

TOFINO HOUSING
C O R P O R A T I O N



Strategic Plan

2024-2027

Message from the board

It has been my privilege to serve on the Board of Directors of the Tofino Housing Corporation (THC). Since joining the Board in 2017, I have had the opportunity to work with the Board in setting the strategic direction for the THC. As the Chair, I look forward to continuing this work, and I am confident that the THC will continue to lead in the community housing sector in our region.

After a period of instability before 2017, the THC was since “revived” to address Tofino’s severe housing challenges. I am proud of the dedication and competency of our Board members as they serve Tofino’s residents to provide attainable and affordable housing. We are particularly appreciative of the work and guidance provided by our two Executive Directors, initially Ian Scott and currently Kelly Lin. The results of the THC’s and our partners’ work are now clear. The opening of 14 units at Creekside in 2022, followed by 35 units at Headwaters North in early 2024 and a further 37 units at Headwaters South in summer 2024 has provided 86 new units of housing to our local family and individual residents. Additionally, the Mount Colnet Villa, providing affordable accommodation for seniors, was brought under the THC umbrella in 2023.

While much has been achieved in what seems to be a relatively short time, much remains to be done. Tofino’s housing issues, although eased, will likely continue much like in every other community in BC. The Board is now developing its next three-year Strategic Plan to set strategic priorities for THC, knowing early planning is the key to the success of the THC’s community real estate development projects. I am confident that with the experience gained and the reputation for “doing a lot with little” will lead to more secure and affordable homes for Tofino residents.

As we celebrate our recent accomplishments of providing housing for those in need, I am proud to be part of the THC’s continued success.

Duncan W. McMaster
Board Chair



Board members

Al Anderson

Nyla Attiana

Dan Law

Cindi Levine

Melody McLorie

Duncan McMaster

Allyson Muir (2024)

Kelly Lin - Executive Director

About us

The THC was created in 2005 by the District of Tofino to address the challenges of housing availability and affordability, especially for the Tofino workforce. THC is a non-profit corporation that is owned and controlled by the District at arms-length. The THC works closely with the District to identify and secure land, and then partners with developers/operators to develop and deliver non-market housing.

The THC's first ten years set the stage for the successes seen over the last five years as the need and demand for affordable housing continues to grow in our beautiful remote town. Since 2017, the THC has been meeting those needs by building non-market rental housing and to date, has built, and is building:

- **14** units with **deep subsidies**
- **43** units of **rent-geared-to-income**
- **29** units of **below-market rental**
- **8** units of **essential worker rental**
- **4** units of deeply affordable **seniors housing**
- **3** **price-restricted**-resident-restricted **homeownership properties**

With the occupancy/delivery of these 101 units (4 new developments and 1 existing property) by 2024/2025, we are housing more than 150 people from the community!

In 2024 and onward, THC will continue to develop more community housing for Tofino and is looking forward to working with the Tofino community to build more safe, secure and affordable homes.

101

Units to be
delivered
by **2024/2025**

4

**New housing
development
projects**

1

Deeply
affordable
**senior housing
property**

150+

**Individuals
being housed**
from the
community



Our Goals and Priorities

HOUSING DEVELOPMENT

Goal: Deliver below-market rental housing and price-restricted resident restricted ownership housing.

STRATEGIC PRIORITIES

1. Identify and secure land for housing.
2. Continue to seek opportunities and build partnerships to increase non-market rental and ownership housing units.
3. Clearly understand housing needs to inform decisions and actions.
4. Work towards becoming the developer and owner of rental and ownership housing.
5. Strive to improve sustainability practices in our delivery of housing.

FUNDING

Goal: Secure ongoing, sustainable funding with diversified revenue sources.

STRATEGIC PRIORITIES

1. Work with DoT to secure long-term MRDT funding.
2. Identify and pursue alternative sources of funding to support THC being a self-sustaining organization.

COMMUNICATIONS AND ENGAGEMENT

Goal: Increase Tofino community and District of Tofino understanding and support for THC's work.

STRATEGIC PRIORITIES

1. Increase communications efforts to raise THC's profile and to celebrate successes.
2. Build relationships with partners and relevant organizations to promote ongoing support for THC.
3. Foster relationships with First Nation communities to understand their interest and role in developing housing.
4. Engage with tenants to understand their experiences.

ORGANIZATIONAL DEVELOPMENT

Goal: Be a key community partner and trusted asset with the skills and organizational governance to deliver housing.

STRATEGIC PRIORITIES

1. Develop systems and tools (e.g., for information sharing) for strengthening governance and delivering housing.
2. Build organizational capacity and resources in real estate development.



Our Vision

A safe, secure and affordable place to live is available to all people who call Tofino home.

Our Mission

To facilitate development and operation of below market housing in Tofino.

"I am so grateful to Tofino Housing who saved our seniors' housing at Mt. Colnett when we were in danger of losing it. I feel extremely lucky to have an affordable place here in this crazy rental market, and am grateful for it every day. It is a lovely, peaceful place to live, and the yard is wonderful. I feel at home here, which is a gift at my time of life."

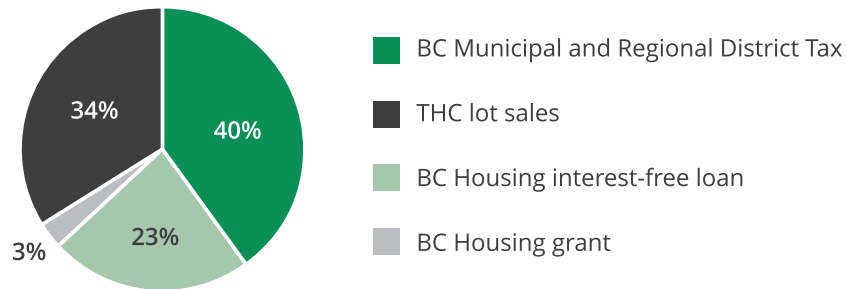
– Sherry Marr from Mount Colnet

Our Funding Sources and Expenditures

The THC's funding sources come from a combination of grants, short-term rental accommodation tax transfers, and loans. The District of Tofino transferred land to the THC, which was sold in 2023 to cover ongoing expenses. Please see chart below for THC's current funding sources.

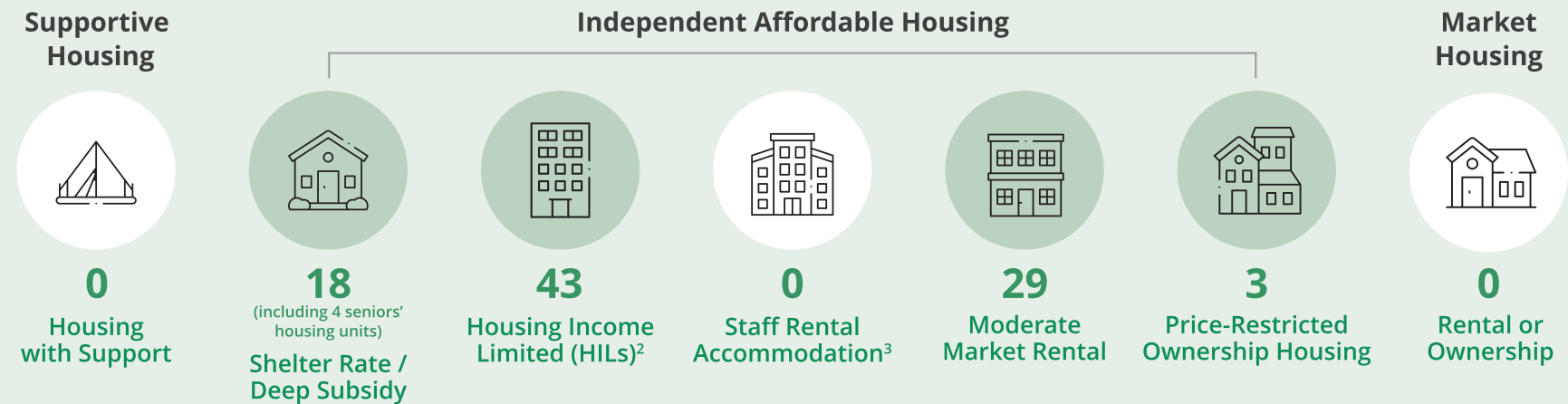
Expenditures are mainly related to pre-development, construction, and administration.

THC FUNDING SOURCES



Our Rental Units and Types

THC is committed to providing rental housing at below market rates. These are our existing 93 rental units¹ and where they fit on the housing spectrum as of 2024:



¹ Housing terms may be different by building.

² HILs represents the maximum gross income for eligibility to be a resident. The HILs are based on figures established by CMHC, and are intended to reflect the minimum income required to afford appropriate accommodation in the private market.

³ THC is working towards Staff Rental Accommodation in the future.