

**Board of Directors Meeting Agenda**  
**Executive Boardroom, Town of Canmore Civic Centre**  
**Tuesday, April 23, 2013**  
**12:30-2:30 pm**

- 1. Approval of Agenda**
- 2. Approval of January 24, 2013 Minutes**
- 3. Business arising from minutes**
- 4. Committee Reports**  
*Motion to accept committee reports for information*
- 5. Report from Managing Director**  
*Motion to accept the report for information*
- 6. New Business**
  - a. Audit Issue: Accounting Standards**  
*Motion to adopt Public Sector Accounting Board (PSAB) Standards without optional add-on NPO standards (4200 series) to apply as of January 1, 2012.*
  - b. Financial Sustainability Planning Tool**  
*Motion to accept the Financial Sustainability excel model for use by administration.*  
*Motion to disband the Financial Sustainability Model Committee.*
  - c. CCHC Strategic Review**  
*Motion to establish a committee to provide direction to the Managing Director with respect to a strategic organizational review.*  
*Motion to appoint members to the committee and direct the members to develop a terms of reference for approval by the Board.*
  - d. Town of Banff Community Housing Strategy Committee Membership**  
*Motion to approve the Managing Director's participation as member of the Town of Banff Community Housing Strategy Committee*
- 7. In Camera Items (Motions to follow in camera session)**
  - a. Audit Issue**  
*Motion to approve the draft 2012 audited financial statements as presented/amended.*
  - b. Human Resource Issue**  
*Motion to approve the allocation for 2012 performance pay increases as recommended by the Executive Committee*
  - c. Human Resource Issue**
- 8. Meeting adjournment**

*A majority of the Directors in office shall constitute a quorum. In the case of an equality of votes, the Chair shall be entitled to a second or casting vote.*

**Board of Directors Meeting Minutes**

**Thursday, January 24, 2013  
CCHC Boardroom  
4:00-6:00pm**

**Board members in attendance:**

Sarah Law	Kimber Meister
Garth Lyon	Cathy Robinson
Bob Kocian	Dan Sparks

**Others in attendance:**

Gary Buxton, Town of Canmore CCHC Liaison  
Jennifer Bisley, Managing Director, CCHC

**Regrets** Sean Krausert Hans Helder

There being a quorum, Garth Lyon called the meeting to order at 4:04 pm.

**1) Agenda Approval**

Moved by Bob Kocian to approve the agenda as presented.  
Carried unanimously

**2) Approval of Minutes**

**Motion 2013.01**

Moved by Kimber Meister to approve the Minutes of the November 15 2012 Board meeting as presented.  
Carried unanimously

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

**4) Committee Reports:**

- a) Executive Committee: oral update on Managing Director performance review process
- b) Financial Sustainability Committee: oral update of activities
- c) PAH Project Planning Committee: oral update of activities

*Dan Sparks entered the meeting at 4:07pm*

*APPROVED Motion 2013.01 March 21, 2013  
CANMORE COMMUNITY HOUSING CORPORATION*

5) **Report from Managing Director**

*Gary Buxton entered the meeting at 4:17pm*

**Motion 2013.02**

Moved by Cathy Robinson to accept the Managing Director's Report for information.  
Carried unanimously

6) **New Business:**

a) **CCHC 2012 Customer Satisfaction Survey Report**

**Motion 2013.03**

Moved by Dan Sparks to accept the "CCHC 2012 Customer Satisfaction Survey Report" for information.  
Carried unanimously

b) **PAH Project Committee Terms of Reference**

**Motion 2013.04**

Moved by Garth Lyon to approve the PAH Project Committee terms of reference as presented and to allocate up to \$7,500 to the committee for consultant costs.  
Carried unanimously

c) **2013 PAH Policy Review**

**Motion 2013.05**

Moved by Bob Kocian to direct the Managing Director to prepare a briefing for shareholders about proposed changes to the PAH Policy that would allow CCHC to have authority over the PAH eligibility criteria, partnership agreement and build guidelines.  
Carried unanimously

7) **In Camera Items**

Moved by Bob Kocian to go in camera at 5:27 pm

a) **Audit Issue**

b) **Human Resource Issue**

Moved by Cathy Robinson to come out of camera at 6:05pm

**Motion 2013.06**

Moved by Kimber Meister to approve the 2012 trial balance for submission to Young Parkyn McNab LPP for audit purposes.  
Carried unanimously

**Motion 2013.07**

Moved by Cathy Robinson to approve the changes to permanent staffing positions as presented in the revised "Appendix A" to SPP 5.04 Salary and Wage Administration Policy.  
Carried unanimously

*APPROVED Motion 2013.08 March 21, 2013  
CANMORE COMMUNITY HOUSING CORPORATION*

8) Motion to Adjourn

Moved by Cathy Robinson to adjourn the meeting at 6:07pm.

Carried unanimously

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Managing Director

DRAFT



# Managing Director's Report

**DATE OF MEETING:** April 23, 2013 **Agenda Item: 5**

**SUBJECT:** Managing Director's Report

**RECOMMENDATION:** That the Board accept the Managing Director's Report for information.

## EXECUTIVE SUMMARY

The Managing Director's Report summarizes activities relative to the Business Plan. This report refers to current activities in 2013.

## KEY STRATEGIES UPDATE

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

The PAH Project Committee issued an RFP for a consultant to develop leasing and acquisition guidelines and an implementation plan for affordable housing purposes. Three proposals were received by the submission deadline of March 14, 2013. The Committee has awarded the contract to Dunefield Consulting with an expected completion date of May 31.

**2. Innovative finance and housing programs to improve housing access**

The Managing Director prepared a backgrounder on general strategies to increase access to housing. This document was circulated to and discussed with members of the Financial Sustainability Model committee.

Employee housing is considered a potential strategy to improve housing access. Patrick Sorfleet, Town Development Planner will attend the May Board meeting to give the Board an update on the Town's development of an employee housing policy.

**3. Improve organizational capacity to deliver programs and develop properties**

The Managing Director is making preparations for a strategic review of the organization, which would include the corporate mandate, objectives, structure, and funding model, and applicable Town of Canmore policies and regulations. The Board will be asked to establish a committee of the Board to direct the Managing Director in this activity at the April Board meeting.

## OPERATIONS UPDATE

### Administer, Develop & Manage

#### 1. PAH Program – Ownership

<b>2013</b>	<b>Year to date</b>	<b>PAH List</b>	16	
		<b>Applications</b>	4	(1 pending)
		<b>Inquiries</b>	18	(to March 31)

#### Current Listings:

For Sale by Owner:	1 x 2 bed at Mineside Court	\$228,776
For Sale by CCHC	1 x 2 bed at Mineside Court	\$247,750 (sold)

#### Activities:

- > Annual residency declaration process for leasehold owners almost complete. No issues identified
- > Maximum Household income to qualify to apply remains at \$118,000 for 2013/14 applications. Note that 120% of Canmore couple family median income for 2012 calculated to be \$117,797. Median incomes in Canmore have been flat in recent years.
- > Ongoing monitoring of PAH property titles
- > Continue to communicate with Genworth and CMHC on matters of common concern.

#### 2. PAH Program – The Hector Rental

<b>2013</b>	<b>Year to date</b>	<b>PAH List</b>	11	(9 x studio/1 bed; 1 x 2 bed; 1 x 3 bed)
		<b>Applications</b>	12	
		<b>Inquiries</b>	65	(to March 31)

<b>Occupancy:</b>	<b>100%</b>	<i>Jan, Feb and Mar</i>
	<b>98%</b>	<i>Apr due to turnover of units</i>

#### Activities:

- > Revised lease almost complete.
- > Reviewing rental rates for increases in late 2013
- > 2013 CNIT levels still not released by the Province

### Research and Advice

- > Continue to communicate with Town Planning staff about employee housing, mortgage insurance matters and development of an employee housing policy/program.
- > Participated in the review of the Canmore Community Monitoring Report 2012 Draft Economic Section prepared by the Biosphere.

### Other

- > Staff training in new positions
- > 2012 audit activities
- > Attended seminar on Occupational Health and Safety requirements as part of initiative to review and tailor current policies adopted from the Town for CCHC purposes.



Canmore Community Housing Corporation

# Request for Decision

**DATE OF MEETING:** April 23, 2013 **Agenda Item: 6a**

**SUBJECT:** **Audit Issue: New Accounting Standards**

**RECOMMENDATION:** That CCHC adopts Public Sector Accounting Board (PSAB) Standards without optional add-on standards for non-profit organizations (4200 series) to apply as of January 1, 2012.

## EXECUTIVE SUMMARY

All government not-for-profit organizations are required to apply public sector accounting standards and transition to the *CICA Public Sector Accounting Handbook* for fiscal years beginning on or after January 1, 2012.

There are two options available to CCHC. CCHC can adopt Public Sector Accounting Board (PSAB) standards with or without optional add-on standards for non-profit organizations (4200 series).

The main difference is in the presentation of the financial statements. PSAB standards without the add-on standards apply to municipalities. The optional add-on series were allowed to aid in the transition to public sector accounting standards so that non-profit organization would have fewer changes in the transition.

The Treasurer and Managing Director recommend that the second option, PSAB without the 4200 series, be adopted. This would create consistency with the Town, making consolidation of CCHC's financial statements simpler and make the statements easier to understand by CCHC's shareholders (Council and the CAO) given their familiarity with municipal standards of financial statement presentation.

## PREVIOUS BOARD DIRECTION OR POLICY

CCHC previously followed Part V of the *CICA Handbook—Accounting*. This is no longer an option.

## BACKGROUND

In December 2010, the Accounting Standards Board (“AcSB”) and Public Sector Accounting Board (“PSAB”) each issued accounting standards impacting the future financial reporting framework for government not-for-profit organizations (“GNPOs”).

GNPOs will be required to apply public sector accounting standards and transition to the *CICA Public Sector Accounting Handbook*. CCHC meets their definition of a GNPO as it is organized and operated exclusively for a not-for-profit purpose and is controlled by the municipal government.

As of January 1, 2012, GNFPs will be required to follow either:

**1) *CICA Public Sector Accounting Handbook, with Sections PS 4200 to PS 4270***

Part V of the *CICA Handbook–Accounting* currently followed by not-for-profit organizations in the public and private sector refers to the 4400 series of standards. When these standards were brought into the *CICA Public Sector Accounting Handbook*, they were renumbered Sections PS 4200 to PS 4270 (i.e., the PS 4200 series). The standards address accounting issues commonly encountered by GNPOs, such as how to account for contributions and collections.

This option would allow GNPOs to continue their existing accounting for matters covered in the PS 4200 series, with a few exceptions.

**2) *CICA Public Sector Accounting Handbook without Sections PS 4200 to PS 4270.***

The option of following the *CICA Public Sector Accounting Handbook* without the PS 4200 series will allow GNPOs to follow the same basis of accounting as do many other government organizations, including the municipality.

This option would allow CCHC to adopt the same standards as the municipality, which may be preferable for consolidation purposes.

**DISCUSSION**

The most important question for the Board to consider is which option yields the most useful information for the organization. If there is little difference, as in this case, other factors to consider include consistency with the municipality’s presentation. This will make the consolidation of CCHC’s financial statements simpler and it would make them easier to understand by CCHC’s shareholders (Council and the CAO) given that they are already familiar with municipal standards of financial statement presentation.

It would also appear as though the add-on of the 4200 series is for transition purposes only, and changes to the 4200 series may be expected. If CCHC has to make the change for 2012, it seems more reasonable to just make the big change once, rather than transition over a period of time.

**ALTERNATIVES**

- 1) Adopt the PSAB standards with the option add-in 4200 series. This is not recommended for the reasons noted above.

**FINANCIAL IMPACTS**            none

**ATTACHMENTS**                none





Canmore Community Housing Corporation

# Request for Decision

**DATE OF MEETING:** April 23, 2013 **Agenda Item: 6b**

**SUBJECT:** Financial Sustainability Model

**RECOMMENDATION:** To accept the Financial Sustainability excel model for use by CCHC administration.

To disband the Financial Sustainability Model committee

## EXECUTIVE SUMMARY

A priority in CCHC's 2012 business plan was to develop a financial sustainability model in excel format as a decision-making and communication tool to be applied to assess new community housing projects and programs.

A Financial Sustainability Model committee was established to provide direction to the Managing Director in the development of this tool. The only deliverable of the committee was the excel model. The intent was to disband the committee once the model was complete.

The excel model has been completed. Three scenarios will be put through the model for demonstration purposes and presented to the Board.

The committee has fulfilled its objectives and therefore, should be disbanded.

## PREVIOUS BOARD DIRECTION OR POLICY

2012 business plan priorities were approved by Motion 2011.32 (August 18 2011). Motion 2011.46 (November 25 2011) established the committee to move this priority forward. The committee terms of reference was approved by Motion 2011.53 (December 15, 2011).

## DISCUSSION

The financial sustainability model was intended to be a decision-making and communication tool applied in the assessment of proposed community housing projects and programs to strengthen CCHC's strategic planning capacity in anticipation of an expansion to the affordable housing inventory.

As a decision-making tool, the model was to enable CCHC to have a better understanding of the implications on sustainability at the project, program and organizational levels to inform business decisions. As a communication tool, it was to be used to advise the Town, as CCHC shareholder and funder, of the financial implications of potential community housing projects and programs that the Town may direct CCHC to undertake.

The model is structured to analyze the financial implications of various types of projects/programs, with the following key features:

- > Input sheets for three acquisition strategies: 1) build; 2) buy; and 3) lease.
- > The model allows the following revenue generating activities: 1) sell; 2) rent; or 3) a mixed sell/rental project. For each option the units can be sold or rented as PAH and/or market units.
- > The model allows funding inputs from own source funds and capital, and external funding including grants, interest-only loans, and amortizing loans.
- > The model automatically calculates ratios for quick feasibility assessments and to compare projects. It also includes a discounted cash flow analysis so that the time value of money and risk can be incorporated in the profitability analysis.
- > Cash flow projections are created for up to 20 years. The CCHC three year capitalization plan from the Business Plan is incorporated into the model to understand the implications of the cash flow projections for the organization for the short-term (3 year period).

As CCHC gains experience using the model, it is expected that modifications may be required to deal with the range of scenarios that may be presented. The model was designed to be flexible and to be able to add other elements as necessary.

**ALTERNATIVES**

- 1) Approve the excel model with specific directions for further enhancement, which is recommended if the Board sees fundamental errors or omissions.
- 2) Not approve the excel model for use by CCHC, which is not recommended.

**FINANCIAL IMPACTS**            N/A

**ATTACHMENTS**                N/A



Canmore Community Housing Corporation

# Request for Decision

**DATE OF MEETING:** April 23, 2013 **Agenda Item: 6c**

**SUBJECT:** CCHC Strategic Review

**RECOMMENDATION:** To establish a committee to provide direction to the Managing Director with respect to a strategic organizational review.  
To appoint members to the committee and direct the members to develop a terms of reference for approval by the Board.

## EXECUTIVE SUMMARY

CCHC has identified policy, financial and organizational issues that constrain CCHC's ability to effectively and efficiently serve community housing needs. A strategic review of CCHC's mandate, structure and relevant external policy and regulations would provide recommendations to be put forward for consideration to the CCHC Board and Shareholders. A committee of the Board should be established to provide direction to the Managing Director with respect to such a review.

## BACKGROUND

CCHC was established in 2000 as a non-profit municipal corporation with the objective of providing housing solutions to support a healthy and balanced community. The objects set out in CCHC's memorandum of association gives CCHC the ability to undertake a wide range of activities to meet community housing needs.

CCHC's 2013-2015 business plan was intended to serve as a road map for CCHC. It sets out the direction of the Board in an effort to be more responsive and the leader in providing solutions to meet community housing needs. The business plan states:

"To be successful, CCHC will need to improve its organizational capacity to deliver programs and develop properties to respond to changing needs and demands in an uncertain economic and housing environment."

This is contemplated in strategy 3.1 *"Improve organizational capacity to deliver programs and develop properties"*, which also includes several goals to support the achievement of this strategy, including:

- > Review organizational structure and recommend changes to accommodate growth in inventory and programs.
- > Develop and implement policy and procedures to re-profile CCHC housing inventory to ensure inventory mix is appropriate for demand.

However, municipal policy, municipal financing regulations, and overlapping responsibilities between Town Administration and CCHC constrain CCHC's responsiveness in meeting community housing needs. The key constraints, policy and financial, are explained below.

## 1. POLICY CONSTRAINTS

The Town of Canmore demonstrates its commitment to addressing the community's affordable and employee housing needs through the Town's PAH Policy and the employee housing policy under development.

CCHC is recognized as being the primary service delivery agent with respect to both perpetually affordable and employee housing.

Given this arrangement, from CCHC's perspective, it would be preferable for municipal policy to focus on the intentions and goals of the policy, including guiding principles to guide decisions and achieve rational outcome, rather than being too prescriptive with respect to the administration of the program by an arms' length agent, such as CCHC.

Using the PAH Policy as an example, it contains sections that refer to vision alignment, purpose, definitions, and guiding principles that outline the intent of the policy and what it is intended to achieve. These sections are appropriate for the municipal policy. Section 5, PAH Contributions, is also appropriate for a municipal policy given that the authority and responsibility for the fund lies with the Town.

Sections containing PAH Eligibility Criteria and the PAH Partnership Agreement, however, are very prescriptive with respect to how CCHC is to administer the PAH Program and are not necessarily appropriate for a municipal policy, unless it is the Town Administration that is in fact administering the program.

As an example, the PAH Policy includes the following administrative details that really should fall under CCHC policy and not municipal policy:

**6.9** *CCHC shall require a non-refundable \$100 application fee before any PAH application for ownership will be processed. Upon approval, applicants will receive an approval letter and shall be placed on the CCHC PAH Waiting List.*

**6.10** *If there are no PAH units available to own or rent that meet the applicant household's requirements, PAH applicants will remain on the CCHC PAH Waiting List. The approval letter is valid for a period of six (6) months from the date of approval. Applicants will remain on the PAH Waiting List after the six month period provided that they maintain their eligibility for PAH.*

Details with respect to how CCHC is to administer the waiting list, the application process, and eligibility criteria are typically business decisions that should be made by the organization who knows what does and does not work in practice. It is time consuming and an inefficient use of resources to seek Council approval of these changes which should be contained in CCHC policy instead.

CCHC anticipates that similar challenges will occur with the development of an employee housing policy. It will be suggested that the municipality include these housing policies into a single community/affordable housing policy that references the various types of housing programs (perpetually affordable and employee) without being overly prescriptive with respect to how CCHC, or any other service delivery agent, is to administer the programs.

## 2. FINANCIAL CONSTRAINTS

As CCHC is a municipal controlled organization, municipal debt service and limit regulations constrain CCHC's ability to access external debt and financing. CCHC has access to a line of credit with the Town, but the bylaw limits its use for the purchase and resale of existing PAH units. This situation limits CCHC's ability to add new inventory for resale or rental, as well as its ability to re-profile existing PAH units from ownership to rental in order to best meet community housing needs.

CCHC will be looking at different internal and external financing options and other corporate structures which will be more flexible to allow CCHC to better meet the community need and demand.

## **SUMMARY**

A strategic review of the organization is expected to provide recommendations to support CCHC in being successful in meeting the community's changing housing needs. It would include a review of the CCHC corporate mandate, objects and structure, municipal and CCHC policies, and financial constraints.

It would require CCHC to ask the questions: what exactly is the municipality attempting to achieve with community housing policy and programs? What role does CCHC have in achieving these broader goals? Does CCHC have the appropriate mandate, resources and structure to achieve these goals? If not, what changes need to be made?

## **ALTERNATIVES**

- 1) Not proceed with a strategic review.
- 2) Proceed with a strategic review but under the direction of the full Board and not a committee.

## **FINANCIAL IMPACTS**

It would be expected that the strategic review be done predominantly with existing CCHC resources. The 2013 budget has a \$5,000 allocation for contract labour to support special administration projects, such as this, if necessary. The committee terms of reference would consider all resource requirements depending on the scope of the review.

**ATTACHMENTS**                      N/A



Canmore Community Housing Corporation

# Request for Decision

**DATE OF MEETING:** April 23, 2013 **Agenda Item:** 6d

**SUBJECT:** **Town of Banff Community Housing Strategy Committee Membership**

**RECOMMENDATION:** To approve the Managing Director's participation as a member of the Town of Banff Community Housing Strategy Committee

## EXECUTIVE SUMMARY

CCHC administration has been invited to join an inaugural committee tasked with creating a community housing strategy (Strategy) for the Town of Banff. In recognition of the regional nature of housing, it would be a good opportunity for CCHC to bring Canmore's perspective to the table and to share information with Banff.

## BACKGROUND

The Committee mandate is:

- To create a community housing strategy that identifies roles and responsibilities of Bow Valley housing providers to ensure that Banff maintains a healthy and balanced community.
- To ensure that all major housing providers have input to the strategy and that roles and responsibilities of all providers are familiar to all others
- To share information, avoid duplication and close gaps in the provision of housing in Banff
- To monitor the housing situation and suggest amendments to the strategy as they become necessary.

The Committee includes members from the town of Banff, government housing providers, and key employers and their associations. CCHC is the only invited member who does not operate within Banff. The Committee is expected to complete the strategy by August 31<sup>st</sup>.

## DISCUSSION

Housing is a regional issue. A housing strategy in Banff will have implications for Canmore. This is particularly true following the introduction of regional transit which enables more Banff workers to live in Canmore, putting greater pressures on the Canmore housing market.

Although the Committee has a Banff focus, participation by CCHC would be mutually beneficial. The Committee would benefit from CCHC's knowledge and expertise, while CCHC would gain better insight into the Banff housing market to assist CCHC in better responding to changing local demand. This is consistent with CCHC's operating model, in which CCHC engages with working partners and clients in order to better plan and administer our programs.

Full participation in the Committee would likely require a minimum of 8 hours per month for travel, meeting attendance and preparation. The role is largely limited to idea and information sharing and discussion.

**ALTERNATIVES**

- 1) Decline the invitation to participate. This is not recommended unless there are concerns with the staff time commitment.

**FINANCIAL IMPACTS**      N/A

**ATTACHMENTS**              Invitation for Committee Membership  
   Committee Terms of Reference

March 27, 2012

**Via Email:** [jbisley@canmorehousing.ca](mailto:jbisley@canmorehousing.ca)  
Jennifer Bisley, Executive Director  
Canmore Community Housing Corporation  
203,600A-9<sup>th</sup> Street, Canmore AB

Dear Ms. Bisley,

**RE: Invitation for Committee Membership  
Town of Banff Community Housing Strategy**

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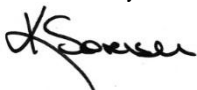
On behalf of Town of Banff Council, I would like to take this opportunity to invite the manager responsible for staff accommodation from your organization to join an inaugural committee tasked with creating a community housing strategy (Strategy) for the Town of Banff.

As outlined in our community plan, Banff strives to have a flourishing community that offers universal access to affordable services that meet the evolving needs of our residents and visitors. Housing is identified as a key component of our community goal of fostering a healthy and balanced community and by extension; Council has directed administration to establish a committee to oversee the creation of the aforementioned Strategy in 2013. The committee's inaugural meeting was today at which time it was identified that the Strategy would benefit by the presence and insight of your organization as a committee member. Meetings are scheduled to occur the second and fourth Thursday of the month from 1:30 – 3:30 pm at Town Hall and the next meeting will be April 11<sup>th</sup>.

I have attached the terms of reference for your review and kindly ask that you advise my assistant Lisa Lee no later than Monday, April 8<sup>th</sup>, if you would like to accept Council's invitation, and who will be representing your organization. Lisa can be reached via email at [lisa.lee@banff.ca](mailto:lisa.lee@banff.ca) or 403.762.1203.

If you have any questions about the selection process or the committee, please contact me at 403.762.1203. Thank you for your time and consideration to participate on this committee.

Yours truly,



Karen Sorensen  
Mayor



## **Terms of Reference for the committee - Community Housing Strategy**

### **CHS committee mandate**

To create a community housing strategy (CHS) that identifies the roles and responsibilities of housing providers in the Bow Valley to ensure the town of Banff (town) maintains a healthy and balanced community. To ensure that all major housing providers have input to the CHS and that roles and responsibilities of all providers are familiar to all others. To share information, avoid duplication, and close gaps in the provision of housing in the town of Banff. To continue to monitor the housing situation and suggest amendments to the CHS as they become necessary.

### **CHS committee objectives**

- To use the most recent/relevant housing information to create a comprehensive CHS for the town by August 31<sup>st</sup> 2013;
- To present the aforementioned CHS with to Banff Town Council (Council) for approval no later than September 30<sup>th</sup> 2013;

### **CHS committee scope of work**

- To review the 2012 Housing needs assessment and any other relevant housing information available as it relates to the provision of housing in Banff or the Bow Valley;
- To review the roles of all major housing providers in Banff and the Bow Valley and ascertain where the providers feel there are gaps or duplications in the provision of housing supply or opportunities for residents of Banff;
- Create a CHS for the Town that incorporates the recommendations of the 2012 housing needs assessment and the information gathered from housing providers, and identifies potential actions arising out of what they have learned;
- Prioritize the proposed action items of the CHS to develop an overall action plan for housing in Banff and identify how partners could cooperate to move it forward;
- Annually evaluate the progress of meeting the benchmarks identified in the approved action plan;
- Continue to meet to track progress and rethink direction as necessary.

### ***Appointment of CHS committee members***

Key players in housing will be invited by Banff Town Council to join the CHS committee by April 2013. The initial number of members shall be eight (8): one (1) shall be an elected official of the Town of Banff who is also a BHC Board member; one (1) a member of the Town of Banff planning department or senior Town of Banff administrator; one (1) member shall be the Supervisor-FCSS Town of Banff ; and one (1) member shall be from each of the following organizations: YWCA of Banff; Bow Valley Regional Housing; Health Unit; Parks Canada; Hotel Motel association, but members may be added as the committee feels they are needed. The committee will elect a chair from within their membership.

### ***CHS committee Members' role in relation to CHS committee meetings***

CHS committee Members will:

- Work together to develop a work-plan and schedule for the creation of the CHS.
- Suggest topics to the CHS committee Chair for the preparation of the agenda for each CHS committee meeting, having reference to the objectives of the committee;
- Prepare for each CHS committee meeting by reading the board package in detail;
- Declare conflicts of interest whenever they arise, and act accordingly;
- Actively participate in CHS committee discussions, sharing their opinions for and against the matter under consideration;
- Listen to and seek to understand the opinions of other CHS committee Members; and
- Vote on matters before the CHS committee , taking into account the objectives of the committee and the best interests of the community as a whole; and
- Review and comment on meeting minutes and draft documents to ensure completeness and accuracy

### ***CHS committee Members' role with the media***

The Chair is the spokesperson for the CHS committee dealing with media inquiries about CHS committee work. If CHS committee members find themselves commenting to the media, they have the responsibility to present the CHS committee's point of view fairly, even if they were in dissent, and also to clearly distinguish personal opinion from CHS committee opinion.

### **Last reviewed:**

January 11<sup>th</sup> 2013