



WHISTLER HOUSING AUTHORITY

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# WHISTLER HOUSING AUTHORITY

## GOVERNANCE AND OPERATIONS MANUAL

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HELPING TO MAKE **WHISTLER** THE PLACE YOU CALL **HOME**

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# 1. PURPOSE

The purpose of the Whistler Housing Authority (WHA)'s Governance and Operations Manual is to outline the roles and responsibilities for the development, deliverance, administration, and governance of employee housing. In addition, this Manual will outline the framework to ensure that the WHA operates in an effective and accountable manner for the successful management and execution of the WHA's Employee Housing Program.

Good governance and administration rely heavily upon a clearly stated and adhered to jurisdiction and coordination of roles to focus efforts and effectively establish and implement strategic initiatives for the organization. The WHA's Governance and Operations Manual is guided by the WHA's Vision, Mission, Guiding Principles, Strategic Goals and Core Services to support and augment the vibrancy, resiliency, and prosperity of Whistler's community through the Employee Housing Program.

# 2. LEGAL STRUCTURE

The Whistler Housing Authority Ltd. (WHA) was established in 1997 as an incorporated housing authority and legal entity to oversee the development, administration, and management of employee housing in Whistler. The WHA is an independent municipally owned corporation of the Resort Municipality of Whistler (RMOW). The RMOW is the sole shareholder of the WHA.

To be compliant with the requirements of the Registrar of Companies, the RMOW passes an annual Shareholder's Resolution for the filing of the WHA's Annual Report, which typically includes:

- The appointment of the WHA Directors;
- The appointment of the WHA Officers;
- The appointment of the WHA's Auditor;
- Waiver of the Annual General Meeting (to be held or deemed held on the WHA's Date of Recognition - Dec. 7th); and
- Acceptance of the WHA audited year end Financial Statements with authorization for any two WHA Directors to execute the Financial Statements

# 3. STRATEGIC FRAMEWORK

The WHA's Strategic Framework, which includes the Vision, Mission, Guiding Principles, Strategic Goals, and Core Services of the organization, is as follows:

**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.

**GUIDING PRINCIPLES** - The Whistler Housing Authority will be guided in achieving its Vision and Mission by the following Guiding Principles:

- Adhering to best practices to continually evolve and strengthen the Employee Housing Program;
- Providing professional and accountable administration under the direction and leadership of the Board of Directors;
- Engaging with the community to make informed, effective and transparent decisions;
- Being fiscally responsible;
- Ensuring affordability of current and future employee housing inventory in perpetuity; and
- Collaborating with community, regional and government partners.
- Respecting diversity and inclusion and maintaining equitable interactions with all.

**STRATEGIC GOALS** - The Whistler Housing Authority has a three year Strategic Plan, created with input from, the directors, stakeholders and staff. Within the three year plan, there are three Key Result Areas identified: Employee Housing, Organizational Excellence, and Collaboration. Each year, the WHA team creates and is guided operationally by a one year tactical plan, that breaks down the Key Result Areas into goals and assign responsibility and timelines for achieving the agreed upon goals, based on the direction of the Board of Directors.

## **CORE SERVICES**

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

## **4. GUIDING DOCUMENTS**

The following documents guide the Board of Directors, policies, and operations of the Whistler Housing Authority:

- WHA Articles of Incorporation
- WHA Governance & Operations Manual
- WHA Annual Corporate Plan
- WHA Budgets & Financial Reports
- WHA Strategic & Tactical Plans
- RMOW's Official Community Plan

## 5. GOVERNING - BOARD OF DIRECTORS

The WHA Board of Directors provides a governance role for the Whistler Housing Authority. Participation on the WHA Board is an opportunity to make an important contribution to Whistler's Employee Housing Program as well as to the business community and community at large.

Directors are responsible for providing oversight and direction to the WHA, including: establishment and approval of the organization's Strategic Framework and priorities; ensuring the financial stability, viability and longevity of the organization; promoting a public understanding and awareness of the WHA; and advocating on behalf of the interests of the organization.

WHA Board Committees may be formed as necessary to assist staff and the Board with specific areas of focus and work. Examples of such Board Committees include:

- The WHA Board Capital Projects Committee
- The WHA Board Employee Housing Eligibility Review Committee
- The WHA Board Finance Committee
- The WHA Board Governance Committee

Appointments are made to the WHA Board Committees at the first regular meeting of each calendar year. The WHA Board of Directors and Board Committees are supported by WHA team.

### 5.1 Responsibility of Directors

To govern the organization effectively, WHA Directors must be able to serve and contribute to the WHA in the following capacity:

1. Prepare for, attend, and actively participate at all WHA Board meetings, or give notice if unable to attend. Attendance at all regularly scheduled Board meetings is expected;
2. Become literate with the WHA's Strategic Framework, Corporate Plan, Budgets and relevant information pertaining to the mandate of the WHA;
3. Be familiar with the Employee Housing Rental and Ownership Program Guidelines and Eligibility Requirements;
4. Seek information or technical background from the team to have an understanding of any context needed pertaining to the governance of the Whistler Housing Authority. If a specific Director's request requires substantial time from staff and is an ongoing diversion from staff's regular work and operations plan, that request should be made as a resolution supported by the entire Board;
5. Publicly represent the WHA in a manner which enhances public confidence in the WHA and in the RMOW and will withstand public scrutiny;
6. Refrain from committing WHA to any policy, action or communication without the endorsement of the Board as a whole;
7. Avoid situations that place the Directors in a situation of conflict between their personal interests and that of the Whistler Housing Authority and/or RMOW;

8. Share responsibility for the integrity of Board decisions and therefore any Board member may question whether another Board member might have a conflict of interest or a pecuniary interest with respect to a matter involving or impacting the WHA;
9. Respect decisions made by the Board as a whole;
10. In matters where a WHA Director is speaking publicly as an individual, the Director must clearly indicate that their position taken is a personal perspective and the WHA Director is not speaking on behalf of the WHA Board of Directors. Board members are encouraged to uphold decisions made by the WHA Board of Directors;
11. Ensure that the confidentiality of information received while participating as a WHA Director is respected and maintained, including the privacy of individual program members, staff and Board. Material received while serving as a WHA Director should not be shared without prior approval of the WHA Board Chair and WHA GM;
12. Act with integrity to ensure the goal of equity ensues in all decisions and communication with all stakeholders by actively learning and respecting diversity and inclusion;
13. Acknowledge and execute the Code of Ethical Conduct for Directors of the WHA; and
14. Ensure that all Director offboarding tasks are completed including: the appropriate removal of all electronic files and email correspondence with all confidential information pertaining to the WHA Director role that is not publicly shared; and participate in any exit interview requested by the Chair of the Board or the WHA General Manager.

## **5.2 Director's Selection Process**

Historically, the RMOW has appointed members of Council and Senior RMOW Staff to the WHA's Board of Directors, sufficient in number (i.e. four of the seven voting WHA Directors) to form the Municipality's majority on the WHA Board of Directors. In addition, there have customarily been three Community at Large voting Directors on the WHA Board, whose seats on the Board exist to bring specific skills and experience appropriate to assist the WHA's current and projected future scope of work.

Occasionally, and when deemed necessary, the Board of Directors may choose to bring non-voting representatives on to the Board to assist the voting Directors with a specific area of focus relative to the organization's Strategic Framework, priorities, policies, and fiscal management.

RMOW Council typically appoints three members of Council to the WHA Board of Directors immediately following the most recent Municipal Election. These Directors generally hold their position on the WHA Board for the current Council term, unless otherwise changed by the Mayor. The fourth Municipal designated seat has historically been held by the RMOW's CAO.

A public and transparent recruitment process is used to fill the Community at Large positions on the WHA Board. This includes staff conducting a public call for Expression of Interest for Candidates to the WHA Board of Directors. All qualified applicants with supporting documentation will be brought forward to the WHA Governance Committee for evaluation. The preferred candidate selected by the existing WHA Board to fill the vacant seat will be put forward as a recommendation for appointment by the RMOW to the WHA Board of Directors.

It is expected that all WHA Directors, and any non-voting Board representatives, will complete an annual Competencies & Composition Survey to assist in identifying skills and gaps on the WHA Board and to facilitate the selection of new members to the WHA Board.

### **5.3 Director Qualifications and Remuneration**

It is important that members of the WHA Board possess and contribute a variety of housing skills and experience to provide effective leadership and governance to the WHA. The Board is comprised of individuals with:

- Strong commitment to and knowledge of employee housing in Whistler;
- Willingness to promote the WHA as a strong organization dedicated to being the primary community resource for employee housing in Whistler;
- The ability to think strategically and have some familiarity with Board governance;
- Strong reasoning skills, with a competent grasp of ethics and integrity.
- The ability to analyze and process trends, challenges and opportunities; and
- Operational, technical, financial, legal, human resources, public relations, housing administration, asset management and/ or housing development experience.

In accordance with the WHA's Articles of Incorporation, a WHA Director must be qualified as required by the BC Business Corporations Act to become, act, or continue to act as a director. An individual is not qualified to become or act as a director of a company under the BC Business Corporations Act if that individual is: Under the age of 18; Declared incapable by a court; An undischarged bankrupt; Has been convicted of fraud or certain other criminal offences within last 5 years (unless they received a pardon).

These are ongoing requirements that always apply to all members of the WHA Board of Directors while they serve and govern on the Board. If a Director becomes disqualified, they must resign from the Board and company.

WHA Directors do not receive remuneration for serving as WHA Director, and no Director shall directly or indirectly receive any profit from a position as a Director of the WHA.

### **5.4 Board of Directors - Terms of Office**

Finite Board Terms of Office exist to enable an open and transparent governance process and the opportunity for regular turn-over for community representation on the WHA Board of Directors.

The tenure for WHA Directors and representatives is based on the following timeline and process:

- A WHA Director or representative will serve for a 3-year term and then may stand for re-election through an open public process to serve an additional 3-year term.
- WHA Directors Terms currently expire in June, unless otherwise determined by the RMOW or the Board.
- Upon completion of the second 3-year term, the Director or representative must retire from their seat on the WHA Board for at least one year.



- After remaining off the Board for one year, the individual can apply to be appointed to serve another 3-year term on the WHA Board.
- If a Director or non-voting Board representative cannot complete their entire 3-year term of office, a by-election will be held to fill the seat that has become vacant, and the successful candidate selected will serve for the remainder of the term that became vacated.
- New WHA Directors will be provided with onboarding of WHA background material prior to commencement of their first regular WHA Board Meeting.

## **5.5 Board Meeting Frequency and Attendance**

WHA Board meetings will be held bi-monthly on weekdays usually for approximately 2.5 hours unless the Board Chair and WHA General Manager deem it necessary to hold additional meetings or to cancel a meeting due to insufficient quorum or extenuating circumstances. WHA Board Committee Meetings will be scheduled to occur bi-monthly on the alternating months when regular WHA Board Meetings are not occurring. The Committee Meetings will be held as necessary, determined by the Committee Chair and supported by WHA staff.

Directors are expected to attend and actively participate at all Board meetings on an annual basis.

It is recognized that Directors may be unable to attend some meetings due to conflicts with other commitments or unforeseen circumstances from time to time. It is incumbent upon Directors to provide notice to the Board Chair and WHA General Manager when they are unable to attend a meeting. Failure to attend two or more Board meetings on an annual basis may constitute grounds for removal from the Board.

Any written reports that Directors or representatives wish to be presented at the Board Meeting must be emailed to WHA staff and Board Chair by the Monday preceding the following week's Board Meeting. Materials for Board meetings will be sent out three business days preceding the following week's scheduled Board meeting, unless otherwise notified by WHA staff or Board Chair.

## **5.6 Board Meeting Quorum**

Quorum for all WHA Board meetings is set at four voting Directors in attendance. Attendance may include participation in person, online or via conference call.

## **5.7 Board Meeting Agendas**

A Board Agenda will be prepared by WHA staff for each WHA Board Meeting. Contents of the Agenda will be reviewed with the Board Chair a week prior to the Board Meeting. Board members are to notify staff



or the Chair in writing two weeks in advance of the scheduled meeting date if they would like a specific item added to the meeting Agenda.

A Consent Agenda will be used enabling the Board to approve several agenda items packaged together that can be passed without the need for individual or additional discussion. These agenda items are usually routine matters that do not require additional explanation, clarification, discussion, or a specific resolution.

The Consent Agenda will include items such as:

- WHA Agenda and Minutes
- WHA Operations and Program Management Updates
- Employee Housing Program statistics
- Updates from annual Occupancy Declarations
- Updates from annual Rental Waitlist Confirmation
- Updates from annual Ownership Waitlist Confirmation
- Any WHA media coverage
- Any Acknowledgement of WHA Awards & Recognition
- Participation at Housing Conference / Presentations Reporting
- WHA I.T. Updates
- Any Board Correspondence

If a Board member has concerns or questions about any item within the Consent Agenda, prior to the commencement of the Board Meeting the Board member can request to have the specific item removed from the Consent Agenda and added to the regular Board Meeting Agenda for further discussion.

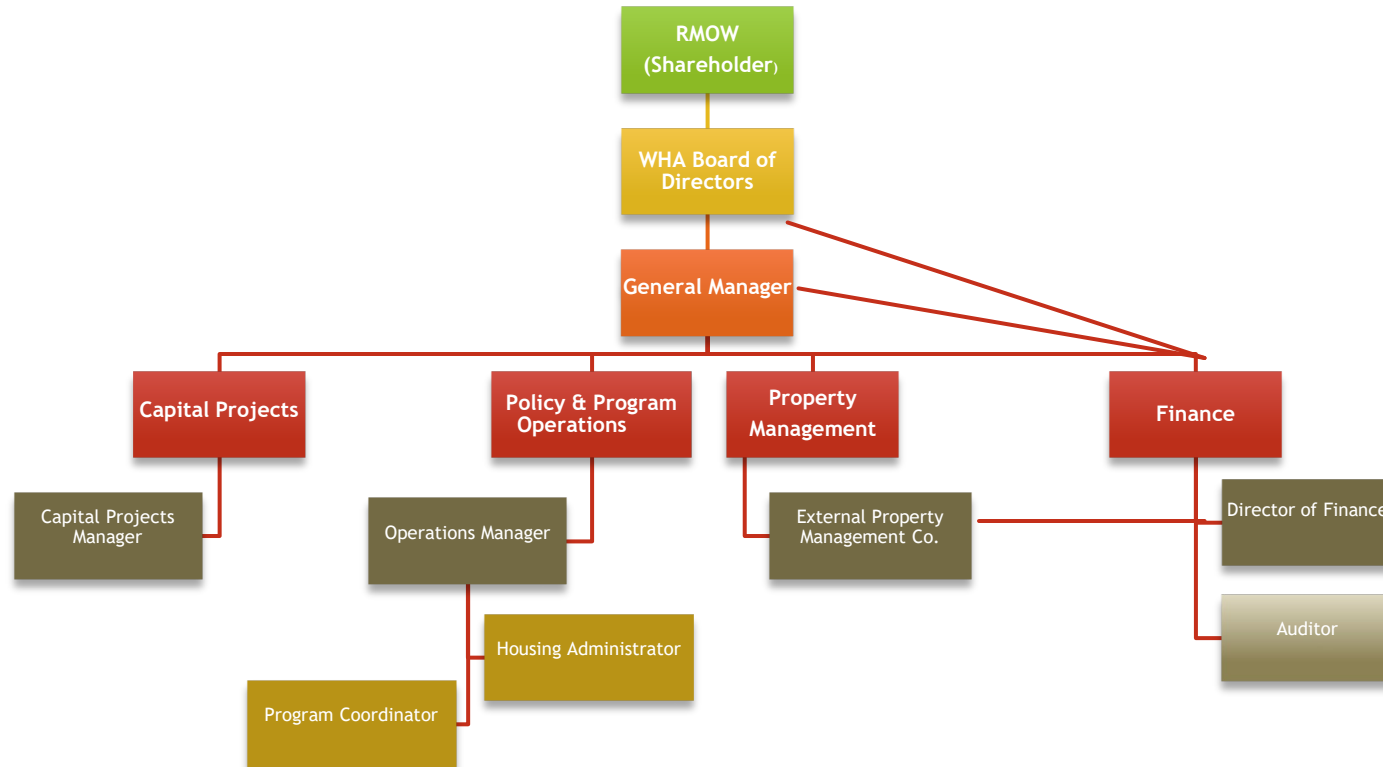
The Consent Agenda and all items included within it (excluding any items removed and added to the regular Board Meeting Agenda), will be approved as one motion. In addition to the items included in the Consent Agenda, there may be action items with recommendations to be considered and discussed by the Board.

Agenda items will be time driven and cross referenced to the associated report, setting out the form of resolution for recommended action, as well as who will be delivering each report or presentation to the Board. Every Board Meeting will have a scheduled in-camera section, for which the Chair will decide if necessary to utilize or not.

## **5.8 Public & Media Relations**

The WHA General Manager and the Chair of the WHA Board of Directors are the designated spokespeople for the company to provide media interviews and press releases on behalf of the Whistler Housing Authority.

# Whistler Housing Authority Organizational Chart



## 6. ORGANIZATIONAL STAFF STRUCTURE

The administration and operations of the WHA are conducted and supported by the following staff structure and areas of responsibility:

- **General Manager** - responsible for the overall legal, financial, staffing, and operational management of the Whistler Housing Authority.
- **Director of Finance** - responsible for planning, organizing, and directing all the finance-related services and activities of the WHA.
- **Operations Manager** - responsible for the day-to-day operations and staff management of the Employee Ownership and Rental Housing Program.
- **Capital Projects Manager** - responsible for managing all aspects of the WHA's capital projects, including new developments, ongoing capital project maintenance, and grant opportunities.
- **Housing Administrator** - responsible for the majority of the administration of the Employee Housing Ownership Program and policies, including assistance with housing covenant compliance, education enforcement.
- **Housing Program Coordinator** - responsible for overseeing the initial intake and vetting of applicants into the Employee Housing Ownership and Rental Programs, as well as all annual WHA tenant verification and screens.
- **WHA Property Management** - the WHA's property management is assisted by an independent licensed property management company. The property management company is approved by the WHA Board of Directors, selected through a public RFP process and engaged for a fixed term.

All other professional, technical, and consulting services that support the WHA operations are typically provided by the private sector.

### 6.1 Hiring Policy

The WHA has an Employee Hiring Policy. The intent of the WHA Hiring Policy is to ensure that the WHA hires talent in a non-biased way who will work together to execute the WHA's Mission, Vision, Guiding Principles, Strategic Objectives and Core Services. The WHA not only complies with human rights and other applicable legislation but strives to follow industry best practices, including considering equity in all stages of the hiring process to ensure that barriers to entry are reduced.

The WHA will not discriminate against equally qualified employees on any basis prohibited by federal or provincial laws and codes. Every position that cannot be appropriately filled by internal promotion or transfer will be publicly advertised and open to all qualified applicants. Failure to fill a position internally does not preclude current employees from applying for it. The WHA Board of Directors will hire the WHA General Manager, who will be responsible for all other staff hiring.

## 7. PLANNING AND BUDGETING CYCLE

The WHA team will prepare and present an annual WHA Corporate Plan and Budgets to the Board in accordance with this section.

- Preparation of the annual WHA Corporate Plan and Budgets will commence immediately following the third quarter of the year to enable sufficient time and accuracy for projected year end income and expenses and informed planning and budgeting forecasted for the following year.
- Annual budgets will be prepared by WHA staff for each of the WHA properties as well as a Consolidated Budget including the WHA administration, loans, and financial forecasts for the entire WHA asset portfolio.
- The WHA Board Finance Committee will review and discuss the budgets with WHA staff in advance of their presentation to the entire Board for final approval.
- Presentation of the annual Corporate Plan and Budgets for the subsequent year will occur no later than the December WHA Board Meeting (i.e. the 2025 WHA Corporate Plan and Budgets will be presented at the December 2024 WHA Board of Directors Meeting).
- The WHA's annual Corporate Plan will include at a minimum:
  - o A joint message from the WHA General Manager and Board Chair;
  - o The WHA's current Strategic Framework;
  - o Significant WHA accomplishments from the current year, and the actionable priorities for the subsequent year that will be aligned with the WHA's identified Strategic Goals;
  - o Key organizational and Employee Housing Program metrics;
  - o Identification of the WHA Board of Directors and Staff; and
  - o Financial year end projections for the current and subsequent year, including a copy of the following year's budgets.
- The WHA's year end audited Financial Statements will be prepared by an external auditor with the assistance of the WHA's Director of Finance, commencing in the first quarter of the year and will be delivered to the WHA Board of Directors and then to the RMOW Finance Department after WHA Board approval (typically in March).
- The WHA Board Finance Committee will review and discuss the audited year end Financial Statements with WHA staff in advance of their presentation to the entire Board for final approval.
- In addition to the WHA's audited year end Financial Statements, the WHA Director of Finance will prepare quarterly financial reports that will be presented to the Board throughout the year for regular financial updates.
- At a minimum of once every three years, WHA Board and staff will participate in a strategic planning session to jointly plan and set the organization's Strategic Framework.

## 8. EMPLOYEE HOUSING ROLES & RESPONSIBILITIES

The delivery of employee housing solutions for Whistler's workforce will require a coordinated effort from the RMOW, Whistler Housing Authority, Whistler Development Corporation, government partners, and the private sector. A clear understanding of roles and responsibilities within this group will help avoid duplication of effort and promote steady progress for the successful and sustained delivery of employee housing solutions for the Whistler community.

The Roles and Responsibilities for Employee Housing identifies the initiating, approving, and executing organization for each of the main entities in the areas of regulation, policy, education, facilitation, advocacy, development, property administration and communication with respect to the governance and operations of employee restricted housing.

## EMPLOYEE HOUSING ROLES AND RESPONSIBILITIES

Employee Housing Regulator and Administrator	Initiator	Approver	Executor
Use zoning and development permit powers to secure employee housing.	RMOW Staff	Council	RMOW Staff
Use housing agreements and covenants to control rents, resale prices or occupancy for employee restricted housing.	RMOW Staff WHA Staff	WHA Board and Council	RMOW Staff WHA Staff
Ensure new employee housing projects comply with Whistler's affordable housing policies and strategies.	RMOW Staff WHA Staff	WHA Board and Council	RMOW Staff WHA Staff
Include WHA Staff comments in reports on projects with any employee housing component.	RMOW Staff	WHA Board	RMOW Staff
Administer and enforce zoning bylaws and zoning regulations.	RMOW Staff	Council	RMOW Staff
Process housing development applications.	RMOW Staff	RMOW Staff	RMOW Staff
Process zoning and bylaw amendments pertaining to employee housing.	RMOW Staff	Council	RMOW Staff
Notify WHA of projects involving employee housing going to APC, Design Panel or Council.	RMOW Staff	RMOW Staff	RMOW Staff
Collect, analyze, monitor, and update data on housing needs, supply, demand, and affordability.	RMOW Staff WHA Staff	WHA Board and Council	RMOW Staff WHA Staff
Employee Housing Policy Maker and Researcher	Initiator	Approver	Executor
Periodically review the Employee Service Charge Bylaw.	RMOW Staff	Council	RMOW Staff
Research and promote innovative housing opportunities.	RMOW Staff WHA Staff	WHA Board and Council	RMOW Staff WHA Staff
Apply for government or foundation funding/grants for housing initiatives.	WHA Staff RMOW Staff	WHA Board and Council	WHA Staff RMOW Staff
Undertake a periodic review of housing policies in Whistler's OCP and update policies with respect to new employee housing.	RMOW Staff WHA Staff	Council	RMOW Staff
Set informed housing targets based on completed research.	RMOW Staff WHA Staff	WHA Board and Council	RMOW Staff WHA Staff

Employee Housing Policy Maker and Researcher <small>(continued)</small>	Initiator	Approver	Executor
Liaise with community, regional and government partners on housing needs and issues.	WHA Staff RMOW Staff	WHA Board and Council	WHA Staff RMOW Staff
Review and update resales and rental rates for employee housing based on appropriate escalation formulas.	WHA Staff	WHA Staff	WHA Staff
Review & update benchmark sale prices & rental rates for employee housing.	WHA Staff RMOW Staff	WHA Board and Council	WHA Staff RMOW Staff
Establish and administer construction specifications for employee housing projects.	WHA Staff RMOW Staff	WHA Board	WHA Staff RMOW Staff
Employee Housing Educator	Initiator	Approver	Executor
Prepare reports on employee housing issues.	RMOW Staff WHA Staff	WHA Board	RMOW Staff WHA Staff
Host / sponsor workshops for housing stakeholders.	WHA Staff RMOW Staff	WHA Board and Council	WHA Staff RMOW Staff
Act as a housing resource centre.	WHA Staff	WHA Board	WHA Staff
Employee Housing Facilitator & Liaison	Initiator	Approver	Executor
Operate housing registry linking landlords and tenants (HOME RUN).	WHA Staff	WHA Board	WHA Staff
Maintain waitlists for distribution of employee housing opportunities.	WHA Staff	WHA Board	WHA Staff
Facilitate new employee housing projects built by the private sector.	RMOW Staff WHA Board	WHA Board and Council	RMOW Staff WHA Staff
Employee Housing Advocate	Initiator	Approver	Executor
Communicate with employers and the community on employee housing needs and issues.	WHA Staff	WHA Board	WHA Staff WHA Board
Advocate for new opportunities for employee housing as required.	WHA Staff	WHA Board and Council	WHA Staff
Investigate and encourage more livable, innovative and sustainable employee housing initiatives.	WHA Staff RMOW Staff	WHA Board and Council	WHA Staff RMOW Staff



Employee Housing Land Provider	Initiator	Approver	Executor
Acquire land as necessary for immediate and future employee housing use.	WDC & WHA RMOW Staff	WHA Board then Council	WDC & WHA RMOW Staff
Rezone existing or acquired land for additional employee housing.	WDC & WHA RMOW Staff	Council	WDC & WHA RMOW Staff
Employee Housing Developer	Initiator	Approver	Executor
Build new employee housing projects utilizing the Housing Fund or secured government grants/funding/financing.	WDC & WHA	WHA Board and Council	WDC & WHA RMOW Staff
Acquire (or sell) existing housing units for additional employee housing.	WHA	WHA Board and Council	WHA Staff WHA Board
Employee Housing Property Manager	Initiator	Approver	Executor
Maintain rental and ownership project records.	WHA PM	WHA Staff/Board	WHA PM WHA Staff
Collect rents for WHA or RMOW owned employee housing units.	WHA PM	WHA Staff/Board	WHA PM WHA Staff
Liaise with strata corporations regarding employee housing needs.	WHA Staff	WHA Staff	WHA Staff
Coordinate and facilitate employee housing resales.	WHA Staff	WHA Staff	WHA PM WHA Staff
Maintain WHA owned rental properties.	WHA Staff WHA PM	WHA Staff/Board	WHA PM
Prepare budgets and financial statements for WHA owned rental housing portfolio.	WHA Staff WHA PM	WHA Board	WHA Staff WHA PM
Employee Housing Communication and Meetings	Initiator	Approver	Executor
Schedule, prepare for and attend employee housing meetings throughout the year.	WHA Staff RMOW Staff	WHA Board and Council	WHA Staff WHA Board RMOW Staff
Provide press releases, background information, and media interviews pertaining to employee housing issues	WHA Staff RMOW Staff	WHA Board RMOW Staff	WHA GM WHA Chair RMOW Staff
Communicate with Employee Housing Program Participants	WHA Staff	WHA Board	WHA Staff WHA Board