

# Appendix A



Whistler 2020 Development Corporation

## **Parcel A Project Plan**

**September 2020**

*(to be incorporated in the 2020 business plan)*

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# 1. Background

Prior to the Municipal election in October 2018, RMOW staff had undertaken a review of potential legacy lands development sites to assess suitability, capacity, and cost to develop for resident-restricted housing. The conclusion of that study identified Parcel A as the most practical and cost-effective location to consider the next WHA rental project. In November 2018 RMOW staff requested WDC take the lead on advancing the necessary planning and associated consultant co-ordination to develop a plan for Parcel A.

The objective was to design a building that will become a stable long-term rental building for the WHA and continue to expand the growing WHA portfolio to meet the needs of the WHA rental waitlist. The WHA have recently developed four rental projects that have received BC Housing and/or CMHC grants and low interest loans. In the event that grant funding was no longer available to subsidize rental housing, WDC recognized that the project also needed to appeal to the WHA ownership waitlist. No resident-restricted ownership product has been developed to address the growing demand, and preference, for over 800 Whistler households in the last decade (Since Cheakamus Crossing Phase 1, and the Rainbow Development)

## 2. Overview of project

### Description and Project Summary

The two Parcel A buildings offers a range of unit types that appeal to a wide variety of households, including singles, couples, single parent families, families with dependents, and seniors. The unit designs are influenced by feedback from existing WHA tenants, WHA staff, WHA property management, contractors and consultants charged with designing an efficient and cost-effective building. The design also had regular critique from the active Developers who sit on the WDC Board.

The final design has been presented to the Whistler Advisory Design Panel and received very positive feedback and support. All apartment units include a large storage area plumbed for a washer/dryer, and an outside patio or deck. Elevations, typical floor plans, floor plates are presented below:



Building A, South (Street Elevation)



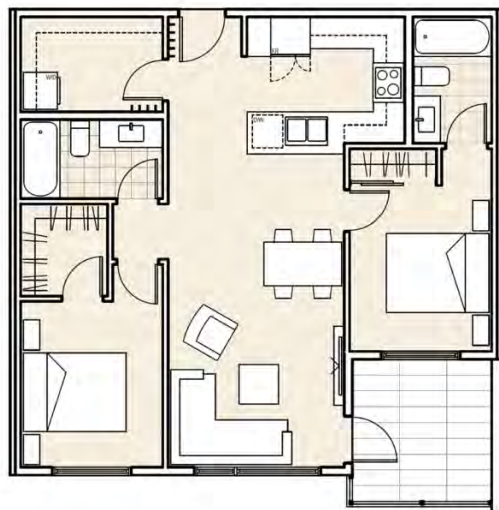
**1 BEDROOM UNIT**

582 sqft



**3 BEDROOM UNIT (CORNER)**

1,055 sqft



**2 BEDROOM UNIT**

832 sqft



**2 BEDROOM UNIT (CORNER)**

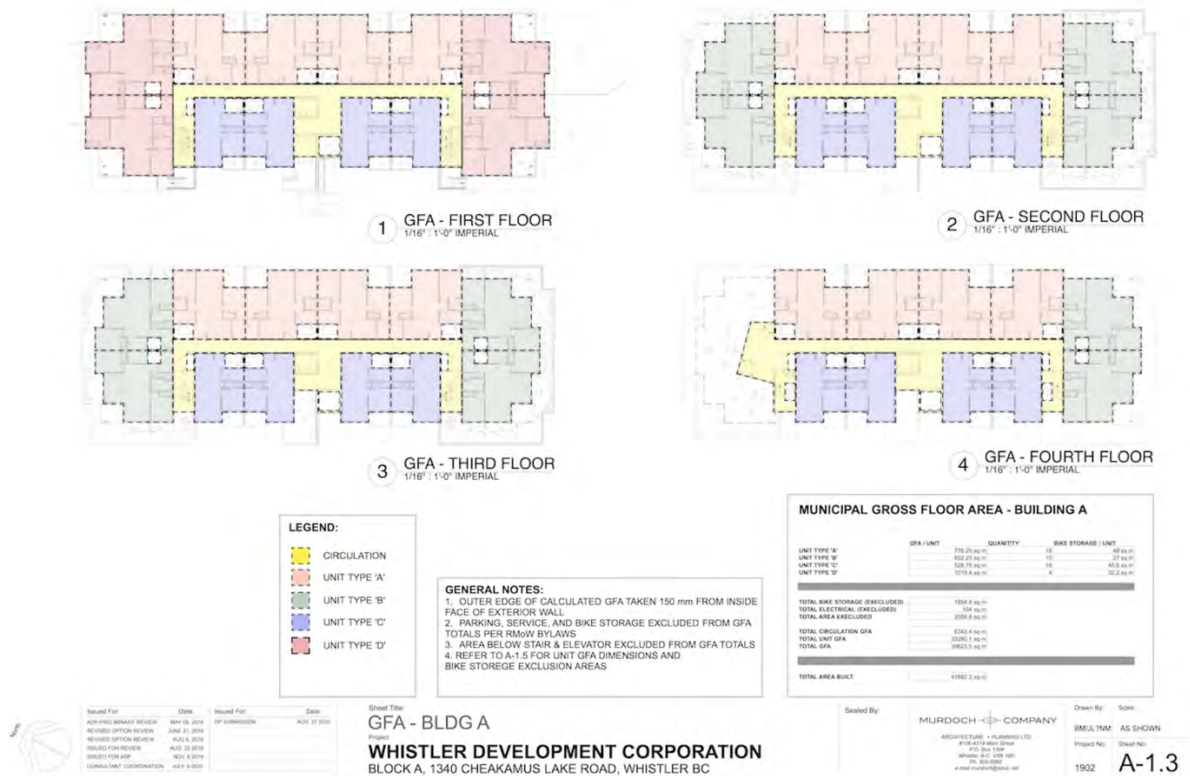
855 sqft

Typical unit plans

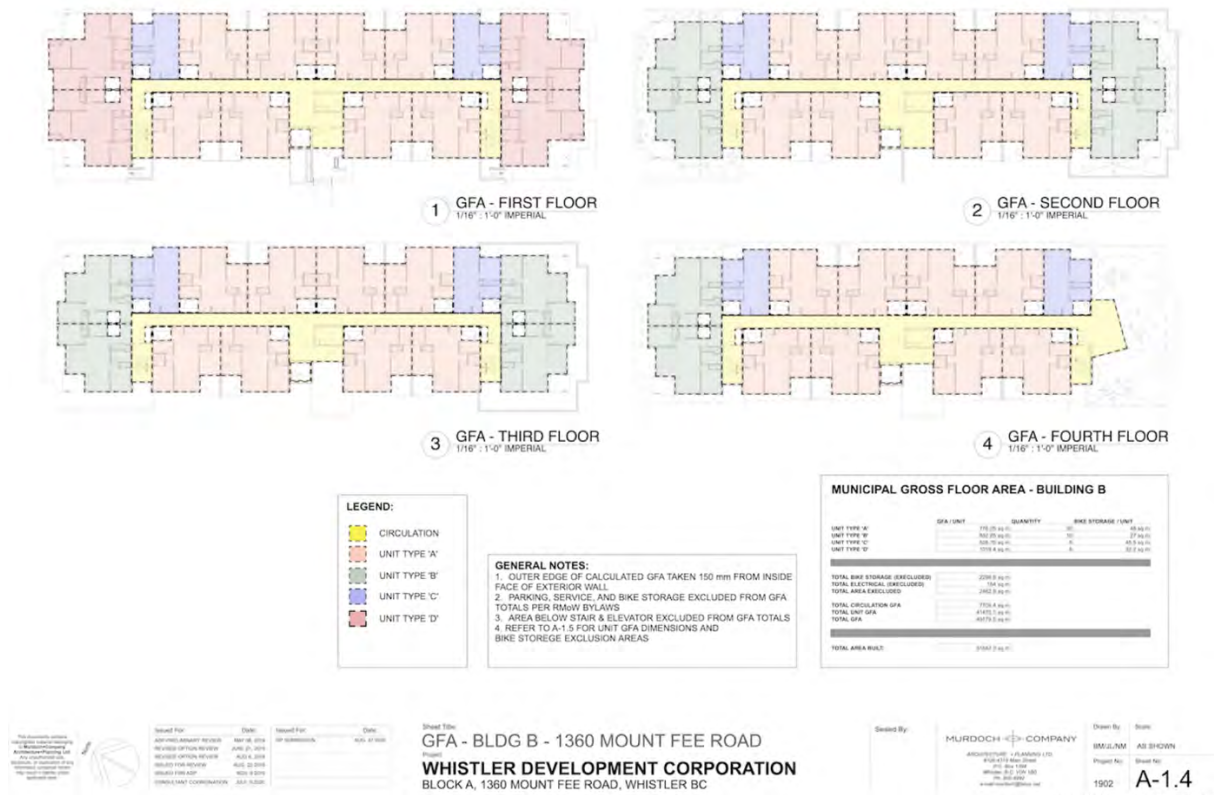


Building B, South West Elevation (Street view)





Building A, 46 Units, with an internal common gathering space on the Fourth Floor



Building B, 54 Units, with an internal common gathering space on the Fourth Floor

In May 2020 BC Housing announced the latest RFP for potential funding to support affordable housing projects under the Community Housing Fund. Unlike recent initiatives, this fund is structured to target deeper levels of affordability for families and seniors. 20% of units must be offered at a Province wide “Deep Subsidy” rental rate, irrespective of unit size. For Parcel A this requirement penalizes the large, liveable floor plans. 50% of units are further constrained by BC Housing’s estimate of regional “Rent Geared to Income” (RGI) rates, which are estimated at rates lower than recent WHA RGI rental rates, and the rates used by the WHA in the 1330 Cloudburst proforma. The remaining 30% of units are unrestricted, to help offset the “Deep Subsidy” rates. In other jurisdictions that 30% would most likely be full market rental rates. For Whistler, and the WHA, the unrestricted 30% will likely be rented to employees who are at the top end of qualified household income brackets by household type.

BC Housing, to encourage larger rental apartments, has increased the available subsidy to support two, and three, bedroom units. 1330 Cloudburst received a subsidy of \$100,000 per door, irrespective of size. The new program increases the potential subsidy for Parcel A from \$10,000,000 to \$12,100,000. The table 1.0 below summarizes the total number of units, by type and size in Buildings A & B, and the maximum BC Housing Grant available. A copy of the RFP Announcement can be found in Appendix E.

	Unit Description	SqFt/ Unit	Net SqFt	Gross SqFt	#Units	Grant/Unit	Total Grant
BLDG A	1 Bedroom	582	13,312		16	\$ 100,000	\$ 1,600,000
	2 Brm, 2 Bath	832	8,550		16	\$ 125,000	\$ 2,000,000
	2 Brm, Corner	855	9,312		10	\$ 125,000	\$ 1,250,000
	3 Brm, 2 Bath Cnr	1055	4,220		4	\$ 150,000	\$ 600,000
	TOTAL BUILDING		35,394	41,640	46		\$ 5,450,000
BLDG B	1 Bedroom	582	26,624		8	\$ 100,000	\$ 800,000
	2 Brm, 2 Bath	832	8,550		32	\$ 125,000	\$ 4,000,000
	2 Brm, Corner	855	4,656		10	\$ 125,000	\$ 1,250,000
	3 Brm, 2 Bath Cnr	1055	4,220		4	\$ 150,000	\$ 600,000
	TOTAL BUILDING		44,050	51,824	54		\$ 6,650,000
PARCEL A TOTAL			79,444	93,464	100		\$12,100,000

**Table 1.0, Potential BC Housing Grant Summary**

## Project Budget

The comparison table (Table 1.1) illustrates how the proposed Parcel A budget compares to the nearly complete 1330 Cloudburst (1330) project. The 1330 budget was recently updated to account for the progress and costs to date, relative to the original \$14.7M budget. Durfeld Constructors have completed a thorough review of the costs to complete the project and have reduced the remaining contingency amount relative to the scope of work not included in existing fixed price contracts. 1330 is now anticipated to be substantially complete by the end of 2020, with a hand over date expected in early February.

The Parcel A budget includes 140 specific budget categories in 22 divisions. It is an estimate, that will be further refined as prices are received from sub-trades in the coming months. The Architectural, Structural, Mechanical, Electrical and Civil drawings will be “Issued for Tender” in late September.



Final co-ordination of the drawing set is well under way and WDC's construction team is currently preparing a list of preferred contractors and sub-contractors to gauge interest, availability and competitive tender pricing.

Similar to 1330, the goal is to have at least 80% of the project budget confirmed by fixed-price contracts prior to initiating any major work. There are however preliminary site preparations that will need to proceed on an hourly basis to ensure the site is accessible, secure, powered (BC Hydro, construction service) and staged ready for an efficient project initiation.

Parcel A Construction Budget			1330 Cloudburst	
Division	(BC Housing)	GFA Gross 93,496	Cost to Complete	GFA 33,064
General Requirements	\$ 2,793,372	29.88	\$ 913,140	27.62
Site Works	\$ 2,530,020	27.06	\$ 904,582	27.36
Concrete	\$ 4,222,762	45.17	\$ 1,586,971	48.00
Masonry	\$ 30,000	0.32	\$ 28,470	0.86
Steel	\$ 417,060	4.46	\$ 199,310	6.03
Wood and Plastics	\$ 5,096,150	54.51	\$ 1,704,586	51.55
Thermal & Moisture	\$ 2,917,600	31.21	\$ 1,105,941	33.45
Doors & Windows	\$ 1,156,098	12.37	\$ 382,305	11.56
Finishes	\$ 2,828,318	30.25	\$ 923,883	27.94
Specialties	\$ 89,000	0.95	\$ 19,950	0.60
Equipment	\$ 237,981	2.55	\$ 100,527	3.04
Furnishings	\$ 139,500	1.49	\$ 46,009	1.39
Special Construction	\$ 33,300	0.36		-
Conveying Systems	\$ 400,000	4.28	\$ 182,250	5.51
Mechanical	\$ 5,755,758	61.56	\$ 2,090,669	63.23
Electrical	\$ 2,287,630	24.47	\$ 801,757	24.25
Management Fees	\$ 1,600,000	17.11	\$ 1,044,800	31.60
Consultants	\$ 750,250	8.02	\$ 440,000	13.31
Soft Costs	\$ 1,256,102	13.43	\$ 900,807	27.24
Sub Total (excl GST)	\$ 34,540,901	369.44	\$ 13,375,957	404.55
Contingency	\$ 3,454,090	36.94	\$ 150,000	4.54
<b>TOTAL</b>	<b>\$ 37,994,991</b>	<b>406.38</b>	<b>\$ 14,358,076</b>	<b>409.08</b>
<b>Net Rentable SqFt</b>	<b>\$ 79,444</b>		<b>\$ 28,202</b>	
<b>\$Cost/Net SqFt</b>	<b>\$ 478.26</b>		<b>\$ 509.12</b>	

Table 1.1, Preliminary Parcel A Construction Budget

Although preliminary, the comparison budget does illustrate a couple of items worth noting. Parcel A is 283% larger than 1330, even though it only has 2.2x as many apartments. This is because the apartment mix includes a higher percentage of larger units. Consequently, there are fewer service connections, kitchens and mechanical demands relative to the gross square feet of construction. Parcel A's two buildings are also utilizing shared electrical and mechanical rooms, located in the connecting underground parkade, reducing the cost of duplicated equipment. The two buildings are nearly identical, reducing the amount of consultant time to complete the design and documentation, resulting in a saving of 40% of consultant fees. Similarly, the economies of scale have a material advantage to soft costs and other fixed expenses. The budget does however include significant additional "soft costs" required for the BC Housing Application (Legal & finance fees, Interest expense,

Insurance). This report carries these budget costs in the financial analysis even though it is quite likely the final cost will be less.

WDC has budgeted to project manage the project at cost, reducing the relative cost from 1330 by nearly 50% on a square foot basis. Additionally, recent price increases in lumber and plywood have been assumed to normalize by the start of framing in spring 2021. Finally, consistent with BC Housing application criteria, the budget includes a 10% contingency. In reality, 1330 budgeted \$1,050,000 for cash allowances and contingency and only will to use \$75,000 to cover unforeseen circumstances, mostly related to COVID-19. WDC includes the \$3,454,090 contingency for BC Housing purposes only.

## Rental Rates, and Demand

As will be described later, it is both WDC's and WHA's intention to make every effort to attract substantial financial assistance from BC Housing and CMHC to support the development of Parcel A as a rental building. While construction cost and interest rates are reasonably well known and predictable, rental demand and rental rates are a complex assumption primarily due to COVID-19.

COVID-19 related income and rental subsidies provided to employees and landlords have likely masked the real impact of the pandemic, particularly as it relates to service industry employment and income stability of many WHA tenants, and potential tenants on the WHA Rental Waitlist. That being said, as of July 2020 WHA's rental waitlist continues to grow, and currently has 1,198 applicants.

Table 2.0 below illustrates the current relationship between WHA rental rates and competing market rates by unit type. The comparison does not take into account the broad range of rental units available, or the quality of design, location, accessibility, parking or state of repair. Parcel A apartment plans, amenities, underground parking, and long-term rental security appears exceptional value when compared to the current alternatives offered on craigslist or facebook.

Type	WHA Rent per Sq.Ft			WHA Unit Rental Rates			Market Rent Comparison	
	Lowest	Median	Highest	Lowest	Median	Highest	Market	Med % Below Market
1 Br	\$ 1.52	\$ 1.97	\$ 2.62	\$ 970	\$ 1,103	\$ 1,550	\$ 1,974	44%
2 Br	\$ 1.45	\$ 1.71	\$ 2.24	\$ 1,456	\$ 1,545	\$ 1,985	\$ 2,500	38%
3 Br	\$ 1.31	\$ 1.53	\$ 1.64	\$ 1,655	\$ 1,970	\$ 2,140	\$ 3,600	45%

Table 2.0, WHA rental rates compared to advertised rates for market rental units

Analysis of short-term tourism accommodation leakage into residential use is not considered as part of this analysis, although based on a quick scan of current vacant listings it doesn't appear to be substantial. The impact of any leakage is contained in the analysis of WHA rental compared to advertised market rental rates, which clearly demonstrates that in recent years there has been a significant shift from long-term tenants to nightly rentals, based on the significant decline in availability. Prior to the growth in tourism between 2015-2019 there was less of a spread between WHA and market rates. Chart 2.1 below shows a dramatic drop in rates following the 2010 Olympics due in part to the departure of a large construction workforce required to build the Olympic facilities, and the universal decline in tourism due to the Global Economic Crisis of 2008. Secondly, and probably most impactful, was over 400+ Whistler families who were able to move to the newly created neighbourhood's of Cheakamus Crossing and Rainbow.



## Median Advertised Whistler Market Rents By Unit Type

Source:  
2009-2013 Pique and Question Newspapers  
2014-2015 Pique Newspaper and Craigslist  
2016-2020 Pique Newspaper, Craigslist and Facebook

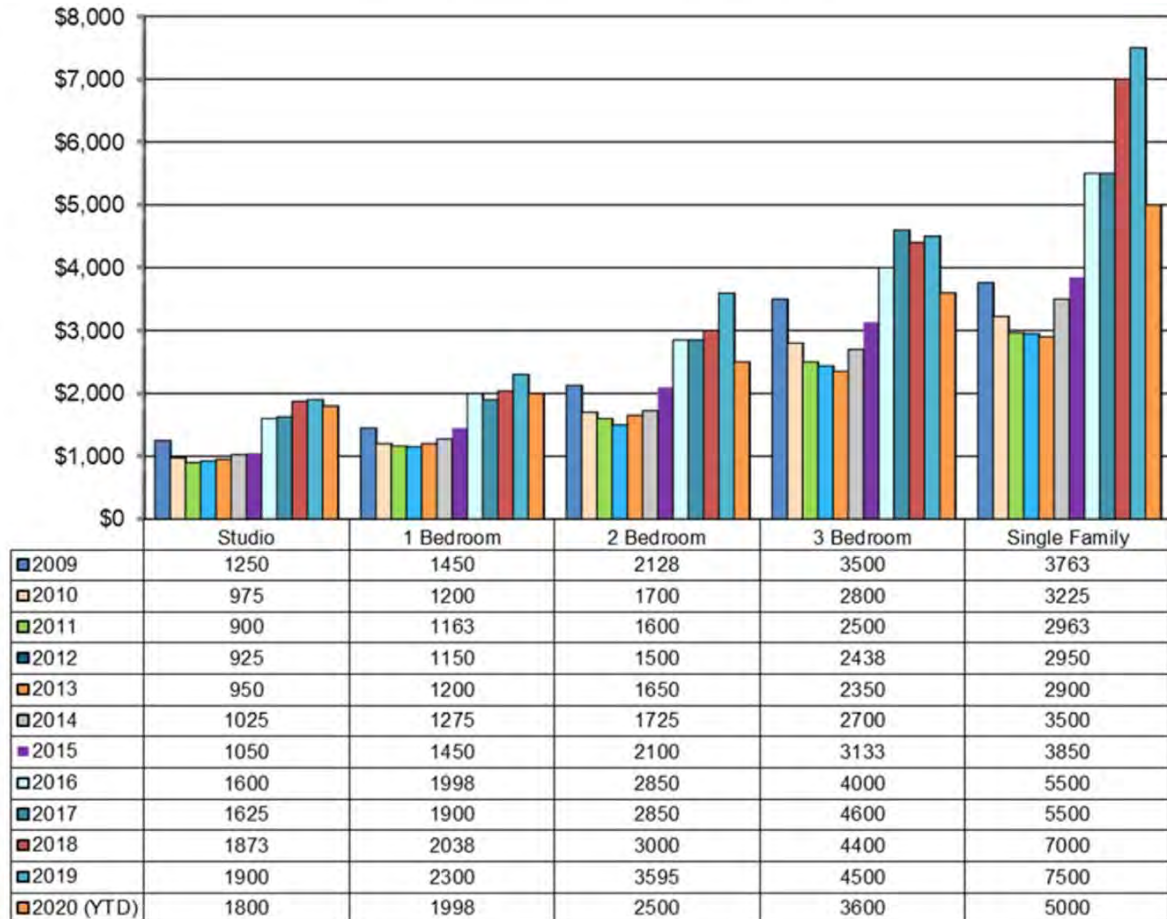
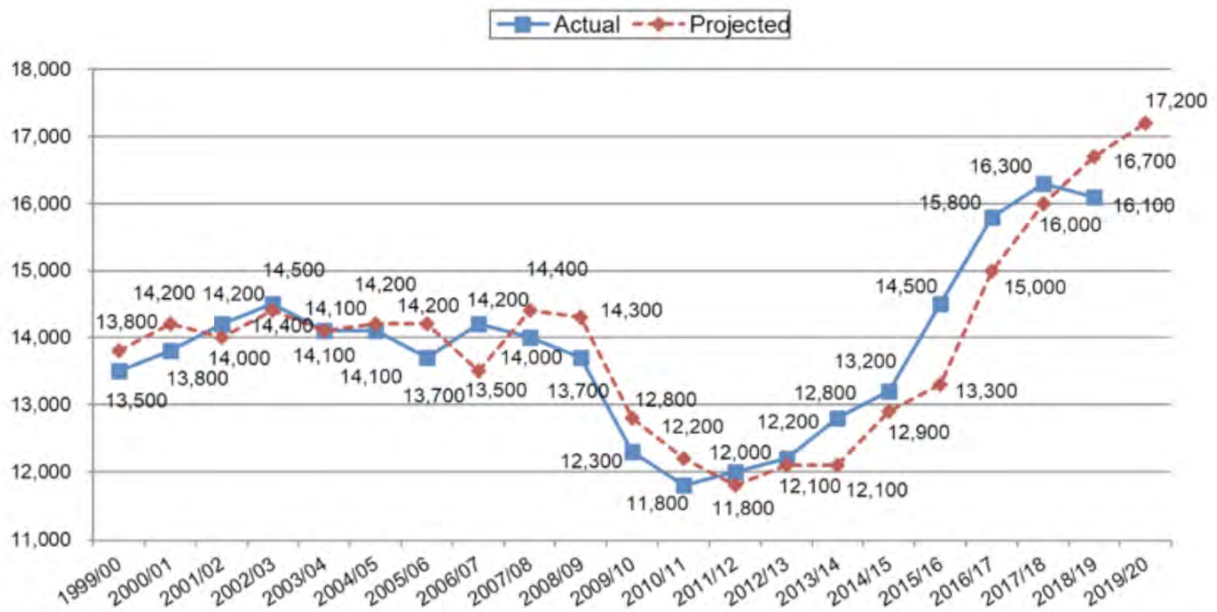


Chart 2.1, Advertised Market Rental Rates (WHA research)

In addition to monitoring rental units supply and rates, the WHA also conduct an annual Housing Needs Assessment to gauge the needs of local employers, and to monitor housing occupancy relative to the community's goal to house 75% of the resort workforce locally. Tables 2.2 and 2.3 below show a corresponding trend of rental rates with the growing full-time equivalent workforce. COVID-19 will impact employee demand and achievable rental rates in the short-term. The significant gap between market rental rates and WHA rates provides this project with important insulation from uncertain market conditions until the resort business returns to more traditional business levels.



\*The results of the survey can be expected to be accurate within a margin of error of plus or minus 5.5%, 19 times out of 20.

Table 2.2, WHA Annual Needs Assessment of Resort Employment Demand

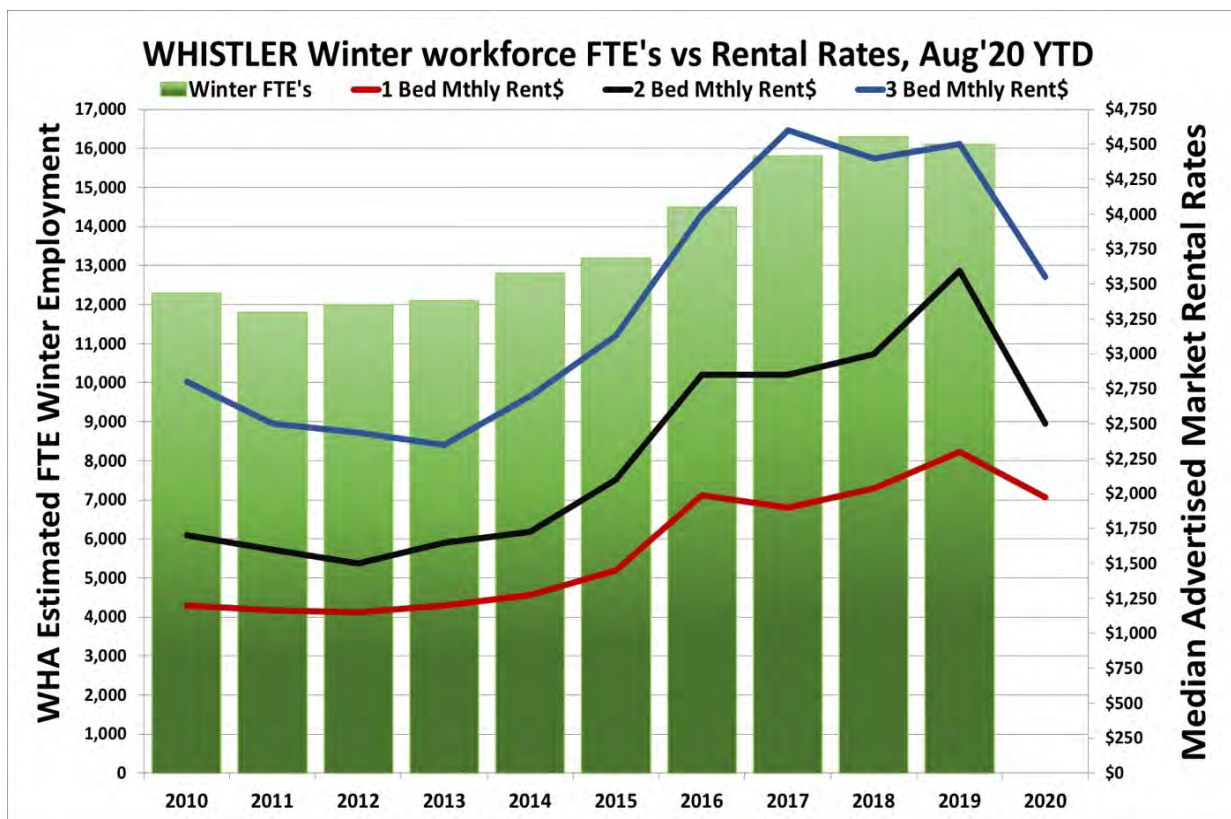


Table 2.3, Comparison of Post-Olympic (Market) rental rates compared to FTE employee growth

COVID-19 does appear, anecdotally, to be having a corresponding and opposing impact on both the rental and ownership housing demand. The theory being that many employers, employees and self-

employed have realized working remotely is not only viable, but potentially more cost-effective. Technology, open space and lifestyle now make Whistler a very attractive alternative to regional, national and international migrants. Potential growth and corresponding housing demand will support rental rate stability, but it may also accelerate employee housing challenges by displacing existing employees who are unable to compete for available market inventory. COVID-19 has emphasized the importance of monitoring changing market factors and their impact on rental rates. The following Whistler market factors are important to pay attention to:

- The impact of increased local (rental) population working remotely
- The impact of increased local (ownership) population working remotely
- National/Provincial migration trends, moving from urban areas
- Regional vs International tourism trends
- Employment rates relating to tourism demand

Table 2.4 below compares market rental rates with the growth of single-family residential property values in Whistler. Not surprisingly, as values have grown, rental rates have followed, with the exception of recent adjustments identified in the WHA Chart 2.1. As of September 2020, the Whistler Real Estate market has seen a dramatic increase in both sales and median prices for single family houses. A disproportionally high percentage could be viewed as teardowns, further accelerating the loss of potential rental properties and suites. Anecdotally, the majority of buyers have been Canadian. Once international borders are open Whistler may also experience renewed demand from International investors.

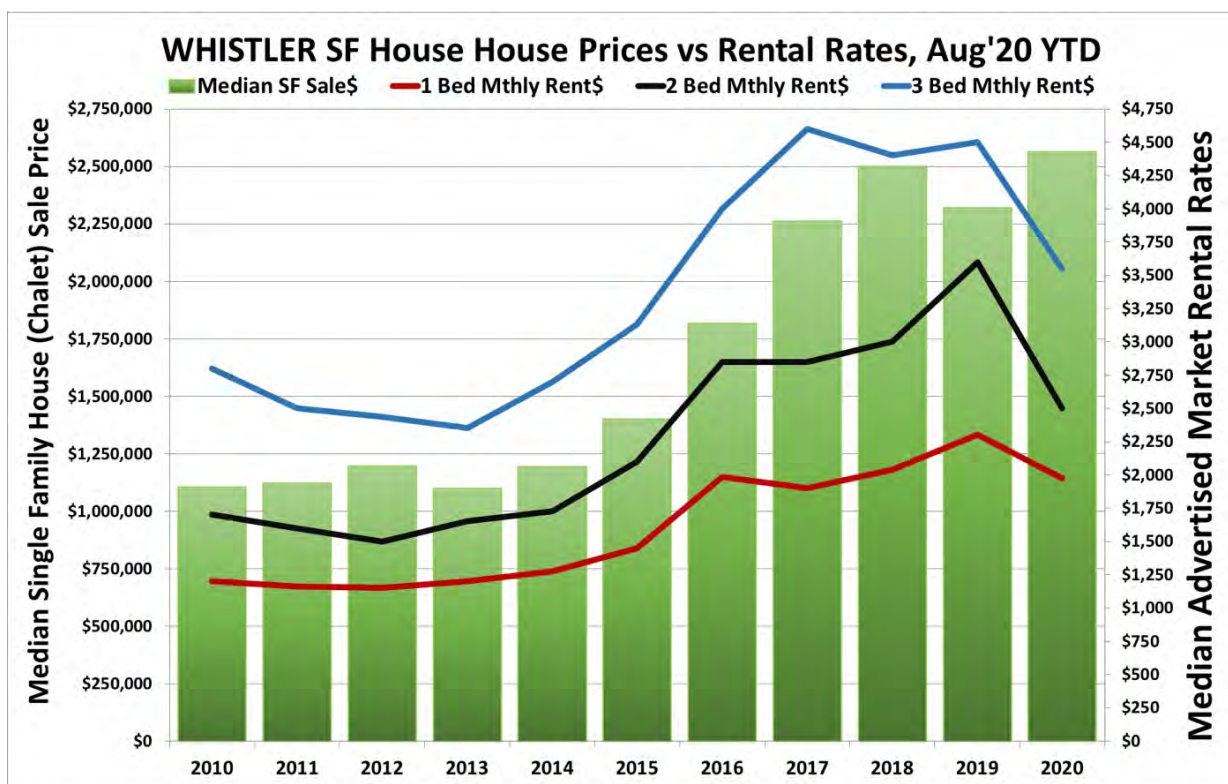


Table 2.4, Market Rental Rates compared to Single Family house sale trends

The 2019 WHA Needs Assessment indicates employment demand may have peaked in 2018. Table 2.2 also shows actual FTE growth of 4,500, or 38%, between 2010-2017. During that same period not one unit of employee housing was added to the rental inventory. Not surprisingly Chart 2.1 indicates rental rates for 1 bedroom, 2 bedroom and 3 bedroom units nearly doubled during the same period.



One consideration when contemplating the 4,500 additional jobs and estimating housing demand is the fact that Whistler does not have a reliable method to measure the effect of seasonal and temporary foreign workers (holiday working visas) have on non-WHA housing inventory. For instance, Whistler Blackcomb (WB) grew from approximately 3,000 employees post-Olympics to nearly 5,000 employees and volunteers in recent years. Many of those employees would have been foreign workers who do not register in demographic metrics such as census, MSP data, Provincial employment estimates and WHA waitlist data, because they do not qualify. To house the growing number of the annual winter returnees and new employees between 2015-2019 Whistler Blackcomb resorted to renting market houses, townhouses, suites and apartments. This increase in employees had a dramatic impact on rental rates, and pretty much absorbed any available inventory – forcing independent employees to pay high rates and share over-crowded accommodation. Until there is full recovery, many resort businesses will continue to modify their operating hours and/or service levels, reducing employee demand and therefore some household incomes. Whistler will probably see a number of businesses consolidate, and unfortunately, some will fail. Therefore, there will be little pressure on (currently) normalized market rental rates until the resort is back to 2017-2019 business levels. The 2021 WHA Needs Assessment will be useful in understanding the impact of COVID-19 on available staff relative to housing needs.

Covid-19 impacts on the WHA waitlist will vary based on employment. In Table 2.5 below, industries like construction, education, medical services and government (RMOW, Provincial, Federal etc) are anticipated to have little income disruption. Industries directly tied to the resort business (hotels, restaurants, village retail etc), who are already experiencing significant disruption and uncertainly, and assumed to have direct impact. The WHA rental application process only recently started asking for self-reported household incomes, consequently at this time it is hard to distinguish what waitlist applicants require in terms of housing to meet household needs, and what they can afford relative to expectations. Table 2.5 approximates average household incomes from the 26% of applicants who have provided income information. It is also worth noting 158 applicants already live in WHA inventory, leaving a net demand of 1,043 potential tenants, families or groups.

RENTAL WAITLIST APPLICATIONS BY INDUSTRY	CITIZENSHIP			Industry %	INCOME Avg Self-Reported	COVID-19	
	Citizen	Permanent Resident	Total			Industry Income Impact	
Hotel, F&B, Cleaning, Concierge, PM, Food W/B	282	182	464	39%	\$ 59,148	30%	41,404
	103	60	163	14%	\$ 48,482	25%	36,362
Construction, Support, Real Estate	77	28	105	9%	\$ 72,242	0%	72,242
Tourism, Activities, Services, Retail, Transportation	65	40	105	9%	\$ 51,953	15%	44,160
RMOW, TW, Government	54	10	64	5%	\$ 66,714	5%	63,378
Consulting, Business Services, Creative, Bank/Finance	41	18	59	5%	\$ 53,926	5%	51,230
Employment Unknown, Self-Employed	31	22	53	4%	\$ 48,363	20%	38,690
Sport, Biking, Skiing, Fitness, WSLS, WSI etc	37	23	60	5%	\$ 56,017	10%	50,416
Medical, VCH, Professionals	25	11	36	3%	\$ 68,214	5%	64,804
Education, Daycare	24	5	29	2%	\$ 55,111	5%	52,355
Health, Wellness, Social Services	23	12	35	3%	\$ 31,901	10%	28,711
Local business, non-resort	16	9	25	2%	\$ 37,142	10%	33,428
Total per Industry	778	420	1,198		\$ 57,314	10%	\$ 51,583
% by Residency Status	65%	35%					

Table 2.5, WHA Rental Waitlist summarized by employment and estimated household income

Because the most recent BC Housing funded projects require Rent Geared to Income (RGI) agreements, it is important to consider short to medium term impacts in employee household



incomes. If incomes decline, so potentially could rental income. While the WHA has the opportunity to select tenants by varying eligibility criteria, such as household income, it would be unreasonable to assume any policy would ignore many of the waitlist have been patiently waiting for housing to become available, regardless of their income level. Therefore, one must assume rental rates will follow the median changes in income of all rental households.

Table 2.4 above, and Table 2.6 below demonstrates that using RGI rates equivalent to 30% of household income, a single person household earning \$36,000 can afford \$10,800 in annual rent, or \$900/month. This would enable renting a WHA studio, or if sharing with one other single or couple, a two bedroom unit @ \$1,800/month. A couple earning a combined income of \$48,000 can afford a one bedroom apartment @ \$1,200/month. At the higher end of the income range is a couple or family earning an average of \$72,000 per year, can afford a two or three bedroom apartment @ \$1,800+ per month. Assuming 1330 Clourburst will absorb 45 households already on the rental waitlist, of the remaining 1,153 households it's reasonable to assume there is more than enough demand to occupy the 100 units proposed in Parcel A.

In recent years the RMOW Economic Development team have compiled substantial family and income data. Unfortunately, available census and income data includes community wide averages and medians. It is impossible to differentiate households or individuals who qualify for, and need, WHA rental accommodation. Similarly, it is impossible to distinguish between existing WHA rental tenants, and the current waitlist of applicants, other than the recent applications. Table 2.6 below summarizes average self-reported household incomes. When compared to provincially reported Whistler household incomes (Table 2.7), the WHA incomes are consistently lower. Compared against the highest market rental rates in 2019, WHA rental rates appear deeply discounted and meeting a critical need. Compared against current (reduced) market rental rates, WHA rates are still 38%-45% lower (Table 2.0 earlier), which suggest there is a reason why the number of qualified applicants for WHA rental inventory continues to grow.

Household Description	Households	#Reported Incomes	Avg Reported Income	30% RGI Rent	Average RGI Rent/Mth
Single	659	192	\$ 45,215	\$ 13,564	\$ 1,130
Single with children/ dependents	58	12	\$ 59,187	\$ 17,756	\$ 1,480
Couple	337	79	\$ 77,011	\$ 23,103	\$ 1,925
Couple with children/ dependents	102	25	\$ 82,051	\$ 24,615	\$ 2,051
Multiple related or unrelated adults	42	6	\$ 78,333	\$ 23,500	\$ 1,958
<b>TOTAL/AVERAGE</b>	<b>1,198</b>	<b>314</b>	<b>\$ 57,314</b>	<b>\$ 17,194</b>	<b>\$ 1,433</b>

Table 2.6, Average Incomes and RGI rental estimates from 26% of waitlist applicants

**COST OF RENT PLUS UTILITIES INCLUDING HEAT, HOT WATER AND ELECTRICITY**

	Name	Household Income Range	Quartile	Average	Studio	1-Bed	2-Bed	3-Bed	4-Bed	All Units
British Columbia	Whistler	\$0 to \$37,462	Q1	\$21,571	\$902	\$1,102	\$1,690	\$1,996	\$2,729	\$1,460
		\$ 37,462 to \$61,043	Q2	\$48,282	\$823	\$1,139	\$1,553	\$1,838	-	\$1,408
		\$ 61,043 to \$95,854	Q3	\$77,751	-	\$1,258	\$1,569	\$2,294	\$2,699	\$1,649
		\$ 95,854 +	Q4	\$139,667	-	\$1,292	\$1,683	\$2,293	\$2,936	\$2,112
			All		\$868	\$1,176	\$1,618	\$2,148	\$2,799	\$1,655

Table 2.7, Recent Provincial summary of estimated housing expense relative to Household Income

The range of average rental rates considered in the five Parcel A rental scenarios are summarized in Table 2.8 below. In general Scenario one mirrors the WHA application to BC Housing in response to the latest RFP. Scenario 2 considers worst case COVID-19 outcomes and assumes that the lowest rents charged since 2010 are a reasonable proxy. Note the average rates are lower than the BC Housing RFP suggested rates for 1-bedroom units, and slightly higher for the eight 3-bedroom units available. Scenario 3 considers a slightly modified Whistler version on deep subsidy rents, based on the lowest self-reported household incomes from the current rental waitlist, and average RGI assumptions for 50% of the inventory. This scenario is considered because BC Housing reviews local market conditions in the follow up negotiations with applicants, as has been the case with the last three projects. The suggested rates seem conservative under current COVID-19 circumstances.

Scenario 4 considers rental rates similar to rents recently accepted by BC Housing and CMHC to support the viability of the last three WHA rental projects. Comparable 1-bedroom rates range between \$1,276 to \$1,575, 2-bedroom rates between \$1,421 to \$1,985 and 3-bedroom rates from \$1,587 to \$2,325.

Scenario 5 considers 100% RGI rates based on the strength of the current waitlist and the number of available units relative to the corresponding demand for each unit type. It assumes Parcel A will be the most attractive WHA Rental building and the rents reflect potential demand.

Weighted Average Monthly Rental Rates, 100 Units, 5 Scenario's					
Scenario	1	2	3	4	5
1 Bedroom	\$ 1,247	\$ 1,090	\$ 1,205	\$ 1,344	\$ 1,350
2 Bedroom	\$ 1,558	\$ 1,553	\$ 1,645	\$ 1,765	\$ 1,844
3 Bedroom	\$ 1,645	\$ 1,863	\$ 1,865	\$ 2,075	\$ 2,500

Table 2.8, Weighted Average Monthly Rental Rates for Proforma Scenarios

All of the proforma rental rates are substantially below market and offer varying levels of affordability. Refer to appendix C for additional detail on each of the rental scenarios considered.

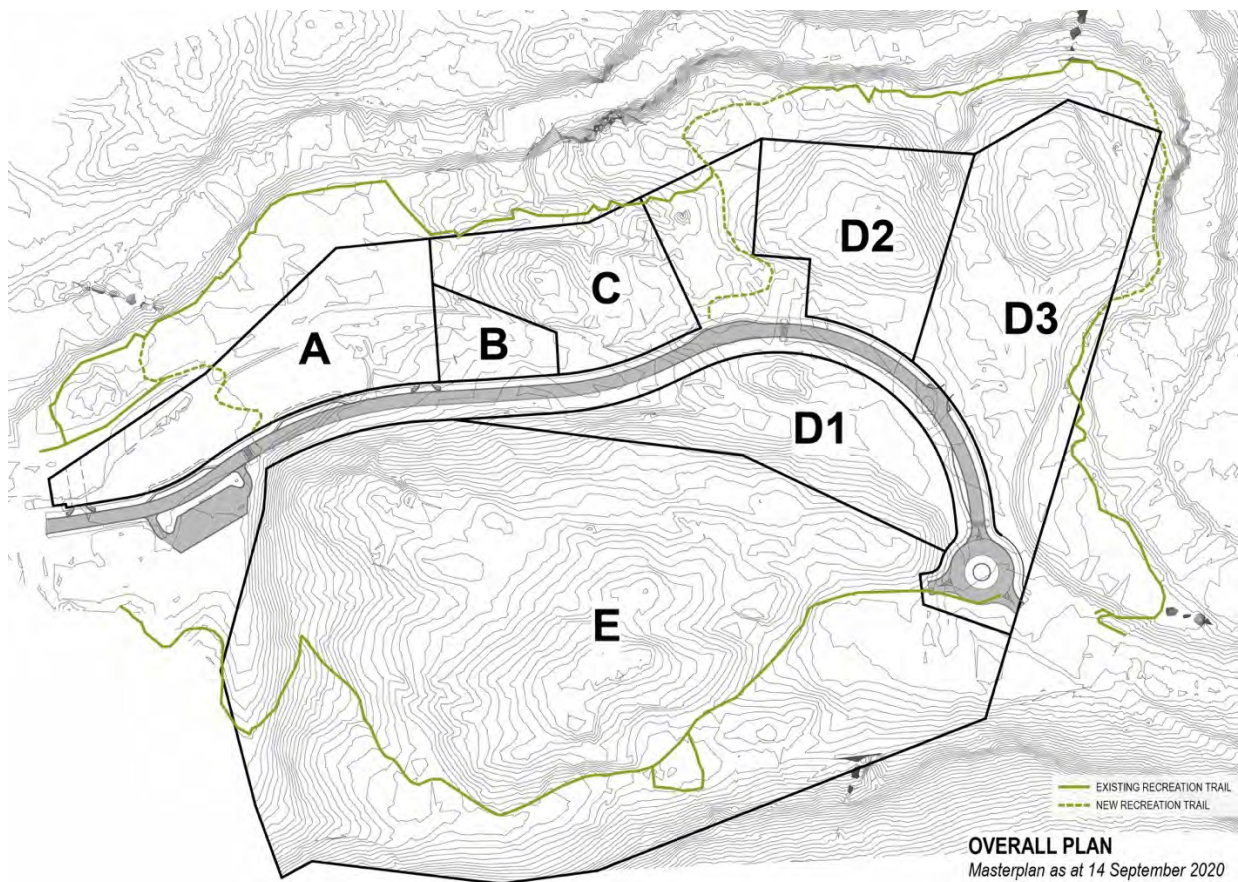
## Financing: Rental Building Scenarios

The total capital cost for the development of Parcel A is estimated at \$38M or \$406 per square foot (including a 10% contingency).

Prior to considering the detailed cashflow analysis of Parcel A, it should be noted that Parcel D3 (Identified on the proposed Subdivision, Plan 3.0) could be subdivided into 17 market lots for sale, to reduce the interim capital required to complete Parcel A. The incremental cost to extend the Mt Fee Road, connect a 300mm water line to the end of Madeley Place and service Lots B, C, D1, D2 and D3 is approximately \$5.0M. The expected gross income from the market lots, based in feedback by a number of respected Whistler realtors, is \$20.4M. After expenses WDC is budgeting net income of

\$15.0M. The timing of that income very much depends on zoning approval and preparation of a detailed “disclosure statement”, in order to be able to offer the lots for pre-sale. Sale income requires final serviced lot delivery. The timing of delivering finished lots, ready for a building permit application and house construction, very much affects the cashflow to support the development of Parcel A. Please refer to Cashflow Scenarios 2b and 3b in Appendix D to consider the benefits on accelerating the development of Parcel D3.

Through the “Community Land Bank Agreement”, “Municipal Services Agreement”, and the “Declaration of Bare Trust and Agency Agreement”, WDC has the legal authority to develop and sell a limited amount of market development to support affordable housing initiatives. And under the Crown Transfer Covenant (BA311773) registered on title of the upper lands, the RMOW and WDC, under section 3.1c have the express right to “site preparation work including, without limitation, tree removal and excavation, and installation of all servicing associated with or necessary for uses described in (a) or (b) or associated with or necessary for the development of Affordable Employee Housing as defined in the CLB (Community Land Bank Agreement). WDC intends to start site preparation in the fall of 2020 as per the approved 2020 Operating Budget, with funds supplied via OAP contributions.



Plan 3.0, Proposed subdivision of the Cheakamus Crossing Upper Lands (Remainder Parcel A)

If buildings A and B are operated entirely as affordable rental buildings the property could be eligible for up to \$16.1M in grants (\$12.1M from BC Housing, \$2M CMHC and \$2M provincial infrastructure grants). Additionally, based on the cash flows under the lowest rental revenue scenarios considered buildings A & B would be eligible for at least a \$23M commercial mortgage using a 1.1x debt service coverage ratio which has been suggested by RBC. The commercial mortgage loan likely would not be



available until construction is complete and units are rented. As a result, interim funding by way of a construction loan, borrowing from the RMOW, borrowing against other WHA assets and/or accelerated market lot sales from Parcel D3 would be needed to fund the two-year construction phase.

As described earlier under “Rental Rates” WDC has considered a number of operating scenarios for the completed Parcel A buildings. Table 3.1 summarizes the potential carrying capacity of 100 rental apartments. The “Mortgage Calculation from Proforma” line is directly from the tables in Appendix 1 and 2. An additional mortgage line has been added at the bottom of the table to account for the surplus operating income realized when the DSC ratio is not applied. This assumes a financial institution would consider the whole WHA portfolio with respect to the DSC ratio, and could consider a slightly higher mortgage on Parcel A because the WHA’s portfolio surplus could potentially cover any cashflow disruption to Parcel A. Currently the WHA portfolio demonstrates a DSC exceeding 1.4.

Scenario, Year 1 - 100 Rental Units	Table 1	Table 2	Table 3	Table 4	Table 5
<b>Revenue</b>					
Rent	1,788,480	1,760,160	1,868,460	2,026,800	2,104,800
Vacancy Loss	(17,885)	(17,602)	(18,685)	(20,268)	(21,048)
Parking, Laundry	150,072	164,100	164,100	164,100	164,100
<b>Total Revenue</b>	<b>1,920,667</b>	<b>1,906,658</b>	<b>2,013,875</b>	<b>2,170,632</b>	<b>2,247,852</b>
<b>Operating Expense</b>					
Bank Charges	3,948	2,500	2,500	2,500	2,500
Insurance	168,000	168,000	168,000	168,000	168,000
Landscaping	20,000	17,500	17,500	17,500	17,500
Professional fees	2,500	2,500	2,500	2,500	2,500
Property Mft Fee, Administration	88,742	90,000	90,000	90,000	90,000
Property taxes, Utility fees	130,008	150,000	150,000	150,000	150,000
Recycling & garbage removal	25,200	25,200	25,200	25,200	25,200
Repairs and maintenance	80,000	80,000	80,000	80,000	80,000
Snow Removal	30,000	25,000	25,000	25,000	25,000
Utilities, Internet, Tel	64,200	64,200	64,200	64,200	64,200
<b>Total Operating Expenses</b>	<b>612,598</b>	<b>624,900</b>	<b>624,900</b>	<b>624,900</b>	<b>624,900</b>
<b>Income for Mortgage Calculation</b>	<b>1,308,069</b>	<b>1,281,758</b>	<b>1,388,975</b>	<b>1,545,732</b>	<b>1,622,952</b>
<b>Mortgage Expense (based on value of Mtg below)</b>					
Debt Interest @ 2.25%, 25 yrs	511,237	500,954	542,858	604,124	634,304
Debt Principal @ 2.25%, 25 yrs	687,012	673,193	729,505	811,835	852,392
<b>Total Mortgage Expenses</b>	<b>1,198,249</b>	<b>1,174,148</b>	<b>1,272,363</b>	<b>1,415,959</b>	<b>1,486,696</b>
<b>Surplus Before CRR</b>	<b>\$ 109,820</b>	<b>\$ 107,611</b>	<b>\$ 116,612</b>	<b>\$ 129,773</b>	<b>\$ 136,256</b>
Capital Replacement Reserve	73,836	47,666	50,347	54,266	56,196
<b>Net Operating Cashflow</b>	<b>\$ 35,984</b>	<b>\$ 59,944</b>	<b>\$ 66,265</b>	<b>\$ 75,507</b>	<b>\$ 80,060</b>
Mortgage Calculation from Proforma	\$ 22,721,664	\$ 22,264,635	\$ 24,127,036	\$ 26,849,958	\$ 28,191,299
<b>Value of Mortgage, from Operations</b>	<b>\$ 22,721,664</b>	<b>\$ 22,264,635</b>	<b>\$ 24,127,036</b>	<b>\$ 26,849,958</b>	<b>\$ 28,191,299</b>
<b>If Grant Funding</b>	<b>\$ 12,100,000</b>	<b>\$ 12,100,000</b>	<b>\$ 12,100,000</b>	<b>\$ 12,100,000</b>	<b>\$ 12,100,000</b>
<b>Additional mortgage from Cashflow</b>	<b>\$ 687,557</b>	<b>\$ 1,145,382</b>	<b>\$ 1,266,161</b>	<b>\$ 1,442,746</b>	<b>\$ 1,529,734</b>
<b>Total Equity/Debt</b>	<b>\$ 35,509,221</b>	<b>\$ 35,510,018</b>	<b>\$ 37,493,197</b>	<b>\$ 40,392,704</b>	<b>\$ 41,821,033</b>
<b>Construction Cost</b>	<b>\$ (37,994,991)</b>	<b>\$ (37,994,991)</b>	<b>\$ (37,994,991)</b>	<b>\$ (37,994,991)</b>	<b>\$ (37,994,991)</b>
<b>Additional Equity/Debt required</b>	<b>\$ 2,485,770</b>	<b>\$ 2,484,973</b>	<b>\$ 501,794</b>	<b>None</b>	<b>None</b>
<b>If CMHC \$2M, Addit'n equity Req'd</b>	<b>\$ 485,770</b>	<b>\$ 484,973</b>	<b>None</b>	<b>None</b>	<b>None</b>

Table 3.1, Summary Table of operating budgets and associated mortgage capacity, 100 rental units

Please refer to Appendix A for the five detailed proforma’s, including proposed rental rate assumptions, that are summarized in the rental income line in Table 3.1 above. As described under “Rental Rates”, Table 1 (of the five scenario’s above) mirrors the WHA Grant Application cashflows. Table 2 assumes COVID-19 medium-term affordability conditions. Table 3 assumes a soft and



competitive rental market. Table 4 assumes post-COVID-19 conditions as the resort business improves and income/job security normalizes, and Table 5 assumes Parcel A is desirable and charges RGI rates similar to recent new WHA Buildings. Note, assuming at least \$12.1M of BC Housing Grants, tables 4 and 5 require no additional WHA equity to support the short-term viability of Parcel A as a rental asset.

WDC has also considered the possibility that due to recent COVID-19 demands on Provincial and Federal reserves and borrowing capacity, the amount of Grant funds provided to Affordable Housing Initiatives may be scaled back. Under this potential scenario, WDC has considered a refined cashflow model whereby Building A, the first building to be completed, would remain a WHA rental building, and Building B would be sold to the WHA Waitlist. Table 3.2 below summarizes the reduced income and potential mortgage debt available for 46 rental apartments, under the same five scenario's contemplated for the full 100 units of rental housing.

Scenario 6 contemplates no BC Housing or CMHC Grant funding. It assumes Building A is an attractive rental asset that would attract higher than average household incomes on the rental waitlist, to support a substantially larger mortgage than scenario's 1-5. It also shows that a nominal amount of additional equity would be required by the WHA or WDC to support operating cashflows, at least in the first number of years.

Scenario, Year 1 - 46 Rental Units	Table 1	Table 2	Table 3	Table 4	Table 5	Table 6
<b>Revenue</b>						
Rent	812,616	789,120	844,020	919,800	949,200	1,028,400
Vacancy Loss	(8,126)	(7,891)	(8,440)	(9,198)	(9,492)	(10,284)
Parking, Laundry	75,000	102,000	102,000	102,000	102,000	102,000
<b>Total Revenue</b>	<b>879,490</b>	<b>883,229</b>	<b>937,580</b>	<b>1,012,602</b>	<b>1,041,708</b>	<b>1,120,116</b>
<b>Operating Expense</b>						
Bank Charges	1,150	1,150	1,150	1,150	1,150	1,150
Insurance	75,000	75,000	75,000	75,000	75,000	75,000
Landscaping	7,500	7,500	7,500	7,500	7,500	7,500
Professional fees	2,250	2,250	2,250	2,250	2,250	2,250
Property Mft Fee, 5.0%	45,000	45,000	45,000	45,000	45,000	45,000
Property taxes, Utility fees	68,250	68,250	68,250	68,250	68,250	68,250
Recycling & garbage removal	11,500	11,500	11,500	11,500	11,500	11,500
Repairs and maintenance	36,400	36,400	36,400	36,400	36,400	36,400
Snow Removal	11,250	11,250	11,250	11,250	11,250	11,250
Utilities	29,250	29,250	29,250	29,250	29,250	29,250
<b>Total Operating Expenses</b>	<b>287,550</b>	<b>287,550</b>	<b>287,550</b>	<b>287,550</b>	<b>287,550</b>	<b>287,550</b>
<b>Income for Mortgage Calculation</b>	<b>591,940</b>	<b>595,679</b>	<b>650,030</b>	<b>725,052</b>	<b>754,158</b>	<b>832,566</b>
<b>Mortgage Expense</b>						
Debt Interest @ 2.25%, 25 yrs	231,350	232,811	254,054	283,375	294,750	325,395
Debt Principal @ 2.25%, 25 yrs	310,893	312,857	341,403	380,805	396,092	437,273
<b>Total Mortgage Expenses</b>	<b>542,243</b>	<b>545,668</b>	<b>595,456</b>	<b>664,180</b>	<b>690,842</b>	<b>762,667</b>
<b>Surplus Before CRR</b>	<b>\$ 49,697</b>	<b>\$ 50,011</b>	<b>\$ 54,574</b>	<b>\$ 60,872</b>	<b>\$ 63,316</b>	<b>\$ 69,899</b>
Capital Replacement Reserve	22,500	22,081	23,439	25,315	26,043	28,003
<b>Net Operating Cashflow</b>	<b>\$ 49,697</b>	<b>\$ 50,011</b>	<b>\$ 54,574</b>	<b>\$ 60,872</b>	<b>\$ 63,316</b>	<b>\$ 69,899</b>
Mortgage Calculation from Proforma	\$ 10,282,222	\$ 10,347,169	\$ 11,291,267	\$ 12,594,432	\$ 13,100,014	\$ 14,461,991
<b>Value of Mortgage, from Operations</b>	<b>\$ 10,282,222</b>	<b>\$ 10,347,169</b>	<b>\$ 11,291,267</b>	<b>\$ 12,594,432</b>	<b>\$ 13,100,014</b>	<b>\$ 14,461,991</b>
<b>If Grant Funding</b>	<b>\$ 5,450,000</b>	<b>\$ 5,450,000</b>	<b>\$ 5,450,000</b>	<b>\$ 5,450,000</b>	<b>\$ 5,450,000</b>	<b>\$ -</b>
<b>Additional mortgage from Cashflow</b>	<b>\$ 949,575</b>	<b>\$ 955,573</b>	<b>\$ 1,042,762</b>	<b>\$ 1,163,111</b>	<b>\$ 1,209,802</b>	<b>\$ 1,335,582</b>
<b>Total Equity/Debt</b>	<b>\$ 16,681,798</b>	<b>\$ 16,752,743</b>	<b>\$ 17,784,029</b>	<b>\$ 19,207,542</b>	<b>\$ 19,759,816</b>	<b>\$ 15,797,573</b>
<b>Construction Cost</b>	<b>\$ (16,927,581)</b>	<b>\$ (16,927,581)</b>	<b>\$ (16,927,581)</b>	<b>\$ (16,927,581)</b>	<b>\$ (16,927,581)</b>	<b>\$ (16,927,581)</b>
<b>Additional Equity/Debt required</b>	<b>\$ 245,783</b>	<b>\$ 174,838</b>	<b>None</b>	<b>None</b>	<b>None</b>	<b>\$ 1,130,008</b>
<b>IF CMHC \$1M, Addit'n equity Req'd</b>	<b>None</b>	<b>None</b>	<b>None</b>	<b>None</b>	<b>None</b>	<b>None</b>

Table 3.2, Summary Table of operating budgets and associated mortgage capacity, 46 rental units

Please refer to Appendix B for the five detailed proforma's, including proposed rental rate assumptions, that are summarized in the rental income line in Table 3.1 above. Similar to the

comparison of the 100 unit scenario's, the higher assumed rents in Table 4 and 5 demonstrate the ability to support larger mortgages, and require no additional equity from the WHA.

Please note there are two mortgage assumptions in each of the scenarios in Table 3.1 and 3.2 above. The "Mortgage Calculation from Proforma" comes directly from the proformas in Schedule A - which calculates the maximum mortgage available from net cashflow, including a Debt Service Coverage (DSC) ratio of 1.1. The second estimated maximum mortgage (shaded in blue) is calculated on the operating budget without a debt service coverage ratio being applied to the specific scenario. This approach is considered because more than likely any take-out loan being provided to the WHA would most likely consider the complete WHA Rental Asset Portfolio, when considering the maximum loan. Currently the WHA Portfolio demonstrates a DSC exceeding 1.4.

## **Financing: Ownership Building Scenarios**

As considered above under Rental Building Scenarios, there is the potential of reduced Provincial or Federal funding for Affordable Housing Projects. WDC has considered that one potential outcome is sufficient financial support is available to enable Building A as a WHA rental asset only. Under this scenario, Building B (54 apartment units) would be sold to the WHA Ownership waitlist.

To compare the depth of the ownership waitlist, and the possible demand for the size of units proposed for Parcel A, WDC has reviewed the available information and concluded the demand for ownership units is strong. This is also supported by the fact that no (0) ownership units have been built and offered for sale since Cheakamus Crossing and Rainbow were developed a decade ago.

Table 3.2 below considers the 824 qualified families currently on the WHA Ownership Waitlist. WDC has considered a similar COVID-19 filter to the ownership waitlist as the rental waitlist, described earlier. If COVID-19 travel and tourism decisions continue to impact the Whistler Resort through to the end of 2022 it is not unreasonable to assume some Whistler households will be financially impacted by the lack of Resort business. However, when looking at the list of over 1,200 qualified employees (and their 400 dependents) it is hard to imagine, based on the approved mortgage levels, that there wouldn't be enough interest in either 46 or 100 units of ownership housing. Particularly when considering long-term interest rates are at historically low levels, which may in some way offset a reduction in household incomes. Even with the suggested industry impacts on applicants average approved purchase price, the last column in Table 3.2 shows a vast majority of the waitlist can afford \$300,000 one bedroom apartments, \$400,000 two bedroom apartments, and \$475,000 three bedroom apartments.

RENTAL WAITLIST APPLICATIONS BY INDUSTRY	Application #	Industry %	Own Housing	Total Employees	Total Children	Avg Purchase \$Max	COVID-19	
							Industry Income Impact	
Hotel, F&B, Cleaning, Concierge, PM, Food	199	24%	53	313	108	\$ 445,057	30%	\$ 311,540
Employment Unknown, Self-Employed	120	15%	30	153	39	\$ 441,510	20%	\$ 353,208
W/B	115	14%	46	171	61	\$ 488,899	25%	\$ 366,674
Construction, Support, Real Estate	72	9%	22	109	23	\$ 513,883	0%	\$ 513,883
RMOW, TW, Government	72	9%	37	115	35	\$ 493,052	5%	\$ 468,399
Tourism, Activities, Services, Retail, Transportation	62	8%	23	91	39	\$ 488,235	15%	\$ 415,000
Consulting, Business Services, Creative, Bank/Finance	55	7%	18	80	29	\$ 505,704	5%	\$ 480,419
Sport, Biking, Skiing, Fitness, WSLS, WSI etc	33	4%	9	40	6	\$ 430,120	10%	\$ 387,108
Education, Daycare	31	4%	11	44	27	\$ 546,464	5%	\$ 519,141
Medical, VCH, Professionals	28	3%	12	41	13	\$ 488,901	5%	\$ 464,456
Health, Wellness, Social Services	25	3%	14	40	18	\$ 442,432	10%	\$ 398,188
Local business, non-resort	12	1%	2	18	2	\$ 491,379	10%	\$ 442,241
	824		277	1,215	400	\$ 473,439	10%	\$ 426,095
				34%				

Table 3.2, Summary of WHA Ownership Waitlist, arranged by Employment Category

Table 3.3 below summarizes the potential income from selling either 46 or all 100 Parcel A apartment units to the Ownership waitlist. The income assumed is used for the various cashflow scenario's to follow.

UNIT TYPE	1 Brm	2 Brm	2 Brm Cnr	3 Brm
SqFt/Unit	582	832	855	1,055
Sell 100 units	24	48	20	8
Price/Unit \$	\$ 300,000	\$ 400,000	\$ 425,000	\$ 475,000
\$ 38,700,000	\$ 7,200,000	\$ 19,200,000	\$ 8,500,000	\$ 3,800,000
Sell 54 units	8	32	10	4
\$ 21,350,000	\$ 2,400,000	\$ 12,800,000	\$ 4,250,000	\$ 1,900,000

Table 3.3, Suggested prices and potential income from selling Parcel A apartments

The potential sale of both Building A and B would generate \$38.7M, enough to repay 100% of the construction debt required to develop the project. The tables in Appendix C approximate the likely timing of that cashflow, based on the critical path of building construction and likely date of completion. Due to the complexity and timing of staging the parkade structure it is assumed Building B will likely trail Building A by at least three months, completing in the fall of 2022.



### 3. Parcel A Affordable Housing Capital Scenarios

WDC has completed a variety of capital funding scenarios to demonstrate that Parcel A can be completed with net positive cash and operated at affordable rental rates while sufficiently covering operating costs and debt servicing costs. In all of the financial scenarios any funding required from the RMOW to complete Parcel A is expected to be recovered within two years from the commencement of construction of Parcel A. Below we present six possible financial scenarios that illustrate the range of opportunities associated with the development of Parcel A. Refer to the Appendix C for details in a table format and WDC Parcel A Analysis Workbook for additional details.

FIRST TWO YEARS CASH FLOW SUMMARY, 100 Units Rental		100% Rental	100% Rental	Rental & Sale	Rental & Sale	100% Sale	100% Sale
Scenario		1a	1b	2a	2b	3a	3b
<b>Outflows</b>							
	Parcel A Advance Site & Road Work	750,000	750,000	750,000	750,000	750,000	750,000
	Parcel A Building A, incl Constrn Int Expense	16,677,581	16,677,581	16,677,581	16,677,581	16,677,581	16,677,581
	Parcel A Building B, incl Constrn Int Expense	20,817,411	20,817,411	20,817,411	20,817,411	20,817,411	20,817,411
	Parcel A, Credit for work prior to March Start	(1,250,000)	(1,250,000)	(1,250,000)	(1,250,000)	(1,250,000)	(1,250,000)
	Civil, Offsite, re: Parcel A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
	<b>Parcel A Subtotal</b>	<b>37,994,991</b>	<b>37,994,991</b>	<b>37,994,991</b>	<b>37,994,991</b>	<b>37,994,991</b>	<b>37,994,991</b>
	Civil, Offsite, re: Mt Fee Road, Parcel D3 (Lots	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000
	Non-Parcel A Capital Interest Expense	70,000	70,000	70,000	70,000	70,000	70,000
<b>Total Outflows</b>		<b>41,814,991</b>	<b>41,814,991</b>	<b>41,814,991</b>	<b>41,814,991</b>	<b>41,814,991</b>	<b>41,814,991</b>
<b>Inflows</b>							
Grant	BC Housing Grant	12,100,000	12,100,000	5,450,000			
Grant	CMHC Grant	2,000,000	2,000,000	1,000,000			
Grant	Infrastructure Grant	2,000,000					
Takeout Loan	Rental Bldgs A & B (First Yr Cashflow Analysis	23,000,000	23,000,000				
Takeout Loan	Rental Building A			10,500,000	14,000,000		
Waitlist Sales	Building B			21,350,000	21,350,000		
Waitlist Sales	Building A & B					38,700,000	38,700,000
	<b>Parcel A Subtotal</b>	<b>39,100,000</b>	<b>37,100,000</b>	<b>38,300,000</b>	<b>35,350,000</b>	<b>38,700,000</b>	<b>38,700,000</b>
Market Sales	Parcel D3, 17 Lots	20,400,000	20,400,000	20,400,000	20,400,000	20,400,000	20,400,000
<b>Total Inflows</b>		<b>59,500,000</b>	<b>57,500,000</b>	<b>58,700,000</b>	<b>55,750,000</b>	<b>59,100,000</b>	<b>59,100,000</b>
<b>Net Inflow</b>		<b>17,685,009</b>	<b>15,685,009</b>	<b>16,885,009</b>	<b>13,935,009</b>	<b>17,285,009</b>	<b>17,285,009</b>
<b>Interim Financing Amount</b>		<b>14,455,442</b>	<b>16,455,442</b>	<b>23,105,442</b>	<b>20,555,442</b>	<b>28,555,442</b>	<b>20,555,442</b>
	New Units Employee Rental	100	100	46	46		
	New Units Employee Ownership			54	54	100	100
	New Market Home & Duplexes in Cheakamus	17-24	17-24	17-24	17-24	17-24	17-24

Table 4.0, Comparison table of Capital Scenario's described below

**Capital Scenario 1a** includes the following assumptions:

- Building A & B fully rented (100 units) to WHA rental waitlist using lowest rental rate assumptions
- \$16.1M in grants are received (BC Housing @ \$12.1M, CMHC @ \$2M, Infrastructure @ \$2M)
- \$23.0M in commercial mortgage debt (Cashflow scenarios 1 – 5 range between \$22.25 - \$28.0M)
- Parcel D3 lots sold for gross proceeds of \$20.4M in 24 months

**Scenario 1a concludes** \$17.68M in net cash inflow after construction, sales and financings are complete and will require approximately \$14.5M in interim financing to complete construction (Refer to Appendix C). Appendix A illustrates that the lowest rental income assumptions can service the debt costs associated with the commercial mortgage on Buildings A & B.

**Scenario 1b** includes all of the same assumptions as scenario 1a except assumes that the \$2.0M infrastructure grant is not received. Scenario 1b conclusions illustrate \$15.68M in net cash inflow after construction, sales and financings are complete and will require approximately \$16.5M in interim financing to complete construction (Refer to Appendix C). Appendix A illustrates that the lowest



rental income assumptions can service the debt costs associated with the commercial mortgage on Buildings A & B.

**Capital Scenario 2a** includes the following assumptions:

- Building A is rented and Building B is sold to WHA ownership waitlist
- \$6.4M in grants are received (BC Housing @ \$5.4M, CMHC @ \$1M)
- \$10.5M in commercial mortgage debt (Cashflow scenarios 1 – 6 range between \$10.5 - \$15.0M)
- Parcel D3 lots sold for gross proceeds of \$20.4M in 24 months

**Scenario 2a concludes** \$16.88M in net cash inflow after construction, sales and financings are complete and will require approximately \$23.1M in interim financing to complete construction (Refer to Appendix C). Appendix B illustrates that the lowest rental income assumptions can service the debt costs associated with the commercial mortgage on Buildings A.

**Capital Scenario 2b** includes the following assumptions:

- Building A is rented and Building B is sold to WHA ownership waitlist
- \$0.0M grants from either BC Housing or CMHC
- \$14.0M in commercial mortgage debt (Cashflow scenarios 3 – 6 range between \$13.0 - \$15.0M)
- RGI rental rates are higher than 2a, allowing the increased Building A take-out loan
- Parcel D3 lots sold for gross proceeds of \$20.4M in 18 months

**Scenario 2b concludes** \$13.93M in net cash inflow after construction, sales and financings are complete and will require approximately \$20.5M in interim financing to complete construction (Refer to Appendix C). To achieve lot sales in 18 months, this scenario contemplates an accelerated completion of Mt Fee Road and associated civil services to enable sale of market lots in Q4 2021, as opposed to Q2 2022. Appendix B illustrates that rental rates intended to attract the higher income waitlist applicants can service the debt costs associated with the commercial mortgage on Buildings A. The reason scenario 2b requires additional equity, or debt on other WHA assets is that the proposed rental rates are insufficient to carry the project alone, even with increased rental rates compared to scenario 1.

**Capital Scenario 3a** includes the following assumptions:

- Building A & B are sold to WHA ownership waitlist
- No grants are received & no commercial mortgages after construction
- Parcel D3 lots sold for gross proceeds of \$20.4M in 24 months

**Scenario 3a concludes** \$17.28M in net cash inflow after construction & Sales are complete and will require approximately \$28.5M in interim financing to complete construction (Refer to Appendix C).

**Capital Scenario 3b** includes the following assumptions:

- Building A & B are sold to WHA ownership waitlist
- No grants are received & no commercial mortgages after construction
- Parcel D3 lots sold for gross proceeds of \$20.4M in 18 months

**Scenario 3b concludes** \$17.28 M in net cash inflow after construction & Sales are complete and will require approximately \$20.5M in interim financing to complete construction (Refer to Appendix A). To achieve lot sales in 18 months, this scenario contemplates an accelerated completion of Mt Fee Road and associated civil services to enable sale completion of market lots in Q4 2021, as opposed to Q2 2022. The positive cashflow substantially reduces the need for construction financing through the winter or 2021/2022.

Refer to appendix A for a summary of the cash flows for each of the 100 unit capital scenarios above over the two-year period from construction start date to construction completion and rental/sale

transactions. In each case some interim financing will be required to fund the upfront construction costs. This interim financing is expected to be recovered once the project is complete in two years through sales and/or a commercial mortgage refinancing transaction. As noted above this interim financing can be accessed through multiple sources, including a construction loan, loan from the RMOW, loan from other WHA assets or potentially accelerated sales market lots from Parcel D3.

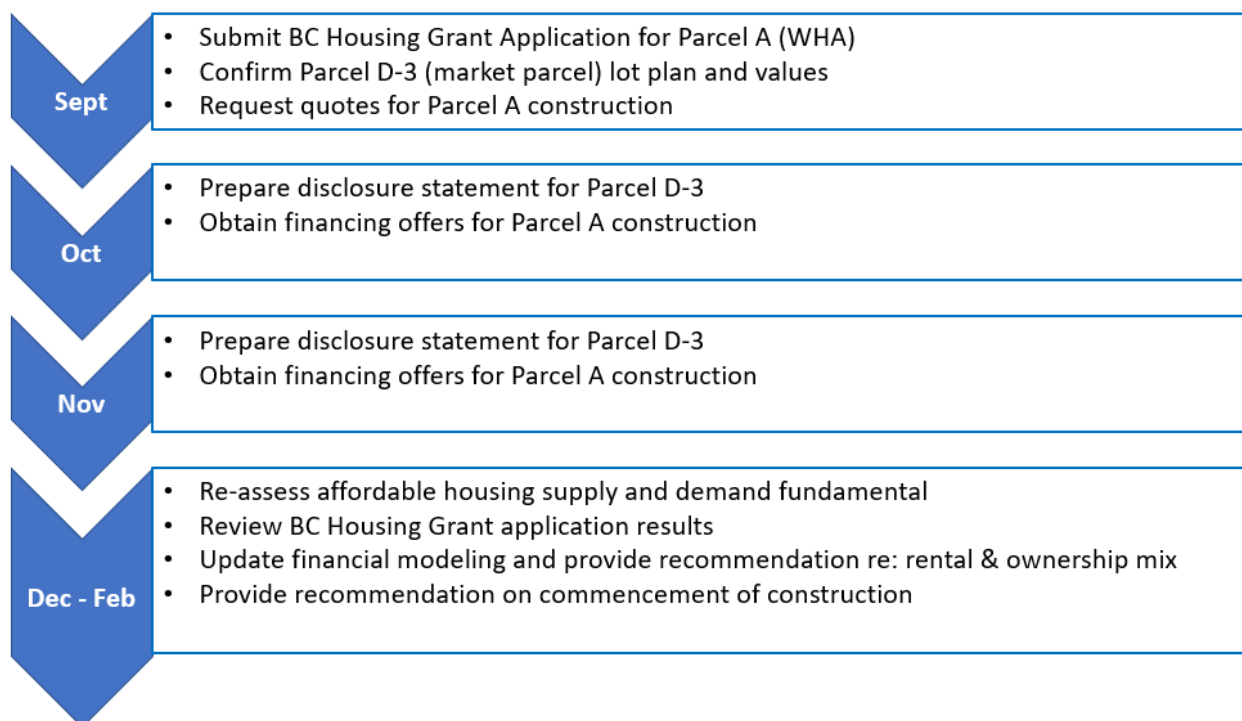
Refer to appendix B for a summary of the cash flows for each of the 46 unit capital scenarios above.

## 4 Next Steps & Decision Timeline

It is suggested that the decision on Parcel A and the optimal financing and rent vs. sell scenario is made in late February 2021 once there is a clear indication from BC Housing and CMHC as the extent of grant funding available. Secondly, 1330 Cloudburst will have been rented, and there will be new information regarding the strength and affordability of the rental waitlist, and how COVID-19 is impacting employment and income levels at that time. Thirdly, WDC can refine financing options and confirm possibly interest rate impacts on the proforma scenarios presented in Appendix A and B. Finally, there may be more information as to the timing of the Infrastructure Grant Application.

There is no reason to delay the progress on the market lots, as evidenced by the positive impact on cashflow lot sales will have prior to the completion of Parcel A.

In terms of next steps and timeline the following key milestones are suggested:



## 5 Appendices

### Appendix A: Scenario Cash Flow Summary, Operating, 100 units

The following proforma cashflows include three standard assumption.

1. A building cost of \$37,004,904, including contingency, DCC's and construction interest expense
2. A 1% vacancy rate, due to the very large waitlist of potential tenants, and historically low turnover
3. Mortgage term of 25 years (300 months) with an interest rate of 2.25%
4. A preferential Debt Service Coverage of 1.1

#### Rental Scenario # 1: Table 1, as per the BC Housing Grant Application

Includes the following rental assumptions:

- 1) Deep Subsidy Rates ("DS") are province wide rental rates required for the BC Housing Grant (BCH). Rental rates for 20% of the building's units must be set at the DS rate. The provincial DS rate is approximately 10% of estimated pre-tax incomes for households on the WHA waitlist. See Appendix D for the BC Housing prescribed rates. Note there is no indicative rates for Whistler specifically.
- 2) Rent Geared to Income ("RGI") assumes annual rent is equal to approximately 30% of estimated annual income of average WHA waitlist members before tax. In scenario 1 we have assumed 50% of the units are rented at the RGI rate. Table 1 uses the suggested Lower Mainland rates provided by BCH.
- 3) Premium Rent Geared to Income ("PR") assume annual rent is equal to approximately 30% of estimated annual income of above average WHA waitlist members before tax. PR rates are aligned with WHAs highest rental rates. In scenario 1 we have assumed 30% of the units are rented at the PR rate. Under the BCH RFP, this 30% are assumed to be "Market Rents" to offset the DS rates. It is assumed the WHA would not rent to non-qualified employees, even if they could pay a higher rent. Hence the "Premium" category of qualified waitlist employees.

TABLE 1 BC Housing Grant Application. 20% deep subsidy (DS), 50% rent geared to income (RGI), 30% RGI Premium												
Unit Type	Sq.ft/ Unit	Total Units	Park'g Space	Sq.Ft Rented	\$/SqFt Rents	Proposed Rents/Unit	Gross \$ Monthly Rent	Gross Annual \$ Income	Construction \$ Cost/Category	Net Income \$ -Expenses	PV 25 YR MTG rate? DSC?	EQUITY REQ'D \$ (Cost - Mtg)
<b>Assumptions &amp; Variables:</b>										68%	2.25% 1.1	
1 Bed Int DS	582	5		2,910	\$0.64	\$ 375	1,875	22,500	1,281,852	15,182	263,721	\$ 1,018,130
1 Bed Int RGI	582	12		6,984	\$2.23	\$ 1,295	15,540	186,480	3,076,444	125,830	2,185,722	\$ 890,722
1 Bed Int Pr	582	7		4,074	\$3.07	\$ 1,788	12,516	150,192	1,794,592	101,344	1,760,392	\$ 34,200
2 Bed Int DS	832	13		10,816	\$0.69	\$ 570	7,410	88,920	4,764,436	60,000	1,042,227	\$ 3,722,209
2 Bed Int RGI	832	34		28,288	\$1.75	\$ 1,453	49,402	592,824	12,460,832	400,018	6,948,458	\$ 5,512,373
2 Bed Int Pr	832	1		832	\$2.81	\$ 2,341	2,341	28,092	366,495	18,956	329,265	\$ 37,230
2 Bed Cnr Pr	855	20		17,100	\$2.74	\$ 2,340	46,800	561,600	7,532,530	378,949	6,582,483	\$ 950,047
3 Bed Cnr DS	1,055	2		2,110	\$0.63	\$ 660	1,320	15,840	929,453	10,688	185,660	\$ 743,793
3 Bed Cnr RGI	1,055	4		4,220	\$1.50	\$ 1,584	6,336	76,032	1,858,905	51,304	891,167	\$ 967,738
3 Bed Cnr Pr	1,055	2		2,110	\$2.61	\$ 2,750	5,500	66,000	929,453	44,535	773,582	\$ 155,870
U'Ground Parkade Laundry, Misc Income			129			\$ 64	8,256	99,072	3,000,000	66,850	1,161,218	\$ 1,838,782
							4,250	51,000		34,413	597,768	\$ (597,768)
<b>TOTALS</b>		100	129	79,444	\$1.88	Rent Only	\$ 149,040	\$ 1,938,552	\$ 37,994,991	\$ 1,308,069	\$ 22,721,664	\$ 15,273,327
						Total Mthly Income	\$ 161,546	\$ (17,885)	1% Vacancy Loss		Total Cost	\$ 37,994,991
						Gross Annual Rental	\$ 1,920,667				Less Mortgage	\$ (22,721,664)
						Less Expenses	\$ 612,598				Less Grants	\$ (12,100,000)
GFA		93,496				Net Annual Rental	\$ 1,308,069	\$ -			Equity Required	\$ 3,173,327
\$/SqFt Const'n		\$ 406.38				ROI (Unlevered)	3.44%				Equity % Req'd	8.35%
Total Project Cost\$		\$ 37,994,991										



## Rental Scenario # 2: Similar to Table 1, except assuming DS and RGI relative the WHA waitlist profile

Includes the following rental assumptions:

1. DS rental rate increased from rental scenario # 1 to approximated 15% of income and 20% of units by type are set at this DS rate. The assumption being BCH would accept this DS rental rate based on the lowest income households who qualify for WHA housing
2. RGI rates at 30% percent of income and 50% of units by type are set at this rate. Again, this is assuming BCH would accept the proposed (historically) low rates, based on the WHA waitlist
3. PR rental rates set at the lowest market rates in the since the Olympics.  
(Except for the two 3-bedroom units)

<b>TABLE 2 BC Housing Format. 20% DS, 50% Whistler RGI, 30% RGI Premium DOWNTURN - MIN RATES post-2010</b>												
Unit Type	Sq.ft/ Unit	Total Units	Park'g Space	Sq.Ft Rented	\$/SqFt Rents	Proposed Rents/Unit	Gross \$ Monthly Rent	Gross Annual \$ Income	Construction \$ Cost/Category	Net Income \$ -Expenses	PV 25 YR MTG rate? DSC?	EQUITY REQ'D \$ (Cost - Mtg)
<i>Assumptions &amp; Variables:</i>										6.7%	2.25%	
											1.1	
1 Bed Int DS	582	5		2,910	\$1.24	\$ 720	3,600	43,200	1,281,852	28,776	499,845	\$ 782,006
1 Bed Int RGI	582	12		6,984	\$1.98	\$ 1,150	13,800	165,600	3,076,444	110,307	1,916,074	\$ 1,160,371
1 Bed Int Pr	582	7		4,074	\$2.15	\$ 1,250	8,750	105,000	1,794,592	69,941	1,214,902	\$ 579,691
2 Bed Int DS	832	13		10,816	\$1.15	\$ 960	12,480	149,760	4,764,436	99,756	1,732,797	\$ 3,031,639
2 Bed Int RGI	832	34		28,288	\$1.92	\$ 1,600	54,400	652,800	12,460,832	434,833	7,553,217	\$ 4,907,614
2 Bed Int Pr	832	1		832	\$2.10	\$ 1,750	1,750	21,000	366,495	13,988	242,980	\$ 123,515
2 Bed Cnr Pr	855	20		17,100	\$2.16	\$ 1,850	37,000	444,000	7,532,530	295,750	5,137,299	\$ 2,395,232
3 Bed Cnr DS	1,055	2		2,110	\$1.14	\$ 1,200	2,400	28,800	929,453	19,184	333,230	\$ 596,222
3 Bed Cnr RGI	1,055	4		4,220	\$1.90	\$ 2,000	8,000	96,000	1,858,905	63,946	1,110,767	\$ 748,138
3 Bed Cnr Pr	1,055	2		2,110	\$2.13	\$ 2,250	4,500	54,000	929,453	35,970	624,807	\$ 304,646
U'Ground Parkade Laundry, Misc Income			129			\$ 75	9,675	116,100	3,000,000	77,335	1,343,334	\$ 1,656,666
							4,000	48,000		31,973	555,384	\$ (555,384)
<b>TOTALS</b>	<b>100</b>	<b>129</b>	<b>79,444</b>	<b>\$1.85</b>	<b>Rent Only</b>	<b>\$ 146,680</b>	<b>\$ 1,924,260</b>	<b>\$ 37,994,991</b>	<b>\$1,281,758</b>	<b>\$ 22,264,635</b>	<b>\$ 15,730,356</b>	
						<b>Total Mthly Income</b>	<b>\$ 160,355</b>	<b>\$ (17,602)</b>	<b>1% Vacancy Loss</b>	<b>Total Cost</b>	<b>\$ 37,994,991</b>	
						<b>Gross Annual Rental</b>	<b>\$ 1,906,658</b>			<b>Less Mortgage</b>	<b>\$ (22,264,635)</b>	
						<b>Less Expenses</b>	<b>\$ 624,900</b>			<b>Less Grants</b>	<b>\$ (12,100,000)</b>	
GFA		93,496				<b>Net Annual Rental</b>	<b>\$ 1,281,758</b>	<b>\$ -</b>		<b>Equity Required</b>	<b>\$ 3,630,356</b>	
\$/SqFt Const'n	\$ 406.38					<b>ROI (Unlevered)</b>	<b>3.37%</b>			<b>Equity % Req'd</b>	<b>9.55%</b>	
Total Project Cost\$	\$37,994,991											

## Rental Scenario # 3, Includes BCH DS rates, and using historically moderate WHA RGI rates

Includes the following rental assumptions:

1. DS rental rate set at provincial rate to be eligible for the BC Housing Grant approximated 10% of Whistler income and 20% of units by type are set at this DS rate.
2. RGI rates at approximately 30% percent of income and 50% of units by type are set at this rate, based on the existing WHA rental waitlist
3. PR rental rates set at 30% percent of above average WHA applicant incomes. In scenario # 3, 30% of the units by type are set at this rate. Assumed Parcel A Premium units are attractive to the waitlist.

<b>TABLE 3 BC Housing Format. 20% deep subsidy (DS), 50% Whistler RGI, 30% RGI Premium</b>												
Unit Type	Sq.ft./Unit	Total Units	Park'g Space	Sq.Ft Rented	\$/SqFt Rents	Proposed Rents/Unit	Gross \$ Monthly Rent	Gross Annual \$ Income	Construction \$ Cost/Category	Net Income \$ -Expenses	PV 25 YR MTG rate? DSC?	EQUITY REQ'D \$ (Cost - Mtg)
<i>Assumptions &amp; Variables:</i>										69%	2.25%	
1 Bed Int DS	582	5		2,910	\$0.64	\$ 375	1,875	22,500	1,281,852	15,376	1.1	\$ 1,014,771
1 Bed Int RGI	582	12		6,984	\$2.32	\$ 1,350	16,200	194,400	3,076,444	132,846	2,307,580	\$ 768,864
1 Bed Int Pr	582	7		4,074	\$2.66	\$ 1,550	10,850	130,200	1,794,592	88,974	1,545,509	\$ 249,083
2 Bed Int DS	832	13		10,816	\$0.69	\$ 570	7,410	88,920	4,764,436	60,765	1,055,504	\$ 3,708,931
2 Bed Int RGI	832	34		28,288	\$2.10	\$ 1,750	59,500	714,000	12,460,832	487,921	8,475,373	\$ 3,985,459
2 Bed Int Pr	832	1		832	\$2.34	\$ 1,950	1,950	23,400	366,495	15,991	277,764	\$ 88,731
2 Bed Cnr Pr	855	20		17,100	\$2.51	\$ 2,150	43,000	516,000	7,532,530	352,615	6,125,059	\$ 1,407,471
3 Bed Cnr DS	1,055	2		2,110	\$0.63	\$ 660	1,320	15,840	929,453	10,824	188,025	\$ 741,428
3 Bed Cnr RGI	1,055	4		4,220	\$2.04	\$ 2,150	8,600	103,200	1,858,905	70,523	1,225,012	\$ 633,893
3 Bed Cnr Pr	1,055	2		2,110	\$2.37	\$ 2,500	5,000	60,000	929,453	41,002	712,216	\$ 217,236
U'Ground Parkade Laundry, Misc Income			129			\$ 75	9,675	116,100	3,000,000	79,338	1,378,138	\$ 1,621,862
							4,000	48,000		32,801	569,773	\$ (569,773)
TOTALS	100	129	79,444	\$1.96	Rent Only	\$ 155,705	\$ 2,032,560	\$ 37,994,991	\$ 1,388,975	\$ 24,127,036	\$ 13,867,955	
						Total Mthly Income	\$ 169,380	\$ (18,685)	1% Vacancy Loss	Total Cost	\$ 37,994,991	
						Gross Annual Rental	\$ 2,013,875			Less Mortgage	\$ (24,127,036)	
						Less Expenses	\$ 624,900			Less Grants	\$ (12,100,000)	
GFA		93,496				Net Annual Rental	\$ 1,388,975	\$ -		Equity Required	\$ 1,767,955	
\$/SqFt Const'n	\$ 406.38					ROI (Unlevered)	3.66%			Equity % Req'd	4.65%	
Total Project Cost\$	\$ 37,994,991											

#### Rental Scenario # 4, Includes Whistler DS rates, and normalized RGI waitlist

Includes the following rental assumptions:

1. DS rental rate increased from rental scenario # 1 to approximated 15% of income and 20% of units by type are set at this DS rate. The assumption being BCH would accept this DS rental rate based on the lowest income households who qualify for WHA housing
2. RGI rates at 30% percent of income and 50% of units by type are set at this rate. Again, this is assuming BCH would accept the proposed (historically) low rates
3. PR rental rates set at 30% percent of above average WHA applicant incomes. In scenario # 3, 30% of the units by type are set at this rate. Assumed Parcel A Premium units are attractive to the waitlist.

<b>TABLE 4 BC Housing Format. 20% Whistler DS (less than lowest rates), 50% Whistler RGI, 30% RGI Premium</b>												
Unit Type	Sq.ft./Unit	Total Units	Park'g Space	Sq.Ft Rented	\$/SqFt Rents	Proposed Rents/Unit	Gross \$ Monthly Rent	Gross Annual \$ Income	Construction \$ Cost/Category	Net Income \$ -Expenses	PV 25 YR MTG rate? DSC?	EQUITY REQ'D \$ (Cost - Mtg)
<i>Assumptions &amp; Variables:</i>										71%	2.25%	
1 Bed Int DS	582	5		2,910	\$1.55	\$ 900	4,500	54,000	1,281,852	38,098	1.1	\$ 620,070
1 Bed Int RGI	582	12		6,984	\$2.32	\$ 1,350	16,200	194,400	3,076,444	137,154	2,382,414	\$ 694,030
1 Bed Int Pr	582	7		4,074	\$2.84	\$ 1,650	11,550	138,600	1,794,592	97,786	1,698,573	\$ 96,019
2 Bed Int DS	832	13		10,816	\$1.44	\$ 1,200	15,600	187,200	4,764,436	132,074	2,294,177	\$ 2,470,259
2 Bed Int RGI	832	34		28,288	\$2.10	\$ 1,750	59,500	714,000	12,460,832	503,744	8,750,226	\$ 3,710,606
2 Bed Int Pr	832	1		832	\$2.34	\$ 1,950	1,950	23,400	366,495	16,509	286,772	\$ 79,723
2 Bed Cnr Pr	855	20		17,100	\$2.51	\$ 2,150	43,000	516,000	7,532,530	364,050	6,323,693	\$ 1,208,838
3 Bed Cnr DS	1,055	2		2,110	\$1.42	\$ 1,500	3,000	36,000	929,453	25,399	441,188	\$ 488,265
3 Bed Cnr RGI	1,055	4		4,220	\$2.04	\$ 2,150	8,600	103,200	1,858,905	72,810	1,264,739	\$ 594,167
3 Bed Cnr Pr	1,055	2		2,110	\$2.37	\$ 2,500	5,000	60,000	929,453	42,331	735,313	\$ 194,139
U'Ground Parkade Laundry, Misc Income			129			\$ 75	9,675	116,100	3,000,000	81,911	1,422,831	\$ 1,577,169
							4,000	48,000		33,865	588,250	\$ (588,250)
TOTALS	100	129	79,444	\$2.13	Rent Only	\$ 168,900	\$ 2,190,900	\$ 37,994,991	\$ 1,545,732	\$ 26,849,958	\$ 11,145,033	
						Total Mthly Income	\$ 182,575	\$ (20,268)	1% Vacancy Loss	Total Cost	\$ 37,994,991	
						Gross Annual Rental	\$ 2,170,632			Less Mortgage	\$ (26,849,958)	
						Less Expenses	\$ 624,900			Less Grants	\$ (12,100,000)	
GFA		93,496				Net Annual Rental	\$ 1,545,732	\$ -		Equity Required	\$ (954,967)	
\$/SqFt Const'n	\$ 406.38					ROI (Unlevered)	4.07%			Equity % Req'd	-2.51%	
Total Project Cost\$	\$ 37,994,991											

### Rental Scenario # 5, Assumes Post-COVID-19 Resort business

Includes the following rental assumptions: All apartments would be rented at RGI rates of 30% of qualified WHA waitlist incomes, with a price set to attract above average household incomes, consistent with the quality of the buildings, apartments, amenities and location. Best case scenario.

<b>TABLE 5 Whistler 100% RGI, modified BC Housing agreement</b>												
Unit Type	Sq.ft/ Unit	Total Units	Park'g Space	Sq.Ft Rented	\$/SqFt Rents	Proposed Rents/Unit	Gross \$ Monthly Rent	Gross Annual \$ Income	Construction \$ Cost/Category	Net Income \$ -Expenses	PV 25 YR MTG rate? DSC?	EQUITY REQ'D \$ (Cost - Mtg)
<i>Assumptions &amp; Variables:</i>										72%	2.25%	
1 Bed Int RGI	582	24		13,968	\$2.32	\$ 1,350	32,400	388,800	6,152,888	278,110	4,830,877	\$ 1,322,011
2 Bed Int RGI	832	48		39,936	\$2.10	\$ 1,750	84,000	1,008,000	17,591,762	721,026	12,524,496	\$ 5,067,266
2 Bed Cnr RGI	855	20		17,100	\$2.28	\$ 1,950	39,000	468,000	7,532,530	334,762	5,814,945	\$ 1,717,586
3 Bed Cnr RGI	1,055	8		8,440	\$2.37	\$ 2,500	20,000	240,000	3,717,810	171,673	2,982,023	\$ 735,787
U'Ground Parkade			129			\$ 75	9,675	116,100	3,000,000	83,047	1,442,554	\$ 1,557,446
Laundry, Misc Income							4,000	48,000		34,335	596,405	\$ (596,405)
TOTALS		100	129	79,444	\$2.21	Rent Only	\$ 175,400	\$ 2,268,900	\$ 37,994,991	\$ 1,622,952	\$ 28,191,299	\$ 9,803,692
						Total Mthly Income	\$ 189,075	\$ (21,048)	1% Vacancy Loss		Total Cost	\$ 37,994,991
						Gross Annual Rental	\$ 2,247,852				Less Mortgage	\$ (28,191,299)
						Less Expenses	\$ 624,900				Less Grants	\$ (12,100,000)
GFA		93,496				Net Annual Rental	\$ 1,622,952	\$ -			Equity Required	\$ (2,296,308)
\$/SqFt Const'n		\$ 406.38				ROI (Unlevered)	4.27%				Equity % Req'd	-6.04%
Total Project Cost		\$ 37,994,991										



## Appendix B: Scenario Cash Flow Summary, Operating, Building A only, 46 units

The following proforma cashflows include three standard assumption.

1. A building cost of \$37,004,904, including contingency, DCC's and construction interest expense
2. A 1% vacancy rate, due to the very large waitlist of potential tenants, and historically low turnover
3. Mortgage term of 25 years (300 months) with an interest rate of 2.25%
4. A preferential Debt Service Coverage of 1.1

### Rental Scenario # 1 : Table 1, as per the BC Housing Grant Application

Includes the following rental assumptions:

1. Deep Subsidy Rates ("DS") are province wide rental rates required for the BC Housing Grant (BCH). Rental rates for 20% of the building's units must be set at the DS rate. The provincial DS rate is approximately 10% of estimated pre-tax incomes for households on the WHA waitlist.
2. Rent Geared to Income ("RGI") assumes annual rent is equal to approximately 30% of estimated annual income of average WHA waitlist members before tax. In scenario 1 we have assumed 50% of the units are rented at the RGI rate. Table 1 uses the suggested Lower Mainland rates provided by BCH.
3. Premium Rent Geared to Income ("PR") assume annual rent is equal to approximately 30% of estimated annual income of above average WHA waitlist members before tax. PR rates are aligned with WHAs highest rental rates. In scenario 1 we have assumed 30% of the units are rented at the PR rate. Under the BCH RFP, this 30% are assumed to be "Market Rents" to offset the DS rates. It is assumed the WHA would not rent to non-qualified employees, even if they could pay a higher rent. Hence the "Premium" category of qualified waitlist employees.

<b>TABLE 1 BC Housing Grant Application. 20% deep subsidy (DS), 50% rent geared to income (RGI), 30% RGI Premium</b>												
Unit Type	Sq.ft/ Unit	Total Units	Park'g Spaces	Sq.Ft Rented	\$/SqFt Rents	Proposed Rents/Unit	Gross \$ Monthly Rent	Gross Annual \$ Income	Construction \$ Cost/Category	Net Income \$ -Expenses	PV 25 YR MTG rate? DSC?	EQUITY REQ'D \$ (Cost - Mtg)
<b>Assumptions &amp; Variables:</b>										67%	2.25%	1.1
1 Bed Int DS	582	3		1,746	\$0.64	\$ 375	1,125	13,500	687,947	9,003	156,385	\$ 531,562
1 Bed Int RGI	582	8		4,656	\$2.23	\$ 1,295	10,360	124,320	1,834,526	82,907	1,440,134	\$ 394,392
1 Bed Int Pr	582	5		2,910	\$3.07	\$ 1,788	8,940	107,280	1,146,579	71,544	1,242,741	\$ (96,162)
2 Bed Int DS	832	5		4,160	\$0.69	\$ 570	2,850	34,200	1,639,095	22,808	396,176	\$ 1,242,919
2 Bed Int RGI	832	11		9,152	\$1.75	\$ 1,453	15,983	191,796	3,606,009	127,906	2,221,782	\$ 1,384,228
2 Bed Cnr RGI	832	2		1,664	\$2.81	\$ 2,341	4,682	56,184	655,638	37,468	650,840	\$ 4,798
2 Bed Cnr Pr	855	8		6,840	\$2.51	\$ 2,150	17,200	206,400	2,695,051	137,646	2,390,956	\$ 304,095
3 Bed Cnr DS	1,055	1		1,055	\$0.63	\$ 660	660	7,920	415,684	5,282	91,746	\$ 323,938
3 Bed Cnr RGI	1,055	2		2,110	\$1.50	\$ 1,584	3,168	38,016	831,368	25,352	440,381	\$ 390,987
3 Bed Cnr Pr	1,055	1		1,055	\$2.61	\$ 2,750	2,750	33,000	415,684	22,007	382,275	\$ 33,409
U'Ground Parkade		60				\$ 75	4,500	54,000	3,000,000	36,012	625,541	\$ 2,374,459
Laundry, Misc Income							1,750	21,000		14,005	243,266	\$ (243,266)
<b>TOTALS</b>	<b>46</b>	<b>60</b>		<b>35,348</b>	<b>\$1.92</b>	<b>Rent Only</b>	<b>\$ 67,718</b>	<b>\$ 887,616</b>	<b>\$ 16,927,581</b>	<b>\$ 591,940</b>	<b>\$10,282,222</b>	<b>\$ 6,645,358</b>
						<b>Total Mthly Income</b>	<b>\$ 73,968</b>	<b>\$ (8,126)</b>			<b>Total Cost</b>	<b>\$ 16,927,581</b>
							<b>Gross Annual Rental</b>	<b>\$ 879,490</b>			<b>Less Mortgage</b>	<b>\$ (10,282,222)</b>
							<b>Less Expenses</b>	<b>\$ 287,550</b>			<b>Less Grants</b>	<b>\$ (5,450,000)</b>
GFA		41,640					<b>Net Annual Rental</b>	<b>\$ 591,940</b>	<b>\$ -</b>		<b>Equity Required</b>	<b>\$ 1,195,358</b>
\$/SqFt Const'n		\$ 406.38					<b>ROI (Unlevered)</b>	<b>3.50%</b>			<b>Equity % Req'd</b>	<b>7.06%</b>
<b>Total Project Cost</b>		<b>\$16,927,581</b>										

### Rental Scenario # 2: Similar to Table 1, except assuming DS and RGI relative the WHA waitlist profile

Includes the following rental assumptions:



1. DS rental rate increased from rental scenario # 1 to approximated 15% of income and 20% of units by type are set at this DS rate. The assumption being BCH would accept this DS rental rate based on the lowest income households who qualify for WHA housing
2. RGI rates at 30% percent of income and 50% of units by type are set at this rate. Again, this is assuming BCH would accept the proposed (historically) low rates, based on the WHA waitlist
3. PR rental rates set at the lowest market rates in the since the Olympics, excluding 3-bedroom units.

<b>TABLE 2 BC Housing Format. 20% DS, 50% Whistler RGI, 30% RGI Premium DOWNTURN - MIN RATES post-2010</b>												
Unit Type	Sq.ft/ Unit	Total Units	Park'g Spaces	Sq.Ft Rented	\$/SqFt Rents	Proposed Rents/Unit	Gross \$ Monthly Rent	Gross Annual \$ Income	Construction \$ Cost/Category	Net Income \$ -Expenses	PV 25 YR MTG rate? DSC?	EQUITY REQ'D \$ (Cost - Mtg)
<b>Assumptions &amp; Variables:</b>										67%	2.25%	
1 Bed Int DS	582	3		1,746	\$1.24	\$ 720	2,160	25,920	687,947	17,327	300,968	\$ 386,979
1 Bed Int RGI	582	8		4,656	\$1.98	\$ 1,150	9,200	110,400	1,834,526	73,798	1,281,901	\$ 552,625
1 Bed Int Pr	582	5		2,910	\$2.15	\$ 1,250	6,250	75,000	1,146,579	50,135	870,857	\$ 275,722
2 Bed Int DS	832	5		4,160	\$1.15	\$ 960	4,800	57,600	1,639,095	38,503	668,818	\$ 970,277
2 Bed Int RGI	832	11		9,152	\$1.92	\$ 1,600	17,600	211,200	3,606,009	141,179	2,452,332	\$ 1,153,677
2 Bed Cnr RGI	832	2		1,664	\$2.10	\$ 1,750	3,500	42,000	655,638	28,075	487,680	\$ 167,958
2 Bed Cnr Pr	855	8		6,840	\$2.16	\$ 1,850	14,800	177,600	2,695,051	118,719	2,062,188	\$ 632,862
3 Bed Cnr DS	1,055	1		1,055	\$1.14	\$ 1,200	1,200	14,400	415,684	9,626	167,204	\$ 248,480
3 Bed Cnr RGI	1,055	2		2,110	\$1.90	\$ 2,000	4,000	48,000	831,368	32,086	557,348	\$ 274,020
3 Bed Cnr Pr	1,055	1		1,055	\$2.13	\$ 2,250	2,250	27,000	415,684	18,048	313,508	\$ 102,176
U'Ground Parkade Laundry, Misc Income			60			\$ 75	4,500	54,000	3,000,000	36,097	627,017	\$ 2,372,983
							4,000	48,000		32,086	557,348	\$ (557,348)
TOTALS	46	60		35,348	\$1.86	Rent Only	\$ 65,760	\$ 891,120	\$ 16,927,581	\$ 595,679	\$10,347,169	\$ 6,580,411
						Total Mthly Income	\$ 74,260	\$ (7,891)			Total Cost	\$ 16,927,581
						Gross Annual Rental	\$ 883,229				Less Mortgage	\$ (10,347,169)
						Less Expenses	\$ 287,550				Less Grants	\$ (5,450,000)
GFA		41,640				Net Annual Rental	\$ 595,679	\$ -			Equity Required	\$ 1,130,411
\$/SqFt Const'n	\$ 406.38					ROI (Unlevered)	3.52%				Equity % Req'd	6.68%
Total Project Cost\$	\$16,927,581											

### Rental Scenario # 3, Includes BCH DS rates, and using historically moderate WHA RGI rates

Includes the following rental assumptions:

1. DS rental rate set at provincial rate to be eligible for the BC Housing Grant approximated 10% of Whistler income and 20% of units by type are set at this DS rate.
2. RGI rates at approximately 30% percent of income and 50% of units by type are set at this rate, based on the existing WHA rental waitlist
3. PR rental rates set at 30% percent of above average WHA applicant incomes. In scenario # 3, 30% of the units by type are set at this rate. Assumed Parcel A Premium units are attractive to the waitlist.

<b>TABLE 3 BC Housing Format. 20% deep subsidy (DS), 50% Whistler RGI, 30% RGI Premium</b>												
Unit Type	Sq.ft/ Unit	Total Units	Park'g Spaces	Sq.Ft Rented	\$/SqFt Rents	Proposed Rents/Unit	Gross \$ Monthly Rent	Gross Annual \$ Income	Construction \$ Cost/Category	Net Income \$ -Expenses	PV 25 YR MTG rate? DSC?	EQUITY REQ'D \$ (Cost - Mtg)
<b>Assumptions &amp; Variables:</b>										69%	2.25%	
1 Bed Int DS	582	3		1,746	\$0.64	\$ 375	1,125	13,500	687,947	9,276	161,130	\$ 526,817
1 Bed Int RGI	582	8		4,656	\$2.32	\$ 1,350	10,800	129,600	1,834,526	89,051	1,546,847	\$ 287,679
1 Bed Int Pr	582	5		2,910	\$2.66	\$ 1,550	7,750	93,000	1,146,579	63,902	1,110,006	\$ 36,573
2 Bed Int DS	832	5		4,160	\$0.69	\$ 570	2,850	34,200	1,639,095	23,500	408,196	\$ 1,230,899
2 Bed Int RGI	832	11		9,152	\$2.10	\$ 1,750	19,250	231,000	3,606,009	158,725	2,757,112	\$ 848,898
2 Bed Cnr RGI	832	2		1,664	\$2.34	\$ 1,950	3,900	46,800	655,638	32,157	558,584	\$ 97,054
2 Bed Cnr Pr	855	8		6,840	\$2.51	\$ 2,150	17,200	206,400	2,695,051	141,822	2,463,497	\$ 231,554
3 Bed Cnr DS	1,055	1		1,055	\$0.63	\$ 660	660	7,920	415,684	5,442	94,530	\$ 321,154
3 Bed Cnr RGI	1,055	2		2,110	\$2.04	\$ 2,150	4,300	51,600	831,368	35,455	615,874	\$ 215,494
3 Bed Cnr Pr	1,055	1		1,055	\$2.37	\$ 2,500	2,500	30,000	415,684	20,614	358,066	\$ 97,618
U'Ground Parkade Laundry, Misc Income			60			\$ 75	4,500	54,000	3,000,000	37,105	644,520	\$ 2,355,480
							4,000	48,000		32,982	572,906	\$ (572,906)
TOTALS	46	60		35,348	\$1.99	Rent Only	\$ 70,335	\$ 946,020	\$ 16,927,581	\$ 650,030	\$11,291,267	\$ 5,636,314
						Total Mthly Income	\$ 78,835	\$ (8,440)			Total Cost	\$ 16,927,581
						Gross Annual Rental	\$ 937,580				Less Mortgage	\$ (11,291,267)
						Less Expenses	\$ 287,550				Less Grants	\$ (5,450,000)
GFA		41,640				Net Annual Rental	\$ 650,030	\$ -			Equity Required	\$ 186,314
\$/SqFt Const'n	\$ 406.38					ROI (Unlevered)	3.84%				Equity % Req'd	1.10%
Total Project Cost\$	\$16,927,581											

## Rental Scenario # 4, Includes Whistler DS rates, and normalized RGI waitlist

Includes the following rental assumptions:

1. DS rental rate increased from rental scenario # 1 to approximated 15% of income and 20% of units by type are set at this DS rate. The assumption being BCH would accept this DS rental rate based on the lowest income households who qualify for WHA housing
2. RGI rates at 30% percent of income and 50% of units by type are set at this rate. Again, this is assuming BCH would accept the proposed (historically) low rates
3. PR rental rates set at 30% percent of above average WHA applicant incomes. In scenario # 3, 30% of the units by type are set at this rate. Assumed Parcel A Premium units are attractive to the waitlist.

Unit Type	Sq.ft/ Unit	Total Units	Park'g Spaces	Sq.Ft Rented	\$/SqFt Rents	Proposed Rents/Unit	Gross \$ Monthly Rent	Gross Annual \$ Income	Construction \$ Cost/Category	Net Income \$ -Expenses	PV 25 YR MTG rate? DSC?	EQUITY REQ'D \$ (Cost - Mtg)
<b>Assumptions &amp; Variables:</b>										72%	2.25% 1.1	
1 Bed Int DS	582	3		1,746	\$1.55	\$ 900	2,700	32,400	687,947	22,990	399,354	\$ 288,593
1 Bed Int RGI	582	8		4,656	\$2.32	\$ 1,350	10,800	129,600	1,834,526	91,962	1,597,415	\$ 237,111
1 Bed Int Pr	582	5		2,910	\$2.84	\$ 1,650	8,250	99,000	1,146,579	70,249	1,220,247	\$ (73,669)
2 Bed Int DS	832	5		4,160	\$1.44	\$ 1,200	6,000	72,000	1,639,095	51,090	887,453	\$ 751,643
2 Bed Int RGI	832	11		9,152	\$2.10	\$ 1,750	19,250	231,000	3,606,009	163,914	2,847,244	\$ 758,766
2 Bed Cnr RGI	832	2		1,664	\$2.34	\$ 1,950	3,900	46,800	655,638	33,208	576,844	\$ 78,794
2 Bed Cnr Pr	855	8		6,840	\$2.51	\$ 2,150	17,200	206,400	2,695,051	146,458	2,544,031	\$ 151,020
3 Bed Cnr DS	1,055	1		1,055	\$1.66	\$ 1,750	1,750	21,000	415,684	14,901	258,840	\$ 156,844
3 Bed Cnr RGI	1,055	2		2,110	\$2.04	\$ 2,150	4,300	51,600	831,368	36,614	636,008	\$ 195,360
3 Bed Cnr Pr	1,055	1		1,055	\$2.37	\$ 2,500	2,500	30,000	415,684	21,287	369,772	\$ 45,912
U'Ground Parkade			60			\$ 75	4,500	54,000	3,000,000	38,317	665,589	\$ 2,334,411
Laundry, Misc Income							4,000	48,000		34,060	591,635	\$ (591,635)
<b>TOTALS</b>		46	60	35,348	\$2.17	Rent Only	\$ 76,650	\$1,021,800	\$ 16,927,581	\$ 725,052	\$12,594,432	\$ 4,333,149
						Total Mthly Income	\$ 85,150	\$ (9,198)			Total Cost	\$ <b>16,927,581</b>
						Gross Annual Rental	\$ 1,012,602				Less Mortgage	\$ <b>(12,594,432)</b>
						Less Expenses	\$ 287,550				Less Grants	\$ <b>(5,450,000)</b>
GFA			41,640			Net Annual Rental	\$ 725,052	\$ -			Equity Required	\$ <b>(1,116,851)</b>
\$/SqFt Const'n		\$ 406.38									Equity % Req'd	<b>-6.60%</b>
Total Project Cost\$		\$16,927,581				ROI (Unlevered)		4.28%				

## Rental Scenario # 5, Assumes Post-COVID-19 Resort business

Includes the following rental assumptions: All apartments would be rented at RGI rates of 30% of qualified WHA waitlist incomes, with a price set to attract above average household incomes, consistent with the quality of the building, apartments, amenities and location. Best case scenario.

Unit Type	Sq.ft/ Unit	Total Units	Park'g Spaces	Sq.Ft Rented	\$/SqFt Rents	Proposed Rents/Unit	Gross \$ Monthly Rent	Gross Annual \$ Income	Construction \$ Cost/Category	Net Income \$ -Expenses	PV 25 YR MTG rate? DSC?	EQUITY REQ'D \$ (Cost - Mtg)
<b>Assumptions &amp; Variables:</b>										72%	2.25% 1.1	
1 Bed Int RGI	582	16		9,312	\$2.32	\$ 1,350	21,600	259,200	3,664,283	185,957	3,230,140	\$ 434,143
2 Bed Int RGI	832	16		13,312	\$2.10	\$ 1,750	28,000	336,000	5,238,288	241,055	4,187,219	\$ 1,051,069
2 Bed Cnr RGI	855	10		8,550	\$2.28	\$ 1,950	19,500	234,000	3,364,435	167,878	2,916,099	\$ 448,336
3 Bed Cnr RGI	1,055	4		4,220	\$2.37	\$ 2,500	10,000	120,000	1,660,575	86,091	1,495,435	\$ 165,140
U'Ground Parkade			60			\$ 75	4,500	54,000	3,000,000	38,741	672,946	\$ 2,327,054
Laundry, Misc Income							4,000	48,000		34,436	598,174	\$ (598,174)
<b>TOTALS</b>		46	60	35,394	\$2.23	Rent Only	\$ 79,100	\$1,051,200	\$ 16,927,581	\$ 754,158	\$13,100,014	\$ 3,827,567
						Total Mthly Income	\$ 87,600	\$ (9,492)			Total Cost	\$ <b>16,927,581</b>
						Gross Annual Rental	\$ 1,041,708				Less Mortgage	\$ <b>(13,100,014)</b>
						Less Expenses	\$ 287,550				Less Grants	\$ <b>(5,450,000)</b>
GFA			41,640			Net Annual Rental	\$ 754,158	\$ -			Equity Required	\$ <b>(1,622,433)</b>
\$/SqFt Const'n		\$ 406.38									Equity % Req'd	<b>-9.58%</b>
Total Project Cost\$		\$16,927,581				ROI (Unlevered)		4.46%				

## Rental Scenario # 6, Assumes Post-COVID-19 Resort business, NO GRANTS

Includes the following rental assumptions: All apartments would be rented at RGI rates of 30% of qualified WHA waitlist incomes, with a price set to attract above average household incomes, consistent with the quality of the buildings, apartments, amenities and location. The proposed rates are similar to the most recent apartments rented by the WHA.

This scenario assumes that the WHA would be interested in proceeding with Building A regardless of available funding. It will require at least \$2.5M additional equity to support the investment. The additional equity could be provided by WDC, assuming surplus land sale revenue, or by the WHA leveraging other non-encumbered assets.

<b>TABLE 6 Whistler 100% RGI, No BC Housing Grant (Possibly CMHC?)</b>												
Unit Type	Sq.ft/ Unit	Total Units	Park'g Spaces	Sq.Ft Rented	\$/SqFt Rents	Proposed Rents/Unit	Gross \$ Monthly Rent	Gross Annual \$ Income	Construction \$ Cost/Category	Net Income \$ -Expenses	PV 25 YR MTG rate? DSC?	EQUITY REQ'D \$ (Cost - Mtg)
<i>Assumptions &amp; Variables:</i>										74%	2.25% 1.1	
1 Bed Int RGI	582	16		9,312	\$2.66	\$ 1,550	24,800	297,600	3,664,283	219,189	3,807,403	\$ (143,120)
2 Bed Int RGI	832	16		13,312	\$2.28	\$ 1,900	30,400	364,800	5,238,288	268,684	4,667,139	\$ 571,148
2 Bed Cnr RGI	855	10		8,550	\$2.40	\$ 2,050	20,500	246,000	3,364,435	181,185	3,147,249	\$ 217,187
3 Bed Cnr RGI	1,055	4		4,220	\$2.37	\$ 2,500	10,000	120,000	1,660,575	88,383	1,535,243	\$ 125,332
U'Ground Parkade			60			\$ 75	4,500	54,000	3,000,000	39,772	690,859	\$ 2,309,141
Laundry, Misc Income							4,000	48,000		35,353	614,097	\$ (614,097)
TOTALS	46	60	35,394	\$2.42	Rent Only	\$ 85,700	\$1,130,400	\$ 16,927,581	\$ 832,566	\$14,461,991	\$ 2,465,590	
					Total Mthly Income	\$ 94,200	\$ (10,284)				Total Cost	\$ 16,927,581
						Gross Annual Rental	\$ 1,120,116				Less Mortgage	\$ (14,461,991)
						Less Expenses	\$ 287,550				Less Grants	\$ -
GFA		41,640				Net Annual Rental	\$ 832,566	\$ -			Equity Required	\$ 2,465,590
\$/SqFt Const'n	\$ 406.38					ROI (Unlevered)	4.92%				Equity % Req'd	14.57%
Total Project Cost\$	\$16,927,581											



## Appendix C: Scenario Cash Flow Summary, Construction

### Rental Scenario's # 1a, 100 Units of WHA Rental

Includes the following cashflow assumptions:

1. BC Housing provide the full \$12.1M grant subsidy.
2. \$2M additional grant subsidy from CMHC
3. \$2M infrastructure grant subsidy from the province, as part of the Mt Fee Rd extension
4. \$23.0M Take-out debt. Although this could range between \$22.5M - \$28.0M (per analysis above)
5. Market Lot sales in Spring 2022 once road paving is complete
6. Maximum external construction funding \$14.5 until lot sales Q2/Q3 2022

### Rental Scenario's # 1b, 100 Units of WHA Rental

Similar to **1a**, except no infrastructure grant (\$2,000,000), max construction funding \$16.5

SCENARIO #1a, BC Housing + Infrastructure/CHHC Grant		Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022
WHA Parcel A Building A, 46 units	\$ 16,927,581	-	338,552	1,946,672	2,962,327	4,485,809	4,316,533	2,877,689	-
WHA Parcel A Building B, 54 units	\$ 21,067,411	-	-	421,348	2,422,752	3,160,112	3,792,134	5,161,516	4,213,482
BC Housing Grant, 100 Units	\$ (12,100,000)	-	-	(1,523,482)	(4,435,204)	(6,141,314)	-	-	-
WDC Road Construction, Phase 1	\$ 1,500,000	-	375,000	1,125,000	-	-	-	-	-
WDC Road Construction, Phase 2	\$ 3,500,000	-	-	-	1,750,000	1,166,667	-	583,333	-
Infrastructure/CMHC Grant	\$ (4,000,000)	-	-	(1,000,000)	(1,000,000)	-	-	-	(2,000,000)
Sell 17 Lots in 24 mths, Ave \$1.2m	\$ (20,400,000)	-	-	-	-	-	(8,400,000)	(9,600,000)	(2,400,000)
Building A Take-out mortgage	\$ (11,000,000)	-	-	-	-	-	-	(11,000,000)	-
Building B Take-out mortgage	\$ (12,000,000)	-	-	-	-	-	-	-	(12,000,000)
Interest @ 2.0% (Excluding Buildings)	\$ 70,000	-	-	17,500	17,500	17,500	17,500	-	-
	(16,435,009)	-	713,552	969,538	2,688,773	8,126,167	240,038	(16,386,518)	(14,503,933)
			1,683,089	3,400,464	6,089,238	14,215,405	14,455,442	(1,931,076)	(16,435,009)

SCENARIO #1b, BC Housing Grant only		Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022
WHA Parcel A Building A, 46 units	\$ 16,927,581	-	338,552	1,946,672	2,962,327	4,485,809	4,316,533	2,877,689	-
WHA Parcel A Building B, 54 units	\$ 21,067,411	-	-	421,348	2,422,752	3,160,112	3,792,134	5,161,516	4,213,482
BC Housing Grant, 100 Units	\$ (12,100,000)	-	-	(1,523,482)	(4,435,204)	(6,141,314)	-	-	-
WDC Road Construction, Phase 1	\$ 1,500,000	-	375,000	1,125,000	-	-	-	-	-
WDC Road Construction, Phase 2	\$ 3,500,000	-	-	-	1,750,000	1,166,667	-	583,333	-
CMHC Grant	\$ (2,000,000)	-	-	-	-	-	-	-	(2,000,000)
Sell 17 Lots in 24 mths, Ave \$1.2m	\$ (20,400,000)	-	-	-	-	-	(8,400,000)	(9,600,000)	(2,400,000)
Building A Take-out mortgage	\$ (11,000,000)	-	-	-	-	-	-	(11,000,000)	-
Building B Take-out mortgage	\$ (12,000,000)	-	-	-	-	-	-	-	(12,000,000)
Interest @ 2.0% (Excluding Buildings)	\$ 70,000	-	-	17,500	17,500	17,500	17,500	-	-
	(14,435,009)	-	713,552	1,969,538	2,688,773	8,126,167	240,038	(16,386,518)	(14,503,933)
			2,683,089	5,400,464	8,089,238	16,215,405	16,455,442	68,924	(14,435,009)

### Rental Scenario's # 2a, 46 Units of WHA Rental

Includes the following cashflow assumptions:

1. BC Housing provide a partial \$5.45M grant subsidy, based on Building A only
2. \$1.0M additional CMHC or Infrastructure grant (at the end of the project)
3. \$10.5M Take-out debt. Although this could potentially be \$14M (per analysis above)
4. Market Lot sales in Spring 2022 once road paving is complete
5. Sale of Building B to the WHA ownership waitlist Q4 2022

6. Maximum external construction funding \$23.2 until lot sales Q2/Q3 2022

**Rental Scenario's # 2b, 46 Units of WHA Rental**

Similar to **2a**, except no housing or infrastructure grants are received. This scenario is linked to Operating Cashflow Scenario Table 6, whereby the WHA (and/or WDC) could provide additional equity by way of cash contribution or leveraging existing non-encumbered rental assets.

This scenario also contemplates the accelerated completion of Mt Fee Rd and the associated services to enable an earlier closing of any market lot pre-sales. This would require a more ambitious construction program for the civil work, starting in the late fall of 2020. The maximum construction funding required would be \$20.5M through Q2 2022.

SCENARIO #2a, BC Housing Bldg A only, Sell 17 Lots 24 mths			Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022
WHA Parcel A Building A, 46 units	\$ 16,927,581	-	338,552	1,946,672	2,962,327	4,485,809	4,316,533	2,877,689	-	-
WHA Parcel A Building B, 54 units	\$ 21,067,411	-	-	421,348	2,422,752	3,160,112	3,792,134	5,161,516	4,213,482	1,896,067
BC Housing Grant, 46 Units	\$ (5,450,000)	-	-	(1,523,482)	(2,539,137)	(1,387,381)	-	-	-	-
WDC Road Construction, Phase 1	\$ 1,500,000	-	375,000	1,125,000	-	-	-	-	-	-
WDC Road Construction, Phase 2	\$ 3,500,000	-	-	-	1,750,000	1,166,667	-	583,333	-	-
CMHC Grant	\$ (1,000,000)	-	-	-	-	-	-	-	-	(1,000,000)
Sell 17 Lots in 24 mths, Ave \$1.2m	\$ (20,400,000)	-	-	-	-	-	-	(8,400,000)	(9,600,000)	(2,400,000)
Building A Take-out mortgage	\$ (10,500,000)	-	-	-	-	-	-	-	(10,500,000)	-
Building B Sales	\$ (21,350,000)	-	-	-	-	-	-	-	-	(21,350,000)
Interest @ 2.0% (Excluding Buildings)	\$ 70,000	-	-	-	17,500	17,500	17,500	17,500	-	-
	(15,635,009)	-	713,552	1,969,538	4,613,442	7,442,707	8,126,167	240,038	(15,886,518)	(22,853,933)
				2,683,089	7,296,531	14,739,238	22,865,405	23,105,442	7,218,924	(15,635,009)

SCENARIO #2b, No Grants, Sell 17 Lots 18 mths			Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022
WHA Parcel A Building A, 46 units	\$ 16,927,581	-	338,552	1,946,672	2,962,327	4,485,809	4,316,533	2,877,689	-	-
WHA Parcel A Building B, 54 units	\$ 21,067,411	-	-	421,348	2,422,752	3,160,112	3,792,134	5,161,516	4,213,482	1,896,067
WDC Road Construction, Phase 1	\$ 1,500,000	-	375,000	1,125,000	-	-	-	-	-	-
WDC Road Construction, Phase 2	\$ 3,500,000	-	-	-	1,750,000	1,166,667	-	583,333	-	-
Sell 17 Lots in 18 mths, Ave \$1.2m	\$ (20,400,000)	-	-	-	-	(6,000,000)	(5,200,000)	(5,200,000)	(4,000,000)	-
Building A Take-out mortgage	\$ (14,000,000)	-	-	-	-	-	-	-	(14,000,000)	-
Building B Sales	\$ (21,350,000)	-	-	-	-	-	-	-	-	(21,350,000)
Interest @ 2.0% (Excluding Buildings)	\$ 70,000	-	-	-	17,500	17,500	17,500	17,500	-	-
	(12,685,009)	-	713,552	3,493,020	7,152,579	2,830,087	2,926,167	3,440,038	(13,786,518)	(19,453,933)
				4,206,572	11,359,150	14,189,238	17,115,405	20,555,442	6,768,924	(12,685,009)

**Rental Scenario's # 3a, 100 Units of WHA Ownership sales**

Includes the following cashflow assumptions:

1. No grant funding is available
2. All 100 units contained within Building A and B sold to the WHA ownership waitlist
3. Building A completion and sale Q3 2022
4. Building B completion and sale Q4 2022
5. Market Lot sales in Spring 2022 once road paving is complete
6. Maximum external construction funding \$28.5 until lot sales Q2/Q3 2022

**Rental Scenario's # 3b, 100 Units of WHA Ownership sales**

Similar to **3a**, except this scenario contemplates the accelerated completion of Mt Fee Rd and the associated services to enable an earlier closing of any market lot pre-sales. This would require a more ambitious construction program for the civil work, starting in late fall 2020. The maximum construction funding required would be \$20.5M through Q2 2022.

SCENARIO #3a, No Grants, Sell 17 Lots 24 mths			Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022
WHA Parcel A Building A, 46 units	\$ 16,927,581	-	338,552	1,946,672	2,962,327	4,485,809	4,316,533	2,877,689	-	-
WHA Parcel A Building B, 54 units	\$ 21,067,411	-	-	421,348	2,422,752	3,160,112	3,792,134	5,161,516	4,213,482	1,896,067
WDC Road Construction, Phase 1	\$ 1,500,000	-	375,000	1,125,000	-	-	-	-	-	-
WDC Road Construction, Phase 2	\$ 3,500,000	-	-	-	1,750,000	1,166,667	-	583,333	-	-
Sell 17 Lots in 24 mths, Avge \$1.2m	\$ (20,400,000)	-	-	-	-	-	-	(8,400,000)	(9,600,000)	(2,400,000)
Building A Sales	\$ (17,350,000)	-	-	-	-	-	-	-	(17,350,000)	-
Building B Sales	\$ (21,350,000)	-	-	-	-	-	-	-	-	(21,350,000)
Interest @ 2.0% (Excluding Buildings)	\$ 70,000	-	-	-	17,500	17,500	17,500	17,500	-	-
	(16,035,009)	-	713,552	3,493,020	7,152,579	8,830,087	8,126,167	240,038	(22,736,518)	(21,853,933)
				4,206,572	11,359,150	20,189,238	28,315,405	28,555,442	5,818,924	(16,035,009)

SCENARIO #3b, No Grants, Sell 17 Lots 18 mths			Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022
WHA Parcel A Building A, 46 units	\$ 16,927,581	-	338,552	1,946,672	2,962,327	4,485,809	4,316,533	2,877,689	-	-
WHA Parcel A Building B, 54 units	\$ 21,067,411	-	-	421,348	2,422,752	3,160,112	3,792,134	5,161,516	4,213,482	1,896,067
WDC Road Construction, Phase 1	\$ 1,500,000	-	375,000	1,125,000	-	-	-	-	-	-
WDC Road Construction, Phase 2	\$ 3,500,000	-	-	-	1,750,000	1,166,667	-	583,333	-	-
Sell 17 Lots in 18 mths, Avge \$1.2m	\$ (20,400,000)	-	-	-	-	(6,000,000)	(5,200,000)	(5,200,000)	(4,000,000)	-
Building A Sales	\$ (17,350,000)	-	-	-	-	-	-	-	(17,350,000)	-
Building B Sales	\$ (21,350,000)	-	-	-	-	-	-	-	-	(21,350,000)
Interest @ 2.0% (Excluding Buildings)	\$ 70,000	-	-	-	17,500	17,500	17,500	17,500	-	-
	(16,035,009)	-	713,552	3,493,020	7,152,579	2,830,087	2,926,167	3,440,038	(17,136,518)	(19,453,933)
				4,206,572	11,359,150	14,189,238	17,115,405	20,555,442	3,418,924	(16,035,009)



## Appendix D: BC Housing RFP



May 21, 2020

Ref: 254635

Dear Local Government Leader:

During these uncertain times, it is clearer than ever that safe, secure, appropriate, and affordable housing is critical for all British Columbians.

I am writing today to share with you that we will be opening the next Request for Proposals (RFP) for the Community Housing Fund, working with our partners to deliver more homes for the people of B.C.

The Community Housing Fund helps to create affordable rental homes for middle and low-income British Columbians. The fund supports projects that are a mixed-income model, with 20% of the housing in each building for low-income households, 50% rent geared to income (housing income limit) and 30% for moderate income households (up to \$74,000). Proponents must be a non-profit housing society, Indigenous housing society, First Nation, housing co-operative or municipality, which want to develop and operate rental housing projects for individuals, seniors and families with low to moderate incomes.

BC Housing will issue the Request for Proposals on May 27, 2020, and it will be open until mid-January 2021, giving proponents time to prepare their submissions. While the RFP will be open until mid-January, BC Housing will proceed with pre-allocation to successful proponents as early as September 2020. For more information, please visit <https://www.bchousing.org/projects-partners/funding-opportunities>.

These homes are the next step in our 10-year housing plan. In just over two years we've already made great progress together, providing thousands of secure homes to families, individuals and seniors in communities across the province through our housing programs:

- **Community Housing Fund** will provide close to \$1.9 billion over 10 years to build and operate 14,350 affordable new rental homes for seniors, families, low-income and middle-income earners. As of December 31, 2019, 5,200 units are complete or in progress.
- **Indigenous Housing Fund** will provide \$550 million over 10 years to build and operate 1,750 units of social housing for projects for Indigenous peoples both on and off Nation. As of December 31, 2019, 1,165 units are complete or in progress.

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Ministry of Municipal Affairs  
and Housing

Office of the Minister

Mailing Address:  
PO Box 9056 Stn Prov Govt  
Victoria BC V8W 9E2  
Phone: 250 387-2283  
Fax: 250 387-4312

Location:  
Room 310  
Parliament Buildings  
Victoria BC V8V 1X4

**Women's Transition Housing Fund** will provide \$734 million over 10 years to build 1,500 new supportive homes for women and children fleeing violence, including transition houses, safe homes, second-stage and long-term housing. As of December 31, 2019, 679 units are complete or in progress.

- **Programs for supportive housing** will provide \$1.4 billion over 10 years to build and operate 4,900 units of supportive housing for those who are experiencing homelessness or at risk of homelessness. As of December 31, 2019, 3,072 units are complete or in progress.
- **HousingHub**, a new branch of BC Housing, promotes, facilitates and coordinates housing partnerships to create affordable homes. As of December 31, 2019, 2,800 units are complete or in progress.

In addition to the Community Housing Fund RFP, there are other ongoing opportunities available to partner with BC Housing:

- **Building BC funds:** BC Housing welcomes discussions with partners interested in developing new housing through the Supportive Housing Fund and the Women's Transition Housing Fund. Visit <https://www.bchousing.org/partner-services> to learn more or contact your local Director of Regional Development (contact list below).
- **Major Repairs for Existing Social Housing:** The Province is providing \$1.1 billion over 10 years to non-profit housing providers and housing co-operatives to support capital projects that maintain or benefit an existing social housing building's condition or improve the building's seismic or fire safety, as well as for projects focused on energy performance. Visit <https://www.bchousing.org/partner-services/asset-management-redevelopment/capital-planning-repairs> to learn more about eligibility criteria and how to apply or speak with your local Regional Non-Profit Portfolio Manager.
- **HousingHub** was established to seek innovative partnerships with local housing organizations, community land trusts, Indigenous groups, faith-based groups, charities, the development community, financial institutions and other industries to create affordable rental housing and homeownership options for middle-income British Columbians. As a centre for housing expertise and collaboration, affordable housing will be developed through the HousingHub either through new construction or through the redevelopment of existing sites. Partners bring suitable land, equity and/or the catalyst for development. The HousingHub can provide:

.../3



- Expertise and assistance in the planning and development process
- Access to pre-development funding
- Low-cost financing
- Project coordination advice
- A place for organizations to collaborate

To learn more, visit: [www.bchousing.org/partner-services/housinghub](http://www.bchousing.org/partner-services/housinghub)

There are many ways that municipalities can help to partner with BC Housing, such as providing city-owned land, waving Development Costs Charges and prioritizing affordable housing projects in the development approvals process. We also hope that you will help share these opportunities to partner with BC Housing with organizations in your area.

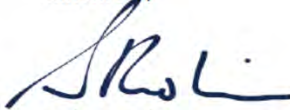
If you are interested in providing housing but are unsure of how to connect with non-profit housing operators, BC Housing or the [BC Non-Profit Housing Association](#) can help you identify housing non-profits in your region.

If your government or a stakeholder in your community has a housing proposal of any kind, please contact your local Director of Regional Development for more information:

Region	Director of Regional Development	Email
Interior Region	Danna Locke	<a href="mailto:dlocke@bchousing.org">dlocke@bchousing.org</a>
Northern Region	Amy Wong	<a href="mailto:awong@bchousing.org">awong@bchousing.org</a>
Vancouver Coastal & Fraser Region	Naomi Brunemeyer	<a href="mailto:nbrunemeyer@bchousing.org">nbrunemeyer@bchousing.org</a>
	James Forsyth	<a href="mailto:jforsyth@bchousing.org">jforsyth@bchousing.org</a>
Vancouver Island	Malcolm McNaughton	<a href="mailto:mmcnaughton@bchousing.org">mmcnaughton@bchousing.org</a>
HousingHub	Raymond Kwong	<a href="mailto:rk Wong@bchousing.org">rk Wong@bchousing.org</a>

Thank you for all you are doing to bring more affordable housing to your community.

Sincerely,



Selina Robinson  
Minister





### 4. TERMS AND CONDITIONS OF THE RFP PROCESS

#### 4.1. General Information and Instructions

##### 4.1.1. Proponents to Follow Instructions

Proponents should structure their proposals in accordance with the instructions in the RFP. Where information is requested in the RFP, any response made in a proposal should reference the applicable section numbers of the RFP where that request was made.

##### 4.1.2. Proposals in English

All proposals are to be in English only.

##### 4.1.3. BC Housing's Information in RFP Only an Estimate

BC Housing and its advisers make no representation, warranty or guarantee as to the accuracy of the information contained in the RFP or issued by way of addenda. Any quantities shown or data contained in the RFP or provided by way of addenda are estimates only and are for the sole purpose of indicating to Proponents the general size of the work. It is the Proponent's responsibility to avail itself of all the necessary information to prepare a proposal in response to the RFP.

##### 4.1.4. Proponents Shall Bear Their Own Costs

The Proponent shall bear all costs associated with or incurred in the preparation and presentation of its proposal, including, if applicable, costs incurred for interviews or demonstrations.

#### 4.2. Communication after Issuance of RFP

##### 4.2.1. Proponents to Review RFP

Proponents shall promptly examine all the documents comprising the RFP, and

1. shall report any errors, omissions or ambiguities; and
2. may direct questions or seek additional information; in writing by email on or before the Deadline for Questions to the BC Housing Contact. All questions submitted by Proponents by email to the BC Housing Contact shall be deemed to be received once the email has entered the BC Housing Contact's email inbox. No such communications are to be directed to anyone other than the BC Housing Contact. BC Housing is under no obligation to provide additional information.

It is the responsibility of the Proponent to seek clarification from the BC Housing Contact on any matter it considers to be unclear. BC Housing shall not be responsible for any misunderstanding on the part of the Proponent concerning the RFP or its process.

<b>50% of Units</b>	<b>Rent Geared to Income “RGI”</b>
Eligibility	Residents will be selected from BC Housing’s Housing Registry to reflect a blend of incomes falling between the applicable HIL and Deep Subsidy level referenced below.
Rents	Rents Geared to Income (RGI) per Rent Scale <sup>3</sup>
Income Testing	Annual
<b>20% of Units</b>	<b>RGI Deep Subsidy Units</b>
Eligibility	Low income residents selected from BC Housing’s Housing Registry who are in receipt of Income Assistance or where income is less than the Deep Subsidy threshold established by BC Housing. Limits will be established by BC Housing based on the TRC payable by tenants in receipt of IA or basic Old Age Security and Guaranteed Income Supplement.
Rents	RGI per Rent Scale <sup>4</sup>
Income Testing	Annual

Projects may be combined onto a site with other mixed uses or existing housing if the CHF Program project is a separate and independently operating rental housing development (e.g., separate legal parcels, separate financial operations). All components must be independently feasible and financially viable. Details of any other project component or use on the site must be fully disclosed within the submission, including capital and operating budgets.

### **2.3. Target Population**

The target populations are families, seniors and persons with a disability capable of living independently without on-site supports. Other households, including singles with incomes below the applicable income limits may be eligible, however priority will be given to seniors, families or persons with a disability. If the project will focus upon other household types provide a clear rationale that is supported by need and demand analysis.

**Note:** Proponents will be responsible for establishing lawful, non-discriminatory resident selection policies within program parameters. Proponents may target specific populations within their mandate with consideration of, and compliance with, applicable anti-discrimination legislation, the Canadian Charter of Rights and Freedoms, and the program parameters.

Proponents are encouraged to identify and meet specific community needs, within the CHF Program parameters, including partnerships with other providers. This may include serving individuals in the following key priority areas who can live independently without on-site support services, including:

- Women and women with children who have experienced or are at risk of violence.
- Youth, including those leaving the care system.
- Individuals leaving transitional or supportive housing (Proponents are encouraged to participate in the BC Housing Coordinated Access Assessment Process for some units, where appropriate).

<sup>3</sup> Refer to sample operating agreement for rent scale details and Rent Calculation Guide for details on RGI rent calculation. Refer to RGI Revenue Estimation Table (RGI Rate) attached in Appendix G for maximum revenue estimates.

<sup>4</sup> Refer to RGI Revenue Estimation Table (Deep Subsidy Rate) attached in Appendix G for an approximate revenue estimate.



## APPENDIX G – RGI RENT ESTIMATION TABLES

RGI rents vary based on actual tenant incomes, and therefore can only be estimated at the proforma stage. The attached tables are included to assist in estimating RGI revenues in accordance with program requirements, as follows:

- **DEEP SUBSIDY UNITS (20%):** The “Deep Subsidy” estimates below should be applied to 20% of units and are based on current Income Assistance Shelter Allowances for household size.
- **RGI UNITS (50%):** The RGI rent estimates can be applied to the remaining 50% of RGI units, and are based on the assumption that the average income of tenants in these units falls at 70% of the applicable Housing Income Limit. This aligns with the program requirement to serve tenants across the income spectrum.

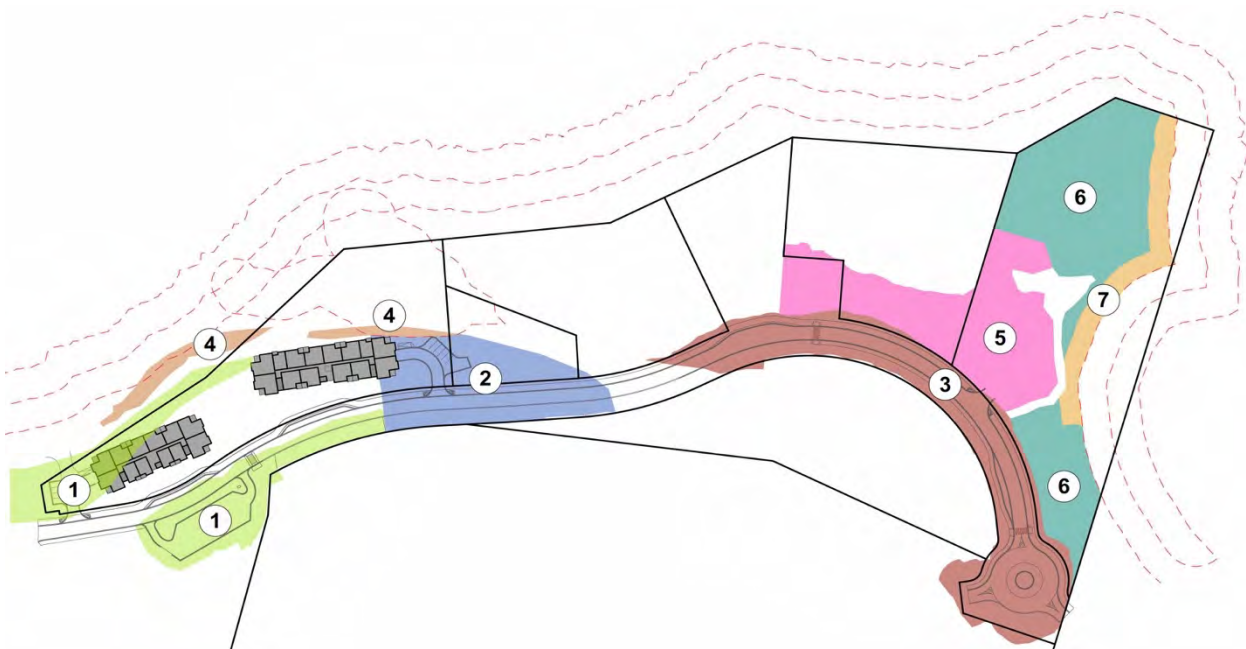
Proponents must be confident that the rent estimates applied are achievable for their project (e.g. community, location, etc.) and may use lower estimates if required, with accompanying rationale.

	<b>1 Bdrm or Less</b>	<b>2 Bdrm</b>	<b>3 Bdrm</b>	<b>4+ Bdrm</b>
<b>Deep Subsidy Units (BC Wide)</b>	\$375	\$570	\$660	\$700
<b>Lower Mainland Planning Area</b>	<b>1 Bdrm or Less</b>	<b>2 Bdrm</b>	<b>3 Bdrm</b>	<b>4+ Bdrm</b>
Abbotsford	\$613	\$735	\$1,155	\$1,505
Chilliwack	\$551	\$744	\$831	\$1,085
Hope	\$473	\$578	\$735	\$901
Powell River	\$639	\$674	\$726	\$884
Squamish	\$893	\$1,015	\$1,164	\$1,514
Sunshine Coast	\$665	\$683	\$831	\$1,033
Vancouver	\$901	\$1,103	\$1,286	\$1,461
Non-Market Areas	\$1,295	\$1,453	\$1,584	\$1,680



## Appendix E, WDC's Fall 2020, Spring 2021 site work plan

The phased key map below identifies the general progression of clearing and preliminary site exploration and improvements anticipated by WDC prior to year end 2020. In general it is anticipated all logging and clearing operations would be undertaken by Sqomish Forestly LLP, a Cheakamus Community Forest partner organisation. To be efficient it is preferred to clear as much of the merchantable timber this fall, even into early winter. The purpose of which is to recover as much income from the timber value as possible to offset falling, clearing, grubbing, stripping, organizing and shipping the timber assets. Secondly, to allow the CCF to claim the cubic meters of lumber as part of its Annual Allowable Cut. Lastly, to take advantage of the low recreational user traffic, to reduce any impacts on Riverside Trail or Forest Service Road (FSR) use. All trucking of logs, clean organic debris (to RMOW composter stockpile at the Transfer Station), and any other exports can be done via the FSR at the time of least disruption.



To reduce the overall time required to complete the proposed scope of work it is anticipated to create four work or storage zones:

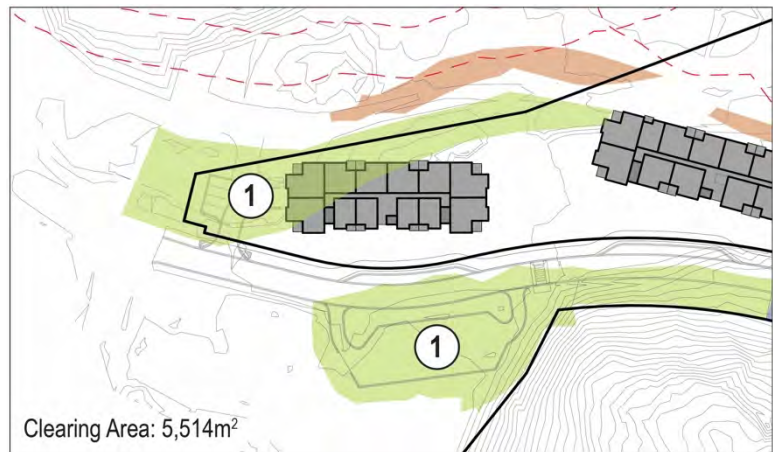
1. Parcel A, to manage the Phase 1 clearing. All logs will be shipped via a temporary connection to the existing FSR. The remaining organics, duff and stripping to be moved and stockpiled on either of the 2<sup>nd</sup> or 3<sup>rd</sup> working zone, depending on timing, access and weather
2. Parcel B, to manage all Phase 2 & 4 clearing. The existing BC Hydro power line on the FSR significantly impacts the ability to load logging and bin trucks to export or move logs, clean organics, duff or clean soil stripping. The Parcel B work zone is small and may require moving excess material to work zone 3
3. Parcel D3 with an expanded (existing) clearing, to manage interim sorting and storage as successive phases of clearing are developing. The existing clearing is to be used for temporary purposes only
4. Parcel D2 and lower (future fill zone) portion of D3 to manage the anticipated volume of roadway organics, duff and strippings – to enable the exposure of subsurface rock required to be blasted or raised with approved structural rock material.

## Phase #1

### a) Clearing, stripping, grubbing by CCF partner Sqomish Forestry LP

Sqomish Forestry to use existing clearing to manage, sort, lay down and pile debris.

Early removal of material allows Building A exploratory and pre-construction work



### b) Excavation, Blasting, Parcel A, Building A + knuckle

Clean up residual clearing debris ready for shipping to secondary sort zone

Start bulk excavation of Building A to expose rock in preparation for blasting

Move, place, compact bulk excavation material to future parking location

Blast, with mats, the relatively shallow ridges & nuggets for Bldg A foundations

Move, place, compact appropriate rock material to rough grade road Stn 0+100 – 0+200

## Phase #2

### a) Clearing, stripping, grubbing by CCF partner Sqomish Forestry LP

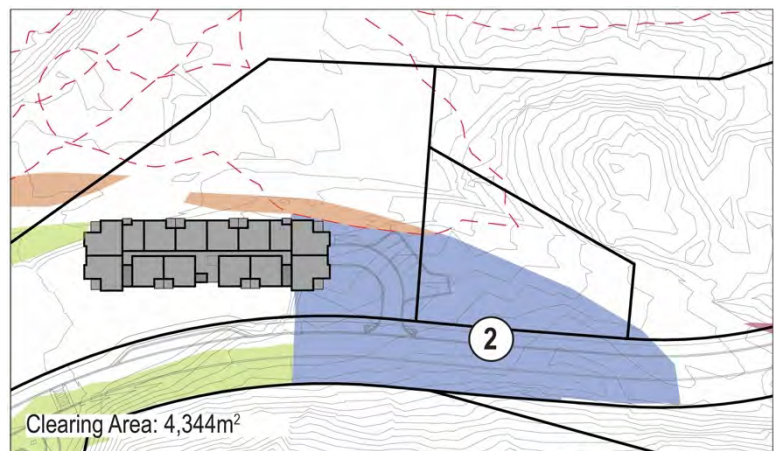
Sqomish Forestry to clear beyond Building B to create staging within Parcel B

Parcel B to be used as secondary lay down area to sort, stockpile, manage organics

Clear, Grub & Strip road ROW Stn 0+200 – 0+280 in preparation for rock work

Geotech to inspect road sub-base conditions after stripping & grubbing

Early removal of material allows Building B exploratory and pre-construction work



Merchantable timber trucked out via FSR, Traffic flagging required at times

### **b) Excavation, Blasting, Road ROW Stn 0+160 – 0+280**

Complete rock cut preliminary work to establish road & trench blasting scope

Drill & Blast to road sub-grade, including any trench blasting required

Import available structural fill from Parcel A to create road base & erosion control

Create temporary bypass FSR to enable BC Hydro works North of Parcel A

## **Phase #3**

### **a) Clearing, stripping, grubbing by CCF partner Squamish Forestry LP**

Squamish Forestry to clear road ROW Stn 0+330 – 0+600, including culd-i-sac  
Merchantable timber would be bunked until sufficient stockpile to truck out via FSR

A portion of Parcel D2 to be used as secondary lay down area to sort, stockpile, manage

No impact of existing FSR traffic until work begins between Stn 0+500 – 0+600  
Traffic flagging required during work in Stn 0+500 – 0+600 zone



Geotech to inspect road sub-base conditions after stripping & grubbing

### **b) Excavation, Blasting, Building B**

Clean up residual clearing debris ready for shipping to secondary sort zone, move concrete forms and foundation material to knuckle location

Building B requires significant blasting the at the South End, including access ramp

Start bulk excavation of Building B to expose rock in preparation for blasting

Move, place, compact bulk excavation material to adjoining areas needing structural fill

Blast, with mats, the Southern corner and ramp, ridges & nuggets for Bldg B foundations

Move, place, compact appropriate rock material to rough grade road Stn 0+150 – 0+280



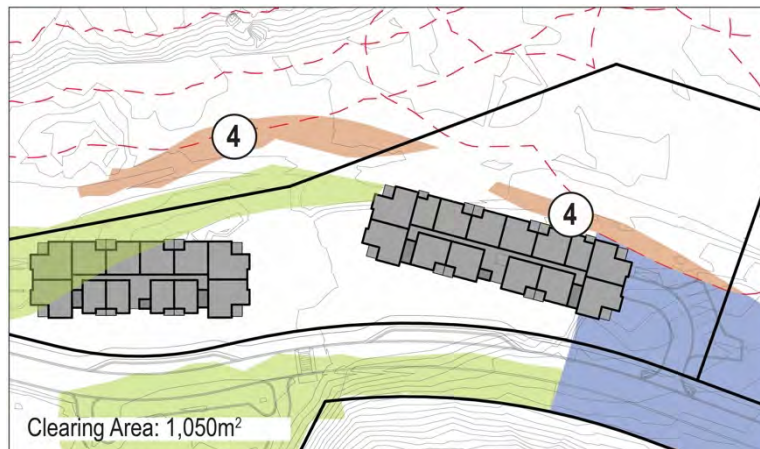
## Phase #4

### a) Clearing, stripping, grubbing by CCF partner Sqomish Forestry LP

Sqomish Forestry to clear North side of existing FSR to enable re-alignment & services

All work along the FSR is approved by FLNRO under "Works Permit #WP3077-20-01

FSR would be diverted through Parcel A with traffic flagging control



### b) Excavation, BC Hydro services, existing FSR

Trench and bury temporary BC Hydro ducts to maintain power through FSR

Re-locate two existing power poles to provide safe construction separation from Parcel A, as per Webster Engineering Off-Site drawings and FLNRO Works Permit # **WP3077-20-01**

Re-align FSR consistent with FLNRO Works Permit, including minor grading to avoid blasting

Install temporary underground construction power to Parcel A

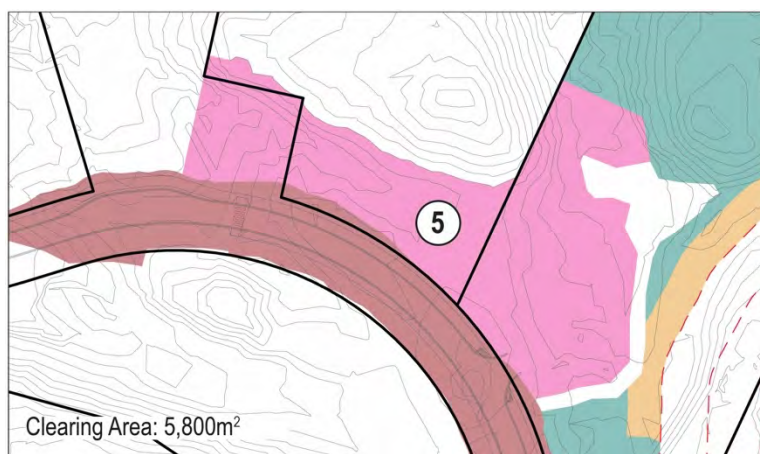
## Phase #5

### a) Clearing, stripping, grubbing by CCF partner Sqomish Forestry LP

Sqomish Forestry to clear road portion of D2 and D3 to geodetic elevation 658.0

The section is a "fill zone" and provides the necessary working room to manage the expected large volume of organic material unsuitable to be within the road ROW.

The work zone also allows for stockpiling of organic material not required at the transfer station due to recent inflow from CCF fuel management work along Cheakamus Lake Rd.



The zone would eventually be stripped of surplus organic material and filled with structural fill once the remainder of D2 is prepared for the next phase of employee housing (2022)

### **b) Excavation, Blasting, Road ROW Stn 0+330 – 0+500**

Complete rock cut preliminary work to establish road & trench blasting scope

Drill & Blast to road sub-grade, including any trench blasting required

This is unlikely to occur before snow flies mid-November 2020

## **Phase #6**

### **a) Clearing, stripping, grubbing by CCF partner Sqomish Forestry LP**

Sqomish Forestry to clear portion of D3 not visible from the Riverside Trail.

This portion of work allows the start of bulk-blasting to provide the required structural fill necessary to grade portions of the new road and the civil portion of D3.

### **b) Excavation, Blasting, Road ROW Parcel D3 (2021)**

Complete rock cut preliminary work to establish road & trench blasting scope

Drill & Blast to D3 road sub-grade, including any trench blasting required

Bulk blast future lots to required sub-grade. Surplus material to be distributed

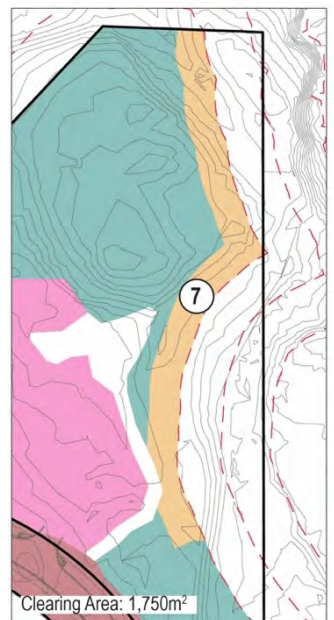


## **Phase #7 Clearing, stripping, grubbing by CCF partner Sqomish Forestry LP**

Sqomish Forestry to clear road portion of D3 highly visible to the Riverside Trail.

This portion of work would require orange fencing and the completion of the Riverside Trail re-alignment.

Surplus blast rock would be used to fill, compact and grade future market house sites



**Reference Documents:**

- 1) WDC Parcel A Project Plan Executive Summary**
- 2) WDC Parcel Analysis Workbook**