



REPORT | ADMINISTRATIVE REPORT TO COUNCIL

PRESENTED: December 19, 2017

REPORT: 17-137

FROM: Chief Administrator's Office

FILE: 2150

SUBJECT: FINAL REPORT FROM THE MAYOR'S TASK FORCE ON RESIDENT HOUSING

COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

That the recommendation of the Chief Administrative Officer be endorsed.

RECOMMENDATION

That Council receive the final report from the Mayor's Task Force on Resident Housing as presented at the recent Community Forum and shown in Appendix "A" of this Report; and

That Council direct staff to implement the recommended actions from the Task Force as a priority, and ensure appropriate staff resources are allocated accordingly.

REFERENCES

Appendix "A" – Final Report from the Mayor's Task Force on Resident Housing

PURPOSE

The purpose of this Report is to describe the final outcomes of the Mayor's Task Force on Resident Housing (the "Task Force") - specifically the context and drivers behind Whistler's housing situation, the identified workforce challenges relating to housing, and subsequently the recommended actions from the Task Force. It also outlines the extensive community feedback that has been received during the community engagement process. This Report, including the appendix, is therefore intended to serve as a solid, evidence-based set of facts, and documentation of the community's support, thus providing guidance to the development of future municipal housing policies in line with the Task Force's recommended actions.

DISCUSSION

The Task Force was initiated in November 2016, following the adoption of the Terms of Reference on October 18, 2016, with the objective to analyze Whistler's employee housing needs and make informed recommendations to Council for specific initiatives to pursue. The Task Force has been engaged in an extensive process convening six times over the past year, in addition to a number of sub-committee working groups. Significant research has been conducted, and the resort community has provided input through a community survey on housing needs, culminating in a set of draft recommended actions from the Task Force.

Staff presented the draft recommendations to Council on October 3, 2017, where Council passed a resolution to direct staff to arrange a community engagement forum to seek feedback on the proposed recommendations. The Community Forum was conducted on November 2, 2017 with strong attendance and extensive participation by community members in the dialogue sessions. Additional feedback was received following the event via email. Overall, it could be summarized that

the community is very supportive and in favour of progressing the strategic direction as proposed by the Task Force, and moving these into implementation in a timely manner. In addition to the general feedback, there was strong support for the individual actions as presented, as well as some constructive suggestions for consideration. All of the feedback received from residents have been incorporated into common themes and documented in this report where relevant, for consideration by staff and Council when progressing with the implementation of the recommended actions.

REPORT

Background/Context

As a world-class resort, the Whistler community welcomes over 3 million visitors each year, attracted to the resort by its natural beauty and inspiring outdoor and adventure lifestyle. As the resort has put in place its tourism-centric vision and evolved into a four seasons resort over recent years, a stronger and more sustainable local economy has been created, with more jobs being generated – both year round and seasonal jobs.

In recent years, Whistler has experienced year-over-year growth in winter and summer business, record visitation numbers (close to 3 million visitors annually), and resultant shorter off-peak seasons. Whistler's economic success has been partly an outcome of our own resort organizations' initiatives and collaboration. As an example, the Economic Partnership Initiative (EPI) Committee developed its first strategic plan which has been largely implemented, including the village rejuvenation policy, Festival Events & Animation program, group conference business development, cultural tourism diversification, and service training to name just a few. There are however, external factors that are outside of the resort's control and have a significant impact on our economic results. A weakened Canadian dollar and strong US dollar, together with lower interest rates, have all contributed to an acceleration in the increased visitation from key markets such as the United States and across Canada. It should be noted this is in stark contrast to the woes experienced by local businesses and residents during the global financial crisis and the years leading up to the 2010 Olympic Games.

With that year round strengthening of Whistler's economy, and global recognition of Whistler as a world class four seasons resort, has come accelerating real estate values, also impacted by surrounding areas such as Vancouver's real estate boom, and subsequently, significant pressure on affordability of housing in Whistler for our local workforce.

The community's permanent population has grown to 11,854, an increase of 20 per cent in the last five years, and far outpacing the highest growth metropolitan areas in the Province. Whistler's population mix has evolved with more young families than ever before, partly driven by the increased job security from year round business in the resort. All these factors have created more demand for housing both in quantity and for different types of homes.

In the market housing inventory, there are a number of factors affecting the accessibility by local residents: renovations and demolitions continue as older homes are being modernized, and are developed into larger scale homes; redevelopments can result in a changing use of homes and suites from residential rental properties for the workforce, to higher priced recreational properties for non-Whistler residents. At the same time, the evolution of online vacation rentals platforms have made it easier and more lucrative for some property owners to illegally rent to tourists, rather than homes being used for their original purpose being residential homes. All of these are contributing to a reduced supply of homes available for employees in the resort, and even for those homes that are

available, they have escalated beyond reasonable affordability ranges for many workforce members.

The supply of residential property inventory has been relatively flat during the abovementioned growth – with the exception of a supply of resident restricted homes that were developed for the Olympics in Cheakamus and a subsequent development in Rainbow - and very little new inventory since then. As market inventory values have climbed, those in resident restricted homes have become entrenched as the price gap between restricted and non-restricted has widened and it becomes more and more challenging to progress into larger homes as family situations change.

Whistler's guiding principles include having an adequate inventory of housing that is affordable and sustainable, and which effectively supports a diverse and vibrant local population. Targets such as having 75 per cent of the workforce housed locally may be being reached, but this is unlikely to be sustainable over the long term given the lack of affordability for most working residents.

Breadth of Research and Analyses

Extensive research and analysis, and facilitated discussions were conducted by the Task Force, to enable an in depth picture of Whistler's current housing situation.

As described in detail in Appendix "A", a range of secondary research was conducted, including analysis of existing housing policies; Census data relating to Population trends, changes in demographics and household situations; WHA data – resident restricted inventory, waitlists, eligibility requirements and title restrictions, and employer surveys; BC Property Assessments and associated Land Titles data; different housing models including Vancouver and Vienna; Tourism Whistler, BC Statistics and Conference Board of Canada Tourism Sector report; and Local, provincial and national economic trends and future outlook studies, including Royal Bank of Canada's Economic Outlook, and the Conference Board of Canada's Provincial Long Term Economic Outlook.

In addition, primary data was collected by way of a community housing needs survey to better understand how the existing inventory of residential homes is used by the various segments of the local population; the evolution of household structures and current housing needs; future anticipated workforce housing needs; and community support for initiatives to address affordability for workforce housing.

The community housing survey respondents included the range of those affected by housing, including seasonal renters, permanent residents working in Whistler both owners and renters, workforce commuting into Whistler, as well as those living, but not working in Whistler. Using these as segments of the population, the research results were able to categorize and identify similarities and differences between the groups. The survey explored how homes were currently used by these different segments, relationship of individuals living in different dwelling types, number of people sharing bedrooms, use of suites in single family homes, together with future expectations about housing needs.

The Task Force also heard from various community members during the past several months, including letters addressed to the Mayor and Council which were referred to the Task Force for consideration. Key themes ranged from lack of affordability and tenant issues with landlords, to nightly rentals in residential homes, to community growth, and a wide spectrum of other concerns. These also informed the Task Force's work.

Key Challenges to Overcome

The 'Housing Continuum' is a typical framework identifying the range of housing options available to different types of households. Whistler's housing continuum was developed as part of the Task Force's work, and identifies several household groups including seasonal residents, and permanent residents (singles, couples and families), with various housing needs extending from dorm style through to resident restricted rental and ownership as well as market (non-restricted) rental and homeownership.

The issues identified in supply and demand as briefly mentioned above and detailed in Appendix "A", have created significant challenges at many points along the housing continuum.

The following have been identified as significant challenges to be overcome, in order to enable access to affordable housing for the workforce.

For tenants:

- The supply in dormitory style/employer housing for seasonal workforce has been relatively stable during this recent jobs growth, forcing the growing number of seasonal workers to look for rentals in the open market.
- The overwhelming demand on market rental homes, in particular by the growing seasonal workforce and by employers for their staff, combined with the lower inventory of homes available, has driven rents out of reach of many permanent residents, to the point where many are spending well in excess of 50 per cent of their household income on housing.

For prospective homeowners:

- Market housing prices of single family homes have appreciated over 71 per cent in the last three years and a single family home is now out of reach of the majority of Whistler's workforce.
- Price differences between types of homes are widening (for example, a condominium to a townhome, or townhome to single family home) making the transition from one property to another as personal situations evolve is much more challenging today, than it has been in the past.
- With the appreciation of market properties, price differences are also widening between market and resident restricted homes, entrenching many residents in restricted homes, and subsequently causing lower turnover in these properties.
- Condo and townhouse inventory supply is tight. With Whistler's changing demographics now having more couples and family groups, the demand to buy multi-family units is growing and expected to continue to do so.

Looking ahead, without a change in current housing policies, it will be very challenging to continue to meet Whistler's resident housing target of housing 75 per cent of employees in Whistler. The Task Force's primary objective for housing is to ensure appropriate and affordable housing supply for both permanent and seasonal staff, through the creation of flexible and diverse housing options.

Community Perspectives & Final Recommended Actions

Details of the Task Force's research, conclusions and *draft* recommended actions were presented to Council on October 3, 2017 and subsequently these details were shared at a Community Forum held on November 2, 2017 to garner feedback from the community on the draft actions before finalizing.

Implementation of these recommendations represents an opportunity to deliver over 1,000 resident restricted beds within five years. In the shorter term, it is anticipated that 230 new beds will be available for the community in December 2017, and a further 160 beds by winter 2018.

Overall, the community feedback received has been overwhelmingly positive. Commentary included the desire and support for additional supply of resident restricted homes in the community, ie additional allocation of employee bed units, together with improved utilization of existing homes and residential lands. This specific feedback is in line with the results from the community housing survey which had an overwhelming majority of those surveyed supporting additional bed units to be allocated for more employee housing, and for considering densification in residential neighbourhoods.

Attendees of the community forum expressed their appreciation that the research-based presentation explained the complexities of the housing situation and the depth of analyses completed to understand the priority issues, desired outcomes, and recommendations for improving the housing situation in Whistler for employees.

The key constructive feedback received was about timeframes, and the need to implement these as quickly as possible given our current situation. There was recognition that work has progressed on the housing front, but we are 'playing catch-up' to address the housing needs of the community. There were also varying levels of opinion about how many new beds should come from which initiative, and the level of confidence about how the initiatives would realize the suggested additional bed counts. Staff believe these concerns can be overcome by the proposed ongoing close monitoring of Whistler's housing situation. This monitoring will include the tracking of employee numbers and other business indicators, together with the actual increase in beds delivered progressively by each initiative. This will enable flexibility in responding to the situation and potentially adapting the plans as required to still ensure the total scale of new beds needed are delivered. There are further details in the recommended actions described below, where specific plans may be developed to further support this flexibility.

And, finally, potential transportation issues arising from new developments was a concern, which will definitely be a consideration as further work is progressed on these initiatives.

Other themes in the feedback received typically relate to the individual recommended actions, and therefore, they are included below with the final recommendations below.

Recommendations of the Mayor's Task Force on Resident Housing

*As previously described, the recommendations of the task force are a set of short and medium term actions strategically designed to improve availability and affordability of housing – with both the public and private sector expected to play a role in making these a reality. **All recommended actions relating to increasing the supply of housing are targeting 100% resident restricted homes and therefore do not include any consideration for additional market homes.***

The first three recommendations have already been implemented – being early deliverables focused on quick wins whilst still being sustainable in the longer term – predominantly to improve the utilization of our existing housing inventory. The following four recommendations have commenced to varying degrees, and set out the current status and recommended plans for implementation.

Recommendation 1: New legislation to ensure residential homes are not being used for tourist accommodations

Whistler was a purpose built resort with dedicated tourist accommodations developed including a broad mix of hotels, condominiums, lodges and bed & breakfasts – and typically located in close proximity to tourism amenities. This is in contrast to residentially zoned properties which are typically in neighbourhoods for the permanent resident community and are only to be used for their intended residential purpose.

Given the growing concerns with illegal use of residential homes for vacation rentals, new legislation was adopted in July 2017 to require all property owners who market and/or use their property for tourist accommodations to now have a business licence for this purpose. Business licences are only issued for properties with zoning where tourist accommodations are permitted. Without the appropriate zoning, residential property owners are not permitted to market or rent their homes to tourists, regardless of duration.

RMOW bylaw enforcement staff are actively investigating properties that are being marketed and/or rented for tourist accommodation in contravention of RMOW regulations. Contraventions may be subject to fines of up to \$1,000 per infraction per day.

Increased community awareness has resulted in a significant number of residential homes being reported to the bylaws department for investigation, and follow up action taken by Bylaws to ensure they are no longer renting to tourists. Tickets with fines have been issued to a number of property owners.

The community expressed concern regarding the extent of the illegal nightly rental issue, agreed that it requires more proactive enforcement against the residential properties listed across the vacation rental sharing economy platforms (such as Airbnb, VRBO etc) to protect the housing supply for the workforce; and asked the RMOW to communicate more about enforcement actions being taken.

Recommendation 2: continue to pursue the Home run program to match resort businesses with property owners

Home Run is a program developed to match property owners with business owners, whereby a licenced property manager acts as an intermediary to support landlords (property owners) find appropriate tenants (business owners). The goal of the program is to help local business owners find stable accommodation for their workforce, while offering home owners with a streamlined, low risk option to earn rental income from their vacant properties. Business

owners take full responsibility for the lease including maintenance of the property and rental payments. This program provides a low risk, hassle free solution for property owners to make their underutilized properties available for Whistler's workforce.

The Community supported the continuation of the Home Run Program, agreeing that it is positive to see properties which were previously misused for tourist accommodation reversed back to the inventory of long term rentals, and previously vacant or underutilized homes being made available for the workforce. It was also encouraged to see many local businesses again taking on the responsibility for providing staff housing. However, there was some caution about the risk of homeowners terminating existing leases with individual tenants and offering their property through Home Run at a higher rental rate. This was acknowledged as a risk that will need to be monitored by the Home Run property manager, but it was also noted the business community had already rejected some properties where the expected monthly rental was excessive – evidence of the demand side forcing a reality check for owners to reconsider or adjust their expectations.

Recommendation 3: Ensure new construction developments are contributing to providing new employee housing

Employee Housing Service Charge Bylaw was originally adopted in 1990 and the most recent update was in 2001. The proposed amendment is both an increase in the service charge and a broadening of the scope of the charges. The scope is expanded to require all developers of commercial, industrial and tourist accommodation in Whistler to contribute to the affordable housing stock on the basis that each of these developments contribute to additional employee housing needs. Developers can fulfil their obligations either through the construction of affordable housing for employees or through contribution of cash-in-lieu of development to an employee restricted housing fund – although significant developments will be required to provide housing rather than make a financial contribution. Specifically, the update is intended to ensure ongoing charges keep pace with inflation to support the generation of funds for employee housing and the Bylaw is to be applicable to relevant new developments which generate additional employees.

The community supported the bylaw update in particular the requirement for significant developments to provide housing rather than make a cash contribution.

Recommendation 4: RMOW to build more resident restricted inventory to meet the needs of the permanent resident workforce

It is recommended that the RMOW invest their own lands to develop new resident restricted homes and allow additional bed units be allocated for developing these new homes. The new developments would be catering to the diversity of the Whistler community, both those requiring rental homes and those able to buy their own home.

There are two key elements of this initiative:

- 1. WHA development of new resident restricted homes on lands already allocated for this purpose.*

Currently there are 4 development projects in progress to deliver 230 beds within the next 3 years which is equivalent to a 50% increase in WHA rentals:

- o 1310 Cloudburst (Lot 1A): 27 rental units, 75 employee beds. Ready in December 2017*
- o 1020 Legacy Way (Lot 16): 23 rental units, 53 employee beds. Ready for winter 2018*
- o 8350 Bear Paw Trail (Lot 10): 20 rental units, 39 employee beds. Ready for winter 2018*
- o 1330 Cloudburst (Lot 1B): 40 rental units, 60 employee beds. Ready for winter 2019*

2. *Expansion of the Cheakamus Crossing neighbourhood with planning and development of additional homes for residents, including both rental and ownership opportunities*

RMOW staff, together with the RMOW wholly owned subsidiary Whistler Development Corporation (WDC) (being the original developer of Cheakamus Crossing), are in the process of completing the evaluation of municipal owned lands at Cheakamus Crossing. This is anticipated to include both rental and ownership opportunities for Whistler's permanent resident workforce. The specific number of new beds will be proposed as further concepts are developed for suitability of land use in the identified development areas. These development concepts are anticipated to be brought before Council in Q1, 2018.

The objectives of expanding Cheakamus Crossing are to:

- o Maximize employee housing with a diverse mix of housing types;*
- o Tie in different considerations around regional recreational opportunities such as the valley trail system, sea to sky trail, parks etc.;*
- o Complement the existing neighbourhood; and*
- o Ensure alignment with community values regarding protection of natural corridors and natural features*

This recommendation was the one that received the most vocal support from the community throughout the various engagement opportunities. The community strongly supported more resident restricted housing for both rental and ownership. There was strong support for Cheakamus Crossing Expansion to materialize as soon as possible, with the suggestion to prepare plans for the breadth of short and medium term potential sites such that any could be activated for development with shorter lead times if needed. There were also suggestions to ensure consideration be given to parking needs, traffic congestion, highway access, transit needs, specifically for this project. Staff has acknowledged these will be considered during the planning stages of this development.

Recommendation 5: New & expanded infill program to address loss of market homes

Infill housing is recommended to add new resident dwelling units within existing residential neighbourhoods by carefully considering increased densification in single family neighbourhoods. The policy was first introduced in 2006 as a pilot project in Alpine South and has resulted in very few actual infill developments. Given this factor, the Task Force's recommendation is to consider new and expanded infill options including the ability to stratify and the allocation of new resident restricted bed units, which could make it more attractive to existing home owners to consider.

Infill may be achieved by permitting subdivision of large lots, adding duplexes or additional suites (attached or detached) to an existing single family home. Owners would have the option to sell or rent the new resident restricted dwelling.

The target of this initiative is to generate an additional 50 new resident restricted beds to help address the loss of market homes. It would offer the opportunity for existing resident owners to stay in their home, while liquidating some of their equity or to generate a rental revenue stream, to assist with managing rising costs of home ownership. It also provides alternate options for those looking to buy their own home in Whistler's market, by enabling alternate forms of housing in addition to the single family homes which are exclusively permitted in many neighbourhoods. A range of restrictions on the new dwelling created will be considered to ensure resident housing objectives are achieved – this assumes the introduction of Recommendation 7 below would ensure an appropriately tight local resident market to maintain these homes for Whistler's workforce in perpetuity.

The community generally understood the benefits of infill housing, and there has been much interest from existing resident homeowners to learn more about the details of the policy. A number of home owners have also attended Municipal Hall after the community forum expressing their interest in possible options for their own personal situation. It is acknowledged that there will need to be financial viability in this opportunity for both existing owners and also potential new buyers, to make it a success – and this will be part of the considerations when further detailed work on the infill policy evolves.

Recommendation 6: Allow for development of resident restricted rental on private lands that may be currently under-developed

This initiative intends to provide the opportunity for under-developed lands to be used for employee housing. It would include privately funded development of rent-restricted rental properties for a broad range of Whistler's community workforce – from potential employer provided dormitory style accommodations for seasonal staff housing through to multi-family homes.

Knowing that Whistler has the majority of its workforce in rental housing (55% rental & 45% ownership) and that 3 in 4 of those rent market homes, there is very little security of tenure and therefore providing a range of rental housing options is critical to supporting the community's needs.

For permanent residents, there are many in the community (from front line staff through to middle level workers and professionals) looking for the long term security of rental housing. And, for seasonal workers having increased supply of dormitory style housing would help to alleviate some of the demand on market rentals.

Key parameters would be established such that private developments would be considered only in residential neighbourhoods, with close proximity to jobs and amenities.

This is an important initiative in that it enables a sharing of risk with the private sector when developing housing for the community. While public lands can be utilized for resident housing per recommendation 4, there are still significant mortgage borrowings by the RMOW/WHA required to make those a reality.

The community generally supported private developments of rental housing, indicating a desire for developers to utilize their expertise in making these happen in as short a timeframe as possible – especially where site locations could be closer to core amenities. Specific support was heard for the private development of dorm style housing with higher density in order to utilize lands most efficiently, and there was an expectation that Vail Resorts would invest in this initiative sooner rather than later. To support this initiative, the community suggested that a framework be established with specific criteria before any development project applications be considered to ensure clear guidance and expectations for any potential project.

Recommendation 7: further refine resident restricted (RR) program to protect employee housing

In order to continue the success of the WHA program and continue to evolve as the community evolves, it is recommended to revise the current resident restricted eligibility such that the limited resident restricted housing available is utilized as effectively as possible by those it was intended to house.

This requires a new framework such that thresholds for income and asset limits be established for both rental and ownership housing eligibility. (There are many examples of this being implemented including through BC Housing where low-moderate income households are up to

\$99.910 dependent on the size of the rental unit). To support this new framework, development of additional and more punitive penalties for abusers of resident restricted inventory is required

The intention is such that eligibility would be exclusively for households working full-time in Whistler, and would exclude owners of market homes moving into resident restricted housing. The specific thresholds would need to be determined relevant to Whistler's community, and further details will need additional analyses before finalizing the new criteria.

It is anticipated that the majority of Whistler's workforce who are currently eligible will continue to be eligible. But it is important to recognize the need for tightening of the criteria to reduce leakage, and enable a more effective enforcement of the rules. This would also enable greater community support for housing programs and reduce the negative sentiment about misuse by a minority of residents.

The community supported an eligibility criteria to be instituted for the resident restricted housing, and strongly encouraged more proactive enforcement to impose significant penalties on violators. It was evident from the feedback received, there is also a need for increased communication about the different covenants on properties, and what is currently permitted or not in the different developments of resident restricted housing.

Summary of Actions & Action Applicability

The following table sets out a summary of the community's various groups, and identifies the recommended actions that may be applicable for each group. All recommendations are made on the basis of enhancing housing opportunities for the resort's workforce.

Target audience	Desired Tenure	Challenge to overcome	Relevant recommended action	Commentary
Seasonal worker	<i>rental</i>	<i>Excess demand for market rentals and unaffordable rent</i>	# 1, 2 & 6	<i>Increased employer provided housing will reduce demand on market rentals</i>
Permanent worker – Single	<i>rental</i>	<i>Unaffordable rental rates</i>	# 1, 3, 4, 5, 6 & 7	<i>More resident restricted rentals will provide long term housing security at a range of affordability</i>
Permanent worker – couples	<i>rental</i>	<i>Unaffordable rental rates; lack of available supply</i>	# 1, 3, 4, 5, 6 & 7	<i>More resident restricted rentals will provide long term housing security at a range of affordability</i>
Permanent worker – families	<i>rental</i>	<i>Unaffordable rental rates; lack of available supply of family units</i>	# 1, 3, 4, 6 & 7	<i>More resident restricted rentals will provide long term housing security at a range of affordability</i>
Permanent worker – single	<i>Own</i>	<i>Lack of available homes to buy in existing RR inventory</i>	#4, 5 & 7	<i>Increased supply of affordable homes for purchase</i>
Permanent worker – couples	<i>Own</i>	<i>Lack of available homes to buy in existing RR inventory or inability to move to market home as situation evolves</i>	# 4, 5 & 7	<i>Increased supply of affordable homes for purchase</i>
Permanent worker - families	<i>Own</i>	<i>Lack of available homes to buy in existing RR inventory or inability to move to market home as situation evolves</i>	# 4, 5 & 7	<i>Increased supply of affordable homes for purchase</i>

Implications and Risk Considerations

The Task Force has identified a multi-pronged approach to addressing Whistler’s housing challenges to ensure a diverse mix of housing options appropriate to our community’s needs. It is also recognized that there are a number of factors that may affect the delivery of the anticipated additional beds and improved use of existing inventory, such as economic conditions which can deteriorate as well as generate growth, and as such there will need to be ongoing monitoring to ensure the recommended actions are meeting the needs of the community. Regular monitoring will also assess the deliverables from each of the recommended actions over time, and identify any interventions that may be required to ensure housing is being delivered as needed.

Secondly, as a Task Force it has been widely acknowledged that housing is a community-wide responsibility and it will take the public and private sector working together to deliver these recommended actions and outcomes. The Resort Municipality of Whistler is very cognizant of its role in delivering affordable housing through its staff and the Whistler Housing Authority, and will work diligently with relevant senior levels of governments, business employers, and private developers who can each also contribute their own resources and expertise to tackle the housing issue.

Finally, given the myriad of challenges Whistler is experiencing due to its recent growth, it will be important to take a holistic, integrated, and coordinated approach to housing and ensure due consideration is given to transportation, parking, neighbourhood characteristics, existing infrastructure capacity including water and sewer, and the natural environment, to ensure the continued building of a sustainable community without compromising the resort’s economic competitiveness, social vibrancy, and environmental responsibility.

Conclusion

The Mayor’s Task Force on Resident Housing has been a vital initiative that assists Whistler in developing a multipronged approach to one of the resort’s most significant challenges. Many hours of analysis and discussion, along with the expertise of Task Force members, have produced a detailed evidence-based report that has short to medium term recommendations for Council. This Report seeks Council direction to prioritize the actions the RMOW will take in response to the Task Force report, ensuring that staff can focus their attention and resources most effectively in its implementation.

WHISTLER 2020 ANALYSIS

The proposed recommendation has the potential to move the community toward the following identified Whistler2020 Descriptions of Success:

W2020 Strategy	TOWARD Descriptions of success that resolution moves us toward	Comments
Resident Housing	Resident Restricted housing is affordable for permanent and short-term residents, through innovative and effective policy and financial models. The planned flexibility within neighbourhood design, housing form, and housing tenure enables the adaptability to meet changing housing needs and future affordability considerations.	

	Whistler has a sufficient quantity and appropriate mix of quality housing to meet the needs of diverse residents.	Final report from the Task Force take into consideration and are aligned with all of these descriptions of success.
	Residents enjoy housing in mixed-use neighbourhoods that are intensive, vibrant and include a range of housing forms.	
	Housing has been developed close to transit, pedestrian and bicycle routes, and amenities and services to reduce auto dependency.	
Economic	A skilled workforce supports the local economy and the local economy supports the skilled workforce.	Housing needs are critical to ensuring appropriate workforce supply to local businesses.

Staff have not identified any Whistler2020 Descriptions of Success that the proposed recommendation would be expected to move the community away from.

POLICY CONSIDERATIONS

The recommendations are aligned with policies relating to Resident Housing.

BUDGET CONSIDERATIONS

Following Council's adoption of the Task Force's final report, there may be recommendations to Council for financial resources to further progress the specific resident housing projects identified. These recommendations may result in funding requirements that will be evaluated through the municipal budgeting process and be brought forward to Council consistent with standard practice.

COMMUNITY ENGAGEMENT & CONSULTATION

From the outset, it was recognized that community contributions were critical to solving the housing challenges, with the Task Force composition specifically selected to ensure a broad representation of the community – each in a unique position to contribute to the understanding, evaluation, planning and implementation of Whistler's resident housing initiatives, and warm appreciation is offered to the following for their time dedicated to the Task Force:

- | | |
|-------------------|--|
| Terry Deutscher | Community Member-at-Large |
| Ben Smith | Community Member-at-Large |
| Cheryl Skribe | Executive Director, Whistler Community Services Society |
| Melissa Pace | CEO, Whistler Chamber of Commerce |
| Nicole Shannon | President, Whistler Association of Retailers & Merchants |
| Ray Longmuir | President, Real Estate Association of Whistler |
| Kevin Wallace | President, Restaurant Association of Whistler |
| Ian Lowe | Director, Hotel Association of Whistler |
| Barrett Fisher | CEO, Tourism Whistler |
| Pete Sonntag | COO Whistler Blackcomb |
| Michael Hutchison | Chair, Whistler Housing Authority |
| Marla Zucht | General Manager, Whistler Housing Authority |

Council and Staff contributors on the Task Force are:

Mayor Nancy Wilhelm-Morden	Chair, Mayor of Whistler Council
Councillor John Grills	Council representative
Mike Furey	Chief Administrative Officer, Resort Municipality of Whistler
Mike Kirkegaard	Director of Planning, Resort Municipality of Whistler
Toni Metcalf	Economic Development Officer
Jocelyn Chen	Economic Development Analyst (Recording Secretary)

As part of the Task Force's work, a community housing needs survey was launched in March 2017, to gather data not available from other sources to better understand the community's housing situation and support evidence-based decision-making. 1,519 respondents filled out the online survey following a random phone and intercept survey of 575 workers and 201 homeowners. A total of 2,295 people - over 25 per cent of the adult population living in Whistler, likely the highest ever response rate for an RMOW survey.

The Task Force also heard from various community members during the past several months, including letters addressed to the Mayor and Council which were referred to the Task Force for consideration.

On November 2, 2017, the Community Forum took place at the Whistler Conference Centre. It consisted of presentations on housing, transportation, and community planning, followed by focused table discussions to share resident's views and input on various initiatives and proposed actions. About 300 residents attended the event and participated at the round table discussion on the housing recommendations. A video was live streamed on the RMOW Facebook page with over 1,200 views on the night of the event. In addition, people who were not able to attend the forum also had the opportunity to submit their voice to feedback@whistler.ca or to Mayor and Council.

SUMMARY

Council is asked to adopt the Final Report from the Mayor's Task Force on Resident Housing.

Respectfully submitted,

Toni Metcalf
ECONOMIC DEVELOPMENT OFFICER
for
Mike Furey
CHIEF ADMINISTRATIVE OFFICER