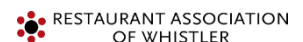




Mayor's Task Force on Resident Housing

3 October 2017

Regular Council Meeting



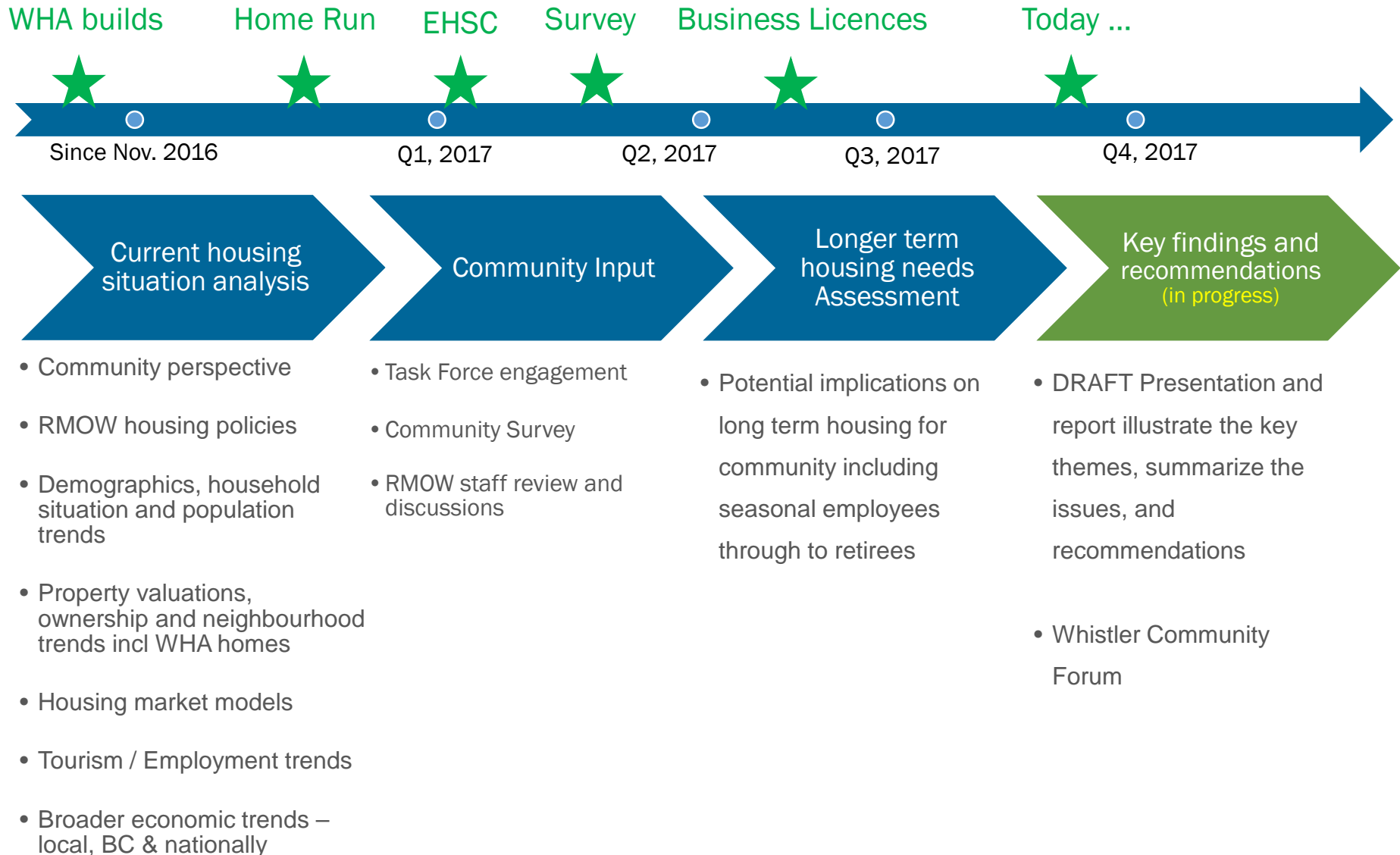
Objective of today's presentation

Share the detailed work completed by the Mayor's Task force on Resident Housing, including draft recommendations.

Agenda

- Task Force Process
- Background
- Current Situation
- Draft Recommendations
- Community Engagement & Next Steps

Task Force process





Background

A short recap...

1970 – 1980's

Rising real estate prices and affordability for local residents has been a perennial problem, dating back – when Tapley's was initiated, followed by the Whistler Valley Housing Society as an employer founded non-profit organization, and subsequently the Whistler Housing Authority

1990

saw the introduction of the Employee Housing Service Charges which required developers to either build employee housing or contribute to a designated housing fund which the RMOW then used to build resident housing – linking development to Whistler's growth

1990's

Affordable Employee Housing Policy, Comprehensive Development Plan and others were created during the 1990's

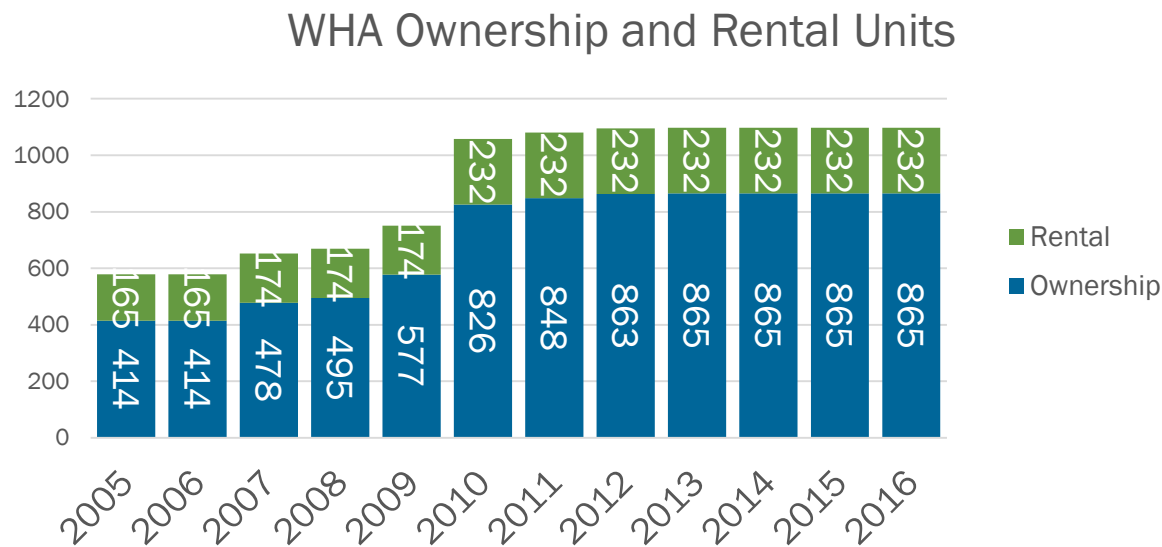
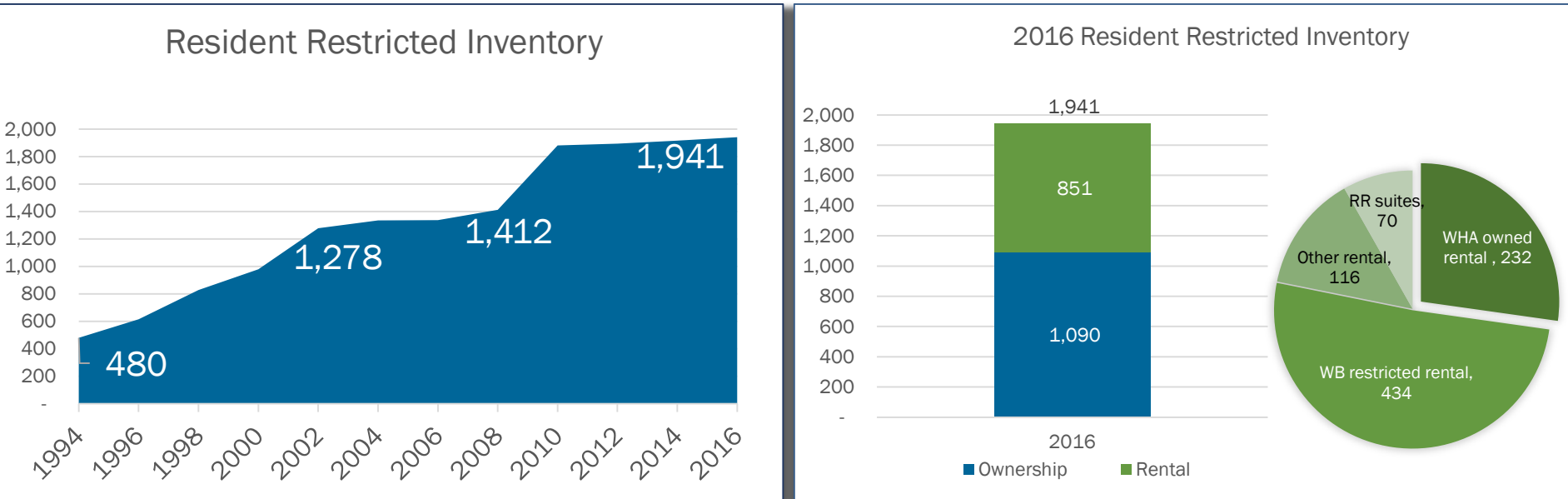


WHA originally had a relatively even split of rental and ownership housing, but as the community evolved with a greater demand for permanent family owner occupied housing, **more focus was added to affordable ownership properties**

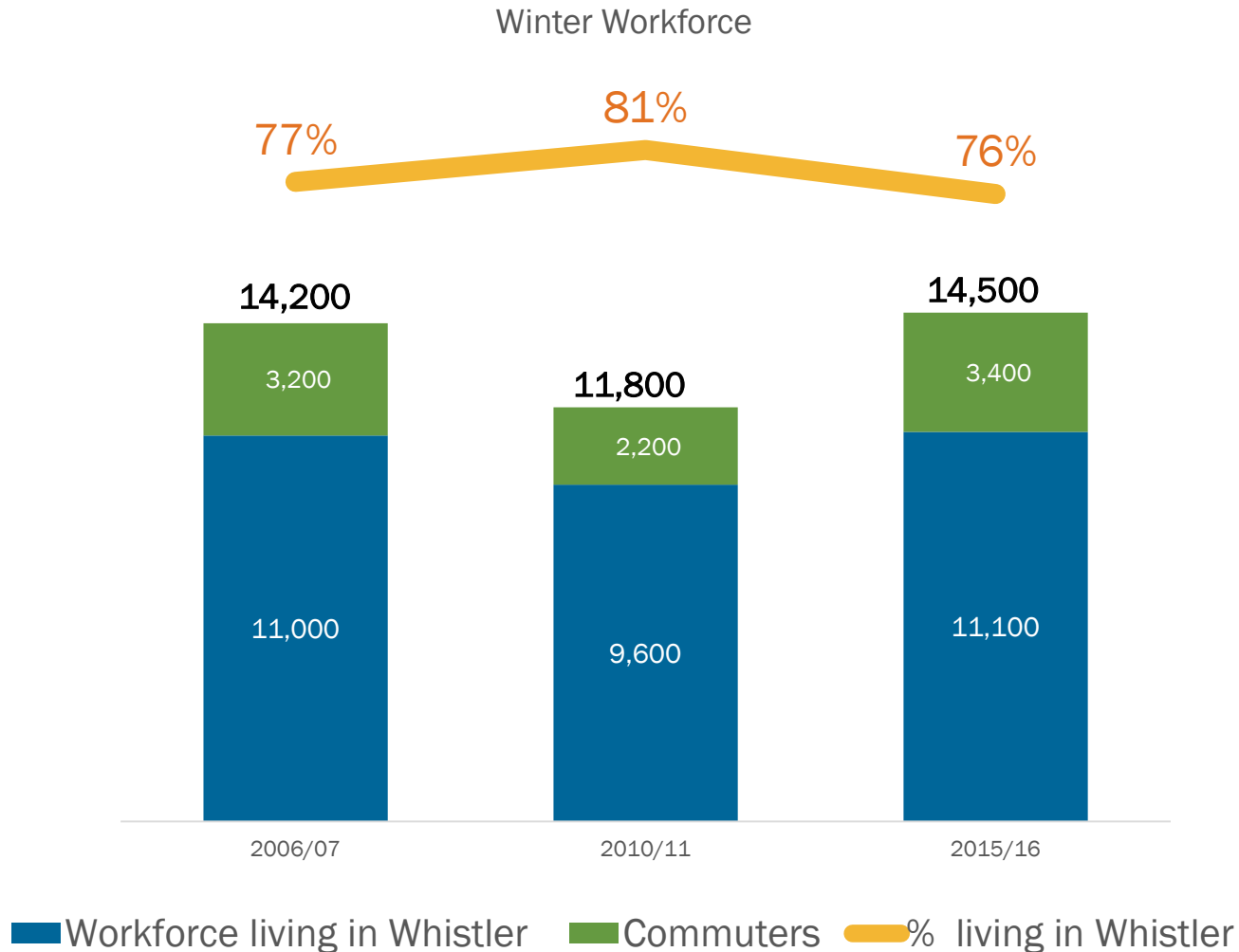
Today Whistler offers a wide **range of housing catering to diverse individuals of varying socio-economic backgrounds** – a key element **to building successful neighbourhoods and sustainable communities**

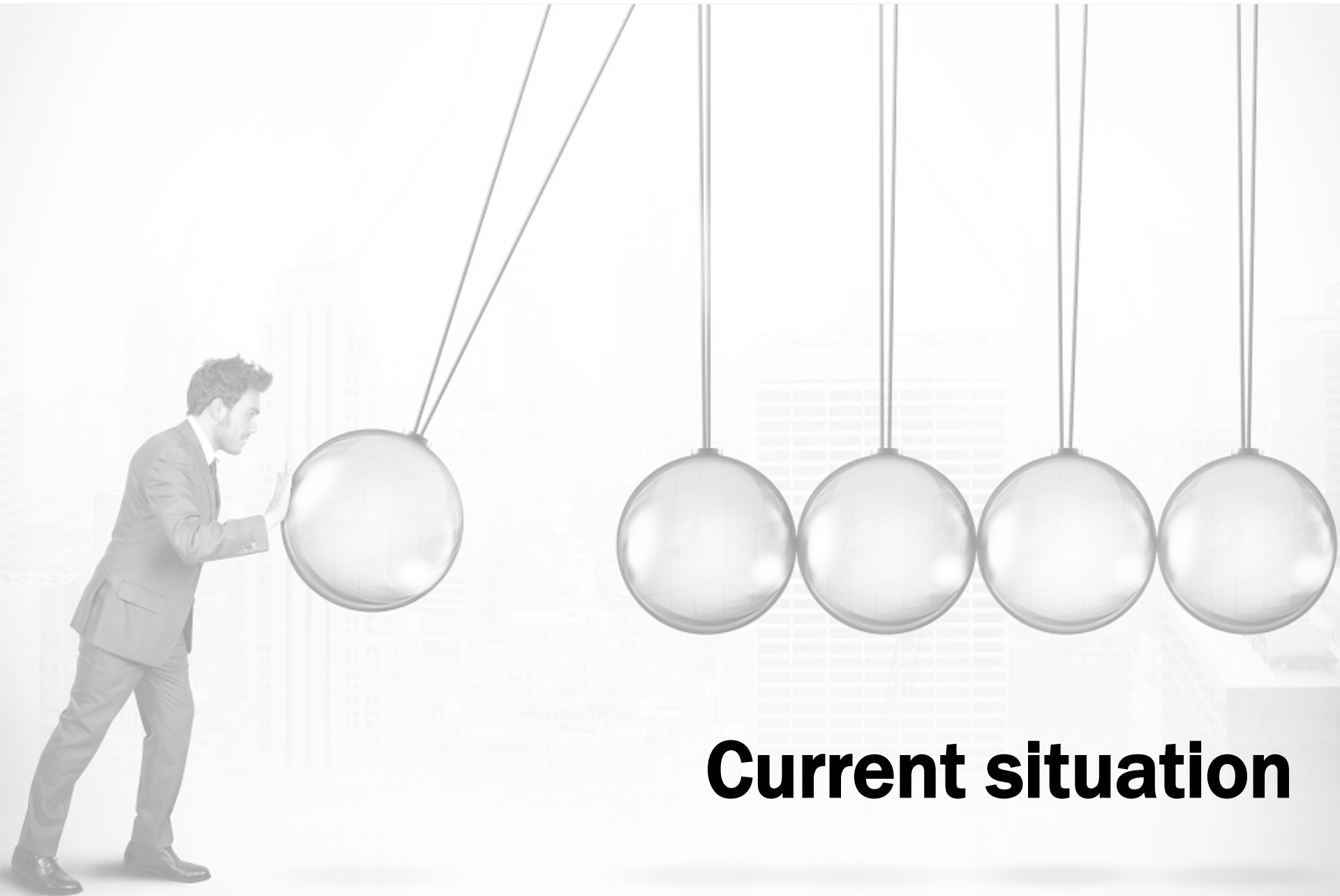
WHA continues to play a key role in building resident restricted units, and monitoring and managing the use of resident restricted inventory

Evolution of resident restricted inventory



Targeting 75% of employees living locally





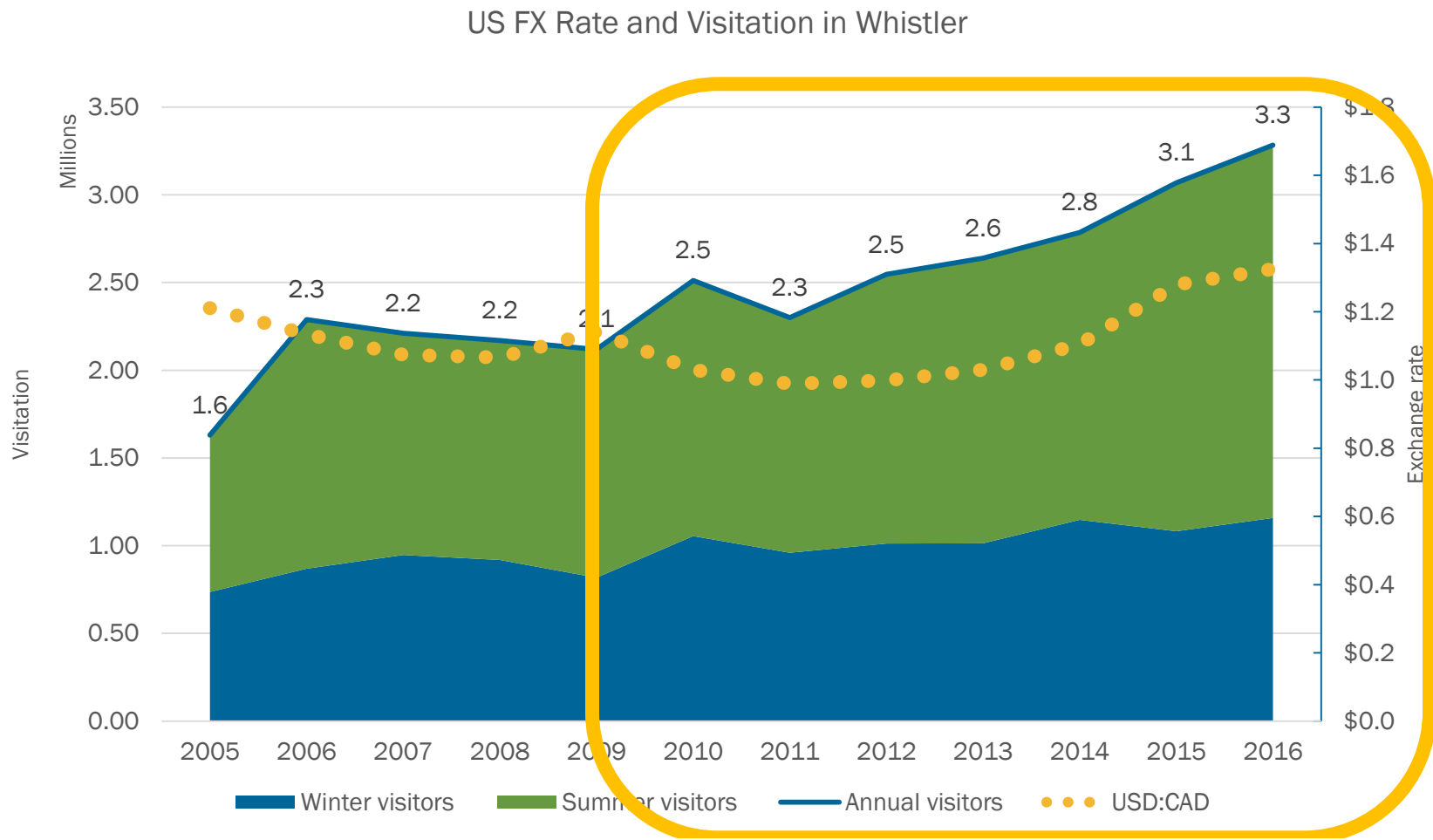
Current situation

Key Macro factors



Economic and tourism surge (USD/low *i*)

Whistler's economic plan is being implemented, but statistically, the acceleration in visitation is most correlated to USD



Key Macro factors

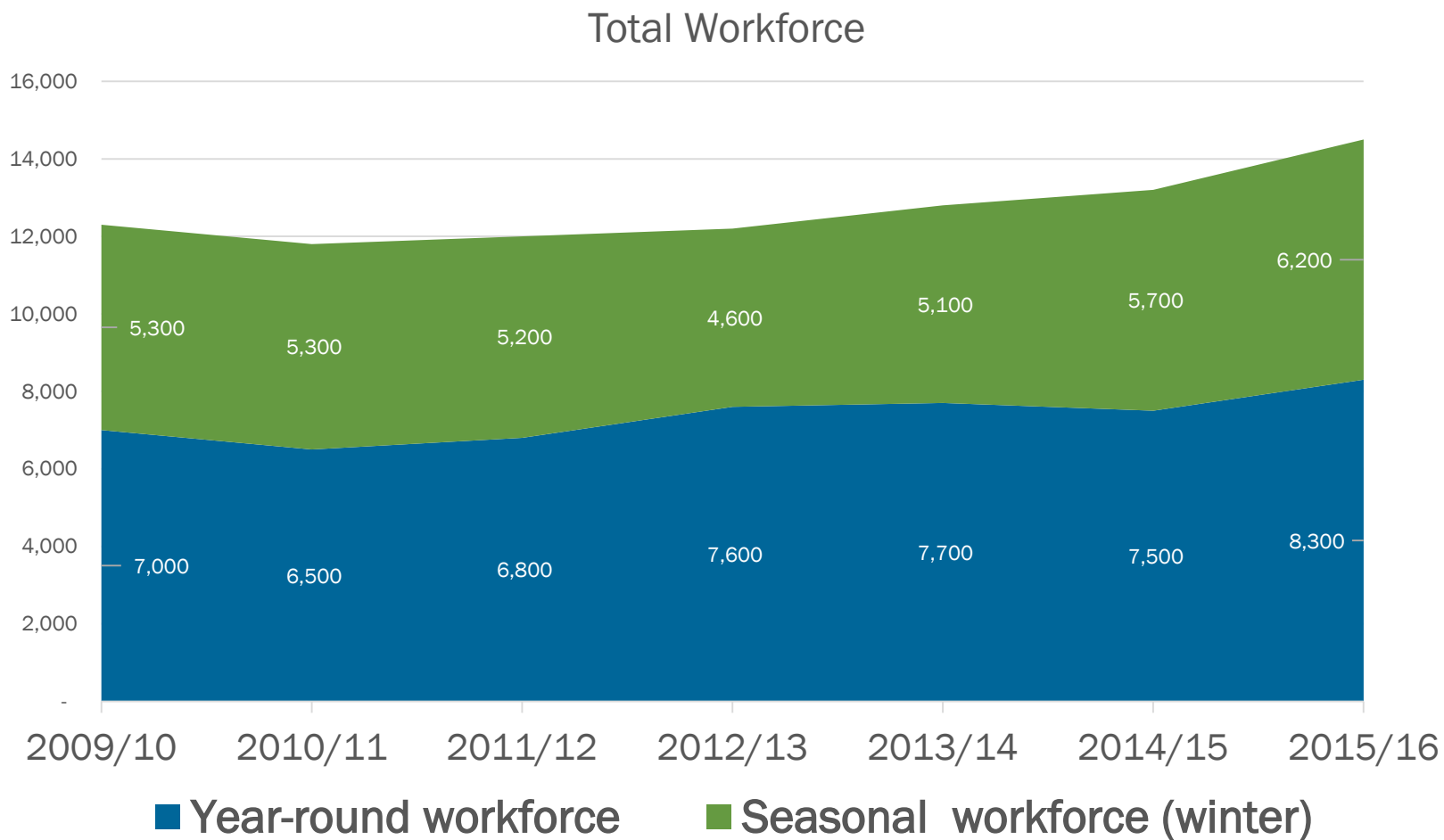


Economic and tourism growth (USD/low i)



Jobs created locally (+2,500 in 5 years)

Job creation in both year round and seasonal positions



Key Macro factors



Economic and tourism growth (USD/low i)



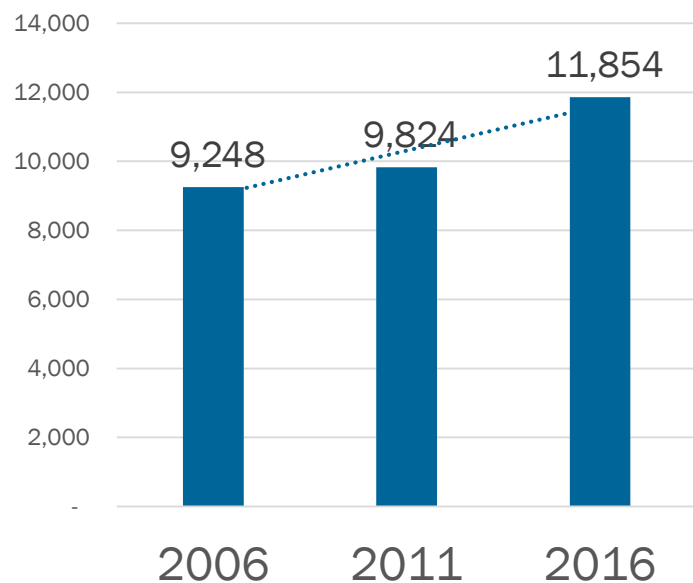
Jobs created locally (+2500 in 5 years)



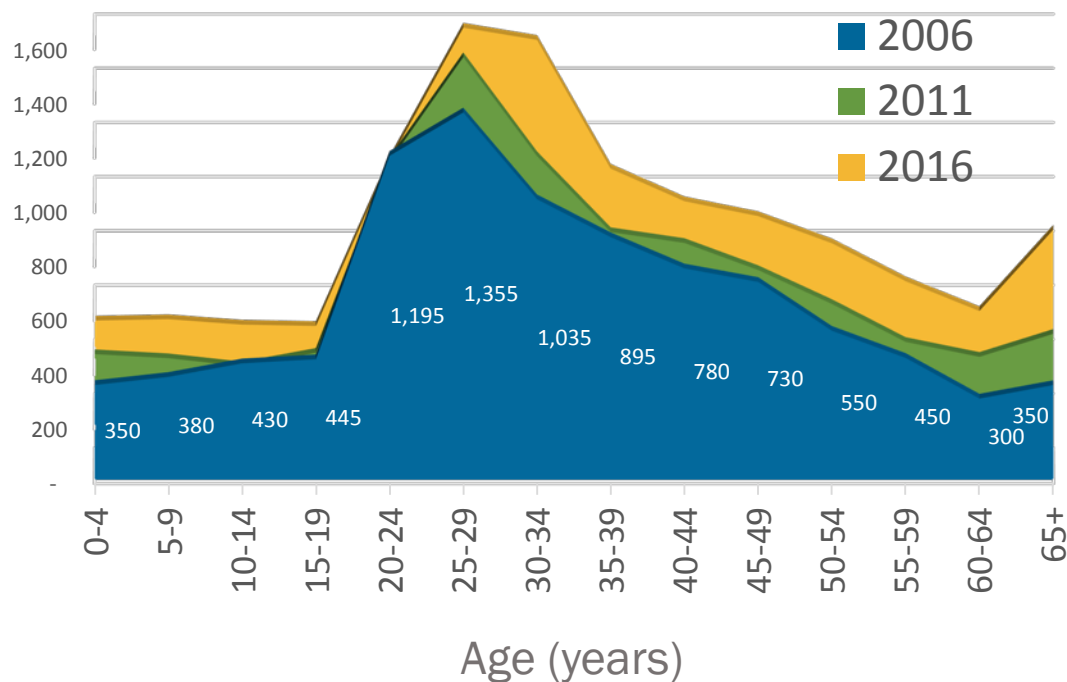
Population growth (+20% in 5 years)

A growing population ...

Whistler Population

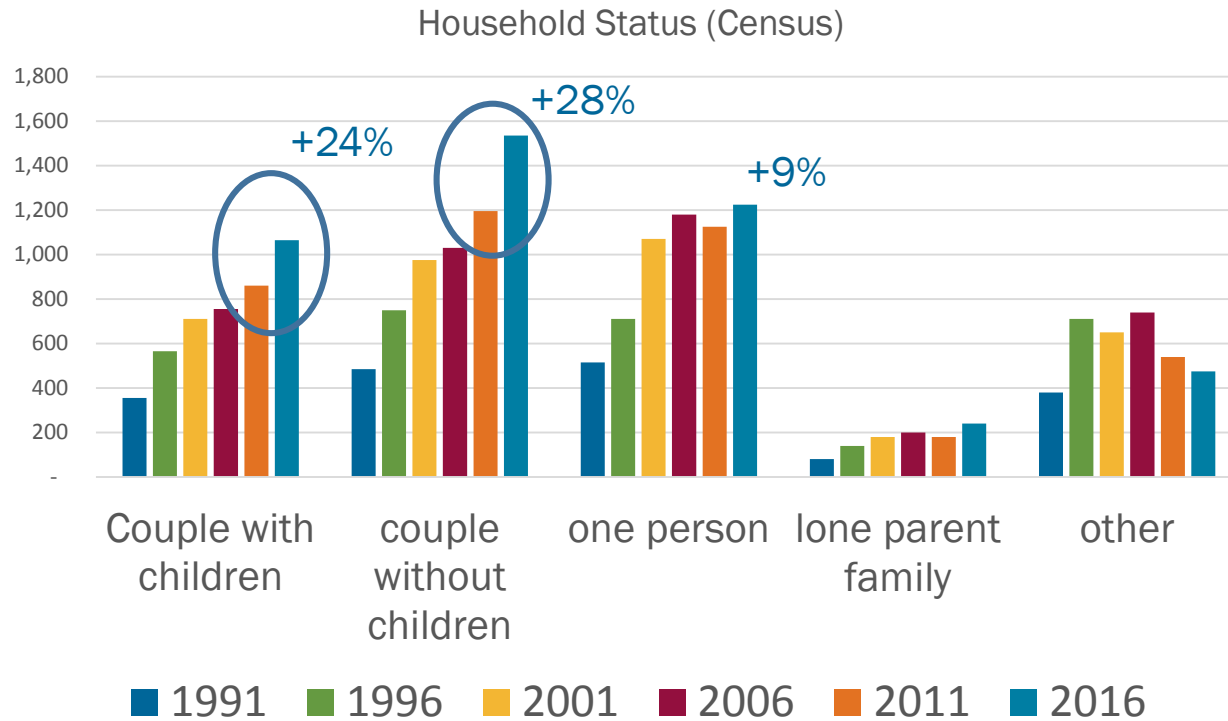


Population evolution



But declining proportion of young adult population, while increasing 30-39 years & kids. Also a growing seniors population albeit from a small base

Growth in family groups ... now 60% of households



Caution: one person households could be higher, but effected by affordability

Key Macro factors



Economic and tourism growth (USD/low i)



Jobs created locally (+2500 in 5 years)

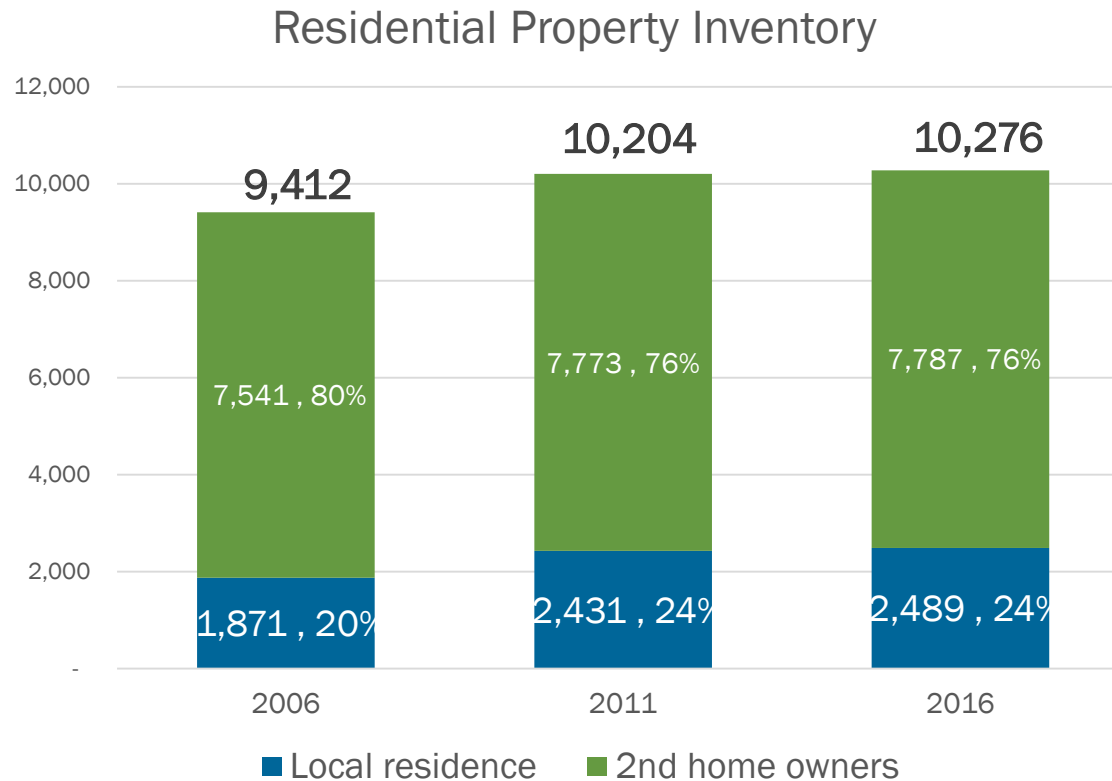


Population growth (+20% in 5 years)



Housing supply

Growth in resident restricted inventory has driven the overall increase in residential properties



864 new homes in last 10 years

- 618 of those have been resident restricted homes (72%)

Key Macro factors



Economic and tourism growth (USD/low i)



Jobs created locally (+2500 in 5 years)



Population growth (+20% in 5 years)

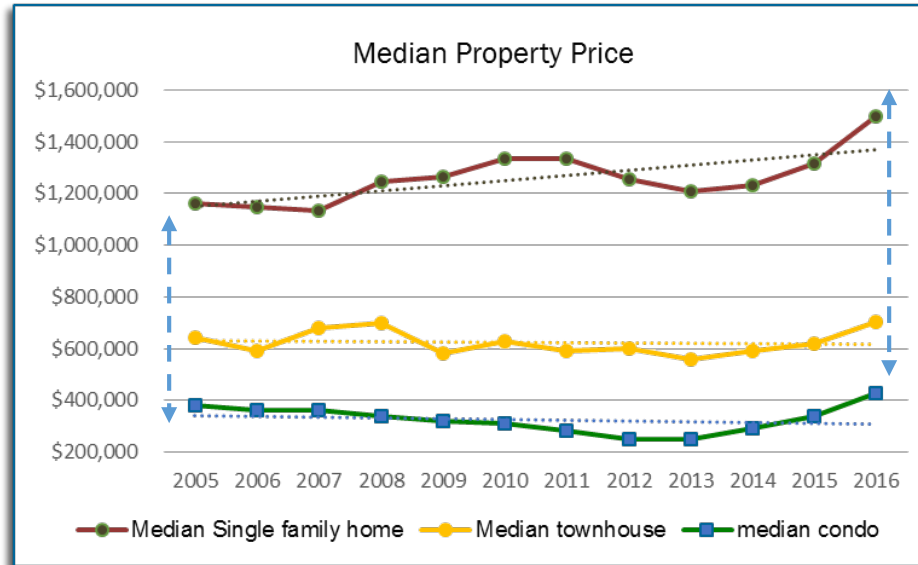


Housing supply



House price appreciation (+71% in last 3 yrs)

Challenge in transitioning from one property to another as personal situations evolve



... and a widening gap between market and resident restricted homes

Property Value Gap			
Unit type	Resident Restricted	Market	RR % of Market
Apartment	\$258,724	\$444,400	58%
Townhome	\$531,224	\$781,900	68%
Single Family	\$786,982	\$1,567,100	51%

Rental rates rising beyond affordability ranges, especially in larger homes

Rent as a % of income		Rental rates per month				
		Studio	1br	2br	3br	SFH
		\$1,600	\$1,738	\$2,800	\$3,550	\$4,738
Income levels	\$30,000	73%	79%	128%	162%	216%
	\$45,000	50%	55%	88%	112%	149%
	\$60,000	39%	43%	69%	87%	116%
	\$75,000	32%	35%	56%	71%	95%
	\$90,000	27%	30%	48%	61%	81%
	\$110,000	23%	25%	41%	52%	69%
	\$130,000	20%	22%	36%	45%	60%
	\$150,000	18%	20%	32%	40%	54%

LEGEND	<40%	40-50%	50%+
--------	------	--------	------

Key Macro factors



Economic and tourism growth (USD/low i)



Jobs created locally (+2500 in 5 years)



Population growth (+20% in 5 years)



Housing supply

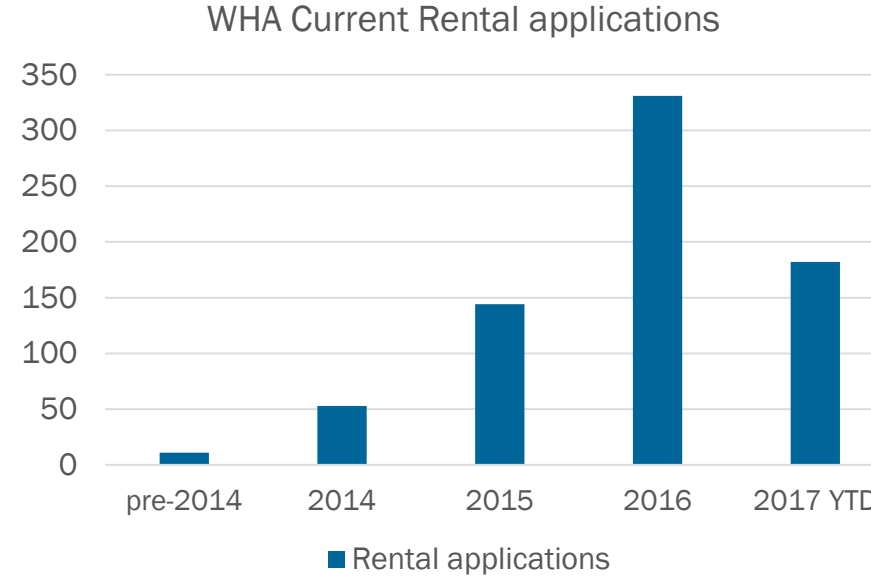
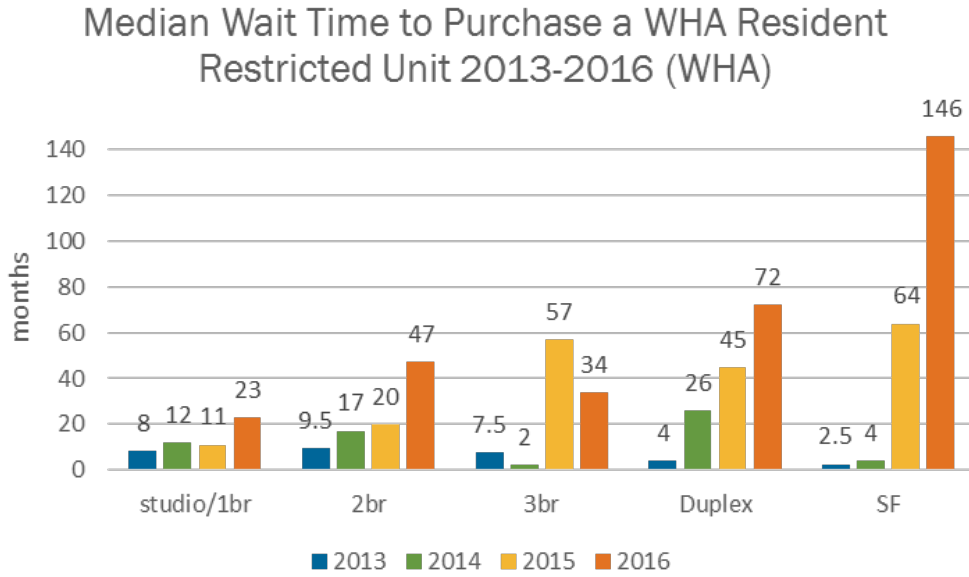


House price appreciation (+71% in last 3 yrs)



Rising waitlist for WHA inventory (own / rent)

Wait times evident of desire for more family homes



... while the restricted rental waitlist growth is further evidence of unaffordability in the market

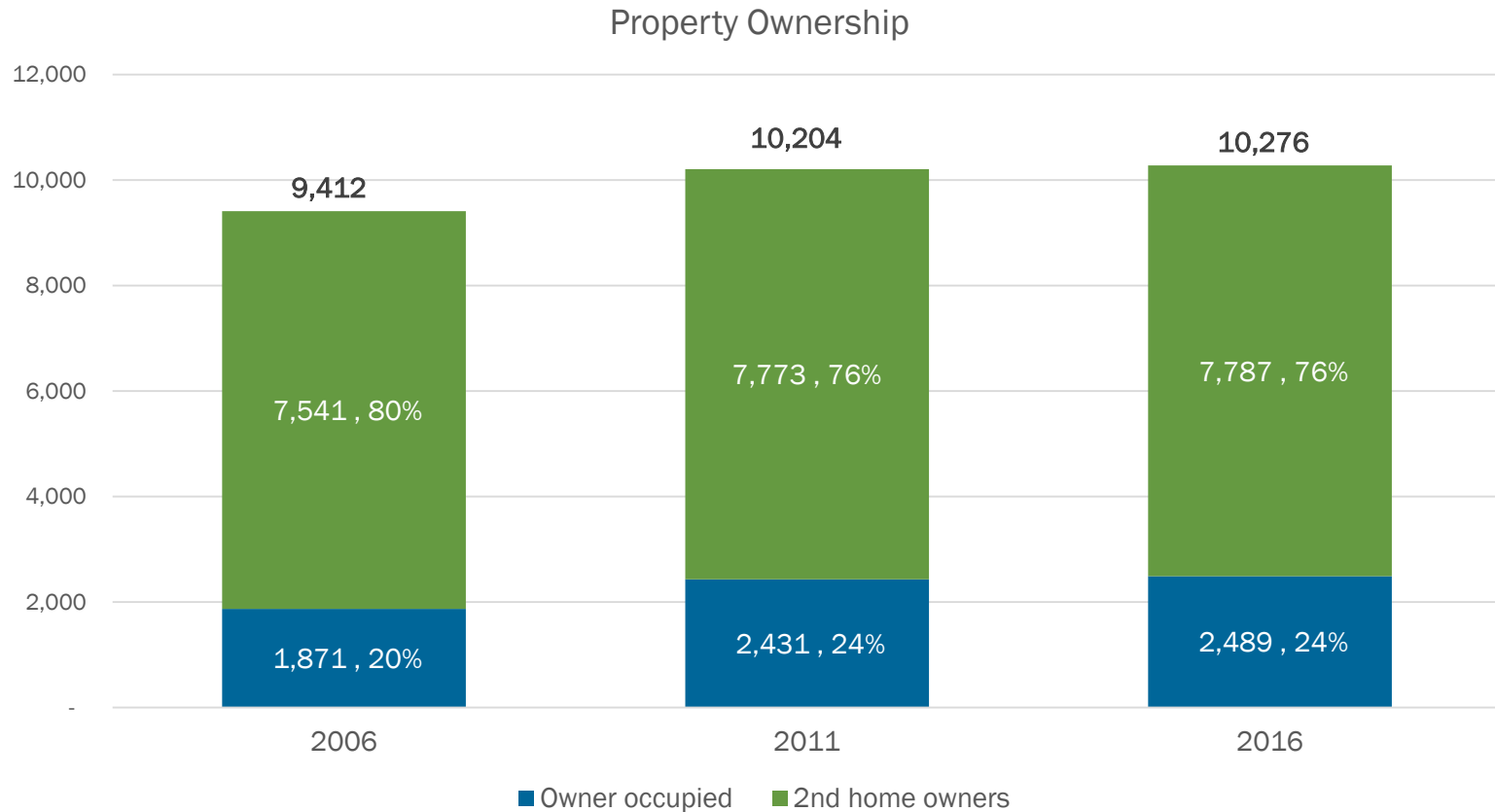
A photograph of a snowy mountain landscape. In the foreground, several wooden houses with snow-covered roofs are visible, nestled among snow-laden evergreen trees. The middle ground is a dense forest of similar trees, also covered in snow. In the background, a snow-capped mountain peak rises against a clear blue sky. The overall scene is a winter wonderland.

Housing utilization

Housing utilization

High turnover in ownership of market homes, but mostly between second home owners

Ownership has been stable in Whistler with just over 75% not owner-occupied

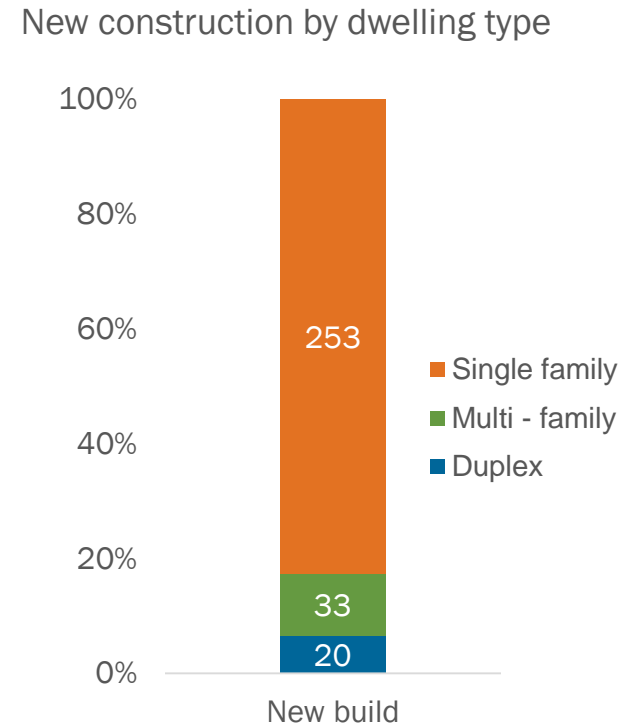
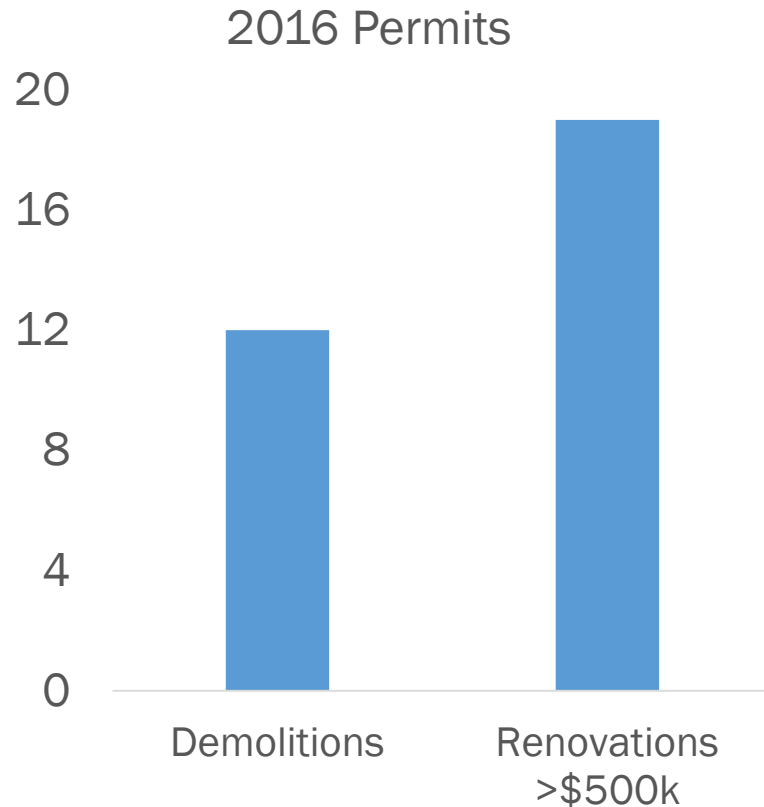


Housing utilization

High turnover in ownership of market homes, but mostly between second home owners

Demolitions and renovations impacting available rentals

Demolitions + major renovations cumulatively have had significant impact on rental supply for workforce



Trend has been to build single family homes - larger builds leads to higher values
(satisfying need for housing investors & relatively high income people to have vacation homes)

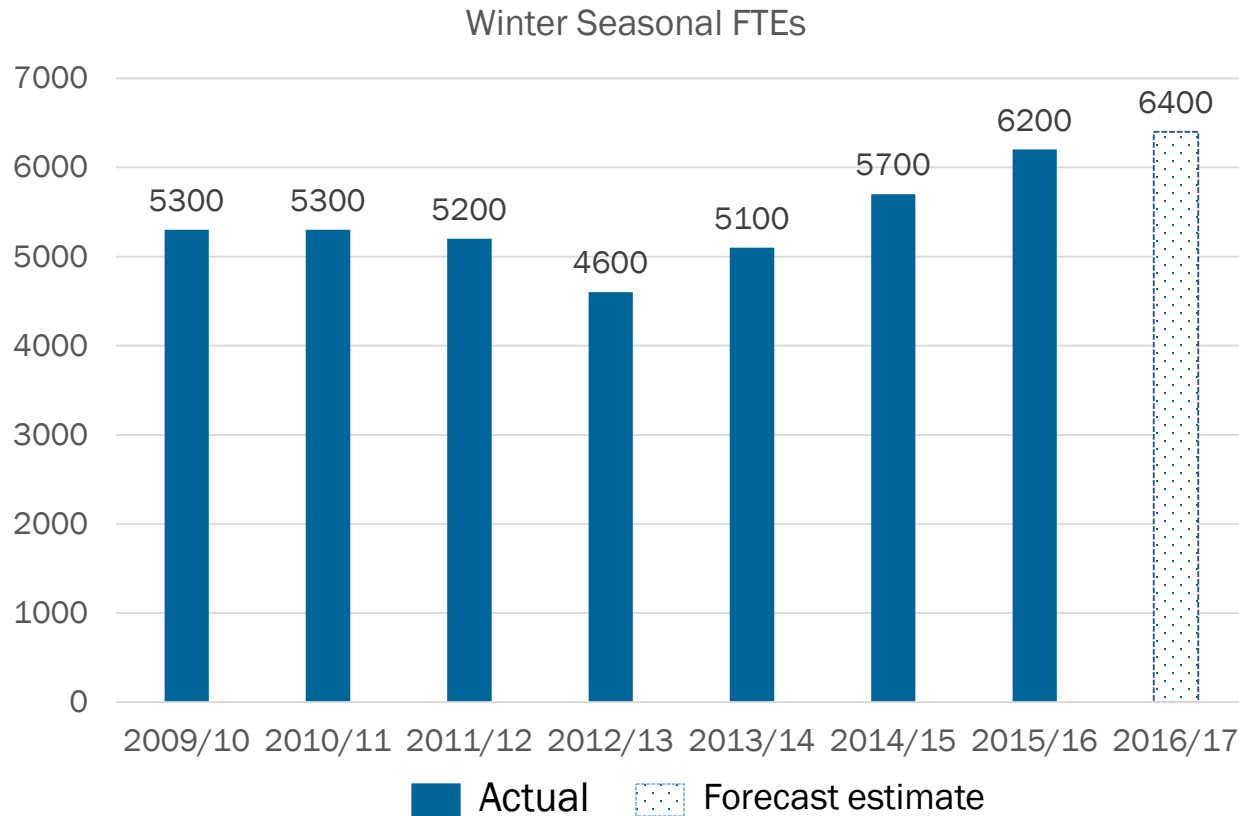
Housing utilization

High turnover in ownership of market homes, but mostly between second home owners

Demolitions and renovations impacting available rentals

Higher seasonal staff numbers spilling further into market homes (from employer staff housing) exacerbating rental rates

Seasonal workforce growth adds pressure to the availability of homes for year round workforce



Majority of our seasonal workforce rent a 2+ bedroom home and share it with multiple others – homes typically also associated with families

Housing utilization

High turnover in ownership of market homes, but mostly between second home owners

Demolitions and renovations impacting available rentals

Higher seasonal staff numbers spilling further into market homes (from employer staff housing) exacerbating rental rates

Whistler's residential neighbourhoods are relatively low density providing opportunity for better land use

Housing utilization

High turnover in ownership of market homes, but mostly between second home owners

Demolitions and renovations impacting available rentals

Higher seasonal staff numbers spilling further into market homes (from employer staff housing) exacerbating rental rates

Whistler's residential neighbourhoods are relatively low density providing opportunity for better land use

Each neighbourhood has some unique characteristics

Varying characteristics by neighbourhood help identify opportunities

- Type of dwelling
- Age of property
- Size of lots

Neighbourhood Residential Dwelling Types
(% Distribution of Residential Dwelling Units by Type by Neighbourhood)

Neighbourhood	Vacant	Single-Family	Duplex	Multi-family	Total
Alpine Meadows	2%	65%	0%	33%	100%
Alpine Meadows North	5%	95%	0%	0%	100%
Alta Vista	4%	47%	1%	48%	100%
Baxter Creek & Rainbow	25%	33%	29%	13%	100%
Blackcomb Benchlands North	0%	2%	0%	97%	100%
Blackcomb Benchlands South	1%	4%	0%	95%	100%
Blueberry Hill	3%	21%	3%	72%	100%
Brlo and Sunridge Plateau	4%	63%	17%	15%	100%
Cheakamus Crossing	3%	1%	0%	94%	100%
Emerald Estates	6%	94%	0%	0%	100%
Function Junction	2%	5%	0%	93%	100%
Kadenwood	49%	49%	2%	0%	100%
Millar's Pond & Bayshores	1%	34%	14%	51%	100%
Nesters White Gold & Spruce Grove	3%	51%	4%	41%	100%
Nicklaus North	12%	52%	0%	37%	100%
Nita Lake Estates	9%	36%	0%	55%	100%
Rainbow Park	8%	90%	3%	0%	100%
Spring Creek	11%	20%	1%	68%	100%
Stonebridge	62%	38%	0%	0%	100%
Twin Lakes	0%	0%	0%	99%	100%
Village	0%	0%	0%	100%	100%
Village North	0%	0%	0%	100%	100%
Whistler Cay Estates	1%	57%	2%	39%	100%
Whistler Cay Heights	2%	44%	14%	38%	100%
Whistler Creek and Wayside	4%	9%	24%	63%	100%
Whistler Creek North	1%	15%	5%	79%	100%
Whistler Creek South	0%	11%	8%	81%	100%
Total	3%	27%	5%	65%	100%

No duplexes,
more suites

More
townhomes,
less suites

No duplexes,
more suites

Low duplex,
more suites

More duplex
and
townhomes

Housing utilization

High turnover in ownership of market homes, but mostly between second home owners

Demolitions and renovations impacting available rentals

Higher seasonal staff numbers spilling further into market homes (from employer staff housing) exacerbating rental rates

Whistler's residential neighbourhoods are relatively low density providing opportunity for better land use

Each neighbourhood has some unique characteristics

Rising concerns with Tourist Accommodation use in residential properties

Looking ahead to the future



Growth expected to moderate in short term

For Whistler:

- Similarly expect moderation
- Pace of growth in last few years is not sustainable
- Peak times are hitting capacity limits

Looking ahead



Growth expected to moderate in short term



Single biggest challenge for the province is the aging population

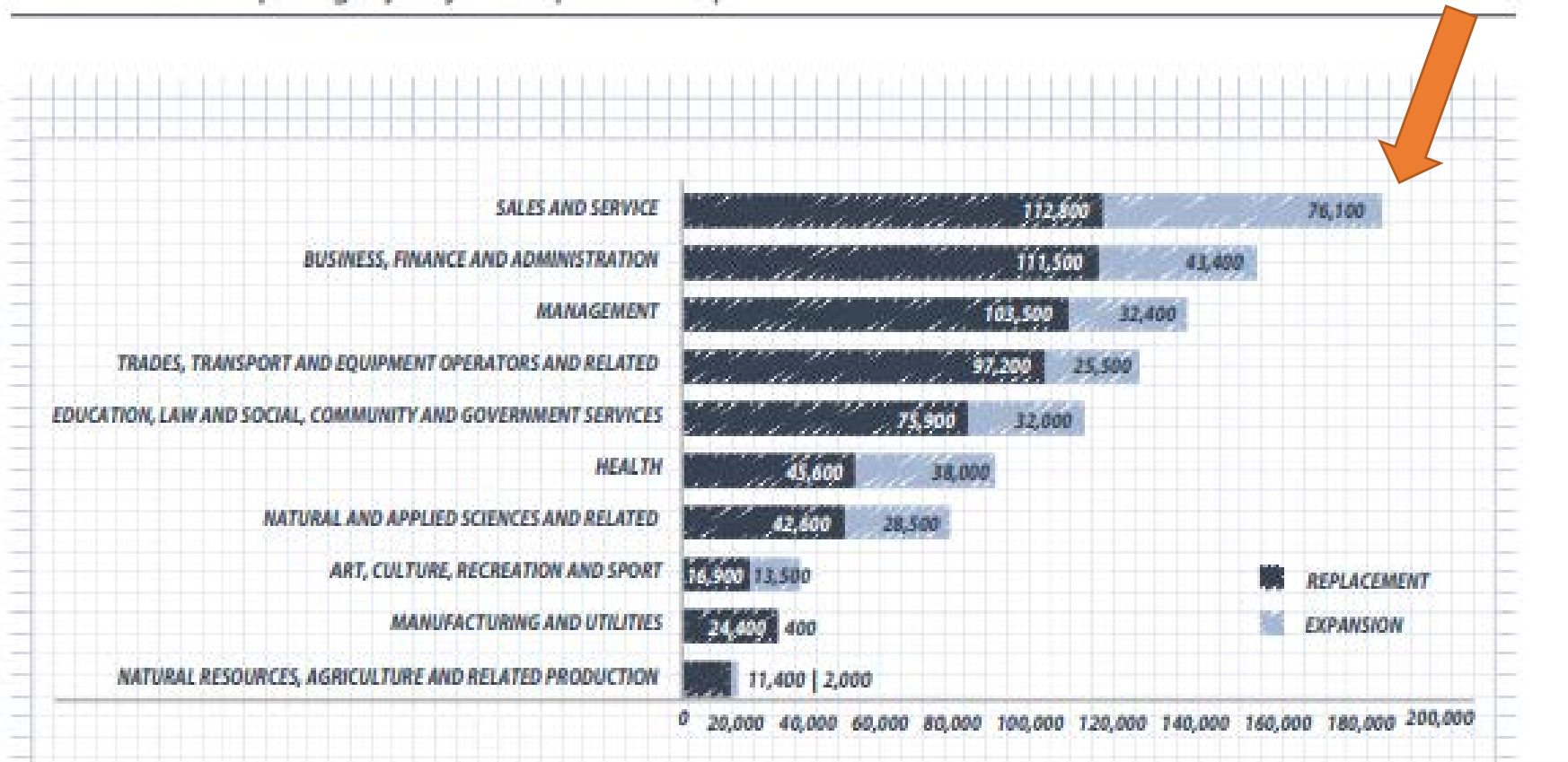


Skilled labour shortage could cost B.C. billions, report says

Conference Board of Canada estimates shortage of 514,000 skilled workers in B.C. within a decade

By Roshini Nair, CBC News Posted: Dec 14, 2016 1:14 PM PT | Last Updated: Dec 14, 2016 1:14 PM PT

FIGURE 10: Job Openings by Major Occupation Group



Revelstoke labour shortage reaches 'crisis' stage

Hotel rooms going uncleaned and hours being reduced due to lack of workers

Looking ahead



Growth expected to moderate in short term

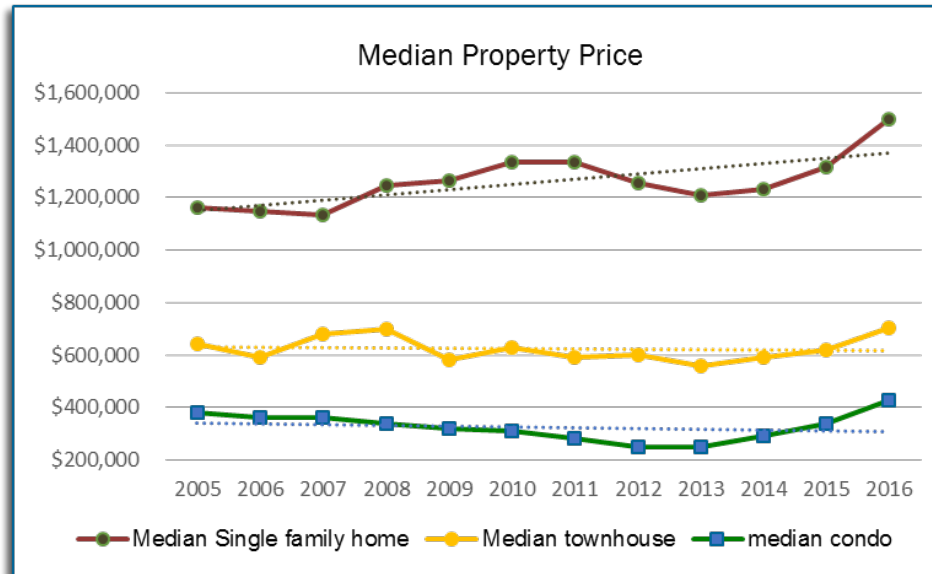


Single biggest challenge for the province is the aging population



Dynamics and desires would dictate smaller homes are needed to cater to our local workforce

Growing gap between multi-family and single family homes



Who Will Buy Baby Boomers' Homes?

MIMI KIRK APR 14, 2017 City Lab

Looking ahead



Growth expected to moderate in short term



Single biggest challenge for the province is the aging population



Dynamics would dictate smaller homes are needed to cater to our local workforce



Access to Squamish housing expected to continue to reduce, while Pemberton remains a viable option

Squamish home prices recently grew at a faster rate than Whistler ...

SF Detached	2014	2017	% change
Squamish	539,700	975,500	+81%
Whistler	960,100	1,637,300	+70%

Looking ahead



Moderated growth over the next 2-3 years



Single biggest challenge for the province is the aging population



Dynamics would dictate smaller homes are needed to cater to our local workforce



Access to Squamish expected to continue to reduce, while Pemberton remains a viable alternative



Without any change in current housing policies, it will be very challenging to continue to meet Whistler's resident housing targets

Our Community

- 70%** of working households have ≥ 2 workers living in the home
- 85%** Work full time – 1 or more jobs
- 55%** of permanent resident workforce live in rental housing
- 3 in 4** permanent residents rent market homes
- 60%** renters expect to have to move within 12 months
- 1 in 5** renters looking to buy their own home
- >80%** of all residents support need for more resident restricted homes
- > 75%** of all residents support increasing density in existing single family home neighbourhoods

We also heard loud and clear from our community members about their concerns ...

Landlords are asking crazy rents

My ex-landlord is now using their property personally – for family & friends' vacations

Pemberton is cheaper but transit doesn't work for me

My neighbours home is being used for tourists

I've been waiting so long for a WHA home

I have to leave town with my family as its just too expensive now to make ends meet

We can't save for a down payment because we pay so much in rent

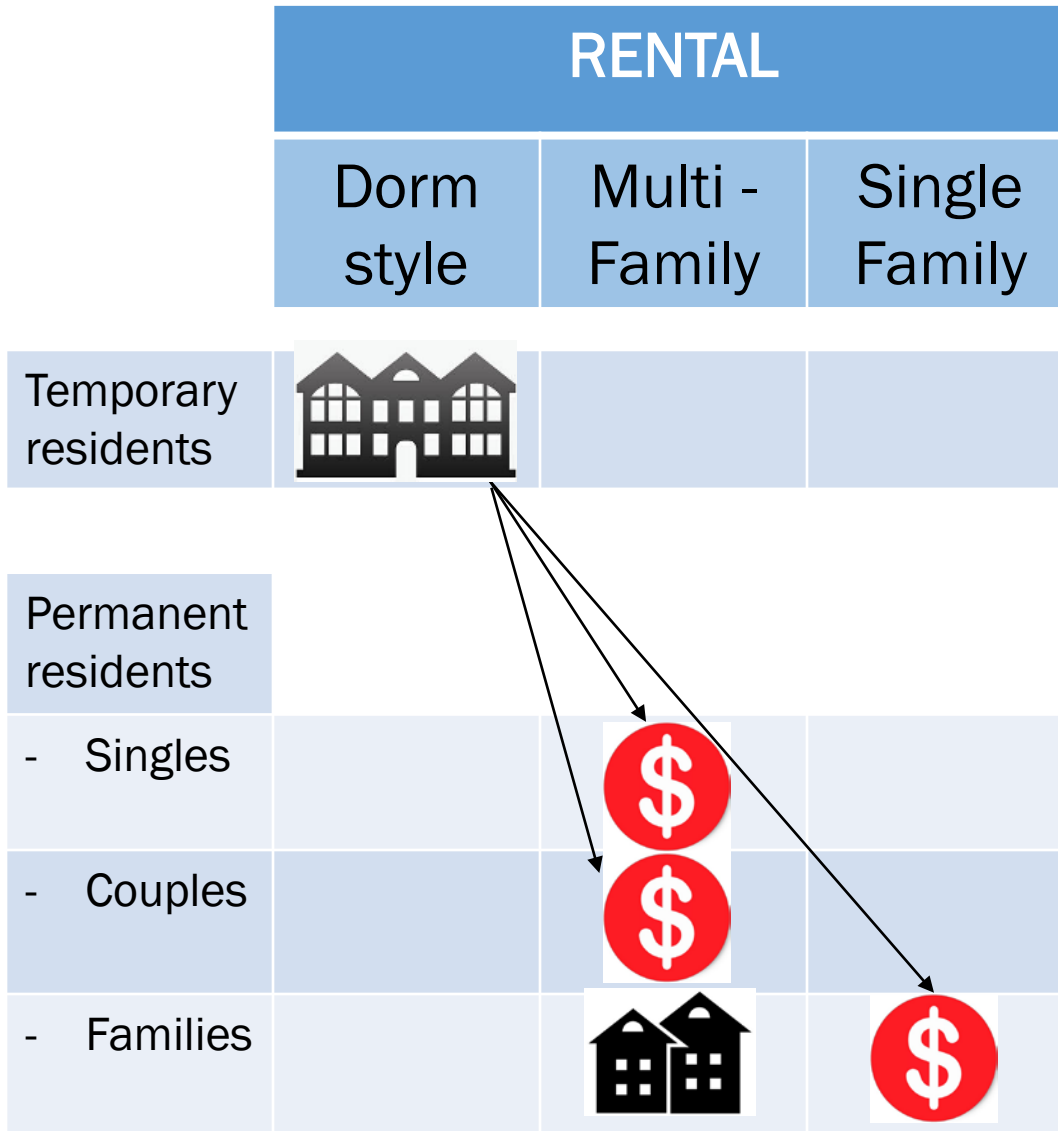
What about the bed cap?

Whistler's not the same – too much growth

So many large homes that are just not affordable



Housing Continuum



Our primary objective for housing



Ensure ***appropriate and affordable*** housing supply for both permanent and seasonal staff

- Create flexibility & diversity in housing product

So, how do we address the short term gap and secure housing for our workforce in the longer term too?



Draft recommendations





Recommendations

3 already in implementation phase

- Early deliverables focused on quick wins – *whilst still being sustainable longer term*;
- Focus on improved utilization of our existing housing stock; and
- Update development charge contributions to support resident housing projects

4 new Proposed Recommendations

1

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

Own a Whistler property?



Zoned Tourist Accommodation



BUSINESS LICENCE APPLICATION FORM - TC

Businesses operating in Whistler are required to have a valid business licence. An application form is necessary to fully evaluate your request for approval of a business licence. Application processing time can vary.

TYPE OF APPLICATION

☐ New
☐ Change to existing business licence number _____

NEW: TA business licence required from July 2017



Advertise and rent to tourists



RESIDENTIAL TENANCY AGREEMENT

THIS AGREEMENT is made in duplicate between

LANDLORD

Name _____
Address _____
City _____ Province _____ Postal Code _____
Phone (work) _____ Home (home) _____
Fax _____ Cell _____ Email _____

TENANT

Name _____
Address _____
City _____ Province _____ Postal Code _____
Phone (work) _____ Home (home) _____
Fax _____ Cell _____ Email _____

THE OCCUPANTS

Name of all adults and/or children who will occupy the premises _____
Type of Property _____
Only tenants and occupants named may live in the premises without written consent of the Landlord.

Residential tenancy agreement



Rent to residents



HOME RUN
A matching program for property and business owners

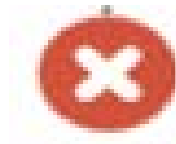


Zoned Residential



Advertise and/or rent to tourists

NEW: Penalty \$1,000 per day



NOTE: Temporary or otherwise commercial/tourist rental of a residential dwelling (including on an occasional basis) is not permitted under the Zoning Bylaw. Residential is a fixed place of living.

2

Continue to pursue the Home Run program to match resort businesses with property owners



homerun.whistlerhousing.ca

A matching program for **residential property owners to rent their properties to businesses** with the goal of increasing affordable housing supply to local residents.

Reputable **Whistler businesses take full responsibility for the lease**, including paying the rent and ensuring maintenance of the home.

Offers a legitimate rental revenue source for property owners who may have previously illegally relied on revenue from renting to tourists.

Success so far:

- Added **homes for 30 employees**
- **Acted as a catalyst** for homeowners to approach businesses directly 'referencing Home Run'



Ensure new construction developments are contributing to providing new employee housing

TARGET Developers of new commercial, industrial and tourist
AUDIENCE: accommodations that generate additional employees

Specifically,

- a. The bylaw change is intended to ensure ongoing charges **keep pace with inflation** to support the generation of funds for employee housing, and
- b. Bylaw is to be **applicable to relevant new developments** which generate additional employees

- ✓ Contributions to **housing reserves which will help fund new resident restricted housing developments**
- ✓ Any significant **new development to provide employee housing** as condition of rezoning

EXPECTED OUTCOMES





Recommendations

3 already in implementation phase

- Early deliverables focused on quick wins – *whilst still being sustainable longer term*;
- Focus on improved utilization of our existing housing stock; and
- Update development charge contributions to support resident housing projects

4 new Proposed Recommendations

- Address the need for increased supply of affordable rentals and affordable ownership options



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

TARGET AUDIENCE:

Permanent Resident workforce
– both renters *and* aspiring home owners

Specifically:

- a) RMOW investment of lands to **WHA to build new resident restricted rental** homes
- b) Complete evaluation of municipal owned lands for prioritizing resident restricted developments:
 - **planning for Cheakamus Crossing expansion;**
 - **both rental and ownership opportunities;**
 - while retaining longer term options for land assets as the community continues to evolve

- ✓ Current WHA projects will deliver **230 new beds, or 50% increase in WHA rentals**
- ✓ **Address the rising waitlists** for rental and ownership for permanent resident workforce

EXPECTED OUTCOMES



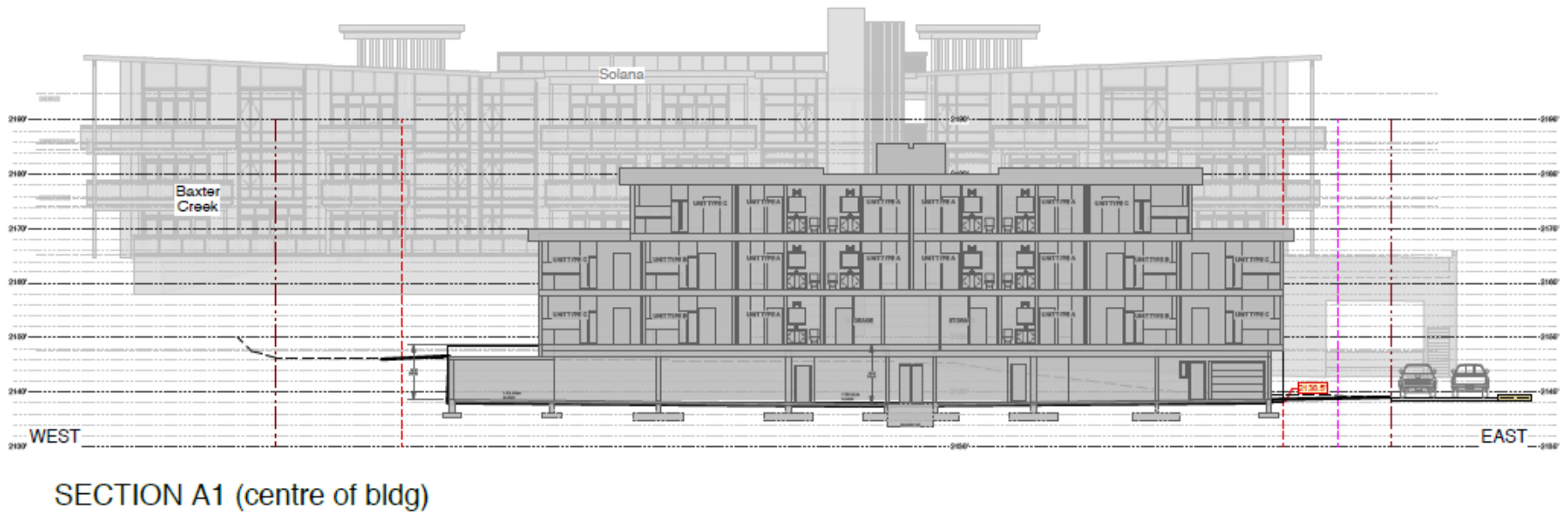
WHA new affordable rentals



1. 1310 Cloudburst (Lot 1A) – 27 new rental units, 75 employee beds
Ready: Winter 2017



2. 1020 Legacy Way – 23 new rental units, 53 employee beds
Ready: Winter 2018



3. 8350 Bear Paw Trail– 20 new rental units, 39 employee beds
Ready: Winter 2018

4. 1330 Cloudburst (Lot 1B) - 40 new rental units, 60 employee beds
Ready: Winter 2019

5

New & Expanded infill program to address loss of market homes

TARGET AUDIENCE: Existing home owners
and aspiring home owners

- Consider new and expanded infill options including ability to stratify
- Apply to all neighbourhoods
- Review existing restrictions and incentives to **ensure viable for both existing owners and future buyers**

Conditions include ensuring additional homes created are housing employees; contribute to liveable and sustainable neighbourhoods;

- ✓ Targeting **up to 50 new employee homes in existing neighbourhoods;** neighbourhoods where local workforce currently cannot afford to live
- ✓ Helps **address loss of market homes**
- ✓ Allows **existing owners ‘stay-in’ options to help manage rising costs of ownership** eg liquidate some of their equity or generate rental revenue stream

EXPECTED OUTCOMES



5

New and expanded infill program to address loss of market homes

Multiple Suites

- Attached and/or detached



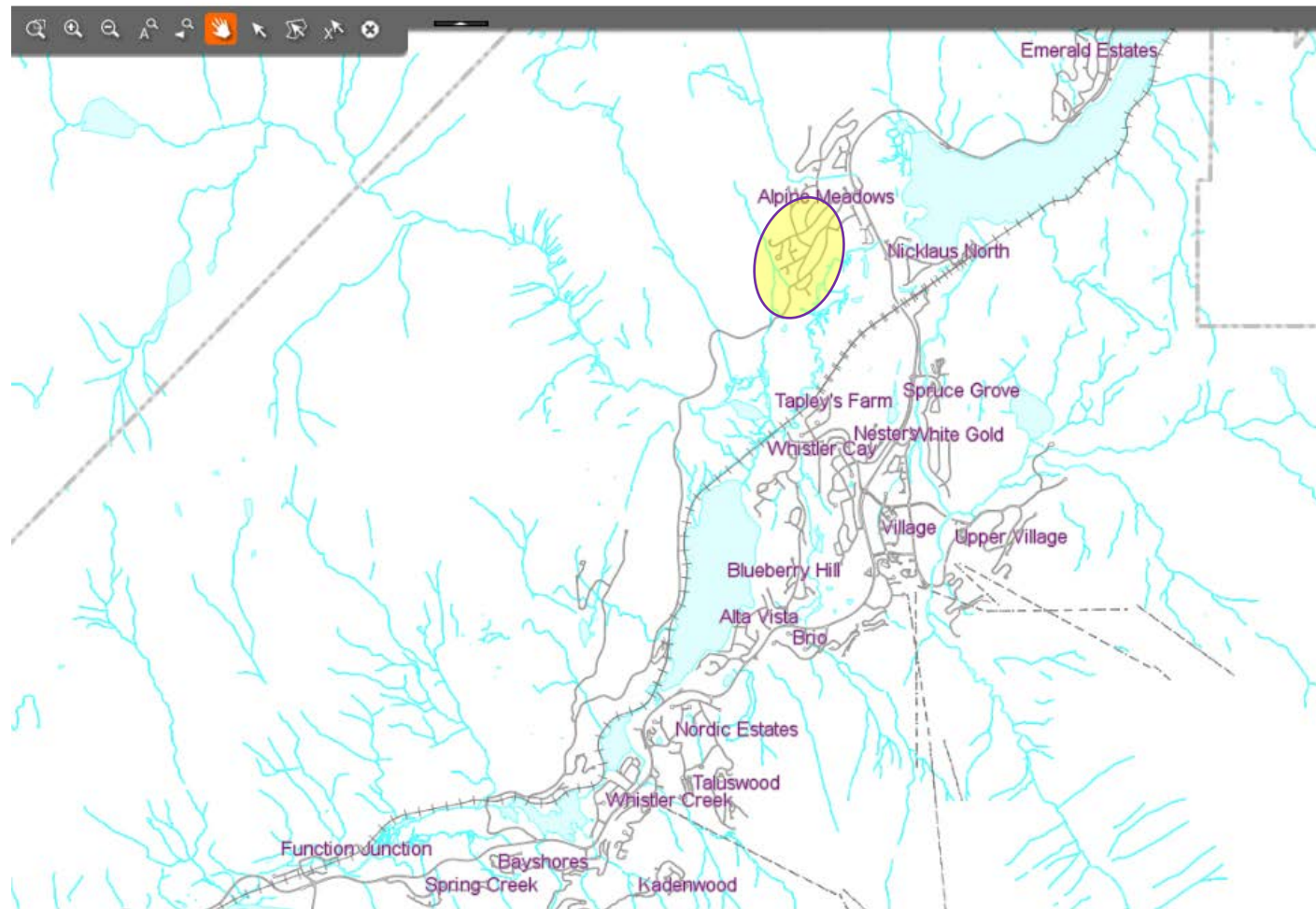
Duplex



Lot Split



Recommendation is for any of these types to be stratified and sold, creating additional new employee homes.



Expand from isolated zoning in Alpine South neighbourhood across Whistler more broadly – across all residential neighbourhoods



Allow for development of resident restricted rentals on private lands that may be currently under-developed

TARGET AUDIENCE: a. Employers to provide more staff housing
b. Permanent resident renters

- Additional employer funded dorm style accommodations for seasonal staff housing
- Private development of resident restricted multi-family housing on existing privately owned sites that may currently be under-developed

All evaluated for suitability of location, form and character, and housing types. Requires consistency with current and updated OCP.

- ✓ Enhanced participation by businesses to accommodate staff
- ✓ Alleviating some demand on market rentals by seasonal staff
- ✓ Targeting 100% resident restricted housing to ensure ongoing availability for employee use.
- ✓ More long term security of affordable rentals for permanent resident workforce
- ✓ Shares financial risk with the private sector

EXPECTED OUTCOMES





Further refine resident restricted (RR) program to protect employee housing

TARGET AUDIENCE:

- a. Employees eligible for resident restricted housing
- b. Abusers of the current system

- **Restrict access to RR homes such that eligibility excludes:**
 - a. Owners of market homes moving into RR
 - b. Households not working full time in Whistler
 - c. Non bona-fide self-employed individuals
- To ensure compliance with new government funding parameters, **income thresholds will be established and monitored for all new WHA rental projects** (eg BC Housing for low-moderate income households - up to \$99,910 - dependent on the size of the rental unit)
- **Establish an Income/asset verification framework** to support the eligibility criteria
- **More punitive penalties** for offenses with additional enforcement powers

- ✓ Most of Whistler's workforce who are currently eligible employees will **continue to be eligible** (tighten to reduce leakage)
- ✓ A framework that **enables more effective enforcement** of the rules
- ✓ **Increased community support for housing programs** and reduced negative sentiment about misuse by a minority of residents

EXPECTED OUTCOMES



7

Recommendations

3 already in implementation phase

- 1 New legislation to ensure residential homes are not being used for tourist accommodation
- 2 Continue the Home Run program to match businesses with property owners
- 3 Ensure new construction is contributing to new employee housing

4 new Proposed Recommendations

- 4 Build more RR homes to meet permanent resident workforce needs
- 5 New and expanded infill options to address loss of market homes
- 6 Allow for development of resident restricted rentals on private under-developed sites
- 7 Further refine resident restricted (RR) program to protect employee housing

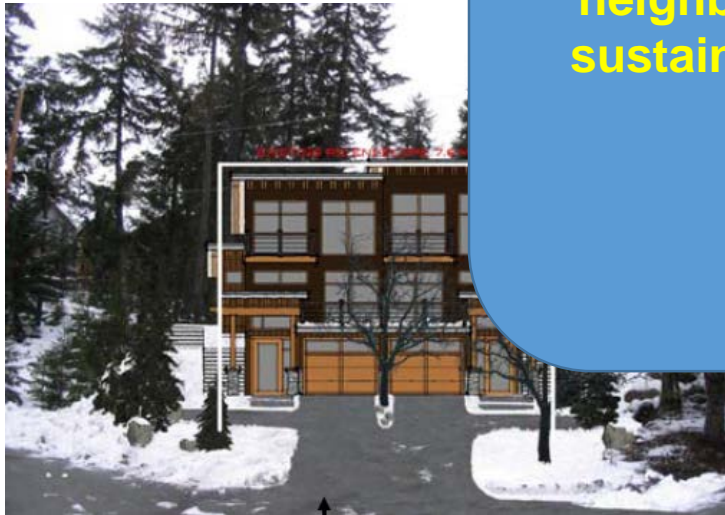
In Summary:

A multi-pronged approach to alleviating pressure points

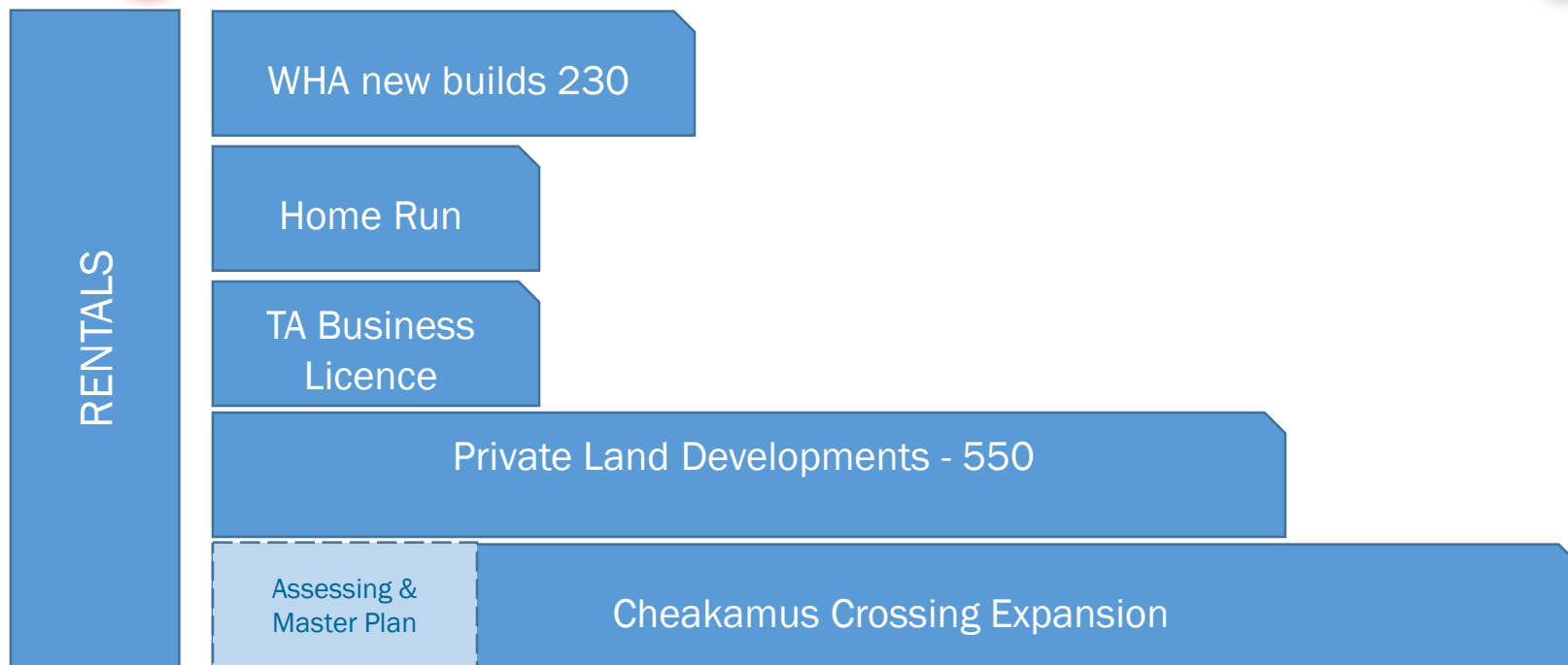


Opportunities for all our
workforce

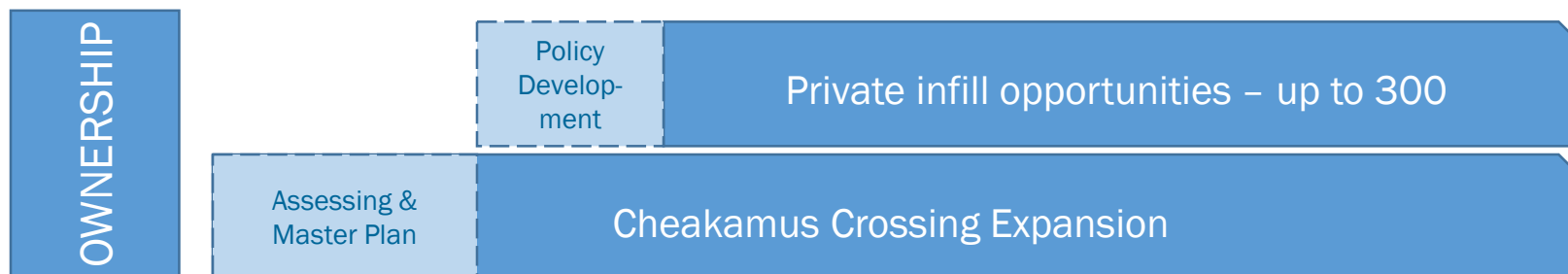
**Contributing to building
successful
neighbourhoods and a
sustainable community**



Opportunity to deliver 1,000+ resident restricted beds within 5 years



Employee beds: 2017: +205 2018: +160



** Ongoing monitoring to determine timing and phase future developments based on need*

Next steps



Next steps

Sept 11 – Mayor’s Task Force on Resident Housing meeting



Oct 3 – Council Meeting

- Draft Task Force recommendations - posted online following this presentation
- 

Nov 2 – Whistler Community Forum

4.30 – 7.30pm: Grand Foyer, Whistler Conference Ctr



Nov 14 – Council Retreat

Incorporate into 2018 work plans, as appropriate



Dec / Jan – TF consider community feedback & finalize report to Council

Council Resolution:

- That Council direct staff to arrange a community engagement forum to seek feedback on the proposed recommendations, prior to finalizing the Task Force recommendations to Council.

Thank you

