

**Board of Directors Meeting Agenda**  
**CCHC Boardroom**  
**March 15, 2012**  
**4:00 pm – 6:00 pm**

1. Approval of Agenda
2. Approval of February 16 2012 Minutes
3. Business arising from minutes: none
4. Committee Reports
  - a. PAH Project Planning Committee: verbal report
  - b. Financial Sustainability Committee: verbal report
5. Report from Managing Director

*Motion to accept the Managing Director's report for information*
6. New Business
  - a. CCHC Human Resource Policies

*Motion to approve the policies as presented*
  - b. Eligibility Criteria Review

*Motion to recommend to Council that no changes be made to the PAH Eligibility Criteria and PAH Partnership Agreement at this time*
7. In Camera Items:
  - a. Intergovernmental Issue
  - b. Intergovernmental Issue
8. Next meeting dates:
  - a. Board Meetings: April 19, 2012  
May 17, 2012  
June 21, 2012  
August 23, 2012  
September 20, 2012  
October 18, 2012
9. 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**  
**DRAFT**  
**Thursday, February 16, 2012**  
**CCHC Boardroom**

**Board members in attendance:**

|                |                |
|----------------|----------------|
| John Borrowman | Kimber Meister |
| Hans Helder    | Cathy Robinson |
| Bob Kocian     | Brent Rosvold  |
| Garth Lyon     |                |

**Others in attendance:**

Jennifer Bisley, Managing Director, CCHC  
Gary Buxton, Town Liaison to CCHC

**Regrets** Dan Sparks

There being a quorum, Garth Lyon called the meeting to order at 4:06 pm.

**1) Agenda Approval**

Moved by Brent Rosvold to approve the agenda as amended, with the addition of *7b Legal Issue*.

Carried unanimously

**2) Approval of Minutes**

**Motion 2012.08**

Moved by Brent Rosvold that the Board approve the Minutes of the January 26 2012 Board meeting as presented.

Carried unanimously

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

**4) Committee Reports:**

- a) **PAH Project Planning Committee:** verbal report
- b) **Financial Sustainability Committee:** verbal report

**5) Report from Managing Director:**

**Motion 2012.09**

Moved by Cathy Robinson to accept the Managing Director's report for information.

Carried unanimously

*APPROVED Motion 2012.13 March 15, 2012*  
**CANMORE COMMUNITY HOUSING CORPORATION**

6) **New Business:**

a) **The Hector at Palliser Village Building Reserve Fund**

**Motion 2012.10**

Moved by Hans Helder to approve policy *SPP 4.07 The Hector at Palliser Village Building Reserve Fund* as amended.

Carried unanimously

**Motion 2012.11**

Moved by Cathy Robinson to approve the establishment of The Hector at Palliser Village Building Reserve Fund account

Carried unanimously

**Motion 2012.12**

Moved by John Borrowman to approve the transfer of \$28,050 from The Hector at Palliser Village operations account to The Hector at Palliser Village Building Reserve Fund account.

Carried unanimously

7) **In Camera Items**

Moved by Bob Kocian to go in camera at 4:57 pm

a) **Intergovernmental Issue**

*Kimber Meister declared a conflict and left the meeting at 5:36 pm*

b) **Legal Issue**

Moved by Bob Kocian to come out of camera at 6:04 pm

8) **Direction to Council:** none

9) **Confirmation of next Meeting Dates**

- |                        |                    |
|------------------------|--------------------|
| a) Shareholder Meeting | February 21, 2012  |
| b) Board Meeting       | March 15, 2012     |
|                        | April 19, 2012     |
|                        | May 17, 2012       |
|                        | June 21, 2012      |
|                        | August 23, 2012    |
|                        | September 20, 2012 |
|                        | October 18, 2012   |

APPROVED Motion 2012.13 March 15, 2012  
CANMORE COMMUNITY HOUSING CORPORATION

10) Motion to Adjourn

Moved by John Borrowman to adjourn the meeting at 6:05 pm

Carried unanimously.

\_\_\_\_\_  
Chair

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

DRAFT

**BOARD MEETING DATE:** March 15, 2012

**SUBJECT/TOPIC:** **Managing Director's Report**

**PURPOSE:** To update the Board on CCHC activities

**PRIORITIES**

**1. DEVELOP A FINANCIAL SUSTAINABILITY MODEL**

Draft structure and assumptions to be sent to committee for review by March 16, 2012.

**2. PLAN A PAH PROJECT**

Funding application for project business plan submitted to CMHC. In process of drafting RFP for the development of the project business plan development. Waiting for information from the Town Planning development.

**MANDATE AND ACTIVITY HIGHLIGHTS**

**1. HOUSING PROGRAMS**

**PAH Program - Ownership**

Wait List: 12

Current Listings:

|                    |                             |                  |
|--------------------|-----------------------------|------------------|
| For Sale by Owner: | 1 x 2 bed at Coyote Ridge   | \$270,278 (SOLD) |
|                    | 1 x 2 bed at Mineside Court | \$228,776        |
| For Sale by CCHC:  | 1 x 2 bed at Mineside Court | \$236,119        |
|                    | 1 x 3 bed at Mineside Court | \$349,900        |

- > Multi-listing open house scheduled for Sunday March 18th from 10am to 1pm.
- > Annual PAH title review completed
- > 2011 PAH Value notices and annual residency declarations are prepared and will be sent out to leasehold owners this week
- > Initiated communication with Canada Guaranty with respect to mortgage loan insurance

**PAH Program - The Hector Rental Occupancy Rate: Target 95%**

January: 98% 1 x 2 bed accessible unit available

February: 98% 1 x 2 bed accessible unit available

March: 97% 2 x 2 bed accessible units available

Wait List: 12 Studio x 4; 1 bed x 3; 2 bed x 4; 3 bed x 1

- > In negotiations for renewal of property management agreement
- > Preparing a proposal for the transfer of ownership of The Hector from the Town to CCHC

**2. RESEARCH AND ADVICE**

- > Continue to communicate with Patrick Sorfleet regarding Town Employee Housing Policy.

### 3. COMMUNICATION

- > Inquiries and website visits continue to be high and 6 rental applications were received the last week of February. Statistics continue to indicate a greater interest in rental accommodation than ownership. Anecdotal evidence suggests that landlords are giving notice to tenants with the intent of selling their rental unit in the spring, and the closure of a business has led those in staff accommodation to seek other housing.

| <b>PAH Inquiries (walk-ins/phone/email)</b> |           |           |           |           |           |
|---|-----------|-----------|-----------|-----------|-----------|
|   | Oct 11    | Nov 11    | Dec 11    | Jan 12    | Feb 12    |
| Rent  | 9         | 9         | 8         | 14        | 17        |
| Buy   | 3         | 2         | 4         | 9         | 9         |
| General/Other                               | 0         | 8         | 1         | 1         | 0         |
| <b>Total</b>                                | <b>12</b> | <b>19</b> | <b>13</b> | <b>24</b> | <b>26</b> |
| <b>Website Visits</b>                       |           |           |           |           |           |
| New Visitors                                | 257       | -         | 218       | 471       | 554       |
| Returning Visitors                          | 362       | -         | 343       | 492       | 411       |
| Views: Listings                             | 352       | -         | 182       | 333       | 352       |
| Views: Buy                                  | 142       | -         | 85        | 154       | 182       |
| Views: Rent                                 | 139       | -         | 97        | 228       | 295       |

### 4. GENERAL ADMINISTRATION

- > Continued with 2011 audit preparation. Draft statements expected for review at the April Board meeting.

## PERFORMANCE MEASURES

#### PAH Program: Owned

1. Applications approved: Target: 20 Approved YTD: 2 (10%)
2. Average # of days units held in inventory: comparison to 2010 and 2011  
*Reporting quarterly*

#### PAH Program: Rental

1. Applications approved: Target: 45 Approved YTD: 10 (22%)
2. Occupancy rate: Target: 95% YTD: 97%

**Customer Satisfaction Survey:** Target: less than 5% not satisfied  
*Reporting end of 2012*

Prepared by: Jennifer Bisley, Managing Director  
Prepared on: March 12, 2012

**MEETING DATE:** March 15, 2012

**SUBJECT/TOPIC:** **CCHC Human Resource Policies**

**PURPOSE:** For decision

**ISSUE:** CCHC is developing a complete policies and procedures manual including a Human Resource Section. .

**RECOMMENDATION:** Approve the following Statements of Policy and Procedure (SPP):

|          |  |
|----------|--|
| SPP 5.01 | Human Resources Primer                                       |
| SPP 5.02 | Recruitment, Selection and Orientation Policy                |
| SPP 5.03 | Employee Code of Conduct Policy                              |
| SPP 5.04 | Salary and Wage Administration Policy                        |
| SPP 5.05 | Performance Planning and Management Policy                   |
| SPP 5.06 | Vacation, General Holiday, Hours of Work and Overtime Policy |
| SPP 5.07 | Leaves of Absence Policy                                     |
| SPP 5.08 | Benefits Policy  |

**BACKGROUND:**

CCHC is in the process of developing a full policies and procedures manual that includes the following sections:

1. Corporate Administration
2. Governance
3. Program Administration
4. Financial Administration
5. Human Resources

Human Resource policies were identified as a priority by the Managing Director given that CCHC began to administer its own payroll and benefits separate from the Town of Canmore as of January 1, 2012, and due to the following motion:

2011.22 Moved by Kimber Meister that CCHC direct the Executive Committee to explore the development of a performance review and compensation protocol.

**DISCUSSION**

The CCHC Human Resource policies are based on the Town of Canmore Human Resource policies but tailored to be current and meet the needs of a smaller and arms-length corporation.

The policies were reviewed by Therese Rogers, the Town of Canmore Human Resource Manager, and her comments were incorporated into the final policies attached for approval.

The policies and procedures are designed to provide clear direction to the Board and staff, but allow staff some flexibility in procedure.

**ALTERNATIVES:**

- 1) Approve the statements of policy and procedure as presented
- 2) Make minor amendments to the statements of policy and procedure and approve as amended
- 3) Not approve the statements of policy and procedure as presented and provide further direction to the Managing Director if significant amendments are required.

**ATTACHMENTS:** CCHC Human Resource Policies

**Prepared by:** Jennifer Bisley, Managing Director

**Prepared on:** March 12, 2012



| <b>STATEMENT of POLICY and PROCEDURE (SPP)</b> |                               |            |              |
|--|-------------------------------|------------|--------------|
| <b>POLICY</b>                                  | <b>HUMAN RESOURCES PRIMER</b> | SPP No.    | <b>5.01</b>  |
| Section:                                       | Human Resources               | Issued:    | Mar 15, 2012 |
| Issue to:                                      | <b>All Manual Holders</b>     | Effective: | Mar 15, 2012 |
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**SPP 5.01 HUMAN RESOURCES PRIMER**

**1 PURPOSE**

The purpose of this Statement of Policy and Procedure is to provide a basic introduction to human resources and to provide a foundation for other policies in the human resources section.

**2 SCOPE**

Not applicable

**3 RESPONSIBILITY**

3.01 It is the responsibility of the Executive Committee of the Board of Directors to:

- i. Recruit, select and hire the Managing Director;
- ii. Manage the performance of the Managing Director;
- iii. Set compensation and benefits for the Managing Director.

3.02 It is the responsibility of the Managing Director to:

- i. Recruit, select and hire for all other positions in the organization;
- ii. Manage the performance of employees;
- iii. Recommend compensation and benefits to the Board of Directors for regular employees, and any future compensation increases.

3.03 It is the responsibility of the Managing Director to establish, review and maintain human resources policies, procedures and controls in order to attract and retain employees, to comply with budgetary and legislative requirements, and to ensure consistency with Town of Canmore human resource policies. Any policy affecting the financial position of the organization may not be adopted without the approval of the Board of Directors.

**4 DEFINITIONS**

4.01 “**Compensation**” means all forms of compensation an employee receives in exchange for their labour including wages, salaries, and employer contributions to benefits and group retirement savings plans.

4.02 “**Contractor**” means an individual who performs work for the organization on a contract basis and who invoices the organization for the work performed. Contractors are not employees and are not entitled to wages or any form of compensation other than the payment of their invoices in accordance with their contract.

| <b>STATEMENT of POLICY and PROCEDURE (SPP)</b> |                               |            |              |
|--|-------------------------------|------------|--------------|
| <b>POLICY</b>                                  | <b>HUMAN RESOURCES PRIMER</b> | SPP No.    | <b>5.01</b>  |
| Section:                                       | Human Resources               | Issued:    | Mar 15, 2012 |
| Issue to:                                      | <b>All Manual Holders</b>     | Effective: | Mar 15, 2012 |
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**4.03 Employee Definition with Respect to Benefits:**

- (a) **“Regular Employee”** means an employee who works regularly-scheduled hours, is on the payroll of the organization and receives benefits from the organization. This category includes full-time employees and part-time employees who work in excess of 21 hours per week on average.
- (b) **“Temporary Employee”** means an employee who works regularly-scheduled hours, is on the payroll of the organization and whose beginning and end date is defined. Temporary employees are not eligible to receive benefits.
- (c) **“Casual Employee”** means an employee whose work for the organization is neither regular nor extensive. Casual employees are paid cash plus statutory annual vacation equivalent (4.16%).

**4.04 Employee Definition with Respect to Hours of Work:**

- (a) **“Full-time employee”** means those employees who work a minimum of 28 hours per week as per the Offer of Employment letter.
- (b) **“Part-time employee”** means those employees who work an average of 21-27 hours per week, but whose hours are guaranteed as per the Offer of Employment letter.
- (c) **“Part-time employee, no benefits”** means those employees who work an average of less than 21 hours per week, but whose hours are guaranteed as per the Offer of Employment letter.
- (d) **“Casual employee”** means those employees whose hours of work are not guaranteed as per the Offer of Employment letter.

**4.05 “Manager”** means an individual who provides direction and is in a supervisory role with respect to human resource responsibilities. This individual may be acting in the capacity of Managing Director or may be a member of the Board of Directors.

**5 POLICY**  
None

**6 PROCEDURES**  
None

| <b>STATEMENT of POLICY and PROCEDURE (SPP)</b> |                               |            |              |
|--|-------------------------------|------------|--------------|
| <b>POLICY</b>                                  | <b>HUMAN RESOURCES PRIMER</b> | SPP No.    | <b>5.01</b>  |
| Section:                                       | Human Resources               | Issued:    | Mar 15, 2012 |
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**7 REFERENCES and RELATED STATEMENTS of POLICY and PROCEDURE**

*Alberta Employment Standards*

*Alberta Human Rights Act*

*Alberta Freedom of Information and Protection of Privacy Act (FOIP)*

*Alberta Occupational Health and Safety Act, Regulation and Code.*

*Alberta Workers Compensation Act*

SPP 5.02 Recruitment, Selection and Orientation Policy

SPP 5.03 Employee Code of Conduct Policy

SPP 5.04 Salary and Wage Administration Policy

SPP 5.05 Performance Planning and Management Policy

SPP 5.06 Vacation, General Holiday, Hours of Work and Overtime Policy

SPP 5.07 Leaves of Absence Policy

SPP 5.08 Benefits Policy

**8 ATTACHMENTS**

None

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Chair

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Managing Director



| <b>STATEMENT of POLICY and PROCEDURE (SPP)</b> |   |            |              |
|--|---|------------|--------------|
| <b>POLICY</b>                                  | <b>RECRUITMENT, SELECTION &amp; ORIENTATION</b> | SPP No.    | <b>5.02</b>  |
| Section:                                       | Human Resources                                 | Issued:    | Mar 15, 2012 |
| Issue to:                                      | <b>All Manual Holders</b>                       | Effective: | Mar 15, 2012 |
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**SPP 5.02 RECRUITMENT, SELECTION & ORIENTATION POLICY**

**1 PURPOSE**

The purpose of this Statement of Policy and Procedure is to ensure consistency in the recruitment process, and to establish standards for the organization in the area of recruitment, selection and hiring new employees while meeting legislative and budgetary requirements.

**2 SCOPE**

This policy applies to current and prospective employees and the CCHC Board of Directors.

**3 RESPONSIBILITY**

- 3.01 The Chair of the Board of Directors, or his/her delegate, acts as the hiring manager for the Managing Director position. The hiring manager is responsible to recruit and convene a selection committee that is responsible to recruit, select and hire the Managing Director and may include the assistance of an external search firm. The hiring manager is also responsible to arrange for orientation of the Managing Director.
- 3.02 The Managing Director is the hiring manager for all other positions in the organization, and is responsible to recruit, select, hire and orient for these positions.

**4 DEFINITIONS**

- 4.01 **“Exit Interview”** is a confidential interview conducted by the Managing Director or delegate, with departing employees for the purposes of identifying any trends or patterns that may have contributed to the decision to leave employment, and subsequently for improving the ability to respond to employee issues and thereby gain insights to help develop retention initiatives to retain employees and continuously improve the CCHC employment experience.
- 4.02 **“Reference Check”** is the process of interviewing previous employers of the job applicant to determine his or her job history. Reference checks may also include checking with school(s) or college(s) attended by the applicant to verify educational qualifications.

| <b>STATEMENT of POLICY and PROCEDURE (SPP)</b> |   |                |              |
|--|---|----------------|--------------|
| <b>POLICY</b>                                  | <b>RECRUITMENT, SELECTION &amp; ORIENTATION</b> | <b>SPP No.</b> | <b>5.02</b>  |
| Section:                                       | Human Resources                                 | Issued:        | Mar 15, 2012 |
| Issue to:                                      | <b>All Manual Holders</b>                       | Effective:     | Mar 15, 2012 |
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4.03 **“Relative”** means any person who is a spouse, child, sibling, aunt, uncle, cousin, nephew, niece, parent or grandparent of the employee or is related by marriage and includes in-laws, or whose relationship with the employee is similar to that of persons who are family members or who are related by marriage.

4.04 **“Short Listing”** is the process of determining which candidates will be interviewed. This is achieved through identifying the specific and technical accountabilities of the position and measuring each candidate’s qualifications against the position requirements. Short-listing decisions will be based on evidence that the applicant has met all of the mandatory requirements.

## **5 POLICY**

5.01 CCHC recruits for and fills vacant positions on a competitive basis in accordance with all applicable employment legislation and CCHC Policies.

5.02 CCHC is committed to offering equal employment opportunities with full consideration being given to an applicant’s education, knowledge, aptitude, training, experience and suitability. Candidates will not be discriminated against on the basis of age, gender, creed, ethnic background, marital status, race, colour, sexual orientation, handicap, family status or criminal conviction for which a pardon has been granted.

5.03 The fact that a potential Employee is a relative of an existing Employee neither causes prejudice nor advances that person’s hiring prospects. However, applicants will not be hired into positions where a direct or indirect supervisory relationship will exist between the related Employees, or where other working relationships could lead to potential conflict of interest or favouritism. The same conditions will apply with the Managing Director and a member of the Board of Directors, where a direct or indirect reporting relationship exists.

5.04 Replacement hiring for an existing or similar position may be undertaken by the Managing Director without approval from the Board of Directors. Hiring for newly created permanent positions outside of the approved budget requires the approval of the Board of Directors.

5.05 Reference Checks are an important and integral part of the selection process and will be conducted prior to an offer of employment being made.

5.06 All new employees must provide a current RCMP Security Check prior to their start date. An offer of employment from CCHC is conditional upon satisfactory completion of a RCMP Security Check. Employees will be reimbursed for the cost of the Security Check.

| <b>STATEMENT of POLICY and PROCEDURE (SPP)</b> |   |                |              |
|--|---|----------------|--------------|
| <b>POLICY</b>                                  | <b>RECRUITMENT, SELECTION &amp; ORIENTATION</b> | <b>SPP No.</b> | <b>5.02</b>  |
| Section:                                       | Human Resources                                 | Issued:        | Mar 15, 2012 |
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- 5.07 All new employees are subject to a probationary period of a minimum of three months.
- 5.08 CCHC reserves the right to terminate the employment of any individual during their probationary period without cause and without notice, as outlined in Section 55 (2) of the *Alberta Employment Standards Code*.
- 5.09 New employees will be provided with an orientation to the organization, their new position and their new work location upon commencement of employment.
- 5.10 All employees voluntarily leaving their employment with CCHC will be invited to participate in a confidential exit interview with the Manager or his/her delegate.

## **6 PROCEDURES**

- 6.01 A selection committee will be formed for the hiring of the Managing Director. Selection committee members may be made up by anywhere from three to five members chosen from the following categories:
- i. Hiring manager;
  - ii. Town Chief Administrative Officer;
  - iii. Town Council member;
  - iv. Prospective colleague;
  - v. Board of Directors;
  - vi. Human Resources specialist.

The hiring manager will provide the selection committee with copies of all applications. The selection committee will short-list applicants for interviews.

The hiring manager will schedule interviews and make arrangements for interview space. An interview protocol must be developed and agreed to by the selection committee before candidates are scheduled for interviews.

After each interview, the selection committee will provide its comments and feedback to the hiring manager. The selection committee may utilize a scoring sheet for interview candidates. Testing for general aptitude, typing, clerical, other related computer skills and abilities may be conducted by the hiring manager or delegate, who will be responsible for ensuring that the tests are administered in a fair manner.

The final decision is made by the hiring manager, to be approved by the Board of Directors.

| <b>STATEMENT of POLICY and PROCEDURE (SPP)</b> |   |                |              |
|--|---|----------------|--------------|
| <b>POLICY</b>                                  | <b>RECRUITMENT, SELECTION &amp; ORIENTATION</b> | <b>SPP No.</b> | <b>5.02</b>  |
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- 6.02 The hiring manager will screen and short-list applicants to interview, schedule interviews and make arrangements for interview space for all other employees. Testing for general aptitude, typing, clerical, other related computer skills and abilities may be conducted by the hiring manager or delegate, who will be responsible for ensuring that the tests are administered in a fair manner. The final hiring decision is made by the hiring manager.
- 6.03 An offer of employment may not be made until reference checks are completed. A minimum of two (2) reference checks per candidate are required. References should include a former direct supervisor and a former colleague, wherever possible.
- 6.04 Once interviews and reference checks are completed and a candidate selection is made, the hiring manager will extend an offer to the successful candidate. All offers of employment will be made in writing and will contain, at a minimum:
- i. The job title;
  - ii. The job location;
  - iii. The start date;
  - iv. The salary or wage rate being offered;
  - v. Additional compensation being offered (e.g. benefits);
  - vi. Any conditions the candidate must fulfill (e.g. RCMP Security Check);
  - vii. The probationary period for the position;
  - viii. A request for the candidate's signature as written acceptance of the offer.
- 6.05 Applicants must supply a RCMP Security Check prior to commencing employment or their offer of employment will be withdrawn. An unsatisfactory Security Check may be a barrier to the candidate obtaining employment with CCHC, and will be reviewed by the hiring manager on a case by case basis.
- 6.06 All candidates who were interviewed but not selected will be contacted within one week of the selected candidate's acceptance. All original applications for short listed applicants along with interview notes, reference checks and other documentation must be retained by CCHC for two (2) years from the date that an appointment decision is made, in accordance with legislation.
- 6.07 Applications that were received and not considered for an interview will be retained by CCHC for six (6) months from the date that an appointment decision is made, in accordance with legislation.



| <b>STATEMENT of POLICY and PROCEDURE (SPP)</b> |   |                |              |
|--|---|----------------|--------------|
| <b>POLICY</b>                                  | <b>RECRUITMENT, SELECTION &amp; ORIENTATION</b> | <b>SPP No.</b> | <b>5.02</b>  |
| Section:                                       | Human Resources                                 | Issued:        | Mar 15, 2012 |
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- 6.08 The hiring manager will arrange for appropriate orientation for every new employee. At a minimum, orientation procedures must include:
- i. Location of Human Resources Policy and Procedures manual;
  - ii. Health & Safety (H&S) orientation and location of H&S manual;
  - iii. Explanation and enrolments for payroll, pension and benefits plan, as applicable;
  - iv. Provision of personal information for emergency contacts;
  - v. Signature on code of conduct agreement as read and understood;
  - vi. Where the job requirements include special training (i.e. FOIP training), a signed acknowledgement that the training has been successfully completed;
  - vii. Collection of a completed TD-1 tax form and provincial equivalent.

## **7 REFERENCES and RELATED STATEMENTS of POLICY and PROCEDURE**

*Alberta Employment Standards*

*Alberta Human Rights Act*

*Alberta Freedom of Information and Protection of Privacy Act (FOIP)*

*Alberta Occupational Health and Safety Act, Regulation and Code.*

SPP 5.01 Human Resources Primer

SPP 5.03 Employee Code of Conduct Policy

SPP 5.04 Salary and Wage Administration Policy

SPP 5.05 Performance Planning and Management Policy

SPP 5.06 Vacation, General Holiday, Hours of Work and Overtime Policy

SPP 5.07 Leaves of Absence Policy

SPP 5.08 Benefits Policy

## **8 ATTACHMENTS**

None

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Chair

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Managing Director



| <b>STATEMENT of POLICY and PROCEDURE (SPP)</b> |                                 |                |              |
|--|---------------------------------|----------------|--------------|
| <b>POLICY</b>                                  | <b>EMPLOYEE CODE OF CONDUCT</b> | <b>SPP No.</b> | <b>5.03</b>  |
| Section:                                       | Human Resources                 | Issued:        | Mar 15, 2012 |
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### **SPP 5.03 EMPLOYEE CODE OF CONDUCT POLICY**

#### **1 PURPOSE**

The purpose of this Statement of Policy and Procedure is to specify standards of conduct for employees in carrying out their duties and is intended to supplement any other requirements imposed by legislation or standards of professional practice.

#### **2 SCOPE**

This Code applies to individuals employed by CCHC

#### **3 RESPONSIBILITY**

3.01 The Manager is responsible to:

- i. administer the Code to ensure implementation and compliance;
- ii. provide guidance in interpreting the Code;
- iii. deal fairly and firmly with any confirmed violations of the Code;
- iv. distribute copies of the Code to all Employees; and
- v. request the signature of all Employees, verifying that they have seen, read and understood their responsibility under the Code.

3.02 Employees are responsible to:

- i. subscribe with signature, that she/he has read and agrees to abide by the Code;
- ii. adhere to the standards outlined in the Code;
- iii. seek clarification if unsure about information included in the Code; and
- iv. disclose Conflict of Interest or potential Conflict of Interest situations to their Manager.

#### **4 DEFINITIONS**

4.01 **“CCHC Property”** includes, but is not limited to, facilities, equipment, materials, information, and work time.

4.02 **“Code”** refers to the Employee Code of Conduct.

| <b>STATEMENT of POLICY and PROCEDURE (SPP)</b> |                                 |                |              |
|--|---------------------------------|----------------|--------------|
| <b>POLICY</b>                                  | <b>EMPLOYEE CODE OF CONDUCT</b> | <b>SPP No.</b> | <b>5.03</b>  |
| Section:                                       | Human Resources                 | Issued:        | Mar 15, 2012 |
| Issue to:                                      | <b>All Manual Holders</b>       | Effective:     | Mar 15, 2012 |
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4.03 **“Confidential Information”** means all information and facts (including Intellectual Property) relating to the affairs, services and programs of CCHC that are confidential or proprietary, whether or not such information or facts: (i) are reduced to writing; (ii) were created or originated by an Employee; or (iii) are designated or marked as “confidential” or “proprietary” or some other designation or marking.

For greater certainty, “Confidential Information” includes, but is not limited to:

- i. work product resulting from or relating to work or projects performed or to be performed by an Employee; and
- ii. all information which becomes known to an Employee as a result of the Employee’s employment by CCHC, which the Employee, acting reasonably, believes or ought to believe is confidential or proprietary information from its nature, or from the circumstances surrounding its disclosure to the Employee.

4.04 **“Conflict of Interest”** means a situation where an individual or a close relative of the individual has a personal stake in a particular decision or direction being taken by the organization and has some degree of influence over that decision or direction. It relates not only to matters that concern financial transactions and the transfer of economic benefit, but any situation where personal benefit may be gained by taking advantage of, or benefit from, decisions made or information that is obtained in the course of duties.

4.05 **“Employee”** for purposes of this “Code” includes a person who performs a service for CCHC as an appointee, volunteer, or student, or under a contract or agency relationship with CCHC.

4.06 **“FOIP”** is the Freedom of Information and Protection of Privacy Act, R.S.A. 2000, c. F-25, as amended.

4.07 **“Intellectual Property”** includes, but is not limited to, trade-marks and trade-mark applications, trade names, certification marks, patents and patent applications, copyrights, formulae, processes, inventions, research data, trade secrets, industrial designs and other similar property and all registrations and applications for registration thereof.

4.08 **“Personal Information”** means the definition of “Personal Information” as set out in FOIP.

| <b>STATEMENT of POLICY and PROCEDURE (SPP)</b> |                                 |                |              |
|--|---------------------------------|----------------|--------------|
| <b>POLICY</b>                                  | <b>EMPLOYEE CODE OF CONDUCT</b> | <b>SPP No.</b> | <b>5.03</b>  |
| Section:                                       | Human Resources                 | Issued:        | Mar 15, 2012 |
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4.09 **“Secondary Employment or Business Activity”** means working for another employer, being self-employed or owning a business which results in receiving or being eligible to receive profit, payment of compensation, or other benefit from that employer.

## **5 POLICY**

5.01 Employees must be independent, impartial and responsible to the public in carrying out their duties. By signing the Employee Code of Conduct Acknowledgement Form, Employees acknowledge and accept responsibility to act and behave in a manner that is consistent with the expectations outlined in this Code.

5.02 No code can address every situation that individuals may encounter. For this reason, this Code does not relieve the Employees of the responsibility and accountability to exercise good judgment and, in circumstances where they are unsure as to the proper course of action, to seek guidance from others.

5.03 Employees are expected to conduct themselves with personal integrity, ethics, honesty and diligence in performing their duties for CCHC. Employees are required to support and advance the interests of CCHC and avoid placing themselves in a situation where their personal interests actually or potentially conflict with the interests of CCHC.

5.04 Employees are seen as ambassadors of CCHC and are expected to reflect professional behaviour and image at all times. This will be achieved by conducting themselves with the highest degree of integrity, moral and ethical behaviour.

5.05 Employees must also be professional with each other. Improper behaviour in the workplace has a negative effect on other Employees and also on the public. Examples of inappropriate behaviour include, but are not limited to, profanity, potentially offensive jokes or pictures, disrespectful behaviour, or engaging in conduct or behaving in a way that could negatively impact CCHC’s reputation.

5.06 CCHC Property should only be used by an Employee to perform work related duties and responsibilities. Any exceptions to this must be expressly approved by the Manager or permitted within another CCHC Policy.

5.07 Employees may not disclose Confidential Information about CCHC Property or affairs of CCHC, nor use Confidential Information to advance personal interests or the interests of others.

| <b>STATEMENT of POLICY and PROCEDURE (SPP)</b> |                                 |                |              |
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| <b>POLICY</b>                                  | <b>EMPLOYEE CODE OF CONDUCT</b> | <b>SPP No.</b> | <b>5.03</b>  |
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- 5.08 Employees shall safeguard Confidential Information and Personal Information and shall not release Confidential Information or Personal Information to anyone other than persons who are authorized to receive such information. FOIP applies to the collection, use and disclosure of all Personal Information that the Employees acquire or record in the course of their duties. Employees must collect, use and disclose Personal Information only in accordance with FOIP.
- 5.09 Where an Employee is unsure whether the information is Confidential Information or Personal Information, and before collecting, using or disclosing the information, they should contact their Manager to determine whether the information is Confidential Information or Personal Information.
- 5.10 Ownership of all Intellectual Property acquired or produced in the course of the Employee's duties shall vest in CCHC and the Employee shall retain no right, title or interest therein. Upon termination of employment, an Employee shall promptly return to CCHC any and all CCHC Property, technology, data, manuals, notes, records, plans and other documents held by the Employee concerning CCHC's affairs, services and programs, including, but not limited to, any and all Confidential Information and Intellectual Property.
- 5.11 The media play an important role in providing the public with news and information about CCHC, and in reporting the Public's views and opinions of CCHC. Media inquiries should be directed to the Manager.
- 5.12 Employees may exercise their right to run for public office, in accordance with legislative requirements. Where an Employee wishes to run for Town Council in Canmore, he or she must take an unpaid leave of absence beginning as of the day the Employee is nominated and ending on voting day. CCHC deems Employees who are elected to office to have resigned from employment immediately before making their declaration of office.
- 5.13 Employees are entitled to exercise their right to support or to be involved in the political campaign of a municipal, provincial or federal candidate or party provided they do so on personal time and do not utilize CCHC resources or CCHC Property.
- 5.14 Romantic or sexual relationships between a Manager and an Employee who reports directly or indirectly to that person often create compromising Conflicts of Interest, or the appearance of such Conflicts of Interest. If such a relationship occurs, the Manager is under obligation to report the existence of the relationship to a senior manager or authority. Upon being notified of the relationship, a decision will be made by the senior manager or authority in order to avoid a compromising Conflict of Interest, or the appearance of such.

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| <b>POLICY</b>                                  | <b>EMPLOYEE CODE OF CONDUCT</b> | <b>SPP No.</b> | <b>5.03</b>  |
| Section:                                       | Human Resources                 | Issued:        | Mar 15, 2012 |
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- 5.15 Employees shall not accept gifts, favours, or services that are connected directly or indirectly with the performance of their duties from any individual or organization other than:
- i. the normal exchange of hospitality among persons doing business (e.g. event tickets, lunch);
  - ii. tokens exchanged as part of protocol or festivities (e.g. charitable golf tournament); or
  - iii. normal presentations made to persons participating in public functions.

If unsure of the appropriateness of a gift or favour, Employees should speak with their Manager for clarification.

- 5.16 Employees should not be involved in Secondary Employment or Business Activity in the following circumstances:
- i. while on duty for CCHC;
  - ii. when it interferes with regular duties in any way or involves the use of CCHC premises, resources or equipment;
  - iii. when the Employee derives some form of benefit by virtue of his or her employment with CCHC;
  - iv. when it causes a Conflict of Interest.

Where it appears that a Conflict of Interest might arise in accepting outside employment or self-employment, Employees must notify their manager in writing of the nature of the employment, and receive written permission prior to the acceptance of such employment.

- 5.17 Every Employee is expected to be aware of and act in compliance with all aspects of this Code. Employees who fail to comply with this Code are subject to disciplinary action, up to and including dismissal.

## **6 PROCEDURES**

- 6.01 At the commencement of employment with CCHC, the hiring manager will arrange for appropriate orientation to the Employee Code of Conduct Policy and request the signature of all Employees, verifying that they have seen, read and understood their responsibility under the Code.
- 6.02 Signed Employee Code of Conduct Acknowledgement Forms are filed in the Employees' personnel files.
- 6.03 If Employees have a personal interest, direct or indirect, that might present a Conflict of Interest they must report this Conflict of Interest to their manager in writing. The manager shall consult with the Chair of the Board of Directors to determine whether the Employee has breached or may potentially breach this Code.

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| <b>POLICY</b>                                  | <b>EMPLOYEE CODE OF CONDUCT</b> | <b>SPP No.</b> | <b>5.03</b>  |
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**7 REFERENCES and RELATED STATEMENTS of POLICY and PROCEDURE**

*Alberta Employment Standards*

*Alberta Human Rights Act*

*Alberta Freedom of Information and Protection of Privacy Act (FOIP)*

SPP 5.01 Human Resources Primer

SPP 5.02 Recruitment, Selection & Orientation Policy

SPP 5.04 Salary and Wage Administration Policy

SPP 5.05 Performance Planning and Management Policy

SPP 5.06 Vacation, General Holiday, Hours of Work and Overtime Policy

SPP 5.07 Leaves of Absence Policy

SPP 5.08 Benefits Policy

**8 ATTACHMENTS**

None

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Chair

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Managing Director



| <b>STATEMENT of POLICY and PROCEDURE (SPP)</b> |                                       |            |              |
|--|---------------------------------------|------------|--------------|
| <b>POLICY</b>                                  | <b>SALARY AND WAGE ADMINISTRATION</b> | SPP No.    | <b>5.04</b>  |
| Section:                                       | Human Resources                       | Issued:    | Mar 15, 2012 |
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**SPP 5.04 SALARY AND WAGE ADMINISTRATION POLICY**

**1 PURPOSE**

The purpose of this Statement of Policy and Procedure is to specify guidelines in order to ensure that compensation levels are similar to those of Town of Canmore, financially feasible and sustainable, externally competitive and internally equitable, and that compensation levels will enable CCHC to attract and retain employees.

**2 SCOPE**

This policy applies to current and prospective employees. Positions paid according to grant funding received may not be eligible for COLA increases or Market Salary Adjustments. Where a contract specifically outlines a contrary guideline, the provisions of such contracts shall apply.

**3 RESPONSIBILITY**

- 3.01 It is the responsibility of the manager to:
- i. manage hours of work, vacation and sick days and leaves of absence in balance with the needs of the organization;
  - ii. plan for existing and future human resource requirements in CCHC;
  - iii. forecast employee-hours and wage dollars needed to accomplish the existing and future programs and activities; and
  - iv. communicate with Town of Canmore Human Resources with respect to changes indicated in its Market Salary Review and the impact on CCHC.
- 3.02 It is the responsibility of the manager, or a designate, to:
- i. review and approve all payroll forms and paperwork for general compliance with the Salary Grid, CCHC policies and legislation; and
  - ii. instruct the external payroll services provider to apply approved compensation to the appropriate employees at the appropriate times, in accordance with the completed paperwork and as reviewed and authorized by a signing authority of the Board.
- 3.03 It is the responsibility of the employee to read and understand the terms of this policy and to complete payroll forms and paperwork as required.

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| <b>POLICY</b>                                  | <b>SALARY AND WAGE ADMINISTRATION</b> | SPP No.    | <b>5.04</b>  |
| Section:                                       | Human Resources                       | Issued:    | Mar 15, 2012 |
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#### **4 DEFINITIONS**

- 4.01 **“Cost of Living Adjustment (COLA)”** means the inflation increases as approved by the Town of Canmore in annual “Budget Guidelines” and would apply to the salary grid.
- 4.02 **“Externally competitive (or external equity)”** refers to employees’ pay compared with those with similar positions outside of the company. Market research ensures that pay ranges at CCHC compare favorably to those of similar employers (government, for-profit and not-for-profit).
- 4.03 **“Internal equity”** refers to the employee’s pay compared with those in similar positions within the organization. It ensures that differences in salary grades adequately reflect the differences in the relative value of job responsibility.
- 4.04 **“Long Service Increment (LSI)”** is an employee salary level recognized only after he/she has completed six (6) consecutive years of service, to encourage retention.
- 4.06 **“Pay grade”** is a grouping of jobs of similar value to the organization (not necessarily of a similar nature).
- 4.07 **“Pay range”** is the minimum, maximum and Long Service Increment (LSI) for each pay grade.
- 4.08 **“Red Circled”** is where the salary level LSI and/or Maximum is now less than the employee salary due to a change of position or reclassification of position. The position will be red circled until market surveys indicate otherwise. This is also referred to as a salary being “frozen”.
- 4.09 **“Salary Grid”** is the summary of pay grades and pay ranges.

#### **5 POLICY**

##### **Pay Rates**

- 5.01 Employees shall be paid within the pay grade scale assigned to the position. CCHC pay grade ranges will be consistent with similar positions at the Town of Canmore. An employee may be hired for an existing position at a rate anywhere within the pay grade range based on the judgement of the hiring manager and the employee’s demonstrated skills, knowledge and experience, but may not be paid outside the range for their level.

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| Section:                                       | Human Resources                       | Issued:    | Mar 15, 2012 |
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- 5.02 Employees may qualify for acting pay when placed in temporary assignments for at least thirty (30) days at no less than the minimum pay grade for the higher level position with allowance for up to a five (5) % increase over their current salary. Acting pay is not intended for periods of vacation coverage.
- 5.03 For new positions, a position evaluation for placement on the Salary Grid will be determined by the manager through consultation with Town of Canmore Human Resources to determine the appropriate pay grade for equivalent responsibilities, duties and experience. Recommendations will be completed by the manager. Recommendations for the new position will be submitted for approval by the Board with the annual budget.
- 5.04 From time to time, circumstance can result in substantial changes to an existing position which may necessitate a salary grade review. Depending on the nature of these changes, the pay grade may stay the same, increase or decrease.
- 5.05 Where the position is classified to a higher pay grade, the Employee may be eligible for an increase. The employee shall be placed at a rate in the higher grade which is at least equivalent to their current rate of pay, or is at the minimum of the new range, whichever is greater.
- 5.06 Where the position is reclassified to a lower pay grade, and the maximum salary of the new pay grade is lower than the employee's salary prior to reclassification, the employee's salary shall be frozen or "Red Circled".

### **Pay Grade Increases**

- 5.07 Pay grade ranges will be reviewed concurrent with Town of Canmore compensation and pay grade reviews. Adjustments to pay grade ranges are not automatic and will be made only where deemed appropriate, fiscally responsible and fiscally feasible for permanent employees. Timing and scope of such increases will vary based on available funding and might not occur until the next budget year.
- 5.08 Any pay increase must consider the cumulative financial impact of inflationary increases, new position approval, and performance pay increases. Pay increases require the written authorization of both the manager and at least one member of the Board of Directors.
- 5.09 The Board shall consider adjusting pay grade ranges to reflect inflation increases as approved by the Town of Canmore in its annual "Budget Guidelines" known as the Cost of Living Adjustment (COLA).
- 5.10 Pay increases through the pay grade are based on performance. An employee may be eligible for an increase upon completion of the annual performance review and the ability of CCHC to afford increases within the approved budget.

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New employees with less than one year of service may be eligible for adjustments on a prorated basis.

- 5.11 Performance pay increases will be applied to the employee's base salary until the pay grade maximum has been reached. When employees reach the maximum of the pay grade through performance, and have had six (6) consecutive years of service, they may be eligible for a Long Service Increment (LSI).
- 5.12 An employee who is at the LSI rate or at the pay grade maximum may receive a bonus based on performance. If applicable, this bonus will be paid as a lump sum and will not be applied to the employee's base salary. Any bonus pay amounts must be within the approved annual budget.
- 5.13 An employee promoted to a position in a higher pay grade will be eligible for an increase effective the date of the promotion. The increase to the employee's salary shall be at least three (3) per cent on the former salary or at the minimum of the new grade.

## **6 PROCEDURES**

- 6.01 The manager, or designate, will review and approve all payroll forms and paperwork for general compliance with the Salary Grid, CCHC policies and legislation.
- 6.02 The manager, or designate, will instruct the external payroll services provider to apply approved compensation to the appropriate employees at the appropriate times, in accordance with the completed paperwork.
- 6.03 The manager will communicate with Town of Canmore Human Resources with respect to any changes in the market salary review with regards to how it will impact CCHC.
- 6.04 The manager will seek Board approval where necessary.

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| <b>POLICY</b>                                  | <b>SALARY AND WAGE ADMINISTRATION</b> | SPP No.    | <b>5.04</b>  |
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**7 REFERENCES and RELATED STATEMENTS of POLICY and PROCEDURE**

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*Alberta Human Rights Act*

*Alberta Freedom of Information and Protection of Privacy Act (FOIP)*

SPP 5.01 Human Resources Primer

SPP 5.02 Recruitment, Selection & Orientation Policy

SPP 5.03 Employee Code of Conduct Policy

SPP 5.05 Performance Planning and Management Policy

SPP 5.06 Vacation, General Holiday, Hours of Work and Overtime Policy

SPP 5.07 Leaves of Absence Policy

SPP 5.08 Benefits Policy

**8 ATTACHMENTS**

A: CCHC Pay Grades and Pay Ranges

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Chair

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Managing Director

**SPP 5.04 Salary and Wage Administration Policy  
ATTACHMENT A**

**2012 CCHC Pay Grade and Pay Ranges**

Position: Office Administrator  
Type: Full-time Regular, 35 hours/week  
Pay Grade: Town of Canmore Pay Grid Level 9  
Pay Range: Minimum: \$ 36,691.20 annually (\$20.16/hour)  
Maximum: \$ 46,046.00 annually (\$25.30/hour)  
LSI: \$ 47,739.60 annually (\$26.23/hour)

Position: Sales & Communications Coordinator  
Type: Part-time, no benefits, 17.5 hours/week  
Pay Grade: Town of Canmore Pay Grid Level 10  
Pay Range: Minimum: \$ 20,475.00 annually (\$22.50/hour)  
Maximum: \$ 25,680.20 annually (\$28.22/hour)  
LSI: \$ 26,626.60 annually (\$29.26/hour)

Position: Managing Director  
Type: Full-time regular, 35 hours/week  
Pay Grade: Town of Canmore Pay Grid Level 17  
Pay Range: Minimum: \$ 91,273.00 annually (\$50.15/hour)  
Maximum: \$ 110,619.60 annually (\$60.78/hour)  
LSI: \$ 116,152.40 annually (\$63.82/hour)

| <b>STATEMENT of POLICY and PROCEDURE (SPP)</b> |  |            |              |
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| <b>POLICY</b>                                  | <b>PERFORMANCE PLANNING &amp; MANAGEMENT</b> | SPP No.    | <b>5.05</b>  |
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## **SPP 5.05 PERFORMANCE PLANNING & MANAGEMENT POLICY**

### **1 PURPOSE**

The purpose of this Statement of Policy and Procedure is to state organizational expectations with respect to employee behaviour as well as to establish standards for performance planning and review.

### **2 SCOPE**

This policy applies to current and prospective Regular Full-time and Part-time employees, and referred to as "Employees" in this document.

### **3 RESPONSIBILITY**

- 3.01 It is the responsibility of the manager to ensure that individual performance plans are developed and updated; to provide formal feedback and assessment on employee performance; and to provide each employee with an annual performance review. Note that the manager of the Managing Director is the Chair of the Board of Directors, or his/her designate (committee or individual).
- 3.02 It is the responsibility of the employee to understand and adhere to organizational expectations with respect to behaviour; and to report regularly on their performance plan progress

### **4 DEFINITIONS**

- 4.01 "**Conflict of interest**" means a situation where an individual or a close relative of the individual has a personal stake in a particular decision or direction being taken by the organization and has some degree of influence over that decision or direction. It relates not only to matters that concern financial transactions and the transfer of economic benefit, but any situation where personal benefit may be gained by taking advantage of, or benefit from, decisions made or information that is obtained in the course of duties.
- 4.02 "**Disciplinary measures**" means verbal or written warnings, placing on probation, suspension with or without pay, demotion or termination.

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| <b>POLICY</b>                                  | <b>PERFORMANCE PLANNING &amp; MANAGEMENT</b> | <b>SPP No.</b> | <b>5.05</b>  |
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- 4.03 **“Harassment”** means behaviour that is intimidating, hostile or offensive and which may be perceived by an individual or group of individuals as denying them dignity and respect. This includes, but is not limited to physical contact, inappropriate humour, threats, comments about a person’s mental or physical abilities, and displays of offensive and derogatory material or conduct. Harassment is a form of discrimination prohibited under the *Alberta Human Rights Act*.
- 4.04 **“Long Service Increment (LSI)”** is an employee salary level recognized only after he/she has completed six (6) consecutive years of service, to encourage retention.
- 4.05 **“Pay grade”** is a grouping of jobs of similar value to the organization (not necessarily of a similar nature).
- 4.06 **“Pay range”** is the minimum, maximum and Long Service Increment (LSI) for each pay grade.
- 4.07 **“Performance plan”** is a document outlining the performance objectives for an employee for a specified period of time. An ‘Accountability Agreement’ and an ‘Evergreen’ review are a form of performance plans.
- 4.08 **“Performance review”** is a written document providing formal evaluation of an employee’s performance during a specified period of time. This information shall be used in any determination of performance related compensation. An employee’s performance is to be defined in one of three categories: 1) Exceeds Accountabilities; 2) Meets Accountabilities; or 3) Needs Improvement.
- 4.09 **“Red-circled”** is where the salary level LSI and/or Maximum is now less than the employee salary due to a change of position or reclassification of position; the position will be “red circled” until market surveys indicate otherwise. This is also referred to as a salary being “frozen”.

## **5 POLICY**

### **Performance Standards**

- 5.01 All CCHC employees are expected to behave in a manner that is legal, ethical, free from conflict of interest, respectful of others, and free from harassment. Employees who do not behave in this way will be subject to disciplinary measures up to and including dismissal.



| <b>STATEMENT of POLICY and PROCEDURE (SPP)</b> |  |                |              |
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| <b>POLICY</b>                                  | <b>PERFORMANCE PLANNING &amp; MANAGEMENT</b> | <b>SPP No.</b> | <b>5.05</b>  |
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- 5.02 All employees are expected to respect the standards of CCHC with respect to hours of work and work schedules, modes of dress, use of appropriate language, adherence to policies and use of business equipment for business purposes. Employees who do not respect these standards will be subject to disciplinary measures up to and including dismissal.
- 5.03 During their probationary period, probationary employees will have the opportunity to demonstrate that they can behave in an appropriate manner and respect the standards of CCHC as outlined above. Those who cannot or will not meet the organization's expectations for behaviour or job performance may be terminated at any time during the probationary period.

### **Termination**

- 5.04 CCHC reserves the right to terminate an employee without notice at any time with cause as stated in Section 55 (2) of the *Alberta Employment Standards Code*. The term "with cause" refers to situations where an employee has broken the bond of trust between employer and employees by behaving in an illegal or unethical manner.
- 5.05 In all other cases, CCHC will provide notice or pay-in-lieu of notice when terminating an employee. The minimum amount of notice given will be in accordance with the *Alberta Employment Standards Act*.
- 5.06 Terminations are not always because of poor performance and may be for reasons of affordability, change in business requirements or other changes of circumstances. In these cases, CCHC will endeavour to provide as much notice as possible to the employee.
- 5.07 Terminated employees will be paid for vacation earned but not taken, and any pay or overtime earned to the date of termination, in addition to the notice period.
- 5.08 Regular full-time and part-time employees are expected to provide a minimum of two weeks' notice of their intention to resign, unless stated otherwise in the terms of their Offer of Employment contract which will override this policy and any other related documents. Exceptions to the minimum two-week period may be arranged by mutual agreement between the employee and their manager.
- 5.09 Resignations should be in writing and hand-delivered to the employee's manager.

| <b>STATEMENT of POLICY and PROCEDURE (SPP)</b> |  |                |              |
|--|--|----------------|--------------|
| <b>POLICY</b>                                  | <b>PERFORMANCE PLANNING &amp; MANAGEMENT</b> | <b>SPP No.</b> | <b>5.05</b>  |
| Section:                                       | Human Resources                              | Issued:        | Mar 15, 2012 |
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- 5.10 In the case of a termination, on or before the last day of work, the employee will provide to their manager:
- i. passwords for all systems, documents and telephone mailbox;
  - ii. keys;
  - iii. all organizational material and equipment in the employee's possession, such as files, cell phones, etc;
  - iv. their address to which the final paycheque should be directed and for the Record of Employment (ROE).

### **Performance Management**

- 5.11 The performance review is intended to be a constructive experience. The objectives of Performance Planning and Management are to: enhance communication and mutual support between the manager and employee; improve employee morale and work achievement by providing a summary of performance; review accomplishments against goals established for the current year; recognize accomplishments and/or plan improvement where opportunities have been identified; and review professional and/or career development opportunities.
- 5.12 All employees shall participate in writing an Accountability Agreement performance plan. Within this agreement, an ongoing review timeline or 'Evergreen' will be negotiated to keep the employee informed during the year. The Evergreen is not an annual event but a sequence of ongoing communications that provides for the maximization of performance.
- 5.13 Each employee will have an annual Performance Review which communicates an understanding of expectations, performance measures, establishing new goals, performance improvements, training objectives and an understanding of the corporate strategic directions. It is a formal approach to planning, reviewing and discussing performance and is generally a summary of the 'Evergreen' reviews throughout the year, of which are ideally up to two (2) meetings per year.
- 5.14 Annually, managers are required to produce and review with employees a written evaluation of employee performance and contribution, as well as skills and potential. Performance plans, Evergreen reviews and annual Performance Reviews will become part of the employee record for a period of not less than three (3) years.
- 5.15 The annual Performance Review will be considered in determining performance pay increases. The increase will be applied to the employee base salary until he/she has reached the salary level maximum. An employee is not eligible to move into the Long Service Increment (LSI) until they have completed six (6) years of employment.

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| <b>POLICY</b>                                  | <b>PERFORMANCE PLANNING &amp; MANAGEMENT</b> | <b>SPP No.</b> | <b>5.05</b>  |
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### **Advancing within a Pay Range**

- 5.16 Upon completion of the annual performance review, an employee may be eligible for an increase provided the criteria of this policy are met. The increase will be applied to the employee base salary until he/she has reached the salary level maximum of the pay range.
- 5.17 An employee who is at the maximum or at the Long Service Increment (LSI) rate may receive a bonus based on the criteria of this Policy. This bonus will not be applied to the employee base salary and will be paid out in a lump sum.
- 5.18 Performance based increases will be distributed with consideration given to the total financial impact of Cost of Living and performance based increases, and to the approved annual budget.
- 5.19 Salaries may be adjusted within certain performance rating parameters as outlined below and within the approved annual budget:
- Needs Improvement:** no merit adjustment
  - Meets Accountabilities:** % within the range; may not exceed the maximum of the range, nor eligible for a lump sum bonus.
  - Exceeds Accountabilities:** % within the range; may not exceed the maximum of the range, but eligible for an equivalent lump sum bonus.
- 5.20 The performance plan, referred to as the Accountability Agreement, and Evergreen reviews will be used as the basis for planning and assessing the performance of CCHC employees, in addition to the Business Plan, Position Description and strategic priorities.

## **6 PROCEDURES**

### **6.01 Performance Plan Development (Accountability Agreement)**

At the beginning of the year, once the annual performance review is complete and CCHC's Business Plan is finalized, employees will be expected to prepare an 'Accountability Agreement' outlining their performance objectives for the upcoming year.

Employees are to initiate an 'Accountability Agreement' meeting with their manager. At this performance planning meeting, the employee and his/her manager will reach agreement on:

- i. the employee's individual goals for the coming year;
- ii. the measurement to determine achievement on each goal;
- iii. the scheduling of up to two (2) future performance planning meetings, also referred to as 'Evergreen' meetings.

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#### 6.02 **Performance Reporting**

In preparation for the 'Evergreen' meetings, employees will provide an updated 'Accountability Agreement' to their manager on each goal/objective for the period. The manager will use this performance plan as an opportunity to recognize achievement and to explore missed objectives. The goals outlined in an Accountability Agreement may be adjusted at any time if conditions warrant it.

#### 6.03 **Performance Review**

The formal performance review will be used in the determination of employee pay increases, if any, for the coming year.

The manager will notify the employee of the scheduled Performance Review with a minimum of seven (7) days' notice. Employees are asked to complete and submit the Performance Review form as a self-assessment prior to meeting with their manager.

The manager will review the current year's 'Accountability Agreement' goals to determine accomplishments and provide specific examples of the employee's performance and behaviours, and will consider the employee's self-assessment. The entire rating period needs to be considered, not only recent events. The manager will rate performance in one of the following categories: needs improvement; meets accountabilities; or exceeds accountabilities.

Employees will be asked to sign the Performance Review to demonstrate that they have seen it. An opportunity will be provided for each employee to challenge or question the performance review and be provided with an explanation of the reasons behind the rating.

The original copy of the signed Performance Review is retained in the employee file. Copies of the final signed document for the employee and manager are to be made by the manager.

#### 6.04 **Implementation of Pay Increases**

Once all performance reviews are complete, the Managing Director will seek approval for the total performance pay increase for all employees from the Board of Directors, even if it is within the approved budget.

Once approved, the Managing Director, or designate, will instruct the external payroll services provider to apply approved compensation to the appropriate employees at the appropriate times, in accordance with the completed paperwork and as reviewed and authorized by a signing authority of the Board

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**7 REFERENCES and RELATED STATEMENTS of POLICY and PROCEDURE**

*Alberta Employment Standards*

*Alberta Human Rights Act*

*Alberta Freedom of Information and Protection of Privacy Act (FOIP)*

SPP 5.01 Human Resources Primer

SPP 5.02 Recruitment, Selection & Orientation Policy

SPP 5.03 Employee Code of Conduct Policy

SPP 5.04 Salary and Wage Administration Policy

SPP 5.06 Vacation, General Holiday, Hours of Work and Overtime Policy

SPP 5.07 Leaves of Absence Policy

SPP 5.08 Benefits Policy

**8 ATTACHMENTS**

A: CCHC Pay Grades and Pay Ranges

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Chair

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Managing Director

**SPP 5.05 Performance Planning and Management Policy  
ATTACHMENT A**

**2012 CCHC Pay Grade and Pay Ranges**

Position: Office Administrator  
Type: Full-time Regular, 35 hours/week  
Pay Grade: Town of Canmore Pay Grid Level 9  
Pay Range: Minimum: \$ 36,691.20 annually (\$20.16/hour)  
Maximum: \$ 46,046.00 annually (\$25.30/hour)  
LSI: \$ 47,739.60 annually (\$26.23/hour)

Position: Sales & Communications Coordinator  
Type: Part-time, no benefits, 17.5 hours/week  
Pay Grade: Town of Canmore Pay Grid Level 10  
Pay Range: Minimum: \$ 20,475.00 annually (\$22.50/hour)  
Maximum: \$ 25,680.20 annually (\$28.22/hour)  
LSI: \$ 26,626.60 annually (\$29.26/hour)

Position: Managing Director  
Type: Full-time regular, 35 hours/week  
Pay Grade: Town of Canmore Pay Grid Level 17  
Pay Range: Minimum: \$ 91,273.00 annually (\$50.15/hour)  
Maximum: \$ 110,619.60 annually (\$60.78/hour)  
LSI: \$ 116,152.40 annually (\$63.82/hour)

| <b>STATEMENT of POLICY and PROCEDURE (SPP)</b> |  |            |               |
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| <b>POLICY</b>                                  | <b>VACATION, GENERAL HOLIDAY, HOURS OF WORK &amp; OVERTIME</b> | SPP No.    | <b>5.06</b>   |
| Section:                                       | Human Resources  | Issued:    | Mar 15, 2012  |
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**SPP 5.06 VACATION, GENERAL HOLIDAY, HOURS OF WORK & OVERTIME  
POLICY**

**1 PURPOSE**

The purpose of this Statement of Policy and Procedure is to specify vacation, general holiday, hours of work and overtime entitlements for CCHC employees.

**2 SCOPE**

This policy applies to current and prospective employees.

**3 RESPONSIBILITY**

- 3.01 It is the responsibility of the manager to ensure that all employees follow this policy, to provide vacation in accordance with applicable legislation, and to schedule and approve vacation in a manner that ensures minimal disruption of services and is as fair as possible to all employees.
- 3.02 It is the responsibility of the manager, or his/her designate, to ensure the external payroll services provider administers entitlements and programs in accordance with CCHC Policy and Procedures.
- 3.03 It is the responsibility of the employee to read and understand the terms of this policy; seek approval from the manager before working any hours outside regular office hours or on general holidays; and submit to the manager a written request for vacation time off for approval.

**4 DEFINITIONS**

**4.01 Employee Definitions with Respect to Hours of Work:**

- (a) "Full-time employee" means those employees who work a minimum of 28 hours per week as per the Offer of Employment letter.
- (b) "Part-time employee" means those employees who work an average of 21-27 hours per week, but whose hours are guaranteed as per the Offer of Employment letter.
- (c) "Part-time employee, no benefits" means those employees who work an average of less than 21 hours per week, but whose hours are guaranteed as per the Offer of Employment letter.
- (d) "Casual employee" means those employees whose hours of work are not guaranteed as per the Offer of Employment letter.

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| <b>POLICY</b>                                  | <b>VACATION, GENERAL HOLIDAY, HOURS OF WORK &amp; OVERTIME</b> | SPP No.    | <b>5.06</b>   |
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4.02 **“Manager”** means an individual who provides direction and is in a leadership role. This individual may be acting in the capacity of Managing Director or may be a member of the Board of Directors.

4.03 **“Overtime”** is time worked over and above an employee’s regular hours per week.

4.04 **“Vacation week”** is the equivalent of one week’s regular hours worked.

## **5 POLICY**

### **Hours of Work and Overtime Hours**

5.01 CCHC regular office hours are from 8:30am to noon, and 1:00pm to 4:30pm, Monday to Friday. Full-time employees are expected to work seven (7) hours each day and are granted one (1) hour for lunch. This meets with legislation requirements as outlined in Division 3, Section 1 of the *Employment Standards Code*.

5.02 Part-time employees are expected to work the hours they are scheduled to work. The hours of work may vary and will be specified in the employee’s offer letter of employment.

5.03 Non-management employees who work one hour or more of overtime on any one day, outside regular office hours, or on weekends or general holidays, shall be granted equal compensatory time off, which shall be approved in advance by the manager. Management employees do not qualify for overtime and in lieu of such receive one (1) additional week to their vacation entitlement.

### **General Holidays**

5.04 The following designated days are statutory holidays and are paid holidays for all employees of CCHC:

|                    |                                     |
|--------------------|-------------------------------------|
| New Year’s Day     | January 1st                         |
| Alberta Family Day | Third Monday in February            |
| Good Friday        | Friday before Easter Sunday         |
| Victoria Day       | Monday immediately preceding May 25 |
| Canada Day         | July 1st                            |
| Labour Day         | First Monday in September           |
| Thanksgiving Day   | Second Monday in October            |
| Remembrance Day    | November 11th                       |
| Christmas Day      | December 25 <sup>th</sup>           |

5.05 In addition to nine (9) statutory holidays, the following designated days are considered general holidays and are paid holidays for all employees of CCHC:



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|               |                            |
|---------------|----------------------------|
| Easter Monday | Monday after Easter Sunday |
| Heritage Day  | First Monday in August     |
| Boxing Day    | December 26th              |

- 5.06 When any of these recognized holidays falls on a normal day(s) of rest for full-time employees, the following regular work day(s) shall be deemed to be the statutory holiday. Remembrance Day shall be an exception to this policy, which shall be observed strictly on the day on which it falls with no allowance for the following work day off.
- 5.07 If any holiday falls on a non-workday, then another day will be observed as the holiday, usually the preceding Friday or the following Monday.

#### **Vacation**

- 5.08 Annual vacations are provided to ensure that Employees have a leave from work and time away from the organization. It is CCHC's belief that both the Employee and Employer benefit from annual paid vacations. Vacation leave provides Employees with an opportunity for self-renewal and prepares them for the challenges of their responsibilities within the organization.
- 5.09 Full-time employees shall receive vacation days with pay, earned as follows:

| <b>Years of Service</b>                              | <b>Vacation Entitlement*</b> |
|--|------------------------------|
| 1 year   | 2 weeks                      |
| 2 years  | 3 weeks                      |
| 8 years  | 4 weeks                      |
| 9 years  | 4 weeks + 1 day              |
| 10 years   | 4 weeks + 2 days             |
| 12 years   | 4 weeks + 3 days             |
| 14 years   | 4 weeks + 4 days             |
| 16 years   | 5 weeks                      |
| *Managers receive one additional week to entitlement |                              |

- 5.10 Permanent part-time employees shall receive vacation days as outlined above but on a pro-rated basis. Management positions receive one additional week to vacation entitlement. Vacation for all other employees will be provided in accordance with applicable legislation.
- 5.11 Vacation entitlement will be based on the anniversary date and will be prorated in the first year of employment or following a Leave of Absence. A starting vacation entitlement that varies from the policy may be negotiated with the Board to

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recognize years of experience that is substantial and directly related to the position.

- 5.12 Employees will be permitted to carry over a maximum of one-half of one year's vacation entitlement from one year to the next but may bank no more than one-half of one year's vacation.
- 5.13 Scheduling vacation time will be done in a manner that ensures minimal disruption of services and is as fair as possible to all employees. Employees will submit a written request for vacation time off to the manager for approval giving as much notice as possible before the planned time off. If a mutually agreeable vacation time cannot be found, the manager will schedule a vacation time for the employee, as outlined in Division 6 of the *Employment Standards Code*.
- 5.14 An employee terminating employment at any time before taking their accrued vacation shall be entitled to a proportionate payment of salary or wages in lieu of such leave.
- 5.15 When an employee's services are terminated, CCHC shall be entitled to recover any salary or wage overpayment resulting from the use of unearned vacation from the employee.

## **6 PROCEDURES**

- 6.01 Employees must submit a written request for vacation time off to the manager for approval giving as much notice as possible before the planned time off.
- 6.02 The manager is to schedule and approve vacation in a manner that ensures minimal disruption of services and is as fair as possible to all employees, and ensures that employees are using their vacation entitlements.
- 6.03 Employees must receive written approval from the manager before working any hours outside regular office hours or general holiday.
- 6.04 Employees must record any vacation time taken and hours worked outside regular office hours or on general holidays on their Attendance Exception Form for payroll purposes.
- 6.05 The manager is to ensure that the external payroll services provider administers entitlements and programs in accordance with CCHC Policy and Procedures.

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**7 REFERENCES and RELATED STATEMENTS of POLICY and PROCEDURE**

*Alberta Employment Standards*

*Alberta Human Rights Act*

*Alberta Freedom of Information and Protection of Privacy Act (FOIP)*

SPP 5.01 Human Resources Primer

SPP 5.02 Recruitment, Selection and Orientation Policy

SPP 5.03 Employee Code of Conduct Policy

SPP 5.04 Salary and Wage Administration Policy

SPP 5.05 Performance Planning and Management Policy

SPP 5.07 Leaves of Absence Policy

SPP 5.08 Benefits Policy

**8 ATTACHMENTS**

None

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Chair

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Managing Director



| <b>STATEMENT of POLICY and PROCEDURE (SPP)</b> |                           |            |              |
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| <b>POLICY</b>                                  | <b>LEAVES OF ABSENCE</b>  | SPP No.    | <b>5.07</b>  |
| Section:                                       | Human Resources           | Issued:    | Mar 15, 2012 |
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### **SPP 5.07 LEAVES OF ABSENCE POLICY**

#### **1 PURPOSE**

The purpose of this Statement of Policy and Procedure is to identify leaves of absence granted by the organization for CCHC employees.

#### **2 SCOPE**

This policy applies to current and prospective employees.

#### **3 RESPONSIBILITY**

3.01 It is the responsibility of the manager to schedule and ensure accurate administration of leaves of absences in accordance with the Leaves of Absence Policy and Procedures.

3.02 It is the responsibility of the employee to read and understand the terms of this policy and to notify their manager, with as much notice as possible, of any leave requirements in accordance with the Leaves of Absence Procedures.

#### **4 DEFINITIONS**

##### **4.01 Employee Definition with Respect to Benefits:**

- (a) **“Regular Employee”** means an employee who works regularly-scheduled hours, is on the payroll of the organization and receives benefits from the organization. This category includes full-time employees and part-time employees who work in excess of 21 hours per week on average.
- (b) **“Temporary Employee”** means an employee who works regularly-scheduled hours, is on the payroll of the organization and whose beginning and end date is defined. Temporary employees are not eligible to receive benefits.
- (c) **“Casual Employee”** means an employee whose work for the organization is neither regular nor extensive. Casual employees are paid cash plus statutory annual vacation equivalent (4.16%).

##### **4.02 Employee Definition with Respect to Hours of Work:**

- (a) **“Full-time employee”** means those employees who work a minimum of 28 hours per week as per the Offer of Employment letter.
- (b) **“Part-time employee”** means those employees who work an average of 21-27 hours per week, but whose hours are guaranteed as per the Offer of Employment letter.
- (c) **“Part-time employee, no benefits”** means those employees who work an average of less than 21 hours per week, but whose hours are

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| <b>POLICY</b>                                  | <b>LEAVES OF ABSENCE</b>  | SPP No.    | <b>5.07</b>  |
| Section:                                       | Human Resources           | Issued:    | Mar 15, 2012 |
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guaranteed as per the Offer of Employment letter.

- (d) **“Casual employee”** means those employees whose hours of work are not guaranteed as per the Offer of Employment letter.

4.03 **“Immediate Family Member”** includes spouse (including common-law or same-sex), parents (including step-parents), children (including step-children), sibling (including step or half), in-laws (including mother-in-law, father-in-law, brother-in-law, sister-in-law, son-in-law, and daughter-in-law), grandparent, and grandchild.

4.04 **“Leave of Absence”** is an authorized absence from regular work.

## **5 POLICY**

5.01 CCHC recognizes that employees may require time away from work for personal or other justifiable reasons. This policy is established to create a work environment that allows employees the flexibility to better manage their work and personal lives while meeting operational requirements.

5.02 CCHC shall grant paid and unpaid leaves of absences to employees in accordance with applicable legislation and employment contracts. CCHC may grant a leave of absence to eligible employees for periods beyond legislative requirements or employment contracts with approval subject to operational requirements of service and other established criteria.

5.03 CCHC may grant leave of absence with or without pay to any employee requesting such leave for good and sufficient cause. Paid leaves of absence will apply only to Full Time employees. Part Time and Casual employees may be entitled to time off without pay.

5.04 Full-time employees are eligible for up to twelve (12) paid **occasional leave** days per year for:

- i. sickness;
- ii. emergency leave for serious illness of an immediate family member;
- iii. educational leave to receive a diploma, degree or write an exam;
- iv. court leave to appear as a witness during court proceedings;
- v. child or elder care for short-term to arrange for longer term care for an ill family member;
- vi. urgent domestic contingency, at the discretion of the Managing Director, to a maximum of 3 days to enable an employee to attend to urgent business arising from a serious domestic contingency or difficulty, such as, but not limited to, the burning of an employee’s home;

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vii. parents' leave to attend either the delivery of the child, the release from hospital of mother and child, or arrival of an adopted child.

- 5.05 Full-time employees are eligible for up to one work week of **bereavement leave** to attend the funeral of, to make arrangements for the funeral of, or grieving the loss of an immediate family member. If the death of an immediate family member occurs during an employee's vacation time, the employee will be granted bereavement leave with pay in lieu of the approved vacation time.
- 5.06 Full-time employees are eligible for **funeral leave** with pay for one working day to attend funeral services of someone who is not an immediate family member;
- 5.07 **Short-term sick leave, compassionate care leave and maternity leave** are provided in accordance with the Employment Insurance Act of Canada and/or the *Alberta Employment Standards Act* and/or the Alberta Human Rights Commission. Employees may receive benefits from Service Canada for this time off. Full Time Employees who are benefits plan members may be eligible to receive a Supplemental Benefit (SUB) Top-Up to 55% of the employee's income up to the current maximum paid by Employment Insurance (registered with Service Canada), with proof of an approved Employment Insurance claim. A SUB Top-Up is not guaranteed but is subject to CCHC's budgetary constraints. It may be applied as follows:
- i. Short Term Sick Leave – for the duration of the approved claim.
  - ii. Compassionate Care Leave – for the duration of the approved claim.
  - iii. Maternity Leave – for the first six weeks, the health-related part of leave.
- 5.08 **Parental leave** is provided in accordance with the *Employment Insurance Act of Canada* and/or the *Alberta Employment Standards Act* and/or the Alberta Human Rights Commission. Employees may receive benefits from Service Canada for this time off.
- 5.09 **Long Term Disability** is provided in accordance with the benefits plan contract.
- 5.10 Employees may be eligible for the following **unpaid leaves of absences**:
- i. Education Leave for full-time educational studies;
  - ii. Election and Voting Leave to run for public office at the municipal, provincial and/or federal level or time off for voting purposes;
  - iii. Jury or Witness Duty Leave for employees required by law to serve as a juror or subpoenaed as a witness in any court and shall be paid the difference between what they would have earned for their regular hours and the fee received;

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| <b>POLICY</b>                                  | <b>LEAVES OF ABSENCE</b>  | SPP No.    | <b>5.07</b>  |
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- v. Reservist Leave in accordance with the Alberta Employment Standards Act for members of the reserve force of the Canadian Forces;
- vi. Personal or professional reasons.

## 6 PROCEDURES

- 6.01 The employee must request a leave of absence, in writing, from the manager, with as much notice as possible. The manager will schedule leaves of absence in accordance with the employees Offer of Employment letter and with the Leaves of Absence Policy and Procedures.
- 6.02 The employee must complete any required paperwork and submit such paperwork to the manager, including the Attendance Exception Form.
- 6.03 The manager will ensure accurate administration of leaves of absence in accordance with the Leaves of Absence Policy and Procedures and seek approval from the Board of Directors where necessary.
- 6.04 Employees on leave of absence may be required to provide post-dated cheques to cover benefit premiums.

## 7 REFERENCES and RELATED STATEMENTS of POLICY and PROCEDURE

*Employment Insurance Act of Canada*

*Alberta Employment Standards*

*Alberta Human Rights Act*

*Alberta Freedom of Information and Protection of Privacy Act (FOIP)*

SPP 5.01 Human Resources Primer

SPP 5.02 Recruitment, Selection and Orientation Policy

SPP 5.03 Employee Code of Conduct Policy

SPP 5.04 Salary and Wage Administration Policy

SPP 5.05 Performance Planning and Management Policy

SPP 5.06 Vacation, General Holiday, Hours of Work and Overtime Policy

SPP 5.08 Benefits Policy

## 8 ATTACHMENTS

None

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Chair

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Managing Director



| <b>STATEMENT of POLICY and PROCEDURE (SPP)</b> |                           |            |              |
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| <b>POLICY</b>                                  | <b>BENEFITS</b>           | SPP No.    | <b>5.08</b>  |
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## **SPP 5.08 BENEFITS POLICY**

### **1 PURPOSE**

The purpose of this Statement of Policy and Procedure is to specify the benefits granted by the organization for CCHC Regular Employees.

### **2 SCOPE**

This policy applies to current and prospective Regular Full-time and Part-time employees.

### **3 RESPONSIBILITY**

3.01 It is the responsibility of the manager to:

- i. arrange for Regular Employees' benefits coverage;
- ii. negotiate benefits coverage with service providers;
- iii. ensure employees understand the range of benefits they are eligible to receive
- iv. ensure accurate administration of the benefits package
- v. review the policy as required by the Board of Directors.

3.02 It is the responsibility of the employee to be aware of and understand this policy and comply with all regulations and completion of appropriate documentation.

### **4 DEFINITIONS**

4.01 "**Benefit Year**" runs from January 1<sup>st</sup> to December 31<sup>st</sup>.

4.02 **Employee Definition with Respect to Benefits:**

- (a) "**Regular Employee**" means an employee who works regularly-scheduled hours, is on the payroll of the organization and receives benefits from the organization. This category includes full-time employees and part-time employees who work in excess of 21 hours per week on average.
- (b) "**Temporary Employee**" means an employee who works regularly-scheduled hours, is on the payroll of the organization and whose beginning and end date is defined. Temporary employees are not eligible to receive benefits.
- (c) "**Casual Employee**" means an employee whose work for the organization is neither regular nor extensive. Casual employees are paid cash plus statutory annual vacation equivalent (4.16%).

| <b>STATEMENT of POLICY and PROCEDURE (SPP)</b> |                           |            |              |
|--|---------------------------|------------|--------------|
| <b>POLICY</b>                                  | <b>BENEFITS</b>           | SPP No.    | <b>5.08</b>  |
| Section:                                       | Human Resources           | Issued:    | Mar 15, 2012 |
| Issue to:                                      | <b>All Manual Holders</b> | Effective: | Mar 15, 2012 |
| Motion/Date                                    | 2012.XX March 15, 2012    | Page:      | 2 of 5       |

#### 4.03 **Employee Definitions with Respect to Hours of Work**

- (a) **“Full-time employee”** means those employees who work a minimum of 28 hours per week as per the Offer of Employment letter.
- (b) **“Part-time employee”** means those employees who work an average of 21-27 hours per week, but whose hours are guaranteed as per the Offer of Employment letter.
- (c) **“Part-time employee, no benefits”** means those employees who work an average of less than 21 hours per week, but whose hours are guaranteed as per the Offer of Employment letter.
- (d) **“Casual employee”** means those employees whose hours of work are not guaranteed as per the Offer of Employment letter.

### 5 **POLICY**

- 5.01 CCHC will provide Regular Employees with a competitive benefits package, similar to the Town of Canmore’s, which is fiscally sustainable and enables CCHC to attract and retain a qualified workforce.
- 5.02 All decisions regarding benefit coverage are made by the benefit carrier(s) in their sole discretion according to policy terms. CCHC bears no responsibility for such decisions. Questions or concerns regarding such decisions should be directed to the benefit carrier of the benefit issue. Should any discrepancies occur between this policy and the terms of the current benefits plan contract, the plan contract will override the policy and any other related documents.
- 5.03 Benefits will come into effect on the first day of the month following a successfully completed three-month probation period. Termination of Group Retirement Services benefits will cease on the date of termination of employment. Blue Cross Health and Dental Benefit Coverage will cease at 12:01a.m. on the 1st of the month following termination of employment.
- 5.04 Employees on leave of absence may be required to provide post-dated cheques to cover benefit premiums.
- 5.05 CCHC retains the right to review and change benefit carriers and/or coverage as it deems appropriate, within the approved budget. Employees will be advised in writing of any such changes.

| <b>STATEMENT of POLICY and PROCEDURE (SPP)</b> |                           |            |              |
|--|---------------------------|------------|--------------|
| <b>POLICY</b>                                  | <b>BENEFITS</b>           | SPP No.    | <b>5.08</b>  |
| Section:                                       | Human Resources           | Issued:    | Mar 15, 2012 |
| Issue to:                                      | <b>All Manual Holders</b> | Effective: | Mar 15, 2012 |
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5.06 CCHC participates in a group benefits and registered retirement savings plan. Participation is compulsory for all eligible employees. Benefits provided to employees are as follows:

| <b>Extended Group Health Plan - Full Time Employees</b>  |                              |                 |
|--|------------------------------|-----------------|
| <b>Benefit Type</b>  | <b>Benefits Cost Sharing</b> |                 |
|  | <b>Employee</b>              | <b>Employer</b> |
| Health Care  | N/A                          | 100%            |
| Dental Benefits  | N/A                          | 100%            |
| Health Spending Account (HSA)  | N/A                          | 100%            |
| Life Insurance Benefits  | 30%                          | 70%             |
| Dependent Life Insurance   | 30%                          | 70%             |
| Accidental Death & Dismemberment (AD&D)  | 30%                          | 70%             |
| Employment Insurance Supplemental Benefit (SUB) Top Up for Eligible Programs <i>Subject to Budgetary Constraints</i> | N/A                          | 100%            |
| Long Term Disability (LTD)   | 100%                         | N/A             |
| <b>Extended Group Health Plan – Part-Time Employees</b>  |                              |                 |
| <b>Benefit Type</b>  | <b>Benefits Cost Sharing</b> |                 |
|  | <b>Employee</b>              | <b>Employer</b> |
| Health Spending Account<br><i>50% of Full Time Employee annual allowance</i>   | N/A                          | 100%            |
| <b>Group Registered Retirement Savings Plan</b>  |                              |                 |
| <b>Benefit Type</b>  | <b>Benefits Cost Sharing</b> |                 |
| Full Time employees  | 5.5%                         | 10.22%          |
| Part Time employees  | 5.0%                         | 8.65%           |

| <b>STATEMENT of POLICY and PROCEDURE (SPP)</b> |                           |            |              |
|--|---------------------------|------------|--------------|
| <b>POLICY</b>                                  | <b>BENEFITS</b>           | SPP No.    | <b>5.08</b>  |
| Section:                                       | Human Resources           | Issued:    | Mar 15, 2012 |
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## 6 PROCEDURES

- 6.01 Procedures are dependent on the benefits providers and their requirements. At present, the benefit providers are:
- Alberta Blue Cross:** Health Care, Dental Benefits, and Health Spending Account  
**Industrial Alliance:** Group Life Insurance and Disability Benefits  
**Group Retirement Services (Great-West Life):** Group RRSP
- 6.02 After an Employee's three-month probationary period has been successfully fulfilled, the manager, or designate, is to meet with the employee to ensure he/her is informed of the range of benefits they are eligible to receive, provide the employee with benefits enrolment forms, and refer employees to the benefits provider for more specific information.
- 6.03 The manager, or designate, is to arrange for Regular Employees' benefits coverage and administration of benefits upon receipt of the completed benefits enrolment forms.
- 6.04 The employee must communicate any changes to his/her family status that will affect benefits coverage (e.g. got married, had a baby) to the manager or designate.
- 6.05 The manager is to ensure accurate administration of the benefits package, including registration of new regular employees, changes to employees, and communication of benefits information.
- 6.06 The manager is to review and negotiate benefits coverage with service providers annually in the context of the operating budget. The manager will seek approval where necessary.

## 7 REFERENCES and RELATED STATEMENTS of POLICY and PROCEDURE

*Alberta Employment Standards*

*Alberta Human Rights Act*

*Alberta Freedom of Information and Protection of Privacy Act (FOIP)*

SPP 5.01 Human Resources Primer

SPP 5.02 Recruitment, Selection and Orientation Policy

SPP 5.03 Employee Code of Conduct Policy

SPP 5.04 Salary and Wage Administration Policy

SPP 5.05 Performance Planning and Management Policy

| <b>STATEMENT of POLICY and PROCEDURE (SPP)</b> |                           |            |              |
|--|---------------------------|------------|--------------|
| <b>POLICY</b>                                  | <b>BENEFITS</b>           | SPP No.    | <b>5.08</b>  |
| Section:                                       | Human Resources           | Issued:    | Mar 15, 2012 |
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SPP 5.06      Vacation, General Holiday, Hours of Work and Overtime Policy  
SPP 5.07      Leaves of Absence Policy

**8      ATTACHMENTS**

None

\_\_\_\_\_  
Chair

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

**MEETING DATE:** March 15, 2012

**SUBJECT/TOPIC:** **Annual PAH Eligibility Criteria Review**

**PURPOSE:** For decision

**ISSUE:** The Town PAH Policy states that CCHC will ensure regular reviews of the PAH Eligibility Criteria and PAH Partnership Agreement, at a minimum annually.

**RECOMMENDATION:** Recommend to Council that no changes be made to the PAH Eligibility Criteria and PAH Partnership Agreement at this time.

**BACKGROUND:**

The Town *PAH Policy* (April 19, 2011) (“Policy”) states:

**6.14** CCHC will ensure regular reviews of the PAH Eligibility Criteria and PAH Partnership Agreement, at a minimum annually. CCHC will identify Eligibility Criteria and Partnership Terms which do not appear to be synchronized with the local demand for PAH, consult with external groups, and recommend to Council appropriate changes to the PAH Eligibility Criteria and/or the PAH Partnership Agreement.

The PAH Partnership Agreement (Section 7) outlines the terms and conditions of the PAH Program. It stipulates the resale calculation, the administrative fee, and the requirement that the home be the applicants’ permanent primary residence.

Three (3) categories of PAH Eligibility Criteria are contained in the Policy and subject to review:

- 1) PAH Ownership;
- 2) PAH Rental; and
- 3) The Hector at Palliser Village Rental.

Each category requires applicants to demonstrate a connection to Canmore through employment and/or residency and to demonstrate a need for affordable housing through income and/or net household assets.

The Hector at Palliser Village Rental criteria is subject to a provincial grant agreement and cannot be changed without provincial approval. The PAH Rental criteria is not currently in use as there are no rental properties outside The Hector at this time.

The last review of Eligibility Criteria and the Partnership Agreement was undertaken in March 2011. Changes were made to The Hector at Palliser Village eligibility criteria to accommodate long-term residents who were unable to work in April 2011. PAH Ownership criteria were substantially changed and PAH Rental criteria established in May 2009.

## **DISCUSSION:**

The Eligibility Criteria and PAH Partnership Agreement are the foundation for the PAH Program administered by CCHC. Any changes that restrict or expand the Eligibility Criteria or change the terms of ownership must take into account business considerations, the impact on the sustainability of the PAH Program, and the marketability of the homes already in the inventory.

The policy suggests the intent of the review is to “*identify Eligibility Criteria and Partnership Terms which do not appear to be synchronized with the local demand for PAH.*” At the same time, the review should be consistent with the purpose of PAH as stated in section 2 of the Policy, specifically to “*address the affordable housing demands of median income households*” and “*the affordable housing demand of those Canmore residents unable to purchase or rent accommodation in the open market.*”

### **PAH Partnership Agreement**

Changes to the PAH Partnership Agreement are not appropriate at this time.

CCHC has two leases. The newer 50 year lease specifies the resale calculation and administrative fee in the lease agreement, whereas the original 40 year lease simply refers to the PAH Partnership Agreement on these matters. This means that for the resale calculation and administrative fee to change, the 50 year lease requires a lease amendment whereas the 40 year lease is at the discretion of Council. The uncertainty associated with the latter situation creates discomfort with lenders and buyers. CCHC is in the process of amending the 40 year lease to standardize it with the 50 year lease.

Although a standardized program is more efficient to administer and easier for clients, working partners such as lenders, and the public to understand, it does not mean that terms and conditions of ownership with respect to new PAH projects will not change in the future.

### **Eligibility Criteria**

From a political perspective, eligibility criteria are established to meet the identified need. It may be determined that a gap exists if the criteria exclude median income households, those with a demonstrated connection to Canmore and/or those with a need for affordable housing. This might be demonstrated by a review of applicant information to determine if the income and asset profile is synchronized with the identified need.

From a business perspective, eligibility criteria are a demand factor that impacts the sustainability of the Program. It would be perceived that a gap exists if there are not enough eligible households able and willing to buy or rent the existing PAH inventory. This might be demonstrated by a high vacancy rate at The Hector, a high number of days to sell a PAH home, or a lack of households on wait lists.

A review of the Eligibility Criteria should consider both political and business considerations and assess the PAH Program with respect to its success in meeting a community need and in balancing supply and demand.

## ELIGIBILITY CRITERIA REVIEW

The Eligibility Criteria review consists of a review of applicant information (applicant summaries are attached), inquiries, and program performance indicators. Specifically, for each of the PAH Ownership and The Hector programs, the following questions are asked:

- 1) Do applicants demonstrate a connection to Canmore?
- 2) Is the program serving the median income population?
- 3) Do applicants demonstrate a need for affordable housing?
- 4) Is there a balance between supply and demand?

### General PAH Ownership

#### **1. Do applicants show a connection to Canmore through employment and/or residency?**

The applicant summary shows that most applicants demonstrate a connection to Canmore through full-time permanent employment. Of prospective applicants who have inquired, but are ineligible, a significant proportion demonstrates a connection to the Bow Valley, but not Canmore specifically. Typically they work in Banff or the MD of Bighorn and/or have not lived in Canmore for the five year long term residency period. There are also applicants who are looking to move to Canmore for retirement purposes, sometimes with the intent to retire closer to adult children in Canmore.

#### **2. Is the program serving the median income population?**

The PAH Policy states (section 6.5.1) "to qualify to own a PAH unit, annual Gross Household Income shall not exceed 120 percent (%) of the AMI [Area Median Income] for couple families." Although there is no stated lower limit, the ownership program generally targets households earning 80% to 120% of median income.

The PAH applicant median income in 2011 was \$80,571. This is equivalent to 82% of the area median income for couple families which meets the general target of 80% to 120%. A breakdown of median income by household type in the table below, suggests that applicant household incomes exceeded the targeted range in 2011 (66% to 200%) but met the targeted range in 2010 (82% to 115%).

| Household Category | 2011 Applicant Income as % of HH Median Income | 2010 Applicant Income as % of HH Median Income |
|--------------------|--|--|
| # of households    | 7  | 17   |
| All Households     | 82%  | 49%  |
| Single             | 200%   | 115%   |
| Lone Parent        | 119%   | 112%   |
| Couple no children | 66%  | 82%  |
| Couple families    | 82%  | 85%  |

#### **3. Do applicants demonstrate a need for affordable housing?**

The PAH Policy states that PAH households should spend no more than 35% of their gross household income on their housing costs.



In the table below, the minimum income required to purchase a median priced unit and not spend more than 35% of gross household income on housing is calculated for all PAH homes and actual sales in 2010 and 2011. With respect to the actual sales, the estimated minimum income exceeds the actual applicant median income. This suggests that the buyers may be exceeding that 35% benchmark even when purchasing their PAH homes meaning that they definitely demonstrate a need for affordable housing by definition.

Another affordability indicator that may be used is the median multiple - the median house price divided by gross annual median household income. A median multiple of 3.0 and under is an affordable rating; 3.1 to 4.0 is a moderate unaffordable rating; 4.1 to 5.0 is a seriously unaffordable rating; and 5.1 and over is severely unaffordable rating. According to the most recent annual *Demographia International Housing Survey* ([www.demographia.com/dhi.pdf](http://www.demographia.com/dhi.pdf)), Canada's national median multiple in 2011 was 4.5.

The median multiple in the table generally exceeds the national median multiple, and in all cases, suggests an unaffordable rating even for the PAH Program, again supporting that eligible households are demonstrating a need for affordable housing.

| Properties            | #  | Median Price | Minimum down payment (5%) | Minimum income required for housing costs not to exceed 35% | Applicant Median Income | Median Net Assets | Median Multiple |
|-----------------------|----|--------------|---------------------------|---|-------------------------|-------------------|-----------------|
| 2010 PAH units - all  | 41 | \$262,950    | \$13,148                  | \$60,000  | \$47,128                | \$12,502          | 5.58            |
| 2010 PAH units – sold | 9  | \$218,250    | \$10,913                  | \$53,000  | \$47,854                | \$28,204          | 4.56            |
| 2011 PAH units - all  | 44 | \$271,750    | \$13,588                  | \$62,000  | \$80,571                | \$20,986          | 3.37            |
| 2011 PAH units - sold | 7  | \$336,283    | \$16,814                  | \$73,000  | \$66,707                | \$12,686          | 5.04            |

#### **4. Is there a balance between supply and demand?**

Fewer households applied to buy PAH in 2011 than in 2010, and a smaller proportion of applications came from couple families compared to single adult households. The result was that in 2011, 7 households consisting of 9 adults applied compared to 17 households consisting of 25 adults in 2010.

Notwithstanding the smaller number of applications, a total of 7 units were sold in 2011 compared to 9 in 2010. Four of the 7 units were sold by CCHC in 2011 – 3 of which were new construction. CCHC carried the newly constructed units from 1 to 20 days, and carried the resale unit for 6 days. Three units were sold by Owner in 2011. The length of time between notification of the owner's intent to sell and the closing date ranged from 8 to 16 weeks. One unit was listed for sale by Owner in 2011 but only closed in 2012. This sale took the longest time at 33 weeks. All units were sold at the maximum resale price.

#### **Concluding Comments**

Eligibility criteria do not appear to exclude those with a bona fide employment or residency

connection to Canmore. The Town of Canmore provides the majority of funding for the PAH Program and CCHC operations. Unless there is regional funding and/or cooperation, no changes are expected to be made to the Program to expand the criteria to allow those with a connection to the Bow Valley to be eligible.

Board members had previously voiced concerns about the income eligibility criteria not being differentiated by household type. Caution must be used with the numbers due to the small number of applicants in each household category in 2011, and due to a lack of time series data to identify any trend. The data does point to an issue that should be monitored but is not adequate to support a change in PAH Policy at this time.

Affordability indicators suggest that the eligible households demonstrate a need for affordable housing. They also suggest that PAH prices remain unaffordable to median income households. Whether this is due to the initial purchase price being too high, or the resale price formula increasing the price at a rate higher than income, these indicators should be monitored relative to the PAH Build Guidelines and as new projects are planned to ensure the PAH inventory remains affordable in the future.

It would appear, that despite the lower number of applicants, concerns with median income and issues with affordability, the supply and demand were generally synchronized. At this time no changes are recommended, but applications and sales should be closely monitored through 2012 and any addition of inventory will require a closer examination of the intended target market, and the current and future demographic and economic profile of the community.

## **THE HECTOR AT PALLISER VILLAGE**

### ***1. Do applicants show a connection to Canmore through employment and/or residency?***

The eligibility criteria require applicants to show a connection to Canmore through employment or self-employment, or in the case of retirees or applicants on a disability benefit, they must demonstrate five years residency. The applicant summary shows that 90% of applicants are employed in Canmore. Inquiries show that ineligibility is largely due to employment in Banff or the MD, a lack of understanding that The Hector is not “rent-geared-to-income” housing (such as offered by the Bow Valley Regional Housing Authority), oversized pets, and on occasion, or households where only one adult in the household would meet the employment criteria.

### ***2. Is the program serving the median income population?***

The provincial core needs income threshold (CNIT) determines the maximum income per unit type. It is not based on median income. The table below shows that the 2011 applicant median income by household type ranged from 40% to 55% of Canmore median income. This suggests that the program is meeting the needs of lower income households, but not households earning 60% to 80% of median income. This appears to be a gap in the PAH Program at this time, but due to provincial restrictions, it is unlikely that The Hector will fill that gap.

| <b>Household Category</b> | <b>2011 Applicant Income as % of HH Median Income</b> | <b>2010 Applicant Income as % of HH Median Income</b> |
|---------------------------|---|---|
| Single                    | 55%   | 53%   |
| Lone Parent               | 40%   | 51%   |
| Couple no children        | 42%   | 35%   |
| Couple families           | 49%   | 51%   |

### **3. Do applicants demonstrate a need for affordable housing?**

The PAH Policy states that PAH households should spend no more than 35% of their gross household income on their housing costs. The provincial agreements require rents to be at least 10% below market value. Accordingly, as households are spending more than 35% of their rent on affordable housing, they clearly demonstrate a need for affordable housing, as shown below.

| <b>Unit Size</b> | <b>2011 Average Rent</b> | <b>2011 CNIT</b> | <b>2011 Average Rent as % of CNIT</b> | <b>2011 The Hector Applicant Average Income</b> | <b>2011 Average Rent as % of HH Average Income</b> |
|------------------|--------------------------|------------------|---------------------------------------|---|--|
| Studio           | \$ 640                   | \$ 28,500        | 27%                                   | \$ 21,656                                       | 35%  |
| One Bed          | \$ 755                   | \$ 39,000        | 23%                                   | \$ 17,950                                       | 50%  |
| Two Bed          | \$ 1,045                 | \$ 40,000        | 31%                                   | \$ 36,965                                       | 34%  |
| Three Bed        | \$ 1,195                 | \$ 60,000        | 24%                                   | \$ 47,925                                       | 30%  |

### **4. Is there a balance between supply and demand?**

A greater number of households applied to rent at The Hector in 2011 than in 2010. There was also a greater proportion of households with children, particularly single parent households, which applied and rented in 2011. In 2011, 53 households consisting of 62 adults applied compared to 45 households consisting of 53 adults.

The average occupancy rate in 2011 for The Hector was 95% as targeted. The wait list was not long, and there were challenges in occupying some of the two bedroom units due to the low CNIT level, but the results suggest that the demand was adequate to occupy the units.

### **Concluding Comments**

The main challenge with The Hector has been filling the two bedroom units due to the CNIT limit. The Hector meets the needs of households that generally earn less than 60% of median income, but there is a gap in rental housing options for households earning 60% to 80% of median income. Due to provincial restrictions, it is unlikely that The Hector will fill that gap. CCHC will continue to communicate with the province on an alternative income measure. Until the province is willing to accept an alternative measure, no changes are recommended to The Hector eligibility criteria.

**ALTERNATIVES:**

- 1) Recommend to Council that no changes be made to the PAH Eligibility Criteria and PAH Partnership Agreement at this time
- 2) Direct the Managing Director to undertake a further review in consideration of specific issues.

**ATTACHMENTS:**

Applicant Summary: General PAH Ownership

Applicant Summary: The Hector at Palliser Village

*Note that the full PAH Policy and Eligibility Criteria may be found at:*

[http://www.canmorehousing.ca/sites/default/files/PAH Policy April 2011  
Approved.pdf](http://www.canmorehousing.ca/sites/default/files/PAH_Policy_April_2011_Approved.pdf)

**Prepared by:** Jennifer Bisley, Managing Director

**Prepared on:** March 12, 2012

**General PAH Ownership  
APPLICANT SUMMARY**

|  | 2011 Applicants |         | 2010 Applicants |         |
|--|-----------------|---------|-----------------|---------|
| <b>AGE</b>                                   |                 |         |                 |         |
| Average                                      | 33              |         | 37              |         |
| Median                                       | 32              |         | 35              |         |
| <b>HOUSEHOLD TYPE</b>                        |                 |         |                 |         |
| Single no children                           | 4               | 57%     | 8               | 47%     |
| Single with dependent children               | 1               | 14%     | 1               | 6%      |
| Couple no dependent children                 | 1               | 14%     | 5               | 29%     |
| Couple with children                         | 1               | 14%     | 3               | 18%     |
| Total  | 7               | 100%    | 17              | 100%    |
| <b>MINIMUM SIZE</b>                          |                 |         |                 |         |
| One Bed                                      | 1               | 14%     | 3               | 18%     |
| Two Bed                                      | 5               | 71%     | 13              | 76%     |
| Three Bed                                    | 1               | 14%     | 1               | 6%      |
| Total  | 7               | 100%    | 17              | 100%    |
| <b>LEGAL STATUS</b>                          |                 |         |                 |         |
| Canadian Citizen                             | 8               | 89%     | 21              | 84%     |
| Permanent Resident                           | 1               | 11%     | 4               | 16%     |
| Work Visa                                    | 0               | 0%      | 0               | 0%      |
| Total  | 9               | 100%    | 25              | 100%    |
| <b>EMPLOYMENT</b>                            |                 |         |                 |         |
| Permanent Employment                         | 6               | 67%     | 14              | 56%     |
| Employment/Residency                         | 0               | 0%      | 4               | 16%     |
| Long-term Residency                          | 1               | 11%     | 2               | 8%      |
| NA (note only 1 adult on title must qualify) | 2               | 22%     | 5               | 20%     |
| Total  | 9               | 100%    | 25              | 100%    |
| <b>GENDER</b>                                |                 |         |                 |         |
| Male   | 4               | 44%     | 11              | 44%     |
| Female                                       | 5               | 56%     | 14              | 56%     |
| Total  | 9               | 100%    | 25              | 100%    |
| <b>HOUSEHOLD INCOME</b>                      |                 |         |                 |         |
| Average                                      | \$              | 72,670  | \$              | 56,334  |
| Median                                       | \$              | 80,571  | \$              | 47,128  |
| Low  | \$              | 53,426  | \$              | 22,288  |
| High   | \$              | 98,064  | \$              | 107,412 |
| <b>NET HOUSEHOLD ASSETS</b>                  |                 |         |                 |         |
| Average                                      | \$              | 23,941  | \$              | 51,509  |
| Median                                       | \$              | 20,986  | \$              | 12,502  |
| <b>PREAPPROVED MORTGAGE AMOUNT</b>           |                 |         |                 |         |
| Average                                      | \$              | 303,956 | \$              | 249,889 |
| Median                                       | \$              | 309,600 | \$              | 244,941 |

**The Hector at Palliser Village**  
**APPLICANT SUMMARY**

|                                | 2011 Applicants<br>LEASED |        | 2011 Applicants<br>ALL |        | 2010 Applicants<br>ALL |        |
|--------------------------------|---------------------------|--------|------------------------|--------|------------------------|--------|
| <b>AGE</b>                     |                           |        |                        |        |                        |        |
| Average                        | 35                        |        | 35                     |        | 36                     |        |
| Median                         | 30                        |        | 31                     |        | 31                     |        |
| <b>HOUSEHOLD TYPE</b>          |                           |        |                        |        |                        |        |
| Single no children             | 20                        | 65%    | 35                     | 66%    | 32                     | 71%    |
| Single with dependent children | 7                         | 23%    | 10                     | 19%    | 5                      | 11%    |
| Couple no dependent children   | 2                         | 6%     | 4                      | 8%     | 5                      | 11%    |
| Couple with children           | 1                         | 3%     | 3                      | 6%     | 3                      | 7%     |
| Single persons living together | 1                         | 3%     | 1                      | 2%     | 0                      | 0%     |
| Total                          | 31                        | 100%   | 53                     | 100%   | 45                     | 100%   |
| <b>MINIMUM SIZE</b>            |                           |        |                        |        |                        |        |
| Studio                         | 13                        | 42%    | 19                     | 36%    | 19                     | 42%    |
| One Bed                        | 7                         | 23%    | 18                     | 34%    | 14                     | 31%    |
| Two Bed                        | 8                         | 26%    | 11                     | 21%    | 10                     | 22%    |
| Three Bed                      | 3                         | 10%    | 5                      | 9%     | 2                      | 4%     |
| Total                          | 31                        | 100%   | 53                     | 100%   | 45                     | 100%   |
| <b>LEGAL STATUS</b>            |                           |        |                        |        |                        |        |
| Canadian Citizen               | 30                        | 83%    | 51                     | 82%    | 44                     | 83%    |
| Permanent Resident             | 1                         | 3%     | 4                      | 6%     | 5                      | 9%     |
| Work Visa                      | 5                         | 14%    | 7                      | 11%    | 4                      | 8%     |
| Total                          | 36                        | 100%   | 62                     | 100%   | 53                     | 100%   |
| <b>EMPLOYMENT</b>              |                           |        |                        |        |                        |        |
| Employee                       | 30                        | 83%    | 53                     | 85%    | 43                     | 81%    |
| Self-employed                  | 2                         | 6%     | 3                      | 5%     | 4                      | 8%     |
| Retiree                        | 0                         | 0%     | 0                      | 0%     | 2                      | 4%     |
| Other - AISH, Homemaker        | 4                         | 11%    | 6                      | 10%    | 4                      | 8%     |
| Total                          | 36                        | 100%   | 62                     | 100%   | 53                     | 100%   |
| <b>GENDER</b>                  |                           |        |                        |        |                        |        |
| Male                           | 15                        | 42%    | 23                     | 37%    | 20                     | 38%    |
| Female                         | 21                        | 58%    | 39                     | 63%    | 33                     | 62%    |
| Total                          | 36                        | 100%   | 62                     | 100%   | 53                     | 100%   |
| <b>MEDIAN INCOME</b>           |                           |        |                        |        |                        |        |
| All Applicants                 | \$                        | 21,561 | \$                     | 24,951 | \$                     | 19,004 |
| <b>AVERAGE INCOME</b>          |                           |        |                        |        |                        |        |
| All Applicants                 | \$                        | 22,144 | \$                     | 24,082 | \$                     | 23,265 |
| Studio - max \$28,500          | \$                        | 12,315 | \$                     | 13,878 | \$                     | 13,224 |
| One Bed - max \$39,000         | \$                        | 30,489 | \$                     | 28,532 | \$                     | 27,373 |
| Two Bed - max \$40,000         | \$                        | 21,409 | \$                     | 22,377 | \$                     | 29,428 |
| Three Bed - max \$60,000       | \$                        | 47,230 | \$                     | 50,591 | \$                     | 53,071 |