

**Board of Directors Meeting Agenda**  
**CCHC Boardroom**  
**November 6, 2013**  
**1:00pm – 2:15pm**

Board Member Introductions

1. Approval of Agenda
2. Approval of October 10, 2013 Minutes
3. Business arising from minutes
4. Committee Reports (none)
5. Report from Managing Director
6. New Business
  - a. CCHC Officer and Committee Appointments
  - b. Lamphouse Neighbourhood Association Appointments
  - c. Correspondence from BOWDA
7. In Camera Items (none)
8. 2013/14 Meeting Dates
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**

**Thursday, October 10, 2013  
CCHC Boardroom  
4:00-6:00pm**

**Board Members in Attendance:** Garth Lyon Sean Krausert  
Bob Kocian Cathy Robinson  
Kimber Meister Dan Sparks  
Hans Helder

**Others in Attendance:** Jennifer Bisley, Managing Director, CCHC  
Gary Buxton, GM Municipal Infrastructure, Town of  
Canmore Administration and CCHC Liaison

**Regrets** none

There being a quorum, Garth Lyon called the meeting to order at 4:15 pm.

**1) Agenda Approval**

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

**2) Approval of Minutes**

**Motion 2013.32**

Moved by Kimber Meister to approve the Minutes of the August 28 2013 Board meeting as presented.

Carried unanimously

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

**4) Committee Reports: (see New Business)**

**5) Report from Managing Director**

**Motion 2013.33**

Moved by Bob Kocian to accept the Managing Director's Report for information.

Carried unanimously

*APPROVED Motion 2013.36, XXXXX 2013  
CANMORE COMMUNITY HOUSING CORPORATION*

6) **New Business:**

a) **CCHC Corporation Strategic Review Work Plan**

**Motion 2013.34**

Moved by Cathy Robinson to allocate an additional \$4,000 from the operating budget to the corporation strategic review.

Carried unanimously

7) **In Camera Items**

Moved by Cathy Robinson to go in camera at 4:48pm

a) **Intergovernmental Issue**

b) **Project Committee Issue**

c) **Client Issue**

Moved by Bob Kocian to come out of camera at 5:50pm

**Motion 2013.35**

Moved by Bob Kocian to recommend to the CCHC Shareholders that they appoint the approved list of Directors to the CCHC Board (list severed).

Carried unanimously

8) **Motion to Adjourn**

Moved by Kimber Meister to adjourn the meeting at 5:52 pm.

Carried unanimously

\_\_\_\_\_  
Chair

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



Canmore Community Housing Corporation

# Managing Director's Report

**DATE OF MEETING:** November 6, 2013

**Agenda Item: 5**

**SUBJECT:** Managing Director's Report

**RECOMMENDATION:** none

## **EXECUTIVE SUMMARY**

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

## **KEY STRATEGIES UPDATE**

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

The Leasing and Acquisition Strategy Plan report was received by the CCHC Board of Directors at the August 2013 meeting. The Managing Director has been using the strategy and templates in assessing acquisition opportunities. The Project Committee met to discuss and prioritize strategies for 2013-2014.

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

CCHC continues to communicate with the Town of Canmore on its development of "staff housing" policy, particularly in relation to the use of Visitor Accommodation units for that purpose.

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

The Terms of Reference for the Corporation Strategic Review was approved by the Board at the August meeting and the detailed work plan presented at the October meeting. Focus groups and an online questionnaire, which are part of the review, have been launched as part of the "join the conversation on housing" campaign. Focus groups are scheduled to run between October 31 to November 23.

## OPERATIONS UPDATE

### Administer, Develop & Manage: PROGRAMS

#### 1. OWN Wait List: 14 (November 5, 2013)

PAH Program – Ownership						
Year	Inquiries					Applications
	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Total	YTD/Total
2013	24	33	26	6	89	11
2012	29	45	30	17	121	7
2011	27	32	69	18	146	6

**Current Listings:** For Sale by Owner: 2 bedroom Coyote Ridge \$282,000

#### 2. PAH Program – HECTOR RENTAL List: 27 as of Nov 6 2013

PAH Program – HECTOR RENTAL						
Year	Inquiries					Applications
	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Total	YTD/Total
2013	65	116	132	49	362	59
2012	51	56	103	41	251	60
2011	41	59	68	26	194	53

**Hector Occupancy** 99% (average)

#### 3. Other Program Activities

- > Special information session for lawyers on the ownership program held November 5<sup>th</sup>.
- > Monthly information sessions on the ownership program continue to run the first Wednesday of the month.

### Administer, Develop & Manage: PROPERTIES

#### 1. The Hector at Palliser Village

- > Fibreglass stair treads installed on exterior stairs to reduce slips and falls.

#### 2. Other CCHC Lands

- > Continue to monitor the hazard mitigation study specifically with respect to Stoneworks Creek as it informs the future development potential of the 6.68 hectares of vacant land owned by CCHC in the Palliser Area.
- > The Town of Canmore has completed work on restoring the drainage system at the Palliser Village site. In the spring, landscaping and outstanding drainage issues will be addressed.

### Research and Advise

- > Continue to participate with the Banff Community Housing Strategy Committee. The Committee heard from the following “best practice leaders” in October: Jasper Community Housing Corporation, Tim Wake of Tim Wake Consulting, Peter Poole of Arctos & Bird in

Banff, and Stavros Karlos of Banff. The Committee is meeting with MLA Ron Casey on November 14<sup>th</sup>.

### **Other**

- > CCHC welcomes Nicole Gonzalez to the permanent part-time position of Office Administrator position.
- > Undergoing an office redesign to improve function, client privacy, and appearance.
- > Preparing for year-end audit. The auditor is scheduled for a site visit on December 11, 2013.
- > Submitted a package to the Town Budget Committee with respect to annual funding requests. Tentatively scheduled to make a presentation to the committee on November 13, 2013.

### **CCHC Third Quarter Financial Report** (statement attached)

#### **General Administration**

- > General revenues are on target at 75% of the budget. This includes contributions from the Town of Canmore and interest on operating reserves.
- > Human resource expenditures are below budget at 72% due to underutilization of professional development and contract labour budget.
- > Administration expenditures are below budget largely due to the underutilization of the marketing budget. Costs for new marketing collateral will be reflected in the fourth quarter financial statements.
- > Program/Project Development expenditures are currently under budget but has been allocated to the corporation strategic review project currently underway.

#### **PAH Rental Program: The Hector**

- > Low vacancy rates and no rental losses mean that revenues are above budget.
- > Total Hector expenditures include all operating costs, debt servicing and an allocation to the capital reserve fund. Charges for annual preventative maintenance work and installation of stair treads will not be invoiced until the third quarter.

#### **Other Programs**

- > Other Program Revenues are over budget due to the rent earnings from the use of a condominium for rental purposes.

#### **Capital Projects**

- > The budget allowed for pre development expenditures and revenues for a new housing project which is not proceeding at this time. The removal of the \$438,762 in revenues and expenditures mean that revenues are at approximately 40% of budgeted revenues and expenditures are 42% of the budget. Revenues are down due to lower than projected interest income on the capital reserve fund.

# CCHC FINANCIAL REPORT Q3- 2013

As of September-30-13

Prepared October-16-13

	Adjusted YTD 2013	BUDGET 2013	Adj YTD as % of Budget
<b>GENERAL ADMINISTRATION</b>			75%
Total General Revenues	\$ 225,763	\$ 300,900	75%
Total Human Resource Expense	\$ 159,107	\$ 219,690	72%
Administration Expenditures	\$ 45,207	\$ 77,304	58%
Project/Program Dev Expenditures	\$ 5,632	\$ 20,000	28%
<b>SURPLUS/(DEFICIT) ADMINISTRATION</b>	<b>\$ 15,817</b>	<b>\$ 3,906</b>	<b>405%</b>
<b>PAH RENTAL PROGRAM - THE HECTOR</b>			
Total Hector Revenues	\$ 469,497	\$ 606,919	77%
Total Hector Expenses	\$ 436,021	\$ 606,724	72%
<b>SURPLUS/(DEFICIT) PAH RENTAL PROGRAM</b>	<b>\$ 33,476</b>	<b>-\$ 1,340</b>	<b>-2499%</b>
<b>OTHER PROGRAMS</b>			
Total Other Program Revenues	\$ 32,760	\$ 25,000	131%
Total Other Program Expenditures	\$ 19,846	\$ 18,750	106%
<b>SURPLUS/(DEFICIT) SALE/RESALE PROGRAM</b>	<b>\$ 12,914</b>	<b>\$ 6,250</b>	<b>207%</b>
<b>CAPITAL PROJECTS (PROPERTIES)</b>			
Total Project/Property Revenues	\$ 5,251	\$ 447,518	1%
Total Property Expenditures	\$ 5,846	\$ 448,600	1%
<b>SURPLUS/(DEFICIT) CAPITAL PROJECTS</b>	<b>-\$ 594</b>	<b>-\$ 1,082</b>	<b>55%</b>
	\$ -		
<b>SURPLUS/(DEFICIT)</b>			
GENERAL ADMINISTRATION	\$ 15,817	\$ 3,906	
PAH RENTAL PROGRAM - THE HECTOR	\$ 33,476	-\$ 1,340	
OTHER PROGRAMS	\$ 12,914	-\$ 13,750	
CAPITAL PROJECTS (PROPERTIES)	-\$ 594	-\$ 1,082	
<b>NET CASH SURPLUS/(DEFICIT) BEFORE TRANSFERS</b>	<b>\$ 61,613</b>	<b>-\$ 12,266</b>	<b>-502%</b>

**MEETING DATE:** November 6, 2013

**SUBJECT/TOPIC:** **CCHC Officer, Committee and Board Appointments**

**PURPOSE:** For decision

**ISSUE:** CCHC is to appoint Officers and members to committees as appropriate.

**RECOMMENDATION:**

1. Appoint directors to positions of Chair, Vice-Chair, and Treasurer
2. Delegate the Executive Committee to undertake the 2013 performance review of the Managing Director
3. Appoint directors to the following CCHC committees:
  - a) Corporation Strategic Review Committee
  - b) Project Committee

**1. Officers and Executive Committee**

**BACKGROUND**

The CCHC Articles of Association refer to the appointment of Officers and the authority and responsibility of the Chair.

Board resolution 2009.38 established an Executive Committee with membership consisting of the following Officers: Chair, Vice-Chair, and Treasurer.

Board resolution 2011.45 defines responsibilities of the Officers as follows:

**Chair:** Chair meetings of the Board and Shareholders and assist with agendas  
Act as official spokesperson for the organization  
Act as a signing authority

**Vice-Chair:** Act as Chair in his or her absence  
Act as a signing authority

**Treasurer:** Provide quarterly financial reports to the Board  
Act as a signing authority

The Executive Committee acts on matters as delegated by the Board, including the Managing Director's annual performance review.

Officers in 2012-13 were: Garth Lyon, Chair; Bob Kocian, Vice-Chair; Kimber Meister, Treasurer.



## **DISCUSSION**

Officer appointments are necessary for the governance of the Corporation; to ensure accountability within the Corporation; and to ensure accountability of the Managing Director.

As directors are appointed for one year terms only, Officers should be reappointed annually. For continuity and succession planning purposes, at least one Officer should remain from the previous year, and at least one should be planning to remain for a further year (subject to Shareholder appointment).

Board members will be asked at the meeting to stand for appointment to these positions.

The Executive Committee will also be asked to undertake the annual Managing Director performance review. Alternatively, a specific individual or an ad hoc committee could be set up to undertake the performance review.

## **2. Other Committees**

### **BACKGROUND**

Typically up to two committees are formed each year to provide direction to and support the fulfillment of priorities as outlined in the current Business Plan. Each committee prepares a “terms of reference” to define its specific purpose, objective and activities and general work plan for the year for review and approval by the Board as a whole.

Committee members do not have to be Board members but they must be appointed by the Board. CCHC currently has two committees as described below. Terms of reference for each committee are attached.

#### **2.1 Corporation Strategic Review Committee**

**Members:** Garth Lyon, Hans Helder, Kimber Meister, Cathy Robinson  
**Purpose:** To provide guidance to the corporation strategic review process that is being developed and implemented by the Managing Director.

#### **2.2 PAH Project Committee**

**Members:** Bob Kocian, Dan Sparks, Sean Krausert  
**Purpose:** To provide direction to and support the organization in assessing options and implementing strategies with respect to the purchase or building of additional affordable housing inventory.

## **DISCUSSION**

These committees are not necessarily essential to the functioning of the Corporation, but are important to ensure that Administration has access to appropriate expertise and networks to implement the strategies in the Business Plan.

Last year the decision was made to appoint CCHC directors only to the committees. As directors are appointed for one year terms only, committee appointments should be made annually. Directors may want to change committees based on their skills, knowledge and interests.

**ALTERNATIVES:**

The Board may choose not to continue with the committees as they currently stand. It may also change the responsibilities and authority of the Officers and Executive Committee.

**ATTACHMENTS:** Corporation Strategic Review Terms of Reference  
PAH Project Committee Terms of Reference

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

**Prepared on:** November 5, 2013

## **CCHC Subcommittee Terms of Reference**

**Approved:** Motion 2013.23 (May 16, 2013)

**Name:** Corporation Strategic Review (CSR) Committee

**Purpose:** To provide guidance to the corporation strategic review process that is being developed and implemented by the Managing Director.

**Objectives:** To provide direction to the Managing Director with respect to:

- 1) Developing the corporation strategic review terms of reference, defining the purpose, guiding principles, scope, process, and reporting requirements.
- 2) Reviewing relevant municipal statutory documents that inform the corporation strategic review.

**Deliverables and Timelines:**

- |  |                |
|--|----------------|
| 1. Terms of Reference for the strategic review | May 2013       |
| 2. Final report with recommendations           | September 2013 |

**Responsibilities:**

- > To provide constructive comments and advice to Administration (and consultants where appropriate) with respect to the design, implementation and outcomes of the strategic review process.
- > To report back to the CCHC Board as appropriate.
- > To meet as a committee as required.

**Members:** Hans Helder, Garth Lyon, Kimber Meister, and a member of Town Administration. Members may be added as appropriate.

**Scope/Jurisdiction:**

- > This committee provides direction and advice to CCHC Administration
- > This committee makes recommendations to the CCHC Board for Board approval.
- > This committee may communicate directly with key stakeholders, including shareholders and the public, as appropriate.

**Resources**

- > Hosting costs for committee meetings are not to exceed \$500. Meetings will take place in the CCHC Boardroom or at the Civic Centre.
- > A budget of up to \$10,000 is to be allocated towards anticipated facilitation, hosting, administration and research costs.

**Relationship to other groups**

- > Seek input from CCHC Shareholders and Town Administration as appropriate.

## **PAH PROJECT COMMITTEE Terms of Reference**

Approved: Motion 2013.04, January 24, 2013

### **PURPOSE:**

To provide direction to and support the organization in assessing options and implementing strategies and phase one objectives in CCHC's Business Plan (2013-2015) with respect to the purchase or building of additional affordable housing inventory.

#### **1.1 Increase availability of affordable housing units by building new units**

- > Pending market conditions and the feasibility of a new affordable housing project business plan, implement a pre-development strategy: secure land, secure funding, design development/building, obtain municipal approvals, and engage partner/builder.

#### **1.2 Increase availability of affordable housing units by utilizing market units for affordable housing purposes**

- > Develop a strategy to utilize existing market housing stock for affordable housing purposes, such as visitor accommodation units
- > Develop and implement a pilot project to test the strategy.

### **2013 DELIVERABLES**

#### **1 Commitment from the Town of Canmore that daycare site redevelopment will include affordable housing options.**

This is conditional on Town of Canmore public consultation and planning process. It is preferred that the options would be consistent with CCHC proposals as outlined in the completed affordable housing project business plan. Market conditions do not currently point to an immediate demand to build new units, but securing the land is important for future planning.

*Estimated completion date: Fall 2013*

#### **2 Develop procedures and criteria, including a financial and operational strategy, to acquire built units and convert them into affordable rental units.**

This deliverable is identified as a priority. This may include condominiums currently zoned residential, tourist home, employee housing district, and/or visitor accommodation.

*Estimated completion date: May 2013*

**Committee Responsibilities:**

- > Provide expertise and advice as appropriate to CCHC Administration and consultants in relation to market and affordable housing demand and supply; housing development; property management; and residential real estate acquisition, sale and rental.
- > Report back to the CCHC Board and seek Board approval where necessary and appropriate.
- > Work with CCHC Administration to engage Town Council and Administration, particularly Planning and Finance, on strategies where appropriate.

**Committee Structure:**

- > Internal members: Bob Kocian, Sean Krausert, Sarah Law, Dan Sparks and Jennifer Bisley
- > External members: Town of Canmore administration designate

**Scope/Jurisdiction**

- > This committee only has authority as delegated by the CCHC Board by way of motion.
- > This committee will advise CCHC Administration in assessing options and implementing strategies with respect to the purchase or building of additional affordable housing inventory.
- > This committee will make recommendations to the CCHC Board for Board approval.

**Resources**

- > Hosting costs for committee meetings are not to exceed \$500 for the year.
- > Meetings will take place in the CCHC Boardroom or at the Civic Centre.
- > The 2013 CCHC Budget has an allowance for up to \$20,000 for new project/program development. This is not specific to this committee, but must be considered in view of other CCHC priorities and activities. Any requirement for contract labour must be reviewed by the Managing Director and approved by the Board.
- > CMHC Proposal Development Funding (PDF) interest-free loans of up to \$100,000 can be applied for to help with the up-front expenses incurred during the process of developing a proposal (pre-development phase) for a non-profit or for-profit affordable housing project.
- > CCHC has a capital reserve fund of \$648,000 that may be used subject to the approval of the CCHC Board.

**Relationship to other groups**

- > Input and assistance from CCHC sub-committees and the Town Planning and Finance departments as appropriate.
- > Engage working partner groups as appropriate: lenders, mortgage insurers, realtors, lawyers, developers
- > Engage other community stakeholders as appropriate (BOWDA, community, etc)

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Chair

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Managing Director

**MEETING DATE:** November 6, 2013

**SUBJECT/TOPIC:** **Lamphouse Neighbourhood Association (LNA) Board Appointments**

**PURPOSE:** For decision

**ISSUE:** The LNA Board of Directors appointment expires at each AGM. Three (3) CCHC representatives must be reelected at the AGM and a CCHC representative must be authorized to represent CCHC's voting interest.

**RECOMMENDATION:**

1. To appoint the following three (3) CCHC representatives to be elected as Directors to the Lamphouse Neighbourhood Association (LNA) at the Annual General Meeting scheduled November 13, 2013: one (1) CCHC Board member; the CCHC Managing Director; and a Coyote Ridge representative
2. To authorize Jennifer Bisley to represent CCHC's voting interests at the LNA Annual General Meeting.

**BACKGROUND:**

The Lamphouse Neighbourhood Association (LNA) was established as a Society in November 2005 to manage the Canmore Community Housing subdivision located on lands legally described as Plan 0412844, Block 4, Lots 39, 40 and 41.

The Society is managed similar to a condominium corporation, with each development providing contributions for common expenses for the private roadway. According to the Bylaws of the Society, the Board shall consist of five (5) members. Two (2) members must be ground lessees or their designees (Mountain Haven Coop) and one (1) member each the owner or designee of Lots 39, 40, and 41 (CCHC).

Current Board members are:

Mountain Haven Cooperative 1:	Linda Wittchen
Mountain Haven Cooperative 2:	Alex Duval
CCHC1:	Garth Lyon
CCHC2:	Jennifer Bisley
CCHC/Coyote Ridge:	Nic Keast

Typically the Board meets no more than twice a year and communication is mostly done by email. The 2013 Annual General Meeting is scheduled for November 13<sup>th</sup> 2013 at 7:00pm. Section 11(e) of the bylaws states "*Board membership shall commence upon election or appointment to the Board and shall expire at the next succeeding Annual General Meeting,*

*unless prior thereto the Board member resigns, becomes disqualified under clause (d) hereof or is removed under claused (f) hereof. Board members may be re-elected. "*

**DISCUSSION:**

The current composition allows all lessee groups to be represented on the Lamphouse Neighbourhood Association (LNA) so it may serve as a mechanism to facilitate discussion between the land owners, ground lessees and residents of the Subdivision.

Until Lot 39 is developed and sold, it would be in CCHC's best interests to continue to appoint one (1) Coyote Ridge designee and two (2) CCHC representatives to ensure CCHC's interests and those of Coyote Ridge and the future owners of Lot 39 are all represented in the Association. The current mix of CCHC Administration, Board member and Coyote Ridge representative has been working well.

Issues before the LNA Board have typically been snow removal, trespassing on CCHC's vacant lot, and rules and regulations regarding the use of the road.

**ATTACHMENTS:** none

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

**Prepared on:** November 6, 2013

**MEETING DATE:** November 6, 2013

**SUBJECT/TOPIC:** Correspondence from BOWDA

**PURPOSE:** For information

**ISSUE:** CCHC received a letter from BOWDA to be shared with the Board.

**RECOMMENDATION:**

1. To accept the letter for information and refer it to the Project Committee.

**BACKGROUND:**

None

**DISCUSSION:**

None

**ATTACHMENTS:** BOWDA letter dated October 15, 2013

**Prepared by:** Jennifer Bisley, Managing Director  
**Prepared on:** November 5, 2013



Canmore Community Housing Corp  
203, 600A – 9<sup>th</sup> Street  
Canmore, AB T1W 2T2

Oct 15, 2013

By email to Jennifer Bisley, Executive Director

Dear Ms. Bisley;

**Re: Purchasing Existing Inventory**

In February 2013 CCHC issued an RFP for a Leasing and Acquisition Strategy involving the purchase of built units to its inventory of affordable housing options.

The BOWDA board has met on this issue, and strongly encourages CCHC to purchase existing built units and convert to affordable housing options, instead of building new units. The window of opportunity is closing where CCHC will have the opportunity to purchase built units at a cheaper price than building new units.

BOWDA encourages CCHC to take advantage of this opportunity to purchase and convert existing units, rather than building any new units at this time.

Regards,



Ron Remple  
Executive Director