

home (hōm)

NOUN: 1. A place where one lives; a residence. 2. The physical structure within which one lives, such as a house or apartment. 3. A dwelling place together with the family or social unit that occupies it; a household. 4. a. An environment which offers security and happiness. b. A valued place regarded as a refuge or place of origin. 5. The place where one was born or has lived for a long period. 6. The native habitat, as of a plant or animal. 7. The place where something is discovered, founded, or promoted; a source.



**building our
resort community**

12



**whistlerhousingauthority
overview 2002**

contents

overview 2002

letter from the general manager2

letter from the chair3

form & function4

- organizational structure
- funding

principles & priorities6

- mission statement
- guiding principles
- goals
- situational analysis

houses & homes9

- project profile: beaver flats
- resident restricted housing at a glance

glossary of terms12

general manager

letter from the



This coming fall, we will be celebrating five years as the Whistler Housing Authority. The time has flown, and we have learned a great deal.

We are proud of the fact that we have achieved our initial goal, substantially increasing the inventory of resident homes in Whistler – homes that will now always be there for our working community. In the process, we discovered that creating these homes can be complicated, but is well worth the effort.

We are grateful to Whistler residents for their patience and understanding while we continue to develop the tools to manage and transfer these housing opportunities within our community. The Housing Waitlist is now a functional means of providing all Whistler residents with a fair and equitable opportunity to purchase or rent a good home.

We now know that, while producing additional homes helps to solve an immediate problem, it is in preserving them that the long-term solution – the sustainable solution – lies. And ensuring that future members of our community have access to the same range of housing opportunities will require at least as much effort and attention as did the initial task of creating them.

Looking forward, we will also need to turn our attention to another formidable challenge. Despite the recent increase in our inventory of restricted housing, more than two thirds of our workforce is still housed by the private sector – a proportion that we would like to preserve. It is inevitable, however, that due to the vitality of the Whistler real estate market, much of this crucial supply will either be eroded through redevelopment, or priced out of reach for most locals. We must find creative and effective ways to mitigate this process and to replace what is lost.

In many ways, then, our work has just begun.

A handwritten signature in black ink that reads "Tim Wake". The signature is stylized and written over a horizontal line.

Tim Wake
General Manager

chair

letter from the



After a period of unprecedented growth and change, Whistler is collectively catching its breath. As we pause to raise our heads and take in what we have accomplished together, we deserve to feel intensely proud of our progress to date, and excited about what the future has in store. This is also a valuable opportunity for self-examination; a time to reflect upon who we have become, who we want to be, and how to get there from here.

Much of this visioning, within the WHA as well as at the community level, has been dominated by a single theme – that of “sustainability”. How do we manage our resources, environmental, social and economic, in such a way that we maintain the quality of life and community character we have created, while guaranteeing that same privilege for future generations? Put another way, how do we successfully balance the needs of Whistler the resort with those of Whistler the community? These are complex questions, and while the Community Sustainability Plan currently in the works may not give us all the answers, it will provide us with the conceptual framework to achieve our long-term goals in a manner that is consistent with our shared values and ideals.

Over the last year, the WHA utilized the balance of the Housing Fund. With this seed capital having been leveraged to its full potential, the primary activity of the WHA will now shift away from building homes towards managing, maintaining, and optimizing the use of those we already have. We recognize that the need for additional employee housing still exists. But from this point forward, each decision we make to build an additional project must be carefully weighed within the context of a number of inter-related growth factors, and guided by the principle of sustainability.

Whistler is at a pivotal point in its evolution; one that affords us the uncommon opportunity to step back and ponder our future as a community, and to have a hand in shaping it as it unfolds. Where employee housing is concerned, this breathing room would not have been possible without the tireless efforts of a number of people who rarely get the acknowledgement they deserve. These include Council, WHA and municipal staff, volunteer Housing Society directors and WHA Board members, and the extraordinary contribution of individuals like our outgoing interim GM and founding Board member, Steve Bayly. This list would not be complete, however, without the members of our community, whose involvement has been so instrumental in getting us to where we are today, and whose continued input will be so critical to our success in the years to come.



Steve Bayly



Kristi Wells
Chair



form & function

organizational structure

The Whistler Housing Authority (WHA) was created in October 1997 to oversee the creation, administration and management of resident restricted housing in Whistler. Essentially an umbrella organization, the WHA coordinates the efforts of the W. V. Housing Corporation and the Whistler Valley Housing Society to fulfill this mandate. Each of these entities brings a distinct advantage to the WHA:

The **W. V. Housing Corporation (WVHC)**, founded in 1990, is a wholly owned subsidiary of the RMOW, the company's sole shareholder. As a corporation, the WVHC carries the authority to enter into the legally-binding agreements essential to the development of housing, including turn-key construction, property management, and mortgage financing contracts.

The **Whistler Valley Housing Society (WVHS)** is a volunteer, non-profit organization which was formed in 1983 under the Societies Act of British Columbia. As such, the WVHS is eligible for government funding and assistance programs reserved exclusively for non-profit societies, the most significant of which is the favourable equity requirement for capital borrowing afforded by the Canada Mortgage and Housing Corporation (CMHC).

board of directors

The Whistler Housing Authority is governed by a Board of Directors, which is in turn appointed by, and accountable to, Whistler Council. The current six-member Board is comprised of RMOW Administrator Jim Godfrey, three Municipal Councillors (David Kirk, Ted Milner, and Kristi Wells), and two representatives of the private sector (local developer Steve Bayly, and Kirby Brown, Director of Employee Experience for Whistler-Blackcomb).

staff

The day-to-day operations of the WHA are overseen by General Manager Tim Wake and Housing Administrator Marla Zucht, who are supported in their efforts by a full-time property manager and a part-time administrative assistant. All other professional, technical and consulting services are provided by RMOW Planning Department staff and the private sector.

funding

During its development phase, the Whistler Housing Authority received the majority of its funding from the Employee Works and Services Reserve, popularly referred to as the Housing Fund.

The Housing Fund was created in 1990, when Council enacted the Employee Service Charge Bylaw in an effort to encourage Whistler employers to provide their staff with suitable housing. Under the new law, developers of commercial properties were required to either build housing for their future employees, or contribute to a fund that would be used by the Municipality to do so on their behalf.


Between 1997 and 2002, the roughly 6.5 million dollar Housing Fund was levered by the WHA to create 144 units (330 employee beds) of high quality resident restricted rental housing clustered in four projects located throughout the community.

The rental revenue generated by these WHA-built housing projects covers the operating expenses, mortgage payments, administrative costs and replacement reserves associated with each, thereby ensuring their long-term financial viability.

When the long term, fixed rate mortgages that financed these projects are paid off in 20 to 25 years, the community will have an enduring legacy of assets: the land and buildings (at a current value of about 30 million dollars), plus significant cash flow from net rental income to address the housing needs of the future.

housing fund (1997-2001)

	Expenditures	Revenues	Balance
Housing Fund as at December 31, 1997			\$5,780,490
Additions to Fund (1997-2001)			
Employee Service Charge Fund Additions		\$428,477	
Interest Income		\$439,344	
Total Additions		\$867,821	\$6,648,311
Equity Contributions to Capital Projects (1997-2001)			
2120 Nordic Drive	\$305,091		
6320 Lorimer Road	\$987,735		
7525 Seppos Way	\$1,274,877		
2005 Nordic Place (net proceeds on sales of units)		\$481,042	
2704 Cheakamus Way (roof repair fund)	\$200,000		
2400 Dave Murray Place	\$3,912,323		
Total Equity Contributions	\$6,680,026	\$481,042	\$449,327
Contribution to Operating Expenses (1997 - 2001)	\$327,702		\$121,625
Housing Fund as at December 31, 2001			\$121,625



principles & priorities

mission statement

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

guiding principles

We will achieve our mission by:

- providing professional and accountable administration under the direction of the Board of Directors
- being fiscally responsible
- respecting stated environmental and community values within the context of current RMOW plans
- protecting current and future restricted housing inventory
- cooperating with municipal, community and regional partners
- researching employee/employer needs

goals

- increase the inventory of resident restricted beds to 4800
- preserve and manage all resident restricted housing stock
- act as the community resource for resident housing issues and services
- ensure financial sustainability
- research housing use and demand
- explore regional housing solutions

situational analysis

When the Whistler Housing Authority first opened its doors in 1997, its mandate was unambiguous: Create employee housing. Quality housing. Affordable housing. Housing that would suit the diverse and evolving needs of our burgeoning community.

The first order of business was to assess precisely what those needs were. What kinds of housing did Whistler require? And how much would be “enough”? WHA research into these questions enabled the organization to quantify its fundamental goal, which became: to house one third of Whistler’s work force within municipal boundaries (at the time, this translated into roughly 4,300 of the 17,000 employees projected to make up the community’s workforce at build-out in 2005). It was further ascertained that a range of housing configurations, running the gamut from dormitory-style short term rental units to single family subdivisions, and a 50/50 split between rental and ownership tenure, would be the optimal blend.

So the bar was set. And the Housing Authority rose to the challenge. Through a variety of means, including the first-hand development of long-term rental housing using the Housing Fund (see page 5), and facilitating the creation of ownership housing by the private sector, the WHA and its partners succeeded in more than doubling the number of employee beds in five years, from 1,650 in 1997 to approximately 3,850 today. An additional 450 beds have been planned and zoned for construction in Spring Creek, the Park Georgia Hyatt Hotel, and Blackcomb Staff Housing Building 8, bringing the total to the targeted 4,300.

Despite the significance of this accomplishment, in many ways the most challenging work still lies ahead. The tangible rewards of putting roofs over heads must now give way to a subtler, more strategic approach, as many of what were formerly secondary priorities of the WHA move to the forefront.

Increasingly critical in coming years, for instance, will be the preservation of the resident restricted stock that we

now have, and the stewardship of this valuable community resource.

In the case of WHA-owned rental projects, maintaining this legacy for future generations demands competent, fiscally responsible property maintenance and management, and protection from potential encroachments like illegitimate use. In the case of the

private sector inventory that accommodates the vast majority of our workforce, the WHA will play an integral role in finding effective and enforceable ways to slow its attrition due to gentrification, and creative tools, beyond additional development, to replace what is lost.

Also gaining greater significance will be the ongoing assessment of, and response to, Whistler’s ever changing housing requirements. Consider the results of a recent Chamber of Commerce research initiative, a survey of local employers executed in partnership with the WHA earlier this year, which revealed an urgent need for 500 additional seasonal rental beds to supplement Whistler’s existing inventory. The WHA’s 2002 Business Plan incorporates this new finding, proposing a revised resident restricted housing target of 4,800 beds by 2003, as well as strategies for attaining it.

“Increasingly critical in coming years will be the preservation of the resident restricted stock that we now have, and the stewardship of this valuable community resource.”

wha milestones

In addition to accurately forecasting Whistler's housing demand, the Housing Authority will act as a key advisor to municipal staff on other complex housing-related issues. What, for instance, is our community's true "capacity"? It is clear that our locals' need for affordable housing will not diminish over time. But it is equally clear that how much we choose to build, and what we build, will have an impact on the character and liveability of our community. As such, each future project will have to be carefully planned to ensure that the benefits to the employees it will house are balanced with the interests of the community as a whole.

Providing homes for those who choose to live and work in Whistler will always be one of our community's primary

concerns. We will never "arrive" because the finish line will keep moving. External factors like the impending build-out, the Comprehensive Sustainability Study currently underway, and the Olympic bid and its associated Land Bank will continually change the landscape.

“Each future project will have to be carefully planned to ensure that the benefits to the employees it will house are balanced with the interests of the community as a whole.”

Ultimately, then, it will be how we respond to challenges as a community, rather than the specific tactics we employ, that will determine our long-term success. In order to be constructive, this process needs to be a consultative and collaborative one, and requires an open and ongoing exchange of information and ideas with individual citizens, partners, stakeholders, neighbouring communities, government agencies, and other resort towns. Actively participating in this discourse is perhaps the single most vital role the WHA will play in the next phase of its existence.

1997

- Council commissions CitySpaces Consulting study, "Housing Functions and Organizational Approaches"
- Council establishes Whistler Housing Authority, and appoints first Board of Directors
- WHA opens Main Street office
- Projects in progress: Glacier Ridge; Barnfield; Millar's Ridge
- Resident restricted inventory increased to a total of 2327 employee beds

1998

- WHA replaces lottery system with waitlist system for allocation of resident restricted ownership housing
- First annual Housing Needs Update conducted
- Projects in progress: Spruce Grove; 2120 Nordic Drive
- Resident restricted inventory increased by 93 employee beds to a total of 2420

1999

- Contract awarded for property management of all WHA rental units
- WHA web-site developed
- Projects in progress: Lorimer Court; Nesters Pond
- Resident restricted inventory increased by 256 employee beds to a total of 2676

2000

- In-depth Focus Group on Housing undertaken to identify housing needs of long-term and seasonal populations
- WHA and Glacier Creek Construction earn Canadian Home Builders' Association Georgie Award for Lorimer Court
- Project in progress: Nineteen Mile Creek
- Resident restricted inventory increased by 497 employee beds to a total of 3173

2001

- Completion of Beaver Flats duplexes marks first ownership housing built by WHA
- Beaver Flats rental apartment building becomes first resident restricted housing to incorporate environmental innovations
- Project in progress: Beaver Flats
- Resident restricted inventory increased by 362 employee beds to a total of 3535

2002

- WHA requires all waitlist applicants to be pre-approved for a mortgage
- Average of 3 resales per month in resident restricted units through purchaser waitlist system
- Project in progress: Bear Ridge

project profile: beaver flats

Beaver Flats is the most recent resident restricted housing project developed by the WHA, and in many ways represents a culmination of what has been learned over its five-year lifespan. Completed in December 2001, the new development is located at the north end of Whistler's historic Creekside area, nestled in a hollow between Nita Lake and Highway 99. Whistler Creek and the Valley Trail meander through the property, which is convenient to a wide array of amenities, including retail shops and restaurants, public transit, Alpha Lake Park and Whistler Mountain's Creekside gondola base.

A neighbourhood in its own right, this complex of ownership and rental housing is comprised of a family-oriented grouping of twelve duplexes, and a three storey 57 unit apartment building customized for the needs of Whistler's renters. A planned underpass will extend the Valley Trail system, providing pedestrians and cyclists unimpeded access to services and businesses on the east side of Highway 99.



Beaver Flats Duplexes

The twelve duplexes are grouped into six buildings, half of which back directly onto Whistler Creek. Designed with growing young families in mind, these bright and spacious three-bedroom units range in size from 1330 to 1625 square feet, and each features a landscaped yard and a full-sized garage.

The adjacent apartment building sits across Whistler Creek from the duplexes, but is connected to them by a newly constructed bridge. Its 57 compact and functional studio and one-bedroom units range in size from 460 to 775 square feet, and come with underground parking.

This landmark building was the first of its kind in Whistler to employ green building principles throughout, including a closed loop geothermal heat pump, double glazed low-e windows, Power Smart appliances, a continuous exterior waterproof membrane, a continuous exterior "outsulation", and a heat recovery ventilation system. These features combine to dramatically improve the energy efficiency of the building, which in turn enhances its affordability for both the WHA, by reducing the long-term operating costs of the building as a whole, and for individual tenants, by keeping utility costs down in each unit. But perhaps its greatest advantage is to the community as a whole, as this project confirms the compatibility of environmental and economic objectives.



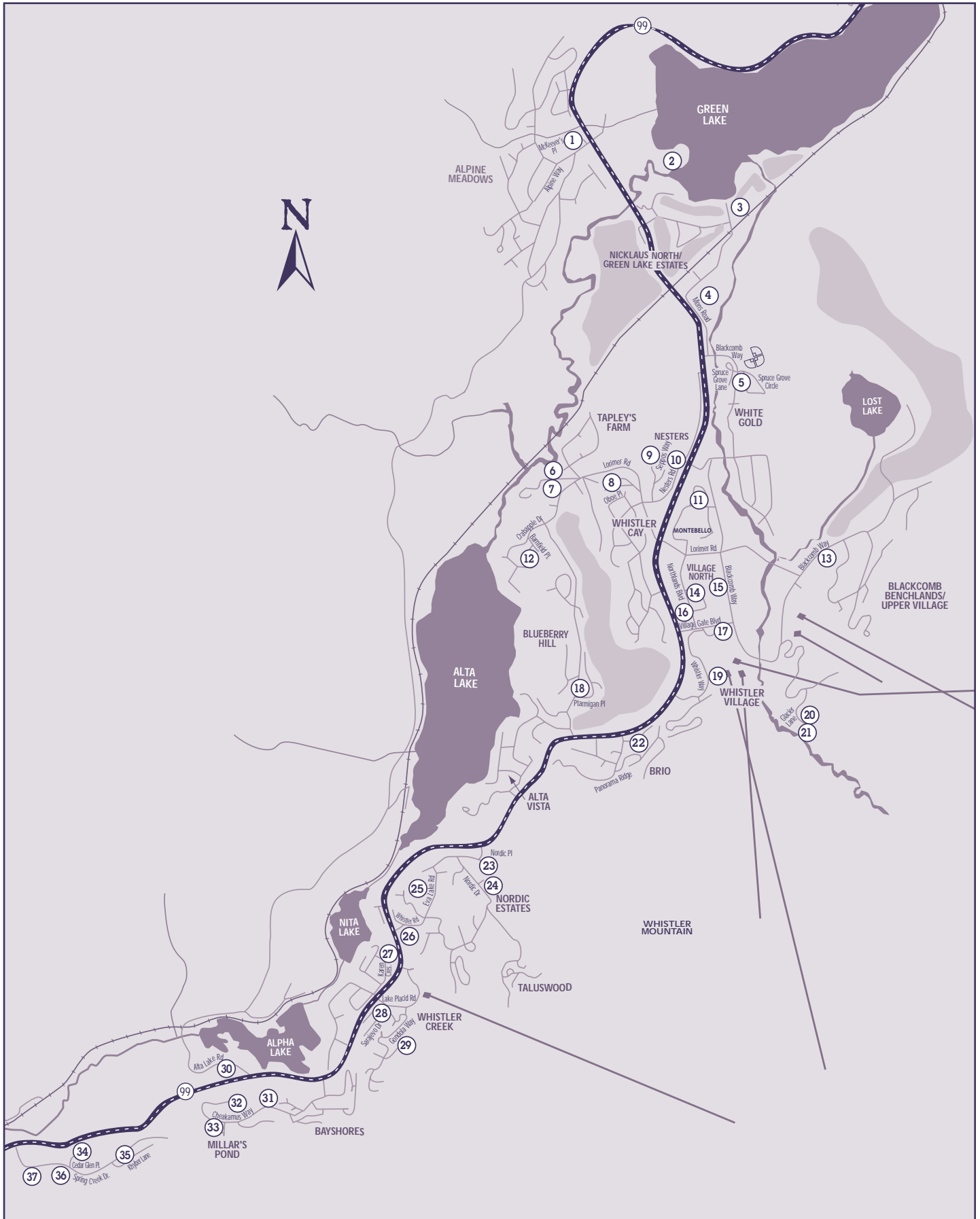
Beaver Flats Apartments

resident restricted housing at a glance

A comprehensive inventory of Whistler's resident restricted housing, in chronological order:

Map Reference	Project Name	Project Address	Completion Date	Employee Units	Employee Beds	Cumulative Beds	Tenure	Restrictions*
28	Whistler Creek Court	2178 Sarajevo Drive	1984	20	90	90	Rental	Rent
26	Highpointe	2101 Whistler Road	1987	2	3	93	Ownership	
23	Nordic Court	2005 Nordic Place	1988	42	108	201	Rental; Ownership	
25	Eva Lake Village	2230 Eva Lake Road	1989	36	96	297	Ownership	
20	Blackcomb Staff Housing - Building 1	4802 Glacier Lane	1989	47	141	438	Rental	
20	Blackcomb Staff Housing - Building 2	4802 Glacier Lane	1989	51	153	591	Rental	
20	Blackcomb Staff Housing - Building 3	4802 Glacier Lane	1991	51	102	693	Rental	
20	Blackcomb Staff Housing - Building 4	4802 Glacier Lane	1991	51	102	795	Rental	
22	Panorama Place	3100 Panorama Ridge	1992	43	86	881	Rental	
22	Sunridge Suncrest	3102 Panorama Ridge	1992	28	105	986	Ownership	
20	Blackcomb Staff Housing - Building 5	4802 Glacier Lane	1993	40	120	1106	Rental	
20	Blackcomb Staff Housing - Building 6	4802 Glacier Lane	1993	49	147	1253	Rental	
8	Lorimer Ridge 1	6200 Oboe Place	1993	18	108	1361	Ownership	
8	Lorimer Ridge 2	6200 Oboe Place	1994	10	60	1421	Ownership	
33	Millar's Pond 1	2721 Cheakamus Way	1994	10	60	1481	Ownership	
33	Millar's Pond 2	2721 Cheakamus Way	1995	2	12	1493	Ownership	
33	Millar's Pond 3	2721 Cheakamus Way	1995	8	28	1521	Ownership	
2	Edgewater	8841 Highway 99	1995	1	2	1523	Rental	Rent; Resale
20	Blackcomb Staff Housing - Building 7	4802 Glacier Lane	1997	43	129	1652	Rental	
31	Millar's Ridge	2704 Cheakamus Way	1997	85	235	1887	Ownership	Rent; Resale
15	Brew Pub	4355 Blackcomb Way	1997	1	6	1893	Rental	Rent; Resale
18	Deer Run	3300 Ptarmigan Way	1997	5	15	1908	Ownership	
29	Gondola Six	2238 Gondola Way	1997	12	33	1941	Ownership	Rent; Resale
7	Our Lady of the Mountains	6299 Lorimer Road	1997	1	6	1947	Rental	
21	Glacier Ridge	4815 Glacier Lane	1997	22	78	2025	Ownership	Rent; Resale
12	Barnfield Farm	6732 Barnfield Place	1997	23	138	2163	Ownership	Rent; Resale
3	Green Lake Estates	8314 Glen Abbey Lane	1997	7	38	2201	Rental	Rent; Resale
32	Eaglecrest at Millar's Pond	2720 Cheakamus Way	1997	38	126	2327	Ownership	
5	Spruce Grove (Lots)	7200 Spruce Grove Circle	1998	10	60	2387	Ownership	Rent; Resale
5	Spruce Grove (Townhomes)	7292 Spruce Grove Lane	1998	42	105	2492	Ownership	Rent; Resale
16	Cascade Lodge	4315 Northlands Boulevard	1998	3	17	2509	Rental	
24	2120 Nordic Drive	2120 Nordic Drive	1998	20	63	2572	Rental	Rent
14	Summit Lodge	4359 Main Street	1998	1	11	2583	Rental	Rent; Resale
6	Lorimer Court	6320 Lorimer Road	1999	14	36	2619	Rental	Rent
5	Spruce Grove (Suites)	7303 Spruce Grove Lane	1999	38	57	2676	Rental	Rent
1	19 Mile Creek (Apartments)	8119 McKeever's Place	2000	18	81	2757	Rental	Rent; Resale
1	19 Mile Creek (Townhomes)	8119 McKeever's Place	2000	60	237	2994	Ownership	Rent; Resale
9	Nesters Pond 1	7525 Seppo's Way	2000	16	35	3029	Rental	Rent
9	Nesters Pond 2	7531 Seppo's Way	2000	37	111	3140	Rental	Rent
19	Westin Hotel	4090 Whistler Way	2000	19	31	3171	Rental	Rent; Resale
27	Beaver Flats (Apartments)	2400 Dave Murray Place	2001	57	86	3257	Rental	Rent
27	Beaver Flats (Duplexes)	2401 Dave Murray Place	2001	12	54	3311	Ownership	Rent; Resale
4	Riverside Campground	8018 Mons Road	2001	20	30	3341	Rental	Rent; Resale
30	Westside	1301 Alta Lake Road	2001	46	172	3513	Rental	Rent; Resale
10	Nesters Square	7019 Nesters Road	2001	4	12	3525	Rental	Rent; Resale
37	Bear Ridge - Phases 1 and 2	Spring Creek	2002	60	195	3720	Ownership	Rent; Resale
35	Khyber Ridge Suites	Spring Creek	2002	13	20	3740	Rental	Rent
9	Nesters Hill Suites	7401 Treetop Lane	2002	12	18	3758	Rental	Rent
13	Four Seasons Hotel	Blackcomb Way	2003	16	64	3822	Rental	Rent; Resale
36	Grouse Ridge Suites	Spring Creek	2003	20	30	3852	Rental	Rent
17	Blackcomb Gatehouse	Village Gate Boulevard	2003	11	13	3865	Rental	Rent; Resale
37	Bear Ridge - Phase 3	Spring Creek	TBD	40	129	3994	Ownership	Rent; Resale
34	Cedar Glen	Spring Creek	TBD	26	96	4090	Ownership	Rent; Resale
11	Park Georgia Hyatt Hotel	4500 Northlands Boulevard	TBD	27	81	4171	Rental	Rent; Resale
20	Blackcomb Staff Housing - Building 8	4802 Glacier Lane	TBD	43	140	4311	Rental	Rent; Resale
Totals				1431	4311			

*Rent and/or resale restrictions are in addition to the occupancy restrictions that apply to all resident restricted housing projects.



resident restricted housing

Housing for rent or for purchase that is restricted through a ground lease or housing covenant, which limits the occupancy to those who qualify as an employee or retiree. Resale price and rent restrictions may also apply.

market restricted housing

Resident restricted housing that is for purchase and has occupancy restrictions, but no resale price controls.

employee

An individual who is employed or self-employed for a minimum average of twenty hours per week over the most recent twelve months, and whose place of business is situated within the boundaries of the Resort Municipality of Whistler.

retiree

An individual who has ceased active employment but who has been an employee as per the above definition for five of the six years prior to ceasing employment.

covenant

A charge registered against the title of a property that limits the use of that property.

ground lease

A long-term lease on land (usually 60 years or more) that limits the use of any dwelling situated on that land.

employee restricted unit (or employee unit)

A dwelling unit that qualifies as resident restricted housing.

employee restricted bed (or employee bed)

A measure that represents one employee who is living in resident restricted housing.

bed unit

A measure of quantity of development that is intended to reflect the servicing and facility requirements of one individual.

housing price index

An indicator of housing value in the Greater Vancouver area published monthly by the Real Estate Board of Greater Vancouver in collaboration with Canada Mortgage and Housing Corporation, the Real Estate Foundation of BC, and the University of British Columbia (see website: www.realtylink.org).

prime rate

The annual rate of interest, expressed as a percentage, published from time to time by the Royal Bank of Canada's main branch in Vancouver, BC as that bank's prime rate and used as a reference by that bank for determining interest rates on Canadian dollar loans.

build-out

The time when all committed and assigned bed units have been developed.

maximum resale price

The maximum price, as calculated by the Whistler Housing Authority based on the appropriate covenant formula, for which a given price controlled employee restricted unit can be sold.



Whistler Housing Authority

4335 Main Street

Whistler, BC, V0N 1B4

Phone: (604) 905-4688

Facsimile: (604) 932-4461

E-mail: mail@whistlerhousing.ca

Internet: www.whistlerhousing.ca

Credits

Editor/Project Manager: Dana Samu

Layout/Design: Janet Pashleigh Design

Printing: Pacific Printing & Graphics Ltd.

home is where the heart is...