

Governance & Operational Policy

Whistler Housing Authority



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1. INTRODUCTION

The Whistler Housing Authority's Governance and Operation Policy defines the roles and responsibilities for the development and deliverance of resident restricted housing and outlines the framework to ensure that the WHA operates in an effective and accountable manner. Good governance relies upon the coordination and engagement of the community and other key stakeholders to implement initiatives designed to improve the livability and vibrancy of the community. The Governance and Operation Policy is guided by the WHA's Mission, Guiding Principles and Strategic Goals.

2. ORGANIZATIONAL STRUCTURE

The **Whistler Housing Authority (WHA)** was created in 1997 by Council to oversee the creation, administration and management of resident restricted housing in Whistler. Essentially an umbrella organization, the WHA coordinates the efforts of the Whistler Housing Authority Ltd., the Whistler Valley Housing Society and 342427 B.C. Ltd.

Whistler Housing Authority Ltd. is a wholly owned subsidiary of the Municipality. Incorporated in 1989, it was formerly known as the Marmot Employee Housing Corporation. In April 1990, the name was changed to the W.V. Housing Corporation and then in February 2006, to create a closer recognition and connection with the operating organization, the name was changed to the current Whistler Housing Authority Ltd.

The Municipality (the shareholder) owns all of the shares in Whistler Housing Authority Ltd. Municipal Council, as the governing body of the shareholder, maintains control of Whistler Housing Authority Ltd. through its ownership of all the shares of the company. Customarily, the Municipality 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 Directors) to form the majority of the Board of Directors and so maintain control of the company. Whistler Housing Authority Ltd. owns several restricted housing projects, including Beaver Flats, Lorimer Court and Nester's Pond.

The **Whistler Valley Housing Society (WVHS)** is a volunteer, non-profit organization 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 favorable equity requirement for capital borrowing afforded by the Canada Mortgage and Housing Corporation (CMHC). The WVHS is responsible for the long-term financing associated with Whistler Creek Court, which is a 20 unit rental project and Whistler's only rent-

geared-to-income housing that is made available to lower income families through subsidies provided by CMHC.

Whistler Housing Authority Ltd. in turn owns all of the shares in **342427 B.C. Ltd.** The Whistler Housing Authority Ltd. Board of Directors, therefore, is the governing body of the shareholder and so maintains responsibility and control of 342427 B.C. Ltd. through its ownership of all of the shares. Customarily, the Whistler Housing Authority Ltd. Board has elected themselves as the Board of 342427 B.C. Ltd, thus the two Boards consist of the same individuals. Accordingly, Council controls the Board of 342427 B.C. Ltd. as it maintains sufficient members in number (i.e. four of the seven) to form the majority.

342427 B.C. Ltd. is a wholly owned subsidiary of Whistler Housing Authority Ltd., incorporated in March 1988. 342427 B.C. Ltd. is incorporated without restrictions on its Memorandum of Incorporation, therefore it is able to orchestrate transactions not possible by Whistler Housing Authority Ltd. It is for this reason that 342427 B.C. Ltd has not been amalgamated with Whistler Housing Authority Ltd. 342427 B.C. Ltd. owns the 20 rental units at 2120 Nordic Drive.

3. MISSION

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

4. GUIDING PRINCIPLES

The WHA's mission will be conducted based upon the following principles:

- Engaging with the community to make informed, effective and transparent decisions
- Adhering to best practices to continually evolve and strengthen the resident housing program
- Providing professional and accountable administration under the direction of the Board of Directors
- Being fiscally responsible
- Respecting the community's sustainability principals as outlined in *Whistler 2020*
- Protecting current and future restricted housing inventory

- Cooperating with municipal, community and regional partners

5. STRATEGIC GOALS

The following is a list of the WHA's strategic goals.

- Secure a sufficient and diverse supply of resident housing in order to keep at least 75% of Whistler's workforce living in Whistler
- Partner with the RMOW in the Development of Restricted Housing
- Preserve and Oversee all Restricted Housing Stock
- Act as the Primary Community Resource for Resident Housing
- Ensure Financial Sustainability
- Research Housing Use and Demand
- Explore Regional Housing Solutions

6. GUIDING DOCUMENTS

The following documents will guide the operations of the Whistler Housing Authority:

1. Whistler 2020: Moving Toward a Sustainable Future
2. WHA Business & Financial Plans
3. WHA Community Engagement Strategy
4. RMOW Annual Monitoring Reports
5. WHA Monthly Snapshot & Waitlist Profile Reports
6. WHA Governance & Operational Policy

7. DIVISION OF ROLES & RESPONSIBILITIES FOR RESTRICTED HOUSING

The delivery of housing solutions for Whistler's workforce will require a coordinated effort from the RMOW, the Whistler Housing Authority, and a number of third party providers. This collective group will be guided by RMOW Council. A clear understanding of roles and responsibilities within this group will help avoid

duplication of effort and promote steady progress towards the delivery of resident housing solutions for the Whistler community.

The Chart of Roles and Responsibilities for Resident Restricted Housing, attached as Appendix 1, identifies the initiating, approving, and executing organization for each of the groups in the areas of regulation, policy, education, facilitation, advocacy, development, property administration and communication with respect to resident restricted housing.

8. DEVELOPMENT PROCESS FOR NEW RESTRICTED HOUSING PROJECTS

1. Development of Restricted Housing Initiated by the Public Sector

- a. The WHA will be the lead agency on a restricted housing development that uses the Housing Fund and/or other public resources.
- b. WHA Board and staff will work in conjunction with the RMOW to acquire land or existing projects, using public resources, including the Housing Fund, for restricted housing development.
- c. The WHA will submit the development application to the RMOW Planning and Building Departments.
- d. When a proposal for restricted housing using public resources goes to Council, WHA staff will make recommendations on the restricted housing aspects and will include comments provided by the WHA Board.

2. Development of Restricted Housing Initiated by the Private Sector

- a. The RMOW Planning Department is the lead agency on resident housing developments proposed by the private sector and will lead the planning and development review as required by the nature of the restricted housing proposal.
- b. The RMOW Planning Department will seek input from the WHA to help inform the planning and development review for all projects involving restricted housing.
- c. WHA staff may refer private sector developers to the appropriate WHA policy documents and advise the proponent on current

resident housing assessments while simultaneously directing the proponent to the RMOW Planning Department.

- d. The WHA Board is, for the purposes of private sector restricted housing developments, an advisory body unless asked by the RMOW to facilitate in a more direct capacity.
- e. RMOW Planning Department will include the WHA Board on their development referral checklist in the same manner as the Advisory Planning Committee and the Advisory Design Panel are included.
- f. When a proposal involving restricted housing is before Council, RMOW staff will include in the staff report recommendations or comments on the resident housing aspects of the proposal provided by the WHA Board and WHA staff.
- g. The WHA will be part of the team involved in the development of the Athlete Village Legacy Neighbourhood in order to advise on restricted housing components.

9. PLANNING AND BUDGETING CYCLE

1. Each year WHA staff will prepare and present a Business and Financial Plan to the Board in accordance with this section.
 - a. Submission of the proposed Business Plan will be preceded by a strategic planning workshop with the Board in September/October of each year.
 - b. WHA Staff will prepare and include in the Business Plan material that captures the current issues, trends and considerations for the next planning and financial cycle.
 - c. The Business and Financial Plan will be jointly approved by the Board no later than November 30th of each year.
 - d. Minimum contents of the Business and Financial Plan:
 - i. a message from the WHA General Manager that outlines the key issues and the major deliverables;
 - ii. the factors and assumptions used in developing the Financial Plan;
 - iii. quarterly action plans; and
 - iv. financial projections for the coming year and the next 5 years.
2. Audited Financial Statements will be prepared and delivered to RMOW General Manager of Corporate Services by no later than February 28th of each year.

3. The WHA Board will be provided with an Annual Financial Report for approval by March 31st containing:
 - a. Audited Financial Statements for Whistler Housing Authority Ltd and 342427 BC Ltd; and
 - b. Property Details and Financial Information for the WHA rental portfolio.

10. BOARD MEETING AGENDAS

An Action Agenda will be prepared for each Board Meeting using a similar format to the RMOW Council Agenda, including:

- a. Actions or recommendations to be considered by the Board; and
- b. 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/presentation to the Board.

11. BOARD MEETING SCHEDULE

1. Board meetings will be held once each month, unless the Chair deems it necessary to hold additional meetings or to cancel a meeting due to insufficient attendance.
2. Materials for Board meetings will be sent out on the Thursday preceding the Monday Board meeting.
3. WHA General Manager and Chair will meet approximately one week prior to any scheduled monthly Board meeting.

12. BOARD STRUCTURE

1. Composition

The Whistler Housing Authority is governed by a Board of Directors (the Board), which is accountable to RMOW Council. The Board is comprised of seven voting members and two non-voting housing representatives. Changes to the number of voting Directors must be approved by RMOW Council.

2. Tenure and Selection Process

Customarily, RMOW Council appoints three members of Council and one senior staff member, immediately following the most recent municipal election, to the

WHA Board of Directors. These Directors generally hold their position on the Board for the current Council term, unless otherwise changed by Council.

Two of the three Community-at-Large Directors hold their term each for three consecutive years. Every June (to correspond with the WHA AGM) one Community-at-Large Director will be asked to retire and the remainder of the Directors will choose a suitable replacement through a publicized recruitment process. An option for renewal will be extended to the retiring Director, to be considered by the remainder of the Board along with any other applicants from the public. These two Board seats exist to bring specific skills and experience to the WHA appropriate to the immediate and projected planning cycle context.

The third Community-at-Large Director's position has traditionally gone to a representative from Whistler's largest employer, Intrawest. Every three years the Board of Directors invites Intrawest to nominate a candidate for this position, to be considered by the Board of Directors for acceptance.

The two non voting Housing Representatives, one representing the Resident Housing community, and the other representing the Seniors Housing community are nominated by their constituencies for the Board to consider. The Seniors Housing Representative is generally selected from a candidate nominated by the Mature Action Committee submitted at the request of the Board. The Resident Housing nomination is selected by a voting process conducted by the WHA, open to Resident Housing Owners, Resident Housing Tenants and Waitlist Applicants. Both of these positions are held for a three year term, staggered by a year, beginning with the WHA AGM each June.

3. Meeting Quorum

Quorum for all WHA meetings is set at four voting directors in attendance, attendance including either in person, email and/or conference call.

13. WHA STAFFING

The administration of the WHA is currently overseen by a full time General Manager and Housing Administrator, who are supported in their efforts by a part-time administrative assistant and an independent licensed property management company. This company is chosen by the Board of Directors, selected through an RFP process and engaged for a fixed term. All other professional, technical and consulting services are generally provided by the RMOW Planning Department and the private sector. Changes to staffing levels may be made by the Board of Directors from time to time in response to changing conditions. Changes to staffing expenses should always be considered in the context of a balanced budget, unsupported by external funding from the RMOW.

14. WHA / RMOW PLANNING DEPARTMENT COORDINATION

1. In the interest of fostering a team approach, the WHA and the RMOW Planning Department will schedule bi-weekly meetings to:
 - a. Review the status of restricted housing applications and projects;
 - b. Move projects with a restricted housing component forward as smoothly and expeditiously as possible; and
 - c. Co-ordinate housing research.
2. These meetings will be attended by:
 - a. The RMOW General Manager of Planning and Development
 - b. The RMOW Housing Planner
 - c. The WHA General Manager

15. COMMUNICATION AND PUBLIC RELATIONS

1. WHA Community Engagement Strategy

The WHA Board and Staff will adhere to the *WHA Community Engagement Strategy*, which articulates the WHA's community engagement goal and objectives. The *WHA Community Engagement Strategy* can be viewed on the WHA website at www.whistlerhousing.ca

2. Public Relations

The WHA General Manager and the Board of Directors Chair are the designated spokes people to provide press releases and media interviews pertaining to resident housing on behalf of the Whistler Housing Authority,

16. CODE OF CONDUCT

The WHA Staff and Board members will:

- a. Engage in relationships that are ethical and transparent;
- b. Publicly represent the WHA in a manner which enhances public confidence in the WHA and in the RMOW and will withstand public scrutiny;
- c. Avoid situations that place them in a situation of conflict between their personal interests and that of the Whistler Housing Authority and RMOW;

- d. Not be entitled to attend any WHA Board meetings or participate in WHA Board affairs during the course of any litigation that an elected or appointed voting or non voting Board member is involved in against the WHA.
- e. In matters where a board member is speaking publicly as an individual, the board member must clearly indicate that the position taken is a personal perspective and the board member is not speaking on behalf of the WHA Board of Directors. Board members are encouraged, when speaking as individuals, that decisions made by the WHA Board of Directors are upheld.
- f. Ensure that the confidentiality of confidential information is maintained; and
- g. Adhere to the Freedom of Information and Protection of Privacy Act.

17. APPENDICES

- Chart of Roles and Responsibilities for Restricted Housing
- Distribution of WHA Staffing Responsibilities

CHART OF ROLES AND RESPONSIBILITIES FOR RESIDENT RESTRICTED HOUSING			
Housing Regulator and Administrator	Initiating Organization	Approving Organization	Executing Organization
Use zoning and development permit powers to secure resident housing	RMOW Staff	Council	RMOW Staff
Use housing agreements and covenant powers to control rents, resale prices or occupancy on resident housing	WHA Staff RMOW Staff	WHA Board then Council	WHA Staff
Ensure new projects comply with affordable housing strategies	WHA Staff RMOW Staff	WHA Board then Council	WHA Staff RMOW Staff
Manage enforcement of covenants and restrictions on ownership housing	WHA Staff	WHA Board	WHA Staff
Include WHA Staff comments in reports on projects with any resident housing component going to APC, Design Panel or Council	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 resident housing	WHA Staff RMOW Staff	Council	RMOW Staff
Notify WHA of projects involving resident 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	WHA Staff RMOW Staff	WHA Board	WHA Staff RMOW Staff
Policy Maker and Researcher			
Periodically review the Employee Service Charge Bylaw	RMOW Staff	WHA Board then Council	RMOW Staff
Research innovative and sustainable housing opportunities	WHA Staff RMOW Staff	WHA Board and/or Council	RMOW Staff
Apply for government or foundation funding/grants for housing initiatives	WHA Staff RMOW Staff	WHA Board	WHA Staff RMOW Staff
Undertake a periodic review of housing policy in Whistler 2020 and OCP; update and develop policy with respect to new resident housing	WHA Staff RMOW Staff	Council	WHA Staff RMOW Staff
Set housing targets for upcoming years based on Employer/Employee research, Waitlist analysis and other indicators.	WHA Staff RMOW Staff	WHA Board	WHA Staff RMOW Staff

Policy Maker and Researcher	Initiating Organization	Approving Organization	Executing Organization
Liaise with SLRD on housing needs and issues	WHA Staff RMOW Staff	WHA Board and/or Council	WHA Staff RMOW Staff
Review and update resales and rental rates for resident housing based on appropriate escalation formulas	WHA Staff	WHA Staff	WHA Staff
Review and update benchmark sale prices and rental rates for resident housing	WHA Staff	WHA Board then Council	WHA Staff
Establish and administer construction specifications for each resident housing type	WHA Staff RMOW Staff	WHA Board	WHA Staff RMOW Staff
Educator			
Prepare reports on resident housing issues	WHA Staff	WHA Board	WHA Staff
Host / sponsor workshops for housing stakeholders	WHA Staff RMOW Staff	WHA Board	WHA Staff RMOW Staff
Act as a housing resource centre	WHA Staff	WHA Board	WHA Staff
Monitor Housing Fund and make recommendations for its use	WHA Staff	WHA Board then Council	WHA Staff
Facilitator			
Operate website registry linking landlords and tenants	WHA Staff	WHA Board	WHA Staff
Maintain waitlists for distribution of resident housing opportunities	WHA Staff	WHA Board	WHA Staff
Facilitate the development and delivery of affordable housing for people with special needs	WHA Staff RMOW Staff	WHA Board and/or Council	WHA Staff RMOW Staff
Facilitate the construction of new resident housing through negotiated turn key projects or new projects built by the private sector	RMOW Staff WHA Board	WHA Board then Council	RMOW Staff WHA Staff
Advocate			
Communicate regularly with employers and the community-at-large about resident housing needs and issues	WHA Staff	WHA Board	WHA Staff WHA Board
Advocate for lands and new opportunities for resident housing as required	WHA Staff RMOW Staff	WHA Board and/or Council	WHA Staff RMOW Staff
Investigate and encourage more livable, innovative and sustainable resident housing product	WHA Staff WHA Board RMOW Staff	WHA Board	WHA Staff WHA Board RMOW Staff
Advocate specifically to address the needs of seniors, existing resident housing consumers or other unique resident housing concerns such as accessibility	Board Resident Housing Reps WHA Staff	WHA Board	WHA Staff RMOW Staff Property Mgmt.

Land Provider	Initiating Organization	Approving Organization	Executing Organization
Acquire land for immediate and future resident housing use	WHA Staff WHA Board RMOW Staff	WHA Board then Council	WHA Staff WHA Board RMOW Staff
Rezone existing or acquired land for resident housing	WHA Staff RMOW Staff	Council	RMOW Staff
Developer / Owner			
Build new resident housing projects utilizing the Housing Fund	WHA Staff WHA Board	WHA Board then Council	WHA Staff WHA Board RMOW Staff
Acquire existing units or existing projects for resident housing	WHA Board	WHA Board then Council	WHA Staff WHA Board RMOW Staff
Build new resident housing projects utilizing the Housing Fund	WHA Staff WHA Board	WHA Board then Council	WHA Staff WHA Board RMOW Staff
Acquire or sell existing units or existing projects to add to the resident housing stock or to facilitate the development of additional resident housing	WHA Staff WHA Board	WHA Board then Council	WHA Staff WHA Board RMOW Staff
Property Administrator / Property Manager			
Maintain rental and ownership project records	Property Mgmt.	WHA Staff/Board	Property Mgmt. WHA Staff
Collect rents	Property Mgmt.	WHA Staff/Board	Property Mgmt. WHA Staff
Liaise with strata corporations	WHA Staff Resident Housing Board Rep	WHA Board	Property Mgmt. WHA Staff
Coordinate resales	WHA Staff	WHA Staff	Property Mgmt. WHA Staff
Maintain rental properties	WHA Staff Property Mgmt.	WHA Staff/Board	Property Mgmt.
Prepare financial statements for rental portfolio	WHA Staff Property Mgmt.	WHA Board	WHA Staff Property Mgmt. RMOW Staff

Communication and Meetings	Initiating Organization	Approving Organization	Executing Organization
Schedule and attend monthly WHA Board meetings	WHA Staff	WHA Board	WHA Staff WHA Board RMOW Staff
Provide press releases, background information, and media interviews pertaining to housing issues	WHA Staff	WHA Board	WHA General Mgr WHA Chair
Ensure successful and thorough ongoing execution of the WHA Community Engagement Strategy	WHA Staff	WHA Board	WHA Staff WHA Board

DISTRIBUTION OF WHA STAFF RESPONSIBILITIES

GENERAL MANAGER

LEADING THE EXCHANGE OF HOUSING INFORMATION

- Provide professional technical advice to the WHA Board and RMOW staff on resident housing related issues.
- Meet with public and private sector housing stakeholders to advise on housing needs and demand relevant to Whistler's active and retired workforce.
- Take direction from the WHA Board in setting priorities and objectives for the WHA on an ongoing basis and implement an approved work program as outlined in the annual WHA Business and Financial Plan
- Attend bi-weekly meeting with General Manager of Planning and Development and monthly WHA Board of Directors meetings
- Meet with Chair of WHA Board of Directors one week prior to monthly WHA Board meetings to discuss Board meeting agendas
- Communicate with the WHA Chair as needed to advise and discuss extraordinary WHA issues in a timely manner and to communicate same to the Board as appropriate
- Maintain contact with housing organizations in other resort communities to keep the WHA Board and staff informed of industry's best practices.
- Liaise with SLRD and neighboring communities on regional housing issues
- Provide press releases, background information, and media interviews pertaining to resident housing issues

FINANCIAL AND LEGAL MANAGEMENT

- Ensure financial management of and reporting for all matters relating to the operation of the office, and the administration of Whistler Housing Authority Ltd., 342427 BC Ltd, and the Whistler Valley Housing Society.
- Monitor Housing Reserves, including RMOW Employee Works & Services reserve, along with other housing financial opportunities and make recommendations for usage

POLICY & RESEARCH

- Advise the WHA Board on any matters of significance with respect to WHA policies and activities and seek direction through Board resolutions
- Develop annual WHA Business and Financial Plan with assistance from WHA Board
- Monitor and enforce all housing agreements and covenants on resident restricted properties in Whistler
- Ensure resident housing policies are consistent with housing strategies outlined in *Whistler 2020: Moving Toward a Sustainable Future*

STAFF AND PROFESSIONAL CONTRACT SUPERVISION

- Engage, manage and supervise competent and trained staff to deliver the services and responsibilities of the WHA
- Negotiate and supervise contract for a property management company to manage WHA rental housing inventory

HOUSING ADMINISTRATOR

ADMINISTRATION OF RESTRICTED OWNERSHIP PROPERTIES

- Administer WHA Purchase Waitlist and facilitate resales of all price restricted resident housing sales
- Assist with conveyance documentation on housing agreements relevant for transfer of price restricted properties
- Review and update resales and rental rates for resident housing
- Conduct post-occupancy evaluations and encourage more livable, innovative and sustainable resident housing opportunities
- Monitor occupancy of restricted housing units through dissemination and review of regular Occupancy Declarations

POLICY & RESEARCH

- Conduct relevant research to monitor, analyze and update data on housing needs, supply, demand and affordability, including annual Employer Housing Needs Assessment
- Research innovative housing opportunities, including applying for funding grants for new housing initiatives

- Review Housing Agreements to ensure consistency with WHA policies

COMMUNICATION AND DISSEMINATION OF HOUSING INFORMATION

- Schedule, prepare Agenda, Board Package, background reports and attend monthly WHA Board of Directors meeting
- Organize and facilitate workshops and focus groups for housing stakeholders
- Communicate with employers about resident housing issues
- Prepare reports and newsletters on resident housing issues

WHA ADMINISTRATIVE ASSISTANT

- Respond to housing related questions from the public
- Process new Waitlist applications and regularly update existing applicants' information
- Communicate regularly with Housing Waitlist applicants, including distributing annual Waitlist Confirmation Forms
- Act as a resource for landlord and tenant issues and redirect queries to relevant agencies
- Collect weekly statistics on private market rental unit availability
- Update private rental listings on WHA website and liaise with landlords on renting their units

PROPERTY MANAGEMENT OF WHA RENTAL PORTFOLIO (THIRD PARTY CONTRACT)

- Ensure all WHA rental properties are tenanted and rent is collected on time
- Maintain rental properties according to a defined maintenance schedule
- Prepare and provide WHA GM with monthly financial statements for rental portfolio
- Prepare and adhere to a capital replacement plan for WHA rental inventory
- Be lead agent in responding to and resolving property management issues arising from WHA tenants

- Meet bi-weekly with WHA GM and Housing Administrator to provide regular updates on property management
- Arrange service contracts and liaise with insurance companies and strata corporations pertinent to WHA rental projects