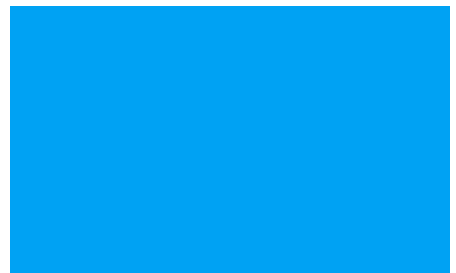


WCS engagement
+ planning



Municipal Housing Corporations

Overview and Case Studies

201 - 4230 Gateway Drive
Whistler, BC V8E 0Z8
info@whistlercentre.ca

whistlercentre.ca

Table of Contents

| | |
|--|----|
| Overview of Municipal Housing Corporations | 2 |
| Canmore Community Housing (CCH) | 8 |
| Jackson/Teton County Affordable Housing Department | 12 |
| Whistler Housing Authority (WHA) | 17 |

This resource was developed through the generous support of:





Overview of Municipal Housing Corporations

What is a municipal housing corporation?

A municipal housing corporation (MHC) is an independent entity that is typically responsible for developing, building, and managing ownership and rental units, usually non-market, to residents. Housing unit prices are kept below market through mechanisms such as developer requirements, financial support from the local, provincial and federal governments and covenants (housing agreements) on title.

The three basic components of an MHC involve:

- 1. Development:** This includes everything associated with finding a site; determining its feasibility; developing a workable concept; designing a building and site; developing a capital budget and viable proforma; obtaining municipal approvals; obtaining funding; securing financing; developing legal agreements and contracts; choosing a construction delivery method and associated design build, general contractor or construction management firm; and managing the construction processes.
- 2. Housing operations:** This includes tenancing and tenant relations such as supporting and managing disputes, tenant selection policies, agreements, waitlists and rent collection; building policies; tenancy building and site maintenance; annual budgets; and capital renewal plans, projects and fundraising.
- 3. Basic organizational management:** This includes board recruitment, meetings and policies; Society (or legal entity) bylaws and annual general meetings; communications; human resources; IT; bookkeeping and audit; office space and equipment; and governance, board, human resource and organizational policy.

Benefits

The greatest benefit of creating and operating an MHC is that it enables an effectively managed entity to focus on delivering housing. Other benefits include the ability of an MHC to:

- Act as a community resource for housing.
- Monitor the process of rentals and resales to ensure qualified individuals and families.
- Hold housing funds and act as project managers for new developments.
- Apply for external funding (grants and loans).
- Take on the liability and risk of developing housing (away from the local government).
- Separate the development (design, borrowing, construction) from the regulatory (zoning, building permit) functions.
- Be more entrepreneurial than a municipality can be.

Challenges

While there are benefits to creating an MHC, there are some challenges and considerations to keep in mind:

- There needs to be enough funding to get the MHC started on projects and for administration.
- A solid business plan is required to ensure the MHC can achieve its objectives with the resources available.
- Staff are required who have the experience in delivering non-market housing, including developing the required partnerships, managing the development of housing, and overseeing the inventory.
- How to deliver housing in a tough housing climate.
- It is difficult to transition residents out of non-market housing into market housing to free up non-market units.

Decision for creation

The success of some MHCs, combined with the housing challenges faced by many communities, provide motivation to consider establishing an MHC. However, an MHC does not necessarily have an advantage over existing non-profit housing societies in developing below market housing. Moreover, an existing non-profit housing society may have more capacity and efficiencies in developing and operating required housing than a new MHC, which would need to be created.

Considerations for creating an MHC include:

- The municipality has land and / or finances it would like to contribute or invest in non-market housing.
- There are no local or regional housing societies capable of or interested in delivering the type of housing required.
- The municipality would like long-term governance control of the housing it is funding.

The municipality believes owning housing assets has a long-term advantage for the municipality or community; however, owning below market housing can also create long-term financial liabilities.

1 The MHCs indicated are subsidiaries of Canadian municipalities; however, most US MHCs (e.g., Gunnison Valley Regional Housing Authority, Aspen Pitkin County Housing Authority, Vail Local Housing Authority, Jackson Teton County Housing Authority) were also created by local government/counties.

Legal status

It is common for an MHC to be a wholly owned subsidiary of a local government, for example:

- Whistler Housing Authority
- Tofino Housing Corporation
- Canmore Community Housing Corporation
- Banff Housing Corporation
- Sun Peaks Housing Corporation

Being a wholly owned subsidiary means the municipality is the sole shareholder of the organization, and the MHC is governed by a board of directors that includes representatives from the municipal government. BC MHCs are registered under the BC Corporations Act and require municipal inspector approval for the local government to create/own them.

However, other models exist, for example, a local government creating an independent non-profit organization. The Squamish Community Housing Society – a non-profit society with a District of Squamish Council representative as one of 10 board members (the other nine comprising members of community organizations and residents) – is such an example.

There are also hundreds of independent housing organizations across the BC that are either registered housing societies or cooperatives or are owned and operated by a non-profit society with a specific mission that includes the operation and management of rental housing for their clientele. Some housing organizations are also registered charities.

Governance

An MHC is typically governed by a board of directors, the majority of whom are appointed by the municipality. As the sole shareholder, the municipality has control over the choice of the governance model, for example, how many elected officials or municipal staff, and representatives with specific expertise or represent specific community interests, will sit on the MHC board.

Funding

MHCs need to have reliable revenues and most will require funding from the local government in at least the start-up phases, if not on an ongoing basis. Local governments typically provide funding in the way of grants, operational subsidies or donations/leasing of land.

Over time, the most significant revenues for an MHC will typically be from rental income. Other revenue sources may include items such as parking fees, waitlist fees and resale fees. MHCs can apply for grant funding from senior levels of government (e.g., BC Housing, CMHC) for specific housing projects that meet eligibility criteria.

Local governments can provide funding in several ways including:

- Property tax contributions (may be a specific mill rate percentage dedicated to housing; may be residential and/or commercial)
- Loans
- Land
- Community amenity contributions to a housing fund
- MRDT (municipal and regional district tax) OAP (online accommodation platform) revenues from all short-term overnight bookings; other MRDT revenues can also be used for affordable housing upon majority support from all accommodators

Other avenues for funding and/or reducing costs of developing housing include:

- Equity partner investments
- Development cost charge (DCC) waivers
- Cash contributions through rezoning negotiations
- Reduced permit application requirements/fees
- Fee-for-service such as property management

Roles

The MHC and the local government have roles in delivering affordable housing in a community.

MHC roles generally include:

- Attracting funding
- Building community support
- Developing (or partnering to develop)
- Managing housing units (rental and ownership)

Housing roles legislated to local government include:

- Land use planning using regulatory policies such as the Official Community Plan (OCP) (including policy for affordable housing)
- Neighbourhood planning
- Zoning
- Permits (development permits and/or building permits)
- Housing needs assessments

Through some of these policies, local governments may also negotiate with developers for affordable housing. Some local governments hold a financial stake in housing developments, provide oversight with affordable housing agreements, sell/lease land for affordable housing, and provide capital or loan guarantees.

The roles for delivering affordable housing are both varied and extensive, but fundamentally it is important to understand the relationship between the local government and the MHC, and between the MHC and other organizations. Some models to consider for the MHC include:

- Forming a partnership with a private developer who develops the housing and borrows and sells to MHC for a pre-determined price when the development is complete.
- Forming a joint venture corporation with a private developer, with the joint venture company doing the development and folding once complete. This setup would be more typical if the MHC was not going to own the whole building at the end of the development and both groups were putting in equity.
- Forming a partnership with an experienced non-profit that leases land from the local government and develops and operates the housing. The MHC would focus on making the project happen and may become less involved once the project is under construction and later in operation.
- Providing a service to manage units that the local government or private businesses own.

Staffing considerations

It is imperative that the MHC is managed and governed by people who have experience in housing development. Positions with these skills and experience include:

- Non-profit housing leaders
- Developers or experienced builders
- Lawyers familiar with real estate and/or tenancy
- Accountants with a development background
- Financial services specialists, particularly mortgage or loan specialists
- Human resource specialists
- Business leaders with good local connections
- Real estate agents
- Former building managers
- Property managers
- Social workers or those familiar with community service sector
- Experienced grants writers or fundraisers
- Individuals with non-profit board development or governance experience

An MHC should have a General Manager or Executive Director who can manage a housing development and operations company with a unique non-profit, service delivery model. This leadership position requires a mix of skills in:

- Executive leadership
- Public communication
- Board management
- Fundraising and financing
- Negotiation
- Partnership development
- Managing large budgets
- Land development
- Housing development
- Housing operations
- Social service delivery

Keys to success

From a scan of a few MHCs, keys to success include:

- Having a clear vision, goals and targets
- Operating as an independent entity from the local government with a specific mandate
- A significant housing fund to kick-start housing development
- Building rental units first so that rental revenues can fund operations
- Close and collaborative relationship with the local government
- Commitment of support from the local government including ongoing funding, donation or leasing of land
- Development expertise on the board
- Funding from senior governments



Canmore Community Housing (CCH)

1. Overview

a. Brief history

Canmore Community Housing (CCH) is a non-profit corporation wholly owned by the Town of Canmore and operates as an independent organization. Established in 2000, CCH supports a more sustainable community by providing a range of housing that is appropriate for the community's needs.

b. CCH Vision/Mission/Strategic Objectives

Vision: Canmore has a strong and diverse housing market that supports its economic and social well-being and sustainability.

Mission: To bridge Canmore's housing affordability gap through long-term housing options for Canmore's workers.

Mandate:

- Planning & Development
- Housing Programs
- Research & Advice

c. CCH core services:

CCH delivers the Vital Homes housing program. (It had previously delivered an Accessory Dwelling Grant and a Matching Down Deposit program, but these programs have not yet been renewed.)

Vital Homes is CCH's key housing program. Previously called the Perpetually Affordable Housing program, it brings home ownership within reach to eligible residents and also provides them with more affordable rental options. Resale and rental price formulas, indexed to inflation, are used to ensure that prices are retained for the benefit of future residents. Purchasers acquire Vital Homes properties under a leasehold tenure. Eligibility for the Vital Homes program is restricted by employment, residency, income, asset, and other qualifications as determined from time to time.

d. Number of units in housing inventory

- i. 118 rental units
- ii. 160 ownership units

2. Governance

- Wholly owned corporation of the Town of Canmore, which has two shares, represented by Town Council and the chief administrative officer.
- The Town of Canmore appoints a board composed of seven public members, two council member representatives, and one senior administrative personnel liaison from the Town (non-voting).
- Board terms are revolving two-year terms.
- The board meets twice a month.

3. Roles

CCH roles:

- Establishes eligibility criteria and administers an application process for Vital Homes.
- Maintains a waitlist for Vital Homes.
- Enters into a legal agreement with purchasers and renters of Vital Homes.
- Acquires/sells existing housing units for additional community housing.
- Outsources property management for the rental portfolio to PEKA Professional Property Management and manages the contract.
- Confirms eligibility of employee housing program participants.
- Pursues new rental and ownership housing opportunities for the community, which may include purchase of market residential or commercial accommodation units when the cost of acquisition is less than the comparable cost of construction of a similar unit.
- Builds and finances new community housing projects.
- Partners with other local non-profits to secure employee housing for the community.
- Seeks government funding and financing support for employee housing opportunities.
- Approves rental rates on an annual basis.
- Manages restrictive covenants and option agreement for leasehold tenure of homes. The Vital Homes leases and restrictive covenants/option agreements cover:
 - The property remains the owner's primary residence;
 - The future resale of the property is price-restricted at 110% of national Consumer Price Index (CPI), compounded annually, from original purchase price;
 - CCH has an option to purchase the property when the owner wishes to sell.

Town of Canmore roles:

- Establishes housing policies, including policy outlining Vital Homes program requirements and funding sources to be used to further the Town's affordable housing goals.
- Undertakes housing needs assessments, sets housing targets and develops housing action plans.
- Seeks, evaluates and acquires remaining developable land owned by the Province of Alberta.
- Provides land for housing development.
- Provides short-term bridge financing before projects are sold.
- Executes zoning, development permit powers.
- Enters into partnerships with private employee housing developers; may provide financial incentives.
- Executes processes to expedite the approval processes for employee housing projects.
- Encourages provision of perpetually affordable housing as a community benefit from developers.

Joint CCH and Town roles:

- Review and consider options for an employee housing program.
- Evaluate alternative construction methods to reduce cost of construction.
- Act as a resource for businesses to assist them with their own employee housing assistance programs.

4. Municipal tools

a. Housing reserve

The Housing Reserve Fund is an account established by the Town of Canmore that receives monies to be used for the specific and sole purpose of developing ownership or rental Vital Home projects or facilitating any aspect of constructing, producing or delivering Vital Home units. The Reserve Fund is only accessed to:

- Use as working capital to build or contract the building of Vital Homes projects
- Purchase land and service that Vital Homes will be constructed on
- Use as equity of rental units
- Used to reduce the sales price of equity units
- Facilitate any aspect of delivering Vital Homes units within the Town of Canmore.

b. Variance powers

The Town of Canmore leverages private development during variance requests to require additional non-market units to be built for CCH.

c. Vacation rental regulations

The Town of Canmore does not allow a tourist home (a dwelling unit operated as a temporary place to stay, with or without compensation, and includes all vacation rentals of a dwelling unit) in most residential neighbourhoods. The Town's land use bylaw identifies zones where tourist homes are allowed to operate; homeowners must apply for a development permit to allow the home to be used for long-term or short-term rentals.

5. Land structuring

The Town of Canmore typically gifts, leases or sells land to CCH, who then builds housing units. CCH also acquires serviced land from the market.

6. Financing and funding mechanisms

a. Funding from senior governments

CCH applies for and receives funding from the Province of Alberta.

b. Contributions from the Town of Canmore

CCH's operational costs are offset through funds collected by the Town of Canmore. These funds are derived from tax contributions (Vital Homes mill rate). The Vital Homes mill rate generates approximately \$700,000 in annual revenues. Excess mill rate funds collected that are not contributed to CCH's annual operational costs are held in a reserve by the Town for future Vital Homes initiatives. The Town of Canmore also provides short-term bridge financing before projects are sold.

c. Taxation

A taxation break is provided in the form of waiving of property taxes while the affordable housing units are being constructed, typically for one year, until there is a cashflow associated with the project.

7. Staffing

CCH has a Managing Director, Manager of Housing Programs, Rental Administrator and an Executive Assistant.



Jackson/Teton County Affordable Housing Department

1. Overview

a. Brief history

The Town of Jackson and Teton County jointly fund the Jackson/Teton County Affordable Housing Department, which supplies and catalyzes workforce housing. This joint housing program was developed as a result of the **2015 Jackson/Teton County Housing Action Plan**. At that time, 62% of the workforce lived in nearly 1,500 restricted units and free-market housing. The community set a target of housing 65% of the workforce locally, and identified the need to address the following challenges:

- Affordability of market housing and existing shortages of workforce housing
- Loss of market workforce housing stock as the workforce ages and retires
- Employees generated from new development

The Housing Action Plan identified the establishment of a joint Town of Jackson/Teton County housing program as a priority, including hiring a housing director, securing funding, and updating zoning for workforce housing.

b. Jackson/Teton County Housing Department mission

The Housing Department works to create healthy housing solutions so that our workforce can live, spend, and volunteer locally, maintaining the community character we all cherish.

c. Jackson/Teton County Housing Department work:

- Executes public-private partnerships to develop deed-restricted housing.
 - Buy land
 - Provide funding
 - Negotiate ground leases and development agreements
 - Work on tax abatements where applicable
 - Bring in investors
- Manages current deed-restricted housing stock, including sales, resales, rentals and compliance.
- Provides technical assistance for private developers.
- Collects and analyzes data.
- Communicates and engages with the community.
- Publishes an annual **Housing Supply Plan**.

d. Number of units in housing stock (2023)

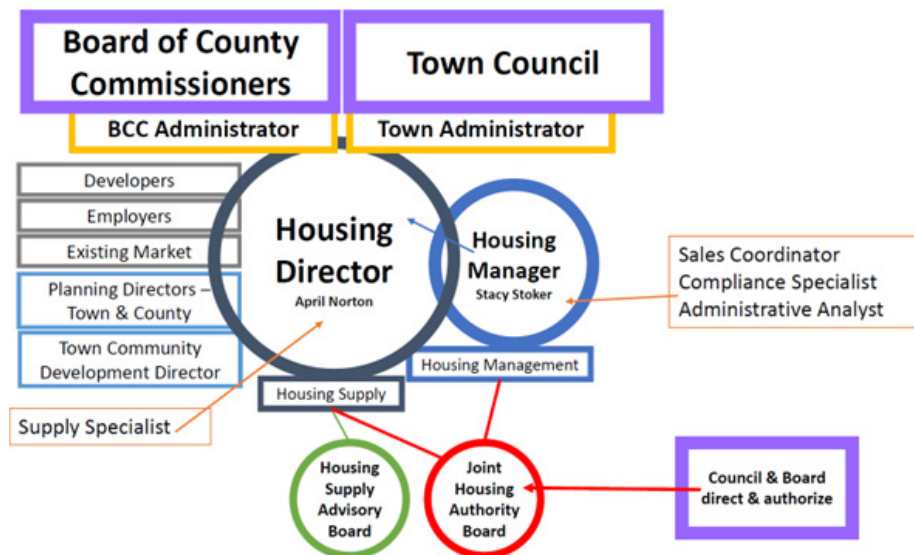
- 922 rental units
- 628 ownership units
- 257 dorm beds

Since 2016, the Department has partnered to build 118 units and currently have 123 units under construction.

2. Governance

The Affordable Housing Program is a shared effort between Teton County and the Town of Jackson, accountable to the Town council and the Board of County Commissioners and led by a housing director.

A Housing Supply Board (advisory) counsels the Affordable Housing Department director on matters related to affordable workforce housing supply in Teton County and the Town of Jackson.



3. Roles

Housing department:

- Invests in land and partners with private developers to build rental and ownership units
- Pursues new programs to preserve existing workforce housing stock
- Continues modeling best practices by housing its own employees
- Provides technical assistance to private housing providers
- Increases community understanding through education and outreach
- Standardizes restrictions, management and enforcement
 - Conducts annual compliance checks
 - Facilitates sales and resales
 - Conducts weighted draws for ownership and rental units
 - Executes leases
 - Qualifies all owners/tenants
 - Created template deed restrictions that are recorded on the property
- Provides a single point of access to all housing opportunities – currently working on this with community foundation
- Ensures existing housing stock meets adequate living standards
- Establishes dedicated sales tax revenue for housing and transportation (this was voted down in 2020)
- Incentivizes creation of workforce housing through zoning (land development regulations that require and/or provide incentives for developers to provide a portion of deed-restricted units when building a market development)
- Requires development to mitigate employee generation, which is determined by calculating the highest affordable workforce housing requirement and the number of affordable workforce units (section 6.3 in the [Land Development Regulations](#)) based on the [Employee Generation by Land Use](#) study

Jackson/Teton County Housing Authority (JTCHA)

- Regional housing authority under the Town of Jackson and Teton County
- Purchases land and partners with private developers to develop affordable workforce housing
- Able to take on debt and to hear appeals of the current rules and regulations

4. Municipal tools

a. Workforce housing density bonus tool

The 2:1 Workforce Housing Density Bonus Tool was created as part of the 2018 zoning update to the Town of Jackson Land Development Regulations (LDRs). Its purpose is to encourage development of additional affordable or workforce housing units by allowing additional unrestricted floor area. The developer is allowed to expand the base floor area ratio (FAR) to the maximum they can build within the allowed regulations, and must provide one square foot of deed-restricted workforce or affordable housing for every two square feet of “bonus” market housing created.

b. Capital programs

The Housing Preservation Program helps preserve existing homes for use by local workforce through down payment assistance to new homebuyers, deed restriction purchase from existing homeowners, or funding to employers purchasing workforce rental units.

The program provides 20% of a home's value (up to \$200,000) to prospective or current homeowners in exchange for placing a permanent workforce ownership restriction on the home. Appreciation on homes is set at Consumer Price Index capped at 3%.

The program also provides 10% of a home's value (up to \$100,000) to employers or other entities purchasing workforce rental units. For these units, there is no appreciation or rental cap.

c. Deed restrictions and weighted drawing

A deed restriction is a legal document filed in Teton County's official property records, placing restrictions on the use or sale of a property. Deed restrictions for affordable/workforce housing set limitations on appreciation of the housing for the purpose of keeping the housing affordable in the future.

Buyers of affordable homes are selected through a **weighted drawing** process; tenants for privately-owned affordable rentals are selected by the owner; the Housing Department is not involved, but is responsible for managing compliance of all households to ensure they meet the requirements of the deed restriction.

d. Vacation rental regulations

The Town regulates short-term vacation rentals, which are only allowed in certain zones within the Town.

5. Land structuring

The Jackson/Teton County Housing Department invests in land and partners with private developers to build housing. The land may then be owned by the Town, County or Housing Authority, or by the future homeowners' association.

6. Financing and funding mechanisms

a. Funding from senior governments

The Department has received funding from the Low-Income Housing Tax Credit, the National Housing Trust Fund, and the HOME Rental Development Program once in the last 20 years.

b. Teton County and Town of Jackson contributions

The Town of Jackson pays 46% of the Department's operating budget and the County pays 54%. The capital budget comes from a combination of mitigation fees collected, general fund dollars, Specific Purpose Excise Tax (SPET) funds, and ground lease fees.

c. Developer contribution (employee generation)

Developers contribute an amount of affordable workforce housing according to a formula based on employees generated by land use type.

d. Specific Purpose Excise Tax (SPET)

A SPET is a measure that allows voters to choose how sales tax dollars will be collected and spent over the next few years. In 2022, voters approved a \$20,000,000 Community Housing SPET initiative to preserve and create permanent affordable and workforce homes for local workers and their families.

7. Staffing

The Housing Department has the following staff positions:

- Housing Director
- Housing Manager
- Housing Supply Specialist
- Sales Coordinator
- Compliance Specialist
- Housing Analyst
- Compliance Supervisor (to be added later in 2023)



Whistler Housing Authority (WHA)

1. Overview

a. Brief history

- Created in 1997 to oversee and assist development of resident-restricted housing in Whistler (initially named the Marmot Employee Housing Corporation)
- Pre-cursor to WHA was the Whistler Valley Housing Society (WVHS), a non-profit organization established in 1983; built 41 rental units with ground leases (long-term lease on land that limits use of dwelling situated on the land)
- Resort Municipality of Whistler (RMOW) enacted the Employee Housing Service Charge (EHSC) bylaw in 1990 requiring developers of commercial, tourist and industrial land to build employee housing or contribute cash-in-lieu (\$5,500 per employee generated by new development)
- \$6M accumulated through EHSC bylaw, leveraged to secure an additional \$13M in bank loans >>>WHA purchased and developed close to \$22M in real estate (4 rental properties = 326 beds)
- Today, WHA's 1,033 employee rental beds (\$5.6M in rent annually) service mortgage debt, fund property management and capital replacement reserves, cover WHA operations
- WHA Capital Asset Value is now \$101M

b. WHA Vision/Mission/Strategic Objectives

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.

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.

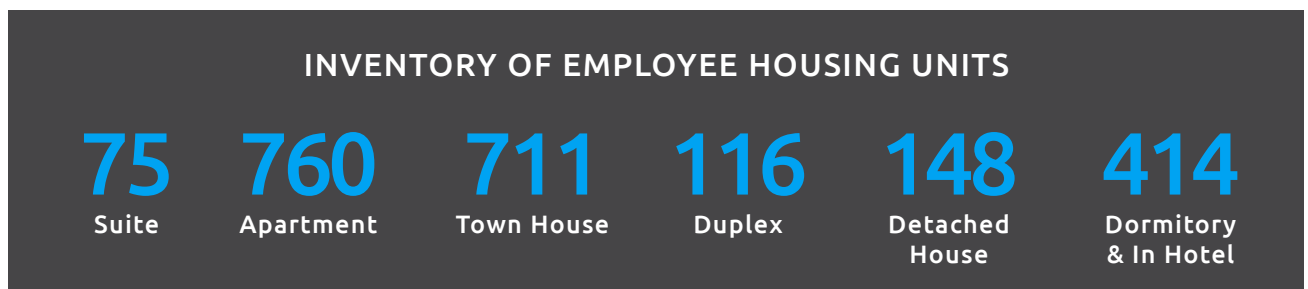
c. WHA core services:

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

- providing long-term housing for Whistler's workforce
- managing WHA's portfolio of housing
- managing the Employee Housing Resource Centre

d. Number of units in Employee Housing Inventory (as at December 2022)

- i. 1,033 rental units (2,700 beds)
- ii. 1,191 ownership units (4,272 beds)



2. Governance

- Wholly owned corporation and subsidiary of the RMOW
- 7 board members (4 appointed by the RMOW: 3 RMOW councilors + mayor, Chief Administrative Officer (CAO), and 3 directors at-large)
- 3-year board terms; two consecutive terms allowed then must take one year off before being able to serve another term
- Full board meetings every two months; board committees (Finance, Governance, Capital Projects, Eligibility) meet every 2nd month or as necessary
- One full-time general manager who oversees five other full-time staff and the property management company

3. Roles

WHA roles:

- Maintains housing waitlists for allocation of affordable employee rental and ownership units
- Acquires/sells existing housing units for additional employee housing
- Oversees employee housing property management
- Confirms eligibility of employee housing program participants
- Pursues new employee rental and ownership housing opportunities for the community
- Builds and finances new employee housing projects
- Conducts housing and demographic research, and housing needs and demand analysis
- Partners with other local non-profits to secure employee housing for the community
- Seeks government funding and financing support for employee housing opportunities

RMOW roles:

- Executes zoning, development permit powers
- Creates and enforces housing agreements and covenants and bylaws
- Administers housing development applications
- Implements employee service charge bylaw
- Creates housing policies
- Establishes housing targets for the Municipality through the Official Community Plan (OCP)

Whistler Development Corporation (WDC) (owned by RMOW), WHA & RMOW joint roles:

- Is bare land trustee on behalf of the RMOW
- Develops municipal land bank lands on behalf of the RMOW
- Rezones existing land bank lands for appropriate housing use

WHA/RMOW joint roles:

- Facilitates new employee housing projects built by private sector

4. Municipal tools

a. Rezoning, inclusionary zoning and density bonus

Every private sector-led employee housing unit in Whistler was built in association with a rezoning in which the developers were required to provide units of employee-restricted housing as part of their development in exchange for increased density/units.

b. Vacation rental regulations

The RMOW closely regulates short-term vacation rentals through the **Zoning and Parking Bylaw** that stipulates the zones within the municipality that allow vacation rentals, and through the **Tourist Accommodation Regulation Bylaw** that requires all properties that provide tourist accommodation to hold a business license.

c. Development Cost Charges (DCCs) or other

The RMOW enacted the Employee **Housing Service Charge Bylaw** in 2000 that requires commercial, industrial and residential (rental pool) owners, upon issue of a building permit, to pay \$5,908 per employee generated by the new building development, based on a formula that determines number of employees generated per square metres of gross floor area. The Employee Housing Charges are deposited into a reserve account and used only for employee housing services. Between 1991 and 1996, \$6M was accumulated through this mechanism.

d. Covenants/price-restrictions

Resale and rental price restrictions are set and limit price escalations to the Core Consumer Price inflation index. These restrictions are outlined in the Housing Covenants attached to all employee housing units in Whistler. Covenants on occupancy restrict those who can live in the unit and are targeted at employees (required to work a minimum of 30 hours/week), retirees and dependents.

5. Land structuring

Acquiring land and/or new employee units depends on the development and who is taking the lead. If it is a public-led project, then the WHA or WDC will lead the development on public-owned land. If the WHA is acting as the developer and financier of the employee housing project, the WHA will typically retain ownership of the property as a long-term rental project. If it is a private-led development, the private developer will approach the RMOW/WHA and negotiate for additional market development rights in exchange for providing the employee-restricted housing units on the terms set out by the RMOW & WHA.

6. Financing and funding mechanisms

a. Funding from senior governments

When available, the WHA will seek to secure capital grants from BC Housing (BCH) or the Canada Housing and Mortgage Corporation (CMHC) as an equity injection into the WHA development and will also seek favorable interim construction financing and takeout financing through senior governments. These partnerships cultivated between the WHA and BCH/CMHC have proven very valuable for achieving housing affordability with the WHA rental projects. The WHA does not typically look for operating subsidies.

b. Contributions from the RMOW

The RMOW provides land for the benefit of creating new employee housing for the community.

c. Municipal and Regional District Tax (MRDT)

Whistler collects the online accommodation platform (OAP) for affordable housing, with a fairly wide degree of variability. The OAP portion has tended to be around 16% of the total 3% MRDT receipts in Whistler. The values change with visitation. WHA was receiving about \$1M/year when OAP was first introduced, but it was closer to \$300k/year through the COVID pandemic.

d. DCCs

Employee Service Charge bylaw.

e. Taxation

A taxation break is provided in the form of waiving of property taxes while the affordable housing units are being constructed, typically for 1 year, until there is a cashflow associated with the project.

7. Staffing

WHA has six full-time staff members (see roles) and contracts an independent property management company. All other professional, technical and consulting services that support WHA operations are typically provided by the private sector. WHA works closely with the Whistler Development Corporation, a RMOW wholly-owned subsidiary that acts as a non-profit housing developer.

- 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 the finance-related services and activities of the WHA.
- Operations Manager - responsible for the day-to-day operations and staff management of the Employee Purchase and Rental Housing Program.
- Capital Projects Manager - responsible for managing the development of new WHA-owned employee housing from planning through to final construction as well as managing any capital projects associated with the WHA's existing rental inventory.
- Housing Administrator - responsible for the day-to-day administration of the Employee Housing Purchase Program and Policies.
- Housing Program Coordinator - responsible for overseeing the initial intake and vetting of applicants into the Employee Housing Purchase and Rental Programs.

WCS engagement
+ planning