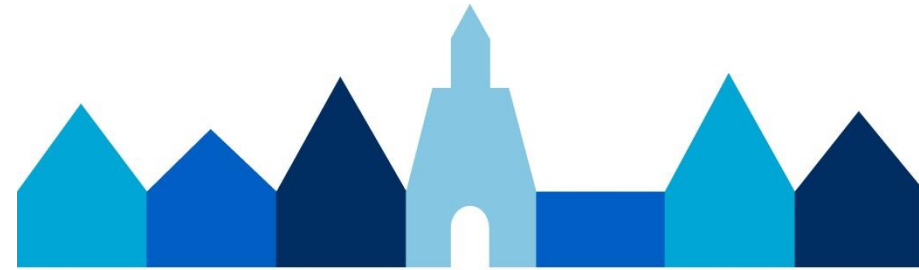


Blue Mountain Village Association Update July 26, 2017



**BLUE MOUNTAIN
V I L L A G E**



Key Discussion Points

1. **Overview** – Blue Mountain Village Association
2. **Economic Impact** of Blue Mountain Village & Members
3. Employment & **Labour** Supply Challenges
4. Action Plan and Local Recommendations

Blue Mountain Village Association

1. **1300** members
2. **Homeowners –Resort Owners – Retailers – Restaurateurs – Land Owners & Developers – Associate Members**
3. Mandate:
 - a) Support all members with **value added services**
 - b) Promote the Village to **increase visitation**
 - c) Entertain visitors by hosting **world-class festivals**
 - d) Manage **world-class public spaces** and features of the Village
 - e) Facilitate **regional economic development** and growth

Economic Impact – Blue Mountain Village & Members

- More than **\$200 M** invested in original construction
- **More than \$220 M** in annual sales (BMVA Members)
- **\$28.6 M** HST remitted annually (BMVA Members)
- **2.5 M** annual visitors
- **400 M** in visitor spend (RT07 14 Avg. spend \$169)
- Village Members contribute **\$5 M** in annual municipal taxes
- **\$440 K*** in STA fees since launch for TOBM (*as of beginning of 2017)

5 Year Growth Trends (2012 – 2016)

- Lodging revenue has grown by **43%**, **3.5** times national average
- Village property values have grown by about **\$30** per square foot
- Retail & F&B sales have grown by **37%**, more than double industry avg.

Employment Impact – Blue Mountain Village Members

- Employ > **2800 Winter** – Employ > **2200 Summer**
- Full Time 40%
- Full Time Seasonal 30%
- Part Time Seasonal 30%
- Supervisory/Mgt. 25%
- Customer/Visitor Facing 75%



Resort & Village Human Capital

Business Disciplines Employed:

- Human Resources
- Marketing, Sales, Public Relations
- Technology & E-commerce
- Security, Risk Management, Legal
- Finance / Management
- Facilities, Property Mgt & Operations
- Association Mgt, Real Estate
- Trades, Landscape Architecture
- Entrepreneurs – more than 50 owners
- And More

Tourism & Service Disciplines Employed:

- Attractions & Sport (ski, pool, golf, rides, etc.)
- Conference Services
- Spa Services
- Real Estate Services
- Retail Mgt., Sales & Service
- Heritage Interpretation & Guiding
- Festivals & Events
- Hospitality (front desk, housekeeping)
- Restaurant/F&B Mgt., Sales & Service
- Guest Services, Visitor Information Services
- Maintenance
- Transportation
- And more

Resort & Village Human Capital

Local Secondary Services Sector:

- Engineering Firms
- Landscape Architects & Services
- General Contractors
- Electricians, Plumbers, Irrigation Specialists
- Pool Maintenance & Suppliers
- Real Estate, Property Management
- Pavement & Repair
- Decoration & Designers
- Financial, Insurance, Legal
- Business Services
- And More

Local Producers:

- Food Producers & Distributors
- Aquaculture
- Alcohol, breweries, wineries & cideries
- Artists & performers
 - Blue Mountain Village contracts with more than 250 artists and performers annually
 - Village spends approx. \$400 K annually
- Crafts and locally made products
- And More

Labour Shortage – Today for Summer 17

Immediate recruitment challenges:

- First-Level Managers & Supervisors – all functions
- Tourism Information, Guest Services
- Culinary Experts, Prep Cooks
- Retail & Food & Beverage Servers
- Retail & Food & Beverage Supervisors
- Housekeeping Room Attendants
- Front Desk Agents
- Maintenance & Repair Technicians
- Massage Therapists
- Lifeguards, Lift Operators
- And More

Estimates of Positions Unfilled for Summer 2017

- **150**
- **80% part time**
- **20% full time**

Labour Shortage – What have we done to date?

- Worked with TOBM & Collingwood to add a limited **transit link** to Blue Mountain
- Introduced **private shuttle** from resort to Collingwood for Winter – help parents!
- Launched **scholarship** program for SGB students
- Added **tuition reimbursement** as an incentive for students
- Hosted and participated in multiple regional **hiring fairs**
- Adapted org. cultures to **promote from within** and cultivate future talent
- Invested in some **staff accommodations** – representing about 30% of the demand for attainable units/suites - 70% demand unfilled
- Engaged in cross-department and cross-organizational **employee sharing**
- Ensuring **competitive wages, increased comp.** packages for key roles in demand

Labour Shortage – Critical Challenges Remain

- Peak seasons have become extremely difficult to service – Last summer & fall saw **record visitation** & sales
- Very **small numbers of new local employees** entering labour force
- Lack of **attainable housing** - real estate values & home sharing rapidly increase, reducing inventory for workers
- Lack of **transit** network connecting Wasaga Beach/Collingwood/Blue Mountains/Thornbury/Meaford to support free flow of workers & visitors
- **Multiple jurisdictions** (County/Municipal): overlap, disconnect, competition
- Lack of local secondary and post-secondary tourism **educational programs**
- Lack of understanding of the true scope of the **tourism industry** & benefits
- Need for family supports to encourage workforce participation, i.e., **accessible daycare**

Economic Risks

- Lack of ability to properly service growing demand will equal **lost revenue**
- Large traffic drivers may cut back, with a trickle down impact on **smaller businesses**
- Decline in service levels and lifestyle benefits our industry brings to locals could negatively impact **real estate values, residential experience & growth**
- Declining investment and growth in new businesses would **stall tax growth**

Action Plan



1. Form Regional Task Force **(COMPLETE)**
2. Develop Diverse Real Estate/Attainable Housing Strat
3. Invest in Regional Transit Connectivity (& Cycling)
4. High School Outreach
5. Support local Post-Secondary Program Development
6. Strengthen Regional Operator Learning Networks, Best Practices and Benchmarking
7. Increase Flexible Childcare Options

Recommendations for Town of Blue Mountains



1. Consider future investments in regional transit networks and increased service levels & connection points on current link to Collingwood
2. Explore real estate diversity as a tool to support economic growth and workforce development – rental, density, attainable housing
3. Continue support for work underway to develop a shovel-ready plan for a safe cycling route between the Village and Collingwood
4. Continue supporting business community by facilitating networks to share best practices and benchmarking
5. Continue participation and support for South Georgian Bay Labour Supply Task Force

Questions?

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