

## DESCRIPTIONS OF SUCCESS

### – ALL STRATEGIES –

The description of success defines what success will look like within each strategy area by the year 2020. These statements guide task force and community-wide action planning as Whistler moves toward continued success and sustainability in the future.

#### ARTS, CULTURE & HERITAGE

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 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



#### BUILT ENVIRONMENT

In 2020, Whistler's built environment is vibrant, reflects the community's character, contributes to individual health and wellbeing, and is moving toward its identified sustainability objectives. By this time:

1. Limits to growth are understood and respected
2. The built environment is attractive and vibrant, reflecting the resort community's character, protecting views and evoking a dynamic sense of place
3. Visitors and residents can readily immerse themselves in nature, free from noise and light pollution
4. To maintain vibrancy, Whistler Village is the core of the resort community
5. Community spaces encourage personal interaction and shared activities
6. The built environment is safe and accessible for people of all abilities, anticipating and accommodating wellbeing needs and satisfying visitor expectations
7. Continuous encroachment on nature is avoided
8. Residents live, work and play in relatively compact, mixed-use neighborhoods that reflect Whistler's character and are close to appropriate green space, transit, trails, amenities and services
9. Building design, construction and operation is characterized by efficiency, durability and flexibility for changing and long-term uses
10. The new and renovated built environment has transitioned towards sustainable management of energy and materials
11. Landscaped areas consist of native plant species that eliminate the need for watering and chemical use
12. Streamlined policies, regulations and programs have helped to efficiently and effectively achieve green development
13. Building ownership is structured to continually encourage transition toward a flexible and improved built environment over time
14. Whistler's green building sector contributes to the local economy
15. Smart growth policies and initiatives contribute to the financial health of the community
16. Whistler is globally recognized as a centre of excellence in sustainable community development



#### ECONOMIC

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



**ENERGY**

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**

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



**HEALTH & SOCIAL**

In 2020, Whistler organizations work together to meet the physical, mental, spiritual, cultural and social needs of community members and visitors. By this time:

1. Community members and visitors maintain and improve their physical, mental, spiritual and social health through prevention and treatment services
2. Community members and visitors learn about and enjoy experiences with other cultures and generations through activities and events
3. Community members understand and respect diverse views and are encouraged to do so through a variety of initiatives
4. Chemical-free, organically-grown food produced in the Sea-to-Sky Corridor is available year-round at a price affordable to community members
5. Community members and visitors are civil and law abiding, and they respect each other's physical space and emotional boundaries
6. Community members eat healthy food, exercise and engage in leisure and other stress relieving activities that assist in preventing illness and they avoid the abusive use of substances that evidence indicates have negative effects on physical and mental health
7. The resort community is safe for both visitors and residents, and is prepared for potentially unavoidable emergency events
8. Whistler is accessible and inclusive for community members and visitors with disabilities
9. Whistler organizations and stakeholders work together to meet the health and social needs of community members and visitors
10. Community members accept responsibility for their own health, and that of other members of the community, by participating in the activities identified in this description of success



**LEARNING**

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



**MATERIALS & SOLID WASTE**

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

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



## NATURAL AREAS

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



## PARTNERSHIP

In 2020, Whistler partners and stakeholders work together to effectively and efficiently achieve Whistler2020 and partner objectives. By this time:

1. Residents, taxpayers, business and local government hold a shared vision for the resort community and work in partnership to achieve that vision
2. Decisions consider the community's values as well as short and long-term social, economic and environmental consequences
3. Partners work together to achieve mutual benefit
4. Partners participate in policy making and other decisions at various levels of government where relevant
5. Trust is established and maintained among Whistler Partners and stakeholders
6. Stakeholders work together on decisions that affect them and collaborate with neighbouring municipalities and First Nations
7. Partners support each other and live up to the agreements established within partnerships
8. Partners work toward aligned budgeting processes that leverage limited resources for increased effectiveness and efficiency
9. Partners meaningfully engage stakeholders and practice 'good governance' guided by Whistler's Partnership Principles



## RECREATION & LEISURE

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



## RESIDENT AFFORDABILITY

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

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



## TRANSPORTATION

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 alternatives 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 alternative 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 alternative 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**

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



**WATER**

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 invertebrate

**Whistler's Sustainability Objectives are to:**

	Reduce and eventually eliminate the RMOW's contributions to <b>systematic increases in concentrations of substances from the Earth's crust</b> (e.g. by increasing energy efficiency),
	Reduce and eventually eliminate the RMOW's contributions to <b>systematic increases in concentrations of substances produced by society</b> (e.g. through 100% recycling),
	Reduce and eventually eliminate the RMOW's contributions to <b>systematic physical degradation of nature</b> (e.g. by purchasing certified wood), and
<b>and in that society people are not subject to conditions that systematically...</b>	
	Reduce and eventually eliminate our contribution to <b>systematically undermining the ability of others to meet their basic human needs.</b> (e.g. by purchasing FairTrade).

13.