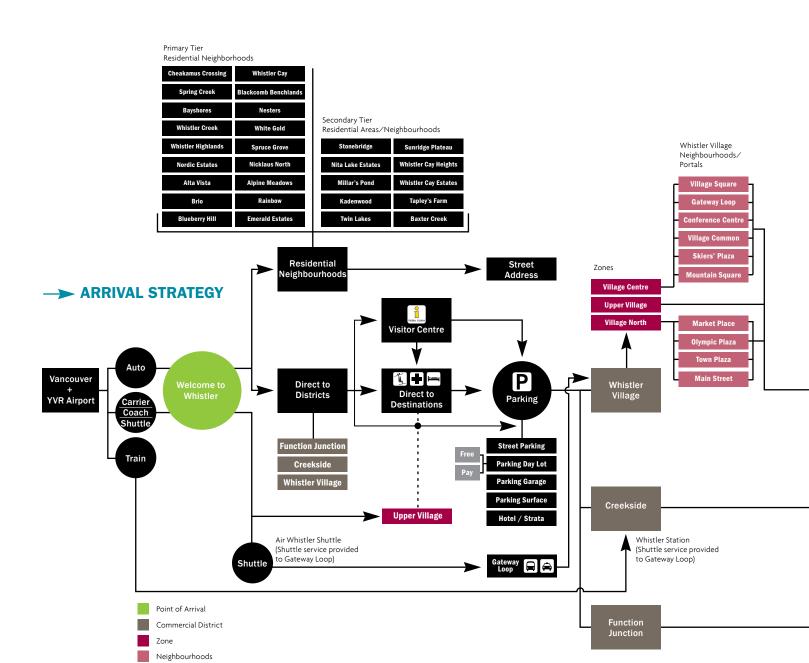








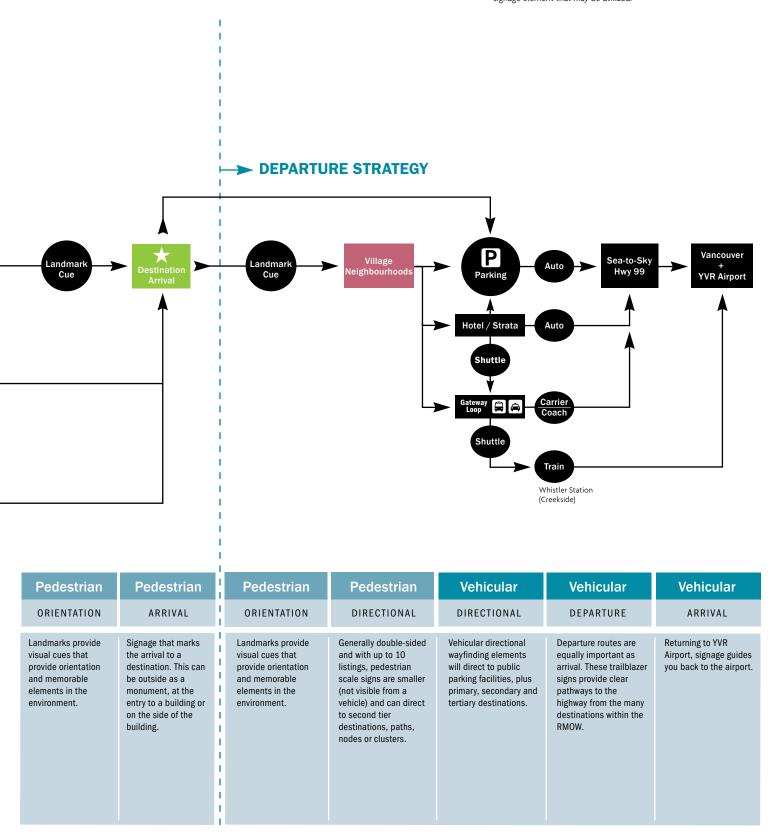




Vehicular	Vehicular	Vehicular	Vehicular	Vehicular	Pedestrian	Pedestrian
HIGHWAY	GATEWAY	DIRECTIONAL	DIRECTIONAL	ARRIVAL	INFORMATIONAL	DIRECTIONAL
The primary focus at these locations will be to coordinate terminology to create consistent messaging and provide a seamless journey for visitors as they transition from highway systems to the Whistler wayfinding program.	A gateway is a variety of elements which can be used to welcome visitors to Whistler. These can include architectural elements, public art, lighting, landscaping, as well as signage.	Vehicular directional wayfinding elements will direct to the three (3) Commercial Districts, as well as public parking facilities and primary destinations.	Vehicular directional wayfinding elements will direct to public parking facilities, plus primary, secondary and tertiary destinations.	Wayfinding elements located at public parking facilities welcome and orient the visitor, as well as identify the parking lots and garages.	Located at key gathering points, kiosks function much like a directory at a shopping center and provide options for multiple types of information. "You Are Here" symbol and a 5 minute walking radius provide orientation. The kiosk map becomes standard artwork that can be used for print, web and other media.	Generally double-sided and with up to 10 listings, pedestrian scale signs are smaller (not visible from a vehicle) and can direct to second tier destinations, paths, nodes or clusters.

# INFORMATION HIERARCHY CHART

The chart below illustrates the sequence of information different users receive along their journey. This diagrammatic approach helps to show where connections and transitions happen and the type of signage element that may be utilized.









### WHISTLER GATEWAYS

Gateways provide the opportunity to announce your arrival, establish your brand and celebrate the community. Arriving to Whistler is an exciting experience that comes with great anticipation. There are several points of arrival, not only to Whistler proper, but also secondary arrival points at the various commercial districts.

### **Observations**

### Olympic Park (Brandywine Chain-Up Area)

The first visual arrival experience to Whistler occurs at the chain-up pull-off area. Currently marked with a series of banners, a Whistler sign and a highway sign with pictograms and direction to Whistler Olympic Park. This can offer a false sense of arrival as you are still several kilometres south of Whistler.

### **Primary Gateway**

A stone monument implemented during the construction of the Sea-to-Sky Highway, currently presents an underwhelming entry element for one's arrival experience. At this point of arrival, the vista of the mountain is a gateway itself. The view framed on the right by a tall stone cliff offers the opportunity to create a architectural element that can frame the view and offer a substantial vertical element that marks the arrival to Whistler. The element should be equal in significance to the anticipation.

#### **District Reinforcement**

As you make your way north, you continue to be presented with points of arrival to commercial and residential districts, although the scale of these signs are not consistent with their level of significance, for example a residential neighbourhood may have a larger sign than a commercial district (Function Junction).

# Recommendations

#### PRIORITY #1:

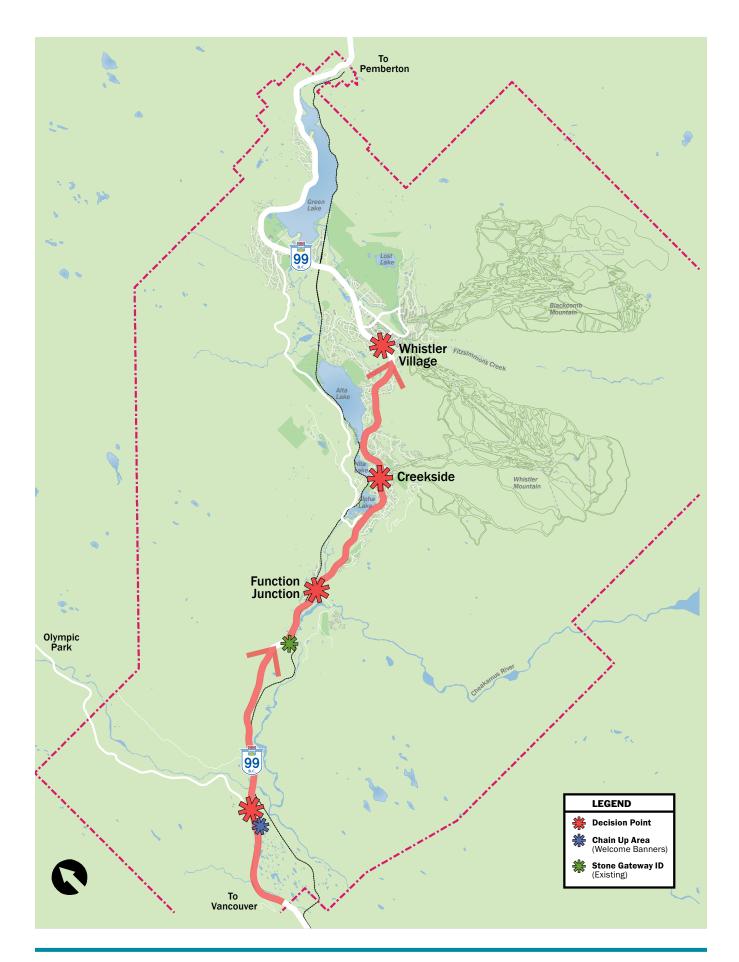
The blue and white highway signs at Olympic Park decision point should also provide information that a user should continue straight ahead to Whistler.

#### **PRIORITY #4:**

A more significant sign or structure should be considered to replace the existing Sea-to-Sky stone monument. The design intent should be based on natural materials, mountain modern architecture and sustainable materials and solar power.

# DISTRICT IDENTITY: PRIORITY #2 RESIDENTIAL IDENTITY: PRIORITY #3

Based on design intent that is developed during the next phase of the design process, District and Neighbourhood identification signs should be replaced with elements that are appropriate in scale and hierarchy.









# **HIGHWAY SIGNAGE REVIEW**

One key aspect of the intent of the wayfinding strategy is to establish a plan for a new sequence of Whistler wayfinding signage along Highway 99 that provides direction to major Whistler areas and points of interest. This is done through two primary evaluations:

- 1) Decision points
- 2) Terminology

# **Decision Points Along Highway 99**

Understanding where the signs need to inform drivers to turn for various destinations will be the starting point for addressing the highway system.

# Terminology

Linking the highway system and the municipal system can be greatly enhanced through the use of consistent terminology. Utilizing the same nomenclature from the highway onto the RMOW wayfinding signs will build the user's confidence in the system and reduce any potential confusion. Presenting identical terminology will also improve reaction times and present the two systems as cohesive and organized, in turn building the end-user's trust in the system.

### Challenges

The amount of available space for additional signs along Highway 99 can be limiting and in some stretches the opportunity for adding signs is non-existent, due to lack of horizontal clearance. Continued coordination with the Ministry of Transportation and Infrastructure to address these issues will be required.

#### **Current Situation**

For the vast majority of visitors to Whistler, their journey begins in Vancouver and for many, specifically at YVR. (The two-hour journey is first started through the urban setting of downtown Vancouver, which leads to the 1.5-hour drive up the coast along Highway 99.)

Whistler is well signed through Vancouver and Whistler is re-confirmed throughout the Highway 99 drive. Highway signs provide distance to Whistler along the way, making the drive comfortable and adding to the anticipation of arrival.

The first decision point comes prior to arriving into Whistler proper, located at the intersection of Highway 99 and Callaghan Valley Road. A visitor receives information regarding Whistler Olympic Park, which can be confusing, as it may seem to be directing to Whistler, when it is not. Signage for Whistler or Whistler Village should also appear at this point providing distance, informing visitors to continue on Highway 99. Turning left and traveling up Callaghan Valley Road to "Whistler Olympic Park" could be a frustrating experience, if you believe you are on the way to the Whistler Village, only to have to turn around and travel back.

Once arriving into Whistler there are a series of intersections and decision points for the various commercial districts and residential neighbourhoods. On the following page, each intersection and the potential destinations that can be directed to at each point have been identified. This listing is not intended to suggest all the destinations should be included on signs at each point.

Individual sign messaging and layouts shall be completed during design and planning stage of the project.

#### Recommendations

All recommendations related to highway signage are for discussion purposes only and require close coordination with the Ministry of Transportation and Infrastructure (MOTI) to ensure sign planning, messages and design meet the regulations set forth by the MOTI.

#### **PRIORITY #3**

Following the hierarchy of information established through this document, green and white highway signs should be established directing to Commercial Districts and major non-profit attractions and parks and recreation destinations. The design of the signs shall meet the engineering criteria of the MOTI.

#### **PRIORITY #3**

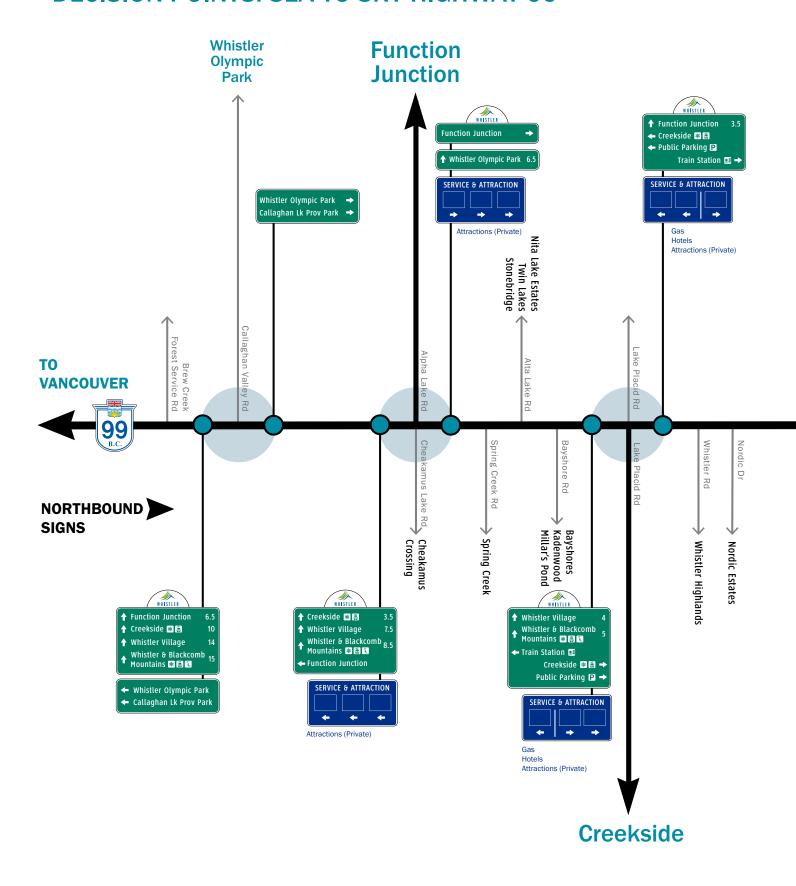
Establish an RMOW criteria that allows privately owned entities to be listed on blue and white Tourism Services Signs. Attraction name placement on this sign system could require the participant to pay an annual fee (to be determined). Once criteria and Guidelines are established and approved by RMOW and MOTI, this additional layer of signage information should be implemented.

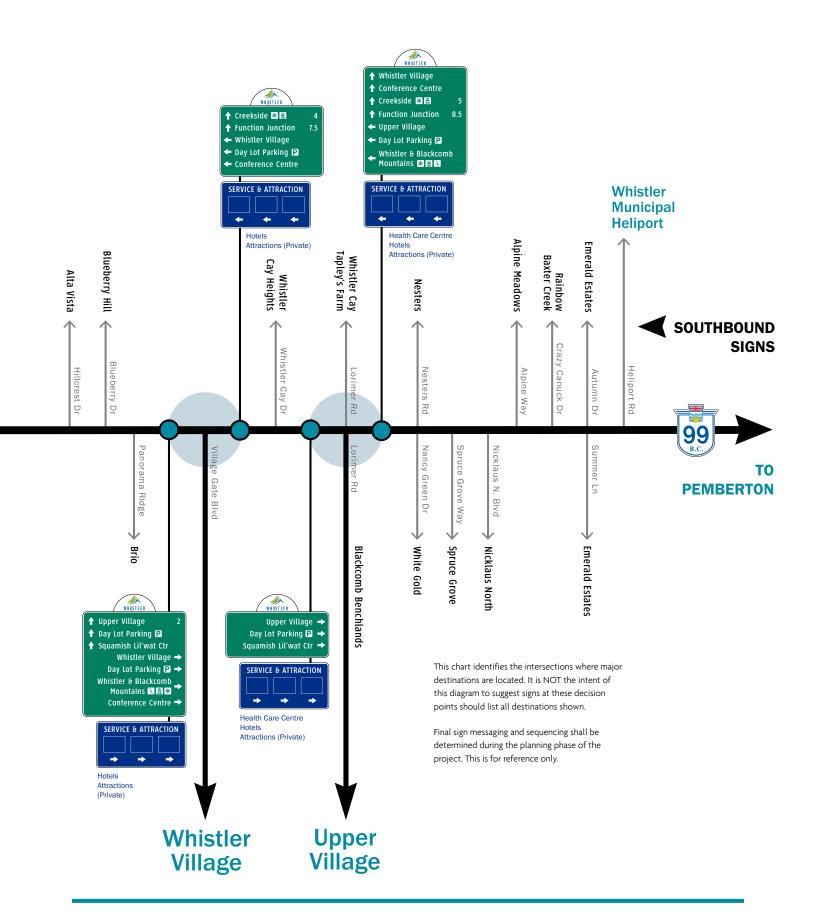
Design recommendation: An enhancement marker positioned at the top of the green and white and blue and white tourism signs. The enhancement marker shall include the Whistler identity and shall not be larger than the overall sign.



A satellite view of Whistler and Highway 99 winding through the valley.

# **DECISION POINTS: SEA-TO-SKY HIGHWAY 99**





# DISTRICTS, ZONES AND NEIGHBOURHOODS

### **Purpose**

Establishing a hierarchy of information, provides a descriptive and graphic infrastructure for the sequencing of a wayfinding journey. Districts, Zones and Neighbourhoods are fundamental components of this hierarchy. Each area provides milestones in the sequential process of finding your way. Additionally, zones provide unique identities to specific areas and allow a user to orient themselves within the larger context of a place (For example, a wing within a building, a quad within a campus or a district within a municipality).

This hierarchy also provides a valuable "information reach" for individual destinations. The sequencing of information allows ALL destinations to use the area nomenclature as a point of reference. A signage program cannot direct to all destinations from all points or from very far distances, because only so much information can be listed on a sign before it becomes confusing. Using various levels of the hierarchy a person can tell visitors to follow signs to the Zone, then once in the Zone, distinct direction can be given to an individual destination within that Zone.

For example, in Whistler, the sequence of direction would be: "We are located in Whistler Village. Once you arrive in the Village, park in Lot three, follow the signs to Village North, then follow signs to Town Plaza. We are located in Town Plaza across from the gazebo." Wayfinding tools are used along the path to communicate the transition areas, decision points and arrival acknowledgement. It is also important that the identity of each place be reinforced along the way.

### **Common Approaches to Developing Nomenclature**

- Based on existing formal, cultural or historical names (i.e. Function Junction, Creekside, Whistler Village)
- Identified by a memorable landmark, popular activity or physical environment (i.e. Olympic Plaza, Market Place)
- Coordinated with a primary building or clustered uses (i.e. Conference Centre, Market Place)
- Utilization of compass points or other physical references to distinguish areas with common names (Village North)

### Guidance

- Names should be simple and easily remembered by a person unfamiliar with the place
- When multiple zones are required, the names should be distinctive both in terminology and pronunciation

### **Boundaries**

When determining boundaries, one of the following situations should be present:

- · A legal or formal boundary that has already been established
- The boundary is defined by the visual context of the place (architecture, environment, etc.)
- · A landmark element creates a recognizable and memorable area
- A physical divide sets this area apart from others, this can be natural (river, mountains, valleys) or man-made (highway, overpass, train tracks)
- A cluster of similar attractions or activities are located within a specific defined area (i.e. Skiers' Plaza)

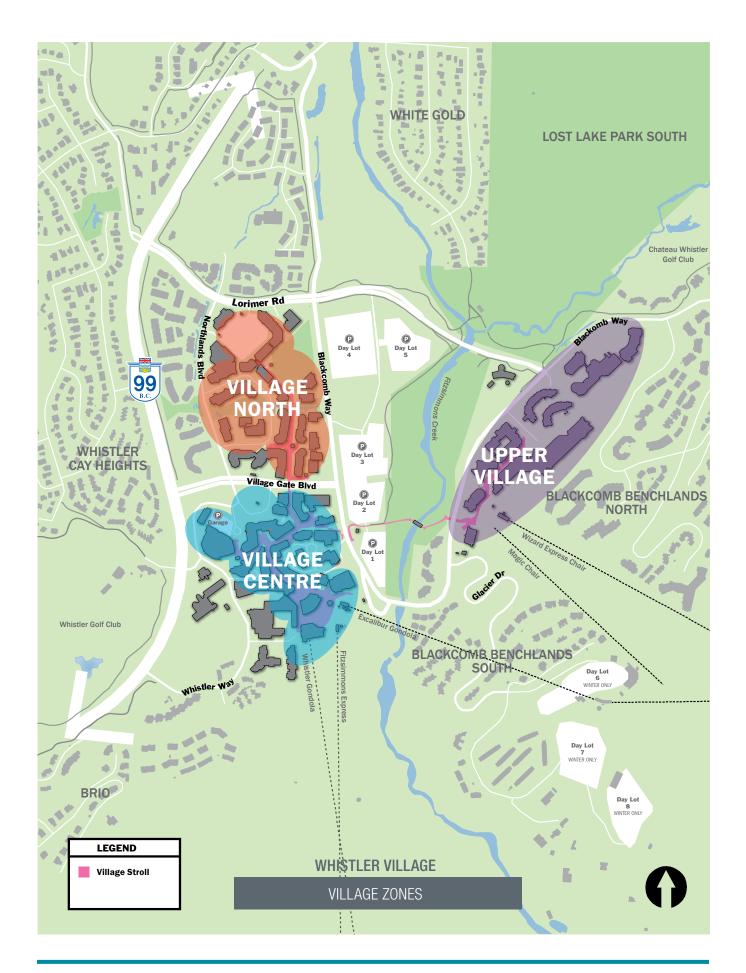
#### Recommendations

#### **PRIORITY #1**

See page 47 for the recommendations for Districts, Zones and Neighborhood nomenclature.

#### Notes:

- The names of Neighbourhoods have been coordinated directly with the Portals team.
- Use of consistent language and graphic reinforcement of names is required across all wayfinding tools.









# **VEHICULAR CIRCULATION**

This is not a wayfinding project of complex circulation, difficult routing or confusing sequencing. In its simplest form a visitor is presented with a north-south spine (Highway 99) that includes four primary intersections leading to commercial districts, parking, attractions and accommodations.

Once into the municipal road system, Village Gate Blvd. and Lorimer Rd. provide direct access to the major destinations and parking. The most difficult directions may be to the Upper Village. During the vehicular sign planning (sequencing) phase, the biggest challenge will be to maintain a clear hierarchy of information and only present the information that is needed at each decision point without overwhelming the user with too many messages.

Changes in vehicular circulation happen during the winter season, resulting in bottlenecks and traffic congestion. Clear, concise messages will help visitors understand where they need to go in the most efficient manner possible.

#### Recommendations

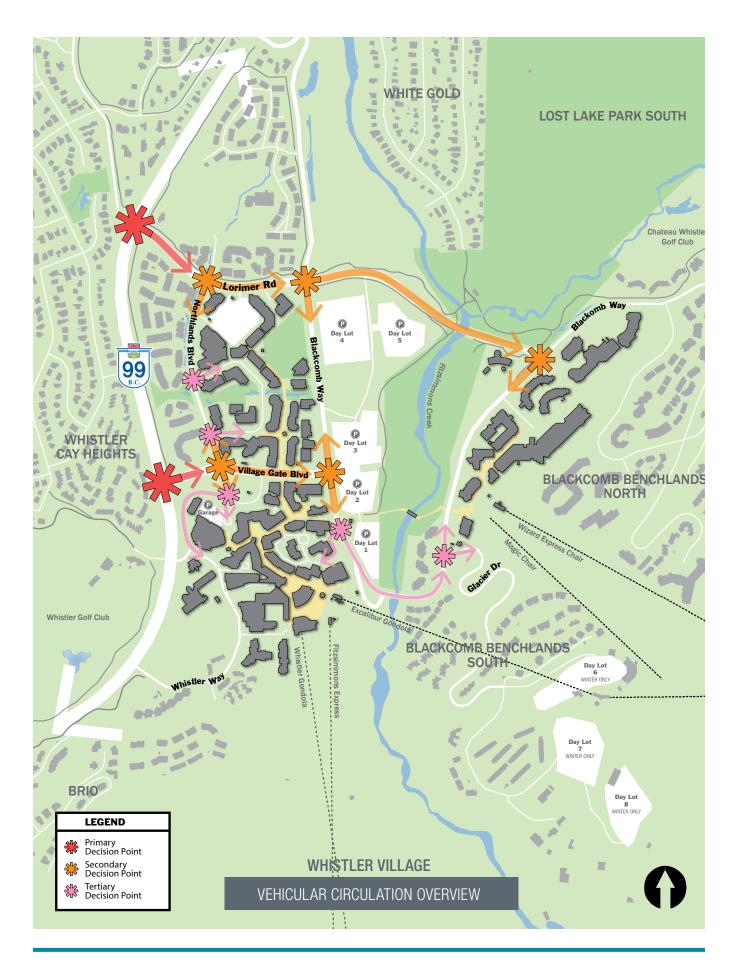
#### **PRIORITY #3**

Vehicular signs should be designed along with the full system, but depending on funding their implementation may be delayed to a future phase since there is already a system in place.

See the Strategies section of this strategy for typical messages, design recommendations and aesthetic criteria.



Overall view of vehicular circulation through the Valley.









### VILLAGE PARKING

As a pedestrian-oriented community, getting people quickly and easily to parking is a key first step. There are a variety of parking options from garages to surface lots, both pay and free. Locations vary and finding one close to your destination is preferred especially in the winter time.

In addition, remembering where you parked upon your return is equally important and more difficult for those who have spent a couple hours strolling Whistler Village and not quiet able to recall where they entered or what lot they were in.

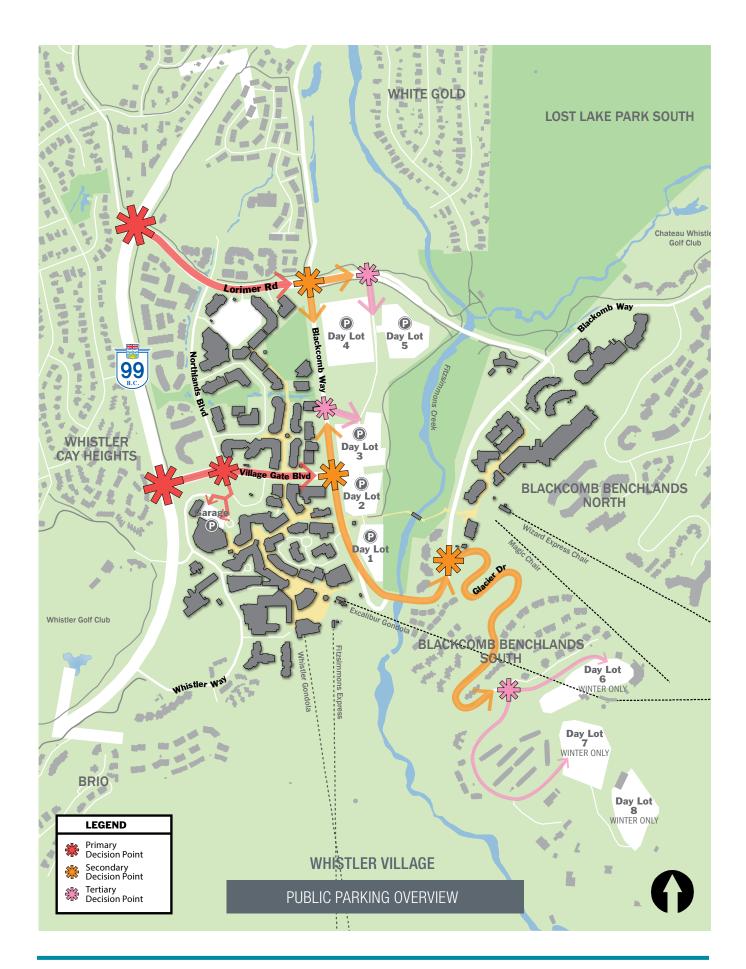
The best philosophy for parking is to address wayfinding issues through a holistic approach. A fully integrated parking strategy coupled with a comprehensive pedestrian wayfinding system will promote a "park-once" attitude, where visitors will find a primary parking facility, lot or space and then walk to multiple destinations. This in turn also supports the sustainability goals of the municipality, by efficiently and quickly moving cars into parking and leaving them parked for a longer period of time.

### **Potential Parking Tools**

- Identity: Coordinated graphic language to be used across all wayfinding tools
- · Website: Providing consistent information on RMOW and stakeholder websites
- Mobile Application: Maps, space availability, maps and payment capabilities
- Support Materials: Parking brochure with maps, parking suggestions and regulations
- Signage: Direct, Identify and Inform

# WAYFINDING GOALS FOR PUBLIC PARKING:

- Get people to parking near their destination quickly and efficiently
- Provide cues to guide them to their destination
- Provide additional prompts to encourage them to discover additional destinations and attractions
- Clearly identify pay vs. free lots
- Connect lots to adjacent neighbourhoods and zones.



### **Day Parking**

The need for a memorable and seamless transition from parking to pedestrian travel requires wayfinding cues to be clear, simple and consistent across a variety of tools. This is specifically important in the day parking lots where the transition from parking to the Village portals is a primary issue.

Based on the work being completed by the Portals Team, the Wayfinding Team coordinated a series of potential options on how to identify the day parking lots to create a set of coordinated cues.

**Study 1:** Based on proposed colour scheme approach for new portals and existing parking colour scheme. OBSERVATION: There is no correlation between the two areas, creating a disjointed journey.

Study 2: Colour Coding Pay Lots vs. Free Lots.

OBSERVATION: Pay and Free designation are not needed and could change. It does not link or create a relationship to the portals.

Study 3: Lot Colour Associated with Neighbourhood Portal Entry Colour.

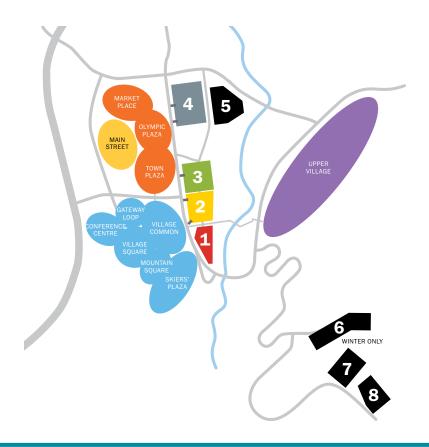
OBSERVATION: Although it does create a relationship with a few portals, Visitors may be confused they must park in Day Lot 2 for access to the blue Neighborhoods, and the same for Day Lot 1 for access to the Upper Village.

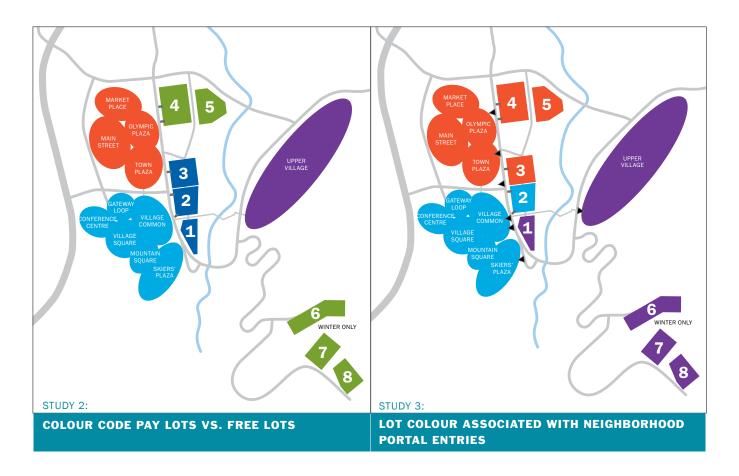
**Study 4:** Lot Colour Associated with Neighborhoods and Vicinity, and add Icons based on Village Landmarks. OBSERVATION: Same as Study 3. Also, there would not be enough parking spaces available in Day Lots 1–2 for those Neighborhoods.

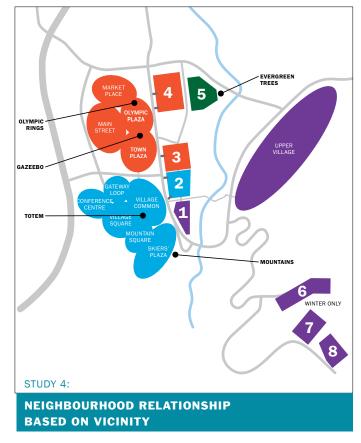
**Study 5** (see pages 66–67): Colour Code Lots with Uniform Colour System and add Icons based on Village Landmarks. OBSERVATION: Preferred recommendation - This creates a link between the parking lots and the portals, establishing a colour cue and landmark reference (e.g. Olympic Rings) from within the Village will aid the return route through a portal.

STUDY 1:

EXISTING CONDITIONS ALL DIFFERENT







Proposed concepts for parking lot pictograms.



#### Recommendations

#### **PRIORITY #1**

Maintain existing number system for the day lots, but re-colour code to utilize consistent color across all lots and related mapping, etc.

#### **PRIORITY #1**

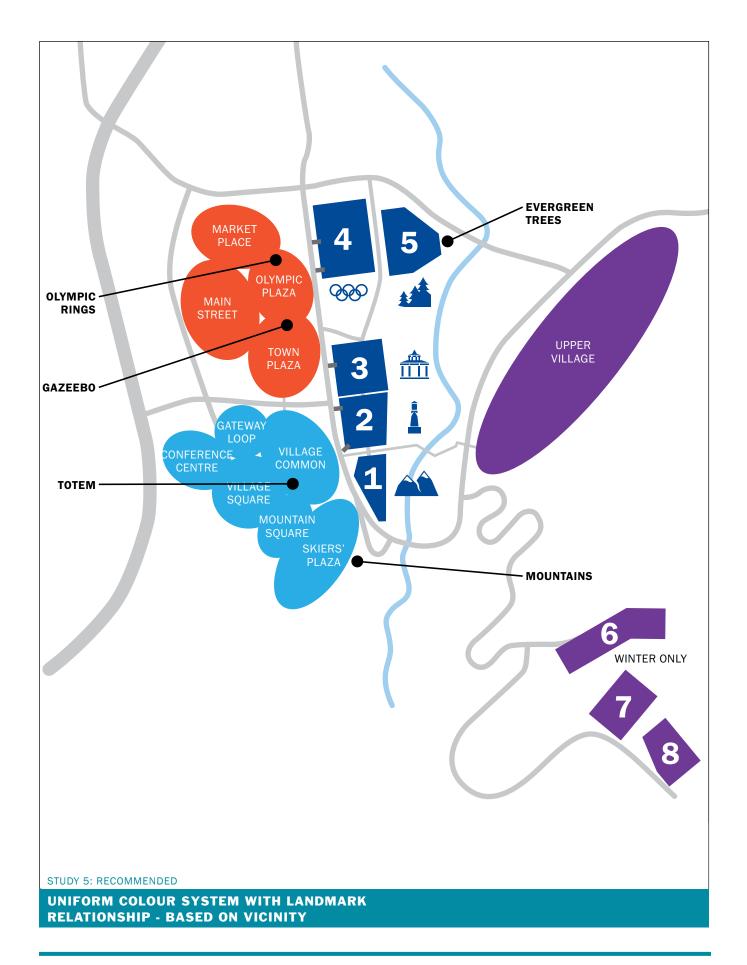
Add graphic icons to create memorable wayfinding cues. The icons should reflect landmarks that are internal to Whistler Village and the access points or portals. This will assist in making a connection for return journeys. Exact colours and icons to be determined during the design process.

#### **PRIORITY #1**

Add signage at each of the parking portal structures. Signage should include information that identifies the lot, reminds users which lot they are in and helps orient them to where they are in the context of the overall Whistler Village and the nearby paths and destinations.

#### **PRIORITY #2**

Add the public garages to the numbering sequence or develop a naming convention to help better identify the garage. This will make it easier to give directions and confirm for visitors they have parked in the proper area.



### VILLAGE PORTALS

A key step of the wayfinding journey in Whistler Village is the transition from being in a vehicle to being a pedestrian, and the orientation and information provided at that transition point in the information sequence. Portals into the Village act as secondary gateways, providing a sense of arrival, orientation, memorable landmarks and neighbourhood identity. These portals are a primary element to the information hierarchy established by the overall wayfinding strategy for Whistler.

Entering into the Village through the current variety of portals creates a unique wayfinding experience that can vary from discovery to disorienting. The Wayfinding Design Team has worked with the Whistler Village Neighbourhood Improvements (Portals) Team to help organize, simplify and communicate consistent information for the wayfinding experience.

The following wayfinding information has been reviewed and coordinated by the team.

**Entry Portals:** 25 points of entry have been identified for Whistler Village. The map to the right identifies which portals are viewed as a priority for a successful wayfinding experience, along with a group of secondary portals for future consideration. The markers for these points can be identified through large or small versions of the portal elements, depending on the context, environment and available space.

**Neighbourhood Terminology:** Through stakeholder engagement, nomenclature for 11 neighbourhoods has been developed. The names will appear at the points of entry, and then reinforced on other wayfinding tools, such as pedestrian signs, maps, banners and kiosks.

**Colour:** A key wayfinding tool, colour can help orient visitors, provide a landmark or establish a point of reference. Working with the Portals Team, the approach to colour-coding has been narrowed down to three colours representing the following (final colour palette is to be determined):

Colour 1: Market Place, Olympic Plaza, Main Street and Town Plaza

Colour 2: Gateway Loop, Village Common, Skiers' Plaza, Mountain Square, Village Square and Conference Centre.

Colour 3: Upper Village

### **Portal Design Principals**

- Priority portals have been identified for entry points that provide important connections to adjacent areas or destinations. (Parking, Ski Lifts, Fitzsimmons Trail, etc.)
- Hierarchy: The identification of the neighbourhood you are entering is the primary message to be communicated (Main Street, Skiers' Plaza, etc.)\*

These photos document the site audit process to determine locations using a mockup of the schematic design for the Portal form.

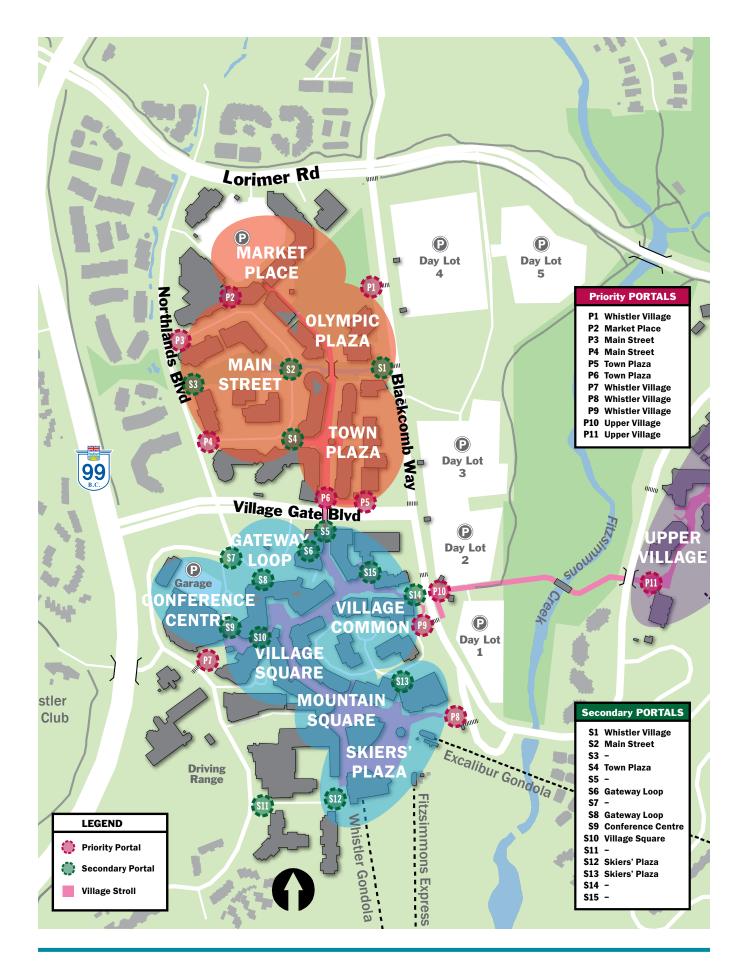
Views, orientation, foundation locations, and impact on pedestrian movement were considered. Exact locations will be determined from an analysis of underground utilities and other site constraints during the design-build phase.

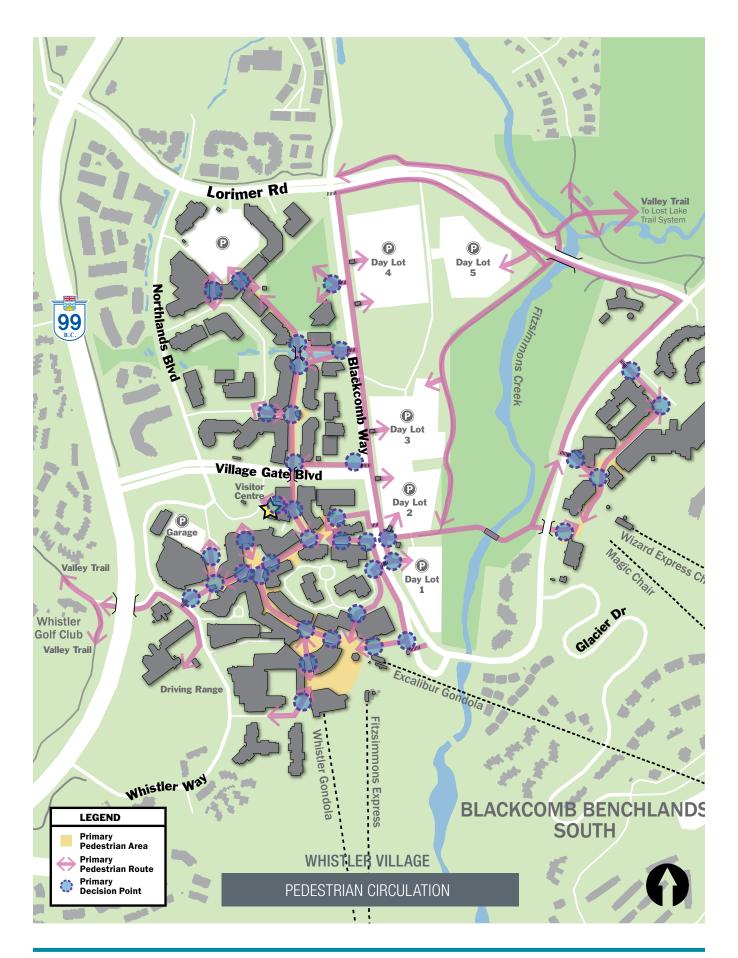




Images above from The Whistler Neighbourhood Improvements Project: Resort Municipality of Whistler, July 25, 2014

- Reinforcement: A secondary message to reinforce the zone you are in (Village North or Village Centre)
- Colour: Consistent use of the zone colour to connect with other wayfinding tools,
   i.e. maps, banners, directional signage, etc.)
- Directions: When appropriate directional information may be included, but this should be limited to primary destinations. Avoid a "directory" style approach.
- Design: Consistency with overall wayfinding aesthetic of the sign program (see Portals concepts and Pre-Design section)
- Within the wayfinding approach, Upper Village is a zone, but also falls into this category.







Through this Master Strategy the wayfinding system will look to address pedestrian experience issues, such as economic benefits, obstacles, transitions, accessibility and communication.

### PEDESTRIAN EXPERIENCE

Part of the charm of Whistler Village is the pedestrian experience and the discovery and exploration that comes with it. As the planning and design process progresses it is important to balance this understanding and refrain from over-signing the environment and creating visual clutter.

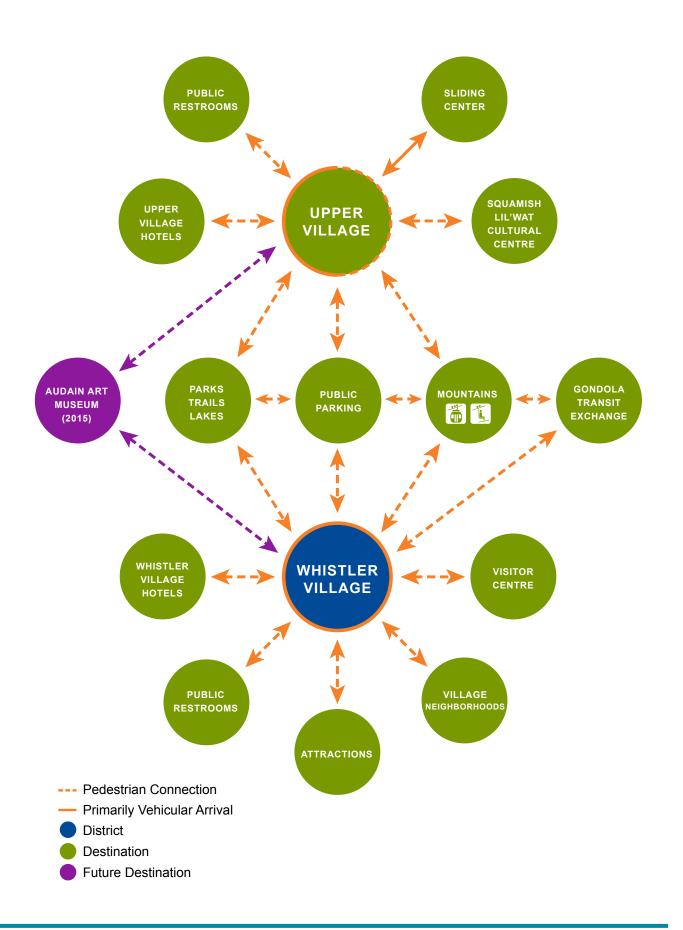
There are two general types of pedestrian travellers in Whistler.

The "eager traveller", the person who is in Whistler to ski, mountain bike or partake in another target activity. This person parks their car or exits their hotel or strata accommodation and is ready to go to their destination – they need specific direction to a destination. This visitor may not be in a rush, but they have a specific intent, purpose and end point. The shortest, quickest route is generally the best for this type of traveller.

The second type of traveller is the "casual stroller" who is enjoying Whistler for its environment and vibe. They may be walking around Whistler Village or exploring along a local nature trail. This user requires general orientation and cues to their current location. General directions to neighbourhoods will get them closer to their destination, while they continue to explore along the way. Time is not necessarily the primary factor for this user.

Pedestrian issues and wayfinding elements to be considered during the programming stage are:

- Identify gathering nodes where significant information can be communicated
- · Use existing infrastructure for mounting devices
- Technology can allow pedestrians to dig deeper
- · Identify trail access points
- Identify any accessibility clearance and mobility issues
- · Identify safety issues
- Identify areas of potential automobile, bicycle or pedestrian conflict
- · Identify unfriendly pedestrian intersections
- · Identify physical barriers and obstacles
- Identify gaps in wayfinding routes
- Reinforce neighbourhood Identification
- Utilize strategic directional signage
- · Update and unify use of orientation maps
- Continue to utilize the Village Host booths and staff
- Utilize technology elements when appropriate
- · Consider community boards (optional)
- · Utilize landmarks and public art for orientation
- Direct back to parking areas
- Include pictograms for amenities and services









The wayfinding system will identify and reinforce the best pedestrian paths. Along these paths there are both opportunities and barriers. The map on page 70 shows primary pedestrian routes to be considered during the programming stage.

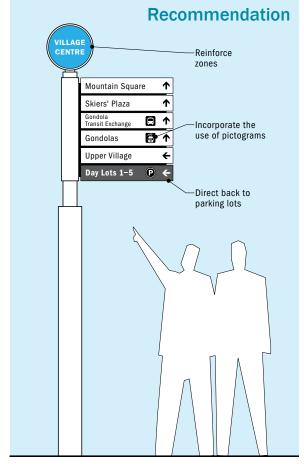
The pedestrian component of the Whistler Wayfinding System aims to present various elements throughout Whistler that communicate information and encourage further exploration of new destinations and a better of understanding of the community.

Further exploration, in turn promotes walking and helps to connect various neighbourhoods and destinations to each other while encouraging an active and healthy lifestyle.

The pedestrian system should consider the following elements:

## Information Kiosks

This element can be two or three sided and provide Whistler and Commercial District orientation maps, interpretive panels and directional information. While static in nature, the panels can offer access to technology through QR Codes and text message information maps.



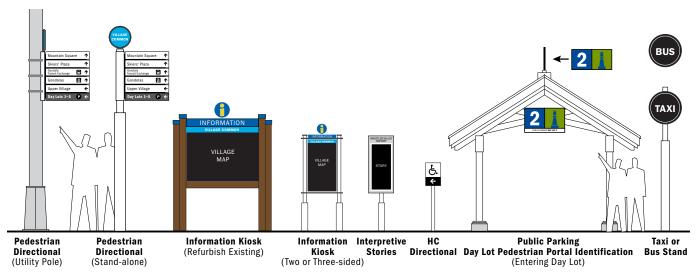
Proposed pedestrian sign with zone marker, parking information and pictograms incorporated.

# **Directional and Map Signage**

Typically located at key intersections, arrival points and portals, these signs offer a greater understanding of all the destinations nearby, holding up to eight or 10 listings and presenting double-sided panels. This information also assists in directing back to nearby parking facilities, public transportation and local trail heads.

## Interpretive signs

Interpretive Signs offer the opportunity to express Whistler's character, history and culture. Topics for interpretive signs may include historical information, significant sites, architecture, or environmental issues and initiatives. Stories about local traditions can enhance the visitor's experience and understanding a place.



Generic Pedestrian Menu of sign types.

# Pedestrian Departure Experience

After spending a couple hours in Whistler Village, it is easy for visitors to get disoriented as to where their journey began.

The primary pedestrian departure issue identified was the difficulty of users to remember where they parked, what portal they came through and what lot or garage they parked in.

## Recommendations

### **PRIORITY #1**

Add pedestrian signs connecting Whistler Village to the Upper Village, primarily from Skiers Plaza, through Fitzsimmons Trail and to Blackcomb Base, as an integral element to the overall Village wayfinding system.

Add signs around the Gateway Loop, primarily directing from bus and coach drop off to Visitor Centre, Whistler Village and other adjacent destinations. See previous page and Strategy section for sign design criteria.

Coordinate with Portals project to identify portals that are internally marked from within Whistler Village.

### **PRIORITY #2**

Replace pedestrian signage in Whistler Village, Upper Village and at trailheads.



Exit portals are easy to miss from inside the Districts.



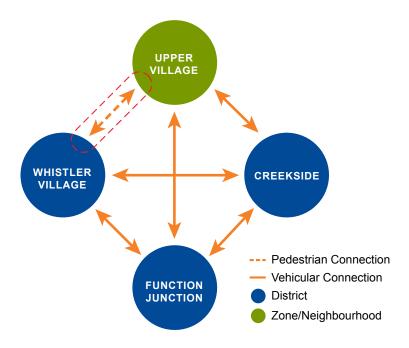
Whistler is a largely pedestrian environment. First-time visitors need help finding their way around.

# PEDESTRIAN EXPERIENCE

# Case Study: Whistler Village to Upper Village Journey

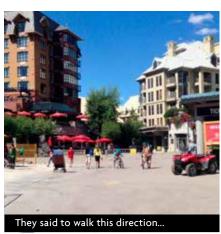
One of the key connections that needs to be improved is the pedestrian connection from Whistler Village to the Upper Village. Helping visitors easily access the Upper Village and discover the assets and destinations can have great economic benefits for those Upper Village merchants.

To experience the journey and identify the obstacles and opportunities pedestrians face, the design team set out on a journey to find the Wizard Chairlift from Whistler Village. The journey is documented on the following pages.





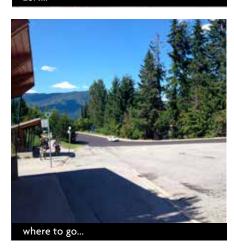
















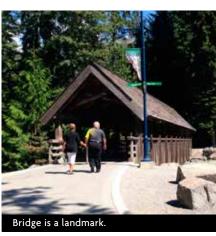














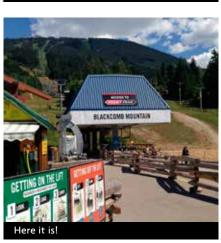




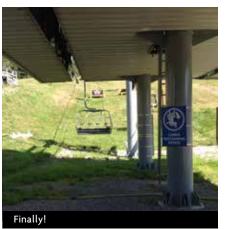
















Some people come to Whistler for the exciting mountain bike trails, others want to enjoy a leisurely ride along the paved Valley Trail as a way of transportation.

# **BICYCLES**

A coordinated, well-designed signage system improves the coherency of the bikeway system and can provide a greater sense of user security and comfort, as users receive confirmation that they are on the correct route and are aware of how far they have to travel to reach their destination. Wayfinding signs also visually cue motorists that they are driving along a bicycle route and should use caution.

Many communities across Canada use standard bicycle wayfinding signs. Some communities have performed customizations to these signs to provide an enhanced level of branding. The majority of the objectives of a wayfinding system can be accomplished with standard, or enhanced standard signs. Using standard wayfinding signs typically requires multiple signs be fabricated for each location where wayfinding information is desired.

A growing number of cities around the nation are employing an enhanced style of wayfinding sign on their bikeway networks. These signs use a single, clean rectangle shape rather than multiple sign plaques. Enhanced signs may also include both distance and travel time estimates to help minimize the tendency to overestimate the amount of time it takes to travel by bicycle. Some cities have used colours such as purple, blue or red on enhanced bicycle wayfinding signs.



Standard bicycle route sign



Enhanced bicycle route sign



Custom bicycle route sign

# **Types of Signs**

There are three general types of wayfinding signs: Confirmation signs, Turn signs, and Decision signs.

### **Confirmation Signs**

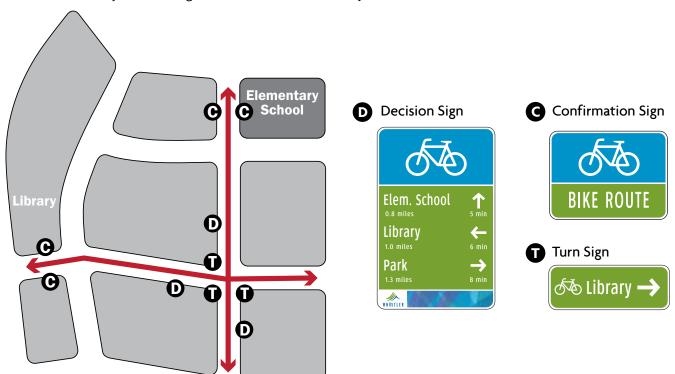
These signs indicate to bicyclists that they are on a designated bikeway. They also help make motorists aware of the bicycle route. Signs may include distance and time, but do not include arrows. Placement occurs approximately every 200 to 300 metres along bicycle routes and typically immediately following turns or junctions between bike routes to confirm destination(s).

## **Turn Signs**

The signs indicate where a bikeway turns from one street onto another street. They can also be used with pavement markings. Signs include destinations and arrows. Placement occurs nearside of intersections where bike routes turn. Pavement markings can also act as confirmation that a bicyclist is on a preferred route.

### **Decision Signs**

These signs mark the junction of two or more bikeways, and inform bicyclists of the designated bike route to access key destinations. Signs include destinations and arrows, distances, and travel times are optional but recommended. Placement occurs near-side of intersections in advance of a junction with another bicycle route, and along a route to indicate a nearby destination. Decision signs may provide the most value in areas with high visitor use or where users may be the most unfamiliar with the system. Turn signs are often sufficient to convey destination and directional information.

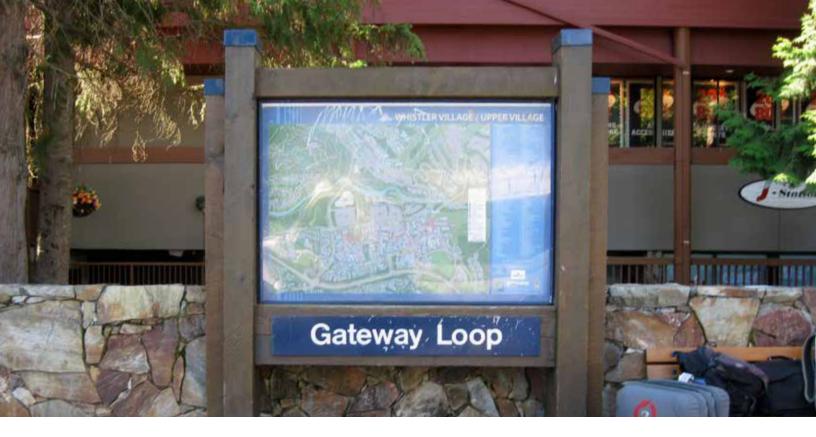


### Recommendations

### **PRIORITY #3**

Develop master signage approach to bike routes throughout Whistler.

Signage design should consider an enhanced accessibility approach that allows for the identification of the Whistler identity and helps connect this layer of signage to the overall system.



# PUBLIC TRANSPORTATION: GATEWAY LOOP

With 44% of winter destination visitors arriving to Whistler Village by public transit, the Gateway Loop serves as a primary point of entry. Located adjacent to the Visitor Centre and with direct access to the Village Stroll, this is an opportunity to offer a welcoming message, establish the Whistler brand identity and provide orientation. Currently, as you depart the buses, the site lines are obstructed by trees, there is little orientation, and direction to accommodations is lacking.

Kiosks and Information Elements in this area should be considered more of a 24-hour concierge. Providing information specific to those visitors who have just arrived or are using transportation, other than automobiles.

## **Connections**

This area is an initial touch-point where information can be provided to guide visitors to "first-stop" destinations, such as the Visitor Centre, Hotels, Strata Information and the Village Stroll portal.

### **Bus Shelter**

The bus shelter area is an opportunity to promote Whistler to a captive audience as they wait for their transportation. This communication should not be limited to Whistler Village only, encouraging discovery of other areas by cross-marketing Function Junction and Creekside to visitors, as well as explaining the multi-modal options available in Whistler.









The Gateway Loop

## Recommendations

### **PRIORITY #1**

Bus Shelter Upgrade: The existing bus shelter structure provides much need protection from the climate and the architecture fits the context of the environment, it should be upgraded to include the following:

- Install large architectural typography that reinforces the name Gateway Loop. Creating this strong identity assists the visitor in establishing a point of orientation as they begin to learn the area and build a cognitive map
- Integrate an Orientation Map into the Bus Shelter Structure (illuminated cabinet)
- Consider Civic Event and Festival announcements or Interpretive panels that tell the Whistler story
- Support recognition of multi-modal transportation by posting Transit logos and pictograms
- Consider Bike Sharing stations

### **PRIORITY #2**

Re-think the existing kiosk as a Accommodation and Transportation Directory, with a focus on "first-stop" destinations. Include a link to Access Whistler pages and the contact information for resort cabs, the only accessible transportation provider in Whistler.



Valley Connector 2 Creekside/Cheakamus To Rainbow/Emerald Pemberton 4 Marketplace Shuttle via 99 **RAINBOW** (November 16 to April 21) **ESTATES EMERALD** Upper Village/ **ESTATES ALPINE** Benchlands Shuttle MEADOWS Tapley's Connector Staff Housing GRFFN I AKF 8 Lost Lake Shuttle (June 29 to September 2) 99 Pemberton Commuter 66 SPRUCE TAPLEY'S FARM **GROVE** WHITE GOLD ALTA WHISTLER **ESTATES** LAKE CAY 8 HEIGHTS STONEBRIDGE **BLUEBERRY** 4 HPPFF **BENCHLANDS** ALTA **FUNCTION BRIO** JUNCTION **TAMARISK** NORDIC **ESTATES** Hwy. 99 MILLAR' WHISTLER BLACKCOMB POND WHISTLER SPRING MOUNTAIN MOUNTAIN **BAYSHORES** CREEK **CREEK CHEAKAMUS** CROSSING **KADENWOOD** 

# WHISTLER TRANSIT: GONDOLA TRANSIT EXCHANGE

The Gondola Transit Exchange serves as a primary inter-change to the ski-lifts and Whistler Village, with visitors arriving from a variety of destinations via several different bus routes. Located adjacent to the Skiers Plaza this is another opportunity to offer a welcoming message, promote the Whistler and BC Transit identity and provide user specific information. Currently, as you depart the buses, there is little orientation or directional information. The return trip up the steps is equally difficult and lacking directional information. While the Village Stroll embraces the idea of discovery and wandering, this area requires more purposeful direction, created by the arrival of larger groups via transit, carrying of ski equipment and the majority of winter-time visitors are looking for a specific destination (gondolas).

Similar to the Gateway Loop, kiosks and information elements in this area should be considered more of a 24-hour concierge. Providing information specific to gondolas, skiing conditions and the Upper Village connection via Fitzsimmons Trail.

## Coordination

Signage in this area will have to be coordinated with BC Transit to allow for a seamless transition from system to system. Nomenclature, graphics and maps will have to be coordinated to insure consistency is being maintained across the various tools and graphic styles.

### **Bus Shelter**

The bus shelter area is an opportunity to reinforce the Whistler brand to a captive audience as they wait for their transportation. Utilizing the same philosophy as described for the Gateway Loop, communication should not be limited to Whistler Village only, encouraging discovery of other areas by cross-marketing Upper Village, Function Junction and Creekside. There is also the opportunity to reinforce the Whistler brand, as an active destination that is environmentally conscience, by providing digital information that communicates real-time ski-conditions, educates the public about Whistler sustainability initiatives or promote healthy lifestyle facts.

## Recommendations

### **PRIORITY #1**

Bus Shelter Enhancements: The existing bus shelter structure provides much needed protection from the climate and the architecture fits the context of the environment, but it may be enhanced to include the following:

- Install large architectural typography that reinforces the name Gondola Transit Exchange. Creating this strong identity will assist the visitor in establishing a point of orientation, which helps them locate themselves within the context of Whistler Village.
- Integrate an orientation map into the shelter structure (illuminated cabinet)
- Consider civic event and festival announcements or interpretive panels
- Provide real-time information
- Provide clear direction over and around the berm
- Consider Bike Sharing stations

### **PRIORITY #2**

Re-think the existing kiosk as an Activity Directory, with a focus on additional destinations and activities to do while in Whistler. Solar power shall be considered.







There is activity year round in Whistler, including the obvious outdoor mountain attractions, as well as museums, healthcare and municipal buildings. All are considered destinations.

# **DESTINATION INTRODUCTION**

The arrival point for each wayfinding journey is the visitors desired destination. Understanding which destinations are included in the program and where each destination is located is required before sign location planning can begin (future phase). Below is a listing of the potential destinations, separated into categories, along with maps on the following pages identifying the destination location within Whistler.

Section 4 of this document, outlines the strategies and criteria for determining which destinations are included and which tier of inclusion a destination may be considered.

#### **DESTINATIONS**

### VISITORS

- Whistler Visitor Centre
- 1 Village Host
- 2 Guest Services

### ARTS and CULTURE

- Audain Art Museum
- 4 Millennium Place
- 5 Squamish Lil'wat Cultural Centre
- 6 Whistler Museum

### ATTRACTIONS

- 8 Blackcomb Mountain
- 10 Meadow Park Sports Centre
- 11 Olympic Plaza
- 13 Whistler Mountain
- 14 Whistler Sliding Centre

### ATTRACTIONS/PRIVATE OWNED\*

- 15 Alta Lake Watercraft Rentals
- 16 Callaghan Country Wilderness Adventures
- T Canadian Wilderness Adventure
- 18 Coast Range Helisking
- 19 Cougar Mountain Wilderness Adventures
- The Great Wall Underground
- 21 La Scandinave Spa
- 22 Olympic Park
- 23 Peak 2 Peak Gondola
- 24) Powder Mountain Catsking
- 25 Riverside Campground
- 26 Ski Callaghan
- 27 Superfly (Zipline + Treetops)
- 28 Whistler Blackcomb Coca-Cola Tube Park
- 29 Whistler Blackcomb Ski Resort
- 30 Whistler Bungee Office
- 31 Whistler Village Gondola Building
- 32 Whistler Racquet Club
- 33 Ziptrek Ecotours

#### GOVERNMENT/ CIVIC

- Municipal Complex
- B Public Library
- 36 Public Safety Building

### HEALTHCARE

37 Whistler Health Care Centre

## GOLF COURSES\*

- 38 Fairmont Chateau Whistler Golf Club
- 39 Nicklaus North Golf Course
- 40 Whistler Golf Course

### TRANSPORTATION

- Gateway Bus & Taxi Loop
- Gondola Transit Exchange
- 43 Float Planes (Seaplanes), Green Lake
- Whistler Station, Creekside
- 45 Whistler Municipal Heliport

## PARK DESTINATIONS

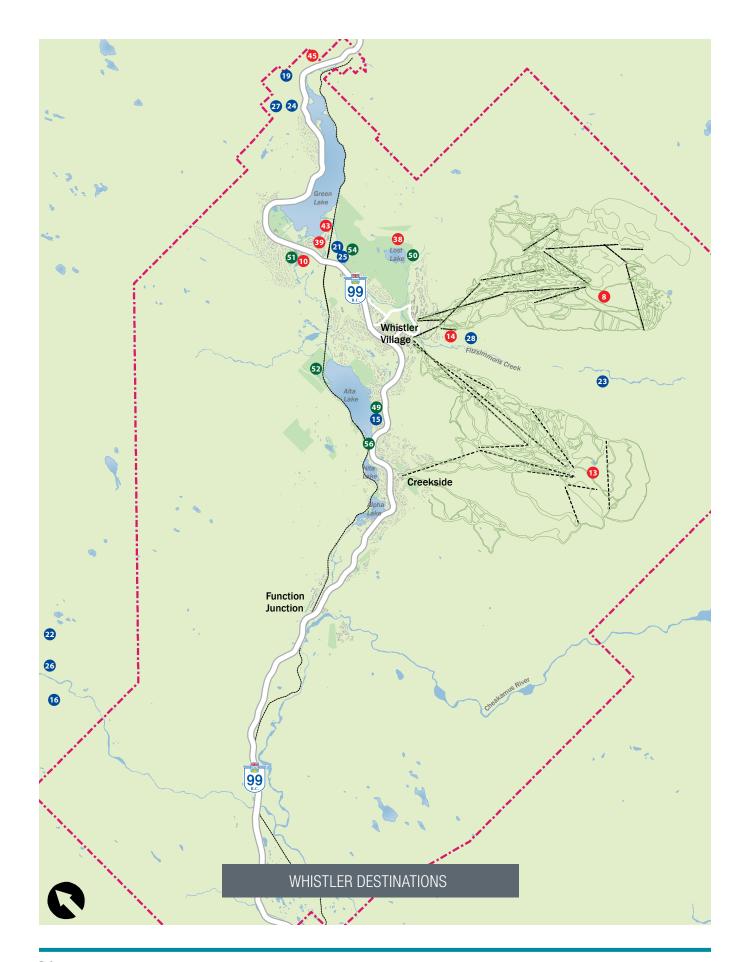
### Kev Municipal Parks

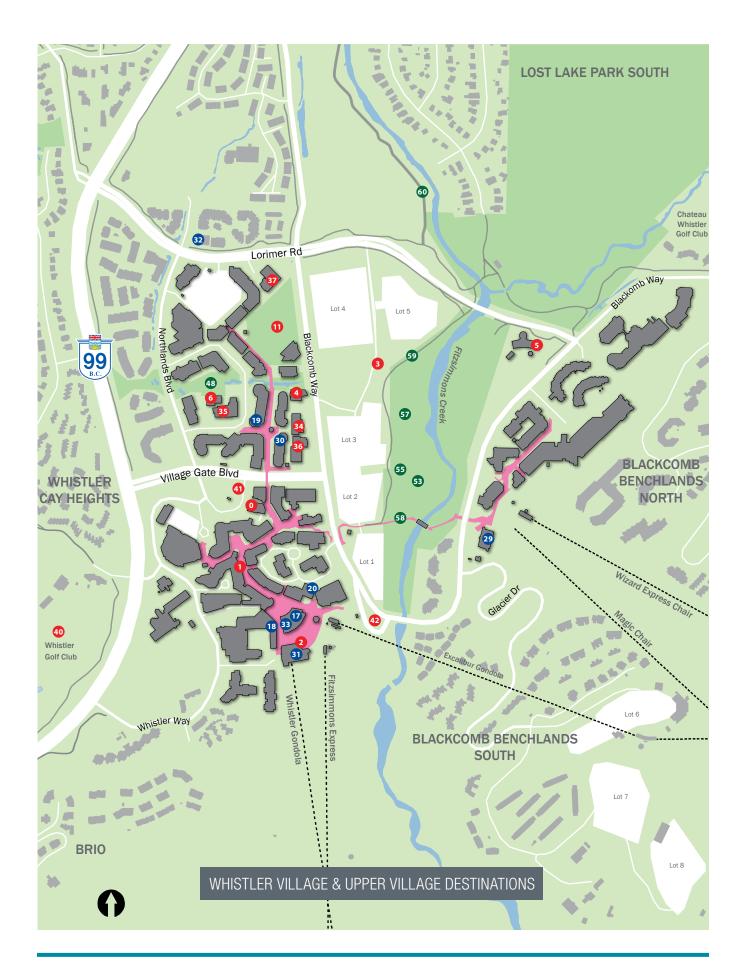
- 46 Alpha Lake Park
- 47 Bayly Park
- 48 Florence Peterson Park
- 49 Lakeside Park
- 50 Lost Lake Park
- Meadow Park
- 52 Rainbow Park
- 53 Rebagliati Park
- 54 Spruce Grove Park
- 55 Village Bike Skills Park
- 56 Wayside Park
- 57 Whistler Skateboard Park

### PEDESTRIAN PATH TRAILS

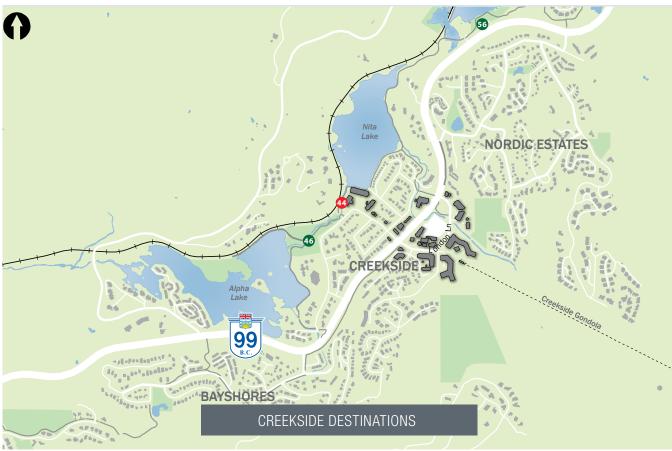
- 58 Fitzsimmons Trail
- 59 Valley Trail
- 60 Universal Access Trail

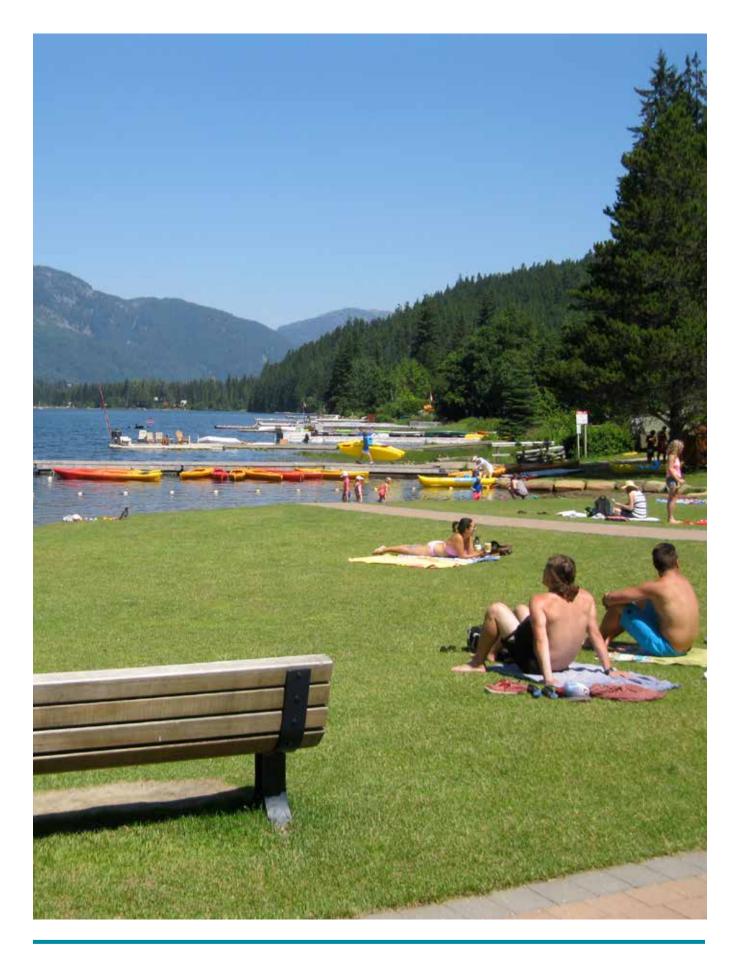
<sup>\*</sup> Discussion Required: Inclusion of privately-owned entities is limited to maps and Service and Attraction signs on HWY 99. See the Strategies section for Criteria for Destination Inclusion.













Whether it's walking, biking or cross-country skiing, the pedestrian trails and bicycle routes promote a healthy, outdoor lifestyle.

# **VALLEY TRAIL**

The Whistler Valley Trail Network attracts more than 330,000 users in a typical year. The system is used by visitors and residents alike and is an integral part of the true Whistler experience. Whether it's walking, biking or cross-country skiing, the pedestrian trails and bicycle routes promote a healthy, outdoor lifestyle.

### Trail Network Assessment

Many issues are looked at when assessing a trail network. Below are points to be addressed by the Whistler Wayfinding System.

**Trail Access:** Many of the trails remain hidden from view. These valuable resources can be better defined by providing a clearer identity and marking the points of entry.

**Materials:** The very inherent experience of the trails lends itself to inclusion of sustainable and natural materials. Wood, stone and naturally finished metals fit effortlessly into the environment, providing an unobtrusive object, but help to provide necessary information. Signs that require a low level of maintenance are preferred for trails as well. Many current signs along the trail require a lot of care and are worn-looking.

**Technology:** QR Codes, solar panels and text messaging information can minimize the size of signs, clean-up sign clutter and provide users with valuable information.

**Trail Icons:** Similar to the parking icons, creating an identity that is part of the overall wayfinding design, but unique to the trails, will provide users an easy-to-identify symbol that can be communicated across a variety of tools (signs, maps, apps, brochures, etc.). The key locations will be at trailheads and access points where direction is needed to guide people to the trails, along roads and waterways, and to destinations off the trail.

## Types of Trail Signs

There are a variety of sign types that can be incorporated along the trails that will help them connect to the key destinations.

**Trailheads:** This information element can identify a trail, provide orientation through maps, and offer community information. There is also the opportunity to build technology and sustainable materials into the trailhead design.

**Directional:** Located at key decision points, these signs direct to nearby amenities, additional trails, and access points. Distances to destinations should be included on signage.

**Regulatory:** Posted throughout the trails at locations where required or determined appropriate, the municipality may communicate regulatory information related to rules, instructions, restrictions, and/or safety issues.

**Informational Signage:** Public posting about upcoming events, construction projects, or general community information can be posted at key gathering points. Additional signage can be placed at specific areas that require communication.

**Fitness Markers:** Whether it is a simple mile marker, coordinated fitness trail or fact about calories burned, these types of signs provide another layer to your trail experience by informing and educating users.

**Emergency Services:** Safety is a primary concern along all trails and providing elements and messages that establish orientation and position along a trail is critical to ensuring information reaches emergency services.

Interpretive: This sign type can offer historical information about a site, botanical facts, or promote environmental initiatives.

**Donor Recognition:** This can be established as a formal capital campaign or as ongoing recognition of friends of the trail. Common elements utilized in trail recognition programs include pavers, naming areas, trail furniture planting areas (i.e. benches), etc.

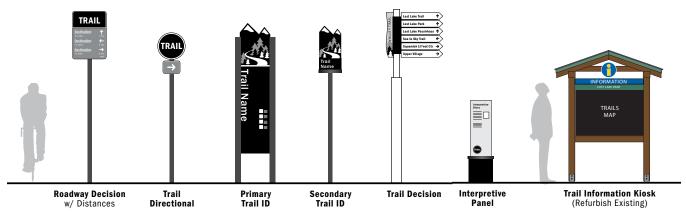
### Recommendations

### **PRIORITY #3**

Upgrading to new signage should be considered at major Valley Trail trailheads.

Special attention should be paid to access points located closest to the Blackcomb Way and the Day Lots as these are the primary points of access for visitors staying around the Village or driving and parking in one of the Day Lots.

Once on the trail directing back to major points, such as Whistler Village, Upper Village or other landmark destinations shall be a priority in messaging.



Examples of trail signage to be explored



Banner Systems can market non-profit groups, promote events, identify districts or provide confirmation to visitors that they are traveling in the correct direction.

# **BANNERS**

Banners provide an opportunity to reinforce neighbourhood identity, provide wayfinding cues and market events. Each of these purposes can support the RMOW wayfinding experience, but must be closely coordinated with the overall philosophy, specific visual connections and elements of the design intent.

# **Neighbourhood Identity**

Banners within Whistler Village will be critical to building the recognition of the individual neighbourhoods. Reinforcing the color pallet will tie-back recognition to pedestrian signs, parking lot identity and orientation maps. In addition to colour, terminology, graphic icons and pictograms will all need to be coordinated and communicated in a consistent manner. For districts like Function Junction and Creekside, banners should provide a strong sense of community and reinforce that these are places visitors can experience while in Whistler, and access the service providers located in these commercial districts.

Currently banners are planned for the Village neighbourhoods through the Portals project. The design team will continue to coordinate with the Portals team to ensure the wayfinding information and graphics provide a seamless journey for visitors.

# **Wayfinding Cues**

Banners also provide memorable landmarks that establish orientation, encourage travel down specific paths and help to identify transitions into new areas. For example, banners in the parking areas can provide a numeric reference to the parking lot you have parked in, as well as directional information from within the parking lot.

# **Marketing Events**

When appropriate RMOW has used banners to market community events and larger sponsored events. This type of banner use is encouraged and should continue. This type of banner requires reasonable design criteria to control the type of information being presented, as well as guidelines for best design practices.

## Recommendations

### **PRIORITY #4**

Establish a Banner Design Guidelines Manual that outlines the appropriate administration, design criteria and material specifications for a municipal-wide Banner Program.

# **INTERPRETIVE**

Whistler offers such a diverse experience, that topics and educational opportunities can reflect a full range of interesting subjects. Themes and storylines that can be considered include: local history, cultural information, community facts and trivia, Olympics, architecture, natural environment features, flora and fauna, environmental issues, sustainability initiatives, ski area facts, fitness or active lifestyle, and education. This information can be communicated through a variety of tools.

# **Current Interpretive Signage**

**INTERPRETIVE SIGNAGE:** These static or electronic elements tell the story of the place through images, graphics, text and in some cases, audio. The signs are placed as an organized tour, adjacent to key sites or dispersed along a trail.

**QR CODES:** These scannable tags are included on some current static signs and connect the user to a website or PDF document via their smart phone. This feature enables the host to update information easily, without having to reconfigure or replace an expensive sign. Incorporating these types of elements into the wayfinding system can help create a sense of place, promote heritage and historical tourism as well as promote and reinforce the identity and character of Whistler.

## **Additional Interpretive Solutions**

**CELL PHONE AUDIO TOUR:** A visitor may utilize their cell phone and access a self-guided audio tour around Whistler Village. Simply dial into a pre-recorded message system to receive historical information, news about sustainable initiatives or local fun facts. The system can also inform visitors about shopping and dining opportunities that are nearby their current location. Currently, there is a podcast available.

## Recommendations

### **PRIORITY #4**

RMOW may consider additional pilot project of eight to ten sites to expand where and how the Whistler story can be told.

#### **CURRENT CONTENT:**

- History
- Botanical
- Sustainability
- Olympic History
- Educational facts
- Fitness facts
- Annual Events

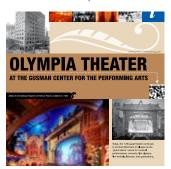
# POSSIBLE ADDITIONAL CONTENT:

- From cultural tourism development strategy elements
- · Other, TBD

Left to right: Audio Tour, Cultural Information panel, Historic Building story with QR code, Environmental Initiative panel



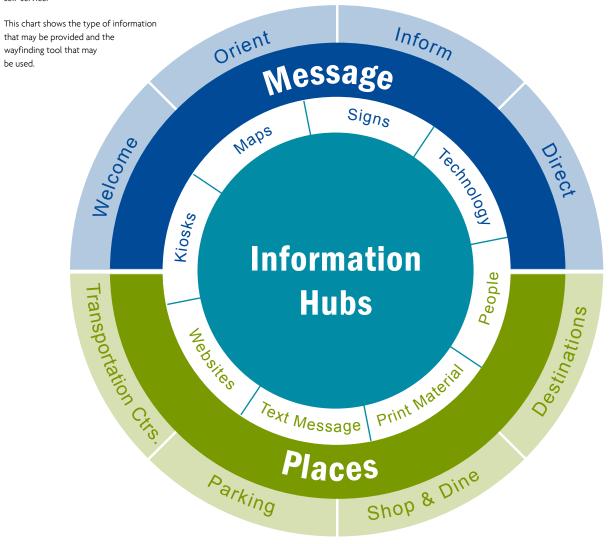




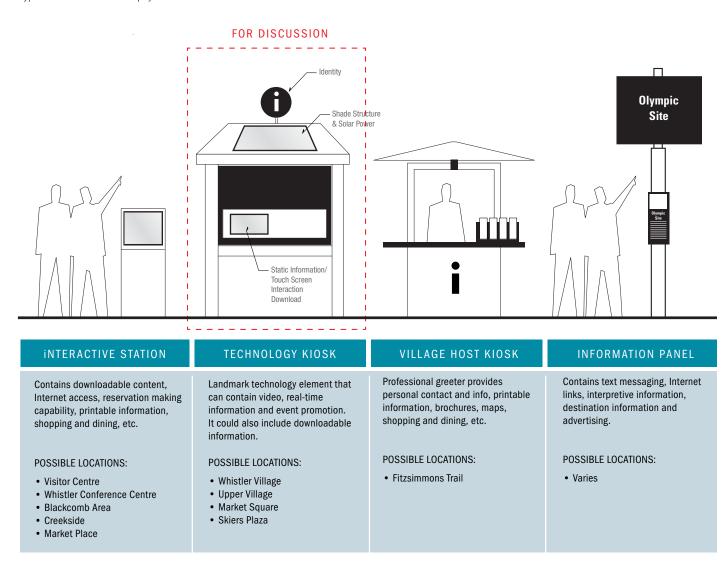


# **INFORMATION HUBS**

Information Hubs are planned wayfinding elements where a variety of information can be communicated. They can vary from static to digital and manned to self-service.



At key gathering points information hubs can be established to communicate wayfinding information. A variety of elements can be utilized and different types of information can be displayed.



## Recommendations

### **PRIORITY #1**

Establish a Village Host Kiosk at the entry point to Fitzsimmons Trail.

### **PRIORITY #4**

Interactive stations at the Conference Centre, Visitor Centre, Blackcomb area, Creekside and Market Place.

• For Discussion: Need for Technology Kiosks and locations.



Wayfinding systems present the opportunity to connect districts, destinations and people.

# **CONNECTIONS**

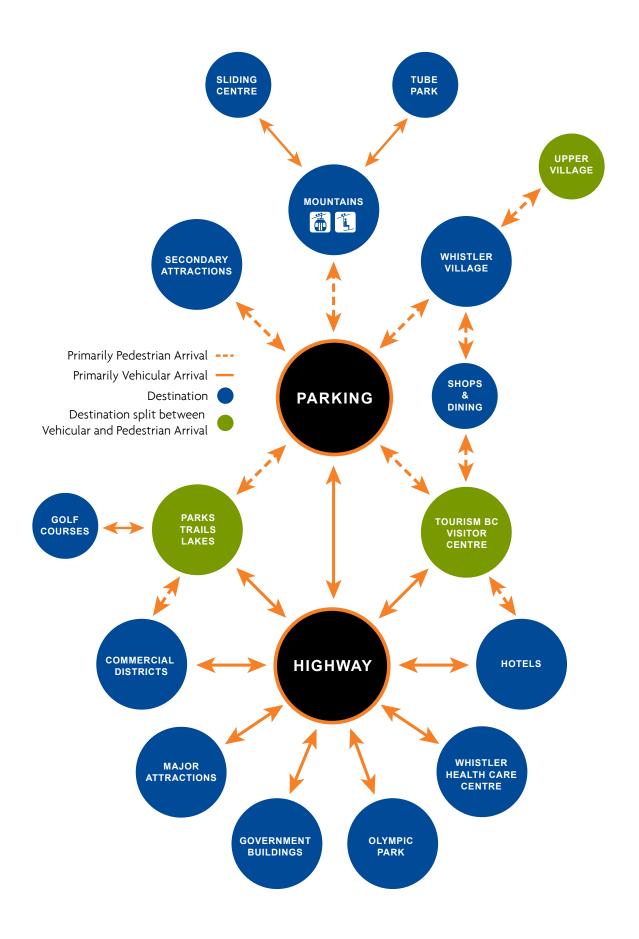
Wayfinding systems present the opportunity to connect districts, destinations and people. Whether the connection is a strategic cross-marketing effort between multiple attractions, a common visitor activity that links two destinations or an unplanned encounter while exploring Whistler Village, connections are a powerful marketing tool that can present a positive experience in the community while also increasing local revenue. By promoting connections, the wayfinding system allows visitors to discover the varied destinations in Whistler and encourages them to stay longer to explore them. These connections help to improve the overall experience of a visitor, promoting a positive image, favourable word-of-mouth and social media effect. Ultimately this leads back to increased overnight stays and return visits.

## Recommendations

### **PRIORITY #1**

The connections illustrated shall be used to guide the Sign Planning and Messaging phase of the project.

All programming should be crossed referenced back to ensure all routes and connections are covered based on the illustrated graphic on the facing page.









\* Village Centre is a place holder name only and requires discussion

# **DEPARTURE ROUTES**

A wayfinding journey does not end at the arrival to a destination. The journey back is equally as important to the visitor experience. A difficult departure journey can be frustrating and stressful. In Whistler, where climate conditions play a role in both the need for efficiency and the ability to move quickly through the space, finding your way back to your car, hotel or transit stop is important. There are two specific departure scenarios we have focused on.

# Pedestrian Return to Parking, Accommodations and Transit

This is primarily an issue within Whistler Village when understanding where you entered Village North or Village Centre, it can be difficult to remember. The environment can be easily disorienting, and until landmarks are learned, return routes can be easily forgotten (see page 15, The Lost Ones). A key transition point for finding your way back to parking are the internal portals that exit back out to the parking areas. Limited site lines, lack of information and minimal architectural cues play various roles in creating this difficulty. See page 69, for Portals references, examples include Market Place (P2), Main Street (S2), Town Plaza (S1 and S4), Mountain Square (S13) and Skiers Plaza (P8).

# Vehicular Return to Highway 99

Departure routes can begin at a series of places including parking areas, residential neighbourhoods, accommodations and primary destinations. Existing conditions include fairly well-signed intersections directing back to Highway 99, and once on the highway, the signage to Vancouver and YVR Airport is sufficient and appropriate.

### Recommendations

### **PRIORITY #1**

Graphically theme the Day Parking Lots through color and icons that represent nearby internal Village landmarks (e.g. Olympic Rings), this will help to establish a connection and memorable identity for each parking lot. (see page 66-67)

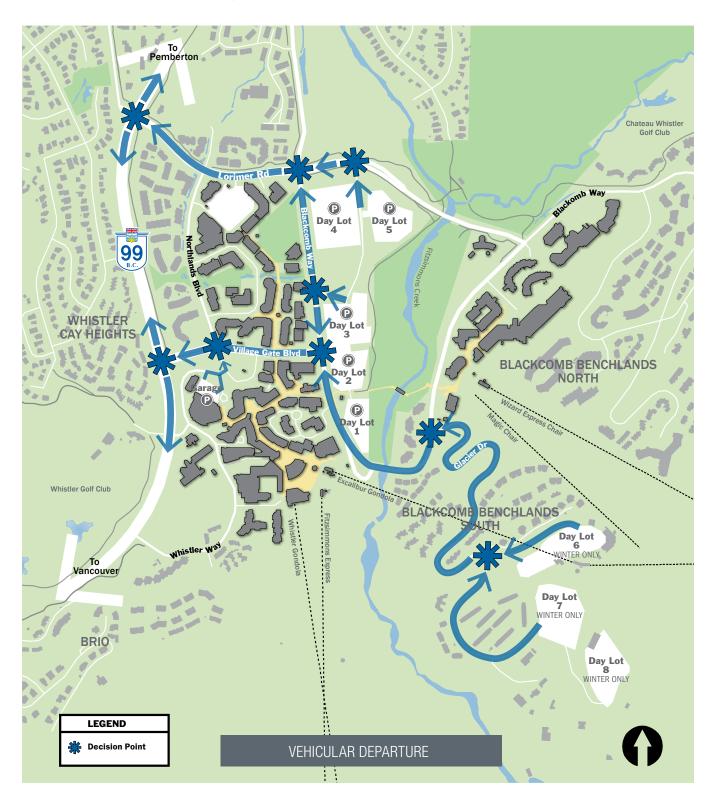
### **PRIORITY #2**

Establish portal identification internal to the Village Stroll. Internal portals shall include the name of the neighbourhood and the destinations that are accessible through the portal, i.e. parking, attractions, connections to other zones, amenities, etc.

Internal portals will be less significant and different configurations than the external monument portal signage, currently under development.

## **PRIORITY #3**

A new vehicular directional signage system can incorporate routing to Highway 99 and should specifically consider circulation as visitors depart parking areas, accommodations, large residential neighbourhoods and primary attractions. The information should be integral to the layout of the vehicular system and not a separate sign. This will reduce signage clutter and present a more consistent system.





The Whistler Cultural Connector project is currently in development and will link six cultural attractions.

# WHISTLER CULTURAL CONNECTOR

The Whistler Cultural Connector (WCC) project is a unique and separate layer of the wayfinding experience in Whistler. The project will rely more on discovery, rather than literal directional information. The project looks to celebrate Whistler's emergence as a vibrant cultural destination and improve the physical, visual, experiential and branded connectivity between six significant cultural institutions in Whistler.

The institutions include, Whistler Museum and Archives (WMA), Whistler Public Library (WPL), Millennium Place (MP), the Audain Art Gallery (AAG, currently under construction), the Squamish Lil'wat Cultural Centre (SLCC), and Passiv House (PH) at the trail head to Lost Lake.

## **Cultural Connector Goals**

**Provide Connections:** In order to pull the six key cultural institutions together, there must be a connection between them, by way of a physical trail system, through strong sensory cues, and by cultural narrative. There also must be stronger and more fluid connections across Fitzsimmons Creek between Whistler Village and the Upper Village.

**Make it Legible:** The proposed WCC route features a large variety of views, landscapes, terrain, surrounding buildings, and existing infrastructure. It will be important to make the route immediately legible through wayfinding and other means, both distinct from and complementary to existing travel routes, visual features and attractions.

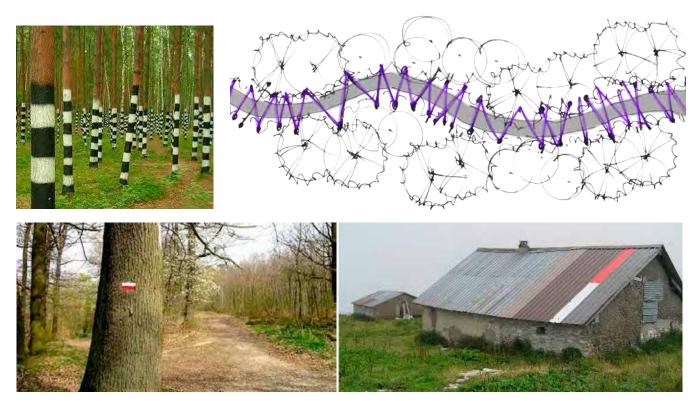
**Make it Accessible:** If successful, the WCC will attract a wide range of people, from long-term residents to day trippers, able-bodied to physically challenged, and from a younger to an older, less mobile demographic. Making the WCC physically, visually, and thematically accessible will be key.

**Pull People In:** The WCC brings together six institutions, broadly grouped together under the banner of culture. What can be done to bring them together in one compelling story, as an attraction on par with Whistler's many other draws?

The conceptual graphic and physical elements of the project offer a set of "visual bread crumbs" that connect the six cultural destinations. Direction will not be provided to the Cultural Connector as part of the RMOW Wayfinding Program.

The WCC, acts more as an experience you come across and discover through repetition of seeing a common language. The current concepts utilize a black and white pattern that is applied to different elements and at different scales and configurations. In the context of the wayfinding project, the black and white design approach works well, as it will not conflict with other wayfinding tools that use color. In fact, the black and white approach will provide the Cultural Connector a strong identity for these elements within the overall wayfinding strategy.

Individual WCC components may be implemented independent from the wayfinding program, but coordination should continue as installation of various elements for each project begin to take place.



Whistler Cultural Connector concept marking images courtesy of Hapa Collaborative







# **EVENT AND TEMPORARY SIGNAGE**

Annually, Whistler hosts hundreds of festivals and events with a wide range of themes and programs designed to appeal to an equally wide range of target audiences. This requires coordination of traffic, safety and wayfinding information to communicate a variety of messages to the public, including event information, temporary changes to traffic patterns, street closures, parking information and emergency information. Within the context of a wayfinding system, it is best to communicate temporary information as a separate layer from the permanent wayfinding system elements, rather than trying to mix messages or create an interchangeable system. In the scope of the wayfinding system, several tools and coordination efforts can be incorporated to assist the municipality in delivering this information.

# **Dynamic Message Signs (DMS)**

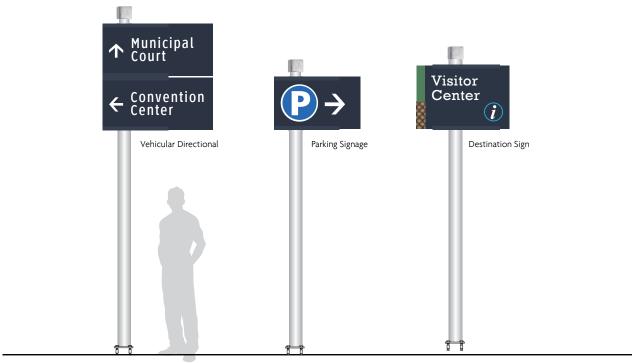
Typically these signs are limited to transportation and safety related messages. This type of signage can also assist with parking or visitor information. Promotional or advertising information is prohibited.

The Whistler Wayfinding System can also be supported by additional temporary DMS signs that can be placed on an as-needed basis, based on significant or long-term changes in traffic patterns.

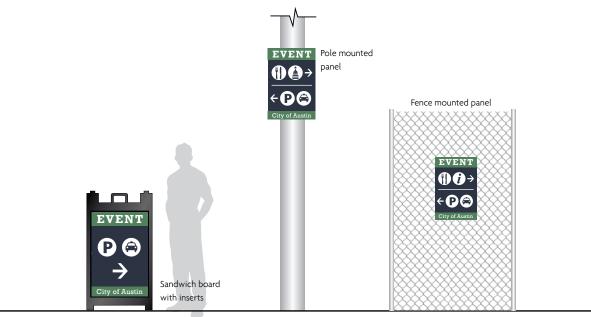
# Temporary Signage (Static)

This "sandwich board" configuration should be designed to match the wayfinding system. This communicates that these signs are part of the overall wayfinding system, allows visitors to anticipate the information along their route and presents the permanent and temporary signs as an organized effort.

Some signs can be produced with standardized messages for select destinations. These would be used primarily for situations when the traffic patterns have changed from the day-to-day routing established by the wayfinding system to a temporary route based on a specific event, construction project, or other unique circumstance. Placement of these temporary signs should not infringe on accessible routes of travel.



# Example of Downtown Wayfinding System



**Matching Temporary Sign System** 

Example of Temporary signage created for the City of Austin, Texas Wayfinding System. Using the same colour palette, fonts and pictograms connects the temporary signs to the vehicular, parking and destination signage.

## Recommendations

### **PRIORITY #3**

Develop a design for a series of temporary and portable sign types that can be used at or by Whistler events to help guide visitors. The design intent should be consistent with the overall design of the Whistler Wayfinding System and take cues from the colour palette, typeface and Whistler identity. Establish a guideline for the use of the temporary sign system.

Consistency in design will build awareness and allow visitors to anticipate and trust the information being presented. It will also present a more organized approach and reduce visual clutter during its time in use.







# SUSTAINABILITY: TRANSPORTATION

Wayfinding systems can offer the opportunity to reduce the negative impacts that the built environment and transportation can have on our communities. Through a variety of opportunities wayfinding can have a positive effect on our environment.

# **Promote Public Transportation**

Wayfinding systems promote the use of sustainable transportation methods by communicating information that encourages the use of bicycle paths, pedestrian walkways and public transportation. Wayfinding systems help to support the use of these mobility options by making them accessible, user-friendly and promoting their availability.

## **Reduce Traffic**

Wayfinding systems help people find their destination quickly and efficiently, whether it is a major attraction, or a hard-to-find trailhead. Less time traveled equals less time searching which reduces the carbon foot-print left by the vehicle.

# **Support Sustainable Initiatives**

Whistler has a positive image as an environmentally friendly and engaged community due to its many green initiatives, beautiful mountains, outdoor activities and aware citizens and businesses. The Wayfinding System can enhance this image by promoting a variety of transportation options.

Pedestrian, bicycle, BikeShare, electric vehicles, public transit, and car share transportation options should be integrated into the wayfinding system, thereby highlighting the Village's commitment to sustainability and reducing its carbon footprint.

Interpretive signs can also be placed around Village to inform visitors of Whistler's initiatives, as well as sustainable educational information about Whistler's natural resources.

# SUSTAINABLE MATERIALS AND PROCESSES

The design of the wayfinding system shall meet our modern needs and preserve to the greatest degree possible the finite resources of our planet. The wayfinding system may consider a variety of "green" materials and processes, as well as administrative efforts that promote "local" inclusion.

## **Solar Power**

Solar panels can provide power to illuminated signs such as gateways and information kiosks. In Tampa, solar-powered kiosk units consume only 2.05 kilowatt-hours (KWh) per month at a cost of 20 cents – in comparison to \$72 per month if the units were powered with tradition fluorescents.

## **Green Materials and Technology**

The manufacturing process for 3M High Intensity Reflective Vinyl, reduces VOC emissions by 97 percent and energy consumption by 72 percent, compared to the standard engineer grade vinyl sheeting products typically used in the past. Another green technology worth exploring are floor tiles that convert the kinetic energy from human footfall to renewable electricity. The tiles generate renewable energy every time someone walks on the unit both in indoor and outdoor environments.

## **Local Construction**

Some municipalities award extra points to local qualified fabricators during the bid process to help keep projects local and reduce the need for shipping large portions of the system across the country. This also support local businesses. Some clients are "buying local" by engaging community artisans, who can design components of the system. These local initiatives also support Whistler's commitment to reflect local culture.

## Recommendations

## **PRIORITY #2**

Solar power should be considered for gateway signs and illuminated kiosks.

Fabrication by contractors located within three hours from Whistler shall be considered to reduce long shipping requirements.

When possible natural, local and low-maintenance materials shall be considered. See Design Criteria in Section 5.

High Intensity Reflective Vinyl rolls, solar panels, Kinetic energy tiles, local materials, like stone from Vancouver











The Whistler Wayfinding System recognizes the resort's commitment to universal access and inclusion.

# **ACCESSIBILITY**

## Guidelines

The following elements and design criteria should be considered when addressing accessibility. Reference *International Best Practices in Universal Design: A Global Review* for additional accessibility information:

- Since many people with disabilities plan their destination in detail ahead of time, the Whistler Wayfinding website and other printed support materials, should provide specific and accurate information for people with disabilities as it relates to wayfinding and accessible routes in the Village, including public transit, parking and unique conditions around Whistler or at an individual destination.
- Following industry standards, lettering size should be legible at typical viewing distances (e.g., from a wheelchair, the road, upon approach, with consideration of the placement of signs relative to sight lines, etc.).
- Pedestrian signage shall meet standards for typefaces, including the appropriate structure width-to-height ratio.
- Sign messages and backgrounds shall have minimum contrast of 70%
- The "International Symbol of Accessibility" should be used to identify special amenities, such as accessible parking, entrances, routes, or restrooms.
- Kiosks, interpretive signs and information hubs should be designed to be accessible to users of all abilities.
- Pedestrian signage shall provide alternate accessible routes for streets that present accessibility issues.
- Temporary signage should include information to assist with accessibility where construction or other temporary obstacles create barriers, closed sidewalks or pedestrian detours, including hazards that require longer-term fixes (i.e. the gap at the Ted Nebbling Bridge).

- For people with low vision or legal blindness, the following elements can be considered;
  - Tactile maps
  - 70% Colour Contrast
  - Large print
- Technology and support tools such as printed material and brochures can assist deaf users or those who have hearing loss.

Note: Raised letters are not common, nor required as a component of an community wayfinding system. The primary difficulty with using braille within the resort context is, the location and placement of the braille on a kiosk or other community wayfinding device can not be anticipated by the end-user, therefore minimizing its effectiveness. If there is a tactile map that is permanently placed, it should have braille available on components of that map.

## Cost of Accessibility

If access is integrated into the early planning stages and project development, the costs are minimized. Cost problems arise more so when accessibility is an after-thought and needs to be added or configured into an existing condition.

## **Additional Issues**

The following items are outside of the scope of the wayfinding project but should be considered by the RMOW and the Village of Whistler and the destinations to assist with accessibility.

- Assist visitors with varying disabilities to locate appropriate parking within garages, surface lots or among on-street parking stalls.
- Where barriers exist, provide identification and direction to accessible building entrances, or identify particular building as having no accessible entrance.
- Street address and/or building and facility name should be clearly visible from the street.
- Ramp access signs are easily covered with snow since many are on low walls.

## **Recommendations**

### **PRIORITY #1**

Include accessibility information on new orientation maps, including the Universal Access Trail and access points.

### **PRIORITY #1**

Update Tourism Whistler website with Universal Access Trail information and access points.

### **PRIORITY #2**

Replace low Accessible ramp diectional signs with simple signs on poles that can be placed in planter beds at a higher level.



Visual clutter is not an unusual issue for communities to face. Many elements can contribute to clutter, and it's important to be aware of ways to control clutter when possible.

# **VISUAL CLUTTER**

The issue of visual clutter is something with which all communities must struggle. Signs, benches, parking elements, bollards and other street furniture all present image, safety and access issues. Solving a the problem of visual clutter is a much larger issue than just signage, but it is a criteria that must seriously be considered while moving through the planning and design process.

# How the new wayfinding program cleans up clutter:

One of the primary results of a coordinated sign program is that it naturally reduces clutter by presenting a consistent design and organized information. The new wayfinding program will reduce the need for multiple signs at congested decision points.

Consistent design through use of standard colours, graphics, typefaces and size help present a well-planned community and a uniform identity for Whistler. Sign placement is planned as part of a comprehensive system, taking into consideration both the environment and street furniture. Placement is also logical and based on a coordinated community-wide sign system.

## Recommendations

### **PRIORITY #4**

Upon implementation of a new sign program, all existing wayfinding signs should be removed. This can be coordinated with the installation of the new signs.

### **PRIORITY #4**

The design team should endeavor to mount pedestrian and parking trailblazer sign types to existing poles whenever possible. This will reduce the quantity of poles added to current street conditions as well as reduce street obstacles for cyclists and pedestrians.

## **PRIORITY #4**

RMOW shall work with private land owners to communicate best practices and maintenance of existing signage. In instances where existing signs are in need of repair or replacement, RMOW shall bring this to the attention of the building owners.



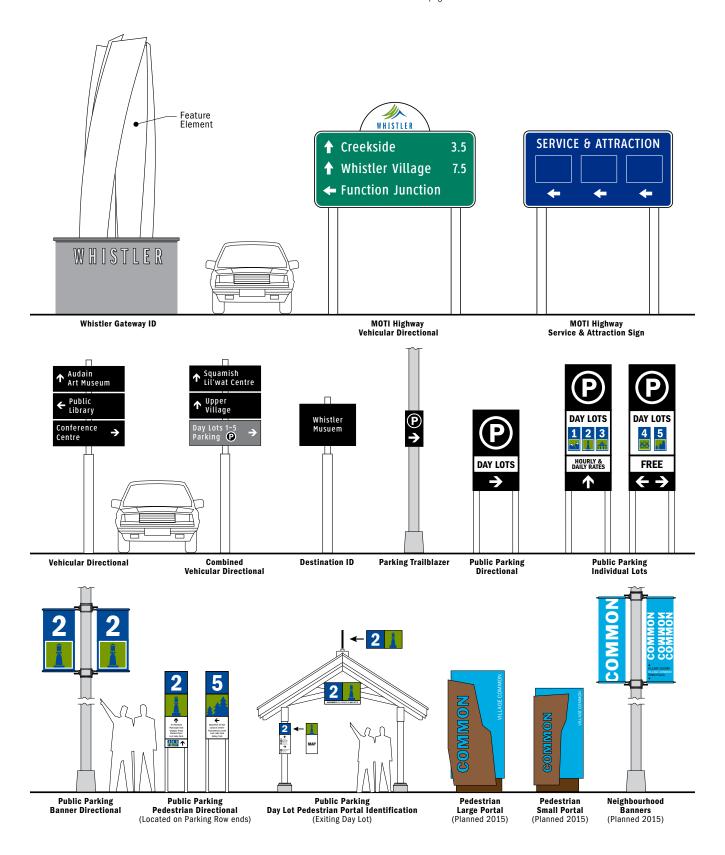


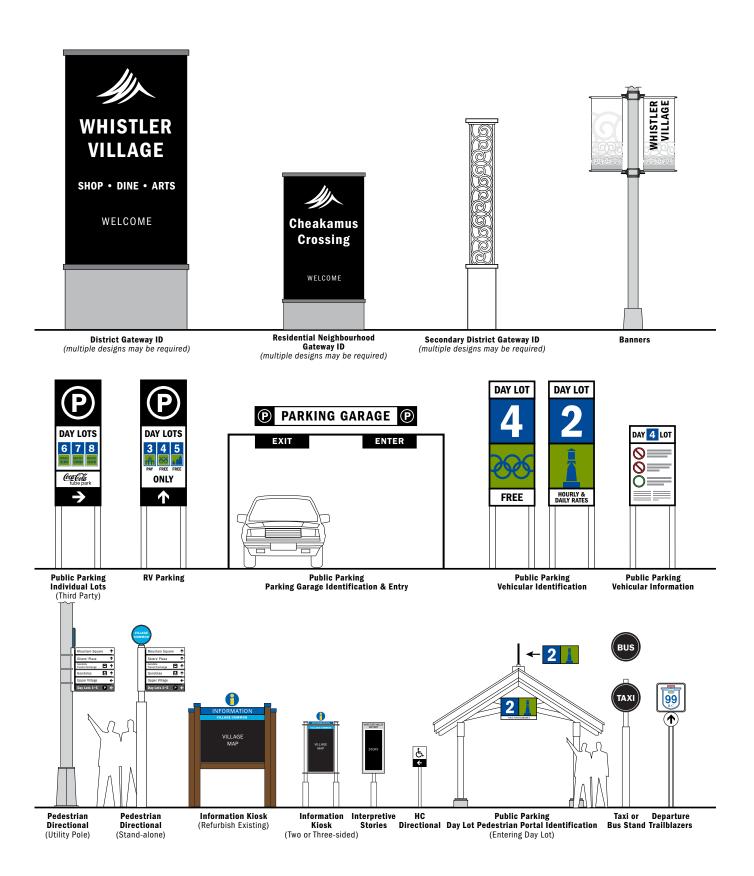




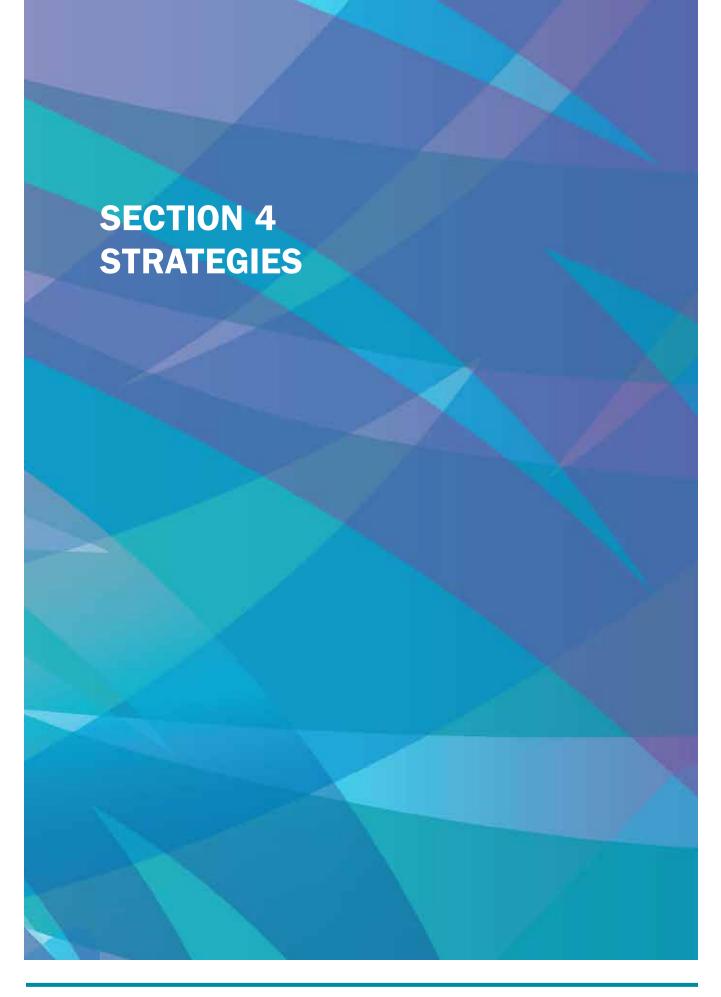
# **GENERIC MENU OF SIGN TYPES**

This generic menu of signs illustrates the potential type, scope, and scale of signs that may be required as part of the project. Reference pages 116-117 for list of destinations.





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Every wayfinding system is unique, therefore the RMOW will need unique strategies for implementing the Whistler Wayfinding System.

# **STRATEGIES**

This section explores strategies for solving issues associated with administrating and implementing a comprehensive wayfinding program for Whistler. In order to ensure a coordinated installation of the Wayfinding System, coordination will need to extend beyond just the RMOW.

<b>Coordination Efforts</b>		APPLIC	COMMUNICATION	
		WAYFINDING ELEMENTS	WAYFINDING LANGUAGE	COORDINATION THROUGH
RMOW	General Manager Planning Parks Transportation Measuring Up Committee Police	<ul><li>Gateways</li><li>Vehicular Signs</li><li>Pedestrian Signs</li><li>Trail Signs</li><li>Support Materials</li><li>Websites</li></ul>	<ul><li>Nomenclature</li><li>Maps</li><li>Graphics</li></ul>	<ul> <li>Internal Coordination</li> <li>Staff Training</li> <li>Brand Guidelines</li> <li>Signage Standards Manual</li> <li>Design/Planning Projects</li> <li>Policies</li> </ul>
PARTNERS	Whistler Blackcomb Tourism Whistler BC Transit & MOTI Chamber of Commerce Hotels / Stratas Attractions Advocacy Groups	<ul> <li>Orientation Map - official</li> <li>Visitor Brochures</li> <li>Signage Placement</li> <li>Other Support Materials</li> <li>Websites</li> </ul>	<ul><li>Nomenclature</li><li>Maps</li><li>Graphics</li></ul>	<ul> <li>Hotel Staff Training</li> <li>Meetings with Partners</li> <li>Brand Guidelines</li> <li>Signage Standards Manual</li> <li>MOTI Coordination</li> </ul>
3RD PARTY	Map Developer Private Transportation Attraction Websites App Developers Merchant Associations Private Landowners	<ul><li> 3rd Party Maps</li><li> Advertising</li><li> Attraction Brochures</li><li> Books</li><li> Digital Content</li></ul>	Nomenclature	<ul> <li>Public Relations</li> <li>Advocacy</li> <li>Work with private land owners for best practices and maintenance of existing signs</li> </ul>

# CRITERIA FOR INCLUSION

The Whistler Wayfinding System looks to include a variety of destinations. The following Criteria Ranking System provides guidelines in determining which type of destinations qualify and what types of wayfinding tools they may be listed on.

# 2-Step Inclusion Process

Listed here is a two-step process for determining whether or not a particular destination is eligible for inclusion in the Whistler Wayfinding System Program.

STEP 1: ELIGIBLE CATEGORIES



STEP 2: DETERMINE WAYFINDING TIER

# STEP 1: ELIGIBLE CATEGORIES

Destination must fall under one of the following categories and meet the criteria established.

## **COMMUNITY DESTINATIONS**

**Business Districts:** An area within a municipality or city which is officially designated as a business district by government officials.

**Government Buildings:** A public building, structure, or complex used by a federal, province or municipal government for the purposes of convening official legal activities and that is open to the public, and provides specific services to tourists.

**Shopping Centres – Neighbourhood:** A group of 15 or more shops, retail stores, or restaurants usually concentrated within a neighbourhood, often at a corner, that functions as the node or nucleus of the neighbourhood(s) surrounding its location.

**Shopping Districts:** A group of 20 or more shops, retail stores, or restaurants usually grouped along a street or within a neighbourhood typically spanning two or more contiguous blocks.

# **Specialty Shopping Centres:**

A group of 12 or more specialty shops (antique, craft, outlet, farmers' market, etc.) retail stores, and restaurants with ample parking facilities. Specialty shops must offer goods or services of interest to tourists and

that derive the major portion of their income during the normal business season from motorists that do not reside in the immediate area. The goods or services shall be readily available to tourists, without the need for scheduling appointments or return trips.

### **CULTURAL OR INSTITUTIONAL**

**Recreation Centre:** Includes stadia, auditoriums, and civic or convention centres.

Hospitals or Health Care Centre: An institution providing primary health services and medical care to persons suffering from illness, disease, injury, deformity and other abnormal physical or mental conditions. The facility must have 24-hour emergency care. (Campus signage is the responsibility of the destination.)

**Libraries:** A repository for literary and artistic materials, such as books, periodicals, newspapers, recordings, films, and electronic media, kept and systemically arranged for use and reference operated either by the municipality or by a non-profit organization.

**Museums:** A facility in which works of artistic, historical, or scientific value are cared for and exhibited to the general public. (Campus signage is the responsibility of the destination.)

**Theatres, Performing Arts, and Concert Halls:** Any not-for profit facility used for the public's enjoyment of the performing arts that has a minimum occupancy capacity of 200 people and associated parking.

### **HISTORICAL OR ARCHITECTURAL**

**Historic Sites:** A structure or place of historical, archaeological or architectural significance listed on or eligible for listing on the National Register of Historic Places maintained by the federal government or otherwise designated by the local municipality. The site must be accessible to the general public and provide a place where visitors can obtain information about the historic site.

**Historic Districts:** A district or zone listed on or eligible for listing on the National Register of Historic Places maintained by the federal government or otherwise designated by the local municipality. Historic districts may provide the general public with a single, central location such as a self-service kiosk or welcome centre, where visitors can obtain information concerning the historic district.

**Architectural Districts:** A district or area that has a significant concentration of buildings that are exemplary examples of a particular architectural style as determined by the local municipality. Often architectural districts may be the focus of walking or motor tours.

## **RECREATIONAL**

**Beaches, Piers and Waterfronts:** Areas with access to and views of the rivers, streams, and lakes which are recognized by the province or municipality as having significant recreational or cultural value and are open to the public a minimum of 180 days per calendar year.

**Boat Launches:** A public facility for the launching of boats and parking of motor vehicles and trailers.

**Canoeing, Rafting, and Kayaking:** Public areas with established canoeing, rafting, and/or kayaking facilities. Individual private facilities are not eligible for signage.

**Golf Courses:** A golf facility open to the public and offering at least nine (9) holes of play. Miniature golf courses, driving ranges, chip and putt-putt courses, and indoor golf shall not be eligible.

**Hiking and Biking Trailheads:** Areas designated for recreational hiking, biking, walking, etc. and their connections which are publicly accessible, and owned and

maintained by either the municipal government or non-profit organizations. Signs will only be installed at locations that direct the motorist to an established trailhead with parking facilities

**Parks – Provincial, Regional and Forests:** An area so designated and under the jurisdiction of the provincial government, or non-profit organization with facilities open to the general public.

**Parks – Municipal:** An area so designated and under the jurisdiction of the municipality with facilities open to the general public and with enough amenities that its appeal is broader than a particular neighbourhood or singular district.

**Sports Facilities:** Regional (multi-jurisdictional) facilities such as minor league and little league baseball fields, youth athletic fields, BMX courses, skateboard parks, etc.

**Ski Areas:** A downhill or cross-country ski area, with equipment rentals, and minimum of five (5) miles of marked and groomed trails.

**Snowmobile Trails and Winter Sports Areas:** Areas with marked snowmobile trails, ice skating rinks, sleigh rides, and toboggan runs, that are open to the general public. Signs will only be installed at locations that direct the motorist to an established trailhead with parking facilities.

# **TOURIST SERVICES**

### **Unique Natural Areas:**

A naturally occurring area or site of interest to the general public. Such areas may include waterfalls, caves, or special rock formations.

**Scenic Overlooks:** An area, usually at the side of the road, where persons can observe a scenic area such as significant geology, unique botanical resources, or across expanses of land or water.

# **Tourism Facilities (Privately Owned):**

A licensed, privately owned destination whose major portion of visitors are derived from motorists. Eligible destinations are limited to hotels or accommodations, recreational activities, health and wellness facilities and historical, educational or cultural attractions.

Private tourism facilities not noted above are only eligible for Tier 4 and/or potential 'Service and Attraction Sign' inclusion. Retail, dining and service businesses (dry cleaners, gas, auto services etc...) are not eligible.

**Visitor or Information Centres:** A facility where the primary purpose of its operation is to provide information and tourist supportive services. Adequate parking must be provided to support such centre.

**TRANSPORTATION** 

**Airports and Heliports:** A public use facility licensed by the Transport Canada for landing and takeoff of aircraft and for receiving and discharging passengers and cargo. (Airport and Heliport site signage is the responsibility of the destination.)

**Heritage Roads, Historic Routes and Trails:** A road, trail, or route designated by BC Ministry of Transportation and

Infrastructure Right-of-Way (ROW), Canada Department of the Interior, or other Canadian agency as being part of a national or provincially recognized historic or heritage park, or trail system. Bike paths are not eligible for signage under this system.

**Province Highways:** A province designated limited access highway.

**Parking Lots and Garages:** A parking facility for public parking. These include all community owned lots. Fees may or may not be charged for parking.

STEP 1: ELIGIBLE CATEGORIES



STEP 2: DETERMINE WAYFINDING TIER

# STEP 2: DETERMINE WAYFINDING TIER

To determine the destination's tier it must be ranked using the objective criteria outlined below.

The Criteria Ranking System sets up a tiered system with specific attributes aimed at determining which wayfinding tools are appropriate for a destination. The Criteria Ranking System begins with Tier 1, the most visible and highly prescriptive of the wayfinding tools (i.e. vehicular signage with specific type face and message requirements) and moves down to destinations that can be accommodated by more general wayfinding tools such as pedestrian signs, orientation maps, websites, and brochures.

Once a destination is determined to fall into a particular Tier, that destination is eligible for wayfinding prescribed in that Tier and all subsequent Tiers. For example, destinations eligible for Tier 2 wayfinding are also eligible for Tiers 3 and 4, but not Tier 1. Destinations with an associated Visitor Centre are automatically included.

### TIER 1: Highway 99 (Sea-to-Sky corridor - Green and White Highway Signs)

These are identified as major destinations, and receive directional information to their locations on MOTI vehicular green and white coloured signs. These destinations are typically regionally recognized or serve as a primary visitor function (i.e. visitor centre, museum or conference centre).

(Must meet four out of five criteria attributes listed below)

- Regionally Recognized Destination
- Natural Feature, Major Trail, Cultural Institution, Healthcare Facility or Event Center
- ☐ Greater than 100,000 visitors per year
- Open a minimum of 40 hours per week
- Open a minimum of six days per week

Commercial Districts, Visitor Centres, Transportation Facilities and Municipal Offices are automatically included.

## TIER 2: Vehicular Signs (Primary and Secondary)

/Mark and a six and affirm a six and a six and

These are identified as major destinations and receive directional information to their locations on vehicular signs for all municipal roadways, but not on the conventional highway (99). These destinations are typically regionally recognized or serve as a primary visitor function (i.e. visitor centre, conference centre or museum). These destinations also typically have a designated parking facility or significant accessible parking nearby.

(IVIL	ist meet six out of seven criteria attributes listed below)
	Regionally Recognized Destination
	Recreational Asset, Cultural Institution, Government Facility Healthcare Facility or Event Center
	Greater than 50,000 visitors per year
	Open a minimum of six days per week
	Open a minimum of 40 hours per week
	Includes a Visitor Information Centre or staffed kiosk
	Majority of visitors not local to Whistler
Des dire tier	R 3: Pedestrian Signs stinations included at this level receive directional information to the destination on pedestrian signs. Information ecting to their destination is generally placed within a five to 10-minute walking distance. Destinations limited to this are primarily access via non-motorized vehicles or offer non-motorized activity (i.e. trails, skate park, BMX park). These trinations are generally local attractions or activities.
(Mı	ust meet three out of the three attributes listed below)

Primarily accessed by public transit bicycle or non adjacent parking

Primarily accessed via non-motorized vehicle

### TIER 4: Maps and/or Electronic

Does not have dedicated parking

This tier captures a variety of public entities or amenities that do not meet the attributes outlined in Tiers 1 through 3. These destinations would also include residential neighbourhoods and landmarks.

## **Service and Attraction Signs**

Privately Owned Tourism Facilities are eligible for MOTI Services and Attraction Signs (blue and white) located on Highway 99. The signs assist motorists, unfamiliar with an area, to locate turnoffs leading to tourist facilities. They are not intended to promote any one service, attraction or facility over another. Inclusion in this portion of the program may consider requiring the business to pay a one-time Participation Fee and annual renewal fee. Eligibility requirements are listed below.

### **Service and Attraction Sign Eligibility Requirements**

In order to be eligible for the Service and Attraction signage (blue and white highway signs on Highway 99) privately owned tourism facilities shall meet the following criteria:

- Shall meet the Eligibility Criteria for Tourism Facilities (Privately Owned) listed on Step one
- · Shall have been in business for at least five years
- Shall be open seven days per week (not including statutory holidays)
- Shall be open a minimum of 56 hours per week
- Shall be open and active 12 months per year
- · Shall have a public restroom

<sup>\*</sup> Private entities are not permitted on pedestrian signs.

<sup>\*\*</sup> Generic messages are permitted (i.e. shopping).

- Shall have vehicular access or shall be visible from the local roadway
- Shall have a minimum of 10 dedicated parking stalls
- The destination or destination entrance (path) shall be visible from the associated parking area
- Shall have legible and well-maintained identification sign on the adjacent edge of the associated parking area.
- Shall be located no more than two additional turns from Highway 99
- Shall be located no further than 1.5 km from Highway 99

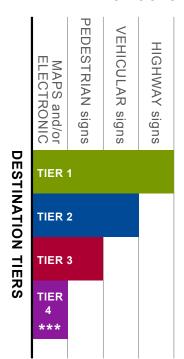
Each listing receives its own message panel and may only include a relevant standardized pictograph (not a business name, or logo). Retail, dining and service businesses (e.g. dry cleaners, gas, auto-service) are not eligible.

Eligibility is on a first come, first served basis.

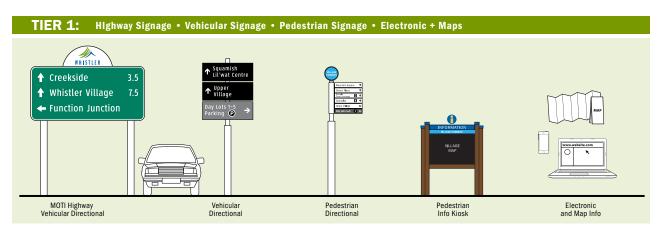
# **WAYFINDING TOOL TIERS**

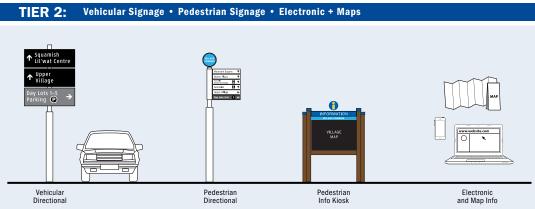
The Criteria for Inclusion will place a destination into a one of four Destination Tiers. Each tier has a different level of wayfinding tools at their disposal.

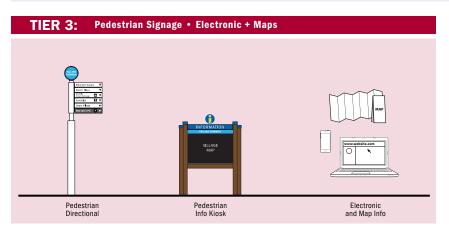
# **WAYFINDING TOOLS**

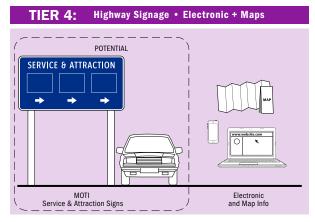


\*\*\* Tier 4 Privately-Owned Attractions are eligible for MOTI vehicular blue and white coloured signs (Service & Attraction Sign) located on Highway 99 only.









This chart graphically illustrates the potential sign types available in each Destination Tier.

# **TERMINOLOGY**

# For vehicular signage

Based on the Criteria for Destination Inclusion, the following destinations have been identified as eligible for the Whistler Wayfinding Program. The list below further identifies the tier of inclusion and appropriate terminology and abbreviations.

Text on vehicular signs must be set in Clearview Highway typeface and set at 4" high. The boxes below show the width of a standard community wayfinding sign panel and how the destination text will best fit on the sign panel. Colour represents the level and tier of signage the destination will appear in. (see chart at bottom of following page.)

COMMERCIAL DISTRICTS

Whistler Village

Creekside

Function

ARTS & CULTURE

Junction

Audain Art Museum

Squamish Lil'wat Cultural Centre

Whistler

Museum

TRANSPORTATION

Day Lots 1-8

Gateway Loop

Gondola Transit Exchange

Municipal Heliport

Parking Garage

Whistler Station

ZONES & NEIGHBOURHOODS

Market Place
Upper Village
Village Centre•

ATTRACTIONS (CONT.)

Meadow Park Sports Centre

Olympic Park\*

Sliding Centre

Whistler &
Blackcomb Mtns

VISITOR INFORMATION

**Visitors Centre** 

Centre

Health Care

CIVIC

Conference Centre

Municipal Complex

Public Library Public Safety Building

CONVENTIONAL HIGHWAY



MUNICIPAL PARKS

Alpha Lake Park

Bayly Park

Lakeside Park

Lost Lake Park

Meadow Lake

Rainbow Park

Spruce Grove

Park Wayside Park

GENERIC MESSAGES

Public Parking
Shopping and
Dining

NEIGHBOURHOODS\*\*

18 Primary Tier Residential Neighbourhoods

10 Second Tier Residential Neighbourhoods

- Discussion of name required.
  Not within Municipal limits
- Not within Municipal limits
- \*\* Identification only.

ADDITIONAL PARKS

Brandywine Valley Provincial Park

Cal-Cheak
Recreation Site

Callaghan Lake Provincial Park

Garibaldi

Provincial Park

Showh Lakes Recreation Site

Interpretive Forest Recreation Site

NATURAL FEATURES

Alexander Falls

Alpha Lake

Alta Lake

Cheakamus River

Green Lake

Lost Lake

Nita Lake

River of Golden Dreams

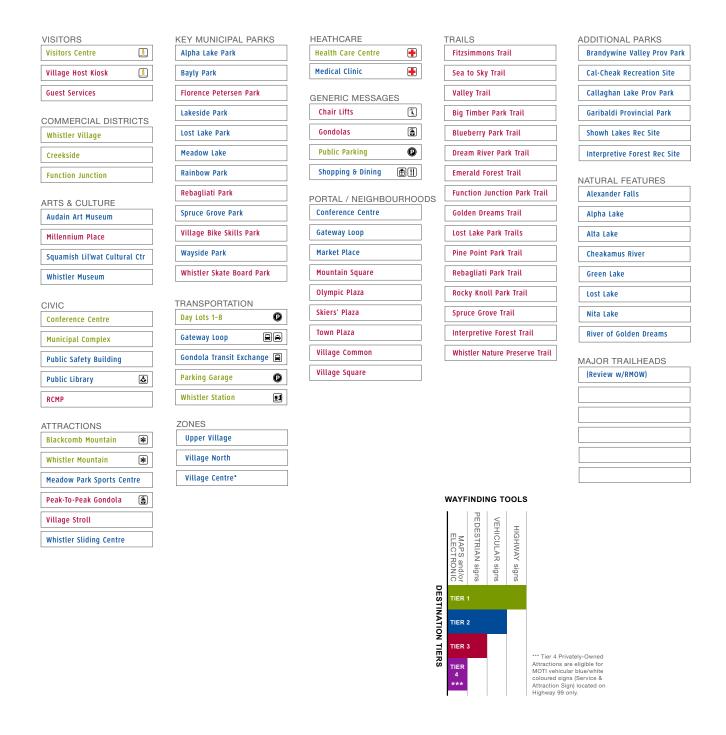
MAJOR TRAILHEADS

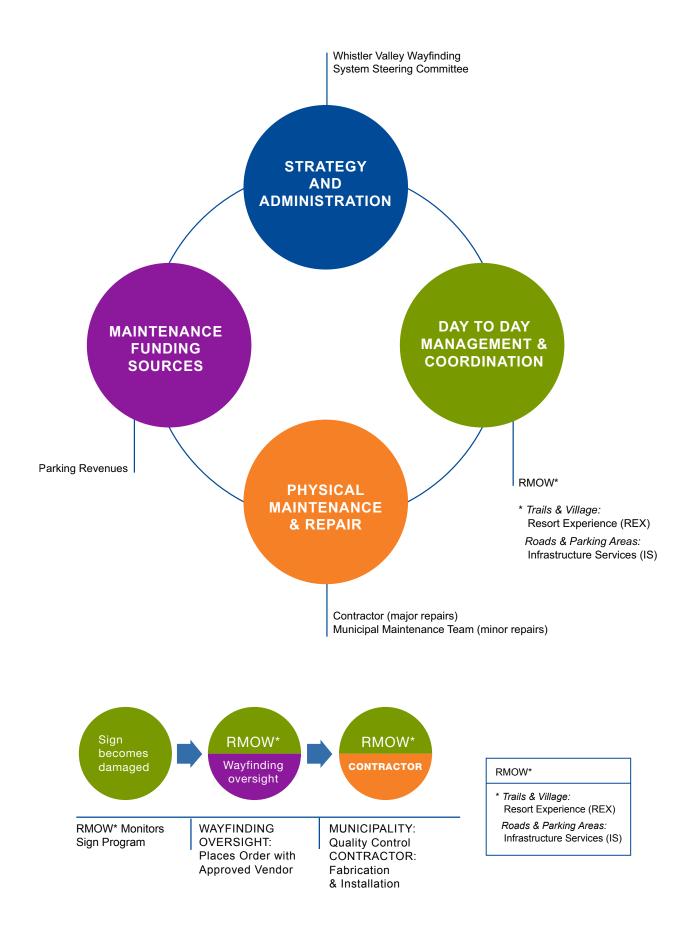
(Review w/RMOW)

# **TERMINOLOGY**

# For pedestrian signage

Text on pedestrian signs does not need to be set in Clearview Highway typeface, though that is the font used here for preliminary design purposes. Pedestrian signs typically have text set at 1" high. The boxes below show the width of a standard community wayfinding sign panel and how the destination text will best fit on the sign panel. Colour represents the level and tier of signage the destination will appear in. (see chart at bottom of the page.)





# MANAGEMENT AND MAINTENANCE

The long-term success of a wayfinding program relies heavily on the municipality's ability to administer the project, maintain the physical elements and provide funding for repairs, updates and expansion. Below we have provided potential sequences, responsibilities and roles.

# Management

The maintenance of the sign system is essential to its success. Worn, outdated or damaged signs do not present a positive image and do not build trust among end-users, a critical component to wayfinding.

# **Maintenance Funding and Contracts**

Maintenance should be a shared responsibility between the RMOW and the program's stakeholders in some communities. This has been accomplished by creating a Maintenance Agreement contract among the Stakeholders. Below are options for Stakeholder maintenance Funding Plan:

# **Option A: Quantity of Listings**

Destinations are charged a fee for every time their name is listed on a sign.

## **Option B: Equally Distributed**

Total cost is divided equally among all stakeholders, regardless of quantity of listings.

# **Option C: Sliding Scale**

Destinations are categorized into tiers. Each tier contributes a set amount.

In Whistler, the RMOW plans to fund the maintenance public wayfinding elements consistent with the existing council approval process.

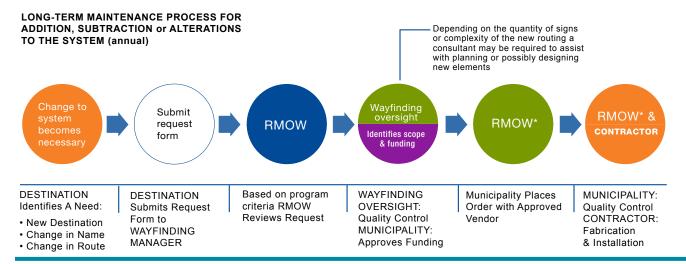
# **Annual Budgets**

Generally 10% - 15% of the total phasing cost should be established for annual maintenance of the system.

Initial "attic stock" of parts should be included in the base bid of each phase of the project.

By purchasing materials and parts in a large quantity the RMOW will reduce its overall costs. Attic stock can include poles (painted), sign panels (painted with no lettering), brackets finished and painted, and other parts.

# **Long-Term Maintenance Process**



# MANAGEMENT AND MAINTENANCE

Sign Longevity	0-4 Years	5-9 years	10-15+ years	
Design and Planning	Design: General Evaluation of positive and negative aspects of the system.  Planning: RMOW In-house maintenance based on new request and circulation /destination updates.	Design: General Evaluation of positive and negative aspects of the system.  Planning: Contract with a consultant to analyze major changes to the RMOW and necessary system adjustments.  1 or 2 updates possible during this time period.	If the system has not been analyzed since implementation, a major updating is likely to be needed. Outside consultants will be require to review and inventory the system, as well as make suggested changes based on new circulation, destinations, etc.	
Vandalism	Annual cleaning/repair. Stickers and graffiti are most common.  Cleaning solvents and Goo-Gone are typical products utilized.	Parts replacements and full sign replacement as needed.  Cleaning solvents and Goo-Gone are typical products utilized.	Parts replacements / full sign replacement as needed.  Cleaning solvents and Goo-Gone are typical products utilized.	
Cleaning Schedule	Annual Cleaning	Annual Cleaning	Annual Cleaning	
Management / Administration	Weekly coordination during initial installation, transitioning to quarterly between RMOW and fabricator during year 1 and 2. On-going day-to-day monitoring of the system, based on RMOW observations, safety issues and citizens' reports.	Annual coordination between RMOW and fabricator. Day-to-day monitoring of the system, based on RMOW observations, safety issues and citizens' reports.	Annual coordination between RMOW and fabricator. Day-to-day monitoring of the system, based on RMOW observations, safety issue and citizens' reports.	
Breakaway Product: Transpo	Maintenance Free - Covered under Warranty for 3 years.	Maintenance Free - consider general review as part of yearly inspection process.	Maintenance Free - consider general review a part of yearly inspection process.	
Reflectivity Life Span: 3M High Intensity Diamond Grade	Covered under warranty for 5-7 years.	Covered under warranty for 5-7 years.  Reflectivity may be effective beyond the warranty period. Individual signs may require sheeting to be replaced during this time period.	Reflectivity becomes less effective, if not previously replaced. 10 – 15 years is the maximum lifespan.	

Sign Longevity	0-4 Years	5-9 years	10-15+ years	
Custom Color Life Span: 3M High Intensity Diamond Grade	Covered under warranty for 3 years.  Color generally maintained beyond warranty period, depends on direction sign panel is facing.	Fading may begin depending on the direction sign panel is facing. Individual signs may require sheeting to be replaced during this time period	Fading occurs, if not previously replaced. 10 -15 years is the maximum lifespan.	
General Materials: Aluminum Sign Panels & Posts	Specifications require 5 year fabricator warranty for workmanship. General wear-and-tear maintenance required.	General wear-and-tear maintenance required.	General wear-and-tear maintenance required.	
Painted Surfaces	Covered under manufacturers warranty. General maintenance and touch-up will be required.	Warranty expires. Typically color holds up beyond warranty period. Fading may begin depending on the direction sign panel is facing. Individual signs may require individual parts to be replaced during this time period.	Fading occurs – based on direction sign panel is facing. 10 – 15 years is the maximum lifespan to expect.	
Sign Panels / Fasteners	Specifications require 5 year fabricator warranty for workmanship. General repairs and replacement due to auto incidents or vandalism. Inspect welds and fasteners for connection integrity.	Quantity of repairs increases, if not maintained previously. Inspect welds and fasteners for connection integrity.	Consider full inventory of system and repairs based on consistency of maintenance and up-keep over the years.	
Brackets/ Fins / Details	Specifications require 5 year fabricator warranty. General repairs and replacement of parts due to auto incidents or vandalism. Inspect welds and fasteners for connection integrity.	Quantity of repairs increases, if not maintained previously. Inspect welds and fasteners for connection integrity.	Consider full inventory of system and repairs based on consistency of maintenance and up-keep over the years.	
Concrete Footers	Maintenance free. Inspect structural integrity – similar to any construction project.	Maintenance free. Inspect structural integrity – similar to any construction project.	Maintenance free. Inspect structural integrity – similar to any construction project.	
Tree trimming, snow removal and up-keep of landscaping.		Tree trimming, snow removal and up-keep of landscaping.	Tree trimming, snow removal and up-keep of landscaping.	

# **SUMMARY OF RECOMMENDATIONS**

Recommendations have been prioritized throughout this document with a number of one through five. One is the highest priority, five is the lowest.





PRIORITY	Recommendation	Wayfinding Tool	Element	Page #	Responsibility	Estimated Cos
#1	Provide parking information on official websites	PRE-VISIT TECH	CONTENT	29	RMOW	NA
	Strive to connect landmarks with their location to reinforce the neighbourhoods	ENVIRONMENT	DESIGN	34	DESIGN TEAM	NA
	<ul> <li>Design a simplified official orientation map</li> </ul>	SUPPORT ELEMENT	MAPS	37	RMOW	\$
	<ul> <li>Replace existing kiosk maps with new map</li> </ul>	SIGNAGE	PEDESTRIAN SIGNS	35	RMOW	\$
	Utilize pictograms	MULTIPLE TOOLS	DESIGN	40	DESIGN TEAM	NA
	<ul> <li>Create a formal database inventory of existing signs</li> </ul>	SIGNAGE	REDUCE VISUAL CLUTTER	42	RMOW	\$\$
	<ul> <li>Evaluate blue/white highway signs at Olympic Park</li> </ul>	SIGNAGE	HIGHWAY SIGNAGE	52	МОТІ	\$
	<ul> <li>Decide on Districts, Zones &amp; Neighbourhood nomenclature</li> </ul>	MULTIPLE TOOLS	STRATEGY	58	RMOW	NA
	<ul> <li>Re-colour code parking lots</li> </ul>	MULTIPLE TOOLS	DESIGN	66	DESIGN TEAM	NA
	<ul> <li>Add graphic icons to parking lot IDs</li> </ul>	MULTIPLE TOOLS	STRATEGY	66 / 96	DESIGN TEAM	NA
	<ul> <li>Add signage at Parking portal structures</li> </ul>	SIGNAGE	PEDESTRIAN SIGNS	66	RMOW	\$
	Add pedestrian signs connecting Whistler Village to Upper Village	SIGNAGE	PEDESTRIAN SIGNS	74	RMOW	\$
	<ul> <li>Add signs around the Gateway Loop</li> </ul>	SIGNAGE	VEHICULAR	74	RMOW	\$
	<ul> <li>Coordinate with Portals project to identify portals from within Whistler Village</li> </ul>	STRATEGY	PORTALS	74	PORTALS DESIGN TEAM	NA
	Utilitize connections to guide sign planning and messaging	SIGNAGE	PROGRAMMING	94	DESIGN TEAM	NA
#2	Establish a Whistler     Wayfinding website	PRE-VISIT TECH	INTERACTIVITY	29	RMOW	\$\$
#2	Consider large scale maps at transit shelters	SUPPORT ELEMENT	BUS SHELTERS	35	RMOW	\$
	Replace District ID signs with elements more to scale & hierarchy	SIGNAGE	GATEWAYS	52	RMOW	\$\$\$
	<ul> <li>Add Public Garages to the parking numbering sequence</li> </ul>	STRATEGY	DESTINATION INCLUSION	66	RMOW / PARTNER COORDINATION	NA
	<ul> <li>Replace pedestrian signage at Whistler Village, Upper Village and trailheads</li> </ul>	SIGNAGE	PEDESTRIAN SIGNS	74	RMOW	\$\$

PRIORITY	Recommendation	Wayfinding Tool	Element	Page #	Responsibility	Estimated Cost
#2	Consider an Ambassador Kiosk at entry to Fitzsimmons Trail	SUPPORT ELEMENT	VISITOR CENTRE	93	RMOW	\$
	Establish Portal ID internal to Village Stroll	SIGNAGE	PORTALS	96	PORTALS DESIGN TEAM	\$
	Consider solar power for kiosks and gateways	STRATEGY	SUSTAINABILITY	101	DESIGN TEAM	NA
	Strive to keep fabrication local to reduce long shipping requirements	STRATEGY	SUSTAINABILITY	101	DESIGN TEAM	NA
	Strive to use natural, low maintenance materials	STRATEGY	SUSTAINABILITY	101	DESIGN TEAM	NA
	Place new accessible ramp signs on posts for hieght	SIGNAGE	PEDESTRIAN SIGNS	105	RMOW	\$
#3	Replace neighbourhood ID signs with elements more to scale & heirarchy	SIGNAGE	GATEWAYS	52	RMOW	\$\$\$
	Implement vehicular signs	SIGNAGE	VEHICULAR SIGNS	60	RMOW	\$\$\$\$
	<ul> <li>Green/white highway signs direct to districts and major destinations</li> </ul>	POLICY	HIGHWAY SIGNS	55	МОТІ	NA
	<ul> <li>Establish criteria for blue/white Tourism Service Signs</li> </ul>	POLICY	DESTINATION INCLUSION	55	RMOW	NA
	Develop master signage plan for bike routes	SIGNAGE	TRAIL SIGNAGE	79	RMOW	\$
	<ul> <li>Consider upgrading signage at major Valley Trail trailheads</li> </ul>	SIGNAGE	TRAIL SIGNAGE	89	RMOW	\$\$
	Address access points to Blackcomb Way	SIGNAGE	TRAIL SIGNAGE	89	RMOW	\$
	<ul> <li>Direct back to major destinations from on the trails</li> </ul>	SIGNAGE	TRAIL SIGNAGE PROGRAMMING	89	RMOW	NA
	<ul> <li>Develop event &amp; temp. portable sign types</li> </ul>	SIGNAGE	TEMPORARY SIGNS	100	DESIGN TEAM	\$
	Establish vehicular signs with departure routing to HWY 99 from attractions neighbourhoods, and parking areas	SIGNAGE	PROGRAMMING	96	DESIGN TEAM	\$\$\$
#4	Consider replacement of Sea-to-Sky stone mon. w/ more significant structure	SIGNAGE	GATEWAYS	52	RMOW	\$\$\$\$
	Consider pilot program to expand exist. interp. signs	SIGNAGE	INTERPRETIVE SIGNS	91	RMOW	\$\$
	<ul> <li>Interactive kiosks at Conference Centre &amp; other locations</li> </ul>	SIGNAGE	KIOSKS	93	VISITOR CENTRE	\$\$
	Existing wayfinding signs should be removed	SIGNAGE	SIGNAGE	106	RMOW	\$
	Strive to mount pedestrian and parking signs to existing poles	STRATEGY	PROGRAMMING	106	DESIGN TEAM	NA
	Work w/private land owners for best practices and maintenance of existing signage	STRATEGY	SIGNAGE	106	RMOW	NA
#5	Develop standalone element prototypes for discussion	EXPERIENCE TECH	INTERACTIVE TECHNOLOGY KIOSKS	33	RMOW	\$



# **PHASING PLAN**

Multi-layered wayfinding programs are often implemented over the course of several years. The determination of what elements may be included in a given phase can be effected by the following:

- · Availability of funding
- · Cost of individual components
- Complexity and simplicity of approvals
- · Complexity and simplicity of implementation
- · Priority of need
- · Sequencing of information with other elements

## PHASING:

# DESIGN PLANNING

Based on the recommendations made in this report, priority elements and available funding, Design Planning is the next recommended step in this process.

### 1 PROGRAM LAUNCH

These are elements that can be produced quickly, easily and inexpensively to roll-out the initial communication of the Whistler Wayfinding System.

### 2 SYSTEM FRAMEWORK

These are individual initiatives and core components that can be implemented, based on currently available funding, simplicity in design and absence of complicated approvals.

# 3 CORE PROJECT

These elements require a greater amount of funding, and longer implementation periods, based on approval procedures or fabrication and installation lead times.

### 4 ENHANCEMENTS

This category requires significant funding, further design development, and additional agency coordination. A schedule would be associated with future related construction projects or initiatives.

# 5 LONG TERM

These are elements that are not critical to the wayfinding system or are related but would likely be done by associated project in the future.

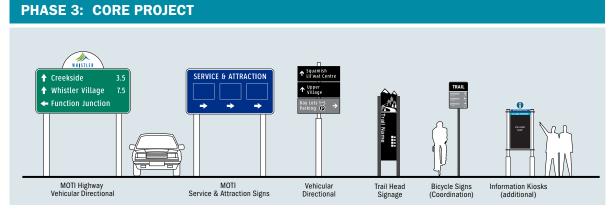
# Recommendations

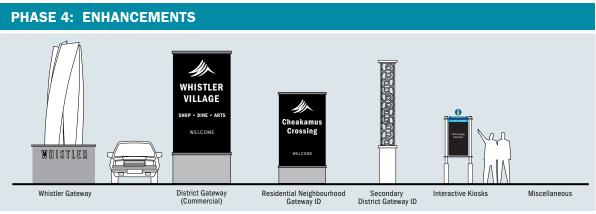
# **NO PRIORITY**

See Chart to the right for potential Phasing Plan elements. Actual implementation shall be contingent on RMOW approvals and funding availability. A preliminary Phasing Plan timeline is on the following page.

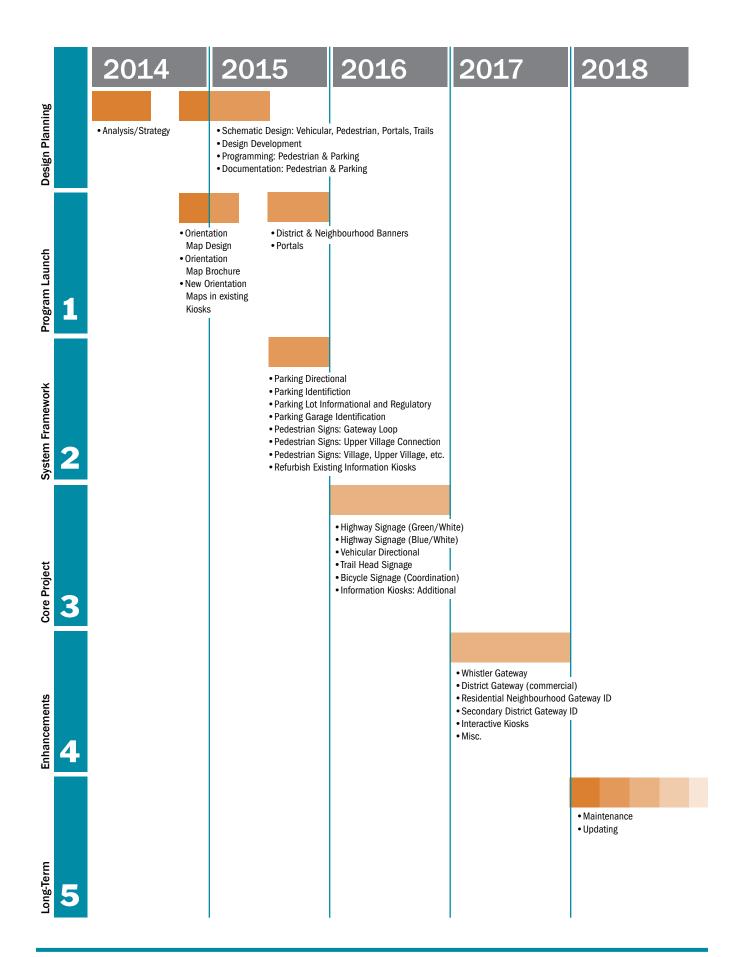
# PHASE 1: PROGRAM LAUNCH MAP District/Neighbourhood Banners Orientation Map Design District New Map Into Existing Pedestrian Portal

# Public Parking Directional Public Parking Banner ID Portal Information Public Parking Garage ID & Entry Public Parking Banner ID Portal Information Info Kiosk





PHASE 5: LONG TERM (Maintenance & Updating)









# **MEASUREMENTS**

A series of measurement tools will be put into place to evaluate and analyze the effectiveness of the resulting wayfinding system. This includes improvement in navigation, customer satisfaction and the economic return on investment.

# **Maintenance Funding and Contracts**

Conducted at the Visitor Centre and other destinations, this survey establishes a baseline for measurement by conducting customer satisfaction surveys, requesting information regarding parking, navigation around the Village, use of technology and overall experience. This could be built into existing satisfaction surveys.

# **Early Success**

Early success can be measured by similar customer satisfaction surveys, post installation of pilot systems. Surveys can be conducted as early as two months after the pilot projects are completed and will continue for four to six months. Questions will be tailored to specific destinations and the specific wayfinding elements that have been put into place.

# **Long-Term Measurements**

Upon a substantial completion of the wayfinding system, follow-up customer satisfaction information can be gathered.

In addition there is tourism and transportation data that can be analyzed and associated with the wayfinding system. Understanding that wayfinding is a component of an overall strategy it can be separated into results that may be attributed directly or indirectly to its effectiveness.

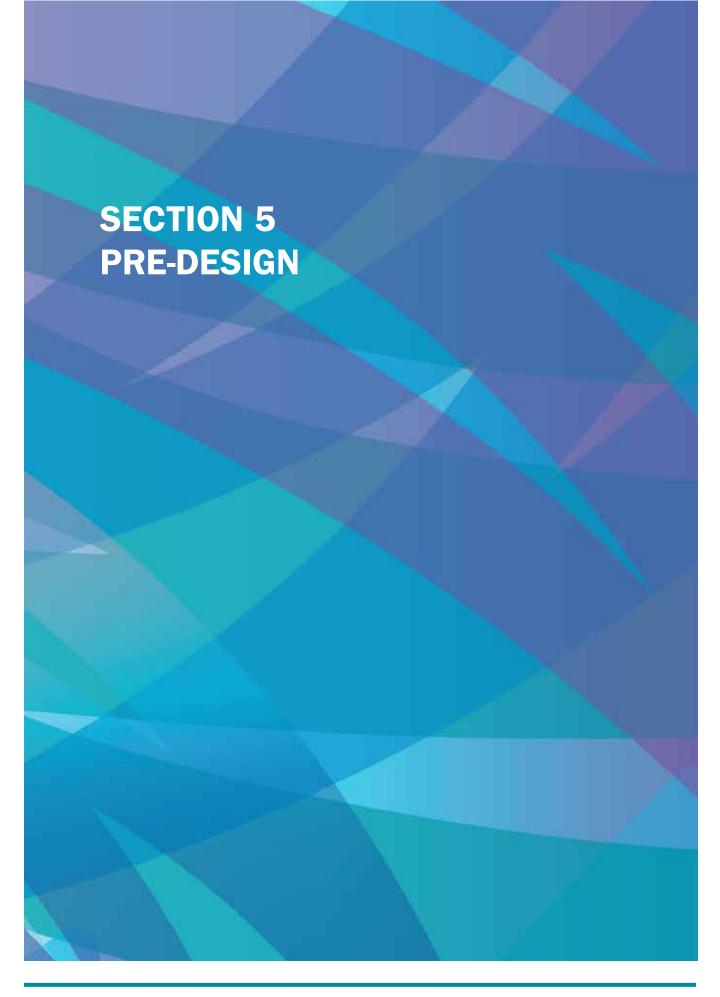
### **DIRECT OUTCOMES**

- Visitation at secondary destinations
- Parking garage occupancy rates
- Parking garage revenues
- Repeat visitation
- Mobile App downloads
- Visits to Whistler
   Wayfinding website
- Increase in parking revenue

### **INDIRECT SUPPORT**

- · Overnight stays
- Hotel occupancy
- Tourism spending
- Reduction in traffic congestion
- Retail and restaurant occupancy rates

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# INTRODUCTION

The Whistler Master Wayfinding and Arrival Experience Strategy document primarily establishes principles and guidelines for the overall approach to wayfinding.

The Pre-Design section begins to outline aesthetic and functional requirements for the physical elements of the wayfinding program. This provides and initial inspiration and basis for design on the system.

# WHISTLER IDENTITY STANDARDS







Two-colour logo

One-colour logo

Reverse logo



Two-colour logo



Two-colour logo



PHILIPS Lumec GN6TX



Whistler Blue PMS 2945C / 2945U C100 M60 Y0 K5 R0 G102 B153 Hex 00549F PHILIPS Lumec BE2TX



# **GENERAL DESIGN CRITERIA**

### CONTEXT

- Reflect the Outdoor and Active lifestyle of Whistler
- Sustainable and local Materials should be included when possible
- Reflect the local Mountain and Modern architecture
- Signs shall be of the appropriat scale for the environment
- Form, dimension and a little whimsy should be considered

### COMMUNICATION

- Incorporate Whistler Identity and colour standards
- Reinforce District, Neighbourhoods and and colours when possible
- Pictograms and Icons should be utilized to assist international visitors
- Maps shall be "heads-up"
- Vehicular signs shall have maximum three messages per sign panel

- Pedestrian signs shall have maximum ten messages
- Consistent graphic language across a range of wayfinding tools

### **LEGIBILITY**

- Illuminated signs may be considered when appropriate
- Retro-reflective background and copy
- Minimum 70% contrast
- Copy Height for Vehicular: 4" low speed and 6" high speed (HWY 99)
- Copy Height for Pedestrian: 1" copy
- Typeface for Vehicular: Clearview
- Avoid glare from surface that are too glossy or overly bright lighting

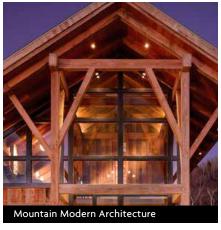
# **ENGINEERING**

- Vehicular signs shall meet all MOTI requirements
- Utilize Break-Away poles when within clear zone

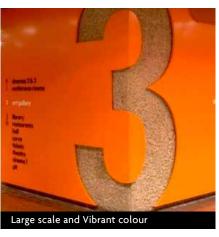
 Confirm structural requirements (windloads)

### **MAINTENANCE**

- The program shall be flexible, expandable and adaptable to future growth
- Materials shall be durable and require minimum maintenance
- Climate shall be considered when selecting materials
- Minimize painted surface, encourage natural finishes
- Concrete bases will be used to protect signs from snow clearing machines in pedestrian areas.
- Pedestrian signs shall be located high enough so people can not reach them
- Consider elements that extend above the sign to indicate where it is when buried in snow.



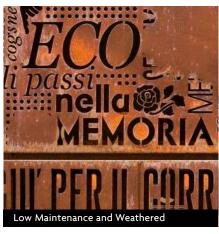








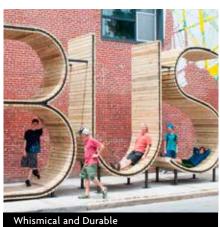


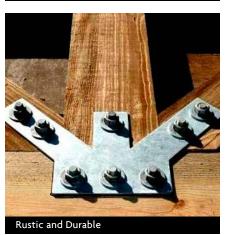






Dimensional forms









# **ACKNOWLEDGEMENTS**

### **STEERING COMMITTEE**

Ted Battiston RMOW, Manager of Special Projects

Jan Jansen RMOW, General Manager, Resort Experience

Mike Kirkegaard RMOW, Director of Planning

Martin Pardoe RMOW, Manager, Resort Parks Planning

Bob Andrea RMOW, Manager, Village Animation and Events

James Hallisey RMOW, Manager of Transportation and Waste Management

Michele Comeau RMOW, Manager of Communications

Melissa Darou RMOW, Senior Communications Officer

James Buttenshaw Tourism Whistler, Director, Planning and Partnerships

Anne Popma Whistler Arts Council, Community Cultural Officer

Val Litwin Whistler Chamber of Commerce, President

Doug Forseth Whistler Blackcomb, Vice President of Government Relations and Special Projects The RMOW would also like to thank the many business owners, stakeholder representatives and interested community members that provided comment, insights and direction to the strategy development process – the document has benefited greatly from this input.

November 11, 2014

