

# WHISTLER HOUSING AUTHORITY 2021 CORPORATE PLAN MAKING AN IMPACT.



## NEW WHA EMPLOYEE RENTAL HOUSING

Address	Completed	Beds	Units
1310 Cloudburst Drive	2018	83	27
1020 Legacy Way	2019	47	24
8350 Bear Paw Trail	2020	39	20
1330 Cloudburst Drive	2021	105	45
<b>Total</b>		<b>275</b>	<b>116</b>



## WHA BOARD OF DIRECTORS AND WHA STAFF

### WHA Board of Directors

- Jen Ford
- Virginia Cullen
- Jonathan Decaigny
- John Grills
- Dale Mikkelsen
- G.D. Maxwell
- Jack Crompton
- Michael D'Artois (Seniors Housing Board Rep.)

### WHA Staff

- Marla Zucht – General Manager
- Jessica Averiss – Operations Manager
- Flora Ferraro – Director of Finance
- Sam Mendl – Housing Development Manager
- Allison Winkle – Housing Administrator
- Ashley Ouellette – Program Coordinator

### Whistler Housing Authority

325-2400 Dave Murray Place  
Whistler, BC V8E 0M3  
[www.whistlerhousing.ca](http://www.whistlerhousing.ca)  
604.905.4688



# WHISTLER HOUSING AUTHORITY

## 2021 CORPORATE PLAN

### MAKING AN IMPACT.



## THE WHISTLER HOUSING AUTHORITY: BUSY BUILDING HOUSING AND COMMUNITY

2020 – What a year! We are all hoping 2021 will be drastically different, better of course, than 2020. Among many things the pandemic made clear, the strength of collaboration stands out as a positive highlight. Whistler has struggled through COVID-19 *together* as a community and we will embrace community recovery together. It is probably fair to say we have not all experienced the hardships of the pandemic equally. But we have all had to navigate the uncertainties brought on by COVID-19 and we are grateful so many local partners have pulled together to support each other in meaningful and caring ways.

Thanks to the support of our governments' pandemic responses — such as the Canada Emergency Response Benefit (CERB), Canada Emergency Wage Supplement (CEWS), and the Temporary Rental Supplements (TRS) — coupled with assistance the WHA has been able to provide through rent deferral programs and household payment plans, residents in WHA housing have shown remarkable resilience and stability through COVID-19. Turnover, in both our rental and ownership inventory, is nearly on par with where it was last year, pre-pandemic. Year-end 2020 Waitlist numbers continue to be similar to 2019, with demand for existing and new employee restricted housing remaining strong.

Thankfully, throughout the year, strong resilience was also shown in the local construction industry. Construction managers and trades worked tirelessly to keep our new WHA housing developments on schedule and on budget, as well as working safely through the COVID conditions. As a result, we will be able to deliver more affordable housing to the community early in the new year.

The WHA has been fortunate and is very appreciative for the \$11 million of financial support provided to Whistler's employee housing inventory through strong government partnerships with BC Housing (provincial), the Canada Mortgage and Housing Corporation (federal) and the Resort Municipality of Whistler who has provided land and assistance for current and future new employee housing developments. The WHA has leveraged these strong partnerships to provide a growing legacy of affordable, safe, and secure homes for our local workforce. Over the last five years, the WHA has financed, constructed, and delivered 275 new employee housing beds for Whistler residents in four different affordable rental apartment developments.



**Marla Zucht**  
General Manager,  
Whistler Housing Authority



**Jen Ford**  
Chair,  
Whistler Housing Authority  
Board of Directors

By working collaboratively and strategically, the WHA has successfully advanced innovative housing initiatives for our community and positioned Whistler at the forefront of the community housing sector. A 2020 example of WHA's housing innovation was successfully securing the coveted Passive House Certification for the WHA Legacy Passive House employee apartments, making it one of only a few Passive House Certified apartment buildings in British Columbia.

Behind the scenes, the WHA has also been making operational improvements. New property and information management software implemented in 2020 will provide more secure and improved operating capacity for our staff and a more intuitive user interface for our Employee Housing Program participants. In addition, work continues to refine the eligibility criteria and compliance for our Employee Housing Program to ensure equitable access for local residents.

Throughout 2021, the WHA will be collaborating with the RMOW on new research to further define our community's projected housing needs. We will also continue to work closely with the RMOW and the Whistler Development Corporation, as well as other community partners both public and private, to advance additional housing initiatives aimed specifically at creating, securing and preserving more accommodations for Whistler's workforce. While 2020 has been a difficult year for everyone, and although much uncertainty still lies ahead, the power of collaboration has shown us that we can achieve a great deal by working together for a common goal of helping to make Whistler the Place to Call Home.

As a result of all this growth and an increasingly valuable and complex portfolio of properties, the WHA will welcome a new Director of Finance to the organization in 2021 who will provide additional expertise and insight to effectively use our growing financial resources to enhance our financial and business performance and to mitigate future financial risk for the WHA.

We look forward to the coming year, confident we can continue to provide and maintain secure, affordable housing to an increasing number of Whistler's greatest asset — our residents.



## VISION

To provide housing solutions that support and enable our community to thrive and make Whistler the place to call home.



## MISSION

Whistler's long-term success as a vibrant resort community is contingent upon retaining a stable resident workforce. We will partner with the resort community to sustain a range and supply of housing options for Whistler's active and retired workforce.



## WHA STRATEGIC OBJECTIVES



Provide effective management of Whistler's Employee Housing Program and Portfolio.



Facilitate the delivery of new Employee Housing supply in Whistler.



Leverage partnerships to support and strengthen Whistler's Employee Housing Program.

## THE WHISTLER HOUSING AUTHORITY 2020 HIGHLIGHTS & 2021 PRIORITIES

### Provide effective management of Whistler's Employee Housing Program and Portfolio.

- Hired a new WHA Housing Program Coordinator to improve communication and engagement with new and existing participants of the Employee Housing Program.
- Launched a new waitlist platform and property management software to improve operational capacity and user interface for program participants.
- Implemented a new information management system with advanced file security, storage, and functionality for online access.
- Continuing to refine the eligibility criteria for the WHA Employee Housing Rental Program and Portfolio, and to progress the qualification refinements to the Employee Housing Ownership Program.
- Hired a new WHA Director of Finance for additional assistance and advice on the effective use of financial resources and services to enhance financial and business performance and to mitigate financial risk for the WHA.
- Implemented new COVID-19 health and safety protocols for WHA staff, contractors, and Employee Housing Program participants. Will continue to evolve these protocols in alignment with the Provincial Public Health Orders as required.
- Will collaborate with the RMOW on the completion of the new provincially mandated Municipal Housing Needs Report that will provide new data and analysis on Whistler's current and projected housing needs for policy planning and development considerations.
- Will identify effective tools to strengthen enforcement and compliance for participants in the Employee Housing portfolio to maintain a fair process for Whistler residents accessing and occupying non-market housing.

### Facilitate the delivery of new Employee Housing Supply in Whistler.

- Successfully secured construction financing and significantly progressed the development of the WHA's next new 45 unit Employee Rental Apartment Building at 1330 Cloudburst Drive. Completion and occupancy of the new homes expected to be delivered in February 2021, five months ahead of schedule.
- Tenanted and delivered secure housing to 90 Whistler residents in the WHA's newly developed Seniors Employee Rental Apartment Building at 8350 Bear Paw Trail and at 1020 Legacy Way.

- Submitted a funding proposal to the Provincial Government for development of a new 100 unit Employee Housing project in Cheakamus Crossing as a joint development between the WHA, WDC & RMOW.
- Conducted a Post Occupancy Evaluation Survey with the residents living in the WHA's 71 newest rental housing units that will inform new Employee Housing supply.
- Completed the esteemed Passive House Certification process for the WHA's new 24 unit Passive House Employee Rental Apartment Building in Cheakamus Crossing.
- Will continue to assist the RMOW in the progression and approval process of private sector and employer-initiated Employee Housing projects in Whistler.
- Will share WHA's lessons learned with other proponents of affordable housing developments in Whistler and in the Sea to Sky Corridor that will benefit the local labour force.

### Leverage partnerships to support and strengthen Whistler's Employee Housing Program.

- Will partner with the RMOW in the delivery of Whistler's OCP goal of housing at least 75% of Whistler's workforce within municipal boundaries and promoting a diversity of housing forms, densities and tenures are accessible and affordable.
- Continuing to leverage existing public and private partnerships for securing competitive take-out financing rates for 1330 Cloudburst Drive.
- Will collaborate with the WDC to progress additional Employee Housing supply for the community.
- Will continue to secure new grants, revenue opportunities and funding sources to support the long-term stability of the WHA's existing Employee Housing portfolio as well as prospects for new Employee Housing builds.
- Will be assisting, and where feasible, partnering with other non-profit service providers to secure new Employee Housing opportunities for the Whistler community.
- Will be seeking new opportunities and partnerships to further reduce the environmental and energy impacts of Whistler's Employee Housing inventory.
- Will be encouraging partnerships with Whistler businesses, including continuing to administer the Home Run Matching Program, to leverage new and existing opportunities for additional Employee Housing in the community.

## 2020 WHA STATEMENT OF OPERATIONS

**\$4,764,074**

Total Revenues

**\$4,268,313**

Total Expenditures

**\$4,500,000**

Government Grants

## 2021 WHA CONSOLIDATED BUDGET

**\$5,683,375**

Total Revenues

**\$4,939,691**

Total Expenditures

**\$900,000**

Government Grants

## EMPLOYEE HOUSING INVENTORY

Employee Housing Units

**1082**

Rental

Employee Housing Beds

**2596**

Rental

**1086**

Ownership

**3993**

Ownership



## WHA OWNED & MANAGED RENTABLE SQUARE FEET

**230,038**

2021

**207,028**

2020

**185,099**

2019

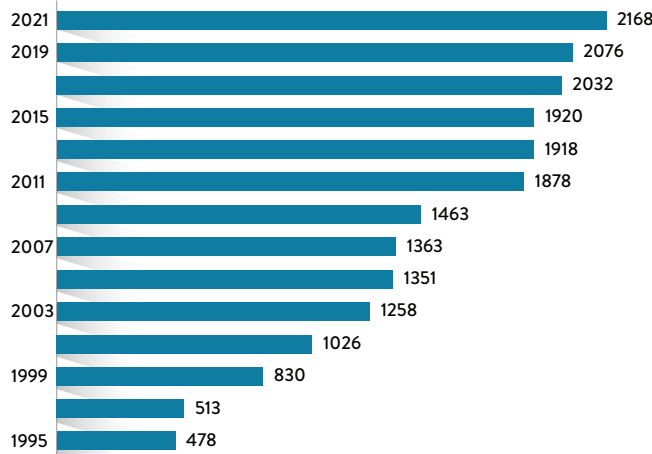
**169,460**

2018

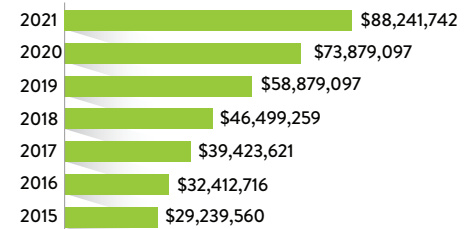
**145,225**

2017

## GROWTH IN EMPLOYEE HOUSING UNITS



## WHA CAPITAL ASSET VALUE



## INVENTORY OF EMPLOYEE HOUSING UNITS



**153**

Suite

**658**

Apartment

**711**

Town House

**116**

Duplex

**147**

Detached House

**383**

Dormitory

## EMPLOYEE HOUSING WAITLISTS



## RESALES OF WHA PRICE RESTRICTED UNITS



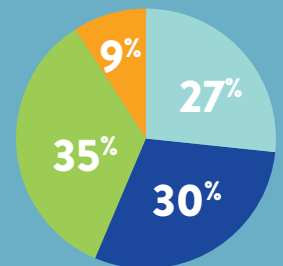
## WHA RENTAL TURNS



## WHA RENTALS BY UNIT TYPE



## WHA RENTALS BY UNIT TYPE



**WHISTLER HOUSING AUTHORITY LTD.**  
**CONSOLIDATED OPERATING BUDGET 2021-2024**

	<b>Projected Year End 2020</b>	<b>Budget 2021</b>	<b>Estimate 2022</b>	<b>Estimate 2023</b>	<b>Estimate 2024</b>
<b>REVENUE</b>					
Rent Income	4,434,866	5,312,265	5,418,510	5,553,973	5,720,592
Parking Income	135,559	165,105	168,407	172,617	177,796
Laundry Income	43,609	54,040	55,121	56,499	58,194
Interest & Other Income (MCPM)	20,041	19,965	20,000	20,000	20,000
Purchase Waitlist Fee	82,000	82,000	82,000	82,000	82,000
Interest & Other Income (WHA)	48,000	50,000	51,000	52,275	53,843
Government Grants	4,500,000	900,000	0	0	0
<b>Total Revenue</b>	<b>9,264,074</b>	<b>6,583,375</b>	<b>5,795,038</b>	<b>5,937,364</b>	<b>6,112,425</b>
<b>EXPENSES</b>					
Bank Charges & Bad Debt	3,914	4,615	4,707	4,825	4,970
Insurance	280,991	381,817	389,453	399,190	411,165
Landscaping Maintenance	32,029	67,140	68,483	70,195	72,301
Professional Fees	68,488	49,891	50,889	52,161	53,726
Property Management Fees	240,827	292,650	298,503	305,965	315,144
Property Tax & Other Fees	414,829	485,587	495,299	507,681	522,912
Recycling & Garbage	113,535	132,011	134,651	138,018	142,158
Repairs & Maintenance	309,782	359,095	366,277	375,434	386,697
Snow Removal	64,695	73,160	74,623	76,489	78,783
Strata Fees	26,081	26,136	26,659	27,325	28,145
Utilities	213,614	254,650	259,743	266,237	274,224
<b>Total Property Expenses</b>	<b>1,768,784</b>	<b>2,126,752</b>	<b>2,169,287</b>	<b>2,223,519</b>	<b>2,290,225</b>
<b>CAPITAL EXPENSES</b>					
Interest on Long Term Debt	865,933	703,162	702,737	622,986	577,894
Mortgage Principal Payment	1,097,946	1,446,077	1,442,905	1,209,423	1,254,516
WHA Administrative Expense	535,650	663,700	676,974	693,898	714,715
<b>Total Expenses</b>	<b>4,268,313</b>	<b>4,939,691</b>	<b>4,991,903</b>	<b>4,749,827</b>	<b>4,837,350</b>
<b>Net Surplus (w Govt. Grants)</b>	<b>4,995,761</b>	<b>1,643,684</b>	<b>803,135</b>	<b>1,187,537</b>	<b>1,275,076</b>
<b>Net Surplus (w/o Govt. Grants)</b>	<b>495,761</b>	<b>743,684</b>	<b>803,135</b>	<b>1,187,537</b>	<b>1,275,076</b>
<b>Surplus to Reserve</b>	<b>495,761</b>	<b>743,684</b>	<b>803,135</b>	<b>1,187,537</b>	<b>1,275,076</b>
<b>Net</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>