



WHISTLER HOUSING AUTHORITY 2024 CORPORATE PLAN

COMMITTED TO COMMUNITY

December 2023

WHISTLER HOUSING AUTHORITY: PROVIDING AFFORDABLE HOUSING SOLUTIONS FOR WHISTLER'S WORKFORCE

With Whistler, Pemberton and Squamish having experienced some of the highest population growth rates within British Columbia in the last Census report, it is no surprise that residents in these communities are experiencing significant challenges in securing affordable, stable, long-term housing.

Whistler's Employee Housing Program has played a critical role in providing affordable housing options for Whistler's workforce over the last 30 years. But despite being a nationally recognized leader in developing and managing affordable workforce housing, WHA is acutely aware that we cannot slow down our efforts in ensuring that residents of Whistler have access to safe, secure, affordable housing. We know how vitally important our affordable housing inventory is to the resiliency of our community residents and to Whistler's resort economy.

Guided always by our mission of providing Employee Housing solutions that support and enable our community to thrive and make Whistler the place to call home, WHA was thrilled to have assisted with the completion, transfer, and occupancy of 54 new Employee Homeownership units at 1360 Mount Fee Road in Spring 2023 to households from the WHA Ownership Waitlist.

Equally exciting is that WHA successfully secured financing by partnering with Canada Mortgage and Housing Corporation, and with the assistance of the Resort Municipality of Whistler, to acquire another new 48 unit WHA Employee Rental Housing building that is now under construction at 1450 Mount Fee Road and will be tenanted by households from the WHA Rental Waitlist by late 2024. These new Employee Housing projects, supplemented by additional Employee Housing provided by community partners, will result in **1012 new** employee beds having been created for Whistler's workforce over the last 6 years.

And we're not slowing down. With 43% of Whistler households spending more than 30% of their income on rent in the last Census Report, WHA is already looking further down the road to the next site on Mount Fee Road that can be developed for additional affordable housing for Whistler employees. WHA has been working in collaboration with the RMOW and Whistler Development Corporation on another new 104 unit Employee Housing project at 1475 Mount Fee Road that should be available for eligible WHA program participants in 2026.

In 2024, WHA will embark on its next Strategic Planning cycle to update its current three-year Strategic Plan. Through this planning process, WHA Board of Directors and Staff will roll up our sleeves to look at ways we can enhance our community engagement and consultation, bolster our Employee Housing Program education, awareness and compliance, seek out new development opportunities, provide greater visibility into our long-term cashflow forecasts, debt repayment, investment strategies, capital, maintenance and reserve plans, and tap into and harness more feedback for informed decision making in our Employee Housing Program growth, sustainability and innovation.

Our WHA *Service Satisfaction Surveys* conducted over the last two years have reported Employee Housing Program participants believe strongly – **more than 80%** – that WHA has the best interests of Whistler's workforce in mind when making decisions related to the Employee Housing Program. We take pride in knowing that Employee Housing participants acknowledge our conviction and vision of wanting to see Whistler's workforce securely

housed *within* Whistler. We also take pride in hearing that over 80% of survey respondents would recommend WHA and Employee Housing Programs to their colleagues. These metrics embolden our efforts to keep working diligently on delivering our core services to support and meet the housing needs of our community.

Despite all that we've achieved together working with the community and with our partners, we recognize there is still so much more to do to ease the housing pains felt by so many hard workers in our community. On behalf of the entire Whistler Housing Authority team, you have our commitment that we will remain steadfast and devoted to engaging and collaborating with the community to provide additional enhancements to the Employee Housing Program and to deliver diverse affordable housing solutions for our community's residents.



Marla Zucht

General Manager,
Whistler Housing Authority



Jen Ford

Board Chair,
Whistler Housing Authority



WHISTLER HOUSING AUTHORITY: STRATEGIC FRAMEWORK

VISION

Whistler's workforce is securely housed within Whistler.



MISSION

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



CORE SERVICES

The WHA works to support and meet the needs and interests of the community through delivery of the following:

- Long-term Housing for Whistler's workforce
- WHA Portfolio Management
- Employee Housing Resource Centre



“As someone who has spent almost my entire adult life living and working towards staying in Whistler, securing WHA rental has had substantial impact on my life. I am here for the foreseeable future and that makes me happy.”

WHISTLER HOUSING AUTHORITY: STRATEGIC OBJECTIVES

1.

EMPLOYEE HOUSING

Ensuring our workforce is provided with safe and enjoyable homes.



2.

ORGANIZATIONAL EXCELLENCE

Developing our processes to increase our proficiency and relevance.



3.

COLLABORATION

Working with new and existing partners to address the needs of our community.



“The WHA is incredibly important in terms of providing an affordable housing option for our family, otherwise we'd be yet another family moving elsewhere.”

“Having the peace of mind that my place will not be put up for sale and I will not have to move, unless I choose, is amazing.”

“So glad we are a part of the Whistler Housing Authority. We love our home and likely would not have stayed in Whistler to raise our family if the WHA didn't exist.”

2023 ACCOMPLISHMENTS

- Successfully **secured low-cost financing** from Canada Mortgage and Housing Corporation enabling WHA to acquire another new 48 unit Employee Rental apartment building at 1450 Mount Fee Road.
- Assisted with the **completion, transfer, and occupancy of 54 new Employee Homeownership units** at 1360 Mount Fee Road to households from the WHA Ownership Waitlist.
- Formalized an **RMOW/WHA/WDC Working Group** to enhance collaboration between the organizations and to progress the planning and development of new Employee Housing projects in Cheakamus Crossing.
- Completed **Post-Occupancy Evaluation Surveys** soliciting constructive feedback from the new Employee Housing owners at 1340 & 1360 Mount Fee Road that will impact the planning and design of new Employee Housing projects.
- Developed a new biannual **WHA Newsletter with Spring and Fall editions** to enhance WHA's communication and engagement efforts and to share Employee Housing Program updates with the community.
- Formalized a new **WHA Recognition Program** for community members to recognize a WHA team member for the work they do on behalf of the community.
- Created a new **WHA Equity Diversity and Inclusion Policy** that outlines WHA's expectations and commitment to developing equitable opportunities in the organization and the service delivery for the Employee Housing Program.
- Completed the **2023 Program Participant Satisfaction Survey** with Employee Housing owners, tenants, and waitlist members, which reported an **85% positive response** for the likelihood of recommending WHA & the Employee Housing Programs to a friend or colleague.
- Developed a **long-term Capital and Maintenance Plan** with Building Condition Assessments and forecasted expenditures for the WHA's Rental Housing portfolio.
- Created a new **Education Brief for Whistler Businesses** to increase business leaders' knowledge and awareness about the Employee Housing Programs so they can provide their employees with information about long-term housing options in Whistler.
- Developed **long-term WHA cashflow forecasts, debt repayment schedules, and Balance Sheet reporting** to provide greater visibility for the Board of Directors and Management into WHA's current and projected financial performance.

"Thank you WHA for your efforts in making housing affordable for workers."

EMPLOYEE HOUSING INVENTORY

Employee Housing Units

1166

Rental

1190

Ownership

2356

Total Units

Employee Housing Beds

2874

Rental

4439

Ownership

7313

Total Beds

2024 PRIORITIES

- Will manage the **tenant selection, leases and occupancy for the WHA's new 48 unit Employee Rental building** at 1450 Mount Fee Road to WHA Rental Waitlist households in Fall 2024.
- Will meet with the RMOW, Provincial and Federal Government housing partners, as well as other financial institutions to **pursue more equity & financing options for WHA's acquisition of additional Employee Housing** at 1475 Mount Fee Road.
- Will work with developers of private sector Employee Housing ownership projects to facilitate **home sales to the WHA Ownership Waitlist**.
- Will continue to encourage, support, and leverage additional **Employee Housing community partners**.
- Will create a new **WHA Capital Reserve** that will become part of the WHA's ongoing financial monitoring and reporting to the WHA Board of Directors.
- Will commence a **digital transformation of the Employee Housing Ownership Program** with the creation of a new online Housing Inventory Management Platform to facilitate internal and external information accessibility, data analytics, and improved public engagement and education.
- Will continue to prioritize **Employee Housing Covenant education and compliance** through WHA's completion of occupancy audits and following a consistent critical path for enforcing breaches.
- Will transition the **WHA's Ownership Waitlist onto the Arcori platform** for the WHA's Waitlist user interface to be consistent between the Employee Housing Rental and Ownership Programs.
- Will develop a new **Disaster Response and Mitigation Strategy** for WHA building portfolio and operations.
- Will incorporate new **EDI training, policy, and procedures** into WHA operations and Board governance.
- Through the creation and use of **Education Briefs**, WHA will continue to provide ongoing communication, education and awareness for increasing the community's learning and understanding of the Employee Housing Programs and the different Employee Housing Covenants.
- Will **establish Energy Reduction Targets** for WHA rental projects.

2023 WHA STATEMENT OF OPERATIONS

\$6,326,010

Total Revenues

-\$3,954,722

Total Operating & Capital Expenses

2024 WHA CONSOLIDATED BUDGET

\$6,830,407

Total Revenues

-\$5,440,948

Total Operating & Capital Expenses

EMPLOYEE HOUSING SERVICE SATISFACTION SURVEY 2023

Does the WHA have the best interests of Whistler's workforce in mind when making decisions related to the Employee Housing Programs?



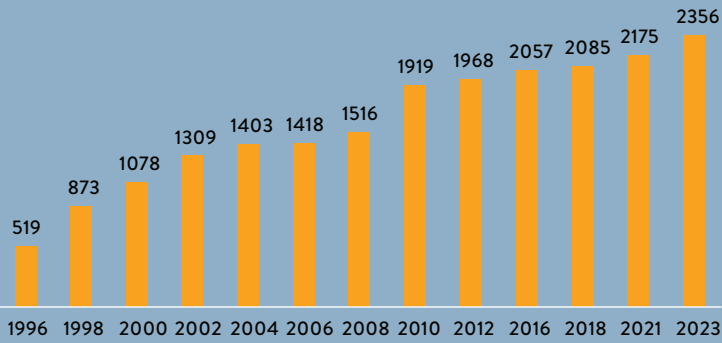
Likelihood of recommending the WHA and Employee Housing Programs to a colleague?



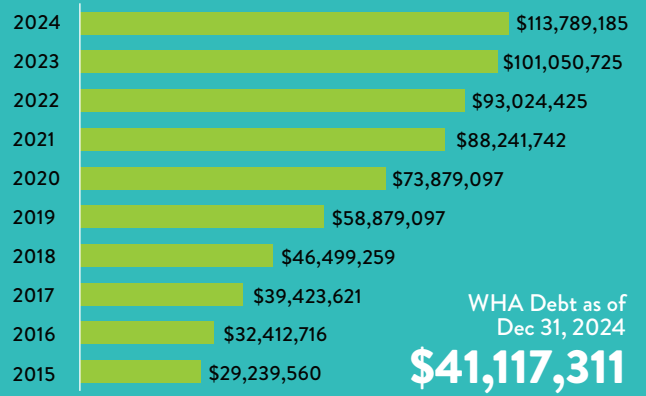
Satisfaction with opportunities to provide input into the Employee Housing Programs?



GROWTH IN EMPLOYEE HOUSING UNITS



WHA CAPITAL ASSET VALUE



EMPLOYEE HOUSING INVENTORY BY UNIT TYPE

821
Apartment



411
Dormitory & Hotel



731
Townhome



116
Duplex



148
Detached Dwelling



129
Suite



Total = 2356

"I am grateful for the program and sincerely hope that it continues to grow so that others may benefit as well."

EMPLOYEE HOUSING INVENTORY BY UNIT TENURE

988
WHA Ownership



327
WHA Rental



839
Other Employee Restricted Rental



202
Occupancy (only) Restricted Ownership



Total = 2356

"It means a lot that I finally have my own affordable place."

NEW EMPLOYEE HOUSING BEDS CREATED

Project Name	Year	Beds
1310 Cloudburst Drive	2018	81
1020 Legacy Way	2019	68
8350 Bear Paw Trail	2020	60
1330 Cloudburst Drive	2021	111
1340 Mount Fee Road	2022	125
1360 Mount Fee Road	2023	151
1315 & 1345 Cloudburst Drive	2023	232
1400 Mount Fee Road	2024	72
1450 Mount Fee Road	2024	112

New Beds Created in 6 Years:

1012 Beds

Future Employee Housing Pipeline:

800+ Beds*

Future Employee Beds are in various stages of Municipal approvals



EMPLOYEE HOUSING WAITLISTS NUMBER OF APPLICANTS

2023	2022
602 Rental	466 Rental
1164 Ownership	1095 Ownership

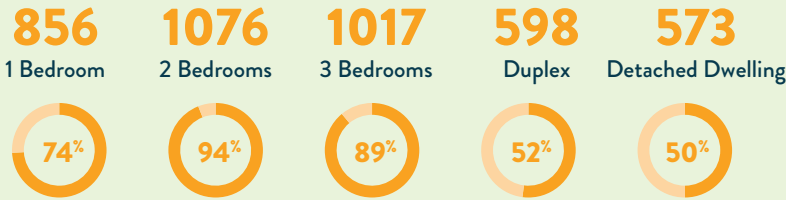


EMPLOYEE HOUSING WAIT TIMES TO BE HOUSED

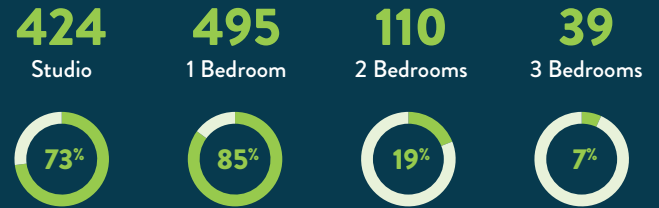
2023	2022
2.5 YEARS Rental	3.5 YEARS Rental
8.2 YEARS Ownership	3.2 YEARS* Ownership

** Because of new 100 unit ownership project at Mnt Fee*

2023 WHA OWNERSHIP WAITLIST DEMAND



2023 WHA RENTAL WAITLIST DEMAND



2023 WHA HOME OWNERSHIP SALES

Reason for Sale	# of Sales
Purchased a WHA Home	6
Left the Region	6
Moved but staying in the Region	2
Pulling-out Equity	3
2023 Total	17

2023 WHA RENTAL HOUSING TURNOVERS

Reason for Rental Turnover	# of Turnovers
Purchased a WHA Home	10
Left the Region	2
Moved but staying in the Region	5
Rented a different WHA Home	4
No longer Eligible / Unknown	4
2023 Total	25

WHA BOARD AND STAFF

WHA Board Directors

Jacki Bissillion
Dave Brownlie
Mayor Jack Crompton
Virginia Cullen (RMOW CAO)
Councillor Jen Ford (Chair)
G.D. Maxwell
Councillor Jessie Morden

WHA Board Members

Raul Bautista
Diana Chan
Mike Hashimoto

WHA Staff

Meredith Bodell – Operations Manager
Flora Ferraro – Director of Finance
Sam Mendl – Capital Projects Manager
Ashley Ouellette – Program Coordinator
Allison Winkle – Housing Administrator
Marla Zucht – General Manager

Whistler Housing Authority

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WHISTLER HOUSING AUTHORITY LTD.

Consolidated Operating Budget 2024 - 2027



	Projected Year End 2023	Budget 2024	Estimate 2025	Estimate 2026	Estimate 2027
REVENUE					
Rental	\$ 5,782,117	\$ 6,372,192	\$ 7,263,023	\$ 7,408,280	\$ 7,556,450
Parking	171,129	183,490	206,530	206,530	206,530
Laundry	55,705	55,945	66,060	67,380	68,730
Waitlist Fees	100,930	100,500	101,000	101,000	101,000
Interest & Other Misc. Income	216,130	118,280	28,780	28,780	28,780
TOTAL REVENUE	\$ 6,326,010	\$ 6,830,407	\$ 7,665,393	\$ 7,811,970	\$ 7,961,490
RENTAL EXPENSES					
Contract Services	429,896	469,377	522,310	533,410	544,740
Insurance	447,665	487,902	544,880	555,780	566,900
Interest Expense	606,406	759,792	1,109,134	1,070,931	1,048,251
Property Management Fees	249,532	269,861	301,010	307,030	313,170
Property Taxes & Fees	426,478	477,496	494,130	504,010	514,090
Repairs & Maintenance	393,194	451,665	484,360	494,050	503,930
Utilites	258,848	293,713	335,720	342,430	349,280
TOTAL RENTAL EXPENSES	2,812,019	3,209,806	3,791,544	3,807,641	3,840,361
ADMINISTRATIVE EXPENSES	796,235	926,142	863,380	890,770	908,460
CAPITAL EXPENSES					
Capital Maintenance	346,468	1,305,000	536,418	682,448	201,506
Mortgage Payment, Principal	1,298,545	1,344,602	1,382,482	1,139,524	1,164,385
TOTAL EXPENSES	\$ 5,253,267	\$ 6,785,550	\$ 6,573,825	\$ 6,520,383	\$ 6,114,712
Surplus Contributed to Capital Reserve	\$ 1,072,744	\$ 44,857	\$ 1,091,569	\$ 1,291,587	\$ 1,846,778
NET	0	0	0	0	0