

Board of Directors Meeting Agenda

CCHC Boardroom

August 19 2015

12:00pm – 3:00pm

1. **Approval of Agenda**
2. **Approval of Minutes**
 - a. June 17, 2015 Regular Board Meeting minutes
Motion to approve the minutes as presented
 - b. July 3, 2015 Special Board Meeting minutes
Motion to approve the minutes as presented
3. **Business arising from minutes**

Motion 2015.31
Motion to approve the appointment of Dan Sparks to the hiring committee and the removal of Cheryl Godefroy from the hiring committee.
4. **Reports**
 - a. Managing Director's Report
Motion to accept the report for information purposes.
5. **New Business**
 - a. **Client Appeal**
Motion to disallow the PAH Rent Program applicant appeal as the appellant does not demonstrate that the household meets the PAH eligibility requirements.
 - b. **Lamphouse Neighbourhood Association and Coyote Ridge Board Appointment**
Motion to designate Cathy Robinson as the CCHC representative to fill CCHC vacancies on the Lamphouse Neighbourhood Association and Coyote Ridge boards of directors.
 - c. **2016-18 Draft Strategic Plan & 2016 Budget**
Motion to accept the document for information purposes with a final plan and budget to be approved prior to October 27 2015 for submission to the Town of Canmore budget committee.
6. **In Camera Items (motions to follow in camera session)**
 - a. Delegation: Development Issue (1:10pm)
 - b. Development Issue
 - c. Human Resource Issue
7. **Meeting adjournment**

Board of Directors Meeting Minutes

Wednesday, June 17 2015 at 1:15pm
CCHC Boardroom

Board Members in Attendance: Kimber Amping Sean Krausert
Cheryl Godefroy Joanna McCallum
Camille Hemingson Dan Sparks
Bob Kocian

Others in Attendance: Jennifer Bisley, Managing Director, CCHC
Bob Ellard, Ellard Design Group, CCHC Consultant (1:30pm)
Michael Fark, Town of Canmore Liaison

Regrets Garth Lyon

There being a quorum, Kimber Amping, Acting Chair, called the meeting to order at 1:17 pm.

1) Agenda Approval

Moved by Sean Krausert to approve the agenda as presented.
Carried unanimously

2) Approval of Minutes

Motion 2015.23

Moved by Dan Sparks to approve the Minutes of the May 20 2015 Board meeting as presented.
Carried unanimously

Motion 2015.24

Moved by Bob Kocian to approve the Minutes of the June 4 2015 Board meeting as presented.
Carried unanimously

3) Business Arising from Minutes: none

4) Reports

a. Managing Director's Report

Motion 2015.25

Moved by Bob Kocian to accept the June 17 2015 Managing Director's Report for information
Carried unanimously

5) New Business:

- b. Officer Appointment

Motion 2015.26

Moved by Kimber Meister to appoint Joanna McCallum as Chair.

Carried unanimously

- c. PAH Rent Program Limits on Non-Workers

Motion 2015.27

Moved by Bob Kocian to approve a limit of 20% on the number of units at any single rental property to be occupied by non-workers with respect to 6.3.2 of the SPP3.03 PAH Rent Program Policy (April 18 2015)

Carried unanimously

Bob Ellard entered the meeting at 2:00pm

6) In Camera Items

Moved by Camille Hemingson to go in camera at 2:00 pm

- a. Development Issue
- b. Development Issue
- c. Client Issue
- d. Human Resource Issue

Bob Ellard left the meeting at 2:20pm

Sean Krausert left the meeting at 3:10pm

Moved by Bob Kocian to come out of camera at 3:18 pm

Motion 2015.28

Moved by Joanna McCallum to allow the appeal of the PAH Rent Program client PVR323 with respect to the application of residency criteria.

Carried

Motion 2015.29

Moved by Bob Kocian to approve the Managing Director position description as presented.

Carried

7) Motion to Adjourn

Moved by Kimber Meister to adjourn the meeting at 3:19 pm.

Carried unanimously

Chair

Managing Director

Board of Directors Special Meeting Minutes

Thursday, July 3, 2015
CCHC Boardroom
10:00pm-12:00pm

Board Members in Attendance: Kimber Amping Sean Krausert
Cheryl Godefroy Garth Lyon
Joanna McCallum Bob Kocian

Others in Attendance: Michael Fark, Manager of Municipal Infrastructure

Regrets Dan Sparks

There being a quorum, Joanna McCallum, Chair, called the meeting to order at 10:05 am.

1) **Agenda Approval**

Moved by Sean Krausert to approve the agenda as presented.
Carried unanimously

2) **Approval of Minutes:** none

3) **Business Arising from Minutes:** none

4) **Reports:** none

5) **New Business:** (see in camera)

6) **In Camera Items**

Moved by Kimber Amping to go in camera at 10:08 am

a. Personnel Issue

b. Contract Issue

Moved by Sean Krausert to come out of camera at 11:20 am

Motion 2015.30

Moved by Bob Kocian that the CCHC board authorize the Chair, Joanna McCallum, to execute a contract with Legacy Human Capital Group for the recruitment of a Managing Director as per the proposal presented with the proviso that any consultant/candidate travel not proceed without expressed permission of the board.

Carried unanimously

Motion 2015.31

Moved by Sean Krasuert that the board of CCHC create a hiring committee comprised of Kimber Amping, Cheryl Godefroy, Sean Krausert and Joanna McCallum and that the hiring committee be authorized to proceed with the Legacy Human Capital Group to completion of Phase Four of the included estimated timeline and bring back a single candidate for the position of Managing Director to the board for approval.

Carried unanimously

7) Motion to Adjourn

Moved by Cheryl Godefroy to adjourn the meeting at 1:19 pm.

Carried unanimously

Chair

Managing Director

DRAFT



Canmore Community Housing Corporation

For Information

DATE OF MEETING: August 19 2015 **Agenda Item: 4**

SUBJECT: Managing Director's Report

RECOMMENDATION: For information

EXECUTIVE SUMMARY

The Managing Director's Report summarizes activities relative to the Business Plan 2013-2015. This report refers to year-to-date activities in 2015.

KEY STRATEGIES UPDATE

1. Build new units and utilize existing market units to increase availability of affordable housing

100 Dyrgas Lane

Construction of Phase 1 is underway with permits now in place for Phase 2.

2. Innovative finance and housing programs to improve housing access

Employee Housing

Met with key stakeholders to discuss how to move forward with results of the employer housing needs survey questions administered by Canmore Business and Tourism.

PAH Programs

Revisions to the municipal PAH Policy were approved on June 2, 2015. CCHC has responsibility for the details of the PAH Programs that it administers through its own policies. Research into alternate shared equity models is ongoing.

3. Improve organizational capacity to deliver programs and develop properties

The need to strengthen Board governance has been identified. It is recommended that a comprehensive review of bylaws and policies related to Board recruitment, appointments, responsibilities, training and retention be undertaken with recommendations to enhance governance to be considered at the 2016 AGM.

OPERATIONS UPDATE

Applications and Waitlist

	Ownership	Hector
Wait List:	24 (+1)	27 (-)
Applications YTD:	6 (+1)	40 (+12)
Applications 2014:	14	54
Inquiries 2015:	72 (+24)	261 (+125)
Inquiries 2014:	105	324
Total Units	44	60
Current Occupancy	100%	100%
Turnover YTD	0% (1 for sale)	23% (14 units)
Turnover 2014:	9% (4 sales)	40% (24 units)

PROGRAM ADMINISTRATION

PAH Own Program:

For Sale by Owner: 11, 100 Rundle Drive – 2 bed, 709 sf unit \$234,668

Annual Residency Confirmation: one outstanding due to medical reasons.

Annual Eligibility Criteria Confirmation: Finalizing confirmation of eligibility of waitlisted households.

PAH Rent Program:

Rental Rate Change: The Province approved the rent increase request for the Hector with changes to take effect October 1, 2015.

Eligibility Criteria Changes: The Province amended the grant agreement to remove the requirement for the Minister to approve changes to the eligibility criteria other than exceptions to the CNIT income limits.

Application Forms: Revised the application forms to reflect eligibility criteria changes and new documentation requirements for self-employed persons.

PROPERTY MANAGEMENT

The Hector at Palliser Village: Staining of the wood (stairs and balcony) is scheduled for completion over a two year period beginning this year. The cost of the project is \$27,900 and was contemplated within the capital reserve fund study.

Palliser Lane: The crosswalk and curbs at Palliser Lane have been painted. CCHC continues to be the main contact for matters pertaining to the Lane.

Lamphouse Neighbourhood Association (LNA): The LNA Board has identified the upgrade of the emergency access lane as a priority. The property manager has been directed to initiate the permitting process, finalize the budget, and assess funding options including the use of the capital reserve fund.

Palliser Lands: Met with the Town of Canmore regarding plans for flood mitigation for Stoneworks Creek. A concept plan for phased mitigation and associated costs is being prepared by the Town and is expected to be complete before the end of 2015. It was suggested that Lot 7 would be developable in the short-term but subject to new engineering guidelines that are still to be approved. There is still a question of when and how much of other lands affected by the flood will be developable.

McARTHUR PLACE (DYRGAS LANE) DEVELOPMENT UPDATE

Funding/Finance

Phase 1: Conditions for Phase 1 financing have been met and the mortgage registered. The first draw on construction financing is expected in September.

Phase 2: CCHC is in the process of confirming that the conditions for Phase 2 financing from the Bow Valley Credit Union have been met.

A revised budget for both phases will be presented for approval by the Board due to unanticipated and significant site work.

Construction

Phase 1: (Buildings 1 and 2): The roof is going on Building 2 and walls are going up on Building 1. Work has started on retaining walls. The substantial completion and estimated occupancy date will be changed due to construction delays. The revised schedule is under discussion.

Phase 2: (Building 3) Deep services and site work are underway.

Property and Program Management

Held information sessions for households interested in renting at McArthur Place. To date, 58 households have expressed interest **and** meet income requirements. Full applications will be accepted no earlier than three months prior to occupancy.

Property management agreement with PEKA Professional Property Management is executed.

Q2-2015 FINANCIAL REPORT:

Attached is the financial report for the second quarter of 2015.

Administration: General revenues and administration expenditures are on budget. Human resource expenditures are well below budget as CCHC was understaffed for the first quarter.

Hector: Hector revenues over budget due to full occupancy. The rent change approvals to be implemented in Q4 will also contribute to revenues being over budget for the year. Hector expenditures remain below budget due as summer maintenance projects have not been completed.

Other Programs: This category includes sales revenues and expenditures, which has seen no activity this year to date. It also includes rent revenues and expenditures for the new development which was not budgeted to be occupied until December 2015.

Project Funding and Expenditures: The project funding amount includes financing for both phases of development at 100 Dyrigas Lane and grant funding from the Town for Phase 2. CCHC has received the grant funds but has not made a draw from construction financing to date. Project expenditures are below budget as construction has been delayed. The revised schedule is under discussion.

Prepared by: Jennifer Bisley, Managing Director, August 19 2015

CCHC FINANCIAL REPORT Q2- 2015

As of June-30-15
 Prepared August-06-15

Notes

	YTD 2015	BUDGET 2015	Adj YTD as % of Budget
GENERAL ADMINISTRATION			50%
General Revenues	\$ 185,595	\$ 356,344	52%
Human Resource Expenditures	\$ 134,602	\$ 328,000	41%
Administration Expenditures	\$ 38,962	\$ 79,484	49%
SURPLUS/(DEFICIT) ADMINISTRATION	\$ 12,031	-\$ 51,140	-24%
PAH RENTAL PROGRAM - THE HECTOR			
Hector Revenues	\$ 325,712	\$ 638,825	51%
Hector Expenditures	\$ 201,474	\$ 616,122	33%
SURPLUS/(DEFICIT) HECTOR	\$ 124,238	\$ 22,703	547%
OTHER PROGRAMS			
PAH Program Revenues	\$ -	\$ 48,935	0%
PAH Program Expenditures	\$ -	\$ 78,511	0%
SURPLUS/(DEFICIT) OTHER PROGRAMS	\$ -	-\$ 29,576	0%
CAPITAL PROJECTS (PROPERTIES)			
Project Funding	\$ 875,000	\$ 7,175,000	12%
Project & Property Expenditures	\$ 1,433,647	\$ 9,233,986	16%
SURPLUS/(DEFICIT) CAPITAL PROJECTS	-\$ 558,647	-\$ 2,058,986	27%
	\$ -		
SURPLUS/(DEFICIT)			
GENERAL ADMINISTRATION	\$ 12,031	-\$ 51,140	
PAH RENTAL PROGRAM - THE HECTOR	\$ 46,527	\$ 22,703	
OTHER PROGRAMS	\$ -	-\$ 29,576	
CAPITAL PROJECTS (PROPERTIES)	-\$ 558,647	-\$ 2,058,986	
NET CASH SURPLUS/(DEFICIT)	-\$ 500,090	-\$ 2,116,998	24%

TRANSFER (TO)/FROM RESERVES

CCHC Capital Reserve Fund	\$ 558,647	\$ 2,058,986
CCHC Hector Reserve Fund	-\$ 20,842.50	552
CCHC Operating Reserve Fund	37,715	58,564
Town PAH Reserve Fund		
Total Transfers	\$ 500,090	\$ 2,116,998

RESERVE BALANCES

CCHC Capital Reserve Fund			
Opening Balance	\$ 2,125,525	\$ 2,125,525	
Increase/(Decrease)	-\$ 558,647	-\$ 2,058,986	
Closing Balance	\$ 1,566,878	\$ 66,539	
CCHC Operating Reserve Fund			
Opening Balance	\$ 172,620	\$ 172,620	
Increase/(Decrease)	\$ 37,715	-\$ 58,564	
Closing Balance	\$ 210,335	\$ 114,056	
The Hector Building Reserve			
Opening Balance	\$ 117,203	\$ 117,203	
Increase/(Decrease)	\$ 20,843	552	
Closing Balance	\$ 138,046	\$ 117,755	



For Decision

DATE OF MEETING: August 19, 2015

Agenda Item: 5a

SUBJECT: Client Appeal

RECOMMENDATION:

That the Board make a motion to disallow the PAH Rent Program applicant appeal as the appellant does not demonstrate that the household meets the PAH eligibility requirements.

EXECUTIVE SUMMARY:

PAH tenants on a fixed term lease were determined to no longer meet the eligibility criteria. An appeal of the administrative decision can be allowed if the appellant can demonstrate that the eligibility criteria was not applied correctly and that they are eligible. The appellants claim that eligibility criteria that requires both adults, and not just one, to meet Canmore employment criteria are not consistent with the intent of the program. They do not demonstrate that they meet the criteria and therefore, the appeal should be disallowed.

PREVIOUS BOARD DIRECTION OR POLICY

CCHC PAH Rent Policy

DISCUSSION

PAH tenants on a fixed term lease must demonstrate their continuing eligibility in order to be offered a new one-year lease. If they are not eligible, they are not offered a new lease and must vacate the property at the expiry of their lease.

Administrative decisions may be appealed to the Board, who can consider whether the eligibility criteria was applied properly. If it is determined that the criteria was not applied correctly and the applicant household is eligible, the appeal is to be allowed. If it is determined that the criteria was applied correctly and the applicant household is not eligible, the appeal is to be disallowed.

The attached file memo summarizes the information that was considered in determining whether the applicant household is eligible, specifically whether both adults continue to work in Canmore at least 20 hours per week as an employee or as a self-employed person. The applicants while originally attempting to demonstrate eligibility instead are appealing on the basis that this criteria is not consistent with the intent of the program. The letter will be available at the Board meeting for reference.

The Board also has the option to change the eligibility criteria to require only one adult in the household to meet the Canmore employment criteria. The Board did consider this change when it reviewed the criteria in April 2015 and determined not to make the change as long as there was adequate demand from households where all adults have an employment connection to Canmore. There are five eligible households on the waitlist waiting for one of the four 3 bedroom units at The Hector indicating strong demand based on existing criteria.

ALTERNATIVES:

1. The Board may change the eligibility criteria to require only one adult in the applicant household to meet the Canmore employment criteria and then allow the appeal. This is not recommended as the Board recently undertook a comprehensive review of the criteria and determined that given the demand from eligible households that meet the criteria, the requirement that both adults work in Canmore should remain.

FINANCIAL IMPACTS: None

ATTACHMENTS: File Memo PVR 312-231-N

Prepared by: Jennifer Bisley

Prepared on: August 14, 2015

File Memo

File: PVR 312-231-N
From: Jennifer Bisley, Managing Director
Date: August 10, 2015
Re: Appeal of Administrative Decision

Background

The subject household is a couple family with a child in a three bedroom unit.

The household applied with CCHC on June 26 2014 and was approved, with one applicant as an employee and the other as self-employed. They entered into a one-year fixed term lease of August 1 2014 to July 31 2015.

The applicant provided proof of registration of his trade name in Alberta as of November 2013 and a temporary Canmore business licence dated June 2, 2014. At that time CCHC has less stringent documentation requirements for self-employed persons but still required that they applicant be working performing the services of the business in Canmore at least 20 hours per week.

The application process requires all applicants to sign a statutory declaration stating all the information that they have provided is true and correct, that they believe they meet the eligibility criteria and that they confirm that they have been informed:

- 4 *WE confirm that we have been informed*
- b) *That as tenants*
- ii) *Upon the expiry of the fixed term lease, we may be offered a new lease **should we continue to be eligible.***

As part of the annual process to confirm eligibility to determine whether to offer the applicants a new lease, CCHC sent the household a letter dated April 21 2015 by mail and by email advising them that should they wish to enter into a new lease, they must demonstrate their ongoing eligibility and asking them to submit the form and supporting documentation no later than May 22 2015.

The clients did not respond to the request. After several phone calls and messages, they submitted documentation on May 27 and June 6 2015. It was determined that they met the income criteria and one applicant continued to be eligible as an employee, but the other applicant did not demonstrate that he continued to be eligible as self-employed performing the services of his business at least 20 hours per week.

CCHC did not approve the application on June 15th 2015.

Applicants have 30 days to appeal the decision under CCHC Policy. The Managing Director conducts an administrative review of the decision to determine if the issue can be resolved without a formal review by the Board. The administrative review allows consideration of new documentation received with the notice of appeal, and if this documentation meets CCHC's requirements, the MD can allow the appeal without it going to the Board. If the documentation does not meet CCHC's requirements, the appeal must go to the Board for decision at the next scheduled Board meeting.

The applicant submitted a Notice of Appeal on July 17th 2015. The MD performed an administrative review and did not allow the appeal. Due to timing, the soonest it could be heard was August. Therefore, a one month lease was granted to the tenants to August 31 until the appeal could be heard.

Issue

The application was not approved as the applicant failed to demonstrate that the applicant was bona fide self-employed in Canmore, working a minimum of 20 hours per week in Canmore. It should be noted that there has been no change with respect to eligibility requirements of self-employed persons, only the documentation requirements to demonstrate eligibility.

The following issues have been identified.

- The applicants have lived at The Hector since August 1, 2014 and had a Canmore address since November 2013. However, the applicants appear to retain strong ties to BC declaring that he was a BC resident as of December 31, 2014 and to this day, continuing to use a BC phone number for business and residential purposes.
- The applicants represented that he was already a Canmore bona fide business on the first application but in the appeal letter, it is suggested that he is just starting out.
- The applicant verbally stated that he had primarily been working as a painting contractor in BC over the past year. He suggested it was because of lack of work in Canmore and that he did not know he had to remain eligible.
- The applicant applied for Canmore business licences only for the purposes of these two applications.
- The applicant provided only two invoices for work in Canmore – Invoice 543895 issued in September 2014 in the amount of \$1300 and Invoice 543900 in July 2015 for \$4500.
- There is also a concern that the applicant is underreporting his income as he indicated he primarily issues quotes and not invoices. He is also using his home expenses to offset his business income.

The Managing Director recommends that the Board does not allow the appeal as the one applicant is not currently eligible. A one month lease extension to September 30 2015 would be offered so they can make other arrangements as requested in their letter.

Jennifer Bisley



For Decision

DATE OF MEETING: August 19, 2015 **Agenda Item: 5b**

SUBJECT: Lamphouse Neighbourhood Association and Coyote Ridge Board appointments

RECOMMENDATION:

That the Board make a designate Cathy Robinson as the CCHC representative to fill CCHC vacancies on the Lamphouse Neighbourhood Association and Coyote Ridge boards of directors.

EXECUTIVE SUMMARY:

The Lamphouse Neighbourhood Association and the Coyote Ridge boards of directors will have one vacant position each for a CCHC representative. It was intended that Cathy Robinson as the Housing Program Manager would assume these responsibilities. The resignation of the Managing Director effective August 21, 2015 means these positions need to be filled prior to the annual general meetings.

PREVIOUS BOARD DIRECTION OR POLICY

Motion to designate Jennifer Bisley and Bob Kocian as CCHC representatives for election to the Lamphouse Neighbourhood Association board of directors. The Managing Director has been the CCHC representative on the Coyote Ridge board since its inception.

DISCUSSION

According to the society and condominium bylaws, CCHC shall have three representatives on the Lamphouse Neighbourhood Association board of directors and one representative on the Coyote Ridge board of directors.

CCHC typically designates one Board member, one Coyote Ridge representative and the Managing Director to be elected to the Lamphouse Neighbourhood Association, and the Managing Director to the Coyote Ridge board. It was intended that the person in the position of Housing Program Manager would take over these responsibilities at AGM elections this fall. It is important to have a CCHC staff member in these positions in order to provide support, continuity and a direct link to CCHC for these organizations.

ALTERNATIVES:

1. The Board may designate another CCHC representative to these Boards.

FINANCIAL IMPACTS: None

ATTACHMENTS: None

Prepared by: Jennifer Bisley

Prepared on: August 14, 2015



Strategic Plan | 2016-2018

DRAFT



COMMUNITY LIVES HERE

Canmore Community Housing Corporation
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canmorehousing.ca

INTRODUCTION

Once a small mining town, Canmore is now an upscale recreational-based community which has experienced considerable growth and development. Tourism has become the cornerstone of the economy with a construction industry primarily serving the high-end condominium and custom home markets. A downside to this growth is that for many residents and workers, Canmore has become unaffordable and lacks housing options.

A healthy housing market requires diverse rental and ownership options that are appropriate and affordable to the individuals and families who create and sustain a community. Canmore has some of the highest housing costs in Alberta which has created a gap between what moderate income households can afford to pay for housing and the cost of housing. According to the 2014 citizen satisfaction survey, affordable housing is the most important issue facing the Town of Canmore. The second most important issue is the availability of housing.

The Canmore Community Housing Corporation (CCHC) is a non-profit municipal corporation established in 2000 by the Town of Canmore to provide housing solutions for a healthy and balanced community. The 2016-2018 Strategic Plan sets the direction for the work the organization will undertake over the next three years and lays the foundation for the next 10-15 years. It outlines the organization's approach to address the housing affordability gap while allowing CCHC to adapt and respond to changing markets and demand.

The scope and range of housing challenges are too complex for any one organization to solve alone. CCHC must collaborate and partner with the municipality, housing agencies, the housing industry, the business community, and other orders of government as it carries out its vision, mission and mandate.

OUR VISION

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

OUR MISSION

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

OUR MANDATE

1. **Planning and Development:** CCHC plans for, acquires and develops affordable housing to expand the inventory of affordable housing for its housing programs.
2. **Housing Programs:** CCHC develops and administers programs to manage the inventory, sale and rental of affordable housing.
3. **Research and Advice:** CCHC provides research and advice on housing planning, programs, policy, and needs.

GOALS	STRATEGIC INITIATIVES
A. Increase the supply of affordable housing	<ol style="list-style-type: none"> 1. Complete construction and occupancy of McArthur Place, a purpose-built rental property 2. Plan for housing development on lands identified for purposes of affordable housing, initiating development subject to market conditions and available resources. 3. Prepare a long-term housing development plan to support affordable housing targets as set out in the updated Municipal Development Plan (MDP). 4. Collaborate with the private sector and other partners to support the provision of affordable housing.
B. Deliver housing programs that meet the needs of Canmore's workforce	<ol style="list-style-type: none"> 1. Review the PAH Own Program 2. Support the creation and legalization of accessory suites through policy and programs.
C. CCHC has a strong governing Board.	<ol style="list-style-type: none"> 1. Develop and implement a strategy for Board development

GOALS	STRATEGIC INITIATIVES	SPECIFIC ACTIONS	WHO	2016	2017	2018
A. Increase the supply of affordable housing	1. Complete construction and occupancy of McArthur Place, a purpose-built rental property	Complete the construction of 32 units in Phase 1 and 32 units in Phase 2 and occupy the units through the PAH Rent Program.	Staff & Consultants	Ph1: Q1 Ph2: Q2		
	2. Plan for housing development on lands identified for purposes of affordable housing, initiating development subject to market conditions and available resources.	<p>Plan for development at the Old Daycare Lands:</p> <ul style="list-style-type: none"> Issue RFP and award contract to refine the design scenarios for redevelopment of the Old Daycare Lands for purposes of PAH. Include concept design, business case planning, and project delivery options. Work with the Town of Canmore Planning Department on subdivision and land use. <p>Initiate development at the Old Daycare Lands as informed by the business case.</p> <p>Plan for development at other lands, including 100 Palliser Lane & the Fairholme site.</p>	Staff & Development Management Consultant	Q1-3		
			Staff & Consultants		<i>As market and resources allow</i>	
			Staff & Consultants	<i>As market and resources allow</i>		
	3. Prepare a long-term housing development plan to support affordable housing targets as set out in the updated Municipal Development Plan (MDP).	<p>Prepare a plan that outlines how CCHC can meet targets for the supply of non-market affordable housing over the short, medium and long-term, using the land inventory, CHAP strategies, developer commitments, and other strategies that will increase the supply of non-market affordable housing.</p> <p>Work with the Town of Canmore on a financial strategy to fund the housing plan through the PAH Reserve Fund and other resources.</p>	Staff in consultation with Town staff, developers and other housing providers	Q 3/4		
					Q1/2	

GOALS	STRATEGIC INITIATIVES	SPECIFIC ACTIONS	WHO	2016	2017	2018
A. <i>Increase the supply of affordable housing</i>	4. Collaborate with the private sector and other partners to support the provision of affordable housing.	Provide advice and information to the Town and developers should developers seek to provide market and/or non-market affordable housing. Facilitate and engage in partnerships to support employee housing initiatives.	Staff	As required		
B. Deliver housing programs that meet the needs of Canmore's workforce	1. Review the PAH Own Program	Review the ownership program eligibility criteria and partnership agreement and recommend changes to ensure it is serving and meeting the demand of those the program is intended to serve. Requires consultation with Town Council, working partners and clients.	Staff/ Consultant	Q3/4	Q1/2	
	2. Support the creation and legalization of accessory suites through policy and programs.	Work with the Town of Canmore on policy and the design of a pilot program to encourage accessory suite creation and legalization.	Staff/ Consultant	<i>Dependent on Town of Canmore</i>		
C. CCHC has a strong governing Board	1. Develop and implement a strategy for Board development	Review bylaws and policies related to recruitment, appointments, responsibilities, training, and retention of directors and recommend strategies and bylaw/policy changes for the 2016 AGM.	Staff/ Consultant	Q1/2		
		Implement recommendations and changes, engaging the Board and Shareholders.	Staff/ Consultant	Q3/4		

DRAFT BUDGET: To follow