

Whistler

Food & Beverage Usage Strategy Recommendations



Presented to:

Resort Municipality of Whistler

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Prepared by:

Thomas Consultants Inc.



Thomas Consultants Inc.

Report Structure

- 1.0 Importance of Food & Beverage
- 2.0 Relevant Case Study Summary Profiles
- 3.0 Defining the Threat
- 4.0 Experience of Other Resort Settings
- 5.0 Recommendations for Protecting Specific Locations at Whistler

Executive Summary

Executive Summary

No matter what the retail format in question – be it a town centre, shopping centre, or resort, the quality and orientation of both the tenant mix and tenant layout are critical to enhancing both the overall visitor experience and the sales performance of collective and individual retail units.

An optimal tenant mix layout plan is one that strikes a comfortable balance between environment and feel on the one hand, and vitality and economic performance on the other. Properly laid out, such a plan encourages the free flow of shoppers and visitors through the project, while providing enough nodes of interest to stop them in their tracks and encourage spending.

Any quality retail environment has anchors. In a shopping centre or mixed-use project, these are typically department stores, supermarkets, megaplex theatres and box-format “category killer” stores. In such centres, these anchors are strategically located to both maximize circulation and increase overall dwell time, while food and beverage uses round out the experience.

In a resort village setting, food and beverage is the anchor.

The reason food and beverage uses are so critical in a resort is that no one travels there with a shopping list of what they want to buy. Yet high-performing retail plays a vital role in the experience of the world’s best resorts, including Whistler.



Executive Summary

Food and beverage uses help to transform what might otherwise be rather staid commercial zones into much more seductive and appealing environments. This is particularly true with alfresco food and beverage, where the cafes, bars and restaurants are strategically located to slow people down, encouraging them to become a participant in the resort experience rather than a passive observer.

Food and beverage uses thus set the stage not only in terms of the overall appeal of the resort as a place, but also for subsequent spending on a variety of retail goods and services. In a resort, food and beverage spending tends to exert a ripple effect on retail spending, with common purchases of branded memorabilia items often leading into spending on more general retail merchandise.

In Whistler, the Town Squares and Plazas have become natural gathering and meeting places and food and beverage uses play a critical anchor role in such resort locations.

As a department store rarely shifts its anchor location in a shopping centre, the same is true for critical food and beverage uses or clusters in a resort. **These active, social food and beverage spaces become cemented in the minds of the consumer and come to define the resort experience.**

The role, function, and location of food and beverage uses in a resort environment such as Whistler Village must be properly recognized, embraced, and protected in order to properly steward the resort's ongoing health and prosperity.



Executive Summary

In this study, other resorts and resort cities were interviewed to understand if they are facing similar issues to Whistler (transition of anchor F&B locations to retail), and whether they had considered restrictive zoning.

Resorts such as Chamonix, Zermatt, Banff, and Carmel by the Sea were interviewed, and while none were as far along in their thinking as Whistler, many were facing the same issues.

Some recommendations from these interviews included:

- To rezone the property or a larger area or zone for specific uses or a desired mix of uses
- To build in incentives to encourage specific uses (e.g. relaxation of parking requirements, use of outdoor space, signage, etc.)

Discussions were also had with retail property owners who recognized that the popularity of Whistler, and the increasing sales and rental rates, are related to a successful merchandise mix and retail layout strategy in the Village. Since the success of Whistler has begun to price some restaurant retailers out of the market, it was understood that the planning principles which helped create success at Whistler had to be strengthened.

Ultimately, the best method for protecting the food and beverage uses in strategic locations in Whistler Village could be attained through the active reinforcement and support of distinct, yet complementary Village Neighbourhoods and supporting Secondary Character Areas.

Given the importance of food & beverage uses and locations within these key areas, a zoning amendment bylaw should be prepared which would zone important existing restaurant and licensed establishment locations within Whistler's core commercial areas to permit existing uses only. This amendment would in effect zone individual locations specifically for F&B users to protect their critical anchor functions.



Executive Summary

The findings of this report were based on interviews with planning officials and real estate developers / property managers. Arguments highlighted below outline the importance of preserving food & beverage users in strategic locations in Whistler Village:

- Maintaining the long-term success of a world-class resort, such as Whistler, requires cohesive efforts in the fields of planning, development, marketing, and management – resorts can easily begin to lose their attractiveness if the officials responsible are not working together to maintain / improve performance.
- Food and beverage plays a critical role in creating animation in public spaces. It is often animation from food and beverage tenants in public spaces that visitors will remember from their visit to a resort. Importantly, the buzz of activity from food and beverage tenants is what transforms a visitor from an observer to an active participant and consumer in a resort.
- The value of a specific property in a resort is dependant on all resort stakeholders working together for a common vision – this is especially true for real estate in the Whistler Village.
- Food and beverage uses are currently found in strategic locations in Whistler Village. Changing the retail usage at one of these strategic locations could have long-term negative impacts on Village animation, and ultimately retail sales. As food and beverage plays such an important role in Village success, any changes existing food and beverage locations should be closely examined.
- Where a change in use will negatively effect the resort village environment, the long term vision must have priority and such the change in use be refused.

In order to implement an effective spot zoning initiative, it will be necessary to identify all restaurants and outdoor patios in Whistler and then define which are to be considered important/vital to the long term health and vitality of Whistler as a whole.

Useful parameters for determination of important locations are presented in Section 5.0.



1.0 Importance of Food & Beverage

- Introduction
- The Art of Placemaking Through Food & Beverage
- The Project for Public Spaces
- Great Public Spaces of the World

1.0 Importance of Food and Beverage



Introduction

The Resort Municipality of Whistler has engaged Thomas Consultants to prepare an analysis of the vital role that food & beverage uses play in a resort setting. This includes a commentary and profiles of food and beverage in other leading resorts.

The purpose of this study is to assess strategies and make recommendations regarding actions Whistler could take to protect locations within the Village where it is considered crucial to maintain a food and beverage utilization.

Planners of resorts around the world were interviewed regarding the retail mix of their resort, and whether any attempts have been made to control the utilization of their commercial space.

Many of these resorts are facing similar issues (less of key operators responsible for activating public spaces), but have taken on varying regulatory approaches in order to manage or eliminate the problem.

Ultimately the question comes down to whether all the stakeholders in the resort focus only on individual short-term returns, or whether stakeholders can recognize and appreciate the value of acting together for the long-term benefit of the resort. For example:

- If landowners only focus on short-term returns, then they would accept the highest bidder for their retail property and change uses at what might be a strategic location. Food and beverage uses cause people to congregate and create 'body heat'. Therefore, a change in use away from a food and beverage tenant at a strategic location reduces animation in the Village, thereby negatively impacting visitor satisfaction, sales and rental rates in the long run.
- Taking a long-term perspective, landowners would recognize the importance of maintaining a strategic mix, which is better for the Village as a whole – thereby maintaining or improving visitor satisfaction and overall retail sales.

Whistler has become an international success by planning the resort as a cohesive whole, and not by a piecemeal approach to strategy. By taking a long-term approach to the retail layout strategy, Whistler will be poised to strengthen its reputation as a premiere resort destination.



1.0 Importance of Food and Beverage



The Art of Place Making through Food and Beverage

In Whistler 2020 Survey results for 2008, for the defined priority “Enhancing the Resort Experience”, 95% of Winter and 94% of Summer visitors indicated satisfaction with Whistler’s Atmosphere and Ambience. Maintaining and even improving on this high rating is a clear and measurable goal of Whistler, which must continue to meet and ideally exceed the resort visitors’ experiential expectations.

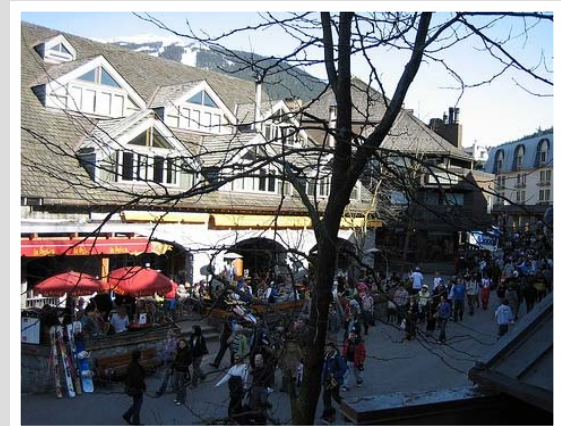
Whistler was developed in the 1970’s purposefully to be a resort, and has become one of the most popular and successful year-round alpine resorts destinations in the world. Retaining its status as one of the very best tourist destinations in the world demands regular scrutiny and a continual effort not only to retain what is essential but also to continually consider activities and amenities that will elevate the visitor experience.

Visitors seek out experiences that leave them with positive and lasting memories and the quality of a resort’s village atmosphere is a critical component in ensuring that visitors feel they are somewhere special. Some key village activities include:

- People watching & opportunity to engage directly with other visitors & locals
- Unfocused “discovery” walks through the Village ‘just to see what is going on’
- Dining (casual and more formal) and retail shopping

During these walks and shopping strolls through the Village, visitors want to see activity, and people enjoying themselves. People attract people, creating an enjoyable vitality. The positive feelings – of safety, comfort, and excitement – that arise from being among fellow visitors enjoying themselves, are contagious. Creating an environment where there is consistent (year-round and day-to-night) activity and buzz should be the goal of every world-class resort.

Town squares and plazas are places where people are most likely to congregate – particularly those incorporating a restaurant, cafe, or bar with outdoor patio seating. These areas become magnets for people watching which draws more attention and thus increased numbers of visitors. What has made Whistler, and specifically Whistler’s Village Square, so successful, is its critical mass of quality food and beverage options which reinforce its authenticity as a place for locals and visitors.



1.0 Importance of Food and Beverage

“What attracts people most, it would appear, is other people.” – William H. Whyte



1.0 Importance of Food and Beverage



The Art of Place Making through Food and Beverage

There are few other uses in the Village that create the sustained, year-round buzz of activity that a popular eatery or bistro can provide. Given the critical importance of animating village squares and other public gathering places, recognizing the importance of food and beverage tenants in key locations throughout the village is critical.

While the Whistler visitor experience is ultimately intended to feel completely natural and organic, in reality, there is a great deal of planning work (in terms of tenant mix and layout, as well as urban and architectural design) behind this experience. The overall aim is always to optimize the visitor experience and so encourage repeat visitation and word-of-mouth recommendations.

Part of this controlled experience involves the deliberate planning and design of more narrow and confined village strolls and larger relief plazas. Such planning elements provide a natural rhythm of activity – from the busyness and confined flow of primary walkways to the relief and interest of more open squares where one can stop and rest or gather with friends to socialize and take in the surrounding activity.

Food and beverage operations are unparalleled in their ability to serve as people magnets and social activity generators, particularly in such a resort setting. As such, retaining such high social activity generators in critical locations becomes vital to the overall vibrancy (social and economic health) of the resort. As always, it is the success of the whole that allows for the success of an individual use or operation.



1.0 Importance of Food and Beverage

The Project for Public Spaces

The New York-based Project for Public Spaces (www.pps.org), a leading nonprofit organization dedicated to the creation of powerful public spaces, has identified 10 Principles for Creating Successful Squares, which can be readily applied to key social & gathering plazas in the resort setting.

Of these 10 PPS principles, the following are in large part driven by the quality of integrated food & beverage uses:

- **Image and Identity** – cafes, restaurants, and even mobile food/ drink kiosks can in combination come to define the visitors' experience of a great public square – the same is true of any true resort village square
- **Attractions and Destinations** – creating a series of places, including a destination square, is an essential part of place-making.
- **Flexible Design** – Use of a square should change with the time of day and restaurants with their active patios and even performance spaces become key drivers of this spatial flexibility.
- **Seasonal (Year-Round) Strategy** – Just as important is the adaptability of restaurant uses across seasons to provide a year-round, rather than seasonal, experience.
- **The Central Role of Management** – Good managers of public space understand both existing and potential visitors and orient and manage uses and events to satisfy the needs of both groups.



1.0 Importance of Food and Beverage

The Project for Public Spaces

While a list of the World's Best Public Spaces comes clearly to mind for the well-traveled, Project for Public Spaces has compiled its own list, none of which would function as memorable people places without food & beverage uses occupying critical locations:

- *Las Ramblas – Barcelona, Spain*
- *Piazza Navona – Rome, Italy*
- *Piazza del Campo – Sienna, Italy*
- *Plaza Julio Cortazar, Buenos Aires*
- *Hotel de Ville – Paris, France*
- *Ortaköy Square - Istanbul, Turkey*
- *Viktualienmarkt - Munich, Germany*
- *Old Town Square – Prague, Czech Republic*
- *Plaza de la Constitucion - Oaxaca City, Mexico*
- *Plaza Santa Ana – Madrid, Spain*
- *Heart of Central London, UK (various, including Piccadilly Circus, Trafalgar Square, Covent Gardens, Leicester Square)*
- *Ostermalmstorg – Stockholm, Sweden*
- *Rynek Glowny – Krakow, Poland*
- *Plaza de Entrevero – Montevideo, Uruguay*
- *Federation Square – Melbourne, Australia*
- *Campo Santa Margherita – Venice, Italy*



Federation Square – Melbourne, Australia



Trafalgar Square – London, UK

1.0 Importance of Food and Beverage

Great Public Spaces of the World

Would the visitor experience at St. Mark's Square in Venice, Italy be as memorable without its restaurants spilling out into the square both day and night?



St. Mark's Square – Venice, Italy



St. Mark's Square – Venice, Italy

1.0 Importance of Food and Beverage

Great Public Spaces of the World

Would the streets, boulevards and plazas of Paris be memorable people places without the myriad of alfresco dining options?



Les Deux Magots - Boulevard St. Germain, Paris



Café de la Mairie – Place St. Sulpice, Paris

1.0 Importance of Food and Beverage

Great Public Spaces of the World

Campo Santa Margherita provides a place for informal gatherings in Venice with plenty of dining options.



Campo Santa Margherita, Venice



Campo Santa Margherita, Venice

1.0 Importance of Food and Beverage

Great Public Spaces of the World



Las Ramblas, Barcelona



Las Ramblas, Barcelona

1.0 Importance of Food and Beverage

Great Public Spaces of the World



Plaza Julio Cortazar, Buenos Aires



Plaza Julio Cortazar, Buenos Aires

1.0 Importance of Food and Beverage

Great Public Spaces of the World



Piazza del Campo, Siena



Piazza del Campo, Siena

1.0 Importance of Food and Beverage

Great Public Spaces of the World



Viktualienmarkt, Munich



Viktualienmarkt, Munich

2.0 Relevant Case Study Summary Profiles

2.0 Relevant Case Study Profiles



Importance of Food & Beverage in the Retail Mix

In successful resorts around the world, the importance of food and beverage is evident in its representation of the overall retail-commercial mix. Eating and drinking is one of the primary activities for people when they are on vacation. Providing memorable locations for people to eat and drink is critical for the long-term success of a resort.

The importance of eating and drinking in resorts has not gone unnoticed by developers who are increasingly designing and marketing shopping centres and large mixed-use developments around a 'resort feel' or theme.

- Creating this 'resort feel' in an urban project typically requires the provision of showcase locations for food and beverage tenants.

The table at right provides a typical retail category breakdown for both "Alpine" and "Golf" resorts. In both resort categories, food & beverage tenants exceed retail uses as the most represented category.

- The increased representation of food and beverage in golf resorts reflects in part the lower number of equipment and service stores relative to an alpine ski resort, but also the length of the respective summer seasons and the popularity of alfresco dining experiences.

With Whistler's strong focus and success to date in expanding visitor volumes during the summer months, the importance of food and beverage uses (in addition to programming) - **and these uses' visibility within Whistler's public plazas and stroll areas** - becomes ever more important.

TYPICAL TENANT BREAKDOWN		
	Alpine Resorts	Golf Resorts
Food & Beverage	38%	50%
Retail	37%	35%
Entertainment	9%	6%
Convenience & Grocery	12%	6%
Services	4%	3%

Source: TCI project database, % of total retail tenants.



2.0 Relevant Case Study Profiles



Typical Usage Breakdown

At 38%, Whistler’s food and beverage percentage of the overall retail mix is consistent to that for alpine resorts.

Given the increasing importance of the summer months at Whistler, it is natural that it is among the alpine resorts with the highest proportion of food and beverage tenants.

However, the real issue is not the total percentage of food and beverage tenants in Whistler, but their **respective locations** within Whistler Village.

It is also vital to be fully aware of the resort’s service capacity – its ability, on an ongoing basis, to adequately serve its hotel room base.

Project Name	Location	# of Visitors (millions)	Retail Size (sf)	Retail Mix (% by tenant)			Representation of Tenants	
				Retail/ Services	Food/ Beverage	Entertainment	Local	National
Whistler*	British Columbia	2.2	991,000	57%	37%	7%	70%	30%
Banff	Alberta	4.5	800,000	63%	23%	14%	80%	20%
Truckee	Nevada	n/a	2,800,000	58%	42%	0%	90%	10%
Town of Jackson	Wyoming	n/a	n/a	72%	23%	5%	90%	10%
Aspen	Colorado	0.8	600,000	52%	44%	4%	75%	25%
Telluride	Colorado	1.8	229,000	65%	34%	1%	95%	5%
Vail	Colorado	0.8	365,000	63%	35%	2%	95%	5%
Brecken ridge	Colorado	3.0	650,000	69%	27%	4%	90%	10%
North Star	California	n/a	200,000	50%	35%	13%	82%	18%
Park City	Utah	3.0	160,000	51%	40%	9%	90%	10%
Average	-	2.3	829,375	60%	34%	5%	85%	15%

Note: * Whistler's Retail Mix By Category based on floor area breakdown n. Tenant breakdown n is roughly: 60% Retail/Services, 38% Food & Beverage, 2% Entertainment, but requires updating.



2.0 Relevant Case Study Profiles



Importance of Food & Beverage in the Retail Mix

Many of the resorts developed in North America were conceived based on the imagery and feel that one gets from an Alpine resort village in Europe.

The table at right displays the retail mix and representation of national or local tenants at some of the best known resorts throughout Europe.

What is clear from this summary table is the much higher proportion of food and beverage tenants in these European resorts than those in North America.

- Food & Beverage tenants at the retail villages of these four European resorts averaged 44% of the overall retail mix.
 - The average percentage of food and beverage tenants exhibited by North American resorts was 34%.
- Excluding Cortina, where only 21% of retailers are food & beverage, the average of the other three resorts would have been 52%.
- Chamonix, France, has the highest proportion of food and beverage establishments in its retail mix at 68% and is not surprisingly known for its high quality mix of casual and fine dining restaurants.

Project Name	Location	Visitors (millions)	Tenants	Retail Mix (% by tenant)			Representation of Tenants		Local Hotel Room Base (Beds)
				Retail/ Services	Food/ Beverage	Entertainment	Local	National	
Chamonix	France	2.5	194	24%	68%	8%	80%	20%	4,665
Zermatt	Switzerland	1.4	232	34%	47%	9%	80%	20%	6,800
Cortina	Italy	1.4	233	64%	21%	16%	70%	30%	4,800
Kitzbühl	Austria	1.0	249	50%	40%	10%	85%	15%	6,931
Average	-	1.6	227	43%	44%	11%	79%	21%	5,799

It is important to recognize that the number of tenants and proportions of tenants by major category, do not correspond to floor area totals or proportions.

Food & Beverage uses include mobile food vendors (i.e. Kiosks), grab & go food vendors with limited seating, casual and full service restaurants (including pubs with kitchens, family restaurants), and fine dining establishments.

Entertainment uses include performance venues (e.g. Music, comedy, cabarets with bar service but without full kitchens, cinemas, video arcade and game parlours, etc.



3.0 Defining the Threat

3.0 Defining the Threat



A Challenge to Public Space Animation

The current issue facing Whistler is the displacement (usually to lower rent locations) and/or replacement of food and beverage uses from strategic locations in squares and plazas to less ideal locations on the pedestrian pathways connecting the squares.

Even as Whistler has a suitable mix of comparison and food & beverage tenants compared to other alpine resorts, the layout of these uses is of critical importance for providing the best possible visitor experience.

Visitor surveys rated the Whistler Village retail with an 8.7/10 – which is high, but the stated goal of the Resort Municipality of Whistler is to maintain and improve upon this rating where possible. One of the primary areas where it is believed that improvements can be made is with the retail layout strategy.

As designated in Whistler’s Master Plan, its plazas and squares, including Village Square, Mountain Square, Village Commons, Skiers Plaza, Town Plaza, and the newly developed Celebration Plaza (now Whistler Olympic Plaza), are designed to be the hearts of activity and animation in Whistler Village. It is in Whistler’s Plazas and Squares where the majority of programming and entertainment are planned, and it is in these open spaces where people are most inclined to linger.

The most basic premise of Whistler’s design is a series of winding pedestrian paths that open up to various squares and plazas that act as a mini-destination, allow people some room, before a narrowing pedestrian street leads to the next opening. If these openings were to become less animated and interesting the act of walking around the Village would become less interesting. The current flow that a pedestrian visitor to Whistler experiences is as follows:

- Squares and Plazas with restaurants, pubs, and grocery stores – providing a hum of human activity in the larger open spaces, with sun exposure & views.
- Pedestrian paths then connect the squares. The paths are narrowed to more easily feel animated with fewer people, with space opening at the next square or plaza where animation is increased to account for the larger space.



3.0 Defining the Threat



A Challenge to Public Space Animation

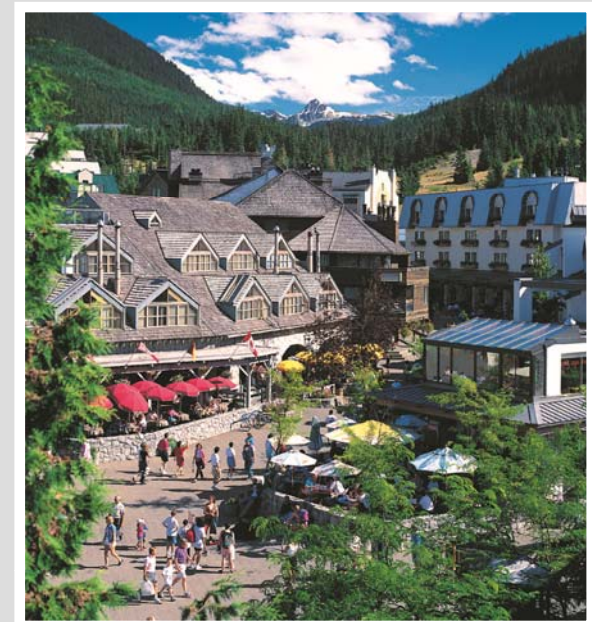
Followed by narrow pedestrian pathways with retailers – who attract less lingering from passers-by, but this fact is hidden by the narrowed street.

The over-simplified retail layout mentioned above is intended to ensure there is a constant buzz of activity that invites the visitor to continue on his/her walk through the Village – and thereby providing the greatest number of potential clients to Whistler’s retailers.

The danger of reducing the activity and animation of the Plazas and Squares of Whistler Village is the core reason why the food and beverage uses in those strategic areas must be maintained.

If the restaurant uses in the Plazas and Squares were to be replaced by a mix of purely tourist-oriented t-shirt and souvenir shops, for example, the feeling of discovery that current visitors feel would very likely be replaced by a sense of loss as a certain atmospheric richness will have been lost.

In order for Whistler Village to optimize its design, its open spaces need to remain the focus of human activity, and maintain the majority of the vitality creating food and beverage uses.



4.0 Experience of Other Resorts

- Les Arcs 1950
- Town of Banff
- Canmore
- Carmell by the Sea
- St. Moritz
- Zermatt
- Chamonix
- Tignes / Val d'Isere
- Developers / Land Owners

4.0 Experience of Other Resorts

Les Arcs - 1950

A former manager of Les Arcs 1950 was interviewed to understand how food and beverage uses and goals were enforced. Intrawest recently developed the new village of Arcs 1950 in the French mega-resort Les Arcs, which already includes 3 major alpine villages Arcs 1600, Arcs 1800, and Arc 2000.

Originally Intrawest retained ownership of all the commercial spaces, and used this control to create a very specific tenant mix, that exactly reflected their objectives for the village. Based on their resort experience, and the retail mix of the other villages in Les Arcs, it was deemed to be critical to provide a variety of food and beverage offerings.

To control food and beverage Intrawest used the following techniques:

- Located food and beverage where sunlight was maximized
- Restricted the type of food for each location
 - Retail leases went so far as to make specific restrictions and prescriptions on the menus of restaurants
- For each type of restaurant (such as fondue) assessments were made to ensure the group awarded with the space was the best local operator.



4.0 Experience of Other Resorts

Les Arcs – 1950 *cont.*

Once the residential real estate of the project was sold Intrawest sold its interest in the retail space. One reason for selling the retail space was the difference in French laws – where leaseholders hold additional rights than in North America. In France tenants can sell their business to another operator who would assume the same lease – giving the owner less control over the quality of tenants.

Les Arcs has not had the same issues that Whistler is currently facing, with strategic food and beverage locations reverting to retail; but if it did, the following strategies would be followed:

Utilize a combination of rewards and penalties for compliance with resort goals.

- Restrict usage of outdoor space for non-restaurant uses
- Remove parking privileges to non-restaurant tenants in specific locations
- Signage restrictions for non-restaurant tenants in specific locations (signage rewards for restaurants).
- Utilize a component of the resort association fee to incentivize restaurants in strategic locations
- Reward owners who put a usage restriction in their lease



4.0 Experience of Other Resorts

Town of Banff

One of the Town of Banff's primary issues in terms of managing the retail mix is finding the right balance between tourist-oriented and locally-oriented goods and services.

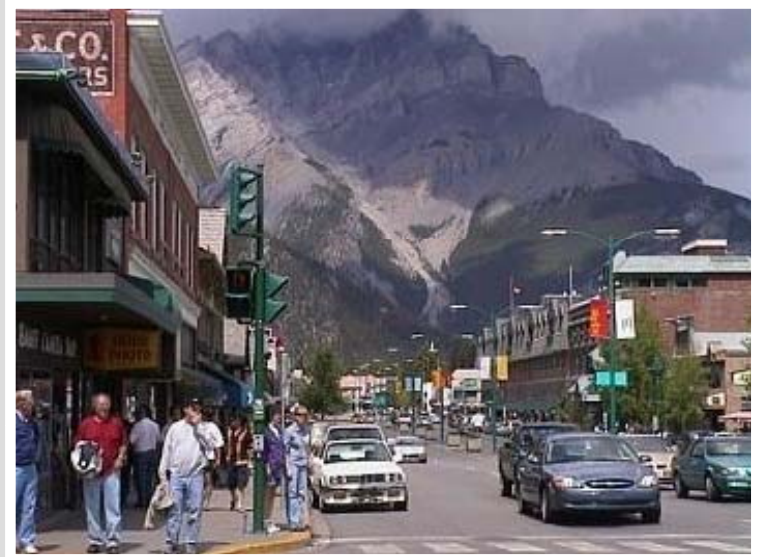
The Town of Banff has approximately 800,000 square feet of retail space, of which food and beverage tenants comprise 25% - low compared to Whistler.

Banff enjoys approximately 4.5 million visitors per year, with 68% of visitors arriving in the summer months.

Managing the expectations of tourists, visitors and residents and achieving desired results in terms of area vibrancy is expected to lead Banff to examine many of these same issues.

A Banff Town Planner indicated that, while private sector interests are difficult to control, they must be managed for the good of the whole. The fear in Banff, as in other top resort areas, is that high land values will continue to encourage the introduction of national or international brand chains, which will upset the local/national balance and lead to an "anywhere North America" effect.

Already such concerns are being voiced by local residents and business operators and noted by visitors and tourists.



4.0 Experience of Other Resorts

Town of Banff *cont.*

Ultimately, current trends in Banff will lead to a similar consideration of recommending preferred retail uses at specific locations. According to the planning department, the most effective method of dealing with such an issue is also the most likely to be contentious: spot zoning.

In considering spot zoning for a specific property of strategic importance to the overall plan, important factors to consider are:

- That the “spot-zoning” supports the goals and objectives of the larger master plan (i.e. it does not represent a departure from the established vision)
- That the “spot zoning” is enforced by the right mix of incentives and disincentives (i.e. “carrots” and “sticks”)

Randall acknowledges that such “spot zoning” could easily be perceived as taking away value from respective owners. Consultation with landowners would also be necessary in order to ensure that they understand that such a move is for the greater town good (i.e. to maintain the longer term vision).



4.0 Experience of Other Resorts



Canmore

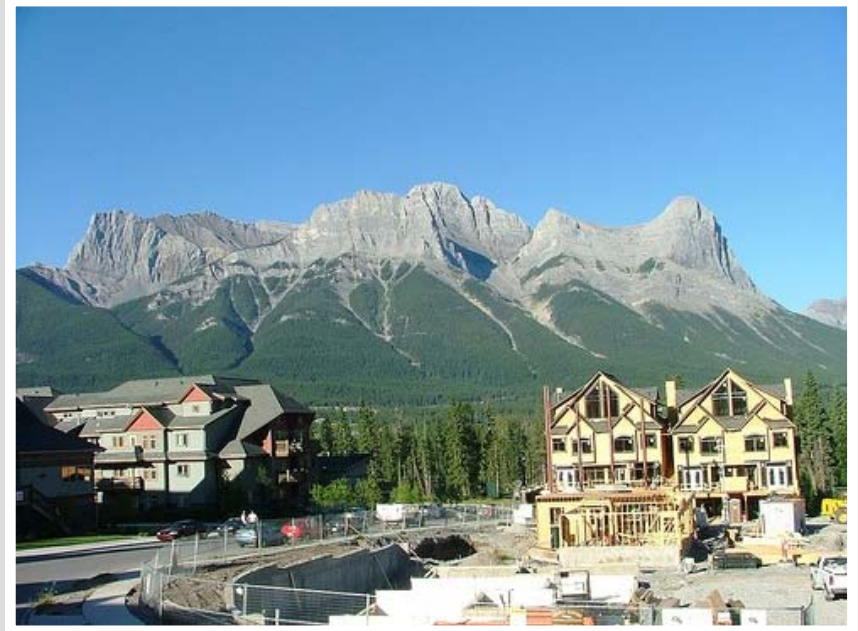
Conversations with the Town of Canmore revealed that Canmore has been experiencing a similar issue that Whistler is facing, but with a twist. In Canmore, the current concern from the Planning Department is regarding the proliferation of Real Estate Brokerage offices in town.

Real Estate Brokerage offices do not provide any vitality or animation to a resort area, and have taken locations away from key community serving uses. *The same situation occurred in Vail and Beaver Creek and led to regulations where new office space could only be located on the main spines if they were located on the second floor.*

Currently, within the Canmore commercial zoning designation that covers the majority of the town, office is a permitted use. To combat the growth of ground floor office use, the Town of Canmore is planning to change office to a discretionary use in the Town's commercial core, allowing the planning department to restrict new ground floor office space, and promote its use on the second floor of buildings.

Regarding the zoning change, planning department recognizes their ability to downzone properties is defended by the Local Government Act, which protects local governments from being liable for reducing land value through zoning changes.

The Town of Canmore is also in the process of considering creating zoning regulations restricting additional national or international franchises moving into the Town, but so far there has been no official movement towards creating new legislation. If legislation were to be considered, it would focus on restricting new franchises to the Town, and not removing the franchises that already exist.



4.0 Experience of Other Resorts



Carmel by the Sea

Quite opposite to the issues being faced by Whistler, Carmel by the Sea is looking at ways of restricting the growth of food and beverage establishments on its Ocean Avenue in order to maintain a strategic merchandise mix.

In order to maintain the preferred merchandise mix, a cap on food and beverage establishments was included in the rewrite of the zoning code that covers that area of Carmel.

The City's Land Use Element of the General Plan that states:

"Protect the special and unique character of Ocean Avenue and the surrounding commercial area. Ensure, through the administration of land use and design regulations that the architecture, landscape, scale and ambience of this area is maintained."

The City has determined that in order to maintain the character of Ocean Avenue, that a cap on the number of restaurants is appropriate. This cap ensures that there will always be a mix of land uses in this district.

In discussion with authorities from the City of Carmel, it was suggested that restaurants are declared essential to the character of the downtown.

Carmel recommended discussing the issue with a land use attorney on whether you can 'freeze' an existing land use in place. Another idea suggested by Carmel would be to require a conditional use permit for anything other than a restaurant. This would allow for the City to have some discretion in its decisions about proposed replacement uses.



4.0 Experience of Other Resorts



St. Moritz

The City of St. Moritz is one of the most famous Alpine resorts in Europe, and the success of the resort has led to many of the same issues that Whistler faces.

Retail stores in St. Moritz are mostly geared towards affluent visitors to the point that it is difficult for local residents to find good and services necessary for day to day life.

Luxury stores dominate in St. Moritz to the degree that it has become a status symbol among retailers to have a location in the Swiss town. *Similar to Aspen where stores like Louis Vuitton, Gucci, Prada and Porchse Design have opened.*

It is believed that sales at these locations are not that strong, but luxury retailers maintain a St. Moritz location for exposure. The dominance of luxury stores has reportedly led to a 'stale' environment in town.

Highlighting the dominance of luxury retail, St. Moritz is reportedly in need of a new grocery store – but retail space is too expensive and difficult to find for grocery retailers.

Similar to Whistler, St. Moritz also has a shortage of employee housing. To combat this, St. Moritz has instituted an annual 3,000 square metres cap on market housing intended for seasonal uses.

Developers of seasonal housing must also build an additional 30% of total gross buildable area dedicated to either housing for resort workers, or new retail space.

Historically, St. Moritz had strict rules restricting international stores from locating in the City, as well as a cap on store size. Both laws were reportedly repealed over 10 years ago.



4.0 Experience of Other Resorts



Zermatt

The Municipality of Zermatt has a permanent population of approximately 6,000, and an estimated 1.5 million visitors a year.

Zermatt enjoys two very different retail seasons, with winter focusing on skiing and summer dominated by casual sightseers. (In winter 3% of visitors come from Asia, while in summer Asians represent 17% of all visitors).

To protect views from Zermatt to the Matterhorn, there are no cars allowed in the town (other than taxis), so the town and its retail is totally pedestrian oriented.

According to the planning department of Zermatt, they are not facing similar issues as Whistler. Zermatt does not have as many luxury retailers as St. Moritz.

The clientele at Zermatt is more recreationally oriented, which has helped keep the retail mix stable.

Zermatt has up to 100 restaurants, representing almost 50% of all retail tenants, and according to officials many restaurants are locally (and family) owned .



4.0 Experience of Other Resorts

Zermatt



4.0 Experience of Other Resorts

Chamonix

The City of Chamonix is one of the oldest towns in the Alps. It is only in the recent history of Chamonix that it has become primarily a tourist destination. Chamonix has a permanent population of nearly 10,000, and an estimated 2.5 million tourist visitors a year.

According to planners with Chamonix, the town has not had any similar concerns regarding the utilization of their commercial space.

The overall plan for Chamonix is directed by the Plan Local de Urbanisme (PLU) – similar to an OCP. In instances where there are strata residential home above commercial space, the type of tenant in the commercial space is determined by the Strata Council of apartment buildings.

Chamonix does have an interesting requirement, in that all changes in retail uses must be first approved by the City Hall. The issues that the City Hall reviews for each change in tenant include:

- Accessibility
- Signage
- Circulation
- Parking
- Changes to interior space

According to the planning department, no change in use has been disallowed in the past five years. The step is primarily in place to ensure that the new tenant conforms with other by-laws that govern the external appearance of the space, and that there are no new circulation issues.



4.0 Experience of Other Resorts

Tignes / Val d'Isere

The communes of Tignes and Val d'Isere were also contacted and interviewed regarding their retail mix.

Both Tignes and Val d'Isere commented that the laws in France were tilted towards the store operators and land owners, and the planning departments lamented their inability to impact site usage.

Les Arcs 1950 was held up as an example of progressive planning, but their adherence to a strict retail mix was only possible because the entire project was privately owned.

Tignes

The resort of Tignes includes five smaller villages – with over 28,000 beds.

According to planners for Tignes, they have not yet passed the laws to give the commune the same legal capabilities to review usage changes that are available in Chamonix.

That said, at this moment Tignes was happy with their retail mix. From a planning standpoint, their largest issue right now is controlling new night club locations and dealing with noise complaints from existing locations.

Val d'Isere

Similar to Tignes, Val d'Isere has not yet taken advantage of the law that would allow for planners to review impacts of additional uses.

Currently, planners at Val d'Isere feel that their village has too many athletic clothing companies. The planning staff, however, feels powerless to impact a change in the retail mix.

Elected officials at Val d'Isere are currently promoting the resort to more upscale retailers, to try to change the ambiance of the Village. Luxury retailers such as Dior and Hermes have been approached in an attempt to lure them to Val d'Isere, but the planning department was not optimistic for an imminent move.



4.0 Experience of Other Resorts

Developer / Land Owners

In conversations with developers and land owners familiar and active within the Whistler market, it was generally agreed upon that the Municipality of Whistler and its Planning Department look to maintain the most optimal retail mix and layout for the Village.

From a landowner's perspective, while it is believed that restricting the potential uses of commercial space amounts to a confiscation from local officials, establishing clear usage guidelines for landowners before the situation arises is preferable to rejecting a change in usage after an initial deal has been made.

The landowners spoken to suggested that down-zoning an existing use would be difficult to accept, but were more understanding if the issue were framed as defending existing uses.

Ultimately, it was recognized that the popularity of Whistler, and the increasing sales and rental rates, are related to a successful merchandise mix and retail layout strategy in the Village.

Since the rising tide of success for the entire Village has created a situation where restaurant retailers are not capable of paying the same rates as the clothing retailers, landowners understood that the well-thought out planning principles that helped create the conditions for success at Whistler had to be maintained.

The importance, and ultimately market value, of having food & beverage uses located in critical project locations is equally important in private sector Town Centre type projects as it is in private sector resort villages or resort municipalities. The trend, in other words, is market-driven and time-tested and understood in both the public and private sectors.



5.0 Protecting Specific Locations at Whistler

- Strategies
- Local Government Act
- Village Subareas
- Retail Character Area Descriptions
- Discussion Framework
- Summary Argument & Rezoning Recommendation
- Implementation Parameters
- Criteria For Determining Critical F&B Locations
- Critical Food & Beverage Locations

5.0 Protecting Specific Locations at Whistler



Strategies

As been recognized by the Whistler Planning team, Whistler Village must be considered as a single, unified whole in order to ensure that it functions at an optimal level, both socially and economically.

It is clear that food and beverage tenants serve a critical role in creating the necessary 'body heat' and animation needed to ensure a memorable visitor experience.

Left unchecked, increasing rental rates that force food and beverage uses to the extremities of the Village or to second floor spaces will have a negative impact on the all-important Village experience.

Once the critical importance of having certain uses (such as restaurants) in key locations within the village/master plan has been established, there are a number of relevant approaches not requiring the public authority in question to purchase the property outright and establish leasing parameters. In short, these are:

- To rezone the property or a larger area or zone for specific uses or a desired mix of uses
- To build in incentives to encourage specific uses (e.g. relaxation of parking requirements, use of outdoor space, seating, signage potential, etc.)
- To build in disincentives to dissuade specific uses (often the opposite of the above-noted incentives)
- To build in a combination of both incentives and disincentives
- To subsidize leases (perhaps through establishment of a fund, which might be collected much like the business surcharge in a Business Improvement Area or District)



5.0 Protecting Specific Locations at Whistler



Local Government Act

Local Government Act

The power of local governments to dictate land uses, including changing uses to negatively impact land value is enshrined in the Local Government Act.

The Local Government Act explicitly states that governments are not responsible for paying compensation to any person for any reduction in the value of that person's interest in land, or for any loss or damages that result from the adoption of an official community plan or a bylaw under the Planning and Land Use Management sections of the Act.

Municipal powers also include land use, development, and implementation of regional growth strategies, community planning, zoning and development control.

These powers are surely well understood by all municipal officials, but it is helpful for all community members, and stakeholders to understand the power the Resort Municipality of Whistler has to act in the best interests of Whistler Village as a whole – and in support of the long-term vision. These powers would certainly include the ability to dictate retail usage in specific zones of the Whistler Village.

It is recommended that Whistler Village reinforce its established retail nodal positioning strategies by first examining its current pattern of Village Neighbourhoods and Secondary Character Areas, prioritizing squares and plazas where food & beverage tenants play a crucial role in activating social spaces.

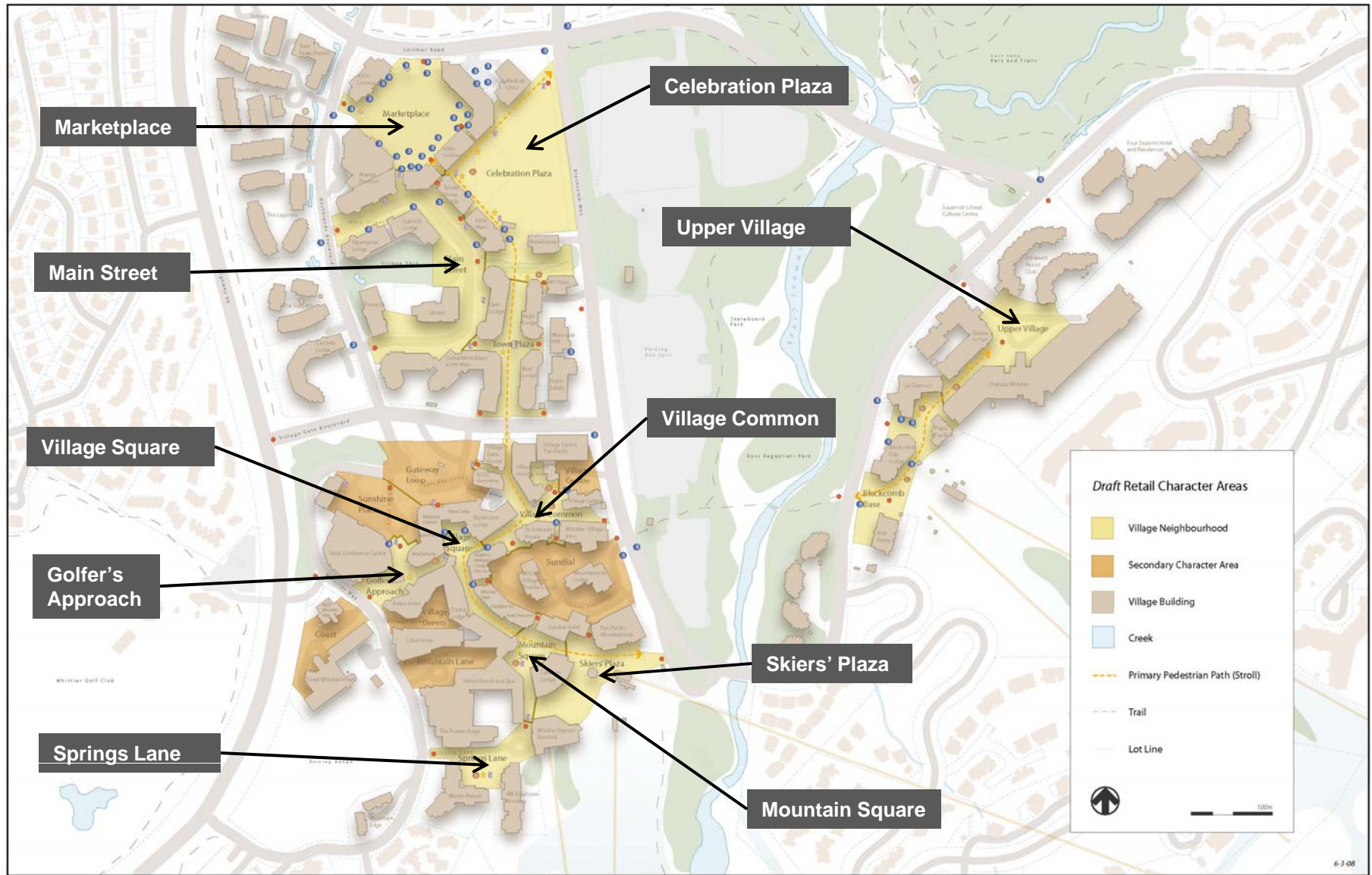
These Village Neighbourhoods and Secondary Character Areas are highlighted on the following pages.



5.0 Protecting Specific Locations at Whistler



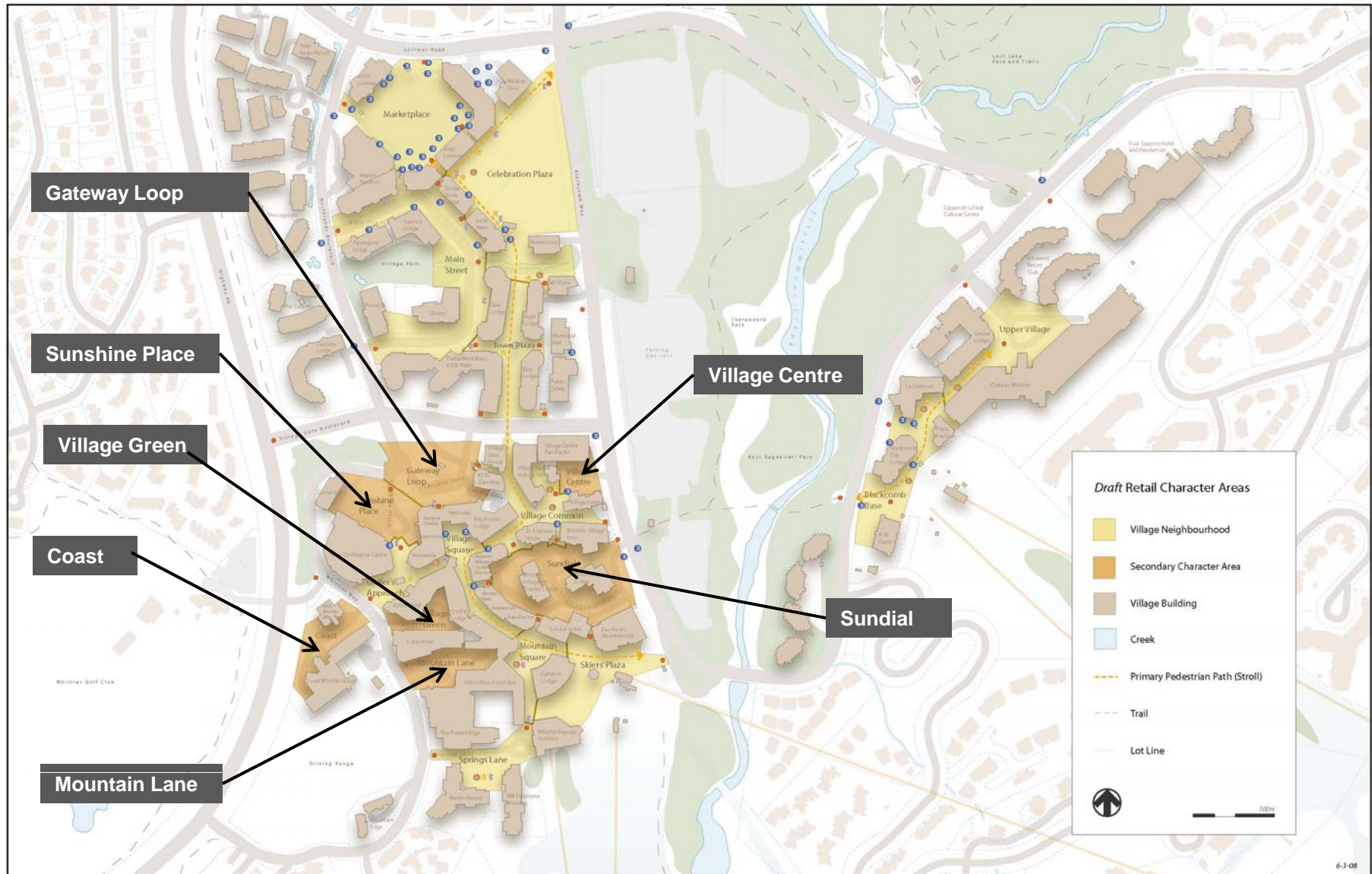
Retail Character Areas – Village Neighbourhoods



5.0 Protecting Specific Locations at Whistler



Retail Character Areas – Secondary Character Areas



5.0 Protecting Specific Locations at Whistler



Village Neighbourhoods & Secondary Character Areas

As defined in the Whistler Village Existing Conditions Analysis (Jan. 2009), these neighbourhoods and secondary character areas are described as follows:

Skier's Plaza

- **Unique Character:** Larger scale plaza that serves as staging for live events and for a wide range of recreational activities. High energy zone driven by active pub patios and unhindered views of mountain activities.
- **Retail Positioning:** High energy mountain base activity zone featuring leisure retail and pubs
- **Physical Conditions:** Gondolas to Whistler/Blackcomb, larger development scale (some 10 storey+ buildings), primary public arrival, multiple level commercial, multiple entry points
- **Activities & Uses:** Ticketing, ski/bike arrivals, schools & camps, large event venue for music/sports, rendezvous location, busy open space

Springs Lane

- **Unique Character:** An off-stroll retail neighbourhood close to the mountain base; Westin and Hilton hotels; major mountain and Village access point for families, visitors with disabilities, and maintenance/event vehicles
- **Retail Positioning:** Specialty retail, culture and fine dining
- **Physical Conditions:** Primary auto access for gondolas and mountain base, hotel entrances, Westin shops and plaza, alley character & scale
- **Activities & Uses:** Drop-off for children & people with disabilities, gondola and on-mountain services loading, special event access, shopping & dining



5.0 Protecting Specific Locations at Whistler



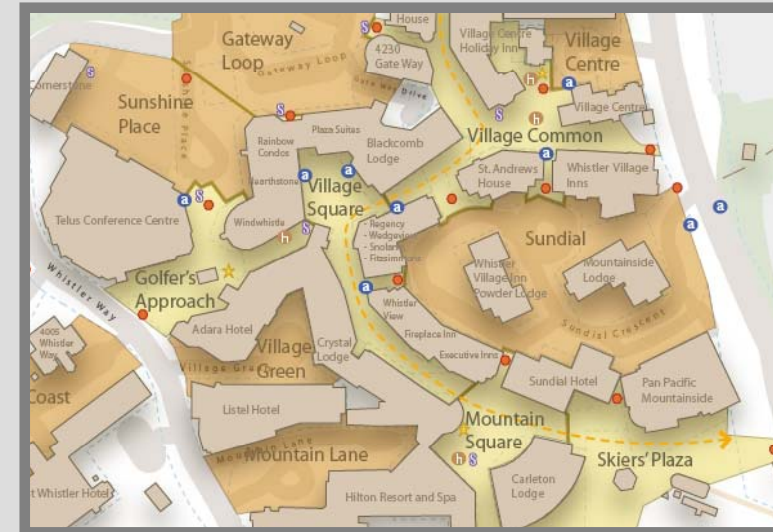
Village Neighbourhoods & Secondary Character Areas

Mountain Square

- **Unique Character:** Key sun-filled plaza along the pathway between Village Square and the mountain base; a relaxing alternative to Skier's Plaza with access to Skier's Plaza, Sundial Place, and Springs Lane
- **Retail Positioning:** Specialty retail, arts & entertainment, mid-priced dining
- **Physical Conditions:** Larger public open space with larger development scale, stroll-level/underground/second level shops & restaurants, concentration of galleries and sports rentals
- **Activities & Uses:** Thoroughfare to Skier's Plaza and Village Square, pedestrian hotel access, retail, limited dining and rentals

Village Square

- **Unique Character:** Epicentre of the Village – a major gateway and crossroads; lively restaurant patios surrounding an active and casual gathering place; high traffic flow with opportunities for people watching
- **Retail Positioning:** Boutique and specialty retail/convenience, fine dining
- **Physical Conditions:** Primary entrance into Village from bus/taxi loop, concentration of outdoor patios, bars and clubs, crossroads effect from multiple entrances and approaches
- **Activities & Uses:** arriving, wandering, dining, shopping, public space activation (seating, art, events, crossroads traffic), convenience retail



5.0 Protecting Specific Locations at Whistler



Village Neighbourhoods & Secondary Character Areas

Golfer's Approach

- **Unique Character:** Unique side alley character area offering an alternative to the Village Stroll, important connector between the Valley Trail, the conference centre, and Village Square/Village Stroll; lively patios at Citta's and Tapleys anchor each end of the area
- **Retail Positioning:** Food and beverage driven alternative connector
- **Physical Conditions:** Significant entry to Village from Golf Course, Whistler Way, well landscaped alley offering easy access to Whistler Way and parking, proximity to Village Square
- **Activities & Uses:** Telus Conference Centre and pub as main activity drivers, restaurants and supporting commercial, visitor's information, public washrooms and telephones

Village Common

- **Unique Character:** Provides both a Village Stroll and casual enclosed "off-stroll" environment offering a variety of access points; entertainment centre featuring Village 8 Cinemas along with affordable dining and retail uses
- **Retail Positioning:** Entertainment, leisure, comparison retail, casual dining
- **Physical Conditions:** Entry to Village from Pan Pacific, Holiday Inn and day lots, multi-level commercial with underground uses and second level restaurants, Starbucks and cinemas as destinations within the space. Well-enclosed public space with unique and interesting discovery spots
- **Activities & Uses:** Dining and shopping, hotel and cinema access



5.0 Protecting Specific Locations at Whistler



Village Neighbourhoods & Secondary Character Areas

Town Plaza

- **Unique Character:** Connector and crossroads connecting Village North and Main Street with the rest of the village and civic buildings (Municipal Hall, Fire Hall, Millenium Place, library – family and civic quality pathway; summertime hotspot featuring lively restaurant patios on three sides
- **Retail Positioning:** Lifestyle retail and casual dining
- **Physical Conditions:** Primarily built in 1990s by single developer, smaller scale shops in pedestrian arcades, anchored by popular restaurant patios, easy access to civic buildings, gazebo as central feature, raised walkways and terraces, tourist-oriented shops and strata hotels
- **Activities & Uses:** Shopping, dining, hotel access and check-in, sheltered performance space

Main Street and Village Park West

- **Unique Character:** Mixed-use neighbourhood featuring retail, services, restaurants, accommodations, green space and civic buildings, Village gateway has an authentic community feel supported by the library
- **Retail Positioning:** Local convenience retail, personal services & office
- **Physical Conditions:** Historical auto-orientation, library as social anchor, concentration of local-serving businesses, recessed storefronts, strong connection to Borthlands Blvd.
- **Activities & Uses:** Affordable shopping and dining options, hotel check-in, library access, personal medical services



5.0 Protecting Specific Locations at Whistler



Village Neighbourhoods & Secondary Character Areas

Celebration Plaza (Whistler Olympic Plaza) and Village Park East

- **Unique Character:** Primary community gathering place, community centre for arts and family-related events and activities; focus on boutique businesses and artisans; centre for active learning opportunities
- **Retail Positioning:** Arts and culture precinct, outdoor recreation
- **Physical Conditions:** Post Olympic Games legacy plan includes new public & commercial buildings, parks & open space, pedestrian amenities, play area, outdoor performance space; single-loaded retail along the Stroll; three-storey building character, anchored by brewery and coffee shops, primary Village green space and showcase area for public art; water feature
- **Activities & Uses:** Shopping and dining, children/family play, casual interaction with public art, photo opportunities (e.g. bridge/park/creek)

Marketplace

- **Unique Character:** Multimodal access but pedestrian priority, serves as a Village gateway and anchor for the Village Stroll; provides wide range of essential needs and specialty shops for visitors and residents
- **Retail Positioning:** Local convenience retail, essential needs and quick-service dining
- **Physical Conditions:** Suburban style auto-oriented shopping centre anchored by IGA supermarket, supported by liquor store, post office and pharmacy, mix of chain stores and smaller scale boutiques; buildings range from 1.5 to 4 storeys; sheltered pedestrian arcades
- **Activities & Uses:** Convenience shopping and limited dining, parking and driving, mix of retail and amenities for both residents and visitors



5.0 Protecting Specific Locations at Whistler



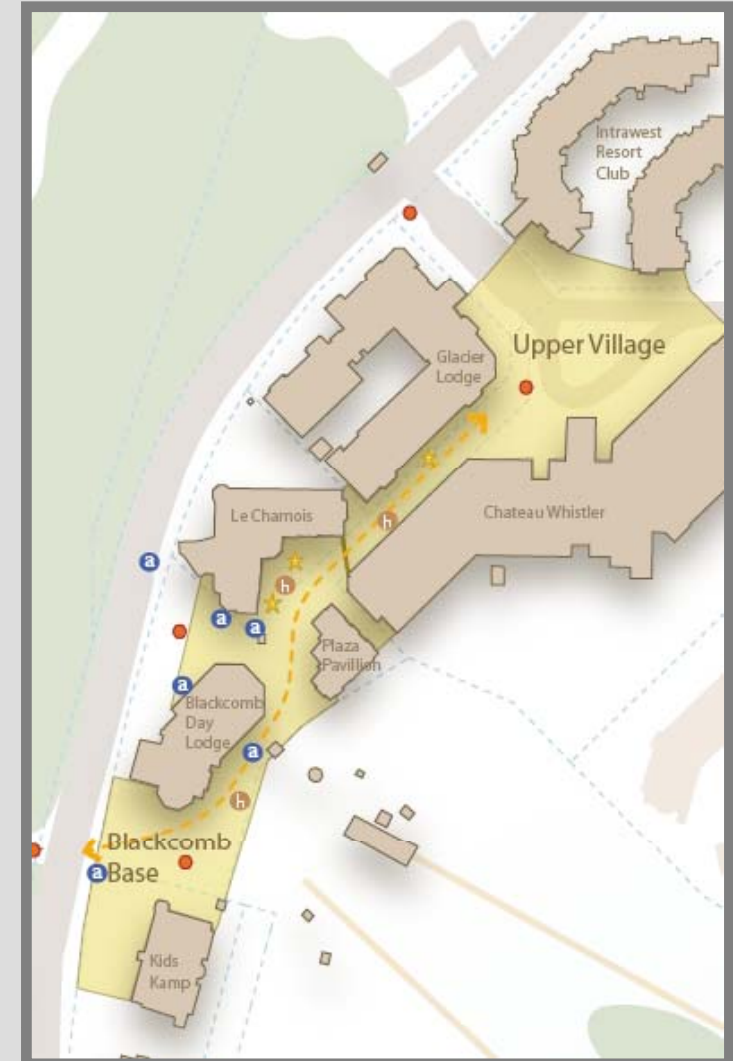
Village Neighbourhoods & Secondary Character Areas

Blackcomb Base

- **Unique Character:** High energy mountain base activity area with a range of restaurants and sports-oriented retail; summer season brings the Kids Zone and Farmers' Market; open spaces and patios offer quality views
- **Retail Positioning:** High energy mountain base activity zone, leisure retail and pubs
- **Physical Conditions:** Mountain base & primary lift area, close to high concentration of accommodations including Four Seasons, near Lost Lake Park, Rebagliati Park, Fitzsimmons Creek, golf course, Cultural Centre
- **Activities & Uses:** Ticketing/ski-arrivals/schools & camps, mountain/sports focus, rendezvous location, Kids Zone,

Upper Village

- **Unique Character:** Discrete retail area featuring casual dining and sports-oriented retail, along with more upscale retail and fine dining within the Fairmont Chateau Whistler
- **Retail Positioning:** Specialty retail and fine dining
- **Physical Conditions:** Retail and accommodations anchored by Chateau Whistler, street level shops and restaurants, some restaurants with summer patios, older building stock ranging from 4 to 12 storeys
- **Activities & Uses:** Shopping and dining, hotel access, visitor-oriented retail, concentrations of higher end boutiques and mountain gear, summer Farmers' Market



5.0 Protecting Specific Locations at Whistler



Discussion Framework

Framing the Discussion

New Stakeholder Contract

- All stakeholders should be made to recognize that Whistler needs to be more self-aware and protective of its optimal retail mix if it is to improve its rating on consumer surveys.
- All stakeholders should be clear on their role in Whistler Village, and how they can positively impact overall performance.

Highlight Vision

- The Vision for Whistler is to become a premiere summer and winter resort destination and have its retail and Village experience be rated A+ by all visitor types.
- A positive vision of growth will help motivate all stakeholders to continually seek ways to both maintain what works and add what is needed to maintain world class status.

Highlight Win-Win Solutions

- It is critical that all stakeholders recognize that everyone will benefit from an improvement in the overall performance of Whistler Village.
 - “A rising tide lifts all boats”

Community Participation

- Engaging property owners during this process will reduce issues in the future regarding restricting allowable retail uses within the various complementary areas of Whistler Village.



Summary Argument & Rezoning Recommendation

Having conducted primary research for this assignment through interviews with both planning authorities and developers/property managers, the case for retaining food & beverage uses in critical locations within successful resort village environments such as Whistler can be summarized as follows:

1. The success of a world-class resort such as Whistler, both economically and socially, is the function of intensive planning, development, marketing and management efforts, coupled with the ebb and flow of natural market cycles, over a long period of time.
2. As one of the top resort destinations in the world, Whistler is also envisioned as a sustainable community whose economic, social and environmental health must be considered over the short, medium and longer terms.
3. Over time, and as echoed by the experiences in other resort communities, the importance of specific food & beverage locations in animating key public spaces in such environments has been well observed. They represent critical means of creating, maintaining and enhancing a resort's distinctive image in the minds of both local and international visitors and must be considered integral to the resort's long term success.
4. The economic value of any individual property or parcel in such a resort is a product primarily of the evolution of the entire resort development over a long period of time and is a testament to the initial planning, layout and design of village building blocks and the spaces and linkages that unite them. It is also a function of successful resort marketing, leasing and management. The success of an individual use on a specific property is a function of this global resort effort.
5. While individual property owners in a world class resort setting may periodically be faced with the possibility of replacing a lower revenue-generating food & beverage use with a higher revenue generating retail operator, the impact of such a prospective change on the long term vision for the overall resort must be carefully considered. Where such a change is likely to reduce the overall day-to-night and year-round appeal of key locations within the resort village environment (such as important plazas and squares), the long term vision must be upheld and such a change should be refused.

Based on discussions with various planning professionals and in order to create a transparent process to ensure the long-term prosperity of the Village retail areas, it is highly recommended that a zoning amendment bylaw be prepared. This amendment would allow for spot-zoning of important food & beverage locations throughout Whistler Village, in essence zoning such locations to permit existing uses only.

Implementation Parameters

In order to properly implement a spot-zoning amendment to protect key CRU locations for food & beverage uses, it is important to outline the objective and a process which will facilitate the necessary zoning amendment bylaw.

GOAL

To prepare a zoning amendment bylaw to zone existing restaurant and licensed establishment locations within Whistler’s core commercial areas to permit existing uses only.

Implement Recommendation #3 of Whistler Sustainable Retail Study – “Implement new zoning and bylaw polices that allow for spot-zoning of *important* outdoor patio and restaurant locations.”

PROCESS

To initiate progress on these objectives and to identify important (critical) restaurant and outdoor patio locations, it will be important to:

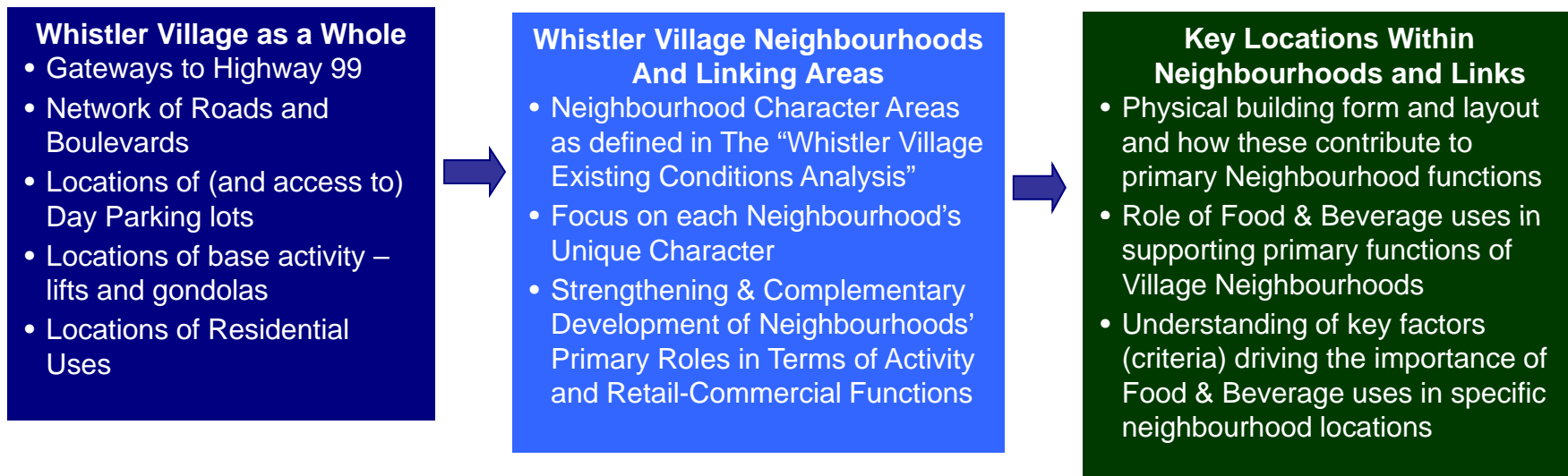
1. Identify all current restaurants and outdoor patios (food & beverage locations) within Whistler’s core commercial areas.
2. Complete the same analysis for Whistler Creek & The Upper Village.
3. Determine Low, Medium and High (see page 57) areas of priority and create a clear rationale for what will ultimately determine important (critical) food & beverage locations within Whistler’s core commercial areas.

Criteria for Determining Critical Food & Beverage Locations

In order to properly determine which locations in Whistler Village should be protected for key food & beverage uses (and so support the proposed rezoning amendment), it is important to develop a set of criteria which can be applied in an objective and equitable way. Through extensive discussions with Municipal Planning staff, numerous on-site tours, historical experience with Whistler Village, and input from a number of property owner stakeholders, a set of criteria for determining critical food & beverage locations within Whistler Village has been determined.

Prior to presenting these criteria, it is important to note that the ultimate goal of a Food & Beverage location strategy for Whistler Village is to preserve and enhance Whistler Village's role as a unique international resort destination – one which has, and will continue, to be at the forefront of the destination resort experience, with its attendant successes in terms of annualized hotel occupancy rates, commercial tenant occupancy, retail spending and revenues, and commercial lease rates.

In order to achieve this, it will be necessary to build on the successes of Whistler's development history and the effectiveness of existing planning policy (e.g. food and beverage use requirements for Whistler Village hotel properties) by delving further down the planning hierarchy as follows:



Criteria for Determining Critical Food & Beverage Locations

Our focus and interest in the development of the recommended Food & Beverage strategy for Whistler Village is to support and enhance what has evolved into a series of interconnected, complementary neighbourhood districts and linking strolls, by establishing clear and defensible criteria for protecting key food & beverage locations – specific neighbourhood commercial spaces where food & beverage use is deemed critical to ongoing Village vitality, maintenance of an elevated visitor and resident experience, and ultimately, sustainably healthy market value as a retail-commercial destination both for businesses and consumers.

Following a series of discussions with key RMOW staff, evaluation of relevant benchmark resort destinations, and review of proven market characteristics in other successful commercial village, mixed-use, and shopping environments, we recommend the following Criteria for Determination of Critical Food & Beverage Locations Within Whistler Village.

In order to optimize Whistler Village from a retail performance and sustainable market value standpoint, commercial spaces within Whistler Village should be reserved for Food & Beverage uses wherever the specific commercial location in question meets the majority of the following criteria:

First Stage

- High Importance (H) – Whistler’s best F&B locations which are vital to its continued vitality, active street environment, and dynamic social atmosphere. F&B ranked as “H” are located directly on a plaza or at a pedestrian crossroads in the Village Stroll. High Importance F&B also feature existing patios or patio opportunities and benefit from good views and sun exposure.
- Medium Importance (M) – Key locations which exhibit many physical qualities considered important to creating successful F&B. Although not located at key crossroads / plazas, “M” Class F&B are still found along the crucial Village Stroll. These locations are often found at bends in the Village Stroll which create view terminuses and serve an important wayfinding role.
- Low Importance (L) – Secondary F&B locations which are not critical to the overall viability of Whistler Village. As a whole, “L” F&B is a very important component of Whistler’s overall retail tenant mix. However, the precise location of “L” F&B is not as crucial. Many “L” F&B units are below grade, on second floors, or in partially obstructed grade level locations.

Criteria for Determining Critical Food & Beverage Locations

Second Stage

- In the second stage of analysis, “L” ranked F&B locations are discarded. “H” and “M” locations are then analyzed in greater detail and ranked using the 4 following criteria.

Recommended Criteria for Determination of Critical Food & Beverage Locations

1. Activates a key Whistler Village area

The key to Whistler’s success has always been its ability to create a critical mass of activity in its public spaces. Restaurants, particularly those with outdoor patios, place people along the edges of these public spaces and create the perception of activity.

2. Clearly leverages View Potential - both natural (e.g. The Mountain) and man-made (public square, park, etc.), and Sun Exposure throughout the day

Outdoor patios are reliant on their ability to get sun exposure and provide interesting views. The importance of sun exposure is amplified in Whistler due to the surrounding mountainous terrain (which can block sun angles) and the use of patios during winter months. Views are not just limited to the surrounding mountains and can also refer to views of active social gathering places.

3. Facilitates Wayfinding (e.g. signaling key food & beverage clusters), Pedestrian Circulation/Flow along key Village connections.

The Village’s extensive pedestrian boulevard system stretches beyond the normal distances individuals are willing to walk. Whistler Village is able to convince people to walk the 800 meters from Skier’s Plaza to the Marketplace by creating an active and interesting environment that leads pedestrian forwards. Restaurants located at key crossroads, plazas and curves create a sense of activity ahead and draw people towards them. This principle also applies to Whistler Creek and Blackcomb Base where pedestrians are encouraged to walk from destination to destination.

4. Makes use of existing F&B-related Infrastructure, including commercial patios, commercial venting, etc.

Patio and other related infrastructure such as commercial venting represents a major upfront financial investment. In many instances, patio infrastructure is very much a built feature impacting the form and shape of existing buildings and pedestrian right-of-ways. Removing these features could dramatically alter the look and feel of Whistler’s commercial areas.

5.0 Protecting Specific Locations at Whistler



Critical Food & Beverage Locations

Based on the above noted Criteria, TCI, along with RMOW Planning Staff, toured Whistler Village in detail, documenting specific food & beverage locations with a focus on determining which locations should be deemed “critical” in maintaining Village vitality and ultimately market value as a preferred resort destination. After the 1st stage analysis (L, M, H Classification), the “M” and “H” tenants are further analyzed and ranked in the below table. The individual scores for each F&B tenant are found on the following pages.

WHISTLER VILLAGE CRITICAL FOOD & BEVERAGE LOCATIONS - SUMMARY RANKINGS		
F&B Category / F&B Operator Name	Neighbourhood Location	SCORE
Existing F&B Uses - Essential (For Vitality)		
Brewhouse	Celebration Plaza and Village Park Ea	20
Dusty's	Whistler Creek Base	20
The Longhorn Saloon & Grill	Skier's Plaza	20
La Bocca	Village Stroll	20
Amsterdam Café	Village Stroll, near Village Square	20
Black's Pub and Restaurant	Skier's Plaza	20
Dubh Linn Gate	Skier's Plaza	20
Araxi	Village Square	19
Citta	Village Square	19
Moguls	Village Square	19
Earl's Restaurant & Bar / Starbucks	Village Common	18
Monks	Blackcomb Base	18
Merlin's	Blackcomb Base	18
Garibaldi Lift Co.	Skier's Plaza	18
Carambal	Town Plaza	18
Essentially Blackcomb	Skier's Plaza	18
Starbucks	Whistler Creek Franz's Trail	18
Zogs	Village Stroll, near Skier's Plaza	18
Bread Garden	Town Plaza	18
Ingrid's	Village Stroll, near Village Square	18
La Brasserie	Village Stroll, near Village Square	17
Mountain Club	Town Plaza	17
PCH Prime Tapas Bar	Whistler Creek Base	17
Tapley's	Golfer's Approach	17
The Mix by Ric's	Village Stroll	17
Il Caminetto	Village Stroll	17
The Lift	Skier's Plaza	17
Players Chophouse	Whistler Creek Franz's Trail	16
Blenz	Celebration Plaza and Village Park Ea	16
Subway	Whistler Creek Franz's Trail	16
The Little Eatery (S) / Soup Boutique (W)	Celebration Plaza and Village Park Ea	16
Wizard Grill	Blackcomb Base	16
Gone Bakery	Village Square	15
La Rua	Blackcomb Base	15
Ciao Thyme Bistro	Upper Village	14
Portobello	Upper Village	14
Hot Buns Bakery	Village Stroll, near Village Square	14
Fitzsimmons Pub	Upper Village	13
Kypriaki Norte	Golfer's Approach	13

Source: RMOW, TCI

5.0 Protecting Specific Locations at Whistler



Critical Food & Beverage Locations

A summary Criteria Ranking Table was prepared based on all of the consultant’s investigations and discussions with RMOW Planning Staff. This table, shown below, is then used as a basis for evaluating the relative importance of various commercial locations throughout Whistler Village’s key Neighbourhoods. Each of the commercial locations listed on the previous page is highlighted and ranked based on this set of criteria.

WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA	
F&B Use & Whistler Village Location	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	
Leverages View & Sun Potential	
Facilitates Wayfinding, Circulation/Flow	
Makes Use of Existing F&B Infrastructure	
TOTAL RANK - CRITICAL F&B LOCATION	Maximum of 20
Source: Thomas Consultants Inc.	



5.0 Protecting Specific Locations at Whistler



1. Whistler Brewhouse (Celebration Plaza and Village Park East)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA	
Brewhouse (Celebration Plaza & Village Park East)	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	5
Leverages View & Sun Potential	5
Facilitates Wayfinding, Circulation/Flow	5
Makes Use of Existing F&B Infrastructure	5
TOTAL RANK - CRITICAL F&B LOCATION	20
Source: Thomas Consultants Inc.	

Defining edge of Celebration Plaza and Village Park East and serves as a vital wayfinding landmark.



5.0 Protecting Specific Locations at Whistler



2. Dusty's (Whistler Creek Base)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA

Dusty's	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	5
Leverages View & Sun Potential	5
Facilitates Wayfinding, Circulation/Flow	5
Makes Use of Existing F&B Infrastructure	5
TOTAL RANK - CRITICAL F&B LOCATION	20

Source: Thomas Consultants Inc.

*Most important landmark and meeting place in Whistler Creek Base.
Excellent views and sun exposure.*

5.0 Protecting Specific Locations at Whistler



3. The Longhorn Saloon & Grill (Skier's Plaza)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA

Longhorn Saloon & Grill	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	5
Leverages View & Sun Potential	5
Facilitates Wayfinding, Circulation/Flow	5
Makes Use of Existing F&B Infrastructure	5
TOTAL RANK - CRITICAL F&B LOCATION	20

Source: Thomas Consultants Inc.

Occupies ground-zero at Skier's Plaza, making full use of sun exposure and mountain / activity views.

5.0 Protecting Specific Locations at Whistler



4. La Bocca (Village Stroll)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA	
La Bocca (Village Stroll)	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	5
Leverages View & Sun Potential	5
Facilitates Wayfinding, Circulation/Flow	5
Makes Use of Existing F&B Infrastructure	5
TOTAL RANK - CRITICAL F&B LOCATION	20
Source: Thomas Consultants Inc.	

Vital corner location on the edge of Village Square - key gateway to Village Square.



5.0 Protecting Specific Locations at Whistler



5. Amsterdam Café (Village Stroll)

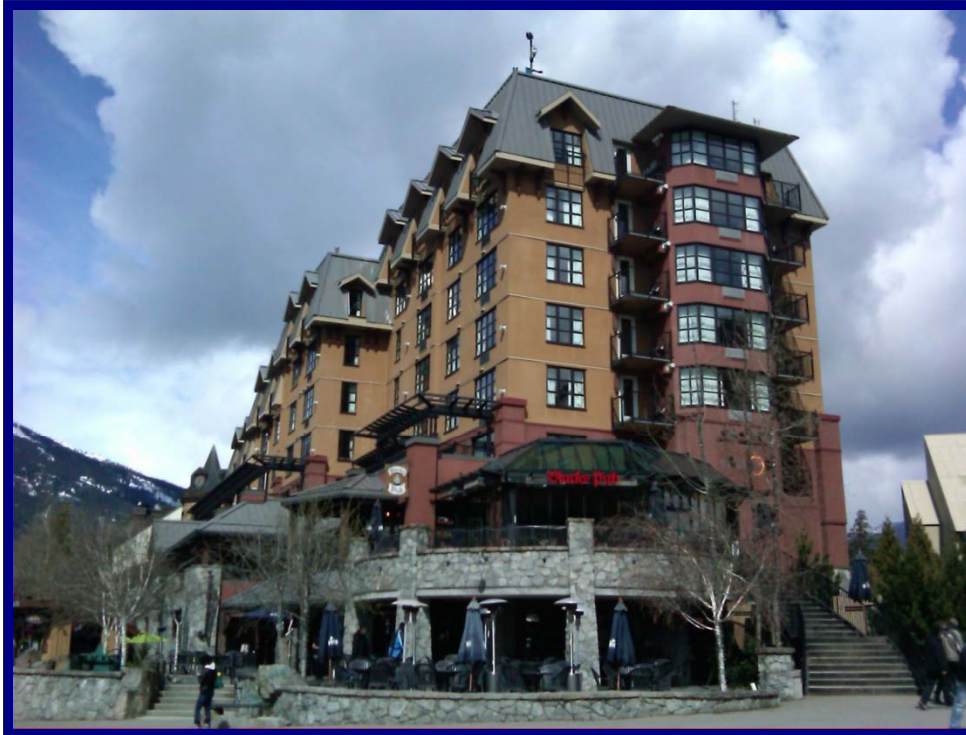


WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA

Amsterdam Café (Village Stroll, near Village Square)	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	5
Leverages View & Sun Potential	5
Facilitates Wayfinding, Circulation/Flow	5
Makes Use of Existing F&B Infrastructure	5
TOTAL RANK - CRITICAL F&B LOCATION	20

Important transition piece into Skier's Plaza with significant patio infrastructure.

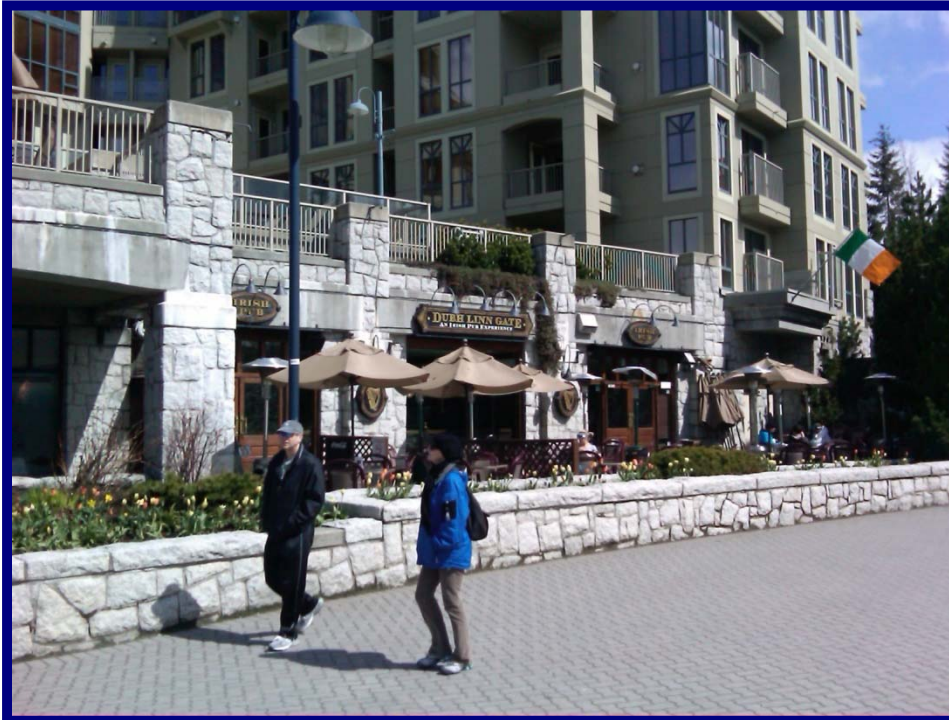
6. Black's Pub and Restaurant (Skier's Plaza)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA	
Black's Pub and Restaurant (Skier's Plaza)	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	5
Leverages View & Sun Potential	5
Facilitates Wayfinding, Circulation/Flow	5
Makes Use of Existing F&B Infrastructure	5
TOTAL RANK - CRITICAL F&B LOCATION	20
Source: Thomas Consultants Inc.	

Critical corner in Skier's Plaza - two level space which is all about mountain and activity views.

7. Dubh Linn Gate (Skier's Plaza)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA

Dubh Linn Gate (Skier's Plaza)	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	5
Leverages View & Sun Potential	5
Facilitates Wayfinding, Circulation/Flow	5
Makes Use of Existing F&B Infrastructure	5
TOTAL RANK - CRITICAL F&B LOCATION	20

Source: Thomas Consultants Inc.

Occupies gateway location within Skier's Plaza - key interface between parking areas and first pedestrian contact at Skier's plaza.

8. Araxi (Village Square)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA	
Araxi (Village Square)	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	5
Leverages View & Sun Potential	5
Facilitates Wayfinding, Circulation/Flow	5
Makes Use of Existing F&B Infrastructure	4
TOTAL RANK - CRITICAL F&B LOCATION	19
Source: Thomas Consultants Inc.	

Key corner location in the important Village Square (food & beverage node) - further F&B patio potential.

9. Citta (Village Square)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA	
Citta (Village Square)	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	5
Leverages View & Sun Potential	5
Facilitates Wayfinding, Circulation/Flow	4
Makes Use of Existing F&B Infrastructure	5
TOTAL RANK - CRITICAL F&B LOCATION	19
Source: Thomas Consultants Inc.	

Major activity generator at the heart of Village Square. Significant F&B patio infrastructure.

10. Mogul's Coffee (Village Square)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA

Mogul's Coffee (Village Square)	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	5
Leverages View & Sun Potential	5
Facilitates Wayfinding, Circulation/Flow	5
Makes Use of Existing F&B Infrastructure	4
TOTAL RANK - CRITICAL F&B LOCATION	19

Source: Thomas Consultants Inc.

Small but key corner completely oriented towards the sun - activates important side of the public area.

11. Earl's Restaurant & Bar / Starbucks (Village Common)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA	
Earl's / Starbucks (Village Common)	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	4
Leverages View & Sun Potential	5
Facilitates Wayfinding, Circulation/Flow	4
Makes Use of Existing F&B Infrastructure	5
TOTAL RANK - CRITICAL F&B LOCATION	18
Source: Thomas Consultants Inc.	

Earl's / Starbucks defines the Village Common. This iconic building is an important wayfinding location with extensive patios, views and sun exposure.

12. Monk's (Blackcomb Base)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA

Monk's	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	3
Leverages View & Sun Potential	5
Facilitates Wayfinding, Circulation/Flow	5
Makes Use of Existing F&B Infrastructure	5
TOTAL RANK - CRITICAL F&B LOCATION	18

Source: Thomas Consultants Inc.

Corner location with extensive patio space and sun / view exposure.

13. Merlin's (Blackcomb Base)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA

Merlins	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	3
Leverages View & Sun Potential	5
Facilitates Wayfinding, Circulation/Flow	5
Makes Use of Existing F&B Infrastructure	5
TOTAL RANK - CRITICAL F&B LOCATION	18

Source: Thomas Consultants Inc.

Major activity generator for base of Blackcomb, significant patio infrastructure with excellent views and sun exposure.

14. Garibaldi Lift Co (Skier's Plaza)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA

Garibaldi Loft Co.	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	5
Leverages View & Sun Potential	4
Facilitates Wayfinding, Circulation/Flow	4
Makes Use of Existing F&B Infrastructure	5
TOTAL RANK - CRITICAL F&B LOCATION	18

Source: Thomas Consultants Inc.

Offers excellent views and is a activity generator in Skier's Plaza.

15. Caramba! (Town Plaza)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Caramba! (Town Plaza)	
Activates Key Whistler Village Area	5
Leverages View & Sun Potential	4
Facilitates Wayfinding, Circulation/Flow	5
Makes Use of Existing F&B Infrastructure	4
TOTAL RANK - CRITICAL F&B LOCATION	18
Source: Thomas Consultants Inc.	

Like other Town Plaza locations, this key corner space defines the character of this district and breaks up the long pathway to the Marketplace.

16. Essentially Blackcomb (Skier's Plaza)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA

Essentially Blackcomb	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	5
Leverages View & Sun Potential	5
Facilitates Wayfinding, Circulation/Flow	4
Makes Use of Existing F&B Infrastructure	4
TOTAL RANK - CRITICAL F&B LOCATION	18

Source: Thomas Consultants Inc.

Important activity generator within Skier's Plaza with excellent views.

17. Starbucks (Whistler Creek Franz' Trail)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA

Starbucks	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	5
Leverages View & Sun Potential	4
Facilitates Wayfinding, Circulation/Flow	5
Makes Use of Existing F&B Infrastructure	4
TOTAL RANK - CRITICAL F&B LOCATION	18

Source: Thomas Consultants Inc.

Iconic building in Whistler Creek Franz' Trail - important wayfinding role drawing visitors from the bottom of Creekside Gondola.

18. Zog's (Village Stroll, near Skier's Plaza)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA	
Zog's (Village Stroll, near Skier's Plaza)	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	4
Leverages View & Sun Potential	4
Facilitates Wayfinding, Circulation/Flow	5
Makes Use of Existing F&B Infrastructure	5
TOTAL RANK - CRITICAL F&B LOCATION	18
Source: Thomas Consultants Inc.	

Extensive use of sun exposure and views, important transition from drama of Skier's Plaza to retail environment of Village Stroll.

19. The Bread Garden (Town Plaza)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA

The Bread Garden (Town Plaza)	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	5
Leverages View & Sun Potential	4
Facilitates Wayfinding, Circulation/Flow	4
Makes Use of Existing F&B Infrastructure	5
TOTAL RANK - CRITICAL F&B LOCATION	18

Source: Thomas Consultants Inc.

Like other Town Plaza locations, this key corner space defines the character of this district and breaks up the long pathway to the Marketplace.

5.0 Protecting Specific Locations at Whistler



20. Ingrid's Village Café - (Village Stroll, near Village Square)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA

Ingrid's	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	5
Leverages View & Sun Potential	4
Facilitates Wayfinding, Circulation/Flow	5
Makes Use of Existing F&B Infrastructure	4
TOTAL RANK - CRITICAL F&B LOCATION	18

Source: Thomas Consultants Inc.

Although not as prominent as other nearby F&B operators, Ingrid's is still an important part of the active environment surrounding Village Square.

21. La Brasserie (Village Stroll)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA

La Brasserie (Village Stroll, near Village Square)	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	4
Leverages View & Sun Potential	4
Facilitates Wayfinding, Circulation/Flow	4
Makes Use of Existing F&B Infrastructure	5
TOTAL RANK - CRITICAL F&B LOCATION	17

Source: Thomas Consultants Inc.

Located at the entry to Village Square, La Brasserie is the first announcement of the dynamic heart of the Village. It offers good sun exposure and patio infrastructure.

22. Mountain Club (Town Plaza)



WHISTLER VILLAGE

CRITICAL F&B LOCATION RANKING CRITERIA

Mountain Club (Town Plaza)	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	4
Leverages View & Sun Potential	4
Facilitates Wayfinding, Circulation/Flow	4
Makes Use of Existing F&B Infrastructure	5
TOTAL RANK - CRITICAL F&B LOCATION	17

Source: Thomas Consultants Inc.

Like other Town Plaza locations, this key corner space defines the character of this district and breaks up the long pathway to the Marketplace.

23. PCH Prime Tapas Bar (Whistler Creek Base)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA

PCH Prime Tapas Bar	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	5
Leverages View & Sun Potential	4
Facilitates Wayfinding, Circulation/Flow	4
Makes Use of Existing F&B Infrastructure	4
TOTAL RANK - CRITICAL F&B LOCATION	17

Source: Thomas Consultants Inc.

A key F&B location on an underutilized side of Whistler Creek Base. Expansion of F&B infrastructure could help provide increased activity.

24. Tapley's (Golfer's Approach)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA

Tapley's (Golfer's Approach)	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	4
Leverages View & Sun Potential	4
Facilitates Wayfinding, Circulation/Flow	4
Makes Use of Existing F&B Infrastructure	5
TOTAL RANK - CRITICAL F&B LOCATION	17

Source: Thomas Consultants Inc.

Defining location for Golfer's Approach - maximises activity and sun on all sides.

5.0 Protecting Specific Locations at Whistler



25. The Mix by Ric's (Village Stroll)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA	
The Mix by Ric's (Golfer's Approach)	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	4
Leverages View & Sun Potential	3
Facilitates Wayfinding, Circulation/Flow	5
Makes Use of Existing F&B Infrastructure	5
TOTAL RANK - CRITICAL F&B LOCATION	17

Source: Thomas Consultants Inc.

Dramatic patio infrastructure for its size - contributes to wayfinding and facilitates a natural flow of pedestrians.

26. Il Caminetto (Village Stroll)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA

Il Caminetto (Village Stroll)	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	4
Leverages View & Sun Potential	3
Facilitates Wayfinding, Circulation/Flow	5
Makes Use of Existing F&B Infrastructure	5
TOTAL RANK - CRITICAL F&B LOCATION	17

Source: Thomas Consultants Inc.

Breaks up Village Stroll's retail experience, providing and rhythm to the pedestrian environment. Prominent patio infrastructure.

27. The Lift (Near Skier's Plaza)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA

The Lift (Near Skier's Plaza)	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	4
Leverages View & Sun Potential	4
Facilitates Wayfinding, Circulation/Flow	4
Makes Use of Existing F&B Infrastructure	5
TOTAL RANK - CRITICAL F&B LOCATION	17

Source: Thomas Consultants Inc.

Serves the base of the mountain area and provides linkages in a more relaxed atmosphere with strong F&B infrastructure.

28. Players Chophouse (Whistler Creek Franz's Trail)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA

Players Chophouse	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	4
Leverages View & Sun Potential	5
Facilitates Wayfinding, Circulation/Flow	4
Makes Use of Existing F&B Infrastructure	3
TOTAL RANK - CRITICAL F&B LOCATION	16

Source: Thomas Consultants Inc.

End point of Whistler Creek Franz's Trail area which provides an important anchor function and strong visibility for passing vehicles.

29. Blenz (Celebration Plaza and Village Park East)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA

Blenz	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	4
Leverages View & Sun Potential	4
Facilitates Wayfinding, Circulation/Flow	5
Makes Use of Existing F&B Infrastructure	3
TOTAL RANK - CRITICAL F&B LOCATION	16

Source: Thomas Consultants Inc.

Provides important supporting facilities for nearby playground – has the makings of a future family zone.

30. Subway (Creekside)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA

Subway	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	4
Leverages View & Sun Potential	4
Facilitates Wayfinding, Circulation/Flow	4
Makes Use of Existing F&B Infrastructure	4
TOTAL RANK - CRITICAL F&B LOCATION	16

Source: Thomas Consultants Inc.

31. The Little Eatery (Celebration Plaza and Village Park East)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA

The Little Eatery (Celebration Plaza & Village Park East)

F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	4
Leverages View & Sun Potential	4
Facilitates Wayfinding, Circulation/Flow	5
Makes Use of Existing F&B Infrastructure	3
TOTAL RANK - CRITICAL F&B LOCATION	16

Source: Thomas Consultants Inc.

Important counter point to major node created by Brewhouse - gateway from Celebration Plaza to Village Stroll.

32. Wizard Grill (Blackcomb Base)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA

Wizard Grill	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	5
Leverages View & Sun Potential	4
Facilitates Wayfinding, Circulation/Flow	4
Makes Use of Existing F&B Infrastructure	3
TOTAL RANK - CRITICAL F&B LOCATION	16

Source: Thomas Consultants Inc.

Although not as prominent as Merlin's, Wizard Grill helps build the general level of activity in the surrounding area created by Merlin's.

33. Gone Bakery / Village Eatery (Village Square)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA	
Gone Bakery (Village Square)	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	4
Leverages View & Sun Potential	3
Facilitates Wayfinding, Circulation/Flow	4
Makes Use of Existing F&B Infrastructure	4
TOTAL RANK - CRITICAL F&B LOCATION	15
Source: Thomas Consultants Inc.	

Large patio off the back of building helps increase visibility from nearby parking area and serves as an important wayfinding role.

34. La Rua Restaurante (Blackcomb Base)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA

La Rua	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	3
Leverages View & Sun Potential	5
Facilitates Wayfinding, Circulation/Flow	3
Makes Use of Existing F&B Infrastructure	4
TOTAL RANK - CRITICAL F&B LOCATION	15

Source: Thomas Consultants Inc.

La Rue provides a counter balance to Monk's across the pedestrian way and provides attractive views.

35. Ciao Thyme Bistro (Upper Village)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA

Ciao Thyme Bistro	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	4
Leverages View & Sun Potential	3
Facilitates Wayfinding, Circulation/Flow	3
Makes Use of Existing F&B Infrastructure	4
TOTAL RANK - CRITICAL F&B LOCATION	14

Source: Thomas Consultants Inc.

Secondary location which adds vitality but not critical to future viability.

36. Portobello (Upper Village)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA

Portobello	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	3
Leverages View & Sun Potential	4
Facilitates Wayfinding, Circulation/Flow	4
Makes Use of Existing F&B Infrastructure	3
TOTAL RANK - CRITICAL F&B LOCATION	14

Source: Thomas Consultants Inc.

Highlights indoor / outdoor experience and anchors important end of this commercial corridor. Key corner location.

5.0 Protecting Specific Locations at Whistler



37. Hot Buns Bakery (Village Stroll)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA

Hot Buns Bakery (Village Stroll, near Village Square)

F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	3
Leverages View & Sun Potential	3
Facilitates Wayfinding, Circulation/Flow	5
Makes Use of Existing F&B Infrastructure	3
TOTAL RANK - CRITICAL F&B LOCATION	14

Source: Thomas Consultants Inc.



Off Village Stroll location - signifies key entrance to Village Stroll near important food and beverage node in Village Square.

38. Fitzsimmons Pub (Upper Village)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA

Fitzsimmons Pub	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	4
Leverages View & Sun Potential	3
Facilitates Wayfinding, Circulation/Flow	3
Makes Use of Existing F&B Infrastructure	3
TOTAL RANK - CRITICAL F&B LOCATION	13

Source: Thomas Consultants Inc.

Corner location which balances Portobello.

39. Kypriaki Norte (Golfer's Approach)



WHISTLER VILLAGE CRITICAL F&B LOCATION RANKING CRITERIA

Kypriaki Norte	
F&B Location Criteria	Relevance/Importance from 1 (Low) to 5 (High)
Activates Key Whistler Village Area	2
Leverages View & Sun Potential	5
Facilitates Wayfinding, Circulation/Flow	1
Makes Use of Existing F&B Infrastructure	5
TOTAL RANK - CRITICAL F&B LOCATION	13

Source: Thomas Consultants Inc.

Secondary location with excellent patio with good sun exposure.

Current Whistler Floor Area Breakdown

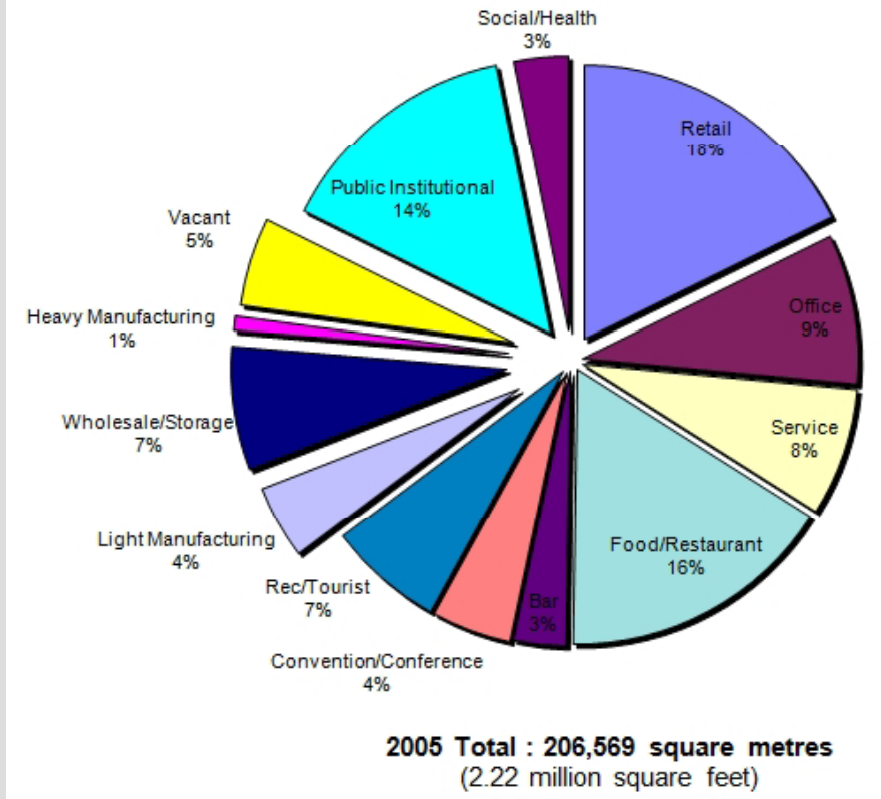
As these figures apply to the entire Resort Municipality of Whistler and have not been updated since 2005, they should be viewed as complimentary information to that found within the proceeding report.

As noted in the chart at right, of Whistler's total non-residential floor area of roughly 206.569 sq. m. (or 2.22 million sq. ft.):

- **Retail and Service** uses account for a combined 24% of total non-residential floor area – 52,135 sq. m. (or 562,000 sq. ft.)
- **Food / Restaurant** uses account for 16% of this floor area total – 33,609 sq. m. (or nearly 362,000 sq. ft.)
- **Bar** (i.e. “Entertainment”) uses account for 3% -- 6,322 sq. m. (or about 68,000 sq. ft.)

If we consider only the above-noted categories, which fall under the larger umbrella category of “Retail” uses as might be found in a resort retail village, these categories’ respective floor area proportions can be presented as outlined in the table at right.

It is important to note that these floor area proportions are not identical to those defined by tenant numbers by category, as identified for a range of resorts in the previous table.



2005 Whistler Village Retail Floor Area

"Retail" Category	Sq. M.	% Total
Retail / Services	52,134	57%
Food & Beverage	33,609	37%
Bar (Entertainment)	6,322	7%
Total - Above	92,066	

Source: RMOW

Whistler Floor Area Growth (1990 to 2005)

As noted in the following table, “Food / Restarant” uses grew considerably in terms of overall floor area over the 1990 to 2005 period, increasing from nearly 12,400 sq. metres to roughly 33,600 sq. metres – an increase of over 170%. In so doing, however, the category managed only to maintain its proportion of 16% of total non-residential floor area.

Whistler Commercial and Industrial Space Inventory 1990-2005

Commercial/Industrial Category	1990		2005		Change ('90 to '05)	
	sm	% Total	sm	% Total	sm	% Total
<i>Retail</i>	10,392	14%	36,620	18%	26,228	4%
<i>Office</i>	6,766	9%	18,052	9%	11,286	0%
<i>Service</i>	4,230	6%	15,515	8%	11,285	2%
<i>Food/Restaurant</i>	12,359	16%	33,609	16%	21,250	0%
<i>Bar</i>	3,669	5%	6,322	3%	2,653	-2%
<i>Convention/Conference.</i>	5,391	7%	9,677	5%	4,286	-2%
<i>Rec/Tourist</i>	7,036	9%	13,980	7%	6,944	-2%
<i>Light Manufacturing</i>	6,579	9%	8,973	4%	2,394	-4%
<i>Wholesale/Storage</i>	6,192	8%	14,896	7%	8,704	-1%
<i>Heavy Manufacturing</i>	979	1%	1,738	1%	759	0%
<i>Vacant</i>	4,639	6%	10,667	5%	6,028	-1%
<i>Public Institutional</i>	4,328	6%	29,942	14%	25,614	9%
<i>Social/Health</i>	4,032	5%	6,579	3%	2,547	-2%
TOTAL	76,592		206,569		129,977	

Source: Resort Municipality of Whistler



Thomas Consultants Inc.

910-1111 Melville Street
Vancouver, BC V6E 3V6
Canada

Phone: + 1 604 687 2110
Fax: + 1 604 688 1788
Web: www.thomasconsultants.ca
FTP: www.thomasconsultantsftp.ca
Email: tci@thomasconsultants.ca