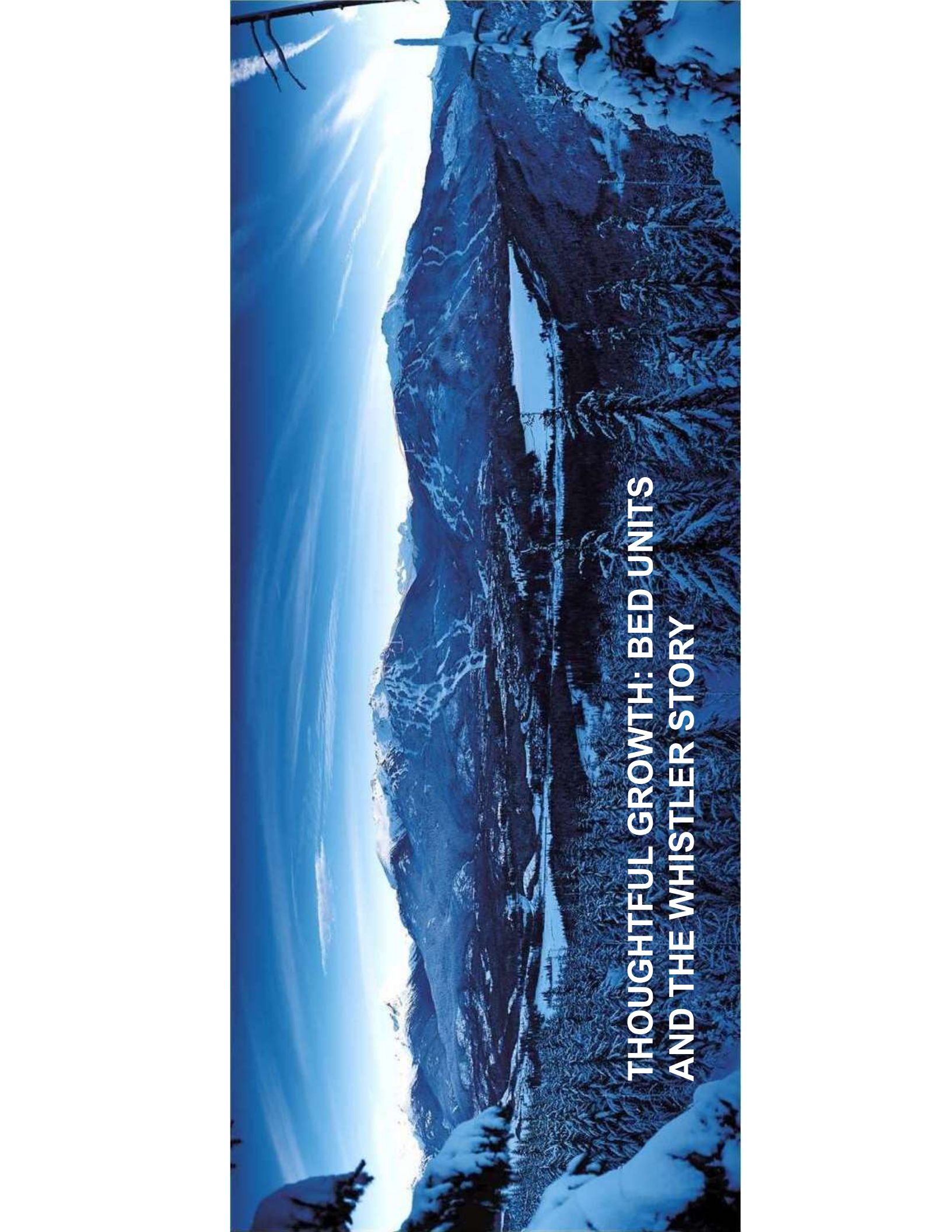
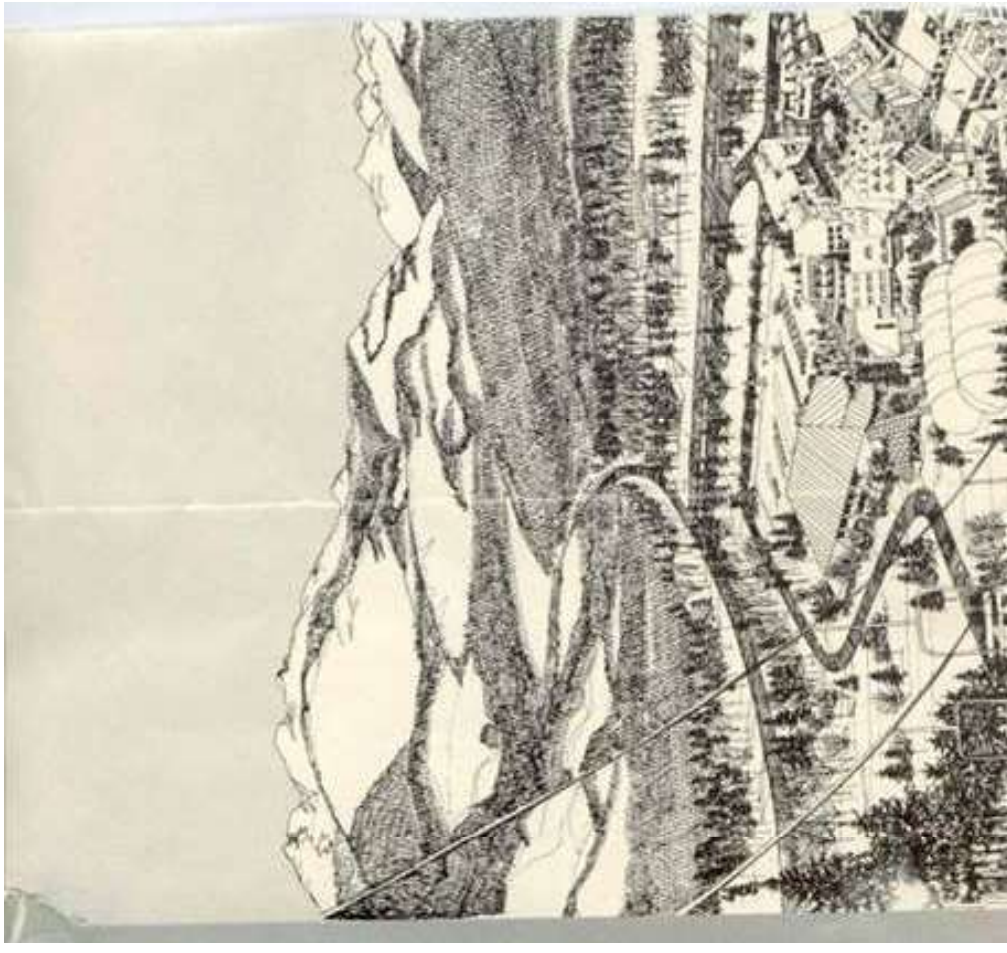


A scenic view of a mountain valley, likely Whistler, British Columbia. The image shows a winding road through a forested valley, with a lake visible in the distance. The mountains are rugged and covered in snow. The sky is blue with some clouds. The entire image is framed by a blue border.

THOUGHTFUL GROWTH: BED UNITS AND THE WHISTLER STORY

Unique History

- 1914: pioneers Myrtle and Alex Philip built Rainbow Lodge
- 1960s: bid for Winter Olympics, developed Whistler Mountain
- 1966: Provincial government builds highway Squamish to Whistler,
- Whistler Mountain opens
- Population 527



Whistler Village Design

- Harmony with local surroundings
- Car-free
- Encourages people to meet and meander
- Always in sight of one magnificent view or another

Hotels not enough – had to build resort experience

- Innovative infrastructure funding through development



“Where community thrives, nature is protected and guests are inspired” .



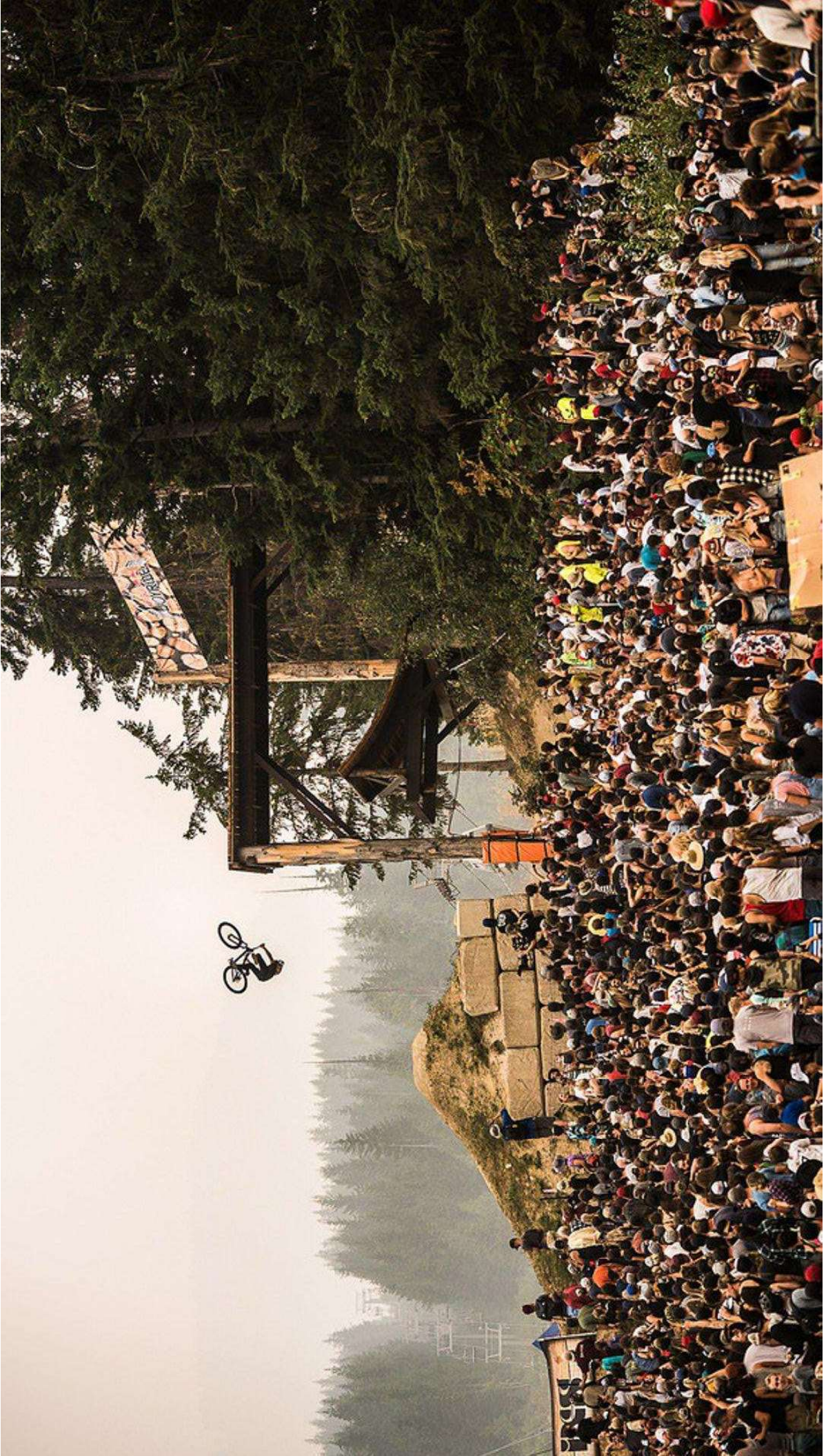




Whistler Today

- Permanent population nearly 10,000
 - Plus second home owners
 - Plus seasonal workers
- 2.5 million annual visitors
- Year round success
 - Diverse product offering
 - Diverse geographic segments
- Successful resort community
- Importance of reinvention and reinvestment
- Future of Whistler presentation at the end of the day





Local Housing

- Since 1979, Whistler has pursued a variety of initiatives to enhance affordability and achieve its goal to house 75% of its workforce locally.
- Whistler Housing Authority, subsidiary of RMOW, oversees 55 resident-restricted locations
 - Makes up about 8% of total housing in Whistler
 - About 4,000 permanent and seasonal Whistler residents live in employee-restricted housing that they own or rent at controlled rates.
 - WHA Goal to house at least 75 percent of employees locally in Whistler



Regional Context: Sea to Sky Corridor

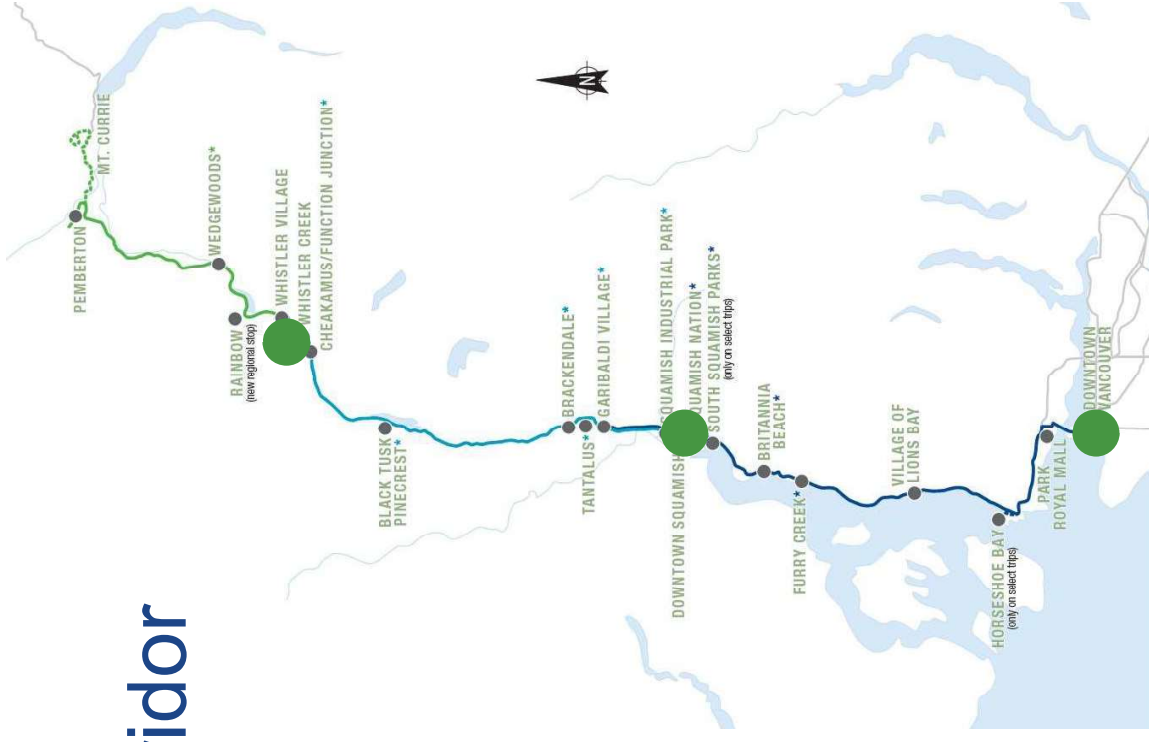
Whistler to Vancouver = 1hr 45mins

Metro population 2.6M

Whistler to Squamish = 45 mins

Population 20,000

Squamish to Vancouver = 1 hour



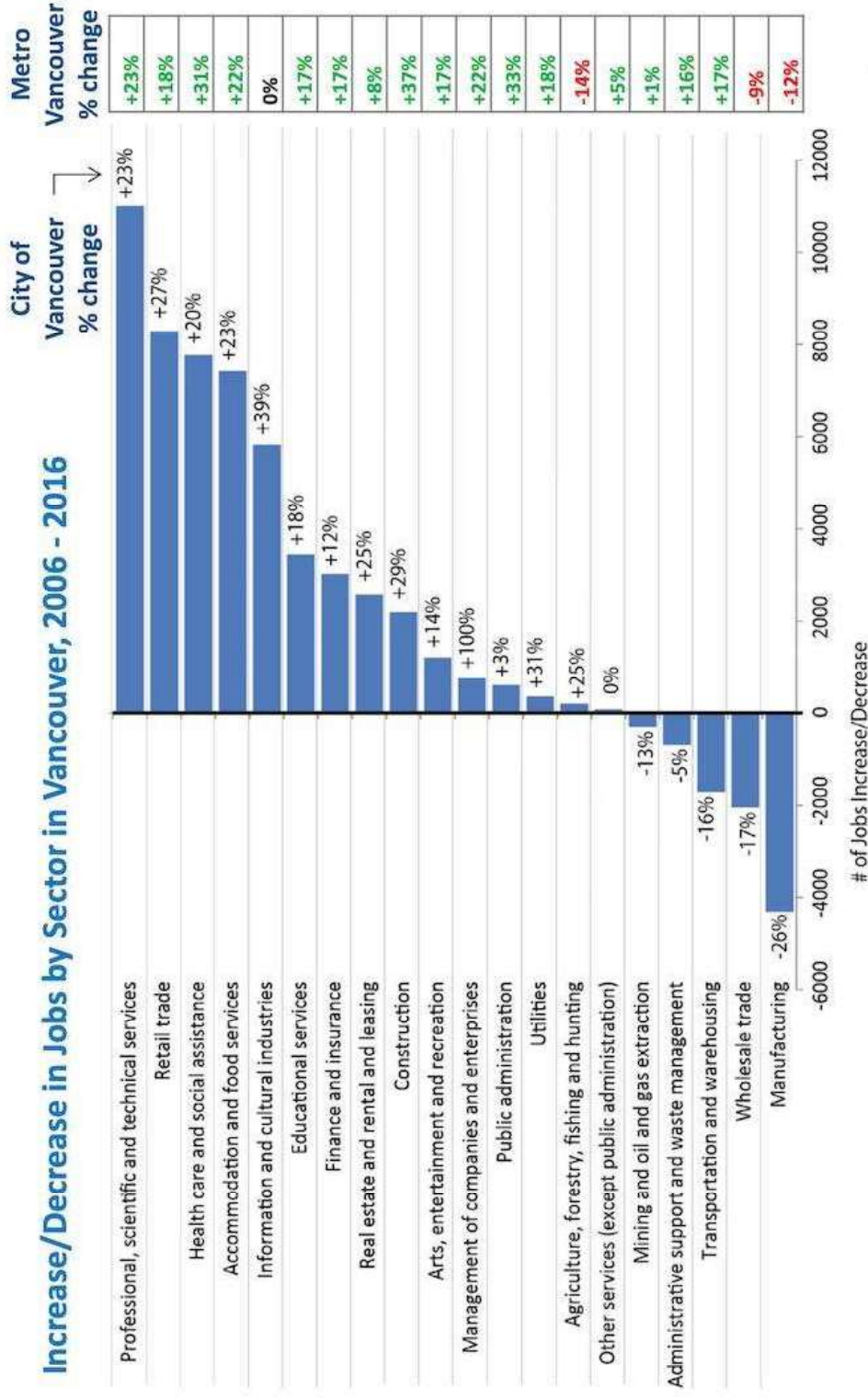
Regional Context: Metro Vancouver

- 2.6M People
- Job Centre located in Vancouver
- Suburban growth including Surrey expected to outpace Vancouver in near future



Regional Context: Metro Vancouver

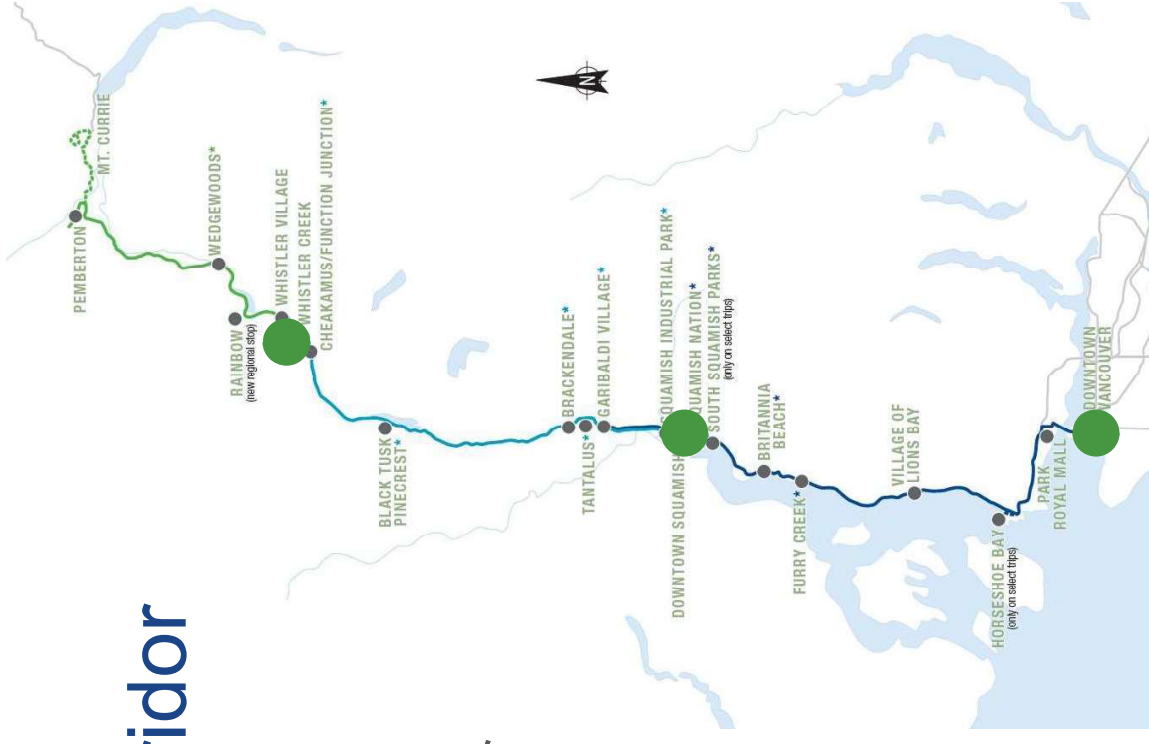
- Rapidly growing number of jobs
- Tech sector
- High paying
- Tourism + service jobs



Regional Context: Sea to Sky Corridor

Vancouver's strong job market and proximity to Squamish may now be out-competing Whistler.

Squamish may have functioned as a housing base for Whistler employees in the past, but that dynamic is shifting.

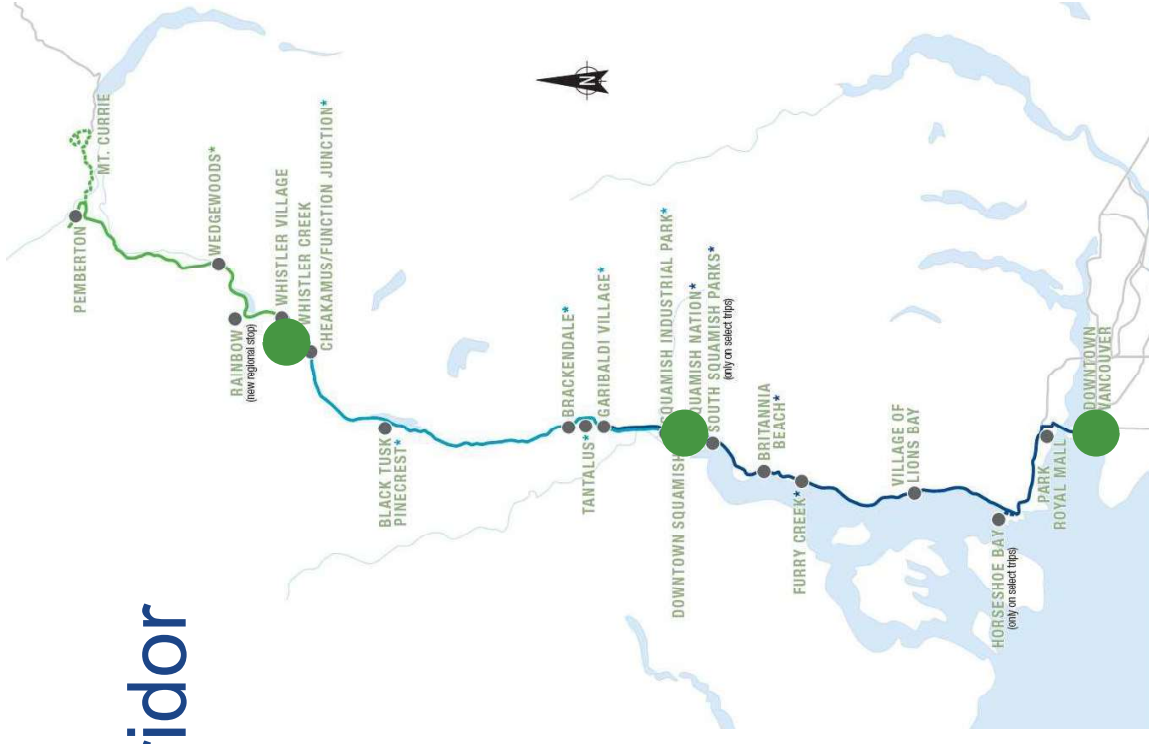


Regional Context: Sea to Sky Corridor

As a result of this geographic relationship it is essential for Whistler facilitate tourism, but also be a **self-sustaining, complete community** including:

- A balance of accommodations & housing
- A balance of social services and sense of community

We cannot rely on our neighbours to provide housing that would support the critical mass of jobs within Whistler



Growth

	2011	2017
Average annual occupancy visitor accommodation	48%	70%
Permanent population	10,333	11,854
Average daily population	26,361	36,306
Peak employment	11,800 FTEs	15,600 FTEs



Growth + Bed Units

- The bed unit concept was established in 1975 as a measure of accommodation capacity and the relationship to development and infrastructure capacity
- The bed unit capacity includes both **developed** and **planned capacity**
- Bed cap reflects the carrying capacity of the resort
 - Transportation network
 - Water / Sewer
 - Lift capacity



Provincial Jurisdiction

- Bed units are defined by the Province of BC under All-season resorts:
 - A resort whose principle business is to provide alpine skiing/snowboarding through the use of lifts, in return for a user fee.
 - a non-ski resort that provides for the development of multi-season recreational activities and facilities and the development of overnight accommodation as an essential associated land use
- Comfortable carrying capacities are determined for the ski area, which then determines the amount of overnight accommodation (expressed in “Bed Units”)



Provincial Jurisdiction

- Master Development Agreement
 - Lands are made available on a phased basis for the Real Estate Development associated with a Regional and Destination Mountain.
 - The amount of Crown land a Developer can purchase within the Base Area in each phase is determined from the quantity, quality and type of Recreation Improvement constructed in the Controlled Recreation Area.
 - Comfortable carrying capacities (using the Skiers At One Time “SOAT” formula, are determined for the ski area, which then determines the amount of overnight accommodation (expressed in “Bed Units”) that can be built in the Base Area

Provincial Jurisdiction

- Base Area Development
 - The Developer can purchase Crown land in phases, in accordance with the terms of the MDA and Resort Master Plan after delivery of the following:
 - evidence that all improvements in corresponding mountain phases are substantially complete
 - a proposed preliminary scheme of subdivision;
 - a description of the proposed uses and maximum number of Bed Units;
 - a description of and preliminary site plan for all services to be constructed.

Provincial Jurisdiction

Capacity Balance and Impacts

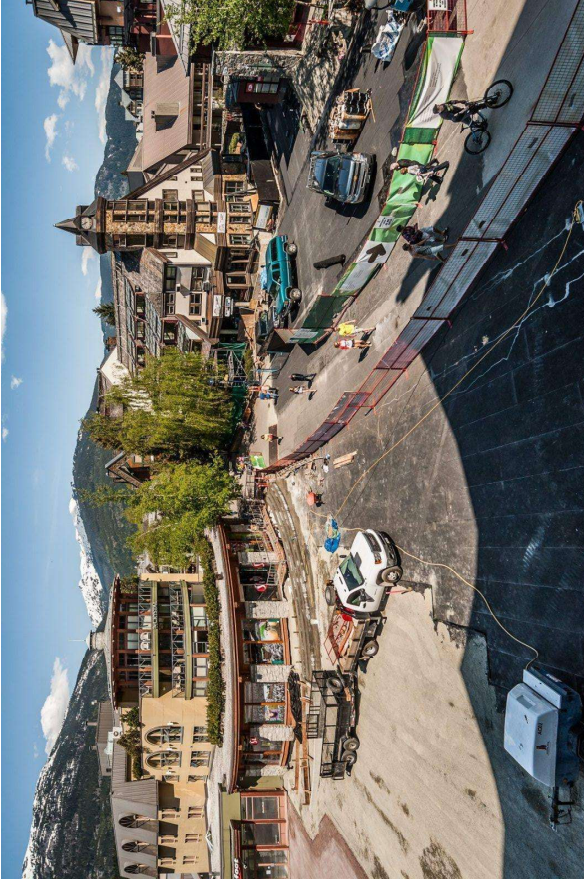
- A Balanced Resort Capacity is the optimum number of visitors that can utilize a resort's facilities per day in such a way that their recreational expectations are being met while the integrity of the site's physical and sociological environment is maintained on a year-round basis.
- A destination resort should have a bed unit ratio breakdown that delivers 40- 60% public beds, 30- 50% private beds, and 10- 20% employee or resident restricted beds.

Table 9: Bed Unit Model

Form of Accommodation	Unit Size (Sq m)	Number of Bed Units
Residential Accommodation		
Single Family Unit	100-450	4 to 8
Multiple Family Unit	0-55	2
	55-100	3
	100-350	4 to 6
Duplex Unit	100-450	4 to 8 each side
Commercial Accommodation		
Guest Rooms	0-55	2
	55-100	3
	100-200	4 to 6
Tourist Pension	N/A	10 to 20
Bed and Breakfast	N/A	6 to 10
Campground	N/A	2 to 4 a site
Dorm/Hostel Bed	10	0.5

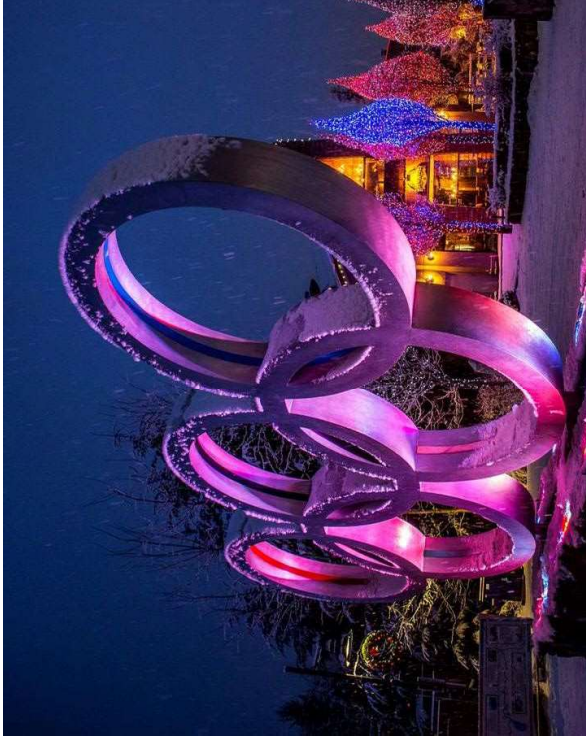
Bed Units Whistler

- A bed unit is intended to reflect the servicing and facility requirements for one person
- Each unit type is designated a bed unit allocation
 - Multi unit residential per sf allocation
 - Commercial accommodation per sf allocation
 - Detached dwelling = 6
 - Duplex dwelling = 12
 - Dormitory bed = 0.5



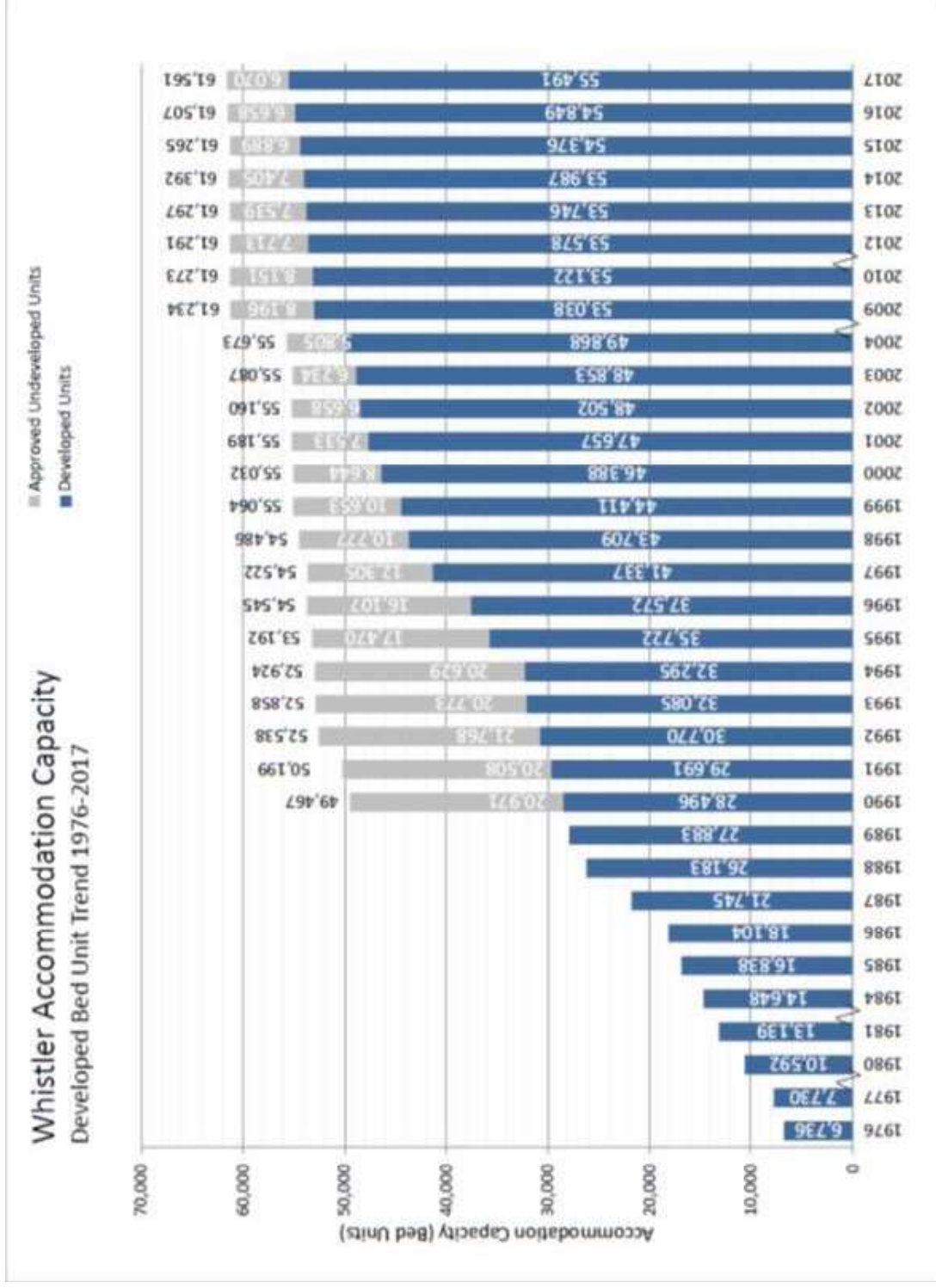
RMOW Accommodation

- The accommodation capacity is a mix of types dedicated to:
 - visitor accommodation
 - Residential accommodation
 - Employee housing
- Approximately 45% (26,000 bed units) are zoned for visitor accommodation
 - Of this there is a core hotel accommodation of 7,900 bed units



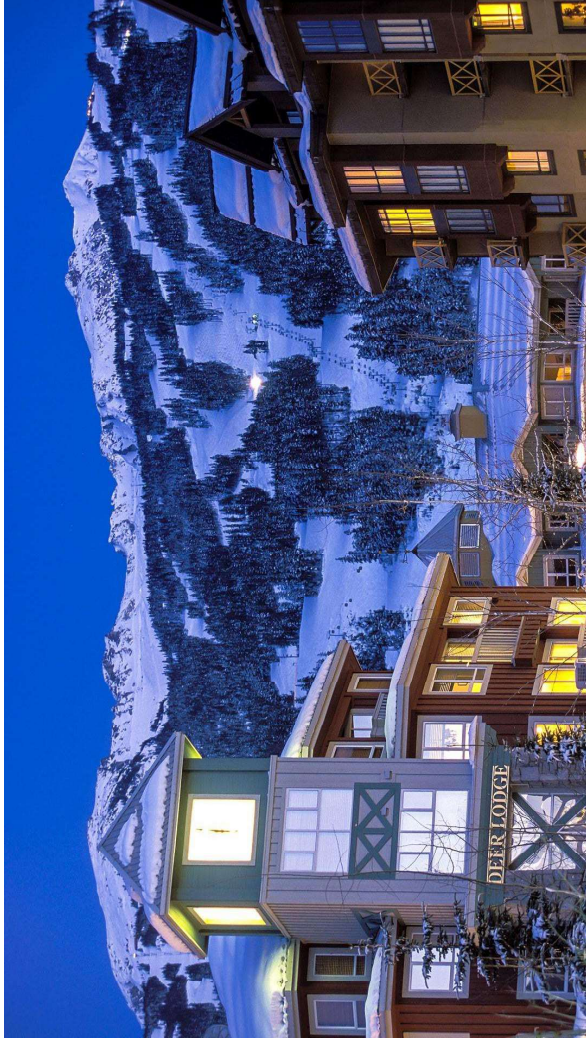
Bed Units

- Since 1993 accommodation capacity has grown from 32,085 to 61,392 bed units
- Commercial space has grown from 1.17 million sf to 2.56 million sf



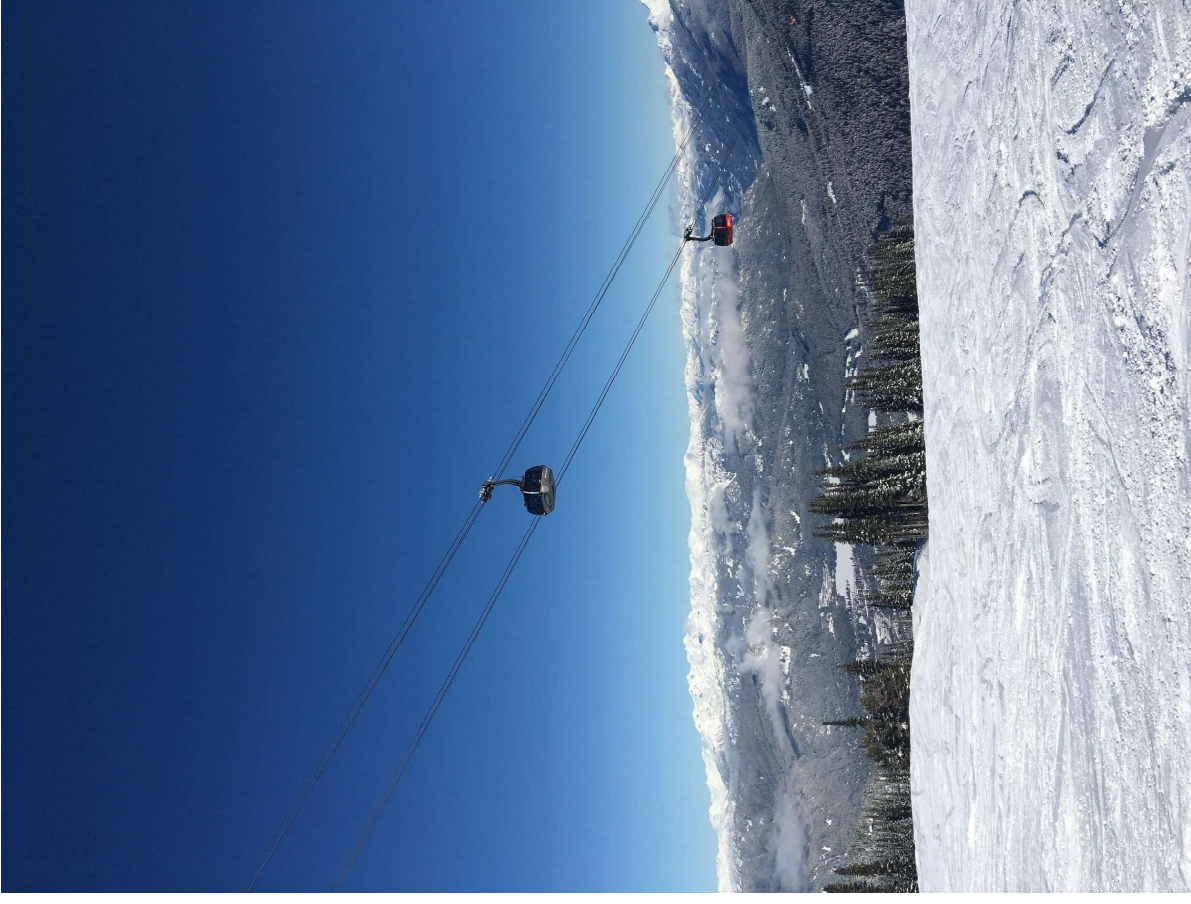
Growth Management

- Total approved development now represents 90% of the buildout capacity of Whistler
- Close to 40% of the remaining capacity is dedicated to employee housing
- Much of this is located in one neighbourhood geared to families, with a desire to be a complete community in coming years



Bed Units

- The bed unit cap is a measure of developed lands and zoned lands yet to develop within the municipality
- They are not an enforceable or transferable property right
- The bed cap can increase or decrease as a result of zoned lands being developed
 - Built form impacts the number of bed units ultimately delivered regardless of square footage or FSR delivered



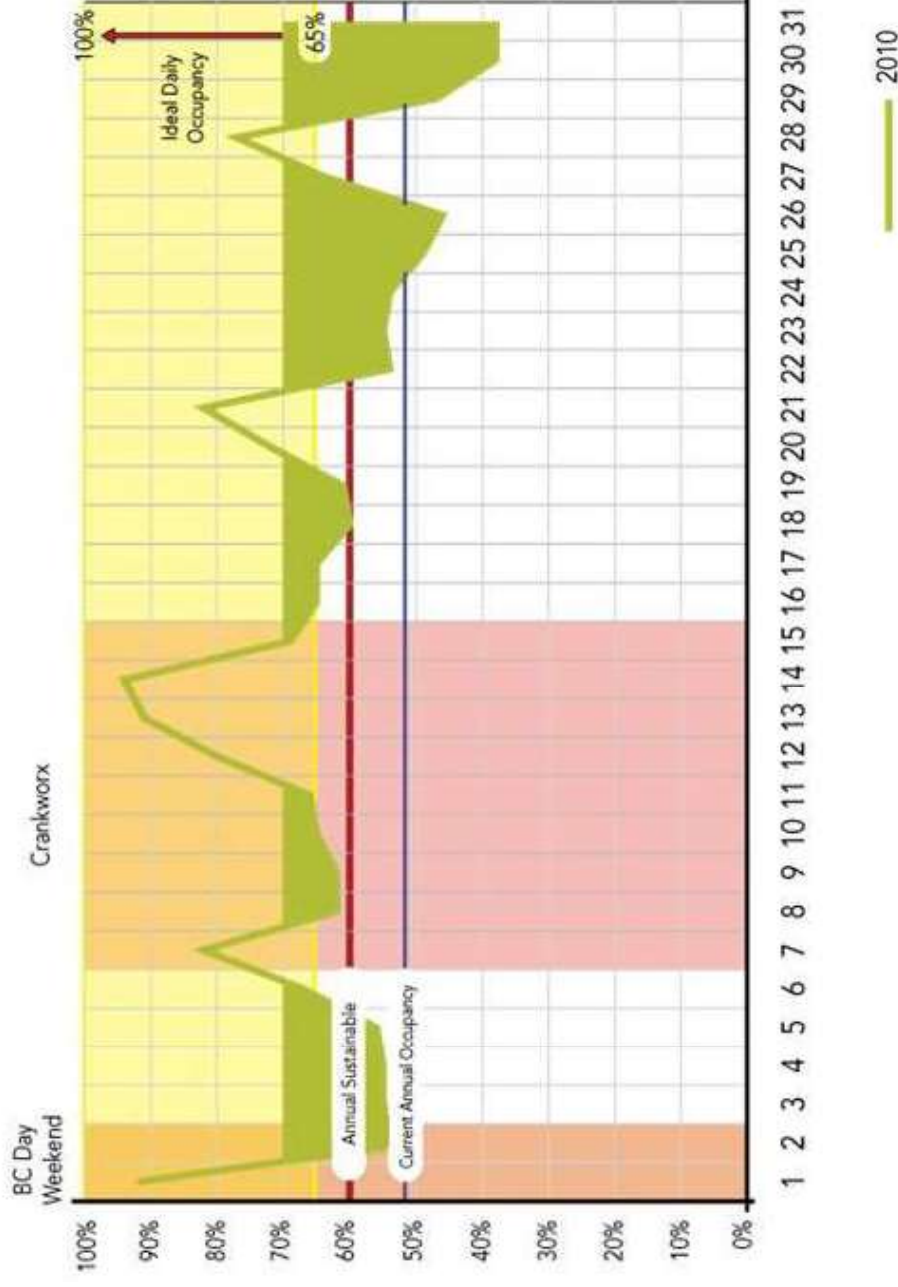
Bed Units

- It is important to note that the bed cap has historically been interpreted by the community as a measure of growth.
- However, infill such as suites and other measures are not captured in the bed unit cap and therefore increased population can occur without an adjusted cap.
 - This disassociation of cap and daily population may be further impacted by COVID outcomes and remote working



Bed Units: Visitor Accommodation

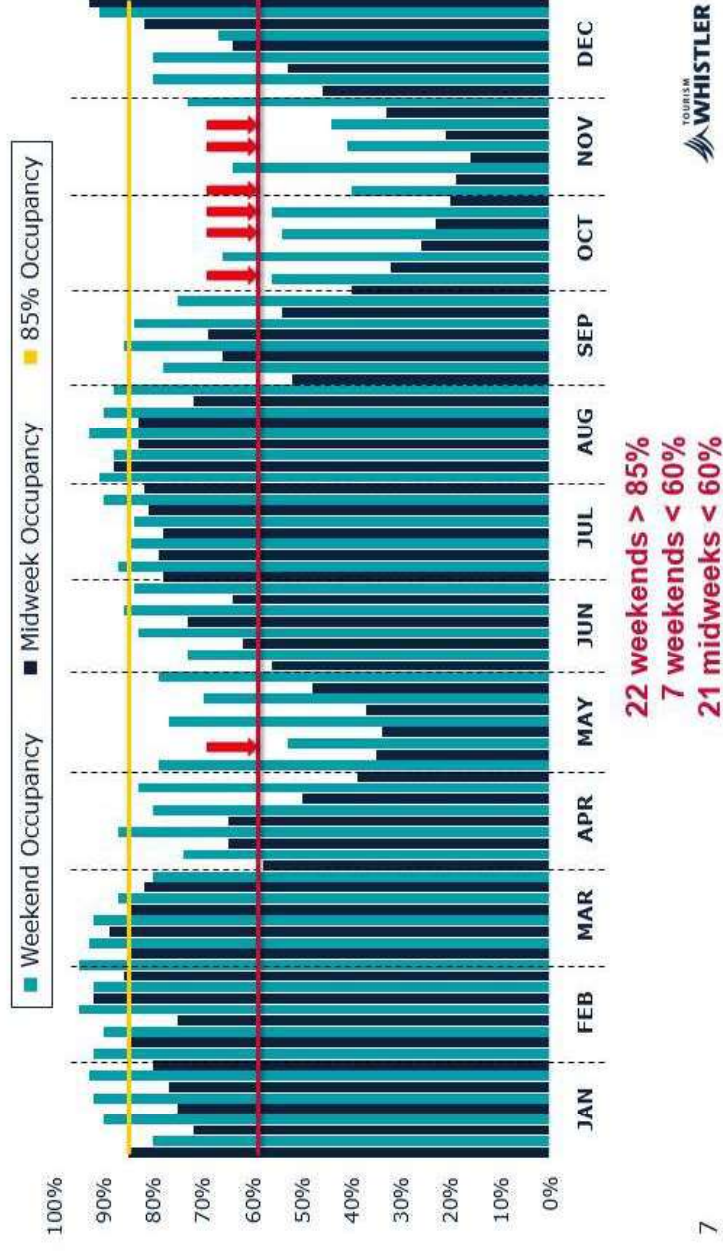
- Further - occupancy of hotels over time has grown reaching 80% in some seasons
- This increased daily visitation happens within the existing cap
- Busy or slow = the same cap



Bed Units: Visitor Accommodation

- The accommodation bed units aren't intended to meet capacity
- 100% occupancy would not be desirable
- However, filling the valleys continues to be important to increase overall annual average visitation

WEEKEND AND MIDWEEK OCCUPANCIES: JAN 2019 – DEC 2019



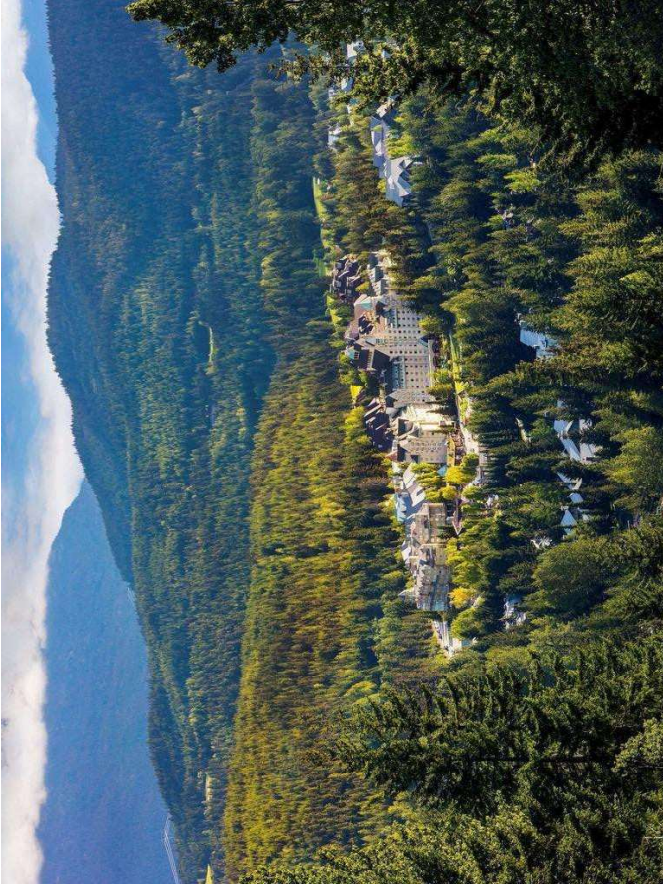
Bed Unit “Trading”

- In the past bed units have been “traded” from site to site.
 - Bed units assigned to any future development site inherently have value
 - Bed units have been “purchased” from one site and moved to a receiving site with the intent of dedicating the donor site as an amenity (in this instance park land)
 - In typical planning terms the park land was the community benefit (CAC) and the density was consolidated on a more suitable site and an acceptable built form on the receiving site.



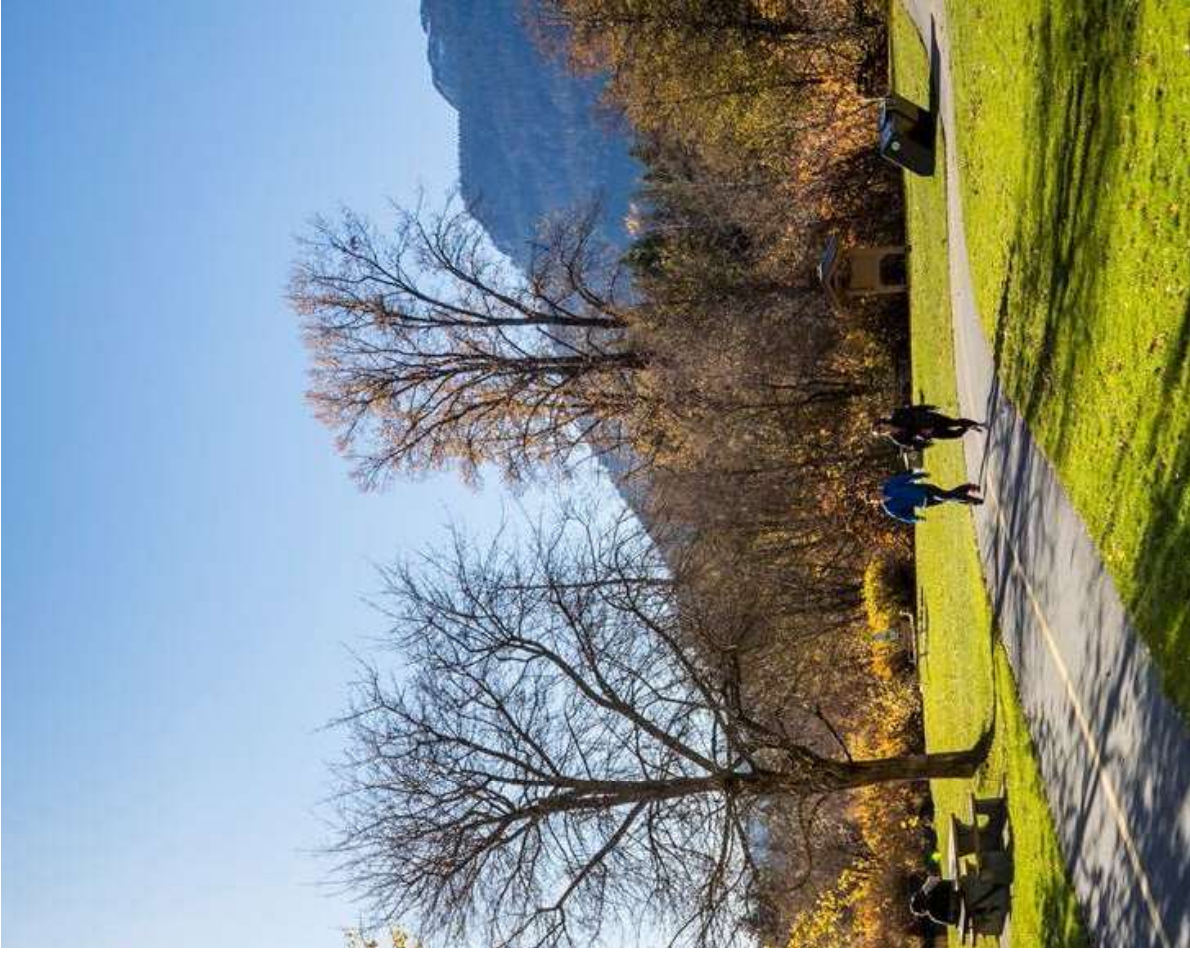
Bed Unit Reductions

- Although a site may have a bed unit allocation (also included in the overall cap), the ultimate form may result in fewer bed units.
- Factors that may impact this delivery are:
 - Site constraints and resulting footprint area
 - Built form (building type + massing)
 - Unit types and sizes
- Bed units are then removed from the overall cap
- Some bed units are also *hypothetically unassigned* and transferable



Bed Unit Increase

- The Official Community Plan also outlines the ability to increase the bed unit capacity under conditions that it:
 - Provides clear and substantive benefits to the community and resort
 - Is supported by the community, in the opinion of Council
 - Will not cause unacceptable impacts on the community, resort or environment
 - Meets all applicable policies set out in the OCP



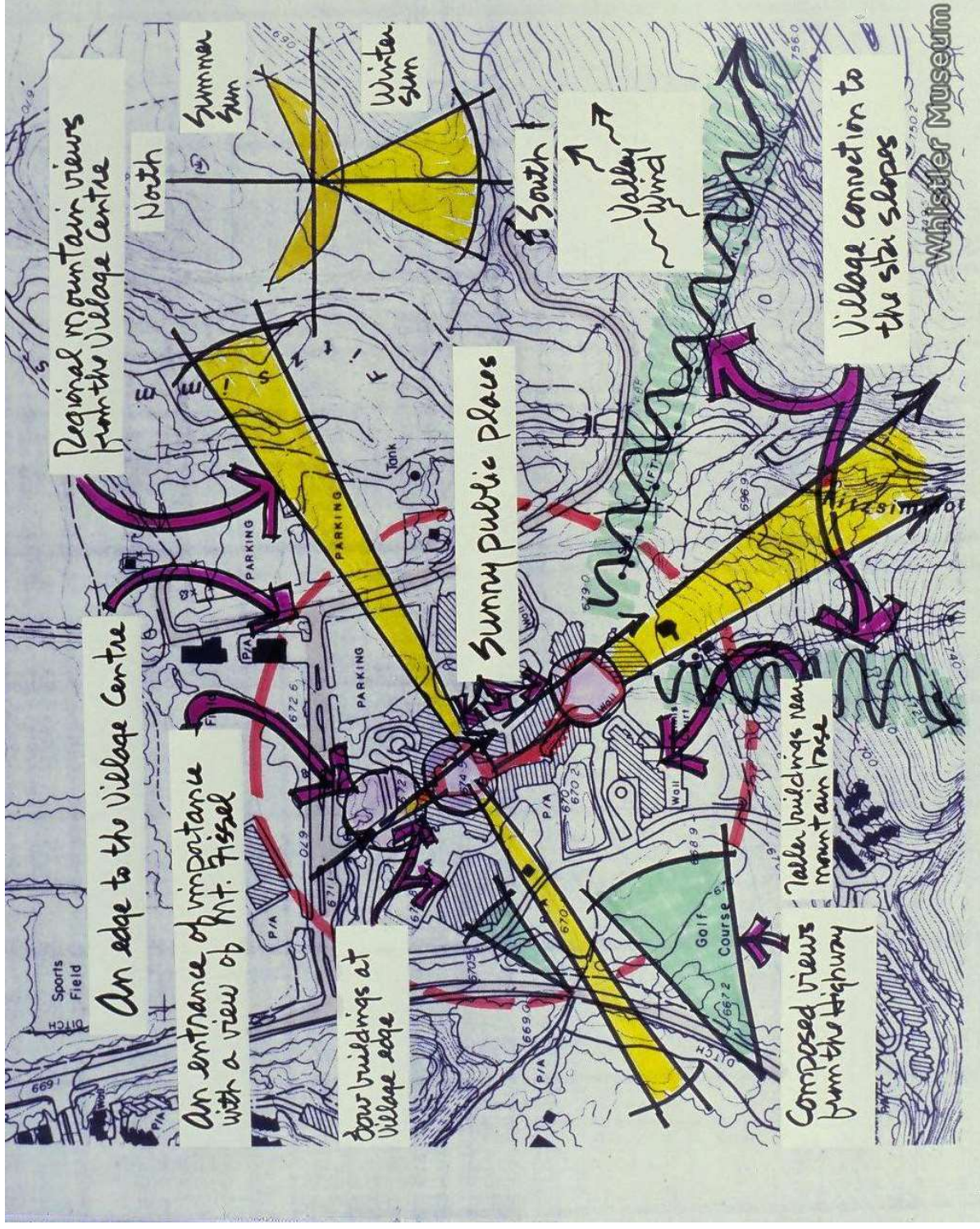
Bed Unit “Cap”

- This means that the “Cap” is ultimately a moving target
- As a result terming it a bed unit Cap has a certain amount of smoke and mirrors
 - But regardless of its flexibility, it is a metric the community has related to over time



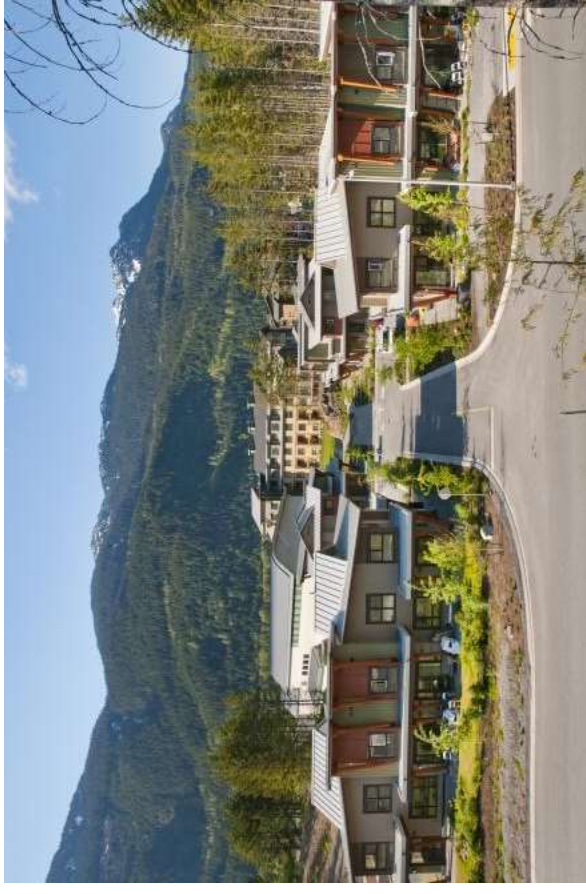
PERCEPTION VS REALITY

zoning | measure
of future density |
sewage treatment
plant capacity |
currency |



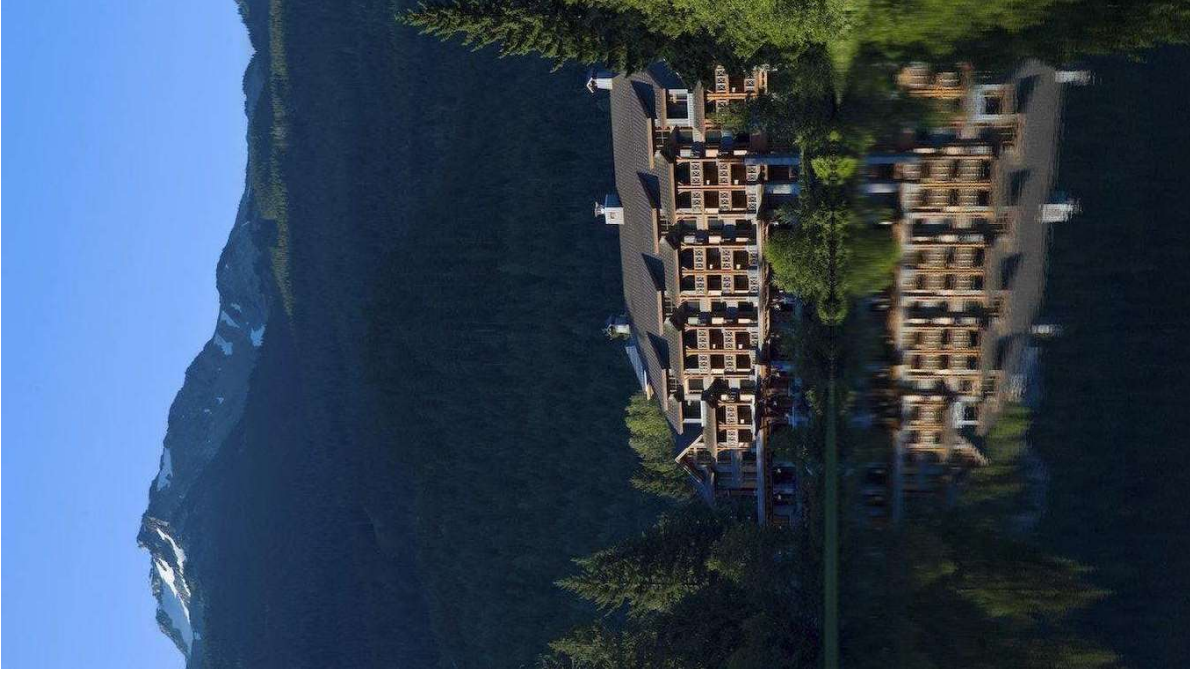
Growth Management

- Today the bed cap and our planned growth reflects a much more holistic understanding from where it started
- This concept is reinforced by the recently adopted OCP
- The bed cap and future development is considering a balance model approach including factors such as:
 - Tourism experience
 - Local experience and livability
 - Access to nature
 - Capacity of infrastructure



Whistler: Growth Model

- Understand possible future scenarios and impacts
 - defined risks and strategies to support community planning decisions
 - considering capacities and balance within the resort economy and resort community.
- Provide tangible measures as targets that support the determination of strategic opportunities or policy directions
 - Identify corrective actions as required (gaps)
- Have an integrated modelling tool for use by staff that informs community planning and future major projects/developments.



Smoke & Mirrors

- Bed units serve as a useful starting point and they have evolved
- They provide a reference point for the community to understand their perception of change
- However, they are not the ultimate tool to regulate or control growth
 - Planning tools included in the OCP that guide community, economic and environmental priorities continue to inform decisions
 - Zoning also continues to be the ultimate mechanism of controlling growth and outcomes



Thank you

