

**Board of Directors Meeting Agenda**

CCHC Boardroom  
September 16, 2015  
2:00pm – 4:30pm

**1. Approval of Agenda**

**2. Approval of Minutes**

- a. August 19, 2015 Regular Board Meeting minutes  
*Motion to approve the minutes as presented*

**3. Business arising from minutes**

*Motion to approve the attached 2016-2018 Strategic Plan to be submitted to the Town of Canmore's budget committee.*

*Motion to approve one of the options in the attached 2016 budget to be submitted to the Town of Canmore's budget committee.*

**4. Reports**

- a. Report from Administration  
*Motion to accept the report for information purposes.*

**5. New Business**

**6. In Camera Items**

- a. Development Issue (2:30 pm)  
b. Human Resource Issue

**7. Meeting adjournment**

**Board of Directors Meeting Minutes**

Wednesday, August 19 2015  
12:00-3:00pm  
CCHC Boardroom

**Board Members in Attendance:** Kimber Amping Sean Krausert  
Garth Lyon (12:45pm) Joanna McCallum  
Bob Kocian

**Others in Attendance:** Jennifer Bisley, Managing Director, CCHC  
Michael Fark, Town of Canmore Liaison

**Regrets** Dan Sparks, Cheryl Godefroy

There being a quorum, Joanna McCallum, Chair, called the meeting to order at 12:13 pm.

**1) Agenda Approval**

Moved by Kimber Amping to approve the agenda as amended, adding a second Client Appeal to 5a) and Intergovernmental Issue as 6d)  
Carried unanimously

**2) Approval of Minutes**

a. June 17, 2015 Regular Board Meeting minutes

**Motion 2015.32**

Moved by Bob Kocian to approve the Minutes of the June 17, 2015 Regular Board meeting as amended, changing references to Kimber Meister to Kimber Amping.  
Carried unanimously

b. July 3, 2015 Special Board Meeting minutes

**Motion 2015.33**

Moved by Sean Krausert to approve the Minutes of the July 3 2015 Special Board meeting as presented.  
Carried unanimously

**3) Business Arising from Minutes:**

**Motion 2015.34**

Moved by Sean Krausert to approve the appointment of Dan Sparks in place of Cheryl Godefroy on the hiring committee formed by Motion 2015.31

Carried unanimously

APPROVED XXXXXX Motion 2015.XX  
CANMORE COMMUNITY HOUSING CORPORATION

**4) Reports**

a. Managing Director's Report

**Motion 2015.35**

Moved by Bob Kocian to accept the August 19 2015 Managing Director's Report for information  
Carried unanimously

**5) New Business:**

a. Client Appeals

**Motion 2015.36**

Moved by Joanna McCallum to disallow the appeal of PAH Rent Program applicant PVR312-231N as the appellant does not demonstrate that the household meets the PAH eligibility requirements.  
Carried unanimously

**Motion 2015.37**

Moved by Joanna McCallum to disallow the appeal of PAH Rent Program applicant PVR194-010 as the appellant does not demonstrate that the household meets the PAH eligibility requirements.  
Carried unanimously

b. Lamphouse Neighbourhood Association and Coyote Ridge Board appointments

**Motion 2015.38**

Moved by Sean Krausert to designate Cathy Robinson as the CCHC representative to fill vacancies of the Lamphouse Neighbourhood Association and Coyote Ridge boards of directors.  
Carried unanimously

*Garth Lyon entered the meeting at 12:45pm*

c. 2016-2018 Draft Strategic Plan & 2016 Draft Budget

**Motion 2015.39**

Moved by Kimber Amping to accept the draft documents for information purposes with a final plan and budget to be approved prior to October 27 2015 for submission to the Town of Canmore budget committee.  
Carried unanimously

**6) In Camera Items**

a. Delegation: Development Issue

Moved by Sean Krausert to go in camera at 1:20pm

Moved by Sean Krausert to come out of camera at 2:04pm

**Motion 2015.40**

Moved by Joanna McCallum to issue an assessment letter to the development group indicating a preference for Perpetually Affordable Housing Option three.

Carried unanimously

**b. Development Issue**

Moved by Kimber Amping to go in camera at 2:14pm

Moved by Gath Lyon to come out of camera at 2:45pm

**Motion 2015.41**

Moved by Joanna McCallum to approve the revised budget for Phase 1 and 2 development at 100 Dyrgas Lane (McArthur Place) up to a total of \$450,000 subject to confirmation of funding.

Carried unanimously

**Motion 2015.42**

Moved by Bob Kocian to engage Cathy-Anne David for the purposes of construction administration for Phase 1 and 2 development at 100 Dyrgas Lane as per the proposal.

Carried unanimously

**c. Human Resource Issue**

Moved by Kimber Amping to go in camera at 2:53pm

Moved by Garth Lyon come out of camera at 3:04pm

**Motion 2015.43**

Moved by Kimber Amping to change the Executive Assistant position from a 0.8 to 1.0 full time equivalent position effective immediately.

Carried unanimously

**Motion 2015.44**

Moved by Bob Kocian to approve the placement of the Managing Director on the pay grid at 95% retroactive to the first pay period in 2015.

Carried unanimously

**d. Intergovernmental Issue**

Moved by Joanna McCallum to go in camera at 3:06pm

Moved by Joanna McCallum to come out of camera at 3:13 pm

Moved by Sean Krausert to thank Jennifer Bisley for her seven years of service as Managing Director of CCHC.

Carried unanimously.

**8) Motion to Adjourn**

Moved by Bob Kocian to adjourn the meeting at 3:15 pm.

Carried unanimously

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Chair

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Managing Director

DRAFT



Canmore Community Housing Corporation

# For Information

**DATE OF MEETING:** September 16, 2015 **Agenda Item: 4**

**SUBJECT:** Report from Administration

**RECOMMENDATION:** For information

## EXECUTIVE SUMMARY

The Administration Report summarizes activities relative to the Business Plan 2013-2015. This report refers to year-to-date activities in 2015.

## KEY STRATEGIES UPDATE

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

#### *100 Dyrigas Lane*

Construction of Phase 1 (32 rental units) at 100 Dyrigas Lane is underway, but is behind schedule by 2 months. Substantial completion has been advised for early December 2015.

Construction of Phase 2 (16 rental units): funding, finance, and development and building permits have been secured. Substantial completion of Phase 2 is scheduled for May 2015.

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

#### *Employee Housing*

On hold at present until a new Managing Director has been engaged.

#### *PAH Programs*

Research into alternate shared equity models is on hold at present until a new Managing Director or Consultant has been engaged.

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

On hold at present until a new Managing Director has been engaged.

## OPERATIONS UPDATE

### Applications and Waitlist

	Ownership	Hector
Wait List:	17(-6)	30 (+3 over last month)
Applications YTD:	7 (+1)	44 (+5 over last month)
Applications 2014:	14	55
Inquiries 2015:	76 (+29)	279 (+45 over same time last year)
Inquiries 2014:	103	324
Total Units	44	60
Current Occupancy	100%	100%
Turnover YTD	0% (1 unconditional, not closed)	23% (14 units)
Turnover 2014:	9% (4 sales)	40% (24 units)

## PROGRAM ADMINISTRATION

### PAH Own Program:

For Sale by Owner: 11, 100 Rundle Drive – 2 bed, 709 sf unit has been sold with conditions being removed on September 9, 2015. Sales price \$233,000 (Max Resale Value \$233,782 as at October 1 closing date)

Annual Residency Confirmation: has been completed and all owners have confirmed the residency requirement.

Annual Eligibility Criteria Confirmation: Confirmation of eligibility of waitlisted households is ongoing.

### PAH Rent Program:

Rental Rate Change: New leases are being signed with the rental rate change as of October 1, 2015. Periodic leases were provided letters to request proof of eligibility. Rental rates will increase for periodic leases as of December 1<sup>st</sup> due to notification periods. Those not eligible for PAH rents will be charged at Market rent.

## PROPERTY MANAGEMENT

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

Palliser Lane: No items to report. CCHC continues to be the primary contact for issues regarding the lane.

Lamphouse Neighbourhood Association (LNA): The LNA Board has officially appointed Cathy Robinson as a new Board member. McArthur Place Construction will require a road closure in order to connect sanitary lines. This is being facilitated between Construction and Administration to obtain approval from the LNA. The next LNA meeting is the AGM scheduled in November. The October meeting will require the Board to put forth recommendations for the Lamphouse Board.

Palliser Lands: No new information to report.

## **McARTHUR PLACE (DYRGAS LANE) DEVELOPMENT UPDATE**

Funding/Finance & Construction - To be reported on by Cathy-Anne David.

### Property and Program Management

Notification has been sent to those who had expressed interest that the timelines for McArthur Place have been delayed. Further information will be provided once a final construction schedule is available and related occupancy date established.

Based on substantial completion early December and occupancy to follow a couple of weeks thereafter, applications for those who have expressed interest will likely begin to be processed at the end of September and early October with public applications being accepted after mid-October (construction schedule permitting).

**Prepared by:** Cathy Robinson, Housing Program Manager, September 10, 2015



# CCHC 2016 BUDGET DRAFT

Accepted for information August 19 2015 2015.32

3% Inflation Rate OPERATING BUDGET	PROJECTED 2015	BUDGET 2015	OPTION 1	OPTION 2	OPTION 3	Notes
			BUDGET	BUDGET	BUDGET	
			2016	2016	2016	
<b>GENERAL ADMINISTRATION</b>						
<b>General Revenues</b>						
Town of Canmore transfer	\$ 325,000	\$ 325,000	\$ 500,000	\$ 630,000	\$ 830,000	OPTION 1: Status Quo OPTION 2: Add Development Manager OPTION 3: Add Development Manager, Research/Policy Officer and Program/Communications Officer
Town of Canmore rent in kind (non cash)	\$ 25,619	\$ 25,619	\$ 25,620	\$ 25,620	\$ 25,620	
Interest Income Operating Account	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	
Interest Income Hector Operating	\$ 1,000	\$ 1,600	\$ 1,000	\$ 1,000	\$ 1,000	
Interest Income CCHC Capital Reserve Fund	\$ 15,000	\$ 2,625	\$ 500	\$ 500	\$ 500	
General Revenues	\$ 368,119	\$ 356,344	\$ 528,620	\$ 658,620	\$ 858,620	
<b>General Expenses</b>						
<b>Human Resources</b>						
Salaries and Benefits	\$ 280,000	\$ 320,000	\$ 348,132	\$ 441,716	\$ 593,401	See Wages sheet
Contract Labour - Administration	\$ 48,000	\$ 5,000	\$ 15,000	\$ 15,000	\$ 15,000	
Professional Development	\$ -	\$ 3,000	\$ 3,000	\$ 3,750	\$ 5,250	
Human Resource Expenditures	\$ 328,000	\$ 328,000	\$ 366,132	\$ 460,466	\$ 613,651	
<b>Administration</b>						
Advertising & Marketing	\$ 7,500	\$ 7,500	\$ 7,500	\$ 10,000	\$ 15,000	
Bank Charges	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	
Board Administration	\$ 1,300	\$ 1,300	\$ 1,500	\$ 1,500	\$ 2,000	
Insurance	\$ 1,875	\$ 1,900	\$ 1,957	\$ 1,957	\$ 1,957	
Meals and Entertainment	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,500	\$ 2,000	
Office Services	\$ 9,000	\$ 7,500	\$ 9,270	\$ 10,000	\$ 13,000	
Office Rental	\$ 29,084	\$ 29,084	\$ 29,957	\$ 37,500	\$ 50,000	More staff more services
Office Supplies	\$ 4,500	\$ 4,500	\$ 4,635	\$ 5,500	\$ 7,000	Need larger space
Professional Fees	\$ 15,000	\$ 18,500	\$ 18,500	\$ 18,500	\$ 20,000	
Telephone, Fax, Net	\$ 3,850	\$ 3,400	\$ 3,927	\$ 5,127	\$ 6,500	
Travel, Conferences	\$ 1,800	\$ 2,000	\$ 2,000	\$ 3,000	\$ 5,000	
Computer Software		\$ 500	\$ 500	\$ 500	\$ 1,000	
Computer Equipment	\$ 1,500	\$ 1,500	\$ 1,500	\$ 3,000	\$ 6,000	
Furniture and Fixtures/Leasehold Improvements	\$ 1,000	\$ 500	\$ 500	\$ 1,500	\$ 5,000	
Administration Expenditures	\$ 77,709	\$ 79,484	\$ 83,046	\$ 99,884	\$ 134,757	Furniture for new staff
<b>SURPLUS/(DEFICIT) ADMINISTRATION</b>	<b>-\$ 37,590</b>	<b>-\$ 51,140</b>	<b>\$ 79,443</b>	<b>\$ 98,270</b>	<b>\$ 110,212</b>	

# CCHC 2016 BUDGET DRAFT

Accepted for information August 19 2015 2015.32

3% Inflation Rate <b>OPERATING BUDGET</b>	PROJECTED 2015	BUDGET 2015	OPTION 1	OPTION 2	OPTION 3	Notes
			BUDGET	BUDGET	BUDGET	
			2016	2016	2016	
<b>PAH RENTAL PROGRAM</b>						
<b>Hector Revenues</b>						See Hector sheet
Rental Revenues - The Hector	\$ 650,368	\$ 638,550	\$ 656,796	\$ 656,796	\$ 656,796	
Interest Income Hector Building Reserve Fund	\$ 750	\$ 275	\$ 750	\$ 750	\$ 750	
<b>Hector Revenues</b>	<b>\$ 651,118</b>	<b>\$ 638,825</b>	<b>\$ 657,546</b>	<b>\$ 657,546</b>	<b>\$ 657,546</b>	
<b>The Hector Expenditures</b>						
Administration	\$ 49,891	\$ 49,891	\$ 49,260	\$ 49,260	\$ 49,260	
Insurance	\$ 8,500	\$ 9,327	\$ 9,792	\$ 9,792	\$ 9,792	
Property Taxes			\$ 38,999	\$ 38,999	\$ 38,999	
Utilities	\$ 60,000	\$ 55,362	\$ 60,898	\$ 60,898	\$ 60,898	
Maintenance & Repairs	\$ 35,000	\$ 35,000	\$ 35,700	\$ 35,700	\$ 35,700	
Operating Expense	\$ 19,000	\$ 19,818	\$ 19,599	\$ 19,599	\$ 19,599	
The Hector Capital Expenditures	\$ 41,133	\$ 41,133	\$ 16,037	\$ 16,037	\$ 16,037	
The Hector Reserve Fund Contributions	\$ 552	\$ 552	\$ 29,817	\$ 29,817	\$ 29,817	
Hector Debenture Interest Expense	\$ 248,235	\$ 248,235	\$ 240,300	\$ 240,300	\$ 240,300	
Hector Debenture - Principal Payments	\$ 157,356	\$ 157,356	\$ 165,290	\$ 165,290	\$ 165,290	
<b>Hector Expenditures</b>	<b>\$ 619,667</b>	<b>\$ 616,674</b>	<b>\$ 665,693</b>	<b>\$ 665,693</b>	<b>\$ 665,693</b>	
<b>SURPLUS/(DEFICIT) HECTOR</b>	<b>\$ 31,451</b>	<b>\$ 22,151</b>	<b>-\$ 8,147</b>	<b>-\$ 8,147</b>	<b>-\$ 8,147</b>	
<b>McArthur Revenues</b>						
Rental Revenues - McArthur Place		\$ 23,935	\$ 459,129	\$ 459,129	\$ 459,129	See MP sheet
Interest Income McArthur Building Reserve Fund			\$ -	\$ -	\$ -	
<b>McArthur Place Revenues</b>	<b>\$ -</b>	<b>\$ 23,935</b>	<b>\$ 459,129</b>	<b>\$ 459,129</b>	<b>\$ 459,129</b>	
<b>McArthur Place Expenditures</b>						
Administration			\$ 36,730	\$ 36,730	\$ 36,730	
Insurance			\$ 7,251	\$ 7,251	\$ 7,251	
Property Taxes			\$ 29,846	\$ 29,846	\$ 29,846	
Utilities			\$ 38,672	\$ 38,672	\$ 38,672	
Maintenance & Repairs			\$ 13,220	\$ 13,220	\$ 13,220	
Operating Expense			\$ 22,829	\$ 22,829	\$ 22,829	
McArthur Place Capital Expenditures			\$ -	\$ -	\$ -	
McArthur Place Reserve Fund Contributions			\$ 9,668	\$ 9,668	\$ 9,668	
Mortgage Interest Expense			\$ 225,057	\$ 225,057	\$ 225,057	
Mortgage Principal Payments			\$ 122,514	\$ 122,514	\$ 122,514	
<b>McArthur Place Expenditures</b>	<b>\$ -</b>	<b>\$ 39,761</b>	<b>\$ 505,787</b>	<b>\$ 505,787</b>	<b>\$ 505,787</b>	
<b>SURPLUS/(DEFICIT) MCARTHUR PLACE</b>	<b>\$ -</b>	<b>-\$ 15,826</b>	<b>-\$ 46,659</b>	<b>-\$ 46,659</b>	<b>-\$ 46,659</b>	

# CCHC 2016 BUDGET DRAFT

Accepted for information August 19 2015 2015.32

3% Inflation Rate <b>OPERATING BUDGET</b>	PROJECTED 2015	BUDGET 2015	OPTION 1	OPTION 2	OPTION 3	Notes
			BUDGET	BUDGET	BUDGET	
			2016	2016	2016	
<b>OTHER PROGRAMS</b>						
Sale Revenues	\$ 5,306	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	
Sale Expenditures	\$ 1,500	\$ 18,750	\$ 18,750	\$ 18,750	\$ 18,750	
Other Project/Program Expenditures	\$ 10,000	\$ 20,000	\$ 20,000	\$ 40,000	\$ 50,000	
Property Expenditures						More projects with more staff
TSMV Lot 39	\$ 8,140	\$ 8,140	\$ -	\$ -	\$ -	
Palliser Lot 7	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	
PAH Property Expenditures	\$ 10,140	\$ 10,140	\$ 2,000	\$ 2,000	\$ 2,000	
<b>SURPLUS/(DEFICIT) OTHER PROGRAMS</b>	<b>-\$ 16,334</b>	<b>-\$ 23,890</b>	<b>-\$ 15,750</b>	<b>-\$ 35,750</b>	<b>-\$ 45,750</b>	
<b>OPERATING SURPLUS/(DEFICIT)</b>						
GENERAL ADMINISTRATION	-\$ 37,590	-\$ 51,140	\$ 79,443	\$ 98,270	\$ 110,212	
THE HECTOR RENT PROGRAM	\$ 31,451	\$ 22,151	-\$ 8,147	-\$ 8,147	-\$ 8,147	
MARTHUR PLACE PROGRAM	\$ -	-\$ 15,826	-\$ 46,659	-\$ 46,659	-\$ 46,659	
OTHER PROGRAMS	-\$ 16,334	-\$ 23,890	-\$ 15,750	-\$ 35,750	-\$ 45,750	
<b>NET CASH SURPLUS/(DEFICIT)</b>	<b>-\$ 22,473</b>	<b>-\$ 68,705</b>	<b>\$ 8,887</b>	<b>\$ 7,715</b>	<b>\$ 9,657</b>	
<b>TRANSFER (TO)/FROM RESERVES</b>						
CCHC Capital Reserve Fund	\$ 10,140	\$ 10,140	\$ 2,000	\$ 2,000	\$ 2,000	
CCHC Operating Reserve Fund	\$ 12,333	\$ 58,564	-\$ 10,887	-\$ 9,715	-\$ 11,657	
<b>Total Transfers</b>	<b>\$ 22,473</b>	<b>\$ 68,704</b>	<b>-\$ 8,887</b>	<b>-\$ 7,715</b>	<b>-\$ 9,657</b>	
<b>RESERVE BALANCES</b>						
CCHC Operating Reserve Fund						
Opening Balance	\$ 172,620	\$ 172,620	\$ 114,056	\$ 114,056	\$ 114,056	
Increase/(Decrease)	-\$ 12,333	-\$ 58,564	\$ 10,887	\$ 9,715	\$ 11,657	
Closing Balance	\$ 160,287	\$ 114,056	\$ 124,943	\$ 123,770	\$ 125,712	