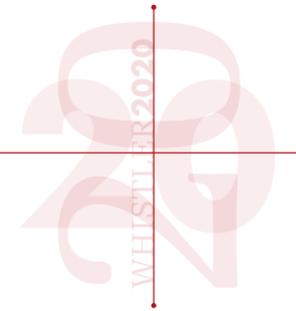


WHISTLER2020

MOVING TOWARD A SUSTAINABLE FUTURE





Whistler holds a special place in the hearts of the people who live, work and play here, and a competitive position within the international destination resort market.

Together, we can continue our success as a mountain resort community and move toward a sustainable future.

Whistler community member, partner and stakeholder contributions are essential for achieving our vision as defined by Whistler2020 – Moving Toward a Sustainable Future.

Please join us in Whistler's journey.

GUIDE TO READERS	3
WHISTLER2020 QUESTIONS ANSWERED	5
GLOBAL AND LOCAL CHALLENGES	8
LOOKING TOWARD 2060	11
YESTERDAY AND TODAY	13
RENEWING WHISTLER'S VISION	15
OUR VALUES & SUSTAINABILITY PRINCIPLES	17
OUR VISION	21
OUR PRIORITIES	
Enriching Community Life	23
Enhancing the Resort Experience	29
Protecting the Environment	32
Ensuring Economic Viability	37
Partnering for Success	42
OUR STRATEGIES FOR ACHIEVING THE VISION	
Arts, Culture & Heritage	46
Built Environment	47
Economic	48
Energy	49
Finance	50
Health & Social	51
Learning	52
Materials & Solid Waste	53
Natural Areas	54
Partnership	55
Recreation & Leisure	56
Resident Affordability	57
Resident Housing	58
Transportation	59
Visitor Experience	60
Water	61
REFERENCES AND CONTRIBUTIONS	62
GLOSSARY	63
WORKSHEET FOR ASSESSING ACTIONS	65



GUIDE TO READERS

THE WHISTLER2020 FRAMEWORK

- **Values:** Our values represent what is important to us as a resort community and are the foundation for all we do.
- **Sustainability Objectives:** Based on the Natural Step principles, our sustainability objectives act as a compass to frame and guide decision-making and planning.
- **Vision:** Our vision is what we aspire to be. By describing Whistler in the year 2020, it helps guide our strategic planning and actions over time.
- **Priorities:** Priorities are the key areas around which we focus our efforts in moving toward achieving Whistler's vision of the future.
- **Strategies:** Designed to consistently guide our actions towards the vision, each of the 16 strategies focuses on an important area of implementation within the resort community. Community task forces created a specific description of success for each strategy that defines and articulates what success and sustainability will look like in the year 2020.
- **Actions:** Actions are initiatives, programs, and/or projects undertaken by individuals and organizations to move Whistler closer toward our vision.

HOW CAN YOU USE WHISTLER2020?

The Whistler2020 document is intended for individuals and organizations within Whistler as well as for other communities and organizations. You can use this document and associated website to learn about Whistler's desired future – our vision and sustainability objectives – as well as how we intend to achieve our vision. The document also outlines questions that you can ask to help align your actions, both personal and professional, with the resort community's vision of success and sustainability.

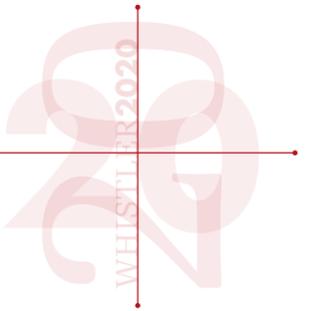
- For a high level overview, refer to pages 23-44: The five priorities describe the future Whistler desires by the year 2020.
- For more detail, refer to pages 46-61: The 16 strategy area descriptions of success provide a more detailed picture of Whistler's desired future by 2020.

HOW CAN YOU GET INVOLVED IN WHISTLER2020?

Visit whistler2020.ca and go to the Involvement section to find out about opportunities.

COMMENTS OR QUESTIONS?

Contact the Resort Municipality of Whistler at: Email: whistler2020@whistler.ca
Local: 604-932-5535 Toll free: 1-866-932-5535 Fax: 604-935-8109



ACKNOWLEDGEMENTS

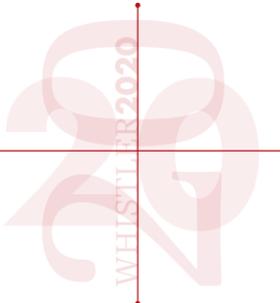
Whistler2020 – Moving Toward a Sustainable Future was developed by the community and facilitated by the Resort Municipality of Whistler (RMOW).

The RMOW would like to acknowledge and thank all those who participated in the process to develop Whistler2020, through workshops, task force meetings, open houses, surveys, and in other capacities. These contributions continue to provide invaluable support and direction along our shared journey to success and sustainability.





WHISTLER 2020 QUESTIONS ANSWERED



WHAT IS WHISTLER 2020?

Whistler2020 is our shared vision, strategic plan and process for continued success to the year 2020 – and an ambitious step on a longer journey to a sustainable future. Rooted in our values and a science-based approach to sustainability, Whistler2020 is long-term, comprehensive, community-driven and action focused.

WHY IS WHISTLER2020 IMPORTANT?

The global and local challenges that currently face Whistler highlight the need for an overarching sustainability-based approach to long-term planning (see page 8 for more on the challenges Whistler faces). Traditional planning processes tend to focus on isolated pieces rather than on interconnected systems, and are generally not able to solve complex problems in a proactive manner. Whistler2020 moves beyond traditional planning and has been developed to address social, economic and environmental challenges in an integrated and upstream way (see text

box). Local values and the Natural Step Sustainability Objectives guide visioning, planning, decisions and actions.

HOW WAS WHISTLER2020 DEVELOPED?

Whistler2020 was developed in four phases. During Phase One, success factors were developed. In Phase Two, five alternative futures were explored and assessed with respect to sustainability. Guided by Whistler's values and sustainability objectives, Phase Three involved crafting a blended future and developing the draft strategic plan. In Phase Four, the blended future was articulated as Whistler's vision and the draft plan was completed and named Whistler2020 – Moving Toward a Sustainable Future. Public engagement was key and shaped each phase of the planning process. Task forces of community members and experts participate in workshops to develop the long-term strategies and annually identify new actions.

Why an upstream and systems-based approach?

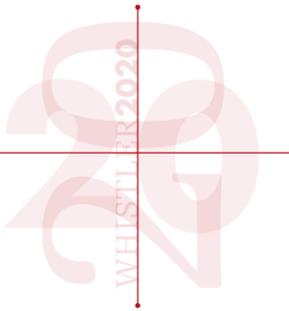
An 'upstream' approach to planning anticipates and avoids problems before they occur, as opposed to a 'downstream' approach, where resources are used to deal with the results of the problems. For example, buying a product without packaging is an upstream action, whereas recycling the packaging is a downstream action. A system is made up of many different parts that work together and share a set of basic principles. Identifying and avoiding problems upstream requires an integrated 'systems' approach, which involves understanding the connections and relationships among different parts of the entire system, rather than looking only at individual parts.

WHO IS RESPONSIBLE FOR WHISTLER2020?

Whistler2020 articulates the resort community's vision and formalizes substantive channels for community input into resort-wide decision making. To effectively achieve our vision, it must be owned and actively supported by the individuals who live, work and play here, along with major stakeholder groups and organizations. As of December 2006, there were 28 Whistler2020 Partners, and more are formalizing their commitment to Whistler2020 every year by signing partnership agreements. Whistler2020 Partners demonstrate their support for the vision, priorities, sustainability objectives and partnership principles, and contribute to action implementation. Additionally, many more businesses, non-profit and other community organizations make the vision a reality by implementing recommended actions. The strategy task forces consist of over 150 community member participants who assess progress and develop action plans for each of the Whistler2020 strategies on an annual basis. Visit whistler2020.ca and go to Involvement to learn more about Whistler2020 partnership and involvement opportunities.

WHISTLER2020 PARTNERS (AS OF DECEMBER 31, 2006)

- | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>AWARE (Association of Area Whistler Residents for the Environment)
 BC Hydro
 Capilano College
 Carney's Waste Systems
 Healthy Communities
 Mature Action Committee
 MY Place (Maurice Young Millennium Place)
 Resort Municipality of Whistler
 Terasen Gas
 Tourism Whistler
 Vancouver Coastal Health
 VANOC (Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games)
 Whistler2020 Development Corporation (Athlete Village/Legacy Neighbourhood)</p> | <p>Whistler Adaptive Sports Program
 Whistler Arts Council
 Whistler Blackcomb
 Whistler Chamber of Commerce
 Whistler Childrens Centre
 Whistler Community Services Society
 Whistler Fisheries Stewardship Group
 Whistler Forum for Dialogue
 Whistler Health Care Foundation
 Whistler Housing Authority
 Whistler Museum and Archives
 Whistler Naturalists Society
 WORCA (Whistler Off Road Cycling Association)
 Whistler Public Library
 Ziptrek Ecotours</p> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



GLOBAL AND LOCAL CHALLENGES

HOW IS WHISTLER2020 BEING IMPLEMENTED?

The Whistler2020 vision is being achieved through task force action planning and implementation as well as through integration into community-wide decision-making.

Task Force Action Planning: To ensure flexible and relevant action planning, sixteen Whistler2020 task forces are engaged annually to assess previous years' progress and to recommend priority actions for the upcoming year. Given the cross-functional nature of the task forces, these actions are often initiatives that any one single organization may not be aware of or capable of carrying out. The recommended actions are then reviewed by potential implementing organizations throughout the community—each providing transparent responses as to whether or not they are able to carry out the action, and provide regular progress reports on those they accept (for more detail on recommended actions visit whistler2020.ca). Over the years, these actions add up to substantial progress toward our vision.

Decision Making: Whistler2020 informs and guides decision-making in Whistler, by providing a framework for individuals and organizations to align their activities with the resort community's shared vision, strategies and sustainability objectives. Aligned decision-making can happen informally through simple awareness of Whistler2020 or more formally by integrating the Whistler2020 framework into organizational policies and systems (see page 65). While a shift in how decisions are made takes understanding and time, it is the ultimate desired outcome for the resort community.

HOW IS PROGRESS TOWARD WHISTLER2020 MONITORED?

Whistler2020's Monitoring and Reporting Program tracks and reports our status and progress toward the Whistler2020 vision and sustainability objectives through core indicators, strategy indicators as well as other contextual community indicators. Core indicators provide a high level snapshot of community progress toward the vision. Strategy indicators provide more detailed information and measure progress toward the strategy

descriptions of success. Contextual indicators provide other important information about the resort community. The monitoring program is used to assess progress, inform decision-making, and ensure accountability while educating and engaging community members and stakeholders. Progress is reported on a periodic basis—visit whistler2020.ca and go to Measuring Progress for more information.

GLOBAL AND LOCAL CHALLENGES FACING WHISTLER

Global trends set the context for influencing and shaping the futures of communities such as Whistler. General trends such as changing climate, resource availability and ecosystem quality, increasing globalization and wealth gaps, changing population, demographics and technology will have increasing impacts on Whistler into the future, presenting both challenges and opportunities. For example, climate change could affect the tourism industry in many ways. Changing weather patterns threaten winter sports and vegetation, and global policies addressing climate change may increase fuel costs, which would affect travel patterns. Please refer to the text box on page 9 for other trends.

Locally, some of these trends and Whistler's success as a destination resort pose immediate and fundamental challenges to the sustainability of the community and surrounding natural areas. Since the Official Community Plan (OCP) review in 1989, leaders have recognized that continued rapid growth would ultimately destroy Whistler's social fabric and the area's natural ecology, the very things that attracted people in the first place. As a result, a cap on development within the municipality was set at 55,500 bed units, including resident housing.

Close to reaching this cap and facing continued pressures for growth, Whistler is presented with new hurdles that require decisions and direction. Some local challenges faced by the resort community and addressed in this strategic plan include:

- Escalating living, housing and business costs, making Whistler unaffordable for many local people
- Increasing pressures to grow and expand the physical size of Whistler
- Changing travel patterns and fluctuating visitor numbers
- Changing demand for resident and visitor products and services as a result of demographics and market trends
- Changing climate from greenhouse gas emissions that may result in the erosion of winter sports and snow-based activities
- Dependence on limited and increasingly costly natural resources such as energy for visitor travel and resort operations
- Health issues, currently known and unknown, from substances that build up in nature and pollute air, soils and water.

A new way of planning is required that focuses on building a forward looking and adaptable resort community, integrating innovative solutions to address local and global challenges from a systems perspective. Recognizing external trends and understanding their potential impacts is a critical part of this strategic plan. Whistler2020 strategies include actions that influence

these trends where possible, as well as actions that position Whistler to adapt to impacts and take advantage of related opportunities. For example, the strategies take steps toward addressing climate change through actions such as use of greener energy sources, carbon offset programs and energy efficiency initiatives.

GLOBAL TRENDS

Economic & Tourism

- Changing value of the Canadian dollar
- Globalization
- Growing competition among destination resorts
- Changing tourism patterns
- Increasing service demands by resort visitors

Social

- Growing wealth gap
- Changing demographics and population
- Global sociopolitical insecurity
- Rapid technological change

Environmental

- Changing climate
- Declining natural resources, ecosystem services, natural habitat and biodiversity
- Accumulating substances that affect health and pollute nature



Why do we need a Healthy Economy?

A strong, healthy economy is an essential component of a healthy community, today and into the future. While economic activity and sustainability are often seen as conflicting objectives, in reality, they can be complementary. They are linked and one cannot be achieved without the other. Maintaining economic health and vitality is a powerful strategy for achieving sustainability. The outcomes of economic activity help pay for meeting social needs and for implementing strategies that reduce and restore negative impacts on nature. On the other hand, without a healthy environment and a strong social fabric, ongoing economic activity cannot successfully take place. In this way, economic systems and sustainability principles reinforce and support one another. Whistler's economic health and continued renewal is essential as we move toward sustainability.



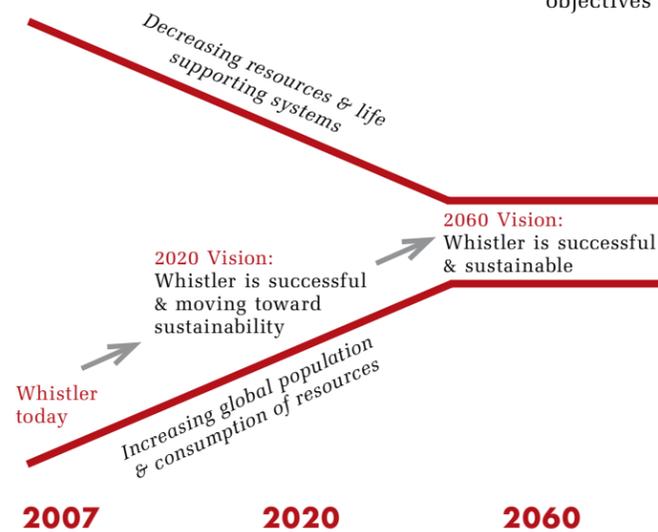
LOOKING TOWARD 2060

Whistler2020 is the vision and strategic plan for Whistler’s continued success to the year 2020 – and an ambitious step on our longer journey to a sustainable future. We are committed to achieving sustainability, yet recognize that this will take time and cannot happen in isolation from the rest of the world. As part of a larger global effort, we believe that we can achieve sustainability by 2060 and that this timeline provides us with a realistic target.

WHY SUSTAINABILITY BY 2060?

Most things in our world will change significantly within the next 50 years. In this period, technological advances, political shifts and increased pressures from global challenges, including those related to energy, water, food, and climate change, will require society to adapt its social, economic and infrastructure systems accordingly. During this time, almost all of our infrastructure systems

will have passed their useful life and will have been replaced or retrofitted. We must identify and act on opportunities to ensure that the new systems are integrated and sustainable. Recognizing that there is limited time to implement such fundamental societal changes, we will strive to achieve our sustainability objectives before 2060.



Why Worry About Sustainability?

Whistler does not function in isolation. It is part of a global network, ecologically, economically and socially. Sustainable living is important to Whistler in several ways. We value the natural environment and society and do not wish to contribute to global degradation. Also, unsustainable practices worldwide threaten Whistler’s financial, social and environmental well-being. For example, declining natural resources mean higher fuel costs—higher costs for all goods and services—and less inclination by visitors to travel long distances. Whistler must respond and adapt to meet the sustainability challenges presented by today’s society and systems.



WHISTLER

YESTERDAY **AND** TODAY

The story of Whistler is about place, people and an Olympic dream. Whistler is a special place, nestled among the snow-capped Coast Mountains, surrounded by natural beauty and defined by forests, mountains, rivers and lakes. Only 120 kilometers north of one of Canada's largest urban areas, and 40 kilometers inland from the Pacific Ocean, Whistler provides a west-coast mountain experience with snowy winters and moderate temperatures.

First Nations people inhabited the land surrounding Whistler for thousands of years, hunting and gathering to support their nomadic lifestyles. The valley itself was an isolated wilderness, frequented by the Lil'wat Nation from the Mount Currie area and the Squamish Nation. In 1877, a trail was completed, linking the Pemberton Valley to the Pacific coast, drawing prospectors and trappers. One trapper, John Millar, enticed Myrtle and Alex Philip from Vancouver to the north shore of Alta Lake. There they built the successful Rainbow Lodge, which became the most popular honeymoon spot west of Jasper by the 1940s. The tiny community of Alta Lake was lively and sociable throughout the mid-century.

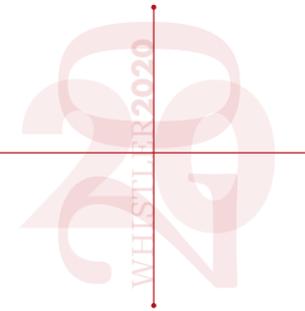
In the 1960s, a group of Vancouver businessmen launched a bid to host the 1968 Olympic Winter Games. The bid failed, but the dream spurred one member, Franz Wilhelmson, to open the Garibaldi Lift Company on the west side of Whistler Mountain in 1966. Avid skiers began the trek up the old hydro road, paved that same year, and built A-frame cabins around the Whistler Creek base.

By the mid '70s, local visionaries, dreaming of the Olympics, began plans for an international mountain resort. The second bid failed, but Whistler Village, along with Blackcomb Mountain and the north side of Whistler Mountain opened for business in December 1980.



Times were lean in the early '80s, but the economy picked up and by 1992 Whistler was named the Number One Ski Resort in North America by Snow Country Magazine. The accolades continued, as locals strategized and planned their growing resort community, adding summer amenities and a mix of recreational pursuits. Whistler grew to almost 10,000 permanent residents and around two million annual visitors.

And today, the resort community, and its partners, including the Lil'wat and Squamish First Nations, are working on their Olympic legacy. On July 2, 2003, the dream at last came true, as 5,000 cheering residents jammed Village Square to hear the International Olympic Committee select Vancouver/Whistler to host the 2010 Winter Olympic and Paralympic Games.





RENEWING **WHISTLER'S** VISION

Whistler was built by visionaries: from those who first settled here in the early 1900s and those who established the resort in the mid '70s, to those who brought us through the trying times of the early '80s and the growth and development of the '90s.

Today, Whistler holds a special place in the hearts of the people who live, work and play here, and a competitive position within the international destination resort market. Together, we can continue our success as a mountain resort community and move toward a sustainable future.

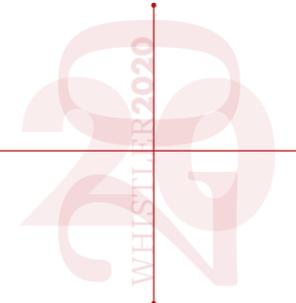
Whistler's 2002 vision, created in 1997, first articulated our desire to be the premier mountain resort community and has helped to guide us into the millennium. Building on this, Whistler2020 renews our values, vision

for the future and priorities, and also includes strategy areas for moving forward. Extending to 2020, it sets a 15-year vision and emphasizes the need for a sustainable future.

The journey toward a successful and sustainable future will not be easy. It requires that we to set out on a bold course today, working collaboratively and innovatively with our partners. Ready for this challenge, we embrace the opportunity to create the future we choose.



OUR VALUES & SUSTAINABILITY PRINCIPLES



WHAT WE VALUE

Our values are the foundation for all we do. They represent what is important to us as a resort community. Guided by our values, we are able to make difficult decisions about Whistler's future, and formulate the priorities and actions necessary to achieve our vision.

- A sustainable community – where social and ecological systems are sustainable and supported by a healthy economy, today and in the future.
- A strong, healthy community – where the needs of residents are met, where community life and individual well-being are fostered, where the diversity of people is celebrated, and where social interaction, recreation, culture, health services and life-long learning are accessible.
- A well-planned community – where growth and development are managed and controlled.
- Our natural environment – and our role as responsible stewards of it, respecting and protecting the health of natural systems today and for generations to come.
- A strong tourism economy – where a healthy, diversified tourism economy is sustainable through thoughtful, long-range planning, strategic marketing and business partnerships.
- A safe community – where diverse residents and guests are comfortable and secure.
- The people who live, work and play here – our families, children, neighbours, colleagues and friends.
- Our guests – and our desire to provide exceptional service in all we do.
- Our partners – and the positive, co-operative relationships that recognize the values of all the communities in the corridor.

SUSTAINABILITY PRINCIPLES

In a sustainable society, nature is not subject to systematically increasing:

-  1 concentrations of substances extracted from the Earth's crust;
-  2 concentrations of substances produced by society;
-  3 degradation by physical means; and in that society,
-  4 people are not subject to conditions that systematically undermine their capacity to meet their needs.

OUR SUSTAINABILITY PRINCIPLES

Whistler aspires to achieve environmental and social sustainability, and a healthy economy, locally and globally. What does sustainability actually mean for Whistler, and for society?

To strategically progress toward sustainability, Whistlerites need a shared understanding of what sustainability is, and a compass to frame and guide decision-making and planning.

In 2000, the resort community adopted the Natural Step framework (TNS framework) to guide its progress toward sustainability. The TNS framework is a 'systems perspective lens' for looking upstream to understand and plan for a sustainable society. It covers all aspects of sustainability, where the ultimate goals are social and ecological sustainability, and a vibrant economy is the means to ensure that we achieve these goals.

The framework helps us to understand the state of our currently unsustainable community and society; provides us with basic principles that define minimum requirements for a sustainable society; and outlines a planning process for moving forward.

While there are many unknowns about Whistler's future, we do know the four basic principles that we need to respect for this future to be sustainable. The principles were developed by identifying the ways by which humans destroy natural and social systems. These mechanisms were then changed to principles that specify how to avoid ongoing destruction. They are based on scientific consensus, are concrete and non-overlapping, define our sustainability goals, and guide our thinking and planning.

As with any goal, the best way to achieve it is to envision ultimate objectives and then take step-by-step actions to get there. This process is called backcasting.



WHISTLER'S SUSTAINABILITY OBJECTIVES

Whistler will take steps to move toward our four ultimate sustainability objectives, based on the TNS sustainability principles. **Our objectives are to reduce and eventually eliminate Whistler's contribution to:**



Ongoing build up of substances taken from the earth's crust. For example, the resort community transitions to renewable energy sources.



Ongoing degradation of natural systems by physical means. For example, by using sustainably harvested wood.



Ongoing build-up of substances produced by society. For example, the resort community eliminates use of chemical fertilizers and uses biodegradable materials.



Undermining the ability of other people to meet their needs. For example, by ensuring access to education and addressing affordability issues. (Please refer to the explanation of basic human needs on the next page.)

The non-prescriptive nature of Whistler's sustainability objectives should help to unleash the creativity of all Whistlerites in identifying opportunities for moving toward sustainability. The resort community has used these objectives to develop Whistler2020 and encourages their use in all decision-making.

NINE BASIC HUMAN NEEDS

UNDERSTANDING SOCIAL SUSTAINABILITY AND THE RESORT COMMUNITY

The fourth sustainability objective, to eliminate Whistler's contribution to undermining the ability of others to meet their needs, recognizes that basic human needs must be satisfied for people to remain physically, socially and mentally healthy. Understanding the fourth objective, social sustainability, has special significance for resort communities. People recognize the challenges of meeting not only their own needs but also those of their families, friends, business colleagues and the rest of the community. The table below lists nine basic human needs – each illustrated by examples of how these needs can be satisfied.

NEED	EXAMPLE	SATISFIERS
Subsistence	Food, housing, work	Affordable housing program, urban gardens
Protection	Insurance, rights, family	Insurance system, medical system, preventative medicine, police
Affection	Friendships, relationships	Family dinners, life partners, caring for pets, writing letters, telephone calls
Understanding	Education, literature, news	Book clubs, work training, school system, preventative medicine, life-long learning
Identity	Hobbies, work, social groups	Jobs, volunteer opportunities, religions, sense of place, participating in neighbourhood organizations
Creation	Abilities, skills, work	Entrepreneur programs, art programs, cooking groups, decorating, writing, workshops, dance
Participation	Responsibilities, social groups	Direct democracy, festivals, cooking groups, pot lucks
Leisure	Sports, peace of mind	Skiing, meditation, gardening, cooking groups, dance
Freedom	Human rights	Direct democracy, Charter of Rights, public transportation systems

Adapted from Ekins, Paul and Manfred Max-Neef (edt) (1997).

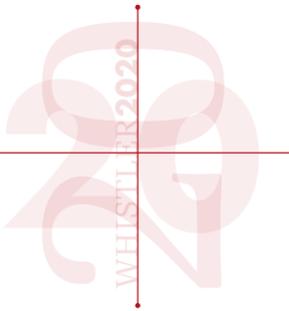
Recognizing and Managing Tradeoffs

As we strive toward social and environmental sustainability and a healthy economy in the long-term, we recognize that there will be short-term tradeoffs along the way. Tradeoffs occur when a step toward one aspect of success and sustainability means a lack of progress toward, or even a step away from another element of success and sustainability. Therefore, tradeoffs must be short-term and the initiatives that cause tradeoffs must be stepping-stones for future progress toward sustainability so that the tradeoff can eventually be avoided completely. These tradeoffs must also be managed to ensure that critical aspects are not compromised.

For example, sufficient and affordable housing for residents is fundamental to a healthy and socially sustainable community. However, building more housing to accommodate residents often requires the development of natural areas. This tradeoff is sometimes necessary to maintain the vibrancy and economic vitality of the resort community. At the same time, encroachment on critical natural areas must be avoided, and other impacts must be minimized and mitigated (e.g., by restoring natural areas elsewhere so no net loss results). Encroachment on nature must also be limited to the short term, not continuing on an ongoing basis.



OUR VISION



Whistler will be the premier mountain resort community – as we move toward sustainability.

We are committed to achieving social and environmental sustainability and a healthy economy. We will continue to build a thriving resort community that houses 75 percent of the workforce in Whistler. We will continue to offer world-class recreational and cultural opportunities for our visitors and residents. We will foster sustained prosperity in our local tourism economy and retain our local businesses. We will continue to strive to protect the ecological integrity of our natural environment. We will meet the social, health and learning needs of residents and visitors.

We will be a safe community that provides peaceful enjoyment of our activities and places. We will foster cooperation between regional communities and the provincial government on initiatives to expand prosperity and well-being for all. We will monitor our performance at achieving Whistler's vision and report back to the community on an ongoing basis.

Framed by our five priorities, our vision takes us forward 15 years and we imagine Whistler as though we are living in the future. By 2020, the Whistler community has achieved a comfortable stability, in which a close-knit population of permanent, short-term, and part-time residents work and recreate, sharing their passion and life experience with visitors from the region and around the world. The rapid growth and change that took place as the resort achieved international prominence through the 1990s and early 2000s transitioned into a period of slower, managed development with a focus on economic viability, affordability and protection of the community character and surrounding environment.

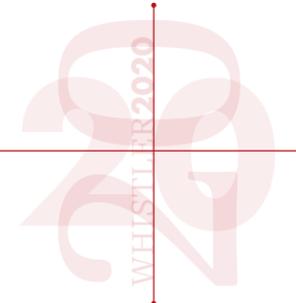
Every strategy, program, policy and partnership, indeed most day-to-day actions, is assessed and evaluated using the principles of sustainability as defined by the Natural Step framework. Whether it is delivering affordable housing and recreation and leisure activities or building and operating infrastructure to planning land uses, the community is working together to ensure we preserve our natural and social capital, and to protect our economic engine as we move toward the year 2020.





OUR PRIORITIES

ENRICHING COMMUNITY LIFE



In the year 2020, the community is attractive and liveable with a strong social fabric, as the majority of the local workforce and many long-time members of the community make Whistler their home. Residents are able to access and enjoy Whistler's wide range of activities and amenities, the very reason they were drawn here. They mix with visitors in the village and on the mountain, sharing in the resort vibrancy and cosmopolitan atmosphere.

To ensure that locals can enjoy life in Whistler, a supply of resident employee housing was planned and built in phases as needs were demonstrated through the results of the Whistler2020 annual monitoring program. This includes a mix of resident housing types with a range of prices offering affordable options to both short-term and long-term employees over time. This new resident housing helped achieve the overall goal of maintaining 75 percent of Whistler's employees living in the resort community, and has remained within the 6,650 resident housing bed units allocated through Whistler2020 as a maximum for new housing.

As preferred by the majority of the community in 2004, community vibrancy has been maintained by securing resident housing within the existing corridor between Function Junction and

Emerald Estates. This type of relatively compact development has avoided excessive urban sprawl into natural areas, reduced commuter congestion on the highway, and helped to reduce Whistler's greenhouse gas emissions. New development locations preserve important open space and natural buffers that maintain the mountain character and ecological systems. Enhancements, upgrades and renovations have kept Whistler's neighbourhoods appealing and liveable.

To pay for resident housing, a variety of tools were developed. Each resident housing project was evaluated on its particular circumstances. The appropriate range of financial tools was carefully considered and the public was consulted. The first resident housing beds were secured in existing subdivisions through expanded non-cost housing initiatives, such as duplexes, lot splits

and multiple suites. At least 1,000 bed units have been secured through this initiative since 2004, meeting the resort community's non-cost initiative goals. As well, privately owned and Crown land sites were identified and analyzed using environmental assessments and smart land use planning principles. A housing needs assessment was conducted and a strategy prepared. Housing development commenced as the needs were determined, which resulted in pockets of housing within and adjacent to established neighbourhoods, such as those between Alpine and Emerald as well as the new neighbourhood in the Lower Cheakamus.

The new and expanded neighbourhoods were designed for liveability, with live-work opportunities, common gardens, playgrounds, parks and access to nature that make Whistler a desirable place to live, and draw enthusiastic and community-oriented residents. The neighbourhoods are mixed-use, accessible, compact and pedestrian friendly, offering easy access to convenience retail, community facilities, transit and connections to the Valley Trail. Creatively placed community spaces encourage personal interaction.

KEY RELATED STRATEGY AREAS

- | | |
|--------------------------|------------------------|
| Arts, Culture & Heritage | Recreation & Leisure |
| Built Environment | Resident Affordability |
| Energy | Resident Housing |
| Health & Social | Transportation |
| Learning | Water |
| Materials & Solid Waste | |

Refer to pages 46-61 for descriptions of success for each strategy area.

SELECT RELATED INDICATORS

- Health Status
- Recreation Opportunities
- Local Workforce
- Income Below Costs
- Resident Satisfaction

Complete indicator reports can be accessed at www.whistler2020.ca

The new neighbourhoods, built in phases, were buffered from any existing subdivisions and preserved trails and ecologically sensitive areas. The design of the transportation thoroughways, including roadways, pathways and trails connecting to the established neighbourhoods, reduces traffic volumes and speed, preserving the character and pace of life for both old and new. The Lower Cheakamus, planned as a complete neighbourhood, first served as the Athlete Village for the 2010 Winter Olympic Games and was later expanded based on the neighbourhood plan and the demand for additional housing. Building recreation amenities and playing fields on the reclaimed landfill site avoided development of another ecologically intact area. The neighbourhood's play fields, indoor community facilities, services and retail options reduce reliance on automobile travel for daily needs.

These new buildings and model communities are recognized demonstration areas for progressive urban design techniques and building best practices. They were built to high performance green building standards and established close to existing infrastructure, services and amenities to maximize convenience and minimize costs and environmental impacts.

New and innovative design standards have improved the efficiency of indoor and outdoor living spaces, and fostered ecologically sensitive and healthy dwellings. Whistler Green, Whistler's new green building standard, has been applied to new buildings and renovations.

Systems and infrastructure that support resort community services (e.g., water, energy, transportation) demonstrate best practice in sustainable design and technologies, mimicking natural systems as much as possible to protect ecosystem integrity. The community is recognized for ambitious and innovative demand-side management programs that reduce the quantity of services required as much as possible, before investing in expensive infrastructure to provide more supply. Energy and transportation systems are reliable, affordable and use clean and renewable resources wherever possible. Water is supplied and treated efficiently and sustainably, and the effluent leaving the system is approaching fresh water quality as treatment techniques are advanced. As a result, Whistler enjoys excellent air and water quality, and residents and visitors have access to affordable municipal services.



A Diversity of 'Resident Employee Restricted Housing' Types
Meeting the diverse housing needs of Whistler employees will require both rental and ownership opportunities ranging from apartments and townhouses, to duplexes, single family dwellings and seniors housing. Within these types, there is a range of price-point and tenure options. Covenant options include occupancy, price and rent restrictions. The purpose of these restrictions is to ensure that the housing remains affordable to employees over time.



The community has addressed other aspects of affordability in addition to housing. A variety of strategies pursued over the past 15 years by Whistler businesses and organizations have provided opportunities for residents to shop and recreate locally, within their means. Affordability initiatives extend to the cost of recreation, childcare, food, learning, training and transportation. The Whistler Card continues to be a popular choice for locals to access discounts at Whistler establishments.

Families are choosing Whistler so that their children may participate in the healthy school climate. The resort community's education system is designed to support students who are striving to achieve excellence in all aspects of education, including fine arts, athletics, academics, trades and technology, along with personal growth, self esteem and individuality. Lifelong learning opportunities have expanded for both residents and visitors, and the Whistler Public Library, the Museum, MY Place and the Whistler Centre for Sustainability are hubs for these activities. Many creative learning opportunities are available, such as speaker series, conferences, post-secondary courses and community forums, providing opportunities for interaction between the community and resort members, both online and at local facilities.

Our focus on health has evolved to treating the physical body, mind and spirit holistically, and the community made the connection between a healthy environment and healthy people long ago. Our programs promote healthy lives and communities – complete physical, mental and social well-being, not only to residents, but also to visitors. Whistler's medical health system is viable and provides high-quality service that meets the diverse needs of residents and visitors. The community's focus on general well-being is a natural extension from its roots in recreation and staying active. The resort community demonstrates its preference for recreation that, if motorized, is quiet and uses clean energy.

Public safety and peaceful enjoyment of local activities and places are primary objectives, and a number of successful and innovative initiatives such as First Night, are in place in the village. Programs foster a sense of ownership and responsibility, through partnering with business and engaging short-term and permanent residents in village life. In the residential neighbourhoods, individuals and families support and know each other, maintaining a sense of security and well-being. Nightly rentals in residential neighbourhoods continue to be limited and guided by clear policy.

Residents' spirit and pride, indeed Canadians' pride, in Whistler grew as the 2010 Olympics approached. Post Olympics, Whistler was recognized for hosting the most successful Winter Games and advancing the sustainability of Olympic events and venues, while preserving the community's unique character and natural splendor. Years later, residents are proud of their community's ongoing hosting of world-caliber sport, arts, culture and learning events, that draw locals and visitors alike. The volunteerism that was nurtured over the years continues as a Whistler legacy, contributing to the resort community's strong social fabric and engaged community members.

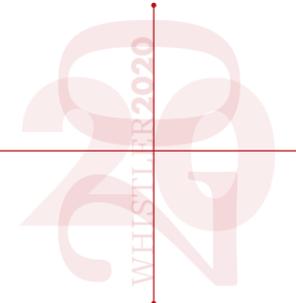
Along with creating lasting legacies, the 2010 Winter Olympic and Paralympic Games also brought accessibility to the forefront of Whistlerites' consciousness. Emphasis has been placed on meeting the needs of all ages and abilities.





OUR PRIORITIES

ENHANCING THE RESORT EXPERIENCE



In the year 2020, the resort experience continues to exceed expectations. From the moment visitors communicate with the resort about their trip until their return home, they are impressed by the seamless services provided by Whistler. New visitors, drawn by the resort community's unique and authentic sense of place, and diverse and continually renewed offerings, return for many more visits. Services are provided at a range of price points and offer excellent value. These features, along with our world-class infrastructure and legacies from a successful Winter Olympic Games, have helped to build and preserve Whistler's international position and reputation in the marketplace.

The municipality, Tourism Whistler, the Chamber of Commerce, Whistler Blackcomb, First Nations and other local groups and organizations continue to work together to develop and implement innovative and effective economic strategies and partnerships. These strategies were developed by understanding external trends that influence the economy and Whistler's attractiveness as a destination resort. Having a better understanding of these factors and working together to build an adaptive resort community, we have been able to continually position Whistler as the destination of choice. As a result, Whistler has remained at the leading edge of tourism trends and customer service.

The resort is appealing, lively and vibrant. The village, Creekside and other amenities continue to evolve, with enhancement projects, public art installments, reinvestment in properties and a high level of ongoing maintenance. Visitors are greeted and guided by volunteers with the Village Host program, and enjoy the Village Kiosks that provide an interactive information link to the Whistler web site. Centralized concierge services offer a convenient meeting place with one-stop problem solving and check-in services.

Whistler is an international leader in recreation. Lakes, trails, ski areas, golf courses and other amenities exhilarate all who use them.

A variety of recreation opportunities and amenities contribute to Whistler's appeal, bringing world-class sporting events to the resort on a regular basis. The resort community's array of facilities have been supplemented with Olympic legacies, such as the Whistler Sliding Centre, the Whistler Nordic Skiing and Biking Centre, as well as a Celebration Plaza. The range of products and services, which are strategically and sensitively located throughout the resort community, contribute toward economic viability and an enhanced mountain resort experience. Numerous backcountry areas are easily accessible, where residents and visitors can enjoy a quiet walk, snowshoe or hike. The Sea to Sky trail provides non-motorized access to a corridor-wide network of attractions for mountain bikers, hikers and snow

sport enthusiasts. End-of-trip stations provide welcomed shower and change facilities and places to store bikes for commuters and recreationists alike.

Internationally known for the arts along with recreation, residents and visitors alike enjoy the original and diverse expressions of culture unique to Whistler. Courses inspire young artists and continue to build and expand skills and ideas. Art has truly become part of the resort community's identity, and on any given day in the village, one may stroll through a local heritage festival, past entertainers and intricately designed buildings, to the Whistler Museum, MY Place and public galleries.

KEY RELATED STRATEGY AREAS

- Arts, Culture & Heritage
- Built Environment
- Health & Social
- Learning
- Natural Areas
- Recreation & Leisure
- Transportation
- Visitor Experience

Refer to pages 46-61 for descriptions of success for each strategy area.

SELECT RELATED INDICATORS

- Visitor Number
- Visitor Satisfaction
- Intention to Recommend

Complete indicator reports can be accessed at www.whistler2020.ca



First Nations culture is authentically shared in engaging ways, and our place in nature is celebrated to foster learning and caring for the environment. Organizations and people continue to work together to grow and communicate arts, culture and heritage opportunities in Whistler, which have become another economic engine for the resort. Departing visitors return home with an appreciation of these experiences and a greater understanding of sustainability.

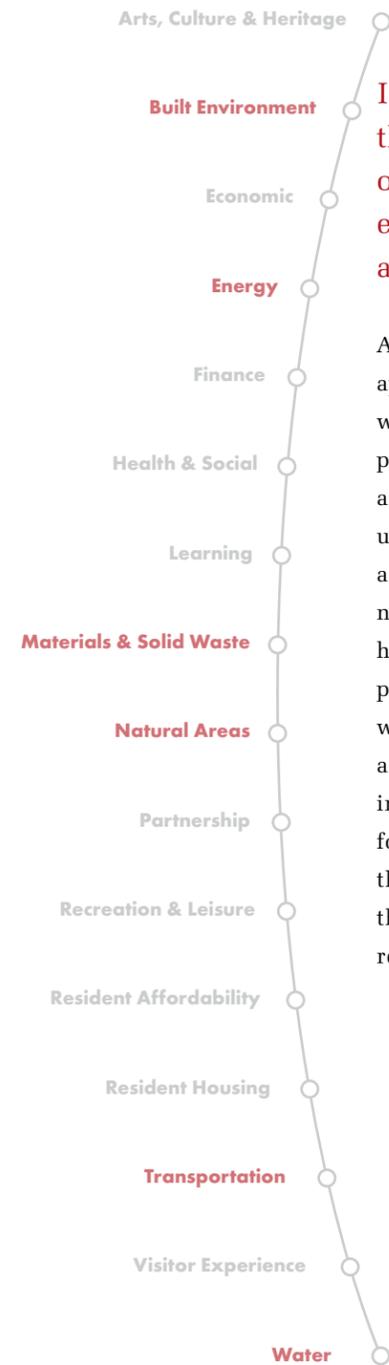
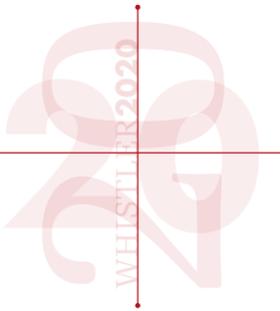
Whistler's customer service exceeds expectations through initiatives such as the Village Host and Whistler Spirit programs and the Whistler Card. Employee Welcome Week activities have been expanded and help to connect new employees to the community and permanent residents, and to create engaged and responsible citizens and resort ambassadors. The resort experience is accessible to diverse visitors, including aging and physically disabled individuals.

Travel to, from and within Whistler is safe and seamless, and a highlight of the visitor experience. The Sea to Sky highway provides a spectacular journey, and road improvements contribute to this experience and increased safety. The variety of transportation alternatives and operators has been expanded, including rail service that has enabled Whistler to attract the cruise industry. Air carriers service the Whistler area and for those arriving from international destinations, the new and significant presence at the Vancouver airport ensures speedy transfers to Whistler-bound transportation. A new welcome center prepares visitors for their arrival at the resort. Fewer and fewer visitors rely on cars and those who do tend to park them for the duration of their stay,

preferring the convenience and affordability of Whistler's public transit system and the scenery offered by the Valley Trail for travel within the resort community. The transportation systems are powered primarily by clean and renewable energy, and Whistler encouraged and supported this transition from dependence on fossil fuel. While supporting technological progress toward more sustainable transportation, the resort recognizes the negative impacts of air travel, and has established a number of innovative initiatives to minimize impacts, including a carbon offset program that engages visitors and residents.

OUR PRIORITIES

PROTECTING THE ENVIRONMENT



In 2020, Whistler residents continue to understand the importance of the natural environment to the success of the resort and to the health of current and future generations. Visitors adopt the stewardship ethic held by residents as they see it integrated into everything around them.

A sustainable ecosystem management approach and the Precautionary Principle were adopted to minimize Whistler's physical degradation of natural areas, and where possible, to restore and ultimately maintain ecological integrity and biodiversity. An ecologically viable network of critical areas and wildlife habitat with connecting corridors is protected and remains healthy, along with exceptional scenic and recreation areas. Terrestrial Ecosystem Mapping in Whistler has identified critical areas for protection and further study, and the Protected Areas Network protects these areas as part of a comprehensive regulatory framework.

The municipal boundaries were expanded to include the Whistler Interpretive Forest and other areas, enabling protection of the surrounding environment to the north and south. Resource, recreation and scenic interests in the backcountry are effectively coordinated through planning processes such as land and resource management plans. Environmentally sustainable resource use and an integrated resource management approach in Whistler's Community Forest are protecting ecological viability, viewsheds, watersheds, and contributing to the local community through sustainable economic activity. Ongoing studies and monitoring of biodiversity, habitat suitability, ecological health and user impacts have provided the necessary information and framework for effective environmental stewardship.



Natural features within recreation areas are retained and restored as much as possible, providing important connections between natural areas for wildlife. Native vegetation remains in Whistler's developed and recreation areas, helping to support wildlife suited to these areas while minimizing water use and the need for chemical pest management. **Education programs promote a stewardship ethic among users of Whistler's natural areas, and include instructions for the proper use of trails and recreation areas, interpretive signs regarding critical areas, wildlife and habitat, and naturescaping information.**

Whistler's land use goals are complemented by the integration of sustainable technologies and best practices into all infrastructure and systems that support

the resort community. Whistler's water provision and discharge practices and infrastructure emulate natural systems, not drawing more water than nature is able to provide. Volumes of effluent discharged into the Cheakamus River are lower than they were in the past, and the wastewater is clean and readily assimilated without disturbing aquatic habitat or downstream water uses.

The resort community is committed to its Zero Waste Goal, which was launched in the same year the landfill was closed to provide new resident housing. Visitors and new residents find it easy to recycle, aided by positive communication, education and convenient facilities.

Most notice that this is simply "the Whistler way" - for instance, few people buy products without reading the ingredient list first. Whistler continues to be a leader in materials and solid waste management, with progressive pricing structures, educational programs,

regulation and other programs such as comprehensive purchasing policies and the Environmental Legacy Fund that directs revenues to support local environmental initiatives. As a result, the resort community's solid waste stream is continually reduced through purchasing decisions, recycling and composting options, and innovative ways of using waste as a resource. Demonstration projects in the resort community show how the output of one process can be a useful input for another, and have resulted in ideas for new economic development and cost savings. Substances and chemicals harmful to our health and the natural environment are being phased out or managed to continually reduce their emission into nature.

Strolling through town, one can see that Whistler is also an energy smart community. For example, homes and buildings are designed to capture maximum sunlight, some have solar water heaters, and the energy system is moving toward clean and renewable sources. Remote generation facilities are being replaced by on-site infrastructure systems that are integrated into the fabric of the built environment. Innovative energy technology and practices benefit residents and businesses and inspire visitors, who value the creative new ideas that they can apply at home.

KEY RELATED STRATEGY AREAS

-  Built Environment
-  Energy
-  Materials & Solid Waste
-  Natural Areas
-  Transportation
-  Water

Refer to pages 46-61 for descriptions of success for each strategy area.

SELECT RELATED INDICATORS

-  Material Use
-  Water Use
-  Development Footprint
-  Energy Use
-  Greenhouse Gas Emissions

Complete indicator reports can be accessed at www.whistler2020.ca



Our neighbourhoods, particularly the former Athlete Village, are model communities. They display residential and commercial buildings with innovative technologies and high-performance standards that are healthy for occupants and attractions for learning vacationers, experts and other communities. In different neighbourhoods, one can see green roofs on commercial and residential buildings. Visitors enjoy learning about the simple and effective methods used to capture and reuse rainwater. The Whistler Green standard is applied to new homes, and older structures have been retrofitted to meet Whistler sustainability objectives.

Whistler's focus on sustainability has resulted in a strong economic competitive advantage for the resort and individual businesses. Innovative businesses and individuals proactively seek opportunities that benefit nature as well as the economy, resulting in a strong health and wellness market, eco-tourism products and other ventures.

Transportation to, from and within Whistler enhances the resort experience for both residents and visitors, and protects the natural environment and air quality. Neighbourhoods are relatively compact and incorporate nodal design, avoiding sprawl and containing encroachment on nature with minimal roadways. They are easily accessed by transit and the Valley Trail. Keen to enjoy the convenience of

Whistler's local transportation system, a decreasing number of visitors arrive in personal vehicles, and most that do leave them parked for the duration of their visit. Residents understand the importance of the natural environment and the impact that traffic congestion has on their quality of life and the success of the resort community. They also prefer the convenience and affordability of local transportation alternatives.

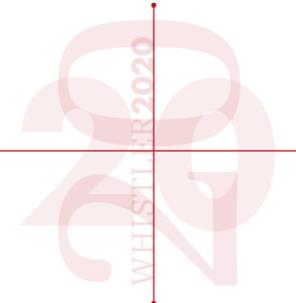
The Whistler Centre for Sustainability establishes sustainability programs applicable to mountain resort communities and has positioned Whistler globally as a leader in sustainable practices, developing and sharing pilot projects, training and resources. It continues to build the awareness and capacity of residents and visitors alike to move toward a sustainable future.





OUR PRIORITIES

ENSURING ECONOMIC VIABILITY



In 2020, tourism remains the primary economic driver of Whistler's ongoing success. To build and stabilize customer visits, the resort has successfully expanded into ventures that complement tourism and that move the resort community toward sustainability.

The resort community partners have tracked external trends such as changing demographics, climate change, globalization, emerging resorts and growing competition, along with other tourism trends that influence the economy and Whistler's attractiveness as a destination resort. By looking forward and outward, we have been able to positively influence and adapt to these trends, and successfully retain existing markets while capturing new and emerging tourist markets, providing increased destination visits throughout the year. Whistler's resilience and ongoing success is supported by partnerships, leading technology and an educated workforce. Whistler positively affects the lives of visitors, promoting meaningful and vibrant experiences and offerings that are aligned with the resort community's values and commitment to sustainability.

Diverse recreation opportunities continue to be the heart of the resort experience. Whistler Blackcomb's long-term strategy has been successfully implemented, contributing significantly to the local economy and well-being of the community. The two mountains continue to be a mecca for skiing, snowboarding, hiking, and mountain biking.

There are a host of other reasons to come and visit Whistler year-round: from numerous festivals, events, and arts and cultural activities that keep Whistler vibrant and animated, to professional development programs, spa and wellness retreats, lifelong learning opportunities, eco-tours, summer camps and cooking seminars. The Whistler Conference Centre, the Whistler High Performance Centre and the Whistler Centre for Sustainability have attracted new markets that return on a regular basis, complemented by a range of accommodations and top-of-

the line communications technology. Longer-term learning vacations extend visitor stays and include immersion programs and experiential training opportunities connected to Whistler's areas of expertise, such as tourism, sustainability, and green building construction and trades. Whistler also capitalized on opportunities presented by changes to the health care system as they emerged.

The Whistler Public Library, Whistler Museum and Archives, MY Place and the Squamish-Lil'wat Cultural Centre are key attractions. Whistler's arts and culture scene has developed to complement and enhance the resort's recreation and leisure focus, contributing to the health of the

economy and the vibrancy of the resort community.

Tourism Whistler, Whistler's marketing association, has been successful in targeting destination visitors and positioning through effective brand management including secondary messages about ease of access, the friendliness and safety of our culture, and the healthy lifestyle of the region. These messages have increased and stabilized visitation over the years, along with existing and new attractions, technology and facilities, that contribute to Whistler's year-round appeal.

KEY RELATED STRATEGY AREAS

- Arts, Culture & Heritage
- Economic
- Finance
- Learning
- Natural Areas
- Recreation & Leisure
- Resident Affordability
- Resident Housing
- Transportation
- Visitor Experience

Refer to pages 46-61 for descriptions of success for each strategy area.

SELECT RELATED INDICATORS

- Full Time Employees
- Rooms Sold
- Median Income
- Occupancy Rate
- Unemployment Rate

Complete indicator reports can be accessed at www.whistler2020.ca

The 2010 Winter Olympic and Paralympic Games provided a tremendous amount of energy and momentum towards Whistler's economic development objectives, with Tourism Whistler capturing new marketing opportunities and the Chamber of Commerce coordinating local business opportunities. Whistler2020 strategies provided roadmaps for programs and facility development that complement our economy. The legacies from the 2010 Games, including the improved transportation network and new facilities, have elevated regional and international interest and activity in Whistler.

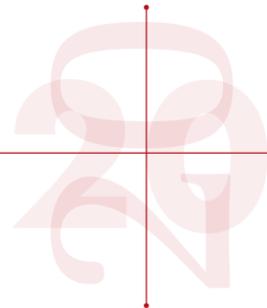
Locally owned and operated businesses are key to Whistler's innovation, character and success. They are supported through a variety of initiatives and share resources

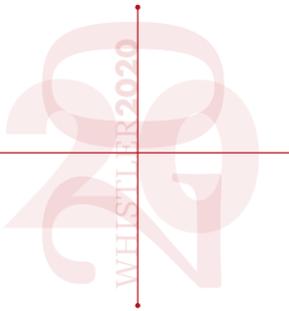
to reduce operating costs and improve visitor offerings. A range of businesses engage in retail, hospitality and leisure activities offering value at a variety of price points to residents and visitors (see text box). The resort community engages in business practices that contribute to the success and sustainability of Whistler as well as to the region, and has achieved a healthy balance between the number of businesses, recreation, and accommodation capacity for both residents and visitors.

At a time when many other resorts are struggling due to factors such as affordability challenges, increasing scarcity and costs of natural resources, Whistler is ahead of the curve. Leading in practices that supply affordable housing, and minimize resource needs and pollution, its economic system continues to be successful within ecological and social limits. Local businesses flourish and generate sustainable livelihoods for residents and dollars are spent and circulated within Whistler and the region as much as possible. Businesses purchase many of their goods and services from within the community and the corridor, fostering economic health and providing an authentic and unique tourism experience.



Whistler's Value Equation: value = price + service + product
Maintaining Whistler's value across the full range of price points is critical to achieve economic viability. Resort visitors typically rate their experience by the value received for the money spent on goods and services during their stay. Value is a key consideration in choosing to visit and return to a destination, as well as in recommending the resort community to others.





OUR PRIORITIES

PARTNERING FOR SUCCESS

User pay continues to be a municipal financial policy for services such as recreation and utilities, so that the quality of service remains high and operational costs are borne by those who use the services. To ensure that true financial, environmental and social costs are considered in decisions,

the resort community has worked toward a full-cost and life-cycle accounting system. These and other financial tools ensure that the burden of maintaining infrastructure to the standards of an international destination resort is shared prudently and equitably among visitors and residents.

WHY A TOURISM ECONOMY?

Why is Whistler focusing on a tourism economy when traditional economic development principles promote diversification across sectors, and when certain global trends appear to be moving in a direction contrary to our tourism focus? There are fundamental reasons why a tourism economy is the right decision for Whistler. Whistler is very different from traditional communities because it was designed specifically as a destination resort and has many specialized tourism amenities. Economic diversification that undermines the value of these amenities and natural surroundings could irreversibly destroy our tourism economic base. Our tourism focus provides us with strong incentives to protect the environment and community health and vibrancy that both residents and visitors enjoy.

HOW WILL WHISTLER ADDRESS THE CHALLENGES ASSOCIATED WITH A TOURISM ECONOMY?

Economic diversification compatible with tourism and community values is actively encouraged, to help create year-round economic activity and better use existing facilities and infrastructure. Additionally, Whistler2020 recognizes global trends such as climate change. As a result of this 15-year strategic plan, the resort community is acting to improve the direction of these trends and, where Whistler is not able to influence their direction, to help the community adapt to a changing environment. Finally, it is important to view economic and social development from a regional perspective and to identify concrete connections and complementary activities among corridor communities. Whistler will continue to build partnerships that strengthen economic health beyond municipal boundaries and that diversify the region.



The spirit of cooperation and support among residents, business owners and other stakeholders flourishes in Whistler from years of working together and encouraging each other to achieve the shared vision.

Whistler partners, including Tourism Whistler, the RMOW, the Chamber of Commerce, Whistler Blackcomb, the Whistler Housing Authority, Whistler Community Services Society, School District #48 and other learning partners, health organizations, environmental groups, as well as arts, culture and heritage organizations work together, along with First Nations, Squamish, Pemberton, the Squamish Lillooet Regional District, and provincial and federal governments and agencies, toward shared goals and mutual benefit. The result is a stronger local resort community and a more sustainable society.

Community members and interested individuals also work together, in formal and informal networks. Local non-profit organizations are critical to Whistler's success and are supported by an active and engaged volunteer population.

Financial support is provided through Whistler's Community Enrichment Program, which funds local initiatives that contribute to achieving Whistler's vision of success and sustainability.

Guiding principles assist partners in decision-making and partnership agreements clearly communicate expectations. Transparent and regular communication promotes clear understanding of and alignment with stakeholder goals and interests, encourages broad public engagement, informed participation and decision-making, and builds trusting, cooperative and adaptable relationships. Whistler's support of grassroots community groups has helped to foster a spirit of reciprocity within and outside of the resort.



Whistler continues to contribute to the success of the region. Effective collaborations are especially noticeable between the corridor communities on initiatives such as the implementation of the Regional Growth Strategy and the Land and Resource Management Plan, as well as the shared commitment and learning related to sustainable community and regional development. A partnership was also established with an emerging resort community in a developing country to share knowledge and Whistler's resources.

The 2010 Winter Olympic and Paralympic Games also created a legacy of cooperation among regional partners and all levels of government. Remembered as a key contributor toward advancing sustainability within the Olympic movement, the 2010 Winter Games helped to develop a shared commitment to sustainability and ingrain these objectives in the strategies and plans of all partners.

Working together with neighbouring First Nations continues to build local solutions that strengthen the respective communities. The Squamish-Lil'wat Cultural Center is a prime attraction, contributing to cultural pride, Whistler's vibrancy and mutual understanding between the two communities. Whistler also continues to work with other BC resort communities and the provincial government, sharing ideas and finding solutions to resort community issues.

The Whistler2020 monitoring program tracks our performance at achieving Whistler's shared vision, and publicly reports the results on a regular basis. Every step we have taken was assessed against Whistler's vision of success and the TNS sustainability principles to ensure that we become a stronger and healthier community.

KEY RELATED STRATEGY AREAS

 Partnership

Refer to pages 46-61 for descriptions of success for each strategy area.

SELECT RELATED INDICATORS

 Decision Input

 Voter Turnout

 Partnerships

Complete indicator reports can be accessed at www.whistler2020.ca



Partnerships are Fundamental to Achieving Whistler2020
Whistler2020 is a community-wide plan. For Whistler to effectively achieve the plan, it must be owned and actively supported by the individuals who live, work and play here, along with major stakeholder groups and local and regional organizations.



OUR STRATEGIES FOR
ACHIEVING THE VISION

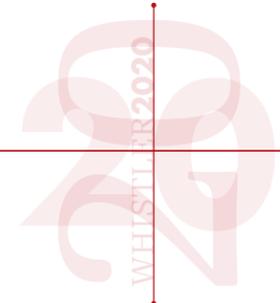
Whistler's 2020 vision is an inspiring picture of the type of community we want to be in the future. How this vision is implemented is key to achieving success and sustainability, requiring thoughtful and innovative actions identified and delivered through the shared creativity and expertise of diverse individuals, stakeholders and partners. Key strategy areas setting out how we will move toward our vision have been identified to focus our sustainability planning.

- | | |
|------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
|  1. Arts, Culture & Heritage Strategy |  9. Natural Areas Strategy |
|  2. Built Environment Strategy |  10. Partnership Strategy |
|  3. Economic Strategy |  11. Recreation & Leisure Strategy |
|  4. Energy Strategy |  12. Resident Affordability Strategy |
|  5. Finance Strategy |  13. Resident Housing Strategy |
|  6. Health & Social Strategy |  14. Transportation Strategy |
|  7. Learning Strategy |  15. Visitor Experience Strategy |
|  8. Materials & Solid Waste Strategy |  16. Water Strategy |

An overview of each strategy area is provided on the following pages. Additional detail, including a summary of all Whistler2020 task force recommended actions can be accessed at www.whistler2020.ca



ARTS CULTURE & HERITAGE



The Arts, Culture & Heritage Strategy enhances and supports arts, cultural and heritage opportunities in Whistler. Culture is made up of a society's beliefs, values and heritage and has many components, including performing, literary, visual arts, heritage buildings and biographies. This strategy addresses all expressions of culture and explores opportunities for building a flourishing arts, cultural and heritage scene in Whistler. First Nations are an important component of this strategy and integrated throughout.

DESCRIPTION OF SUCCESS

In 2020, Whistler is renowned for world-class arts, cultural and heritage opportunities that have become a part of Whistler's spirit and community life. They are creative, authentic and diverse, sustainable, accessible and affordable to both residents and visitors. By this time:

1. The community is passionate about arts, culture and heritage, which have become a part of Whistler's spirit and community life, and is alive with creative energy and aesthetic appreciation.
2. A range of authentic and creative arts, cultural and heritage opportunities are meaningful, accessible and financially affordable to residents and visitors.
3. Arts, cultural and heritage opportunities attract visitors and contribute to the experience and local economy.
4. Whistler's people and history, the natural environment and First Nations culture are retained, celebrated and reflected through authentic and diverse offerings.
5. Local and regional heritage, culture and community spirit are shared locally and beyond Whistler.
6. Arts, culture and heritage, and their local creators and contributors, are appreciated and supported as cornerstones of the resort community's health, vitality and economic prosperity.
7. Whistler is renowned for world-class arts, cultural and heritage opportunities and has become a magnet for international artists who come here to perform, create, teach and be inspired.
8. There is a physical and organizational focal point for the diversity of arts, culture and heritage activities that spread throughout the community.
9. Ecologically harmful substances and practices are replaced with more sustainable alternatives.

SELECT RELATED INDICATORS

To track our performance toward, or away from, the Arts, Culture & Heritage Description of Success, a number of indicators are monitored on an annual basis. Examples of related indicators are shown below. For complete indicator reports, including the most recent results and analysis, visit whistler2020.ca and go to Measuring Progress and Explorer.



SELECT RELATED ACTIONS

Many Whistler organizations are taking action to make this vision a reality, including the municipality, businesses and other community organizations. To review actions that our community task forces have recommended or to find out about the status of these actions, visit whistler2020.ca and go to Actions.



BUILTENVIRONMENT

The Built Environment Strategy addresses how the physical characteristics of Whistler's buildings and neighborhoods make the resort community unique, livable and sustainable. It includes residential, commercial, institutional and industrial buildings as well as their surrounding landscape and paved areas. It addresses the locations and patterns of development as well as the amount and timing of these developments. Finally, this strategy excludes service infrastructure such as roads, water and sewer lines.

SELECTRELATEDINDICATORS

To track our performance toward, or away from, the Built Environment Description of Success, a number of indicators are monitored on an annual basis. Examples of related indicators are shown below. For complete indicator reports, including the most recent results and analysis, visit whistler2020.ca and go to Measuring Progress and Explorer.



SELECTRELATEDACTIONS

Many Whistler organizations are taking action to make this vision a reality, including the municipality, businesses and other community organizations. To review actions that our community task forces have recommended or to find out about the status of these actions, visit whistler2020.ca and go to Actions.



ECONOMIC

The Economic Strategy enhances Whistler's tourism-based economy in the context of the regional economy. It focuses on increasing tourism while optimizing the impact of dollars that flow into the community. The strategy addresses Whistler's business climate and workforce as well as implications of trends on existing and emerging economic sectors. The strategy includes limited focus on visitor service as the Visitor Experience Strategy primarily addresses this topic.

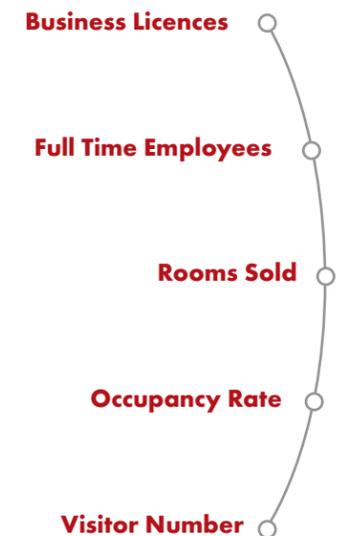
DESCRIPTION OF SUCCESS

In 2020, Whistler has a healthy and unique tourism economy that provides a quality of life, which attracts and retains community members. By this time:

1. Whistler has a diversified and year-round tourism economy.
2. The Whistler economy provides opportunities for achieving competitive return on invested capital.
3. Whistler's tourism economy is progressive and ensures the highest and best use of limited financial, social and natural resources in the long-term.
4. Whistler proactively seizes economic opportunities that are compatible with tourism, and effectively adapts to changing external conditions.
5. Locally owned and operated businesses thrive and are encouraged as an essential component of a healthy business mix.
6. Whistler holds competitive advantage in the destination resort marketplace as a result of its vibrancy and unique character, products and services.
7. Products and services that offer high net value to users drive Whistler's economic activities.
8. A skilled workforce supports the local economy, and the local economy supports the skilled workforce.
9. Physical and social infrastructure attract and support work and investment.
10. Whistler's core accommodation base and long-term investments made in the community are protected.
11. Effective partnerships with government and tourism organizations support economic health.
12. The Whistler community shares resources and works together to compete in the destination resort market.
13. Whistler is an integral part of the region's economy and works collaboratively with stakeholders.

SELECTRELATEDINDICATORS

To track our performance toward, or away from, the Economic Description of Success, a number of indicators are monitored on an annual basis. Examples of related indicators are shown below. For complete indicator reports, including the most recent results and analysis, visit whistler2020.ca and go to Measuring Progress and Explorer.



SELECTRELATEDACTIONS

Many Whistler organizations are taking action to make this vision a reality, including the municipality, businesses and other community organizations. To review actions that our community task forces have recommended or to find out about the status of these actions, visit whistler2020.ca and go to Actions.

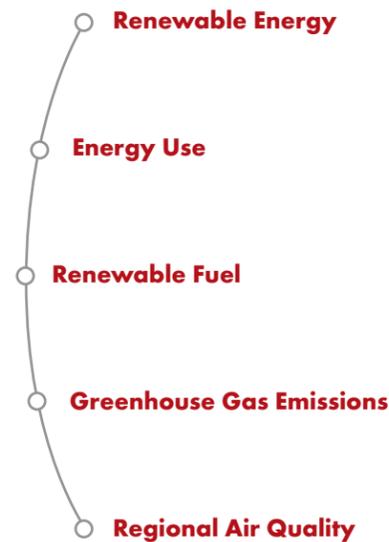


ENERGY

The Energy Strategy is concerned with meeting Whistler's energy needs in an affordable, reliable and sustainable way, while managing air quality and greenhouse gas emissions and contributing to economic development. It focuses on energy supply and direct use related to the municipality's operations, the resort community, and to some degree, travel to and from Whistler.

SELECT RELATED INDICATORS

To track our performance toward, or away from, the Energy Description of Success, a number of indicators are monitored on an annual basis. Examples of related indicators are shown below. For complete indicator reports, including the most recent results and analysis, visit whistler2020.ca and go to Measuring Progress and Explorer.



SELECT RELATED ACTIONS

Many Whistler organizations are taking action to make this vision a reality, including the municipality, businesses and other community organizations. To review actions that our community task forces have recommended or to find out about the status of these actions, visit whistler2020.ca and go to Actions.

DESCRIPTION OF SUCCESS

In 2020, Whistler's energy system is reliable, flexible and moving toward our sustainability objectives. By this time:

1. Whistler's energy system is supplied by a mix of sources that are local and regional wherever possible.
2. Whistler's energy system maximizes economic opportunities within the energy sector, and optimizes a balance between increasing energy efficiency and generating new supply.
3. The energy system is continuously moving towards a state whereby a build up of emissions and waste into air, land and water is eliminated.
4. The energy system is continuously moving towards a state whereby the net physical impact to land and water ecosystems is eliminated.
5. Community energy needs are met reliably and equitably.
6. Whistler's energy system is transitioning to renewable energy sources.
7. Energy is generated, distributed, and used efficiently, through market transformation, design, and appropriate end uses.
8. Residents, businesses and visitors understand energy issues.
9. Whistler's actions will positively influence other communities' and stakeholders' movement toward sustainability.



FINANCE

The Finance Strategy is a community-wide strategy for financing Whistler's vision of success and sustainability, including but not limited to the municipality. Encompassing both uses and sources of funds, it includes revenue and expenditure management, sharing and leveraging of resources among Whistler partners, and identifying appropriate new funding sources and financial tools. Whistler's general economic health is referenced in this strategy as it is essential to finance initiatives, yet is explored in more detail in the Economic Strategy.

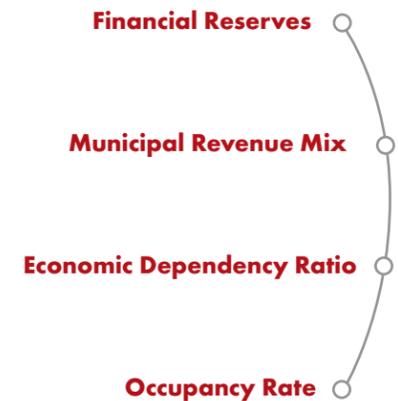
DESCRIPTION OF SUCCESS

In 2020, Whistler lives within its financial means and has the appropriate financial tools to meet the current and future needs of the resort community. By this time:

1. Whistler lives within its financial means.
2. The resort community effectively and efficiently balances its costs and expenditures.
3. The cost of maintaining the resort community is shared.
4. Resort community partners work together to identify shared spending priorities, share resources, and leverage funds and financing opportunities.
5. Resort community partners align their financial planning.
6. Senior levels of government recognize the value of the resort community and support its success.
7. Whistler has a healthy economy that generates revenue to contribute to the resort's funding base.
8. Financial principles, practices and tools employed by both the public and private sectors encourage behaviour that moves Whistler toward success and sustainability.
9. The long-term consequences of decisions are carefully considered.
10. Common evaluation criteria are used to assess actions and spending priorities, ensuring that all resource allocations strategically move Whistler toward its vision.

SELECT RELATED INDICATORS

To track our performance toward, or away from, the Finance Description of Success, a number of indicators are monitored on an annual basis. Examples of related indicators are shown below. For complete indicator reports, including the most recent results and analysis, visit whistler2020.ca and go to Measuring Progress and Explorer.



SELECT RELATED ACTIONS

Many Whistler organizations are taking action to make this vision a reality, including the municipality, businesses and other community organizations. To review actions that our community task forces have recommended or to find out about the status of these actions, visit whistler2020.ca and go to Actions.

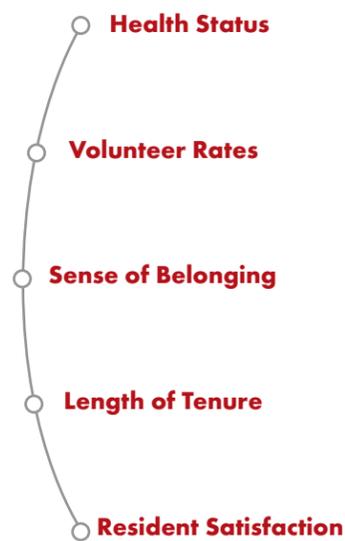


HEALTH & SOCIAL

Whistler's Health & Social Strategy is concerned with meeting residents and visitors' health and social needs through formal and informal services and partnerships. For residents, this strategy addresses physical, mental, social and spiritual health, and also includes community safety. For visitors, it focuses primarily on meeting physical health needs and personal safety.

SELECT RELATED INDICATORS

To track our performance toward, or away from, the Health & Social Description of Success, a number of indicators are monitored on an annual basis. Examples of related indicators are shown below. For complete indicator reports, including the most recent results and analysis, visit whistler2020.ca and go to Measuring Progress and Explorer.



SELECT RELATED ACTIONS

Many Whistler organizations are taking action to make this vision a reality, including the municipality, businesses and other community organizations. To review actions that our community task forces have recommended or to find out about the status of these actions, visit whistler2020.ca and go to Actions.



LEARNING

Whistler is committed to being a learning community. The Learning Strategy addresses resident and visitor needs for formal and informal learning opportunities, and includes school programs, distance learning, professional learning, and learning to enhance personal fulfillment and community participation. It does not include the employee training needs of individual Whistler businesses, as these are addressed in the Visitor Experience and Economic Strategies.

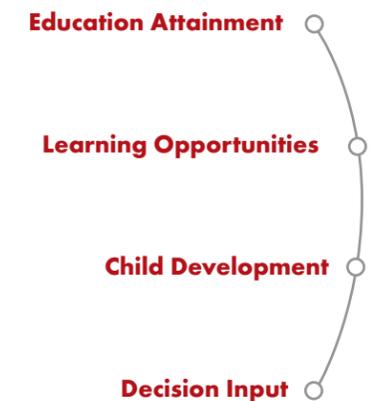
DESCRIPTION OF SUCCESS

In 2020, Whistler has developed and facilitated learning opportunities that enable personal and professional development and that help to achieve Whistler's vision. By this time:

1. Diverse, affordable and accessible lifelong learning opportunities exist to meet the community's needs.
2. A learning culture is nurtured and promoted locally and regionally through diverse formal and informal opportunities and leverages Whistler's international stature.
3. The early learning needs of children in the resort community are met.
4. A high quality kindergarten through post-secondary education system offers a diversity of programs that meet the needs and expectations of the community.
5. Residents and visitors have many opportunities to actively learn about the resort community, the natural environment and First Nations culture.
6. Opportunities exist within developed and recreational areas for people to learn about the natural environment.
7. Learning opportunities contribute to the local economy and attract visitors to the resort community for learning vacations.
8. Learning opportunities foster collaboration, trust and community engagement and build the community's capacity for achieving Whistler's vision of success and sustainability for future generations.

SELECT RELATED INDICATORS

To track our performance toward, or away from, the Learning Description of Success, a number of indicators are monitored on an annual basis. Examples of related indicators are shown below. For complete indicator reports, including the most recent results and analysis, visit whistler2020.ca and go to Measuring Progress and Explorer.



SELECT RELATED ACTIONS

Many Whistler organizations are taking action to make this vision a reality, including the municipality, businesses and other community organizations. To review actions that our community task forces have recommended or to find out about the status of these actions, visit whistler2020.ca and go to Actions.



MATERIALS & SOLID WASTE

The Materials & Solid Waste Strategy addresses how to meet Whistler's need for material supply and disposal while minimizing environmental impacts. As few goods are locally produced in Whistler, this strategy focuses primarily on the procurement of appropriate products as well as on their use and disposal. The strategy includes upstream solutions, encouraging sustainable use of materials, well as appropriate waste management systems. The strategy does not address the treatment and disposal of liquid waste.

SELECT RELATED INDICATORS

To track our performance toward, or away from, the Materials & Solid Waste Description of Success, a number of indicators are monitored on an annual basis. Examples of related indicators are shown below. For complete indicator reports, including the most recent results and analysis, visit whistler2020.ca and go to Measuring Progress and Explorer.



SELECT RELATED ACTIONS

Many Whistler organizations are taking action to make this vision a reality, including the municipality, businesses and other community organizations. To review actions that our community task forces have recommended or to find out about the status of these actions, visit whistler2020.ca and go to Actions.

DESCRIPTION OF SUCCESS

In 2020, Whistler's material flows are managed in comprehensive, convenient and upstream way, and the resort community is well on its way to embracing the concept of a 'zero waste' society. In the future:

1. The resort community is clean and well maintained.
2. Whistler offers the same or higher quality service using less materials than in the past.
3. Whistler is using durable materials that are less environmentally harmful, preferring recycled, natural and sustainably harvested materials, and plentiful metals.
4. The resort community is 'closing the loop' by providing appropriate and convenient opportunities for reducing, reusing and recycling materials.
5. Whistler is well on its way to achieving its 'zero waste' goal.
6. Increased business performance and economic opportunities are being realized as a result of smart materials management.
7. The community is committed to providing infrastructure capable of continually decreasing our residual wastes.
8. Local businesses, residents and visitors are knowledgeable about material flows, and demonstrate a strong ethic of responsibility and stewardship toward resources and materials.
9. Substances and chemicals that are harmful to human health are being eliminated, replaced, or managed in a way that they do not disperse in nature.
10. Partnerships are developed such that collective procurement choices favour companies and suppliers that are consistent with our identified materials and solid waste values.



NATURAL AREAS

The Natural Areas Strategy addresses how Whistler will protect and attempt to restore ecosystem integrity and biodiversity throughout Whistler and the surrounding region. It also addresses how natural features in recreational and developed areas will be protected and managed. This strategy focuses primarily on how the community can work toward eliminating its contribution to society's degradation of the natural environment by physical means.

DESCRIPTION OF SUCCESS

In 2020, Whistler protects and where possible, restores ecosystem integrity and biodiversity in all critical natural areas, and also protects and restores natural features within Whistler's developed and recreational areas. By this time:

1. An ecologically functioning and viable network of critical natural areas is protected and, where possible restored.
2. Use of critical natural areas is avoided and use of surrounding areas is limited to ensure ecosystem integrity.
3. Indigenous biodiversity is maintained.
4. The protected natural areas of the Corridor include a full spectrum of locally representative ecosystems.
5. Backcountry areas are protected from overuse and degradation.
6. A policy of no net habitat loss is followed, and no further loss is preferred.
7. Developed and recreation areas are designed and managed to protect as much of the natural environment within and around them as possible.
8. Community members and visitors act as stewards of the natural environment.
9. Continual learning about natural areas and species informs appropriate restoration and protection efforts.
10. Corridor partners adopt Natural Areas Strategies consistent with the intent of this document.
11. Natural systems guide management approaches.

SELECT RELATED INDICATORS

To track our performance toward, or away from, the Natural Areas Description of Success, a number of indicators are monitored on an annual basis. Examples of related indicators are shown below. For complete indicator reports, including the most recent results and analysis, visit whistler2020.ca and go to Measuring Progress and Explorer.



SELECT RELATED ACTIONS

Many Whistler organizations are taking action to make this vision a reality, including the municipality, businesses and other community organizations. To review actions that our community task forces have recommended or to find out about the status of these actions, visit whistler2020.ca and go to Actions.

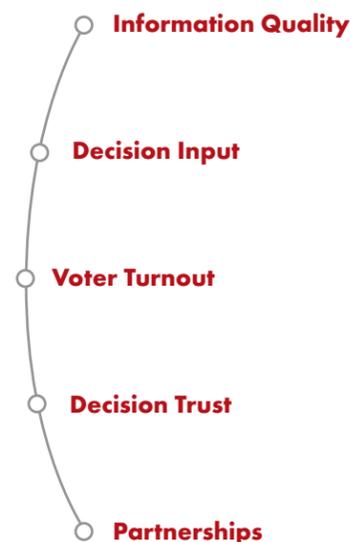


PARTNERSHIP

The Partnership Strategy addresses partnerships and how partner organizations work together to achieve Whistler’s vision as well as the complementary objectives of those partners. It is about ensuring that the necessary partnerships are in place and that these are built on strong relationships and a commonly held vision. This strategy works toward collaboration among Whistler stakeholders to achieve the resort community’s vision. It includes the principles and practices that help to create stronger, more effective partner organizations.

SELECT RELATED INDICATORS

To track our performance toward, or away from, the Partnership Description of Success, a number of indicators are monitored on an annual basis. Examples of related indicators are shown below. For complete indicator reports, including the most recent results and analysis, visit whistler2020.ca and go to Measuring Progress and Explorer.



SELECT RELATED ACTIONS

Many Whistler organizations are taking action to make this vision a reality, including the municipality, businesses and other community organizations. To review actions that our community task forces have recommended or to find out about the status of these actions, visit whistler2020.ca and go to Actions.



RECREATION & LEISURE

The Recreation & Leisure Strategy addresses the development, delivery and management of recreation and leisure opportunities for Whistler residents and visitors. The strategy includes outdoor and indoor recreation and leisure facilities, programs and initiatives. While a primary focus is on municipal services, this strategy takes an integrated approach to recreation and leisure planning in Whistler, also addressing private offerings and partnerships within and outside of the community.

DESCRIPTION OF SUCCESS

In 2020, recreation and leisure opportunities in Whistler are innovative, meet diverse resident and visitor needs, and are moving toward sustainability. By this time:

1. Residents and visitors of all ages and abilities enjoy activities year-round that encourage healthy living, learning and a sense of community.
2. Recreation and leisure are part of the Whistler lifestyle and all community members are able and encouraged to participate.
3. Visitors are aware of and have access to a variety of recreation and leisure offerings at a range of price points.
4. The resort community is globally recognized as a leader in innovative recreation products and services.
5. Recreational experiences reflect an appropriate balance between adventure, challenge and safety, and exist within the comfortable carrying capacity of the amenity.
6. Quality recreation and leisure activities are delivered with exceptional service.
7. Local and regional stakeholders use a collaborative and comprehensive approach to developing amenities and offerings, and to resolving user conflicts.
8. Recreation and leisure infrastructure and practices minimize the degradation of natural areas and are transitioning toward sustainable use of energy and materials.
9. Recreation and leisure is a core contributor to the Whistler economy.
10. The cost of amenities is covered within the resort community’s financial means and is equitably shared among stakeholders.

SELECT RELATED INDICATORS

To track our performance toward, or away from, the Recreation & Leisure Description of Success, a number of indicators are monitored on an annual basis. Examples of related indicators are shown below. For complete indicator reports, including the most recent results and analysis, visit whistler2020.ca and go to Measuring Progress and Explorer.



SELECT RELATED ACTIONS

Many Whistler organizations are taking action to make this vision a reality, including the municipality, businesses and other community organizations. To review actions that our community task forces have recommended or to find out about the status of these actions, visit whistler2020.ca and go to Actions.

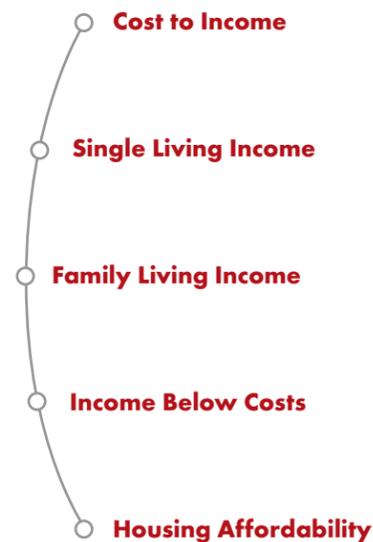


RESIDENT AFFORDABILITY

The Resident Affordability Strategy is concerned with making a living and playing in Whistler more affordable for community members. It does not include the affordability of housing or the viability of businesses, as these are addressed in the Resident Housing Strategy and Economic Strategy respectively. The strategy is directed toward full-time residents, seasonal employees and employees commuting from Pemberton and Squamish, but does not specifically address affordability for resort visitors or second homeowners.

SELECT RELATED INDICATORS

To track our performance toward, or away from, the Resident Affordability Description of Success, a number of indicators are monitored on an annual basis. Examples of related indicators are shown below. For complete indicator reports, including the most recent results and analysis, visit whistler2020.ca and go to Measuring Progress and Explorer.



SELECT RELATED ACTIONS

Many Whistler organizations are taking action to make this vision a reality, including the municipality, businesses and other community organizations. To review actions that our community task forces have recommended or to find out about the status of these actions, visit whistler2020.ca and go to Actions.

DESCRIPTION OF SUCCESS

In 2020, residents are able to afford the time, products and services that enable them to enjoy the lifestyle that Whistler has to offer. At this time:

1. Income and innovative benefits help make it affordable to live and play in Whistler.
2. Residents have access to affordable goods and services that meet their needs.
3. Diverse and affordable opportunities for recreation, leisure, arts and culture exist.
4. A buy-local culture helps to circulate wealth within Whistler and the region.
5. Products and services offered to meet residents' needs move continuously toward meeting our sustainability objectives.



RESIDENT HOUSING

The Resident Housing Strategy is concerned with meeting the housing needs of diverse permanent residents and seasonal employees in an affordable and sustainable way – primarily, though not exclusively, through the provision of 'resident-restricted' housing. This strategy provides for both rental and ownership options.

DESCRIPTION OF SUCCESS

In 2020, Whistler has an inventory of housing that is affordable and sustainable, supporting a diverse and vibrant local population. In the future:

1. Resident restricted housing is affordable for permanent and short-term residents, through innovative and effective policy and financial models.
2. Effective financial and legal tools exist to develop and manage resident restricted housing affordability in perpetuity.
3. The planned flexibility within neighbourhood design, housing form, and housing tenure enables the adaptability to meet changing housing needs and future affordability considerations.
4. Whistler has a sufficient quantity and appropriate mix of quality housing to meet the needs of diverse residents (Target: 75% of Whistler employees live in the resort community).
5. Residents enjoy housing in mixed-use neighbourhoods that are intensive, vibrant and include a range of housing forms.
6. Housing has been developed close to transit, pedestrian and bicycle routes, and amenities and services to reduce auto dependency.
7. Housing is healthy and livable, and housing design, construction and operations are evolving toward sustainable and efficient energy and materials management.
8. Developed areas are designed and managed to be sensitive to the surrounding environment.

SELECT RELATED INDICATORS

To track our performance toward, or away from, the Resident Housing Description of Success, a number of indicators are monitored on an annual basis. Examples of related indicators are shown below. For complete indicator reports, including the most recent results and analysis, visit whistler2020.ca and go to Measuring Progress and Explorer.



SELECT RELATED ACTIONS

Many Whistler organizations are taking action to make this vision a reality, including the municipality, businesses and other community organizations. To review actions that our community task forces have recommended or to find out about the status of these actions, visit whistler2020.ca and go to Actions.

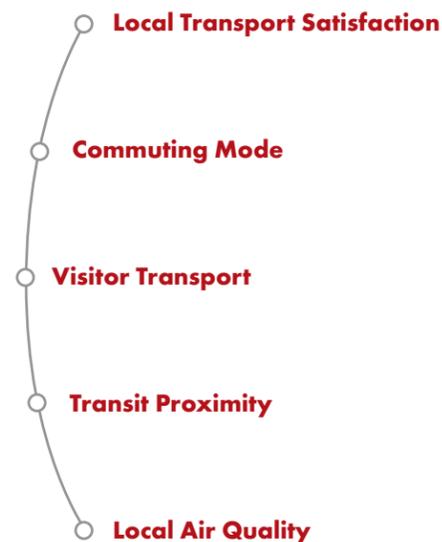


TRANSPORTATION

The Transportation Strategy is concerned with the movement of residents, visitors, and materials to, from and within Whistler in a more sustainable manner. It includes all modes of local, regional, and international transportation.

SELECT RELATED INDICATORS

To track our performance toward, or away from, the Transportation Description of Success, a number of indicators are monitored on an annual basis. Examples of related indicators are shown below. For complete indicator reports, including the most recent results and analysis, visit whistler2020.ca and go to Measuring Progress and Explorer.



SELECT RELATED ACTIONS

Many Whistler organizations are taking action to make this vision a reality, including the municipality, businesses and other community organizations. To review actions that our community task forces have recommended or to find out about the status of these actions, visit whistler2020.ca and go to Actions.

DESCRIPTION OF SUCCESS

In 2020, transportation to, from and within Whistler is convenient, safe, seamless and affordable. By this time:

1. Whistler policy, planning and development prioritizes preferred methods of transportation in the following order: 1. pedestrian, bicycle and other non-motorized means, 2. transit and movement of goods, 3. private automobile (HOV, and leading low-impact technologies), 4. private automobile (SOV, traditional technology).
2. Transportation preferences and options are developed, promoted and supported so that inter-community mobility minimizes the negative impacts of traditional modes of travel.
3. The convenience and seamlessness of the preferred transportation system to, from and within Whistler ensures usage rates continue to rise.
4. Whistler's transportation system is transitioning toward renewable energy sources, improving air quality, and maintaining ecosystem integrity.
5. Whistler's local and regional transportation systems minimize encroachment on nature.
6. Regional partnerships enhance the journey to the resort as part of the experience.
7. Residents, businesses and visitors are increasingly aware of the importance and benefits of preferred transportation choices.
8. The transportation system efficiently meets both the short and long-term needs of all users.
9. Whistler's transportation system is safe and enjoyable.
10. The transportation systems to, from and within the resort community are accessible and offer affordable travel options.



VISITOR EXPERIENCE

The Visitor Experience Strategy focuses on providing exceptional experiences and excellent value to increase new and repeat visitation, setting Whistler apart from its competitors. The strategy addresses the welcoming and servicing of visitors: (1) before their visit; (2) upon their arrival and for the duration of the stay; and (3) upon leaving Whistler. It helps the resort better understand what makes the Whistler experience extraordinary and to deliver this level of experience consistently across the resort.

DESCRIPTION OF SUCCESS

In 2020, Whistler has maintained its sense of place, and continuously renews the visitor experience to consistently meet and exceed expectations. By this time:

1. Visitors feel genuinely welcome.
2. Communication, travel and services are accessible, seamless and convenient at all phases of visitors' trips, from prior to departure until after returning home.
3. Community members' passion for Whistler inspires visitors, and interaction among the two groups creates memorable experiences.
4. Community members and organizations work collectively to ensure exceptional experiences that exceed visitor expectations.
5. Whistler proactively anticipates market trends.
6. Visitors perceive Whistler products, services and activities to be excellent value.
7. A diverse range of year-round activities is developed and offered.
8. Visitors choose Whistler to actively participate in recreation, learning, and cultural opportunities.
9. The resort community's authentic sense of place and engaging, innovative and renewed offerings attract visitors time and time again.
10. The resort is comfortable, functional, safe, clean and well-maintained.
11. A comfortable carrying capacity of the resort, its amenities, and the surrounding natural environment is respected.
12. The visitor experience is based on practices and systems that efficiently use sustainable materials and energy.

SELECT RELATED INDICATORS

To track our performance toward, or away from, the Visitor Experience Description of Success, a number of indicators are monitored on an annual basis. Examples of related indicators are shown below. For complete indicator reports, including the most recent results and analysis, visit whistler2020.ca and go to Measuring Progress and Explorer.



SELECT RELATED ACTIONS

Many Whistler organizations are taking action to make this vision a reality, including the municipality, businesses and other community organizations. To review actions that our community task forces have recommended or to find out about the status of these actions, visit whistler2020.ca and go to Actions.

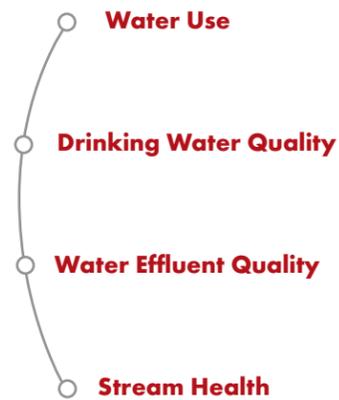


WATER

The Water Strategy is concerned with providing a dependable supply of high quality water for appropriate uses. It focuses on the entire water system, including sourcing, distribution, use and disposal, and addresses both physical infrastructure and management practices. This strategy also includes flood control and watershed management approaches.

SELECT RELATED INDICATORS

To track our performance toward, or away from, the Water Description of Success, a number of indicators are monitored on an annual basis. Examples of related indicators are shown below. For complete indicator reports, including the most recent results and analysis, visit whistler2020.ca and go to Measuring Progress and Explorer.



SELECT RELATED ACTIONS

Many Whistler organizations are taking action to make this vision a reality, including the municipality, businesses and other community organizations. To review actions that our community task forces have recommended or to find out about the status of these actions, visit whistler2020.ca and go to Actions.

DESCRIPTION OF SUCCESS

In 2020, Whistler's water resources provide a dependable supply of healthy water to meet the long-term needs of people, other species, and nature. In the future:

1. Whistler's potable water supply system delivers water of excellent quality, which meets or exceeds all relevant health standards, and meets benchmark aesthetic standards whenever possible.
2. Water supply is distributed reliably, equitably and affordably – and is managed proactively within the context of effective and efficient emergency preparedness.
3. Residents and visitors are educated about, and encouraged to protect and conserve natural water resources.
4. All potable water is used sparingly and only used to meet appropriate needs.
5. Wastewater and bio-solids are readily assimilated in nature.
6. Water supply, wastewater management and flood control infrastructure minimize energy requirements, and favour sustainably managed materials and resources.
7. Watershed-based management approaches and policies guide and integrate overlapping land and resource values including (but not limited to) development, infrastructure, forests, habitat, recreation, fisheries and aquifers.
8. Effective stormwater management and flood control measures are in place, and replicate natural hydrological systems and functions as much as possible.
9. Flood control systems are maintained at a high level of emergency preparedness, where risks are managed proactively, effectively, and efficiently.
10. With respect to water resources, capital and long-term costs are managed in a financially prudent and fiscally responsible manner.
11. Potable water supply source protection is optimized within a multi-barrier approach.
12. Healthy streams, rivers, lakes and wetlands support thriving populations of fish, wildlife and aquatic invertebrates.



REFERENCES AND CONTRIBUTIONS

REFERENCES

Characteristics of Successful Destination Resort Communities (2002), prepared by Design Workshop Inc., BBC Research and Consulting, Brent Harley & Associates and CH2M Hill.

Characteristics of Sustainable Destination Resort Communities (2002), prepared by Warren Flint, Ford Frick, Ann Duffy, Jean Brittingham, Kim Stephens, Patrick Graham and Cathy Borgmeyer.

Implementing the Comprehensive Sustainability Plan using the Natural Step Framework – a Guidebook (2003), prepared by David Waldron and Esther Speck.

CitiesPLUS: a 100-Year Sustainability Plan for Greater Vancouver (2002), prepared by the Sheltair Group, International Center for Sustainable Cities, Liu Institute for Global Issues and the Greater Vancouver Regional District.

CONTRIBUTIONS

The development of Whistler2020 – Moving Towards a Sustainable Future was led by the Resort Municipality of Whistler with significant contributions from many individuals and organizations. We would like to acknowledge and thank everybody who participated in the Whistler2020 process, including Envision Sustainability Tools, the Natural Step Canada, Holland Barrs Planning Group Inc., Sheltair Group, and reSources Inc.

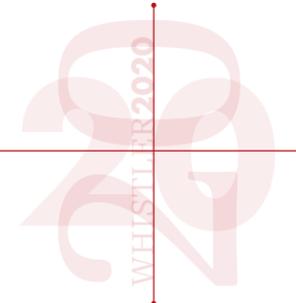
Special thanks goes to individual community members who contributed valuable personal time to help envision and plan Whistler's future through their involvement on the current and previous Council, the Community Advisory Committee, and the Strategy Task Forces. The RMOW looks forward to continuing our collaborative work through the community-wide implementation of Whistler2020. For detailed participation lists, visit whistler2020.ca and go the Involvement section.

DESIGN BY Origin Design + Communications Ltd.

PHOTO CREDIT: Whistler Museum and Archives



GLOSSARY OF TERMS



ACCESSIBLE: Free of barriers, open to all.

AFFORDABILITY: In the resident housing context, affordability refers to residents' ability to secure housing that requires no more than 30% of gross household income – the Canadian Mortgage and Housing Corporation (CMHC) benchmark.

BACKCASTING: A basic planning approach where one begins with a vision of success in the future (i.e., a sustainable society) and then uses the question "what shall we do to move from where we are today toward our vision?" to identify strategic actions.

BIODIVERSITY: The diversity of plants, animals, and other living organisms in all their forms and levels of organization, including genes, species, ecosystems, and the evolutionary and functional processes that link them. (Whistler Environmental Strategy, 2002)

CLIMATE CHANGE: Warming of the Earth's climate resulting from the buildup of greenhouse gases (e.g., carbon dioxide, methane) in our atmosphere due to human activities (primarily the combustion of fossil fuels). (Environment Canada)

CLOSING THE LOOP: A process where the manufacturing, use and disposal of a product results in no waste – where all materials are captured in a circular or 'loop' through the supply chain and waste management systems.

COMFORTABLE CARRYING CAPACITY: The optimum number of guests accommodated by a resort at any one time, which affords a high quality recreational experience.

CORRIDORS (WILDLIFE HABITAT): Linear habitat embedded in unsuitable habitat, that connects two or more larger blocks of suitable habitat and which is proposed for conservation on the ground that it will enhance or maintain

the viability of wildlife populations in the habitat blocks.

CRITICAL NATURAL AREAS: These areas incorporate unique and sensitive habitats such as streams, lakes, wetlands, old growth forests, alluvial forests, riparian areas, and the corridors connecting them (Whistler Environmental Strategy, 2002). These areas are the focus for protection by the Protected Areas Network (defined below).

DISABILITY: Individuals' permanent moderate to severe limitation in functioning (activity) or restriction in participation, normally classified as physical, sensory, communication, intellectual and mental.

ECONOMIC DIVERSIFICATION: The characteristic of business variety in the economy both across and within individual business sectors.

EMPLOYEE: In Whistler, this term includes both employees and retirees, where someone is considered an employee if they work a minimum average of 20 hours per week within Whistler. A retiree is someone who was employed in Whistler for five of the six years prior to ceasing employment. (Whistler Housing Authority) Employee Restricted Housing: See 'resident employee restricted housing' below.

EQUITABLY: Marked by fairness, objectivity and accessibility with respect to long-term costs.

EXTERNAL COSTS (EXTERNALITIES): The environmental and social costs of production which are not captured in typical financial cost and benefit calculations. These costs are often difficult to quantify, yet can have a significant impact on societal health and environmental quality.

FLEXIBILITY: The capacity to adapt to new, different or changing requirements. In terms of the built form, flexibility

may be expressed in architectural features such as multi-programmable spaces, movable walls, wall-off suites, or easily convertible spaces.

GREEN BUILDING: A systems approach to building design and construction that employs techniques that minimize environmental impacts and reduce ongoing energy consumption while contributing to the health and productivity of its occupants. (Public-Private Partnership for Advancing Housing Technology, 2004)

HOV: High occupancy vehicle.

INTENSIVE NEIGHBOURHOOD: Synonymous with 'compact neighbourhood', which describes a pattern of land-use that encourages walkable neighbourhoods, mixed uses, proximity to transit and reduced need for infrastructure.

LEARNING COMMUNITY: Any city, town or village and surrounding area, that, using lifelong learning as an organizing principle and social goal, promotes collaboration of the civic, private, voluntary and education sectors in the process of achieving agreed upon objectives related to the twin goals of sustainable economic development and social inclusiveness.

LEISURE: In Whistler, passive or relaxation activities that provide emotional, spiritual or social benefits.

MARKET TRANSFORMATION: The creation of a consistent consumer preference towards the use of sustainable goods and/or services. Generally, market transformation is engendered by a change in laws, regulations and/or utility practices intended to stimulate lasting increase in the market share of renewable energy technologies and energy efficient products.

MIXED-USE: Developments that combine residential, commercial and other uses in the same building or development. Residences above shops and live-work residences are examples of mixed-use developments. Mixed-use developments enable people to live close to work and amenities. (Smart Growth BC)

OFFICIAL COMMUNITY PLAN (OCP): A bylaw adopted by Council that "a statement of objectives and policies to guide decisions on planning and land use management, within the area covered by the plan, respecting the purposes of local government." (Local Government Act)

PARTNERS: People and organizations from some combination of public, business and civil constituencies who engage in voluntary, mutually beneficial, innovative relationships to address common societal aims through combining their resources and competencies. (Copenhagen Centre definition of "new social partnerships")

PARTNERSHIPS: Voluntary, mutually beneficial, innovative relationships intended to address common societal aims through combining their resources and competencies. (The Copenhagen Centre)

PRECAUTIONARY PRINCIPLE: The key element of this principle is avoidance of environmental risk in the face of uncertainty.

PROTECTED AREAS NETWORK (PAN): A contiguous network of representative ecosystem types, delineated in a managed landscape. PANs emphasize retention and management of 'critical natural areas' (defined above) such as streams, lakes, wetlands, riparian areas, significant stands of old growth forests, a large percentage of alpine and sub-alpine areas, and connections between these ecosystems. (Whistler Environmental Strategy, 2002)

RENEWABLE ENERGY: Energy from sources that produce electricity or thermal energy without depleting resources. Renewable energy includes solar, wind, water, earth and biomass power, and energy from waste. (Natural Resources Canada)

RESIDENT RESTRICTED HOUSING: This housing is available only for Whistler employees, which includes family members and retirees. Covenant options include occupancy, price and rent restrictions. The purpose of these restrictions is to ensure that the housing remains affordable to employees over time.

SMART LAND USE PLANNING PRINCIPLES (I.E. SMART GROWTH PRINCIPLES): A collection of urban development strategies to reduce sprawl that are fiscally, environmentally and socially responsible. Smart growth is development that enhances our quality of life, protects our environment, and uses tax revenues wisely. (Smart Growth BC website)

SOV: Single occupancy vehicle.

SOCIAL CAPITAL: The stock of active connections among people: the trust, mutual understanding, and shared values and behaviors that bind the members of human networks and communities and make cooperative action possible. (Cohen and Prusak, 2001)

STAKEHOLDER: All individuals, groups, and interests that are affected by and/or affect Whistler and its activities. This includes the natural environment and future generations.

SUSTAINABILITY PRINCIPLES: See 'Our Sustainability Principles' on page 17.

THE NATURAL STEP FRAMEWORK: A definition of sustainability and a long-term planning approach. See 'Our Sustainability Principles' on page 17.

TRANSPARENCY: The commitment to account or explain the acts, omissions, risks and dependencies for which one is responsible to those with a legitimate interest – the stakeholders of the community. (Accountability)

TRANSPORTATION ALTERNATIVES: Commonly referred to as modes of transportation other than single-occupant gas or diesel powered vehicles.

UPSTREAM: An approach where solutions anticipate and avoid problems before they occur, as opposed to 'downstream' solutions where resources are used to deal with the results of the problem. For example, buying a product without packaging is an upstream solution whereas recycling the packaging is a downstream action.

VALUE: Whistler defines value as optimal combinations of product, service and price.

WHISTLER SPIRIT PROGRAM: A resort general-knowledge and customer-service orientation workshop for resort employees in exchange for discounted access to recreation activities.

ZERO WASTE: An aspirational goal where all outputs, currently referred to as 'waste', are used as inputs for another process.

ASSESSING ACTIONS USING WHISTLER2020 WORKSHEET

Ultimately, the Whistler2020 vision is implemented through our daily decision-making. Below is a 'back-of-the-envelope' worksheet that outlines four strategic questions to help you assess any type of action, project, initiative or proposal by using Whistler2020 to inform your decision-making. For a more comprehensive and user-friendly version of this tool, visit www.whistler2020.com and go to Resources.

NAME OF ASSESSED ACTION:

1 DOES THE ACTION MOVE WHISTLER TOWARD OUR SHARED VISION OF SUCCESS?

See Pages 45 - 61

Indicate the top two Whistler2020 priorities that your action supports:

- Enriching Community Life
 Enhancing the Resort Experience
 Protecting the Environment
 Ensuring Economic Viability
 Partnering for Success

Which of the strategy description of success statements does your action primarily move us **toward**?

1. _____
2. _____
3. _____

Which of the strategy description of success statements does your action potentially move us away **from**?

1. _____
2. _____
3. _____

HOW could you **maximize** this positive impact?

1. _____
2. _____
3. _____

HOW could you avoid or **minimize** this potential negative impact?

1. _____
2. _____
3. _____

2 DOES THE ACTION MOVE WHISTLER TOWARD OUR SHARED SUSTAINABILITY OBJECTIVES?

See Pages 17 - 20

To reduce and eventually eliminate Whistler's contribution to:

	Toward Quickly	Toward Slowly	Neutral	Away	If 'away' how could you avoid or minimize this negative impact?
Ongoing build-up of substances taken from the earth's crust (or use less or different stuff.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Ongoing build-up of substances produced by society (or make less or different stuff.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Ongoing degradation of natural systems by physical means (or reduce our impact on life-sustaining ecosystems.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Undermining the ability of people to meet their human needs (or meet human needs fairly and efficiently.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____

3 DOES THE ACTION PRESENT A FLEXIBLE PLATFORM FOR FURTHER MOVEMENT TOWARD WHISTLER2020 IN THE FUTURE?

In general, choosing actions that are as flexible as possible will help you avoid dead end situations. If technical or economic conditions change in the future, investments in flexible solutions will help ensure that these changes do not bring overly punitive costs, do not limit our ability to adapt and ensure that future steps further reduce our impacts on natural systems.

The action incorporates long-term flexibility by:

Use the space to the right to indicate how your action incorporates long-term flexibility.

4 DOES THE ACTION PRESENT A GOOD FINANCIAL INVESTMENT?

What is the approximate cost of the action?

Capital: \$	_____	Operating: \$/year	_____
-------------	-------	--------------------	-------

Does this action reduce long term operating costs?

Yes No

If so, what is the approximate associated pay-back period for the investment?

Have non-market costs* been considered in your decision making?

Yes No

Given your assessment of the benefits, challenges and long-term costs associated with this action, what is your level of comfort with moving forward?

- Strongly support this action
 Support in principle, but depends on how it is executed
 Unsure, need more information
 On the right track, but substantial changes are required
 Currently, not comfortable supporting this action

*Non-market costs is the economic term for the costs of an economic activity that are not captured by the transaction (i.e. not included in the product price) but instead borne by the wider community. Example: the impacts associated with air pollution, traffic congestion, public health, and public safety are not factored into the cost of new vehicles.

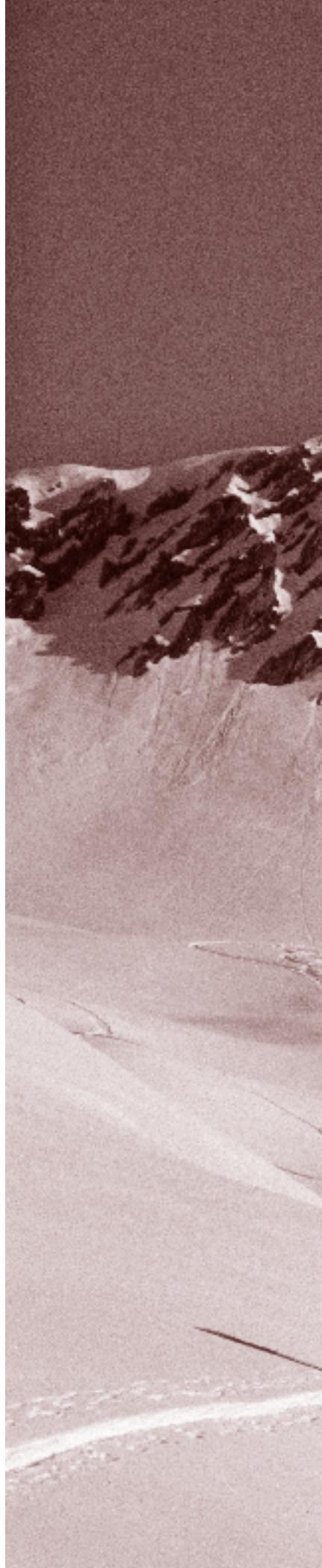
ECO AUDIT

By choosing 100% Post Consumer Recycled fibre instead of virgin paper for this printed material, the following savings to our natural resources were realized.

TREES SAVED	WOOD SAVED LBS.	WATER SAVED GALS.	LANDFILL REDUCED LBS.	NET GREENHOUSE EMISSIONS REDUCED LBS.	ENERGY REDUCED BTU
13	7,280	10,704	1,135	2,202	14,490,000



*Above information is based on: 10,250 Save-A-Tree Uncoated Text white 25 x 38-140m, 750 sheets Save-A-Tree Uncoated Cover 26 x 40-320m
Data research provided by Environmental Defense



**SECOND EDITION PUBLISHED BY
RESORT MUNICIPALITY OF WHISTLER JUNE 2007**

4325 Blackcomb Way
Whistler, British Columbia V0N 1B4
TEL 604 932-5535 **TOLL FREE** 1 866 932-5535
www.whistler.ca

Whistler2020 has been honoured with awards from organizations that include:
The Canadian Association of Municipal Administrators; the International Award
for Livable Communities; and the Federation of Canadian Municipalities.

