RECREATION PLANNING FOR
MOUNTAIN RESORT COMMUNITIES

by

LAUREN MARIANNE MELVILLE
B.R.E., University of British Columbia, 1986

A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF ARTS

in
THE FACULTY OF GRADUATE STUDIES
School of Community
and Regional Planning

We accept this thesis as conforming
to the required standard

THE UNIVERSITY OF BRITISH COLUMBIA
April 1988

© Lauren Melville, 1988
In presenting this thesis in partial fulfilment of the requirements for an advanced
degree at the University of British Columbia, I agree that the Library shall make it
freely available for reference and study. I further agree that permission for extensive
copying of this thesis for scholarly purposes may be granted by the head of my
department or by his or her representatives. It is understood that copying or
publication of this thesis for financial gain shall not be allowed without my written
permission.

School of Community &
Regional Planning

The University of British Columbia
Vancouver, Canada

Date April 1988
ABSTRACT

RECREATION PLANNING FOR MOUNTAIN RESORT COMMUNITIES

Recreation planners at mountain resort communities must decide what types of recreation facilities and activities to provide in order to meet the diverse needs of the community. This thesis attempts to answer this question specifically for the Resort Municipality of Whistler.

Determinants of participation in recreation are highly psychological. Thus, description of potential client groups must rely heavily upon attitudes, perceptions, and behavior. Theories of recreation serve as a useful planning tool helping planners understand peoples' recreation desires. A clear understanding of what people want recreation to accomplish for them is crucial when deciding what type of recreation facilities and activities to provide. However, as discovered when examining resort communities, it is not enough for planners just to take into account functional considerations when planning recreation facilities. Planners must be aware of the resort's image. People typically visit a resort community because they identify with its image. Images are based upon peoples' impressions of the entire resort community, including the facilities offered and both the natural and built environment. The challenge for the planner is to translate peoples'
recreation desires into facilities that serve as concrete expressions of the resort's image.

This thesis develops a framework to consider such a challenge. This is achieved by: a review of recreation theory and resort planning literature; review of resort communities similar to Whistler; informal interviews, and by a survey of Whistler property owners administered by the author.

There are three main findings. First, recreation theory is an invaluable planning tool in helping planners decide what type of recreation facilities to provide. Second, recreation planners can help create a particular type of resort by providing facilities; however, the market eventually determines the resort's status. Third, more substantial market research is required to determine what type of resort the Municipality of Whistler should strive to become.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abstract</td>
<td>ii</td>
</tr>
<tr>
<td>Table of Contents</td>
<td>iv</td>
</tr>
<tr>
<td>List of Tables</td>
<td>vii</td>
</tr>
<tr>
<td>List of Figures</td>
<td>viii</td>
</tr>
<tr>
<td><strong>PART I: THEORY OF RECREATION PLANNING</strong></td>
<td>1</td>
</tr>
<tr>
<td><strong>CHAPTER 1 Introduction &amp; Background</strong></td>
<td>2</td>
</tr>
<tr>
<td>1. Background</td>
<td>2</td>
</tr>
<tr>
<td>1.1 Scope</td>
<td>5</td>
</tr>
<tr>
<td><strong>CHAPTER 2 Recreation Theories</strong></td>
<td>6</td>
</tr>
<tr>
<td>1. Origins of Current Recreation Theory</td>
<td>6</td>
</tr>
<tr>
<td>2. Behavioural Theory</td>
<td>7</td>
</tr>
<tr>
<td>3. Humanistic Theory</td>
<td>14</td>
</tr>
<tr>
<td>4. Pragmatist Theory</td>
<td>18</td>
</tr>
<tr>
<td>5. Social Psychology Theory</td>
<td>20</td>
</tr>
<tr>
<td>6. Recreation Theory</td>
<td>21</td>
</tr>
<tr>
<td>7. Economic Theory</td>
<td>26</td>
</tr>
<tr>
<td>8. Summary</td>
<td>28</td>
</tr>
<tr>
<td><strong>CHAPTER 3 Recreation Facilities in Destination Mountain Resorts</strong></td>
<td>34</td>
</tr>
<tr>
<td>1. Resort Communities</td>
<td>35</td>
</tr>
<tr>
<td>2. Factors Influencing Recreation</td>
<td>37</td>
</tr>
<tr>
<td>2.1 Demographics</td>
<td>37</td>
</tr>
<tr>
<td>2.2 Participation Trends</td>
<td>40</td>
</tr>
</tbody>
</table>
2.3 Four Seasons Viability .........................43
3. Types of Recreation Activities ..................46
4. Basic Recreation Facilities at Mountain Resorts ........................................47
  4.1 Ski Facilities ..................................48
    4.1.1 Ski Run Characteristics ..................48
    4.1.2 Snow Engineering ..........................53
    4.1.3 Lodges ....................................54
    4.1.4 Ski Lifts ..................................54
5. Supplementary Recreation Facilities ...............55
  5.1 Traditional Winter Sports ......................55
    5.1.1 Importance of Apres Ski ..................57
5.2 Year Round Facilities ..........................59
  5.2.1 Swimming Pool ...............................59
  5.2.2 Beach Access, Playgrounds, Trails and Equestrian .........................60
6. Summer Facilities ................................61
  6.1 Golf ..........................................61
  6.2 Tennis ........................................62
  6.3 Grouping of Activities .......................63
7. Summary ..........................................63

CHAPTER 4 Recreation & Tourist Image ..................64
  1. Resort Community ...............................65
  2. Natural Resources ..............................66
  3. Facilities & Activities .......................66
  4. Factors Influencing Recreation .................67
    4.1 Resort Image ................................68
    4.2 Marketing Mix ...............................74
LIST OF TABLES

Table I: Summary of Recreation Theories .............. 32
Table II: Average Standards for Skiers
          by Category ........................................ 50
Table III: Rainfall Levels .............................. 97
Table IV: Exclusive Resort .............................. 105
Table V: Economy Resort ................................. 107
Table VI: Mixed Resort ................................. 108
Table VII: Whistler's Attributes ....................... 113
# LIST OF FIGURES

<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 1</td>
<td>Ski Trail Layout Concepts</td>
<td>49</td>
</tr>
<tr>
<td>Figure 2</td>
<td>Whistler Regional Location</td>
<td>79</td>
</tr>
<tr>
<td>Figure 3</td>
<td>Desired Recreational Facilities</td>
<td>95</td>
</tr>
</tbody>
</table>
ACKNOWLEDGEMENT

I wish to acknowledge my indebtedness to Stanley Schibler for all his support, help and patience, and to my two supervisors, Brahm Wiesman and Michael Seelig for their assistance and constructive criticism during the preparation of this thesis.
PART I

THEORY OF RECREATION PLANNING
Chapter 1

CHAPTER ONE

Introduction and Background

1. Background

The Resort Municipality of Whistler is situated 111 km North of Vancouver, British Columbia. Whistler is a new resort community with one major resource—recreation. Unlike other British Columbian municipalities, Whistler has the unique status as both a mountain resort and as a community. In most other municipalities, the provision of recreation facilities are justified on the basis of providing direct benefits to the permanent residents.

A major problem faced by recreation planners at Whistler is the confusion between the objectives of traditional municipality sponsored leisure services and the objectives of a destination resort's leisure services. Whistler's small permanent population's recreational needs are dwarfed by weekend residents, day tourists and destination tourists. Needs of these four groups are often different in nature, require a
different delivery system. As Whistler grows to maturity, the population will continue to diversify and the need will grow for a more complete and planned recreational infrastructure (Apra, 1975).

Presently the Resort Municipality of Whistler is attempting to develop a high quality, exclusive, world class image for Whistler as a four seasons destination resort. The extent to which Whistler can achieve this image is questionable.

In order to determine what type of recreation opportunities to provide in mountain resort communities, as well as to understand the integral role images play in recreation planning for these communities, this thesis is organized in the following way:

**PART ONE: Recreation Theory**

(1) A review of current recreation planning literature in order to determine what recreation is expected to accomplish.
(2) A review of current resort planning literature as well as experiences in communities similar to Whistler, in order to determine what factors influence recreation, and what types of recreation opportunities should be developed in destination mountain resort communities.

(3) A discussion of the interrelated factors that help create a resort's image and influence recreation.

PART TWO: Case Study: Resort Municipality of Whistler

(1) A brief historical review of the Resort Municipality of Whistler.

(2) Description of Whistler's recreation opportunities and image.

(3) A discussion of the types of recreation facilities and associated image, Whistler property owners and visitors believe the Resort Municipality of Whistler should have, comparing what is desired and actually exists at Whistler.
(4) Based on recreation theory, recreation proposals are provided on what the Resort Municipality of Whistler needs to accomplish in order to create a particular type of resort.

1.1 Scope

Due to the size and complexity of the recreation planning field, this work is limited to mountain resorts. The discussion does not include feasibility and financing considerations. In the next chapter, current recreation theories are examined in order to understand what recreation is expected to accomplish.
Recreation Theories

This chapter examines current recreation theory in order to determine why a municipality should provide recreation facilities.

1. Origins of Current Recreation Theory

Everyone knows the meaning of recreation, but few agree on a definition. When people define recreation precisely, the results are likely to be contradictory and confused. The deceptively simple question of what recreation is has a variety of conflicting answers because scholars of different orientations have attached psychological, sociological and physiological qualifications to the word. Most of recreation theory has come from the fields of psychology and sociology rather than from recreation. With this in mind, Pelegrino (1974) believes the difficulty in developing recreation theory stems from the fact that disciplines other than recreation are conducting the research.
On the other hand, the lack of recreation specialists developing theory may be due to the fact that the field of recreation is still in its infancy (Bregha, 1980; Shivers, 1981; Hendon, 1981). The views of the following current theorists are examined: behavioral, humanistic, pragmatist, social psychology, recreationist and economist.

2. Behavioral Theories

The behaviorist approach to studying recreation arose when psychologists began to study individuals' recreation behavior. This approach assumes that human behavior influences the choice of where, how and when people enjoy recreation (Gold, 1980). Behaviorists conceptualize recreation in three basic contexts: time, activity or a state of the mind (Meyersohn, 1958). Although the meanings of the words used to identify these three contexts overlap, the classification is useful in determining which aspect of the word is emphasized in various definitions of recreation.

2.1 Time

Recreation defined as time, according to Paul Weiss (1965), is the portion of the day not used for exigencies of existence. In other words, Weiss and other theorists prescribing to the discretionary time viewpoint regard recreation in quantitative terms as the antithesis of work. Similarly, Degrazia (1961) defines recreation as being interchangeable with the word free time. Recreation becomes an adjective to modify free time.
Also, prescribing to the notion that recreation can be defined in terms of time are Eric Larrabee and Rolf Meyersohn (1958) who define recreation as:

"the state of having time at one's own disposal; time which he can spend as he pleases; free or unoccupied time."

Thus, recreation defined as time, can be understood as the time where people have the opportunity to engage in what they desire. Recreation is a person's discretionary time.

Bucher and Shivers (1984) articulate their definition of recreation by carefully qualifying what "free time" includes. These authors point out how free time can be accumulated. Firstly, free time can be accumulated by economic ownership. Recreation is available to those whose economic resources can ensure freedom from an obligatory time-consuming occupation. Secondly, technological advances such as labour saving devices in the work place and home, have enabled people to have more recreational time at their disposal (Friedrich, 1980). Another accumulation of time results from unfilled obligations. For example, if one avoids work obligations or procrastinates, that person will have temporary increased levels of leisure time. Another source of free time described by Bucher (1984), is when individuals' activities are restricted through enforced idleness. Retirement also generates recreational time.

Recreation defined in terms of time is further developed by Dumazedier (1974) who like Bucher includes an economic element in his definition. Dumazedier defines recreation as the time free from productive work as a result of technical progress and
social action. According to Dumazedier, recreation is man's pursuit of non-productive activity during or after the period of his productive occupation.

2.2 State of Being

Other representatives of the behavioral approach are Neumeyer and Neumeyer (1958). They have difficulty conceptualizing recreation solely as free time. They believe that the line of demarcation between necessities and free time is not rigid. There could be disagreements as to whether certain social conditions can be considered leisure. For example, an unemployed person usually has a great deal of leisure time. This unobligated time may be spent looking for a job. Time spent this way will most likely not be considered recreation by most people. Similarly, prisoners have considerable amounts of free time at their disposal, which they probably do not consider leisure time. Thus, the personal nature of recreation behavior must be considered in addition to the availability of free time.
Berger and Berger (1962), further develop the argument against recreation being conceptualized strictly in terms of time. They believe that recreation defined solely in terms of time belongs in a presociological age, they state:

"If sociology has taught us anything, it has taught us that no time is free of normative constraints; what work is for some is leisure for others"

Authors such as Berger and Berger dismiss the notion that recreation should be defined in relationship to time. Rather they define recreation as a state of consciousness or as a state of being as experienced by the individual. Recreation is a state of existence differentiated from time, for it can occur regardless of the type of activity in which an individual participates. Recreation articulated by these writers, is viewed as the epitome of self actualization. Furthermore, participation in recreation, allows individuals to achieve their own potential. (Bucher, 1984)

Authors such as Fitzgerald (1948) and Nakhooda (1961) define recreation in terms of time while taking into consideration the personal nature of recreation to each individual. Specifically, Fitzgerald defines recreation as a state of opportunity which represents time. Furthermore, he adds that recreation represents freedom of choice.
Nakhooda offers a definition of recreation in layman's terms as: "that part of an individual's daily life in which he finds himself free from the demands of his regular calling and able to enter upon any line of activity he may choose within his own interests—whether it be work, play or meditation."

When recreation is considered as a state of existence, it serves to provide individuals with personal satisfaction and self fulfillment. Recreation can be epitomized in the concept of the whole person, since participation in recreational activities is believed to help individuals surmount the stressful obligations of the work place and renew their own uniqueness. Furthermore, recreational pursuits, provide not only a perspective of what one is, but also of the person one might become.

2.3 Activity

In contrast to the theorists explaining recreation behavior in terms of time or as an individuals' state of existence, are those who explain recreation as an activity. These theorists examine the role activity plays in human development. For example, Kaplan (1975) defines recreation as activity which acts as a means to recreate one's self in order to prepare for better work and social control.

Recreation activity provides the individual with an opportunity to balance the obligations of the work place with activities which help create a well-rounded personality. Moreover, since the demands of the work place restrict and limit the type of life one lives, supplementary activities are
necessary in order for the individual to develop complimentary modes of behavior which lead to the development of a complete person.

Specifically, the recreation experience provides individuals with their own sense of uniqueness and identity depending on the activities they engage in. Also, participation in recreation activities allows individuals to develop their own meaning of life because during recreation there is time to reflect upon life without being distracted by the occupations of daily existence. This type of human satisfaction will only occur when some capacity for objectivity is present. Individuals must be free to enter or depart from recreation activities. As a result, individuals will learn to free themselves from stressful responsibilities. Recreation becomes the key to keeping life's trials in perspective. To this end recreation provides individuals with an opportunity to have "fun". Although this objective may at first observation seem quite simplistic, it is an essential ingredient in stress management. "Fun" activities are difficult if not impossible to define, because of individual's personal interpretations of the word. However, there are two essential elements in fun or frivolous activities: spontaneity and the ability to realize that not everything in life is serious. Thus, some activities should be planned strictly because of their whimsical nature in order to help people not take themselves too seriously.

The International Group of Social Scientists (1960), adopted a definition of recreation close to Kaplan. They believe that recreation consists of:
"A number of occupations in which the individual may indulge on his own free will either to rest; to amuse himself, to add to his knowledge; or improve his skills or to increase his voluntary participation in the life of the community, after discharging his professional, family and social duties."

The behavioralist authors, Driver and Toucher (1974) developed theory based on the individuals' recreation behavior. The purpose of their theory is to help planners understand people's recreation behavior in order to plan the most desirable recreation facilities. According to Driver and Toucher there are certain characteristics of recreation which planners should recognize when planning facilities. These are:

- non-work activity
- rejuvenation of spirits
- change from routine
- freedom of choice

Once planners recognize these characteristics, recreation can be regarded as an experience for the individual which satisfies some personal motivation. Also, recreation engagements should be self-rewarding and ends in themselves. Evidence shows that a large proportion of our lives are spent either planning or pursuing or reminising about recreation experiences. Moreover, recreation engagements require the recreationist to make personal and free choices. It is assumed, however, that individuals are able to participate in any activity they choose. Finally, according to Driver and Toucher
(1979), recreation engagements occur during non-obligated time. On the contrary, obligated time is a block of time during which we are bound by a sense of urgency or importance to continue a given course of action such as work.

3. Humanistic Theory

Recreation for the humanist is viewed as an opportune time for developing one's potential and learning about the possibilities for human perfection (Bucher, 1984; Nash, 1953). Thus, recreation is explained by humanists from the viewpoint of the individual. For example, Gans (1968) believes that participation in recreation is necessary for the achievement of good mental health. Furthermore, recreation is viewed as part of the good life.

Humanist philosophy does not prescribe to the concept that leisure is free and wasteful time and thus can pass without gaining insight or providing opportunity to self actualize. Rather, recreation to the humanist is a time when people can both maximize and develop their abilities. Therefore, recreation is the means for both intellectual and physical growth which helps an individual move towards a higher degree of self expression and a better understanding of life.
The desired effect of recreation on the individual is clearly postulated by Nash (1953):

"The aim of recreational experience is an autonomous and well-rounded person who is not only an appreciator of the fine and performing arts, but a person who has the skill and physical capacity to participate in whatever activities are available or designed to invigorate and enhance the person's efforts in sustaining his life and overcoming the vicissitudes of circumstances."

In the Third US Nationwide Outdoor Recreation Plan (1979), recreation is also defined in humanistic terms. It is believed that regular participation in recreational activities contributes to good mental and physical health. Evidence is provided in the plan, that there is a link between physical fitness, recreation activity and good health. For example, in 1979, cardio-vascular disease decreased one million for the first time. Furthermore, it was found that regular exercise positively affects family stability and helps reduce anxiety. Recognition of this fact provides substantial justification for expanding public interest and participation in recreation.

The humanistic notion of recreation providing personal well-being is further developed by Gray and Greben (1979):

"Recreation—an emotional condition within an individual human being that flows from a feeling of well-being and satisfaction. It is characterized by feelings of master, achievement, exhilaration, acceptance, success, personal worth, and pleasure. It reinforces a positive self-image...It is independent of activity, leisure or social acceptance."
Similar definitions and desirable personal effects of recreation to Gray's and Greben's definition are used to market the programs of fitness and weight loss centres. The focus is strictly on the physical, spiritual and emotional improvement of the individual. Pieper (1973) stresses that recreation cannot under any circumstances be defined solely as an activity; a period of time or a means to an end. Although recreation is almost always defined in terms of activity, it would be misleading to over stress physical activity. Recreation can also involve passivity. Thus, recreation should be defined as:

"a mental and spiritual attitude--it is not simply the result of spare time, a holiday, a weekend, a vacation. It is an attitude of the mind, a condition of the soul."

Pieper's views of what the recreation experience should accomplish are considerably broader than other humanists. The activity must help move a person intellectually to a state of self actualization. It is whatever activity an individual becomes spiritually absorbed in.

A similar definition is provided by Romney (1945) who believes recreation should be defined as a state of existence.

"recreation - not a matter of motions--but emotions. It is a personal response, a psychological reaction, an attitude, an approach, a way of life."

Recreation as an approach and as a way of life was further developed by recreation theorists as the "Leisure Concept" which will be discussed later in this chapter.
From the views of the different authors it is clear that humanistic theory stresses the personal nature of recreation. Furthermore, humanists view recreational activity under the auspices of government, as an instrumentality that is increasingly concerned with the values for life, producing sensitivity to social well-being and implementing action to promote the public good. According to Humanistic theory, public recreation is tailored to encourage an individual's personal growth and help individuals develop their knowledge and skills directed towards physical and cultural experience (Bucher, 1984).

The Humanist definition of recreation appears to be the same as the Behavioralist state of being definition. Both explain recreation not in terms of time, but rather as a state of existence leading to individuals' self actualization. These theories, however, are not the same. Rather, humanists incorporate state-of-mind theory, along with other more developed ideas into their definition of recreation. To the humanist, recreation is a state-of-the-mind, but it is also much more. In addition to rejuvenating people, recreation helps people grow intellectually by moving them to a higher degree of self expression and awareness. It is the belief of the Humanist, that recreation serves to help people understand and appreciate life rather than just feeling that they are spiritually involved in an activity.
4. Pragmatist Theory

This approach to defining recreation originates in part from the field of Sociology. Recreation conceptualized in terms of free time, is the position held by the pragmatists. The pragmatist views the human condition as social. Theorists of this approach look at all major human activities as constructs which have overlapping elements. All elements of recreation are found in the work place, family and educational settings (Kaplan, 1975; Dumazedier, 1974).

From the view of the pragmatist recreation provides individuals with the opportunity to develop their maximum potential without infringing upon the rights of others. Recreation is seen as a time for recuperation. Recreation provides individuals with the opportunity for gathering strength to enhance personal, mental and physical health. As a result, of the constructive use of recreation, benefits accrue to the individual and to society as a whole.

There is a therapeutic element which is an integral component of the pragmatist approach. Recreational activities serve as an instrument of control. Inherent in this approach, for example, is the notion that constructive recreation programs help reduce juvenile delinquency. When such a viewpoint is held, recreation facilities are considered as a component of social welfare services. In addition, facilities are designed that are family-oriented in order to help keep families cohesive. Equally important, recreation should provide compensation for the essential mental and physical elements not
found in the workplace. Moreover, the facilities and programs planned should create opportunities for individuals' personality development and self-expression (Crompton & Howard, 1980).

The pragmatists believe that part of the purpose of recreation is to restore an individual for work; whereas, the humanists believe that the purpose of recreation is not to recreate individuals but rather to help individuals reach their full potential. To the humanist, recreation is a state of being detached or isolated from time, a period to be used for contemplation rather than for pragmatic activity. In essence, to the humanist recreation is an end in itself and to the pragmatist, recreation is in some respects a means to an end. Moreover, to the pragmatist, recreation creates benefits not only for the individual as prescribed by the humanists, but also for society as a whole (Bucher, 1984).

Part of the justification for the provision of recreation facilities using this approach, is the satisfaction of individuals' desires and the preservation of the long term interests of the community (Crompton & Howard, 1980). For example, should a group want to participate in snowmobiling in an ecologically fragile area then before providing or allowing a service to satisfy these short term desires, recreation planners must decide whether the long term desires of society are likely to require that such an area should be protected.

In order for an activity to be truly recreation, it must be engaged in voluntarily, in a democratic environment where each person has an opportunity for self-expression. Pragmatists believe that recreation is a necessary service which should be
provide varied opportunities for individuals' growth in a democratic environment.

Individual growth to the pragmatist is the basic ingredient for public support for recreation. Thus, the public provision of facilities should provide varied opportunities for all citizens to participate and develop themselves regardless of their financial status (Lutzin, 1979). In addition, to the personal growth aspects of recreational experiences, recreation provides individuals with the social interaction which they require as social beings. As stated by Bucher (1984):

"There is no more democratic structure existing than that of public recreational service with emphasis upon free choice, popular support, and responsiveness to personal needs, interests and potentialities of patrons."

5. Social Psychology Theory

Social psychologists examine individuals without considering social factors. Rather than studying the effects of recreation on the individual as member of a larger group, the social psychologist analyzes an individual's recreation behaviour as the individual is influenced by the presence of others.

Inherent in the social psychology approach, the focus is on the individual whose behavior is influenced by other individuals and the environment during leisure time. The individual's thoughts, attitudes and behavior are examined.
Social psychologists believe that individuals choose activities based on their personality and past social experiences. Such a view of recreation helps recreation planners understand how people are influenced by their own experiences and others' leisure behavior. The main objective for recreation according to authors of the social psychology approach is the improvement of human psychological well-being and the quality of life which is the rationale for public provision. More specifically, the social psychologist argues that recreation should be provided to:

a) socialize the young into mainstream society through play.

B) enhance one's work performance by improving work related skills during leisure.

C) provide social entertainment and relaxation.

D) help develop and maintain skills for interpersonal behavior and social interaction.

E) enhance character and personality.

F) prevent idleness and antisocial activities.

G) develop a sense of community (Iso-Ahola, 1980).

To the Social Psychologist, recreation is viewed as an invaluable way to improve an individual's behavior to the benefit of society.
6. Recreation Theory

Early recreation theory includes limited definitions of recreation confined to activities which are considered morally sound or non-debilitating. For example, Hutchinson (1949) defines recreation both as a worthwhile and a socially acceptable experience which provides immediate satisfaction to the individual.

As time passed, recreation theorists began to expand their definition, and not confine it to presumably morally sound activity. These later theorists also did not view recreation in opposition to work. Avedon (1974) statement clearly reflects the advancement in recreationalist theory:

"RECREATION—There is a personal sensation of well-being experienced in the process of anticipating, recalling, or engaging in any activity. This sensation of well-being is a phenomenon in which physical, biological and psychological and social components are integrated to form a functional unit. This functional unit has properties which are not derivable from its component parts."

Like other later recreation authors, Avedon blends the works of the psychological, and sociological theories in order to create one all encompassing theory. The definitions of recreation prescribed by recreation specialists incorporates all notions of recreation as free time, as an activity and as a state of being. Gold's (1980) definition of recreation clearly reflects the integration of time, activity and state of being into one definition:
"Recreation- any leisure time activity which is pursued for its own sake, or what happens to a person as a result of a recreational experience. (It) is what happens to people in terms of image, achievement or satisfaction and can occur at any time and in many places."

Based on his broad definition, Gold attempts to justify the provision of recreation facilities as a way to beautify or renew cities in order to make them a more desirable place to live.

A more sophisticated and informative definition of recreation is developed by Chikzent (1975). He also defines recreation in terms of activity, period of time, and a state of being. However, he more clearly articulates the state of being concept of the definition. Chikzent adds to the definition the notion of the "peak experience". The peak experience is what happens when one's skills are challenged while participating in an activity. The individual concentrates only on the activity at hand, and as a result enters into a dream state. It is held by Chikzent that true recreation only occurs when a person is in a peak state. The individual must feel totally consumed in an activity. When the situation is no longer challenging or exceeds the skill level of the individual, the individual is no longer enjoying recreation. A serious drawback of this definition is that people can experience strong feelings of involvement in unpleasant situations which they would undoubtedly not call recreation. Also, this definition does not take into account activities that people may engage in while they are thinking about work rather than the activities at hand. For example, the corporate jogger may be thinking about the office
while jogging. The jogger and a great deal of other people would still consider this activity to be recreational in spite of what the jogger is thinking about.

A slightly more comprehensive and popular definition of recreation is the "Leisure Concept." This concept is the product of synthesizing psychological and sociological definitions of recreation. It can be viewed as both an attitude and as a way of living. Authors holding to the Leisure Concept believe that individuals should enjoy life. People should work hard, but they should also provide themselves with a healthy balance between work and recreation. Thus, time should be allocated for enjoying activities. The underlying philosophy of the Leisure Concept is not necessarily freedom from work, but rather for individuals to balance their work time with leisure time (Shivers, 1981).

The theorists of the Leisure Concept approach, also known as the Holistic Approach, hold that the elements of leisure are pervasive in all life's activities. This suggests that work and leisure are inextricably interrelated. According to Howard and Crompton (1980) when one plans for recreational facilities, while adopting the holistic viewpoint the following provision philosophy would be adopted:

"Integrated leisure delivery services with other life sectors. The quest should be to find ways of enriching each and every area of life experience rather than creating separate times, places and activities in which to enjoy them. In this context, the recreation and park agency becomes a broker of ways and means to enrich the quality of life by injecting provision of park and recreation services into separate areas of living, moving away from the traditional come and get it role."
The provision of recreation can be justified as a means to help people realize their full potential and self actualize (Kraus, 1977; Welskopf, 1975; Kraus, 1982).

The idea of improving the quality of life and helping people develop more balanced life styles as the leisure concept suggests is the definition adopted for dealing with stress management. Recreation is described as a means for people to supplement and balance the hours of stress and extensive labour of their lives with activities that bring relaxation and rejuvenation (Shivers, 1981).

The Leisure Concept is the rationale adopted at several Canadian swimming pool complexes. At some public pools, water slides have been installed in order to add more enjoyment for swimmers. The underlying assumption is that the pool should be a place for exercise as well as a place to have fun. The Royal Life Saving Society of Canada teaches life guards the Leisure Concept philosophy in their training programs. They are trained to help patrons enjoy a safe environment as well as enjoy themselves (Moon, 1988).

Other theorists from the field of recreation attempt to justify public funding for recreation based on ethical rationales. For example, Johnston and Rooney (1964) argue that recreation can only be justified on the basis of some indirect type of benefits for those who do not directly subscribe to the service. They justify the provision of facilities, similar to the Pragmatist, on the basis of recreation providing indirect benefits which help achieve social goals.

Community recreation authors frequently express the
importance of regarding recreation as a service rather than as a physical entity (Rooney, 1964; Johnston, 1969; Shivers, 1981; Jubenville, 1976; Kraus, 1977; Gans, 1968). Thus, recreation is thought of as a social service, in which programs are designed to meet human growth needs and also help foster social well being in communities. At the community level, recreation is frequently held to be any form of activity or experience that an individual engages in freely for the sake of personal satisfaction and enjoyment. As a result, of individual's satisfaction, it is held that the quality of life increases and society is improved (Rooney, 1964).

7. Economic Theory

Up to this point, all the theories examined describe recreation in terms of the social benefits directed towards the individual. To the economist, recreation is treated as a product on the market. Development of facilities occurs when potential revenues exceeds potential costs. Social goals for recreation are either not considered or are translated into monetary terms.

The purpose of recreation becomes two fold: at the individual level, to provide income for the developer; and at the community level to increase wealth. The realization of the monetary value of recreation has been enhanced by increased national wealth. Many leisure activities require materials and services that cannot be had without spending money.
Expenditures on recreation by private business and non-profit organizations indicate the importance of recreation as an investment, creating employment and stimulating economic growth. There are a multiplicity of linkages in the economy caused by recreation (Baud-Bovy & Lawson, 1977; Kelly, 1985). For example, a direct effect of the recreation activity of horseback riding is the purchase of equipment, clothing and lessons. An indirect effect is the purchase of a horse trailer to transport the horse. A spin-off effect would be the purchase of asphalt used to build the highways (Smart, 1981). Virtually every industry and service that contributes to the GNP, also contributes in some way to leisure and to leisure expenditures (Bucher, 1984).

Employment opportunities, in the North American recreation service sector have grown at a rate faster than jobs in all industries (Third US Nationwide Outdoor Recreation Plan, 1979). Another economic justification for spending on recreation is tourism. Recreation facilities particularly in resort communities cause an influx of external money into local economies that has a significant multiplier effect. For example, a tourist may purchase tennis equipment, hotel accommodation or court fees. The tennis manager will retain some of the earnings and spend some of the earnings on wages, inventory and imports. Money spent on imports is considered a leakage, because it leaves the local economy (Hawkins, 1987). Tourist expenditures on goods and services generates new incomes which produce more expenditures in the local economy. An estimated $250 Billion was spent in North America in 1982 on
direct leisure expenditures; not including indirect or spillover amounts.

The boundaries between tourism and local recreation are somewhat indistinct. There is both sharing and competition for the same facilities and open space. Tourism like recreation is not an essential activity. Both recreation and tourism are dependent on changing economic situations, fashions, traditions, education, government policies and promotional activities. Many facilities related to tourism and recreation are interchangeable. Thus, the development of recreation facilities for tourists has the potential to create employment opportunities, increase incomes, and encourage foreign exchange (Phillips, 1986).

A final economic justification for the provision of recreation facilities is the benefits both tourists and local residents receive from the accompanying development of infrastructure and services. Social and recreational services provided for tourists could possibly be used by the local population who would not otherwise be able to justify the provision of higher order facilities.

***
8. Summary

Humanistic theory is focused strictly on the effects of recreation upon the individual. Recreation is seen as an end in itself, is necessary for the achievement of good mental and physical health which leads to self actualization. The humanists provide a spiritual and elitist definition. They justify the provision of recreation on the basis that recreation opportunities should be provided in order to enable individuals to grow and develop their knowledge and skills. It is held by the humanist that satisfying leisure behavior is part of a good life and that good recreation facilities makes leisure more satisfying leading to superior mental and physical health.

Although the humanist definition of recreation is simplistic, and focused on the individual, as opposed to the community, it is crucial for recreation planners to understand what recreation can accomplish for the individual. Humanists prescribe that planners should provide individuals with an environment conducive to self actualization.

The works of the behavioralists on the other hand help recreation planners understand aspects of recreational behavior. Behavioral theories are especially useful for planners when planning specific facilities. Behavioral theories help planners understand the recreational needs of people as stated by Jubenville (1976):

"The difficulty with past planning efforts has been ... The lack of understanding of leisure needs, or the lack of professional preparation to develop services to meet these needs."
Social psychologists study the effects of recreation on the individual based on their personality and past social experiences. Such theories help planners learn how people are affected by their own experiences and others' behavior. Their main interest is in the improvement of human psychological well-being and quality of life. Recreation is viewed as an invaluable way to improve individual's behavior which will then benefit society.

The pragmatist studies the effects of recreation on the individual in relation to the larger group. Recreation is justified as a social service which should be made available to all people regardless of their financial status in order to provide opportunities for personal development. Constructive recreation is felt to benefit society as a whole.

The recreationists tend to synthesize the psychological, sociological and humanist theories. The leisure concept is one of the theories originated by the recreation specialists. It is held by the authors of the leisure concept that work and leisure are inextricably interrelated. Moreover, individuals should participate in recreational activities frequently in order to manage stress. For the economists, recreation facilities are justified in terms of tourism and increasing the GNP; providing employment opportunities; facilitating local economic growth; and increasing local incomes by the multiplier effect.

The theories examined in this chapter provide several complementary and frequently contradicting definitions of recreation. Recreation has been viewed as the antithesis of work (discretionary time); a healthy condition of the body and
soul (state of the mind); a means for creativity and personality development (activity); a way to strengthen communities, and as a means to pursue enjoyment and spiritual happiness. Inherent in all of these definitions are the following characteristics of recreation:

- involves activity (physical, mental, emotional)
- has many forms
- participation is voluntary
- is an enjoyable experience (Sessons, 1984).

One of the major problems of justifying the public provision of recreation based on these theories are the broad definitions that do not state precisely what recreation is. There is a confusion in the definitions as to whether recreation is primarily determined by the participants' attitudes towards the activity; the nature of the activity, or the participants' psychological state during the activity. As a result of this confusion, recreation has been advanced as everything from an universal panacea to mere sports and games or physical education and art (Welskopt, 1975).

Taken as a whole, the theories of recreation examined in this chapter provide useful information concerning peoples' perceptions of recreation. It is crucial for planners to understand what a particular group wants recreation to accomplish for them. People participate in recreational activities for a variety of reasons. For example, one person may consider recreation as a means to meet people. Such a person will want to participate in activities that will enable
social interaction. Social psychology theory, can help planners create spaces which are conducive to socializing. On the other hand, an individual may desire individual, intellectually satisfying activities. An understanding of humanistic theory, would help planners provide facilities for such a person.

An awareness of the different purposes of recreation can help planners accurately develop facilities that match peoples' desires, rather than creating facilities that are underutilized.

Table I includes a summary of what the various theorists postulate the purpose of recreation. It also specifies whether a particular definition of recreation is intended to benefit the individual or the community. Such a table is useful, in helping planners develop goals for facilities.
<table>
<thead>
<tr>
<th>Theory</th>
<th>Level</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Humanistic</strong></td>
<td>individual</td>
<td>* Required for individuals to help them grow and develop their knowledge &amp; Skills (intellectual &amp; physical)</td>
</tr>
<tr>
<td>end in itself</td>
<td></td>
<td>* Creates positive self images and self expression</td>
</tr>
<tr>
<td>(psychology origin)</td>
<td></td>
<td>* Promotes good Physical &amp; mental health</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Helps people appreciate and understand life</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Provides a means for self actualization and human perfection</td>
</tr>
<tr>
<td><strong>Pragmatist</strong></td>
<td>individual</td>
<td>* Necessary social service which should be provided in order to provide individuals, regardless of financial status with the opportunity to democratic environment</td>
</tr>
<tr>
<td>means to an end</td>
<td>as a community member</td>
<td>* Develops individual potential</td>
</tr>
<tr>
<td>(sociology origin)</td>
<td></td>
<td>* Provides necessary social interaction</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Therapeutetic social control function</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Provides recuperation</td>
</tr>
<tr>
<td><strong>Social Psychology</strong></td>
<td>individual</td>
<td>* Recreation is an invaluable way to improve individuals' behavior which will help benefit society.</td>
</tr>
<tr>
<td>individual recreation behavior as a function of relations with other individuals (psychology)</td>
<td></td>
<td>* Improves psychological well being and the quality of life for the community.</td>
</tr>
<tr>
<td>Theory</td>
<td>Level</td>
<td>Purpose</td>
</tr>
<tr>
<td>------------------------</td>
<td>---------------</td>
<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Behavioralist</td>
<td>individual</td>
<td>* To help individuals develop their fullest potentials &amp; lead well rounded lives in the community</td>
</tr>
<tr>
<td>time, activity &amp; state of being (psychology)</td>
<td></td>
<td>* Socializes the young</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Provides enjoyment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Strengthens community</td>
</tr>
<tr>
<td>Recreationist</td>
<td>Individual</td>
<td>* To help individuals develop their fullest potentials and lead well rounded lives</td>
</tr>
<tr>
<td>(psychology, sociology, philosophy)</td>
<td>and to a lesser degree the community</td>
<td>* Recreation should be funded like other social programs even though not everyone uses the facilities.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Promotes good mental &amp; physical health</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Good for stress management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Increase employment opportunities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Provides higher quality facilities to areas which could otherwise not justify their development</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* increase GNP</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* increase local incomes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* increase local development</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* increase real estate values</td>
</tr>
</tbody>
</table>
Recreation Facilities in Mountain Resort Communities

The purpose of this chapter is to discuss the factors that influence recreation participation as well as to determine what types of recreation facilities are most frequently found at mountain resorts. The chapter begins with a definition of resort communities, followed by a discussion of mountain resort visitors' demographics and participation trends. Since Whistler is attempting to become a four seasons destination resort, a description of the types of seasonal recreation opportunities offered at the various mountain resorts is included. The last part of the chapter contains a description of the state-of-the-art ski facilities and recreation opportunities that are found at mountain resorts.
1. RESORT COMMUNITIES

Recreation or resort communities can be visualized as anything from romantic hideaways in deserted destinations to recreational vehicle parks with artificial and plastic flamingos in Los Vegas. Resorts can be further classified based on elements such as recreation opportunities, scale, amenities provided, intended user groups and ownership. (ASPO, 1976; Barclay, 1979; Smart, 1981). For the purposes of this thesis, resorts and recreation communities defined as those places where destination lodging is available for purchase or rental and on-site recreation activities exist as a major component of the community's economic base. Resorts are localities where tourism plays a major role and where the percentage of tourist beds to inhabitants of the locality is very high (Baud-Bovy & Lawson, 1977). Although a resort is essentially a place developed for the sojourn of tourists (destination, day, weekend) providing them with multiple facilities for accommodation and fulfilling their leisure needs, a resort community is also typically the home for permanent residents and transient workers. The concentration of facilities, gives the resort its identity and character. As a result, recreation communities and resorts become a place to go and enjoy in their own right.

Although most of the recently developed mountain resorts are ski resorts, the term mountain resort is preferred to ski or winter resort because it does not minimize the importance of the summer season. Mountain resort communities have enjoyed increased popularity in recent years, resulting in an increased
demand for recreation facilities (Herrington, 1967; Smart, 1981; USDA Forest Services, 1979).

In order to meet demand, recreation planners must decide exactly what facilities to provide based on the purpose of recreation. Moreover, it is the quality and diversity of the specific recreation facilities provided which help establish a resort community's image (Little, 1967). If the facilities in the resort community are not well planned, the resort can become overdeveloped and experience the accompanying urban problems of traffic congestion, noise, pollution, and crowding. Without careful planning, the natural resources of the area become eroded, and the original concept changes to focus on short-term gains and profitability.

Most of the difficulties in resort areas arise from inadequate organization and deficiencies in planning. A misunderstanding of the real motivations underlying development and maladministration in the planning process are the leading causes of resort failures. Since an element of speculation is in most cases unavoidable in resort communities, recreation planners must concentrate on the long-term objectives of the community in order to create a well planned, integrated resort (Baud-Bovy & Lawson, 1977). In order to achieve this, strict standards and controls must be enforced.
2. FACTORS INFLUENCING RECREATION

Recreation planners must decide who they are trying to serve. Demographics can help planners divide people into client groups. Client groups can be defined as groups of people who have similar demographic characteristics and share similar recreation preferences. The following section provides a description of visitors' demographic characteristics at several mountain resorts.

2.1 Demographics

Not everyone who visits or resides in a mountain resort community is a skier. However, 80 per cent of the visitors to a resort community have at least one member in their family or group that skis. (British Columbia Ministry of Tourism & Recreation, 1986)

Skiers tend to be young and originate from an urban background. Nearly 70 per cent of United State's 20 million skiers are under age 30. (Phillips, Patrick, 1986) In a survey conducted of skiers at Vail in 1976, 9.7 per cent were under 19 years old; 38.7 per cent were between the ages of 19 to 29, and 28.8 per cent were between 30-39 years of age. In sum, 77.2 per cent of the respondents were under 40 years old, and only 6.5 per cent were over 50 years of age. (Goeldner & Fellhauer & Kates, 1976)
Similarly, in a survey conducted for Belleayre Mountain in New York State, the majority of the skiers were between 25 and 49 years of age. In a survey conducted at Breckenridge resort, 58.8 per cent of the skiers were under 30 years of age. (Marchi & Stanford, 1983) Based on these data, the ski industry depends heavily on the teenage and young adult populations. (Jubenville, 1976; Goeldner & Fellhauer & Kates, 1976; Marchi & Stanford, 1983) Since most of the skiers are young, a great deal of them are unmarried.

In addition to the fact that skiers are young, most skiers are also male. At Vail, male skiers out-numbered female skiers two to one. Similarly, at Breckenridge 67.9 per cent of the skiers are male (Jubenville, 1976; BC Ministry of Tourism, 1986; Marchi & Stanford, 1983).

As would be expected, skiers are more affluent than the population as a whole (Phillips, Patrick, 1986). In the Vail Survey, over 60 per cent of the respondents were college graduates and 84 per cent have completed some college. Also, 12.5 per cent of the respondents have advanced degrees. In a study conducted which compared the education levels of the Aspen, Vail and Breckenridge skiers, the Aspen skier was the most educated, since 22.8 per cent indicated that they had advanced degrees. (Goeldner & Fellhauer & Kates, 1976)

In terms of income, skiers tend to fall in the middle to higher income ranges. In 1980, skiers were twice as likely as the average American to report incomes over $25,000. (Phillips, 1986 & Smart, 1981). In a survey at Aspen, almost half of the skiers had incomes over $25,000.
In regard to occupation, skiers either tend to be professionals with higher levels of education (Goeldner, Fellhauer, Kates, 1976) or they tend to be the children of professional families. Generally, blue collar workers do not ski. This tendency often does not strictly reflect cost, but is due to the variation in leisure preferences of blue and white collar workers (Jubenville, 1976). The Vail skier tends to come from the executive/manager and buyer/sales categories. Whereas, Aspen skiers tend to be professionals (Goeldner & Fellhauer & Kates, 1976).

As opposed to alpine skiers, cross-country skiers to be slightly older. The average age for a cross-country skier is 32.6 years. Also, on average there is equal representation of males and females participants in cross-country skiing (Ski Industries America (SIA), 1984). Over the last ten years, the popularity of cross country skiing has grown rapidly. The sport's rapid growth may in part be due to North America's aging population, since the cross country participants are usually slightly older than alpine skiers, it follows that with an aging population, more people are going to cross country ski. Also, cross country skiing does not require skiers to purchase expensive lift tickets as does alpine skiing (Anderson, Virgil, 1988).

Another important demographic consideration in planning recreation facilities are the skiers' abilities. Skiers are usually classified into three categories: beginner, intermediate and advanced. Some recreation planners add low intermediate or novice and expert to the classification. The categories are not
rigid. An intermediate skier in one country may be classified as a beginner in other countries. Also, a person who was classified as an advanced skier 15 years ago, may be now considered as an intermediate skier due to the state-of-the-art training methods and equipment. Most of the mountain resorts provide diversified facilities for all categories of skiers depending upon the image they want to create. For example, resorts which want to cater to families will offer mainly beginner and intermediate runs (Lake Tahoe Regional Planning Agency, 1987; Baud-Bovy & Lawson, 1977). Whereas, at Vail 32.5 per cent of the skiers are in the expert or advanced categories. Similarly, at Belleayre, 60 per cent of the skiers are advanced. Both of these mountains provide a large proportion of their runs for advanced skiers (Marchi & Stanford, 1983; Goeldner & Fellhauer & Kates, 1976). In general, however, the beginner and intermediate skiers out number the expert and advanced skiers (Baud-Bovy & Lawson, 1977).

2.2 Participation Trends

Over the last 25 years, there has been considerable changes in participation trends in destination resort areas. There has been a change from passive sight seeing activities to those which provide personal experiences to individuals. Visitors want more contact with nature. Activities are desired where tourists can actually experience their surroundings. It is not enough for tourists just to look at a lake. Today's destination
tourists want to swim in it. There has also been a shift from traditional general packages to packaging for specialized interests. Visitors are interested in learning about the cultural setting of an area, rather than just skiing. Resort visitors of today, want to enjoy their vacation not only as a ski trip, but as a total experience which offers a change of environment. Visitors want resorts that have their own special ambiance and sense of place. Thus, the success of the whole ski experience depends on the presence or absence of restaurants, shops, recreation facilities and activities, and night life. Skiing is not the only factor, rather the apres ski aspect and character of the resort play an important role in the participation decision. Today's skiers will pay more than skiers of the past, but they want quality and personalized services. Resort visitors today, are making more short, frequent trips as opposed to long infrequent trips of the past. A destination resort must have its own special character and charm which is reflected in its entire built environment (Smart, 1981; Kent, 1986; Phillips, 1986; ULI, 1985; Berstein, 1988). There is also considerable interest expressed in fitness and health-related activities as part of the wellness movement. As a result of this trend, there is a desire for increasingly sophisticated indoor and outdoor recreation facilities at resorts.

As a rule individuals with higher education and socio-economic status will engage in more recreational pursuits. It is important to keep this trend in mind when planning facilities (Baud-Bovy & Lawson, 1977). It is not enough to provide
standard facilities in such a competitive market, since skiers want quality and personal services. Equally important, there is a trend towards individual, non-competitive activities. There also appears to be a trend towards recreation consumers wanting to improve themselves through social and personal recreation experiences. For example, at Snowbird in Colorado, a hotel-spa has been developed where skiers can enjoy highly specialized services. The spa is equipped with exercise equipment, saunas, whirl pools, diet menus and complete esthetics services. The spa overlooks the tram. Snowbird has diversified their product, in order to enable visitors to enjoy a ski vacation but also improve themselves physically and mentally (Marshall, 1987).

Another example of the desire for highly personalized products that emphasizes quality and service, is reflected at Mammoth Mountain, California where the goal of the ski programs is for the visitors to achieve personal excellence. All ski classes are filmed, and coaching is provided only on an individual basis (Berstein, 1987). This trend based on humanistic theory, has lead people to seek their own personally desirable experiences which entails activity that enhances personal skills and provides educational benefits. Thus, ski programs are both taught and marketed as a way for individuals to self actualize.

Not all resort community visitors want to self actualize by improving their skiing ability or physical health at spas, rather some people want to improve themselves intellectually in a resort setting. It is for this reason that Aspen offers computer courses and hosts conferences. According to Smart
(1981), there will need to be more educational opportunities available for visitors in the future at mountain resorts.

2.3 Four Seasons Viability

The summer season is of critical importance in determining the feasibility of a mountain resort. When planning for a ski resort, one should consider as many summer recreation activities as winter recreation activities (Baud-Bovy & Lawson, 1977). Increasingly exorbitant development costs are making it essential to create four seasons resorts as opposed to single season resorts. The length of the tourist season is a crucial factor which in part determines the economic viability of a mountain resort. The resort dependent on a single season experiences difficulties in serving the debt burden stemming from the construction of tourist accommodation, infrastructure and recreation facilities. Furthermore, high capacity sewage treatment, water supply and recreational facilities designed to meet peak season demand remain an under utilized burden for the rest of the year (Barker, 1982). Many new facilities are not built unless they can be used all year round or have dual seasonal uses.

Seasonal effects can be reduced by providing a wide range of activities which in turn draws on different market segments and thus expands facility use. The development of diverse recreational opportunities in an variety of settings is, therefore essential to the success of a four seasons resort
Resort communities once planned around a specific seasonal recreational activity such as skiing and other winter-related activities are today more likely to supplement these recreation opportunities by providing off-season attractions such as walking, hiking, equestrian and cycling trails, summer arts and music institutes, tennis, golf, swimming pools and beach access, and specialty shopping opportunities (Strain, 1985).

Snowbird, Utah, originally planned as a winter resort has now added a summer arts institute and an outdoor concert series. While Aspen, Colorado a place synonymous with skiing, now offers summer music and dance programs and also hosts a design conference. Sun Valley, Idaho has added golf, tennis and equestrian opportunities to its recreation base. Similarly Vail, Colorado has added jeep riding over barren ski runs; hot air ballooning; equestrian activities; boating and fishing; 40 public tennis courts and 5 major golf courses in order to increase its seasonal usage (Butler & Roberts, 1982). While Canadian Mountain Holidays, a winter helicopter skiing resort now offers summer heli-hiking where visitors are flown to mountain tops to hike and enjoy otherwise inaccessible alpine environments (Zeuhlke, 1987-88).

The challenge faced by recreation planners and marketing specialists to develop traditional winter mountain resorts into four seasons resorts remains. The popularity of the summer recreation opportunities at mountain resorts is increasing. In fact, mountain resorts located at Lake Tahoe, Nevada, experience 60 per cent of their visitors during the summer season. The
picturesque surroundings and diverse range of aquatic related recreation opportunities at Lake Tahoe, cause an influx of tourists to the region. However, the local job picture at Lake Tahoe shows a strong pattern of seasonality. Tahoe is fortunate in being a two season location, with a strong summer season complemented by a winter ski season. The gaps between these two peaks are substantial. The cost is evident by the increase in unemployment payments in the out-of-season periods (Urban Land Institute, 1985). Presently, recreation planners are investigating ways to attract tourists to the Spring season at Lake Tahoe (Tahoe Regional Planning agency, 1986).

The staging of annual community events, is one method to encourage people to visit mountain resort communities in shoulder seasons. For example, at Lake Tahoe, a triatholon is staged every Fall. During this time, the weather is relatively warm, and the area is not too crowded to accommodate the triathletes and their spectators. According to Andrew Strain, planner at Lake Tahoe Regional Planning Agency, athletic events must be held annually to act as a drawing card for visitors in the shoulder seasons. (Strain, 1988).

Athletic clinics, such as those held at Aspen, Colorado and Squaw Valley, California also attract people in the shoulder seasons. Moreover, sporting events or facilities with celebrity or corporate sponsors add additional market appeal. Events or facilities with corporate or celebrity sponsors create a certain amount of prestige and credibility for the resort.
3. Types of Recreation Activities

According to Gold (1980), the diverse range of recreation opportunities can be categorized in a way that acknowledges the concepts of quality and can be used for the planning and management of recreation facilities. To this end, recreation activities are separated into categories based on peoples' expected experiences; perceived satisfactions and on the basis of available resources. The relationships between the different activities (multiple uses), environmental impacts (carrying capacities), space requirements (standards), and support elements (management) should be identified as part of the categorization process. Generally, activities can be classified into four categories of recreation experience which are:

(1) **Physical recreation** whereby physical activity is required for the major experience of the activity.

(2) **Social recreation**, which requires social interaction as the major experience of the activity.

(3) **Cognitive recreation** consists of cultural, educational, and creative or aesthetic activities.

(4) **Environment-related recreation** which uses natural resources (lakes and mountains) as a setting or focus of activity.

Each of these categories consists of activity clusters which represent similar types of activities. The broad relationships between categories can be used as a behavioral basis for planning or managing recreation facilities. These four categories can help recreation planners determine what
types of recreation facilities to provide, and also how much recreation to provide. For example if it is intended in humanistic terms that the purpose of recreation is to maintain a healthy body, then activities falling into the physical activity classification should be developed. However, it is important to note that just as there are overlaps of theory, there are overlaps in the four categories.

4. Basic Recreation Facilities at Mountain Resorts

The specific provisions for recreation facilities depend upon the location of the resort and the resources available. It is mainly the specific facilities, their setting and range of provision which helps to establish the image of the resort. According to Phillips (1986), although skiing is the primary drawing card at mountain resorts, there is a large portion of visitors who are not skiers. Thus, a resort community must offer a stimulating diversity of recreation facilities.

Recreation activities which are subordinate to the primary function of the resort are identified as supplementary activities. The key to a successful resort community, is that planners identify and select facilities which complement primary uses. Furthermore, it is crucial that the recreation attractions do not contradict the primary use. (Smart, 1981).

The supplementary activities developed at mountain resorts are generally those that have dual uses. For example, golf courses become cross-country ski courses and ski-doo runs in the
winter (Anderson, 1988). There are specific standards and features for each basic facility which the recreation planner must be familiar with.

In the next section, state-of-the-art ski facilities and equipment are described. The importance of these facilities and equipment to the resort's image is discussed in later chapters.

4.1 Ski Facilities

4.1.1 Ski Run Characteristics

In an informal survey of skiers conducted by Ski Magazine, concerning the quality and variety of ski facilities offered at successful operations, it was found that the two most important factors that make skiers travel long distances are: long slopes and fast lift service (Berstein, 1987). Moreover, it was found that the longest ski run must be over one mile long and there should be a variety of slopes suitable for both beginners and experts. In fact, it is important to have well-groomed, attractive beginner runs, because in terms of sheer numbers, beginners out number the experts. (Phillips, 1986). With this in mind, it is also crucial to develop a good ski school to attract the beginners.

Designing ski runs is an art that requires sensitivity to a mountain's natural features and skiers' perceptions. When designing ski runs, function is the first priority. Runs, however, can be made visually attractive as long as the
following factors are considered:

(1) **Fall Line**

The topographic configuration of the slopes typically dictates the most suitable locations for the runs. Thus, ski runs should be located parallel to the natural fall line (perpendicular to contour) in order to ensure the best skiing and most attractive appearance. If trails are not located parallel to the fall line, the trails become narrow and rutted.

(2) **Grading**

Soil, water and vegetation conditions must be analyzed before modifying the topography to fit a run into a specific area. In general, cut and fill operations should be held to a minimum when ski runs are graded, they should retain the natural configuration of the topography as much as possible.

(3) **Vegetation**

Invariably, scrubs and trees must be removed from ski runs. In order to avoid icing on turns, all water courses should be identified. Runs should not be located over these areas. A natural appearing edge on the ski run, is the key to maintaining character. Thus, if possible, trees and scrub islands should be left on ski runs (Mittmann, 1984).

Figure two illustrates the possible ski trail layouts.
Figure 1: Ski Trail Concepts

Regardless of the ski trail layout, variation should be offered in slope gradient (Jubenville, 1976). This makes the run more interesting and challenging for the skiers. Monotonous terrain, however, may be suitable for beginners. There are specific standards for different categories of ski runs as shown in Table II.

**Table II**

**Average Standards for Skiers By Category**

<table>
<thead>
<tr>
<th>Category</th>
<th>Vertical Drop</th>
<th>Skier per hr.</th>
<th>Ave. Slope Gradient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginners</td>
<td>100-300 m</td>
<td>(350-1000)</td>
<td>10% (6°)</td>
</tr>
<tr>
<td>Intermediate</td>
<td>500-700 m</td>
<td>(1600-2300)</td>
<td>25% (15°)</td>
</tr>
<tr>
<td>Advanced</td>
<td>1000-1500 m</td>
<td>(3500-5000)</td>
<td>35% (20°)</td>
</tr>
</tbody>
</table>


The vertical drop should be sufficient for the clientele. In Europe, the vertical drop should be between 1000m to 1500m for international resorts, and in the United States the vertical drop should be 700 m for international resorts. (Phillips, 1986). The steeper gradients should not be continuous, and the orientation should be to the North or East where powder snow stays longer. The slopes for the beginners should be located in the areas with the most sunshine. Northern facing ski slopes are too cold for beginners to practice on.
Ski trails should have adequate shelter from excessive wind and fog. The steeper portions of the runs should be widened particularly on intermediate runs for skiers not used to the steeper gradient. Specifically, trails should be widened 80 to 250 feet as they become steeper. The planner should strive to provide trails which enable the skier to experience a variety of speeds, views and perceptions. Skiers entering the trail at the top should be able to see enough of the trail to determine its character, but should also face the surpirizes and discoveries on the way down. Moreover, advanced runs should not be terminated into beginner areas (Architectural Record, 1974).

Beginner, intermediate and advanced runs should all have their own lift system and not cross over. It is inadequate to have a beginner trail zig-zagging down the face of a mountain, cutting across other trails. Ideally, each trail should drop down the fall line without a single intersection. Trails should not look like converging strands of a spider web. That is, a black diamond run should never empty into the top of a novice run (Branch, 1988). It is acceptable, however, to have all runs finishing in the same area. For example, at Squaw Valley, almost all of the runs finish at the same base where the lodge is situated (Langstaff, 1988). Part of the purpose of this central finishing point is to encourage the socializing of all levels of skiers.
### 4.1.2 Snow Engineering

All beginner and intermediate ski runs should be well groomed. Grooming involves the removal of natural obstacles on ski runs. A groomed run is skiable with 4 to 6 inches of packed snow as opposed to an ungroomed run which requires 18 inches of snow to cover the ground.

Within the last decade, snow making systems have become one of the most important elements in ski area management. According to Jim Branch, President of Sno-Engineering Resort Consultants, resorts today must guarantee snow. A trail designed to be upper intermediate can be made easy enough so a low intermediate can handle it. Cable winching machines can groom even the steepest trails now. Adequate snowmaking today means 50 per cent minimum coverage of the ski slopes (Branch, 1988). Squaw Valley, California, has the most ambitious slope grooming program of any ski area in North America. The Resort Association owns 21 snow making machines which can create 2 to 3 inches of powder snow over night (Squaw Valley, 1987).

Snow making technology is one of the best ways to reduce risk in a ski operation (Smart, 1981; Branch, 1988). Snow making occurs at an appropriate temperature when water and chemicals can be atomized and forced in the atmosphere to create snow (Phillips, 1986). One of the most important parts of a snow making system is the reservoir. Some ski areas have turned their reservoirs into amenities.
4.1.3 Lodges

Altitudes of resort lodges vary considerably. Most traditional resorts were developed from original mountain villages 1000 to 1500 metres high in the Alps. More state-of-the-art resorts have been planned at higher altitudes (1800-2000 m). Lodges built at higher altitudes can be enjoyed longer in the season (Langstaff, 1988; Baud-Bovy, 1977).

4.1.4 Ski Lifts

Next to the topography and the amount of snow, the most important element of a ski resort is the lift system. In fact, improvements in ski lift technology have accounted for the sport's rapid growth (Phillips, 1986; Baud-Bovy & Lawson, 1977). Management of both Squaw Valley, California and Deer Valley, Utah market the resorts based on little or no waits for ski lifts. Squaw Valley is one of the few mountains in North America with a tram, gondola and state-of-the-art covered chairs (Squaw Valley, 1987). If skiers need to wait more than ten minutes for a lift their money is refunded. Similarly, at Deer Valley, lift ticket sales are purposely controlled to minimize lift line waits in order to create an unspoiled and uncrowed image (Deer Valley, 1987).

Four basic lifts are used today: tows, surface cable lifts, gondolas or tramways. Tows, pull skiers up hills. Traditional rope tows are uncomfortable and do not work well in either steep
or windy conditions. The modified version of the rope tow used at some European resorts consists of a running cable with handles.

Chair lifts have evolved from single to double, triple, and to quadruple capacity. The state-of-the-art chair lift at some of the larger resorts, consists of a high speed detachable quad. These lifts operate quickly on moving cable, which enables them to travel over winding terrain, and difficult terrain which skiers could not otherwise travel over with ease. One problem of the high capacity lifts, according to James Chaffin of the Snowmass company is that the top of the mountain can become over crowded (Chaffin, 1985; Branch, 1988).

Trams and gondolas offer comfortable rides over long distances, and are excellent modes of tourist transportation in the summer. They are, however, very expensive.

In Europe, tunnels and mountain railways are used to transport the skier. In Zermatt, Switzerland, an underground funicular carries 5000 skiers per hour (Phillips, 1986).

5. Supplementary Recreation Facilities

At most mountain resorts, skiing is the primary drawing card. However, a large proportion of the market will be found among those who have skiers in the family, but are interested in other activities (Smart, 1981). Most large mountain resorts include "supplementary" or additional recreation facilities and activities that complement skiing. The diversified supplementary activities and facilities create a wider market
appeal, as well as help ensure year round use of the resort. As a rule only limited facilities and activities are developed unless they form a prominent feature for the image of the resort (Baud-Bovy, Lawson, 1977).

The most frequently developed supplementary recreation facilities and activities at mountain resorts are considered in the following sections.

5.1 Traditional Winter Sports (Nordic Skiing, Skating, Curling)

Curling, Skating and nordic skiing are traditionally considered winter sports activities. However, it is important to note that nordic ski trails can have dual summer uses as golf courses and ice rinks can be covered enabling year round use.

Since nordic skiing is increasing in popularity, nordic ski trails are now provided in most resorts and usually extend 3 to 15 km. Like nordic skiing, skating is also a popular activity at mountain resorts. Outdoor rinks are generally developed more often at mountain resorts than indoor rinks are for reasons of cost and ambiance. Outdoor rinks are considerably less expensive and have an old fashioned charm. However, indoor rinks can be used all year by hockey leagues. (Anderson, 1988). The provision of curling depends on the character of the resort. In the next section the importance of providing apres ski activities is discussed.
5.1.1 Apres Ski Activities

The attractiveness of a mountain resort relies upon the diversity and quality of its recreational and cultural facilities. Since the evening falls early in the winter, and poor weather is frequent, there are many potential hours for enjoying apres ski activities. Moreover, it is essential to consider the needs of the non-skiers who represent anywhere from 20 to 50 per cent of the clientele at many resorts.

It is for these reasons that recreation and cultural facilities must be well-developed at mountain resorts. At Flaine which is a resort nestled in the French Alps, the nucleus of the resort includes lodging, shopping services and ski lifts sited on the valley floor in a design which excludes automobiles. Flaine offers a broad range of activities in the arts. Specifically, there is an art gallery which exhibits the work of contemporary artists, cinema festivals, theatre and dance productions and regular concerts.

Creative activities are becoming increasingly popular at mountain resorts. These cultural events and productions aid in four seasons viability and contribute to the image of the resort. The point of departure or as the French planners call "La Grenouillere" should be the focal point of most apres ski activities. This is the area where skiers and non-skiers meet. This area fulfills the same role as a port in a marina village. La Grenouillere should be planned as the heart or starting point of all apres ski activities. Since people visit resorts in part for the colourful people, exciting activities and favourable
weather conditions, the planner is responsible for designing a setting which creates excitement and facilitates activity (Gordon, 1979). For example, at Zermatt, Switzerland, both skiers and non-skiers are served grand marnier pancakes and warm alcoholic beverages in La Grenouillere. Skiers and non-skiers also have the opportunity to ride on a horse drawn sleigh driven by a singing driver, to enjoy a midnight fondue dinner. At Flaine, the centralized location of the plaza enables it to function as a focal point for transportation to and from the village services and other recreation activities. When La Grenouillere is creatively used as in Zermatt, skiers have a total experience rather than just skiing (Smart, 1981).

The ambiance created as part of the apres ski activities is extremely important to the success of the resort. According to Eric Smart of the urban Land Institute, in order to be competitive, ski resorts need to market a high affluent lifestyle rather than just skiing. Moreover, it is also important to provide a host of apres ski activities which cater to all visitors. A serious problem at many resorts, is the inadequate provision of apres ski activities for youths. At Squaw Valley, California, however, a teen discotheque has been developed close to the adult's pub (Squaw Valley, 1987).

The diversity and quality of the apres ski activities depends largely upon the image which the resort wants to create. For example, at Squaw Valley, the target group are destination, young urban professionals and families. In order to meet these peoples' needs, shopping facilities and 13 restaurants and pubs are provided. The ambiance of the resort is that of an Olympic
village. Whereas, Kirkland, Lake Tahoe Resort caters to the local or unpretentious skier. The apres ski activities include one cafeteria style restaurant which holds the occasional barbecue.

According to Crawford who has skied 100 of the world's greatest mountain resorts, the best apres ski activities are in Switzerland and Austria. He ranks these two countries', apres ski activities as the best because of the ambiance. At these resorts the life is uncomparable to any other experience since luxury is blended into a wilderness setting. These resorts have a unique and unparelleled character and history. The facilities are modest, but enable people to socialize 24 hours a day and enjoy unique cultural experiences. (Crawford, 1988).

5.2 Year Round Facilities

5.2.1 Swimming Pool

Swimming pools are considered indispensible in all resorts. Swimming pools are typically integrated into Aquatic Centres with massage, fitness and sauna facilities. In most cases, separate shallow pools are provided for small children. Specifically, at mountain resorts, larger swimming pools should be indoors to conserve heat and enable longer seasonal use. Whereas, smaller pools should be located outside as an alternative facility and additional attraction.

The swimming pool is not just a sports facility. It is a
focus for many activities such as relaxation, sunbathing, and entertainment. Equally important, a swimming pool may also provide a background setting for dining terraces. At mountain resorts that host athletic events such as triathlons swimming pools are imperative.

5.2.2 Beach Access, Playgrounds, Trails, Equestrian

The development of beach access where the opportunity exists at mountain resorts is extremely important to seasonal use. Life guards should always be on duty at public beaches for public relations purposes and also for safety, since drowning is the third leading cause of accidental death in Canada (Moon, 1988).

In the winter season, frozen waterways can be used for ice skating, and in the early Fall, waterways are a perfect setting for athletic events. The perimetre of waterways is ideal for cycle, equestrian and hiking trails. Horse back riding at mountain resorts is becoming an increasily popular activity in the winter and summer seasons. At Squaw Valley, California; Aspen, Colorado; Banff, Canada, and Zermatt, Switzerland, sleigh rides are offered in the winter, and trail riding in the summer. Moreover, in the summer, beaches are desirable locations for campgrounds; playgrounds; sunbathing; swimming; boating; fishing and wind surfing. In the next two sections, the two most popular secondary amenities, golf and tennis are considered.
6. Summer Facilities

6.1 Golf

Golf has become the most popular secondary amenity in mountain resorts. Many large ski resorts use golf as a means to become a year round destination. Since golf is not physically demanding, it is a perfect sport for older people. Golf is primarily a summer sport and makes uses of the gently rolling valleys at the base of slopes. Furthermore, a golf course often enhances the image of the resort to the extent that it increases the value of surrounding land and contributes to the long term establishment of the community (Smart, 1981; Hoyden Hill Golf Course, 1970).

Resort golf should offer challenging, spacious and beautiful, well-maintained courses. The most appropriate layout for a resort golf course is a double fairway. This type course is suitable for long narrow sites as typically found on mountain bases. Since resort courses may be played intensively by an individual player over a short period of time, the course should offer variety. (Phillips, 1986; Hoyden Hill Golf Course, 1970).
6.2 Tennis

The sport of tennis has experienced an era of unprecedented growth. As a recreational amenity according to Phillips, tennis holds tremendous appeal as:

"land requirements, development costs, and maintenance needs are low relative to the facility needs for comparable activities; regulatory and permitting issues are virtually non-existent; the game can be played almost year round in many regions and enjoys a strong complementary market with golf; and the court itself is a relatively simple unit, around which a developer can build a host of supporting facilities....In Short, tennis is relatively economical and tremendously flexible." (Phillips, 1986)

A trend most likely to continue is the development of tennis courts as part of formerly single-season resorts. Recently a $11 million, 76 room hotel that includes tennis as part of a comprehensive health and fitness package was developed at Snowmass Ski resort. (Goeldner & Standley, 1980).

The state-of-the-art in tennis court surfaces combines the slow bounce of porous courts with the easy maintenance of hard courts. These porous concrete courts consist of precast concrete sections, with small holes in the surface to allow for quick drainage. These courts are almost maintenance-free. (United States Tennis Association, 1986; Gerardi, 1974).
6.3 Grouping of Activities

The segregation of recreation facilities into isolated areas should be avoided. Rather, facilities must be grouped to facilitate spill-over from one activity area to another while avoiding conflict between noisy activities and quiet activities. When activity areas become spread out over a large area, the ambiance of the resort is likely to become impersonal. When facilities are grouped closely together, interest is heightened and spectators are invited to participate. Also, facilities that are grouped closely together can share infrastructure and maintenance costs (Smart, 1981; Baud-Bovy & Lawson, 1977; Patrick, 1977).

7. Summary

Based on the literature and findings from similar communities, the majority of skiers are young, affluent urban professionals who are willing to pay more to visit a resort community with high quality facilities and personalized services. Skiing is only considered one part of the ski experience. Today's skiers want to enjoy a total experience. They want to be provided with the opportunity of dining in fine restaurants; skiing on long well-groomed slopes covered with powder snow; socializing in bistros and nightclubs; having personalized services; using high quality facilities; and enjoying the unique character and special ambiance of an
attractive setting.

Four seasons considerations are crucial to determining the feasibility of a resort. Mountain resorts are no longer planned for one season, rather a diversity of recreation opportunities are developed. Beaches, swimming pools, equestrian activities, tennis and golf are the main facilities prescribed in the literature and developed at the mountain resorts examined.

In the next chapter, I will discuss how a resort's image affects the community, and the type of facilities developed. Specific examples are given from other resort communities similar to Whistler, in an attempt to demonstrate how recreation facilities are developed for specific client groups at resorts with particular images.
This chapter discusses some of the interrelated factors that the author believes help create a resort's image and influence recreation. For the purposes of this thesis, images are defined as expressions of all objective knowledge, impressions, prejudices, imaginations, and emotional thoughts by which a person or group judge's a place. Images are conjured up partly from information, word-of-mouth and publicity. A choice of destination is not usually made objectively, but rather by the resort's image (Baud-Bovy, 1977). As part of this image, visitors expect certain recreation amenities to be provided. Thus, a resort's image has a significant influence on the type and degree of sophistication of the recreation facilities and activities provided. A planner can influence the image of the resort to some extent by providing certain facilities. However, to a larger extent the market dictates what the image of the resort is.

This chapter begins with a description of the three interrelated components that help create the resort's image: (1) the resort community and its perspective on recreation; (2) the natural resources of the area, and (3) recreation activities and
Typically, the population of a resort community is diverse since it is usually comprised of permanent residents, destination tourists, weekend visitors, non-resident property owners and transient workers. Thus, the type and range of facilities provided in a particular community is subject to the influence of many parties each having a voice directing development based on their own recreation perspective. Recreation theory can help planners understand human needs. A clear understanding of what people want recreation to accomplish for them is crucial when deciding what types of opportunities to provide.

As discovered in Chapter 2, recreation is expected to accomplish many different things for different people. The perspective of recreation that people adopt depends upon their values. For example a single mother who is a permanent resident in a community, will most likely want recreation to help socialize her children. (Sociology theory). On the other hand, the young and high achieving visitor will probably consider recreation as an individualistic means to self actualize (Humanist & Recreationist theories). In addition to the general population, municipalities and private developers can have similar or opposing values towards recreation. What facilities are actually provided depends upon whose values are used in the decision making process. Different target groups will be
attracted to resorts with different images.

2. Natural Resources

The type of image and facilities planners want to create for a resort is dependent to a large extent on several natural factors such as climate; topography; vegetation, and geology. An important factor underlying the image of any mountain resort is the quality of the downhill ski experience which in turn is dependent on snow conditions, terrain, climate and vegetation. (Branch, 1988; Mittmann, 1984). There are several qualities that most people share when judging resorts and the natural amenities of the area. Since winter sports areas are developed for public enjoyment, it is important to make these areas both visually attractive and useful, while at the same time retaining as much of the natural character and charm as possible.

3. Facilities & Activities

It is one's own subjective evaluation of an activity which determines whether that activity is recreational or not. Thus, it is important for recreational developments to project and maintain a particular image. Recreational developments deal with fantasy and image to a much greater degree than other types of development. Certain recreation facilities and activities have a more affluent image than others. For example, tennis, although a popular sport among many sectors of society continues
to attract some people as a sport of glamour and status. Country clubs have generally retained an exclusive, elitist image and many resorts attempt to capture this image to attract the socially conscious.

The type of facilities provided reflects the recreation perspectives of the resort community, the natural resources and the image of the resort. The degree of sophistication a recreation facility or activity presents depends upon the image of the resort. For example, a regional resort with an unpretentious image and a destination resort with a world class image may both stage folk festivals. However, the destination resort undoubtly will hire musicians of international calibre; whereas, the regional mountain will most likely hire local musicians.

4. Factors Influencing Recreation

In addition to the influences of the resort community, the natural resources and the actual facilities and activities, there are several other interrelated factors contributing to the resort's image such as: the visual quality of the architecture and landscaping; the state of technology; level of service; the presence of "colourful people"; and participation trends. Each of these factors is discussed more in the next section.
4.1 Resort Image

In the remainder of this chapter, the resort community, the natural resources and the facilities/activities are discussed as a totality in order to demonstrate how images are created. Examples are provided from several resort mountain communities to help the reader visualize the importance and significance that images have on recreation. The creation of a resort's image is a multifaceted process. The entire process must be considered as a totality. It is not enough to conclude that the type of facilities the community desires provides a concrete expression of the resort's image. There are many other factors interacting simultaneously. For example, a development of an exclusive recreation theme park could change the image of the entire resort.

The resort's image is dynamic because it dependents heavily on ever-changing market trends. Planners must begin by identifying the target group. Different target groups will be attracted to resorts with different images and recreation facilities, and services. For example, the typical Squaw Valley and Vail visitors want to enjoy quality, personalized service and a wide variety of challenging skiing. Squaw Valley builds on the 1960 Winter Olympics held there to create its image. The village was recently renovated to include pedestrian walks, outdoor plazas and patios. The new pedestrian spaces are oriented to capture views of the nearby ski slopes and mountain cliffs (Langstaff, 1988). Skiers' cars are valet parked and equipment is unloaded by mountain staff (Squaw Valley, 1988).
Valley, 1988). Refreshments and homemade cookies at the mountain base are all complementary. All the equipment is state-of-the-art. There are covered chair lifts, a tram and a cable car at Squaw. The resort prides itself on fast, efficient, quality service. Mountain hosts and hostesses are situated all over the mountain to answer questions and make people feel welcome. Skiers at Squaw Valley are also guaranteed no lift line-ups. In fact, if a skier waits longer than 10 minutes, the skier's money is refunded (Squaw Valley Media Guide, 1988). Presently, Squaw Valley is trying to alter its image somewhat. As a result of the Olympics and Warren Miller ski films, Squaw Valley has the reputation of being an advanced skiers' mountain. In order to change this image and attract a larger market, the management is offering children's recreation facilities and free lift tickets for children under 5 years of age. Also, first time beginners are provided with equipment and lessons free of charge.

In summary, Squaw Valley is dedicated to attracting middle to upper middle class skiers who enjoy a wide range of slopes and quality and specialized services. The ambiance of Squaw Valley undoubtedly adds to its image. All of the ski runs are wide open bowls enabling all levels of skiers to ski to the lodge. Even the beginner skiers are able to ski on the top of the mountain rather than at the base. The thirteen bars and restaurants provide a unique apres ski opportunity. Management believes that recreation activities should be provided to challenge the individual and serves as an opportunity to socialize (Langstaff, 1988). To an even greater extent than
Squaw Valley, Aspen conjures an image of "hobnobbing" with the rich and famous. As stated by Diane Tegmeyer:

"Aspen resembles a victorian Klondike of glittery nightlife and deep powder. Aspen resembles a Fairy tale in which no one really grows old-or fat-or eats sandwiches made of wonderbread...The singles life in Aspen inspires movie plots" (Tegmeyer, 1988).

The wealth and glittery image of Aspen is strengthened every year. Rental prices for short-term housing ranges from $250 to $3000 a day. In spite of the expense, people still flock to Aspen. The reason cited in surveys, is the "one-of-a-kind style" and the excellent powder snow conditions.

Like Aspen, Deer Valley in Utah relies heavily on an image of luxury. Elegance, comfort and personal service are at the heart of Deer Valley. A professional staff is on hand to cater to visitors' needs the minute they arrive. However, unlike Aspen, Deer Valley creates a quality image specifically for beginners and intermediate skiers. All ski runs are well groomed and state of the art snow making equipment is used to create powder conditions. Deer Valley's accommodation and restaurants are very exclusive and expensive which adds to the image of quality. Visitors at Deer Valley can pay as much as $1400 US per night to stay in the chalet that the rock musician, Bruce Springstein and his wife frequently visit. The brochures for Deer Valley reflect its elegance by showing the owner serving champagne to a group of attractive people while on skis wearing a tuxedo.

Skiing is only one part of the vacation experience at some of the exclusive mountain resorts. Another part of the market
appeal is the presence of colourful people. These people are the trendsetters who attract other people to destinations. They are usually affluent, attractive people who are well known in certain circles. They are the "jet setters". To a lesser degree, colourful people at resorts can also be people who dress well and live luxurious lifestyles frequently above their financial means.

Visitors at these resorts are not necessarily attracted by the quality and diversity of the recreation facilities or the quality of the downhill experience. Rather, they want to be seen and identified with colourful people. Deer Valley provides ample opportunities for visitors to socialize, be seen and people watch. Other than skiing beginner and intermediate runs and relaxing in private jacuzzis, there are no built recreation facilities. Après ski activities include relaxing in the day lodges, dining in gourmet restaurants or sipping wine in après ski lodges.

At Sugarbush, Northern Vermont in the 1960s, elite fashion models like Betsy Pikering appearing in fashion magazines gave the mountain its appeal. Later, models like Cindy Hillingsworth put skiing and Sugarbush on the covers of millions of magazines. It was hard to know what came first: skiing or dressing well. Sugarbush was known as the place where the "jet set" skied (Cassini, 1987).

In this light skiing becomes more of a social experience than a physical sport. Current ski periodicals include articles advising people on what types of ski and après ski clothing are fashionable in certain resorts. People are even advised on the
types of food to order. For example, at Taos, it is recommended that visitors should order nachos in order to become part of the Mexican culture. Thus, people want to be part of the total cultural experience when they go on a ski vacation.

Not all resorts, however, want to create an exclusive and service-oriented image as Squaw Valley, Deer Valley or Aspen. Kirkland mountain resort at the opposite end of Lake Tahoe, prides itself on being a unpretenious mountain with intermediate and expert runs for the serious skier. There are no apres ski activities other than one restaurant which offers barbecues on sunny days (Strain, 1988). Similarly, management at Crested Butte, Colorado, markets the mountain as being "laid back" and friendly unlike Aspen. The marketing efforts are targeted at the skier who does not want the slick image of Aspen and Vail. Marketing specialists have created an image of Crested Butte as having unmatched powder skiing; a friendly local community, and old fashioned charm with a romantic setting.

Like Crested Butte, Steam Boat Springs, Colorado is marketed as being unpretenious in comparison to Aspen and Vail. Steam Boat Springs is not marketed for ski lodges and amenities but rather on the skiing conditions and the town's character and style. The town's local community is marketed as being the life blood of the resort as stated by Jeannie Patton:

"The people of Steamboat Springs, Colorado, many of them anyway, want you to know about their valley. Their economic survival depends on your finding out about and liking them." (Patton, 1988)

Recreation activities ranging from skiing to boat racing are
believed to be an integral part of the town's spiritual and cultural well-being.

Several other mountain resorts in the Lake Tahoe region, are currently trying to upgrade and improve their visual quality. The object here is not to draw more visitors, more cars or more pollution, but rather to ensure an offering of services that is within the present level of development that is more fruitful and productive (Strain, 1988). This reflects the view that other than Squaw Valley, the ski resorts at Lake Tahoe are known as "poor man resorts."

At the request of the Tahoe Basin Association of Governments in January 1985, a nine member panel, organized by the Urban Land Institute conducted an evaluation of recreation planning in the basin. The panel found that Tahoe has both the charm and drawbacks of being an early entrant into the resort world. Although leisure markets have expanded both in scale and in sophistication, Tahoe's recreation facilities have not been updated. The tourist cabins of former times at Tahoe have long since passed into obsolescence, having lost their effective pulling power and ability to provide reasonable accommodation for the tastes of today's upper income visitors (Urban Land Institute, 1985). When the Lake Tahoe resorts were rated in terms of destination qualities, they fell short due to their "poor man resort images." These images result from the lack of quality services; obsolete recreation opportunities; poor visual image, and insufficient apres ski activities (Urban Land Institute, 1985 & Strain, Andrew, 1988).

From personal observation at Lake Tahoe, although the
tourist facilities are outdated, there is considerable amount of facilities for the permanent resident such as swimming pools, community centres and playing fields. Presently, the Lake Tahoe Regional Planning department is improving the signage on the mountains, and developing plans to widen the ski runs. The various resort marketing association in the area are now marketing the region (Newhart, 1988; Langstaff, 1988; Strain, 1988; Anderson, 1988).

4.2 Marketing Mix

A resort's image in part determines: the type of facilities developed (product); the user fee (price); where facilities are developed (place); and the most appropriate way to promote the resort (promotion). These four marketing ingredients together comprise what is commonly known as the marketing mix. The identification of client groups and the marketing mix, represents the combination of variables which planners can control and manipulate to receive desired outcomes. The dynamic nature of the external environment is comprised of a host of variables such as political and legal forces, economic considerations, technology and competition. Planners cannot control these variables. Therefore they must adapt to them.
5. Summary

In this chapter, several interrelated factors that the author believes contribute to a resort's image are examined. These components must be considered as a totality since they interact simultaneously to create a particular image. They include:

- the area's natural resources
- recreation facilities and activities
- the resort community and its perspective on recreation
- apres ski activities
- level of service
- asthetics
- ambiance
- participants
- participation trends

The last part of the chapter included an examination of mountain resort communities in an attempt to determine what type of recreation facilities and services, have been provided as part of the resorts' images. Resorts attempting to have high quality destination images provided state-of-the-art ski runs and equipment, personalized services and a strong apres ski focus. Whereas, mountain resorts with unpretentious images provided few services, no apres ski focus, just excellent skiing
opportunities. All of the resorts created their image by either:

(1) Introducing specific features which create ambiance and identity (recreation facilities and activities, colourful people, technology, personal services).
(2) Providing opportunities for contact with the local people and their culture.
(3) Building to reflect the character of the area.

Resorts attempting to have high quality destination images, provided facilities primarily for the affluent visitor, rather than for the regional visitor or local community. Whereas, resorts with unpretentious images, developed recreation facilities and activities primarily for the regional visitor and local community. Thus, the resort's image in part determines the type and user charge of facilities and services provided for a particular client group.
PART II

CASE STUDY: THE RESORT MUNICIPALITY OF WHISTLER
PART II

Case Study: Resort Municipality of Whistler

This section begins with Chapter 5, which includes a brief historical overview of Whistler, followed by a description of the area's recreation activities and facilities. At the end of the chapter, the author's viewpoint on Whistler's current image is discussed. This viewpoint is based on personal impressions, the literature and a survey of Whistler property owners. The last chapter provides a discussion of potential recreation facilities for Whistler and their planning implications.
FIGURE 2
WHISTLER'S REGIONAL LOCATION

Chapter 5

CHAPTER FIVE

The Resort Municipality of Whistler

1. Background

Whistler is a "new town" with one unique economic base--recreation. Whistler has not always been a destination mountain resort drawing skiers from all over the world (BC Tourism, 1987-1988). In fact, it was originally known as Alta Lake. During this time (1910), the area was only accessible by train. The economy consisted of summer tourism, logging and mining activities (Barker, 1972).

During the 1960s, a combined gondola and chair lift system was erected, which carried skiers up the west flank of Whistler mountain. Although the mountain ski terrain was excellent, it was still a long way from being classified as a destination resort. Rather, during this time Whistler appealed to the wilderness buffs rather than the jet set. As stated by Al Raine, Canadian Ski Team Coach:
"Whistler was hardly on the map of prime ski destinations with few accommodations and a reputation for attracting unsavory ski bums, Whistler's sense of place was in the the middle of the parking lot" (Mohler, 1988).

However, in 1974-1975, a development transition began when Whistler was incorporated as a Resort Municipality with special provincial powers (RMOW, 1986). Later in 1978, the objectives for the Municipality changed from those of a regional ski area to those of a destination resort (Webster, 1987). In order to accomplish these objectives, Whistler needed a new image. The building of Whistler's village helped change the town's image. Suddenly, there were gourmet restaurants, exclusive gift shops and quality tourist hotels (Balcom, 1987). Image building recreation facilities were developed such as an 18 hole professional golf course designed by Arnold Palmer.

Accompanying this transition, some former regional facilities were converted into destination facilities in order to accommodate the tourists needs. For example, a once planned community centre was converted into a convention centre.

Presently, the Resort Municipality of Whistler is still attempting to become a world-class and four seasons destination resort. In order to achieve this ambitious status, the image of Whistler as a high quality resort must be continuously strengthened. Earlier this year, amendments to Whistler's Official Community Plan, made the enhancement of recreational activities a high priority (Vance, 1988).

2. The Resort Community
The type and range of facilities provided is subject to the influence of many interests each having a voice directing development based on their own perspective of recreation. Whistler is in a unique position as a resort municipality. The size of the permanent population is relatively small. However, during peak seasons, the population can increase to many thousands. The recreational facilities provided must meet the needs of the permanent residents, but must be primarily aimed at meeting the requirements of tourists and non-resident property owners.

According to the Official Community Plan, the purpose of recreation at Whistler is:

"to create a destination resort area that provides a stable year round economy; protects the sense of community; enhances the recreational resources and preserves the natural environment."

(RMOW, 1982)

In order to accomplish this objective, the Master Recreation Draft Plan, states that all facilities must be available for visitors and residents in all seasons. For example, both residents and visitors can use the golf course in the summer, for golfing, and in the winter for skiing. Clearly, from the Municipality's stated purpose, it can be inferred that recreation is justified as a means to provide enjoyment for residents and visitors as well as increase local incomes. Drew Meredith, Mayor of Whistler, also articulates the Municipality's economic purpose in his statement:

"We are all focused on the same enterprize: tourism. Its as if the whole town was one big company providing one product." (Hamilton, 1988)
3. Natural Resources

The natural resources of an area determine to a large extent the quality of the downhill ski experience. The quality of these resources also dictate what facilities can be developed. In this section, the natural resources that contribute to the downhill ski experience at the resort are described.

3.1 Climate and Snow Conditions

The Resort Municipality of Whistler, is the warmest ski area in Canada (Zuehlke, 1987). Temperatures range from a low of \(-6^\circ C\) to a high of \(11^\circ C\) during the ski season (November - June). Frequent rain is a problem at Whistler. However, to reduce discomfort a chairlift with a water-proof bubble cover is now in operation (Vance, 1988).

Whistler is famous for its large quantities of snow. The average annual snowfall is approximately 12 metres. On Blackcombe's newly opened, Horstman's glacier, there are several powder chutes for skier's enjoyment.

3.2 Terrain

The Resort Municipality's two mountains, Whistler and Blackcombe Mountains offer an unparalleled challenge for skiers of all abilities on a variety of terrain. At Whistler, 20 per cent of the total skiable area is for beginners; 55 per cent for
intermediates and 25 per cent for experts. By the year 2000, planners foresee the development of more intermediate runs, such as the opening of the 1000 acre Burnt Stew Basin (Whistler Question, 1987).

At Blackcombe, 25 per cent of the runs are classified as beginner in order to meet the needs of families. Blackcombe's runs range from a large beginner area to an extremely difficult expert area. Unlike typical advanced runs which have slope gradients of 35°, Blackcombe's Saudan Couloir run is 42°.

Whistler boasts North America's second longest lift serviced vertical drop at 1305 m. Blackcombe, also known as the "mile high mountain," offers the greatest lift serviced vertical rise in North America at 1609 m. Blackcombe offers the longest continual fall line which enables skiers to enjoy a smorgasbord of continuous runs.

Both Whistler and Blackcombe easily surpass the 700 m recommended American vertical drop standards for international mountains. These mountains also easily meet European standards for international mountains of between 1000-1500 m vertical drop.

The long vertical drops at both mountains produce long continuous ski runs. According to the literature, skiers surveyed, desire at least one run over a mile long at destination resorts. The longest runs on both Whistler and Blackcombe are 5 miles long.
Both Whistler and Blackcombe offer a wide variety of ski runs which have been fitted closely to the terrain. The runs located above the tree line towards the summit of Whistler, consist of wide open bowls. During the 1987-1988 season, ski trails at the top of the mountain were developed for beginners. The wide open bowls provide an ideal setting for learning. Both mountains also provide a mixture of semi-gladed, large island and inter-connected runs. According to the literature, ski trails should not intersect, but some of the ski trails for different levels of skiers do so at both of the mountains. However, they were planned to intersect in order to encourage skiers of different abilities to socialize and to provide long continuous runs.

4. Factors Influencing Recreation

4.1 State of Technology

Blackcombe mountain recently completed the most expensive lift system in North American history with the purchase of three Austrian built quadruple chairs. Skiers can now travel from the base to the summit in twenty minutes. These new chairs reduce the travel time by 50 per cent.

At Whistler mountain, the Peak Chair put in operation last season (1986-1987), transports skiers above the treeline to the summit of Whistler where the open bowls and face runs are located. This area had in the past only been skiable by those willing to climb above the lifts. Last season (1986-1987) this
chair gave mountain top access only to advanced skiers. This season a ski trail has been developed at the top for beginners (Emrick, 1987). The installation of a high speed express gondola from Whistler village to the Roundhouse restaurant on top of the mountain is planned for the 1988-1989 season. The Gondola would reduce travel time to 18 minutes.

Whistler mountain also owns the latest in snow grooming and making technology. Specifically, the mountain has 11 snow grooming machines which upgrade skiing conditions. The recent addition of the winch cat, state of the art grooming system, enables the grooming of steeper terrain than in the past. As a result, more of the mountain is skiable by a larger number of people, rather than just experts. The snow making equipment at Whistler and Blackcombe ensures a minimum coverage of 50 percent of the mountain. In the 1988-1989 season, Whistler will continue to focus on high technology grooming devices. The purchase of new and exclusive snow making equipment is planned in order to increase the number of spring skiing days.

4.2 Ski Programs

Visitors and residents of the Resort Municipality of Whistler are able to improve their skiing in the summer and winter at the ski school. All year skiing is now available on Blackcombe's Horstman Glacier. An additional 250 people have been hired to operate the mountain. The ski school is managed
by ski expert, Dave Murray who is a 10 year veteran of Canada's National Alpine Team. Lessons are available for skiers at all levels. In addition to the regular programs, Whistler and Blackcombe mountains offer, "Ski Esprit" which is a special program for destination visitors. These participants are provided personalized services, for example, all lessons are video-taped.

Whistler and Blackcombe mountains are expanding their cross country ski facilities in order to meet the perceived demand. Presently, 25 kilometres of groomed cross country ski trails; repair; instructions and rental services are available.

For the more adventurous, heli-skiing is offered. Whistler mountain's heli-ski operation is unlike most others that cater predominately to men. At Whistler, the heli-ski operation is for families, couples, and intermediate skiers. Heli-skiers stay at the 2 million dollar Tyax Lodge which has 28 luxury suites, a convention room, fitness facility and a children's play area. Freshly baked bread and 3 gourmet meals are served daily. The Tyax Lodge is modelled after St Moritz. The owner, Gus Abel who is Swiss, creates a European ambiance by blending luxury into the wilderness.

4.3 Apres Ski Activities

The Whistler village is the focal point for apres ski activities. A smorgasbord of activities are offered for skiers and non-skiers alike such as a multitudine of international restaurants; a host of night clubs; a video arcade; a movie
theatre and numerous shops. Whistler village is alive with street activity and the numerous pedestrian areas, night clubs and restaurants provide ample opportunity for people watching. Whistler has become the place to be for Vancouver residents. It is affectionately labeled as "British Columbia's Playground" or "Yuppie Haven" as a result of its trendy image (Emrick, 1987). The close proximity of night clubs and restaurants in the village allows people to be seen.

For the more physically active, the resort offers a variety of recreational activities in addition to the alpine ski runs.
5. Recreation Facilities and Activities.

The provision of dual use facilities and activities that will enable Whistler to develop a seasonally balanced economy is considered a high development priority. Listed below are the winter, summer and year round recreation opportunities available at Whistler:

**WINTER RECREATION**
- winter ski school
- cross Country Skiing
- telemark skiing
- alpine skiing
- heli-skiing

**WINTER RECREATION**
- windsurfing
- canoeing
- white river rafting
- paddle boating
- heli-hiking
- beach access
- glacier skiing
- summer ski school
- golf (18 holes)
- mini golf
- fishing

**YEAR ROUND RECREATION**
- covered water slide
- aerobics (7 days a wk)
- universal gym
- squash courts

**SUMMER RECREATION**
- tennis (8 public courts)
- horse back riding
- playing field
- campgrounds
- cycling trails
- fitness circuit

Although a recreation centre was planned for Whistler to house an indoor skating rink, it was later converted into a convention centre. Recently, in March 1988, the Ice Arena Society and the Whistler Curling Society were formed. The community group's mandate is to construct an ice arena for the community by raising funds locally. The rink could possibly create new opportunities for business by attracting hockey
schools, special skating events and further diversifying the attraction of Whistler to the visitor.

A major step in creating Whistler's four seasons destination resort status was the opening of the 18 hole Arnold Palmer Golf Course in 1983. Presently the golf course is heavily used. Tourists are given the first priority for use over residents. On February 15, 1988, Council narrowly approved the development of a second 18 hole professional golf course. It will be a 31 hectare course built in a u-shape around Lost Lake.

Ample opportunities exist on Whistler's 5 lakes and rivers for canoeing, kayaking, river rafting, paddle boating, fishing, swimming and wind surfing. Presently, there are 3 public beaches at Lost Lake Park, Alpha Lake Park and Lakeside and Wayside Parks. None have life guards on duty. There are future plans to expand beach access and the trail system around the waterways.

Currently a network of paved trails and the Dave Murray Fitness loop are available for walkers and hikers. Heli-hiking is also offered on the alpine meadows. Moreover, for people interested in the historical setting of Whistler, 2 hour and full day area tours are provided.

5.1 Activities

In addition to offering a diversity of recreation facilities for visitors, Whistler stages several annual community events to attract people during the shoulder seasons. Listed below are some of the activities Whistler offers ranging
from athletic competitions to Children's Art Festivals:

Great Snow Earth Water Race
International Bicycle Classic
Motor Sport Weekend
Ski Swap
Summer Ski Camp
BMX World Championships
Triatholon
Warren Miller Films
Junior Racing Camp
10 K run
Mr & Ms Mountain Competition

Chili Cook-off
Mountain Music Festival
Fall Craft Fair
Children's Art Festival
Nordic Midsummer Fest
Square Dance Jamboree
Great Canadian Book Fair
Rummage Sales
Adventure Film Fest
Summer Ski Camp

6. Whistler's Image

Before proposals can be made concerning the possible types of recreation opportunities that can be developed at Whistler, the current image of Whistler must be determined. In the remainder of this chapter, the author's viewpoint of Whistler's current image is discussed in light of the literature, the Municipality's perceived image, popular press accounts and a Whistler Property Owners' survey.

The Resort Municipality is attempting to develop an image of for Whistler as a world class, high quality destination resort. Each component of the image building process identified in Chapter 4 is discussed in order to determine what contributes or detracts from Whistler's image. In the following two sections, the Resort Municipality, Whistler Mountain Corporation and Whistler Property Owners' desired images for Whistler are discussed.
6.1 Perceived Image

The staging of EXPO 86 in Vancouver created a new appeal for British Columbia as a travel destination. Now that EXPO is over, the tourism industry seeks to maintain that lucrative image at Whistler. To do so Whistler needed a new high quality destination image that would continue attracting visitors to British Columbia.

The Municipality visualizes Whistler as a four seasons, high quality destination resort. In fact, the objective for all recreation facilities, according to the Draft Recreation Master Plan, is to develop more high quality facilities that have dual seasonal uses, and that will contribute to Whistler's image as a destination resort. Furthermore, the village at Whistler is modelled after the village at Vail Colorado in order to achieve similar ambiance and a "glittery image."

In keeping abreast with the new developments at Blackcombe Mountain, management at Whistler mountain are proposing, a "New Look Development Plan." It is hoped that by adding additional runs, lifts, state-of-the-art snow grooming and making equipment and exclusive restaurants with exceptional service, that Whistler mountain will gain the reputation as one of the leading resorts in North America.
According to Lorne Borgal, President of Whistler Mountain Ski Corporation:

"Whistler mountain wants to present a new image to visitors....As Whistler moves towards the 1990s, it is important that it keeps pace with the advances in the rest of the resort. A refurbished Gondola base will do much to improve public perceptions of Whistler as a world class resort community" (Whistler Question, December 1987).

Thus, to the Municipality and Whistler Mountain Ski Corporation, the desired image for Whistler is that of a high quality destination resort. All facilities developed are intended to reflect this image. Similarly, the popular press refer to Whistler as British Columbia's "yuppy playground" or "Adult Disney Land" (Archer, 1986). In the next section, Whistler property owners' attitudes concerning the resort's image and recreation facilities are discussed.

6.1.1 Whistler Property Owners' Perceptions

Property owners' perceptions and attitudes towards recreation development at Whistler are based upon a telephone survey administrated in November of 1987 (see appendix A). A sample of 444 property owners was drawn from Whistler's municipal tax rolls. 120 people were interviewed in order to obtain a confidence level of 95 per cent. The results of the survey indicated overwhelming support for developing Whistler as a four seasons destination resort. In fact, 95 per cent of the respondents indicated that the image of Whistler should be that
of a high quality destination resort. However, 5 per cent of the respondents disagreed. Instead these respondents felt that Whistler was already too "jet set" and crowded.

There was unanimous agreement on the part of the property owners that there was a need for more recreational facilities to strengthen Whistler's image, particularly in the summer season. The recreational facilities identified as being the most important included indoor and outdoor skating; an indoor pool; a community centre, and more public tennis courts and golf courses. In addition to these facilities, several other facilities were desired by property owners as can be seen in Figure 2.
RECREATIONAL FACILITIES AND ACTIVITIES

NUMBER OF RESPONDENTS

**Summer**
- public tennis
- swimming pool
- golf courses
- hiking trails
- beach access
- horseback riding

**Winter**
- indoor skating
- outdoor skating
- cross-country ski trails
- more downhill
- toboggan runs
- curling

**Year Round**
- indoor pool
- rec./community centre
- public tennis
- indoor skating
- hiking trails
- bowling

*Figure 3: Desired Recreational Facilities*
According to the survey results, 95 per cent of the property owners desired a four seasons destination resort image for Whistler. However, the "extent" that the property owners want such an exclusive image for Whistler is problematic. In the survey, property owners indicated a desire for recreation facilities that are more oriented towards fulfilling local residents and regional visitors recreation desires as opposed to destination tourists. They indicated a desire for a world class image, but desire the recreation facilities that would be found in a resort with a lower-end image such as aquatic and community centres. In the next section, the quality of Whistler's natural resources, facilities and activities are discussed.

6.2 Natural Resources

The dramatic setting of Whistler nestled between two impressive mountains contributes strongly to Whistler's image. The long drive to Whistler offers a change of environment for people who live in the city. Although the road to Whistler for the most part is picturesque, some parts have low density standards, logging and transmission lines which are not that attractive. The Gondola area will most definitely require upgrading in order to capitalize on the perceived sense of entry to the resort.

Frequent large amounts of precipitation is one of Whistler's major weaknesses. Although the temperature is similar to Aspen and Vail during the ski season, the amount of rainfall is considerably higher as can be seen in Table III.
Table III

Rainfall Levels

<table>
<thead>
<tr>
<th>Resort</th>
<th>Amount of Rainfall by Month (mm)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>January</td>
</tr>
<tr>
<td>Whistler</td>
<td>218</td>
</tr>
<tr>
<td>Aspen</td>
<td>7</td>
</tr>
</tbody>
</table>


The Whistler ski area is however, the warmest ski area in Canada (Zeuhlke, 1987). Whistler and Blackcombe mountains wide variety of long, continuous and well groomed slopes contribute strongly to Whistler's image as a destination mountain resort. Although Whistler is famous for its large amounts of snow, the quality of its powder snow is only adequate compared to the mountain resorts in Colorado. West Coast powder snow consists of large, moist snow flakes. Unlike the dry powder snow found in Colorado, West Coast powder snow becomes hard packed easily and is more prone to causing slab avalanches.

Thus, the visual quality, the skiable terrain, and the large amounts of snow contributes favourably to Whistler's image. Whereas, the frequent rainfall, and the quality of Whistler's powder snow detracts from its image.
6.3 Facilities and Activities

Like other mountain resorts, Whistler has made a concerted effort to offer diverse recreation opportunities in order to provide supplementary and dual use facilities for shoulder seasons.

The variety of continuous slopes and the newly purchased state-of-the-art lift system and grooming equipment make the skiing experience at the resort extremely good. Furthermore, the fast, efficient lifts and excellent signage on the mountain contribute strongly to Whistler's image as a destination resort with high quality facilities and personalized services.

The diversification of heli-skiing for families rather than predominately for men creates a larger market appeal. The luxurious accommodation at Tyax Lodge also contributes to the resort's image of casual elegance.

As identified earlier in this chapter, Whistler's year round facilities include a covered water slide, aerobics, universal gym and squash courts. Whistler's water slide provides an original and unique recreation activity.

In terms of summer recreation, Whistler is graced with beautiful lakes which is ideal for boating activities. The lakes and rivers undoubtedly contribute favourably to the four seasons image of the resort. Although river rafting is one of British Columbia's major recreation resources, the recent drownings in 1987 near Whistler, does little to boast the image of the sport or Whistler.

The beaches have the potential to increase the four seasons
viability of resorts. The beaches at Whistler still require further development. More sand is especially needed. However, it is the opinion of the author that destination visitors will not be drawn to Whistler for the beaches.

The Arnold Palmer Golf Course is extremely successful in contributing to the four seasons image of the resort. The fact that Arnold Palmer designed the course adds to the quality image. More exclusive club house facilities are required for a true high quality image.

The trail system at Whistler is of high quality and helps connect recreation activities. According to the BC Triathlon Association, Whistler's cycling paths are of excellent quality. The horse back riding trails on the other hand, need to be improved. Presently, the trails take riders over steep mountain terrain. Riders experience beautiful scenery, but not variety or excitement.
6.3 Additional Influencing Factors

Whistler has made a concerted effort to provide people with a total ski experience. The resort offers more than just opportunities for skiing. To the visitor, Whistler epitomizes British Columbia as a destination containing beautiful greenery, awe-inspiring mountains. The peak-roofed hotels and cobble stone pedestrian walks are the closest Vancouver comes to creating the alpine ambiance of European resorts. Visitors have a wide choice of restaurants and night clubs to patronize.

The variety of restaurants, night clubs, stores, and pedestrian environment all add to Whistler's image as a people's place.

7. Summary

The Resort Municipality of Whistler is attempting to develop a world-class, high quality destination image for Whistler as a four seasons resort. It is the opinion of the author that Whistler is well on its way to achieving this image particularly during the ski season. In spite of frequent rain the natural resources of the area have considerable potential to contribute favourably to the Municipality's desired image for Whistler. The ski area is the warmest in Canada, and is famous for its large amounts of powder snow. The resort's two mountains provide a variety of long, continuous ski runs serviced by state-of-the-art equipment. In addition, a concerted
effort has already been made to create this image by offering:
- A diversity of facilities
- Personalized services
- State of-the-art technology
- Unique Architecture and European Ambiance
- Pedestrian Malls to attract people
- A variety of Apres ski Activities
- An aesthetically pleasing environment
- A high quality ski school

In the next chapter, proposals are concerning the possible types of recreation opportunities that can be developed at Whistler.
Chapter 6

CHAPTER 6

Implications for Recreation at Whistler

As discussed in chapter 5, the Resort Municipality is well on its way to developing a high quality image for Whistler as a destination resort. The extent to which Whistler can and should achieve this as its exclusive image is questionable and to a large extent dependent on the market. In this chapter, the recreation planning implications for three alternative classes of resorts are considered. Recreation theory is used as a planning tool to determine what type of recreation facilities and activities should be provided with each type of resort. The chapter begins with a description of the three types of resorts followed by a discussion of the implications for recreation.
1. Types of Resorts

In addition to creating an exclusive world class resort, Whistler has the option of adopting an economy or mixed resort status. The characteristics of these resorts are as follows:

(1) (Exclusive) High quality, exclusive world class four seasons destination resort. Strict quality control regulations are enforced on all amenities and accommodation. Recreation opportunities are designed primarily for the affluent destination tourist.

(2) (Economy) Regional mountain with an unpretenious image. Recreation opportunities are developed primarily to meet the long term desires of the local community and Pacific North West regional visitors.

(3) (Mixed) An integration of economy and exclusive resort characteristics. Recreation facilities are designed for both regional and destination visitors.

The first step in deciding what type of recreation facilities and activities should be provided with each of these resorts is to identify potential client groups. These "client groups" are defined as groups of people who have relatively similar demographic characteristics. As identified earlier, Whistler's potential client groups consist of a permanent
population; transient workers; non-resident property owners; destination and regional visitors.

The next step is to translate peoples' recreation desires into facilities. In order to do this, planners must realize that people spend financial resources and time with the expectations of receiving benefits. Thus, people do not purchase programs, rather they buy the expectation of benefits. The physical service itself is simply a means for the user benefit it conveys. People may participate in the same program, but seek different satisfactions from it. For example, some people may participate in aerobics classes to increase their cardio-vascular fitness levels; whereas, others may participate because they want to reduce stress. People may also derive similar benefits from different programs.

Each theoretical conceptualization of recreation discussed in Chapter 2, seeks to characterize the potential recreation participant in terms of benefits. It is the opinion of the author, that people visit resorts with the anticipation of receiving certain benefits depending upon the resort's image. Thus, planners must use recreation theory as a planning tool to understand the types of benefits people seek.

The desired recreation benefits and the related planning implications of each potential class of resort are shown in Tables IV, V, and VI.
Table V
EXCLUSIVE RESORT

<table>
<thead>
<tr>
<th>THEORY (Benefits)</th>
<th>STRATEGY</th>
<th>RECREATIONAL OPPORTUNITIES (EXAMPLES)</th>
<th>TO BE OPERATED</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Humanistic</td>
<td>Provide high quality, exclusive recreation facilities and activities with specialized and personalized services.</td>
<td>Private 18 hole professional golf course with full serviced exclusive club facilities.</td>
<td>Private</td>
</tr>
<tr>
<td>Recreation is required for individuals to help them grow intellectually, physically and emotionally. Recreation helps people understand and appreciate life and cultural activities. Recreation provides a means for self actualization. Recreation is not just physical activity for it can also involve passivity.</td>
<td>Create environment conducive to self actualization and for the enjoyment of luxurious facilities that are casually elegant.</td>
<td>Stage international calibre cultural events such as jazz, folk, classical concerts, dance and theatre productions with professional artists.</td>
<td>Municipality</td>
</tr>
<tr>
<td></td>
<td>Provide Opportunities that are intellectually, physically, and culturally stimulating and enable personal growth.</td>
<td>Hold exclusive art shows.</td>
<td>Private</td>
</tr>
<tr>
<td></td>
<td>Provide a variety of well groomed ski runs serviced by state-of-the-art technology.</td>
<td>Provide music and art schools with highly accredited instructors.</td>
<td>Private</td>
</tr>
<tr>
<td></td>
<td>Improve summer recreation facilities such as beaches &amp; equestrian activities.</td>
<td>Hold wine tasting events.</td>
<td>Municipality</td>
</tr>
<tr>
<td>(2) Economist</td>
<td>Provide high quality facilities that provide the greatest financial returns and attract destination visitors.</td>
<td>Stage international athletic events.</td>
<td>Private</td>
</tr>
<tr>
<td>Recreation opportunties should increase the GNP, local development, incomes and real estate values.</td>
<td>Provide shoulder season facilities and activities that ensure financial stability.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
(3) Social Psychology
Recreation helps planners understand how people's leisure behavior is affected by the presence of others.

Provide recreation opportunities that will attract colourful people.
Stage a winter carnival with ice sculpturing, outdoor skating, tobogganing, parade, fondues.

(4) Recreationist

(Leisure Concept)
Recreation and work are inextricably interrelated.
Recreation is described as a means for people to supplement and balance their work lives with leisure.

Integrate recreation delivery services with other life sectors.
Find ways to enrich every area of life rather than creating separate places and times.

(International)
Integrate recreation delivery services with other life sectors.
Find ways to enrich every area of life rather than creating separate places and times.

(International)
Integrate recreation delivery services with other life sectors.
Find ways to enrich every area of life rather than creating separate places and times.

Peaks Experience
True recreation only occurs when people are in a peak state. The individuals must be totally consumed in a challenging activity but that do not exceed their abilities.

Provide recreation opportunities that will challenge the individuals, but not exceed their abilities.
Provide a high quality ski school with highly accredited instructors.
Provide a variety of slope gradients that challenge all levels of skiers. Increase heli skiing.

(5) Behavioralist

(State-of-being)
Recreation provides people with perspective not only of what one is, but also of what one might become. Individuals may choose any activity whether work, play or meditation.

Provide a variety of recreation activities that people can freely choose. These activities should help people improve themselves.
Provide a variety of recreation activities that people can freely choose. These activities should help people improve themselves.

Activity means to recuperate in order to prepare for work.

All of the above All of the above
<table>
<thead>
<tr>
<th>THEORY (Benefits)</th>
<th>STRATEGY</th>
<th>RECREATIONAL OPPORTUNITIES (Examples)</th>
<th>TO BE OPERATED BY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pragmatist: Recreation is a necessary social service which should be provided in order to provide individuals regardless of financial status with the opportunity to grow in a democratic environment.</td>
<td>All recreation opportunities should protect the long term interests of the community. Efforts should focus on client groups who need help and current non-users. Reduced prices are available to all people as a social service.</td>
<td>Community Centre complete with swimming pool, weight room, day care and community social &amp; educational programs. Public tennis courts Public golf course Playing fields Beaches with sand &amp; lifeguards</td>
<td>Municipality</td>
</tr>
<tr>
<td>Economic: Recreation increases local development and employment.</td>
<td>Local development and employment will increase marginally when community facilities are developed.</td>
<td>Regional athletic competitions Indoor ice arena</td>
<td>Municipality</td>
</tr>
<tr>
<td>Humanistic: Provides people with means for intellectual and physical growth and a better understanding of life.</td>
<td>Provide moderately priced educational and physically stimulating activities.</td>
<td>Community school with adult night courses Local business a self improvement workshops</td>
<td>Municipality</td>
</tr>
<tr>
<td>Behavioralist: Activity Recreation provides people with the opportunity to have fun. Recreation also provides individuals with their own sense of uniqueness and identity depending on the activities they engage in.</td>
<td>Some facilities or activities should be planned for their whimsical nature.</td>
<td>Children's adventure or water park play grounds Stage &quot;Whistler Days&quot; festival with a parade, special sales, outdoor restaurant service, entertainment, dances, fireworks children's plays, pony rides etc.</td>
<td>Private Municipality Private</td>
</tr>
</tbody>
</table>
Table VI
MIXED RESORT

<table>
<thead>
<tr>
<th>THEORY (Benefits)</th>
<th>STRATEGY</th>
<th>RECREATIONAL OPPORTUNITIES (examples)</th>
<th>TO BE OPERATED</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Pragmatist</td>
<td>Provide Recreation opportunities that people want, but are not unacceptable to the community as a whole.</td>
<td>Tennis Courts</td>
<td>Municipality</td>
</tr>
<tr>
<td>Recreation should protect the long term interests of the community.</td>
<td>ice rink</td>
<td></td>
<td>Private</td>
</tr>
<tr>
<td>(2) Behavioral Activity</td>
<td>Provide opportunities that socialize the young and strengthen the community.</td>
<td>Winter Carnival ice rink</td>
<td>Municipality</td>
</tr>
<tr>
<td>Recreation helps develop individuals and their community.</td>
<td>ice rink</td>
<td></td>
<td>Private</td>
</tr>
<tr>
<td>(3) Social Psychology</td>
<td>Provide Opportunities for people watching and develops a sense of community.</td>
<td>Winter Carnival</td>
<td>Municipality</td>
</tr>
<tr>
<td>Recreation helps planners understand how peoples leisure behavior is affected by the presence by others.</td>
<td>ice rink</td>
<td></td>
<td>Private</td>
</tr>
<tr>
<td>(4) Economist</td>
<td>Provide facilities that have dual uses for visitors and residents in all seasons.</td>
<td>ice rink (winter) skateboarding or rollerskating (summer).</td>
<td>Municipality</td>
</tr>
<tr>
<td>Recreation opportunities should increase the GNP, local development, incomes and real estate values.</td>
<td>Wine tasting</td>
<td></td>
<td>Private</td>
</tr>
<tr>
<td>Music &amp; Art Festivals</td>
<td>More well groomed ski runs Business and self improvement seminars</td>
<td>Municipality</td>
<td>Private</td>
</tr>
<tr>
<td>(5) Humanistic</td>
<td>A Variety of cultural events. Provide activities that stimulate physical and intellectual capabilities</td>
<td>Stage international athletic events.</td>
<td>Municipality</td>
</tr>
<tr>
<td>Recreation is required for individuals to help them grow intellectually, physically and emotionally. Recreation helps people understand and appreciate life and cultural activities. Recreation provides a means for self actualization.</td>
<td>Music &amp; Art Festivals</td>
<td>More well groomed</td>
<td>Municipality</td>
</tr>
<tr>
<td>More well groomed ski runs Business and self improvement seminars</td>
<td>Stage international athletic events.</td>
<td>Municipality</td>
<td>Private</td>
</tr>
<tr>
<td>A Variety of cultural events. Provide activities that stimulate physical and intellectual capabilities</td>
<td>Municipality</td>
<td>Province</td>
<td></td>
</tr>
<tr>
<td>Wine tasting</td>
<td>More well groomed ski runs</td>
<td>Municipality</td>
<td>Private</td>
</tr>
<tr>
<td>Music &amp; Art Festivals</td>
<td>Business and self improvement seminars</td>
<td>Municipality</td>
<td>Private</td>
</tr>
<tr>
<td>More well groomed ski runs</td>
<td>Stage international athletic events.</td>
<td>Municipality</td>
<td>Private</td>
</tr>
</tbody>
</table>
A balance of recreation activities and facilities are included for each resort proposal. Each proposal contains a mix of physical, social, cognitive and environment-related recreation activities and facilities. Some of the benefits and types of recreation activities and facilities sought are similar at all three resorts regardless of their classification. However, the degree of sophistication and cost of the facilities and activities are considerably different. Recreation activities and facilities provided at exclusive resorts are designed primarily for the destination tourist who is willing to spend a considerable amount of money for high quality recreation facilities with personalized services. For example, a jazz festival at an exclusive resort would most likely be expensive and include musicians of an international calibre. Whereas, an economy resort may also stage a jazz festival only at a lower cost with regional musicians.

At an economy resort, recreation opportunities are provided primarily for the local resident and regional visitor. It is unlikely that large influx of tourism dollars would be attracted to the area. Community-oriented recreation facilities such as aquatic centres and playgrounds are developed that provide social benefits to the community. Recreation activities help keep families together, and provide the communities with identity.

In Contrast, at exclusive resorts recreation opportunities are provided specifically for destination tourists who are willing to pay considerably more for high quality facilities and
and activities with personalized services. There are few provisions for local residents and regional visitors. Community facilities such as weight rooms, tennis courts or swimming pools are not necessary, because the exclusive hotels provide such facilities. Strict quality controls are enforced throughout the resort to ensure a high degree of sophistication.

At a mixed resort facilities and activities are provided for both the destination and regional visitor. The degree of sophistication of the recreation activities and facilities at this type of resort are more difficult to determine. The challenge for the planner, is to decide whether the qualities of the exclusive or economy resorts in the composition of the mixed resort.

The cost of the recreation facilities, and the status of the resort has considerable influence as to whether the municipality or private interests operate facilities. As would be expected, at exclusive resorts more facilities are provided privately.

1.1 Mountain Resort Attributes

In an attempt to determine what type of resort status and associated recreation facilities and activities are most desirable for Whistler, the area's strengths must be capitalized on in order to develop a comparative advantage over other mountain resorts, and the area's weaknesses must be identified and improved upon. To do this, Whistler's strengths and weaknesses are identified using the following attributes derived from the literature, survey findings and examples from other
mountain resorts.

(1) A diversity of high quality recreation facilities and activities in a variety of settings.

(2) Specialized programs with personalized services.

(3) Gourmet restaurants and luxurious hotels and stores.

(4) State of the art snow making, grooming and lift equipment.

(5) Unique ambiance and charm.

(6) Large quantities of quality powder snow on long ski slopes.

(7) Presence of "colourful people"

(8) Excellent visual quality.

(9) Ample opportunities to watch other people.

(10) Friendly local community.

(11) A Variety of supplementary recreation opportunities

(12) Exciting Atmosphere

(13) Reliable weather conditions

As discussed in Chapters 3 and 4, the attributes listed above all form a part of a resort's image. Certain attributes, however, such as the presence of "colourful people", ample opportunities for watching people, friendly local community, diversity of high quality facilities, and specialized programs can either contribute or detract from a image at a particular resort. For example, Crested Butte and Steam Boat Springs base
their image in contrast to Aspen's glittery image on their friendly local community and old fashioned charm. Local residents are portrayed as simple, friendly cowboys. "Colourful people" and high quality recreation facilities are not part of their image. Whereas, the images of Aspen, Vail and Deer Valley rely heavily on the presence of Colourful people, exclusive restaurants and personalized services.

These mountain resorts capitalize on a particular strength in order to fill a market niche in a highly competitive market. Table VII outlines Whistler's strengths and weaknesses in light of the identified mountain resort attributes.
<table>
<thead>
<tr>
<th>FACTOR</th>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversity of high quality recreation opportunities</td>
<td>- skiing, golf, aquatic related, trail system, water slide, squash, aerobics.</td>
<td>- equestrian, beach access, tennis, weight training, aquatic centre, skating rink.</td>
</tr>
<tr>
<td>Specialized Programs &amp; Personalized Services</td>
<td>- Epic Ski Program, Summer Ski School</td>
<td>- Requires shuttle or rail service between Blackcomb &amp; Whistler mountains.</td>
</tr>
<tr>
<td>Gourmet Restaurants, luxurious hotels &amp; Shops</td>
<td>- Village</td>
<td>- Gondola Area</td>
</tr>
<tr>
<td>State of the art Technology</td>
<td>- snow making &amp; grooming, equipment &amp; lift system, gondola</td>
<td>- More state-of-the-art are lifts at Whistler</td>
</tr>
<tr>
<td>Ambiance &amp; Charm</td>
<td>- reflected in Architecture &amp; European ambiance of village</td>
<td>- Appearance along highway</td>
</tr>
<tr>
<td>Presence of colourful people</td>
<td>- Growing rapidly (e.g. Pepsi Celebrity Ski Invitational)</td>
<td></td>
</tr>
<tr>
<td>Downhill Ski Experience</td>
<td>- Large quantities of snow, Long continuous slopes</td>
<td>- Powder: moist &amp; easily hard packed</td>
</tr>
<tr>
<td>Visual Quality</td>
<td>- Lake system, Dramatic setting, Village built to reflect surrounding area</td>
<td>- Logging and transmission lines</td>
</tr>
<tr>
<td>Opportunities for People Watching</td>
<td>- Village's pedestrian environment, numerous restaurants, night clubs and lounges</td>
<td>- Separation of Gondola area</td>
</tr>
<tr>
<td>Friendly and interesting local community</td>
<td>- Whistler surveys and BC wide surveys ranked friendly people as contributing highly to the resort's image. (Blackcombe, 1987) (MarketTrend, 1988)</td>
<td>- Untrained staff due to rapid expansion and turnover</td>
</tr>
<tr>
<td>Strong Culture &amp; History</td>
<td>- Summer Square, Dancing Historical Tours, Community Museum</td>
<td>- Young resort community lacks history, requires more cultural events.</td>
</tr>
<tr>
<td>Warm &amp; Dry Weather Conditions</td>
<td>- Warmest ski area in Canada</td>
<td>- Frequent rain</td>
</tr>
</tbody>
</table>
1.2 Whistler's Strengths and Weaknesses

From Table VII, it is apparent that Whistler's strengths lie in the area's natural resources and setting, in particular long ski hills; town centre's ambiance; people places; provision of personalized services, and high state of technology. Whereas, Whistler's weaknesses lie in the: unreliable weather conditions; lack of history and culture; and in some of the inadequate recreation facilities, particularly during the summer season. Inherent in all Whistler's strengths and weaknesses are opportunities for recreation development.

1.3 Opportunities

Weather

There is little that can be done to improve whistler's unfavourable weather conditions. Additions such as the bubble covered lifts make visitors feel more comfortable.

Recreation Facilities

The addition and improvement of the existing recreation facilities and activities is required for any three of the proposed resort classifications. Society has become more leisure-oriented. Work is a means to support leisure. Resort visitors desire a variety of recreation facilities and activities. Affluent persons will usually expect more amenities and services than those visitors with limited incomes.
Regardless of the type of resort developed at Whistler, the beaches need to be upgraded. If Whistler becomes an economy resort, more community facilities such as a swimming pool need to be developed. Whistler and Blackcomb mountains' long ski runs, abundance of powder snow and state-of-the-art technology should continue to form an integral part of Whistler's image. Skier surveys and in particular Whistler and Blackcomb mountain surveys indicate that the long ski runs with little to no lift line waits, are a mountains greatest strength. These mountains undoubtedly have these strengths.

The degree to which recreation facilities and activities should be improved and added depends upon the type of resort Whistler becomes.

* * * *

It is essential for recreation planners to understand what the image of a particular resort is. People visit a resort because they identify with its image. As part of their perceived image of the resort, people expect certain recreation facilities and activities to be offered. They participate in recreation activities with the expectation of receiving specific benefits. Recreation theory is an invaluable planning tool that helps planners understand the various types of benefits people seek from recreation. Recreation is an extremely personal matter. People participate in recreational activities for a variety of reasons. Planners must understand what people want
recreation to accomplish for them. By identifying the benefits which participants actually seek, planners may see their role as a supplier of recreation opportunities. Planners retain their focus on client groups and do not become as involved with the programs of the agency. In addition, once it is known what recreation is expected to accomplish, more opportunities are provided for creativity and innovation.

The type of resort the Resort Municipality develops whether exclusive, economy or mixed is dependent on a host of factors beyond the scope of this thesis. Although recreation planners can help create a particular type of resort by providing facilities, the market eventually determines the resort's status. Thus, planners must be flexible and responsive to changing market forces, and the types of benefits people seek from recreation.

The preceding paragraphs indicate that there are a number of unanswered questions regarding the type of resort, Whistler should become. There is a need for more evidence and substantial market research to determine what market opportunities exist and how competitive Whistler is as a destination in the Pacific North West and in international resort markets. There is also more research required to determine why exclusive resorts do not supply more community-oriented recreation facilities, when they receive such high tax revenues.
APPENDIX A: PROPERTY OWNERS SURVEY

Preamble:

Hello. My name is ***, and I am a graduate student at the University of British Columbia's School of Community and Regional Planning. As part of a study for the Municipality of Whistler, I am doing an attitude survey of property owners at Whistler which will provide input for planning Whistler both as a community and destination resort. The survey should take no more than minutes to complete. Would you be willing to answer a few questions?

Thank you!
Yes - continue to question 1
No

2. Why did you purchase your property at Whistler? (Rank in order of most important to you: 1=most important)
   a) permanent residence
   b) recreation home
   c) investment
   d) access to skiing
   e) needed place to escape.

3. What type of property do you own at Whistler?
   Condo
time share hotel unit
   apartment (strata)
townhouse
detached house

4. The Municipal Council of Whistler has decided that Whistler should be developed as a year round destination resort. Do you agree with this objective?
   Yes or no
5. A) What are the 3 most important elements of a community to you?  
B) Do you feel that Whistler is your community?  
   yes or no  
If NO... What do you feel be necessary to make Whistler your community?

6. In the list I am about to read to you: What does Whistler need more of in order to grow? (please rank according to scale: 1=important, 2=no opinion, 3=not important)

   single family dwellings  
   apartments/condos  
   expanded village centre  
   summer recreational facilities  
   winter recreational facilities  
   expanded community facilities  
   commercial facilities

7. From the list I am about to read, what do you think are the most important community facilities that Whistler needs. (1=most important)

   daycare centres  
   schools  
   libraries  
   first aid clinics  
   service clubs  
   churches  
   other  
   no additional facilities

8. (a) What type of additional recreational facilities would you like to see developed or expanded at Whistler?  
   (Can we start with winter please?)  
   Winter? Summer? Year-Round?

   (b) What type of (winter/summer) recreation activity do you and/or your family do the most frequently while you are at Whistler?

9. The Municipal Council is proposing a local sales tax which would be used towards the provision of additional community facilities. Do you agree or disagree with this proposal?

   Agree disagree

10. As an alternative to a municipal tax increase, how do you feel about user fees to recover all or a part of the operating cost of facilities. (ie. Those who actually use the facility pay more than those who don't)  
   Please indicate your preference.

   Full cost recovery  
   partial cost recovery  
   nominal cost recovery  
   no user fee
11. Another alternative is an increase in property taxes. We are not applying that there will be an increase but, would you be willing to pay an extra:
   i) $200 a yr  ii) $100 a yr  iii) $50 a yr

in property taxes to have these additional facilities. For example, $5 million of new facilities such as a community centre with a swimming pool and banquet rooms would cost $62 in yearly property taxes for a property worth $100,000.

12. (a) How often do you go to Whistler in a typical year?
   (b) What season do you normally go to Whistler and how long do you stay?
   (c) How many people stay at your place in a typical visit?
   (d) Do you rent your place when you are not using it?
   (e) How long have you owned your property at Whistler?

PERSONAL DATA

a) Male/female
b) What are the ages of the members of your family who use your place at Whistler?
   0-6
   7-15
   16-20
   21-29
   30-39
   40-49
   50-64
   65+

c) What is your occupation and what is your spouse's?

Do you have any comments which you would like to add?
THANK YOU FOR TIME ... IT IS MUCH APPRECIATED.
Bibliography

Anderson, Virgil

Advanced Planning & Research For Architecture (APRA)

Archer, Colleen

Armour, Don
Manager of Accommodations, Blackcoombe. Telephone interview, April 9, 1988.

Balcom, Susan

Barasch, Stephen

Barclay, Gordon

Barker, Mary (ed)

Baud-Bovy, Manuel and Lawson, Fred

Berstein, Lauren

Berger, Berger

Bovaird & Tricker & Stoaker


Branch, Jim "Where to Find the Best Snow, Trails, Snow Country March 1988, Premier Issue, p 56.


Crawford, Jack "These are the Best" Snow Country March 1988, Premier Issue.


Driver, BL

Dumazedier, Joffre

Emrick, Larry
"Its That Time Again" Vancouver Sun Col 2, Section A, p1, November 27, 1987.

Fitzgerald, Gerald

Friedrich, Otto

Gans, HJ

Gerardari, Natalie
"Should You Get into the Tennis Racket?" House & Home, July 1974, p86.

Goeldner, Charles & Fellhauer, Cheryl & Kates, John
The Vail Skier Business REsearch Division, University of Colorado, 1976.

Goeldner, Charles R & Standley, Stacey

Godbey, Geoffry

Gold, Seymour

Gray, De and Greben, S

Gunn, Claire

Hamilton, Gordon
"Going for Tourists' Wallets" Business Outlook
Hawkins, Ann

Hendon, L Williams

Herrington, Roscoe

Hoyden's Hill Golf Course Committee.

Hutchinson, John L

International Group of Social Scientists.

Iso-Ahola, SE

Johnston, B
A Rationale for Municipal Leisure Services

Jubenville, Alan

Kaplan, Max

Kelly, John

Kraus, Richard, G

Kraus, Richard, G & Curtis, Joseph, E
Creative Management in Recreation and Parks The
CV Mosby Company, Toronto, 1982

Lake Tahoe Regional Planning Agency, (TRPA)

Lake Tahoe Regional Planning Agency

Lake Tahoe Regional Planning Agency

Langstaff, Kerry
Promotions & Publicity Coordinator, Squaw Valley Ski Resort, California. Interview on February 20, 1988.

Larrabee, Eric & Meyersohn, Rolf (eds)

Little, Arthur

Lutzin, Sidney, G

Marchi, John & Sanford, Russel
State Operated Ski Centres Legislative Commission on Expenditure Review Program Audit, New York, September 1983.

MarketTrend Marketing Research Group

Melville, Lauren (ed)

Meyersohn, Rolf

Mohler, Chaco
"Letting em Run at Whistler" Skiing Magazine Vol
Marshall, Jamie

Mittmann, J

Moon, Rose
Executive Director for The Royal Life Saving Society, Vancouver, BC. Telephone interview March 1, 1988.

Nakhooda, Zulie

Nash, Jay

Neuymer, Martin and Neuymer, Esther

Newhart, Tim

Nichols, Thomas

Roberts, Bob

Pelegrino, Da

Pelegrino, Donald

Phillips, Patrick
Developing With Recreational Amenities Washington, DC, ULI-The Urban Land Institute, 1986.


Resort Municipality of Whistler Whistler Economic Profile Prepared by Planning Department, January 1986.


Smith, Ray The American Endless Weekend American Institute of


Strain, Andrew

Strain, Andrew

United States Government

United States Tennis Association (USTA)

Urban Land Institute

Urban Land Institute

USDA Forest Service

Vance, Mike

Van Doren, CS & GB Priddle & Lewis, Je

Webster, Anita

Weiss, Paul

Welskopf, Donald

Whistler Question

Whistler Question

Whistler Question

Whistler Question

Zuehlke, Mark