



**Board of Directors Meeting Agenda
CCHC Boardroom
October 10, 2013
4:00-6:00 pm**

- 1. Approval of Agenda**
- 2. Approval of August 28, 2013 Minutes**
- 3. Business arising from minutes**
- 4. Committee Reports: (see New Business)**
- 5. Report from Managing Director**
Motion to accept the report for information
- 6. New Business**
 - a. CCHC Corporation Strategic Review Work Plan**
Motion to allocate an additional \$4,000 from the operations budget to the corporation strategic review
- 7. In Camera Items (motion to follow in camera session)**
 - a. Intergovernmental Issue**
Motion to recommend that the CCHC Shareholder appoint the approved list of Directors to the CCHC Board.
 - b. Project Committee Issue**
 - c. Client Issue**
- 8. Meeting adjournment**

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

Board of Directors Meeting Minutes

**Wednesday, August 28, 2013
CCHC Boardroom
4:00-6:00pm**

Board Members in Attendance: Garth Lyon Sean Krausert
Bob Kocian (5:08pm) Cathy Robinson
Kimber Meister Dan Sparks (4:05 pm)
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 4:02 pm.

1) Agenda Approval

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

2) Approval of Minutes

Motion 2013.26

Moved by Kimber Meister to approve the Minutes of the May 16 2013 Board meeting as presented.

Carried unanimously

3) Business Arising from Minutes: none

Dan Sparks entered the meeting at 4:05pm

4) Committee Reports: none

5) Report from Managing Director

Motion 2013.27

Moved by Sean Krausert to accept the Managing Director's Report for information.
Carried unanimously

APPROVED Motion 2013.32, XXXXX 2013
CANMORE COMMUNITY HOUSING CORPORATION

6) **New Business:**

a) **CCHC Corporation Strategic Review Terms of Reference**

Motion 2013.28

Moved by Hans Helder to approve the Corporation Strategic Review Terms of Reference as presented.

Carried unanimously

b) **CCHC Sublease Policy**

Motion 2013.29

Moved by Cathy Robinson to approve the CCHC Sublease Policy as presented.

Carried unanimously

Bob Kocian entered the meeting at 5:08pm

c) **CCHC Leasing and Acquisition Report**

Motion 2013.30

Moved by Cathy Robinson to receive the consultant report "CCHC Leasing and Acquisition Strategy Plan" as presented.

Carried unanimously

d) **2013-2014 CCHC Board Recruitment**

The Board provided direction to the Managing Director with respect to CCHC Board recruitment for 2013-2014.

e) **2014 Business Plan and Cash Budget**

Motion 2013.31

Moved by Kimber Meister to approve the 2014 draft cash budget for submission to the Town of Canmore.

Carried unanimously

7) **In Camera Items:** none

8) **Motion to Adjourn**

Moved by Bob Kocian to adjourn the meeting at 6:06 pm.

Carried unanimously

Chair

Managing Director



Managing Director's Report

DATE OF MEETING: October 10, 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. Prepared a detailed work plan to be discussed at the October Board meeting.

OPERATIONS UPDATE

Administer, Develop & Manage: PROGRAMS

1. PAH Program – OWNERSHIP List: 14 (2 pending) as of Oct 6 2013

PAH Program – Ownership						
Year	Inquiries					Applications
	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Total	YTD/Total
2013	24	33	26	na	83	10 (2 pending)
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 (NEW)

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

PAH Program – HECTOR RENTAL						
Year	Inquiries					Applications
	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Total	YTD/Total
2013	65	116	132	na	313	55
2012	51	56	103	41	251	60
2011	41	59	68	26	194	53

Hector Occupancy 99% (average)

3. Other Program Activities

- > Organizing an information session on the PAH Ownership program tailored for legal practitioners.
- > New marketing materials developed

Administer, Develop & Manage: PROPERTIES

1. The Hector at Palliser Village

- > Fibreglass stair treads will be installed on the exterior stairs this month in order to prevent slips and falls due to ice, the cost of which will come from the annual repair and maintenance budget.

2. Other CCHC Lands

- > 6.68 hectares (ha) of vacant land owned by CCHC for future affordable housing development, is located in the Palliser Area which would require short and long term mitigation. The future development potential of this land is uncertain due to the flood hazard associated with Stoneworks Creek. The Town, in partnership with the Province, will be investigating a number of active and passive measures to mitigate the hazards from mountain creeks which will inform the future development potential of these lands.
- > The Town of Canmore has completed most of the flood clean-up at the Palliser Village site. It would appear that more work will be required to restore adequate drainage at The Hector and the vacant lot.

Research and Advise

- > Continue to participate with the Banff Community Housing Strategy Committee. Heard from the following “best practice leaders” at two sessions attended in September: Whistler Housing Authority, Affordable Housing unit at CMHC, Frank Kernick at Spring Creek, and Cochrane Housing Society. This information will be used to inform the Corporation Strategic Review.
- > Met with CAO of Bow Valley Regional Housing to discuss common issues and strategies.
- > Attended Social Enterprise World Forum in Calgary, attending sessions on corporate structures, social impact and social finance to inspire and inform the Corporation Strategic Review.

Other

- > CCHC is seeking a new part-time Office Administrator position and bookkeeper.
- > Advertised for and solicited new Board members for 2013-2014.
- > Initiated a redesign of the office to improve its function, client privacy, and appearance.



Request for Decision

DATE OF MEETING: October 10, 2013 **Agenda Item: 6a**

SUBJECT: Corporation Strategic Review (CSR) Work Plan

RECOMMENDATION: To approve the allocation of an additional \$4,000 from the operating budget towards the corporation strategic review project.

EXECUTIVE SUMMARY

CCHC is undertaking a strategic review of the corporation. The Board approved the establishment of the committee overseeing the project, and approved both a committee and project terms of reference. The Board also approved the allocation of \$10,000 from the operating budget for facilitation, administration and research costs.

After developing a detailed work plan, the Managing Director recommends an additional \$4,000 be allocated to the project. The additional funds would be allocated towards contracting a temporary administrative assistant to support the project work.

PREVIOUS BOARD DIRECTION OR POLICY

2013.13 (April 23, 2013) Moved by Garth Lyon to establish a committee to provide direction to the Managing Director with respect to a strategic organizational review.

2013.23 (May 16, 2013) Moved by Sean Krausert to approve the Corporation Strategic Review Committee Terms of Reference as presented and to allocate up to \$10,000 for facilitation, administration and research costs.

2013.28 (August 28, 2013) Moved by Hans Helder to approve the Corporation Strategic Review Terms of Reference as presented.

DISCUSSION

A detailed work plan was developed by the project team and reviewed by the committee. Attached is a diagram that illustrates the various methodologies from the work plan and how they connect to the key issues being explored in this review. A timeline is also attached.

A review of the work plan identified that a greater focus was given to Issue 1, specifically, understanding the perspectives of households, public policy influencers and employers, with respect to need, demand and strategies, than originally envisioned. In order to support this expanded scope, additional resources to allow for a temporary administrative assistant to support the project team are required. It is estimated that someone would be contracted for up to 20 hours per week for 8-10 weeks to assist with focus group, survey and interview planning and implementation, for a total cost of approximately \$4000.

\$4,368 of the \$20,000 project/program development 2013 budget is currently unspent or

unallocated. \$10,000 has already been allocated to this committee. The Project Committee was allocated \$7500 for the leasing and acquisition strategy plan, of which it spent \$5,632.

ALTERNATIVES The Board may choose to narrow the scope of Issue 1 exploration and adhere to the \$10,000 budget allocation.

FINANCIAL IMPACTS None. The operating budget already includes \$20,000 for project/program development of which \$4368 is currently unallocated for the year.

ATTACHMENTS **CSR Work Plan Overview**
CSR Timeline

CCHC Corporation Strategic Review Work Plan Overview (Oct 1, 2013)



