



**CANMORE COMMUNITY  
HOUSING CORPORATION**

**Board of Directors Meeting Agenda**

**January 14, 2010**

**5:30 pm – 7:30 pm**

**CCHC Boardroom**

1. Approval of Agenda
2. Approval of December 3, 2009 Minutes
3. Business Arising from Minutes
4. Committee Reports
  - a. Executive Committee
  - b. Communication Committee
  - c. PAH Demand Assessment Committee
5. Report from Managing Director - *for information*
6. New Business
  - a. Lamphouse Neighbourhood Association Board vacancies – *for decision*
  - b. Customer Satisfaction Survey Report – *for information*
7. In Camera
  - a. Intergovernmental Issue
8. Direction to Council
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.*



**CANMORE COMMUNITY  
HOUSING CORPORATION**

**Board of Directors Meeting Minutes  
DRAFT FOR APPROVAL**

**Thursday, December 3, 2009  
CCHC Boardroom**

Board members in attendance:

Cathy-Anne David	Kimber Meister
Andre Gareau	Eric Ostman
Karen Greene (5:34pm)	Heather Schilling
Shane Jonker (6:01pm)	

Regrets: Brent Rosvold, Tony Young  
Others Present: Rod de Leeuw, Liaison, Town of Canmore  
Jennifer Bisley, Managing Director CCHC

There being a quorum, Cathy-Anne David called the meeting to order at 5:32 pm.

1) Agenda Approval

Moved by Eric Ostman approve the agenda as presented.  
Carried unanimously.

*Karen Greene entered the meeting at 5:34pm*

2) Review and Approval of Minutes

**Motion 2009.41**

Moved by Andre Gareau that the Board approve the Minutes of the November 19, 2009 Board meeting as presented.  
Carried unanimously.

3) Business Arising from Minutes:

a) Executive Committee: Officer Duties and Appointments

**Motion 2009.42**

Moved by Eric Ostman to approve the Officer duties for Chairperson, Vice-Chairperson, and Treasurer as presented:

- a. Chairperson:
  - i. Chair meetings of the Board and Shareholders and assist in preparing agendas.
  - ii. Act as an official spokesperson for the organization
  - iii. Participate on the Communications Committee
  - iv. Signing authority
- b. Vice-Chair
  - i. Act as Chair in their absence
  - ii. Provide quarterly reports to the Board on PAH approvals to ensure that eligibility criteria are being applied appropriately.
  - iii. Participate on a PAH Demand Assessment Committee
  - iv. Signing Authority



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- c. Treasurer
  - i. Provide quarterly financial reports to the Board
  - ii. CCHC Board representative on the Lamphouse Neighbourhood Association.
  - iii. Signing Authority

**Motion 2009.43**

Moved by Cathy-Anne David that Karen Greene be appointed Vice-Chairperson and Kimber Meister be appointed Treasurer.

Carried unanimously.

**Motion 2009.44**

Moved by Eric Ostman to amend Motion 2009.42 to remove duty 3(ii) so the Treasurer no longer is required to be the CCHC Board representative on the Lamphouse Neighbourhood Association.

Carried unanimously

- 4) Committee Reports:
  - a) Executive Committee: none
  - b) Communications Committee: oral report for information
  - c) PAH Demand Assessment Committee: oral report for information
- 5) Report from Managing Director  
Managing Director's Report presented and discussed.
- 6) New Business

Moved by Karen Greene to go in camera at 5:58pm. Carried unanimously.

7) In Camera

*Shane Jonker entered the meeting at 6:01pm*

- a) Human Resource Issue
- b) Draft Report: Customer Satisfaction Survey

*Kimber Meister left the meeting at 6:10pm*

- c) Contract Issue

Board came out of camera at 7:35pm

*Rod de Leeuw left the meeting at 7:35pm*

**Motion 2009.45**

Moved by Heather Schilling that CCHC consent to a second mortgage as requested by Mountain Haven Cooperative Homes Ltd. under Section 11.01 of the lease.

Carried unanimously.



**Motion 2009.46**

Moved by Karen Greene that CCHC amend section 6.01(2) of the lease with Mountain Haven Cooperative Homes Ltd. to extend the construction completion deadline to August 31, 2010.

Carried unanimously.

**Motion 2009.47**

Moved by Eric Ostman that CCHC direct administration to negotiate an agreement between CCHC, Mountain Haven Cooperative Homes Ltd. (MHCH) and CAIC that would permit CAIC to exercise the same security rights as first mortgage holders for purposes of the lease to enable MHCH to secure second mortgage funding for construction costs.

Discussion on Motion 2009.47 (recorded at the Board's direction):

Shane Jonker did not support the motion being of the opinion that MHCH is unable to demonstrate that they can achieve sales under the Core Needs Income Threshold criteria and that CCHC would need a better understanding of potential outcomes before it facilitates a larger debt load to be taken on by MHCH.

Andre Gareau stated that construction was more than 95% complete and the additional funding would allow for project completion. It is not CCHC's responsibility to make MHCH business decisions. CCHC is to make a decision as the lessor of the land, and as such, CCHC should act reasonably to assist the project's final completion.

Shane Jonker stated that CCHC's mandate is to facilitate bringing affordable housing to the citizens of Canmore and that he cannot support the motion because it is clear the housing is not affordable. Project completion as a priority should not supersede CCHC's mandate and priority of providing affordable housing.

Vote on Motion 2009.47 (recorded at the Board's direction):

In favour (5): Cathy-Anne David, Andre Gareau, Karen Greene, Eric Ostman, Heather Schilling

Opposed (1): Shane Jonker.

Carried

8) Direction to Council: none

9) Motion to Adjourn

Moved by Heather Schilling to adjourn the meeting at 8:00 pm

Carried unanimously



# Communication Committee Report

**BOARD MEETING DATE:** January 14, 2010

**SUBJECT/TOPIC:** CCHC Communication Committee Report

**PURPOSE:** For Information

**ISSUE:** The Communication Committee met on January 6, 2010 to discuss membership and priorities for 2010.

## **BACKGROUND:**

The Communications Committee was established by Motion 2009.34 (October 15, 2009) with the mandate to provide advice and support in relation to the implementation of CCHC's Communication Plan and related activities. The following CCHC Board members were appointed to the committee by Motion 2009.39 (November 19, 2009): Cathy-Anne David, Kimber Meister, and Brent Rosvold.

The CCHC Business Plan (excerpt below) identifies the implementation of selected strategies from the 2009/2010 Communication Plan as a priority for 2010:

*The 2009/2010 Communication Plan highlights the importance of building the identity and common understanding of CCHC and PAH as a program with internal audiences, and of conveying consistent, appropriate and accurate messages to its external audiences. CCHC will need to be realistic in what it can accomplish given its resources. Two key strategies have been selected for implementation in 2010:*

a) *Guiding Directives Review (Internal Strategy 1)*

*Directives include an organization's mission, vision, values, mandate and a tagline. CCHC's mission, vision and values (as stated in the 2005 Strategic Plan) and mandate do not accurately capture the organization's current activities, and they are not well-known by internal audiences.*

*A review and refresh of CCHC's guiding directives will ensure that activities and directives are aligned and that CCHC remains relevant and aligned to broader community goals. It will be important for CCHC to review the Canmore Community Sustainability Plan when finalized and other municipal documents such as the Comprehensive Housing Action Plan in order to better understand CCHC's role in achieving these stated community goals and ensure that role is reflected in its directives (Activity 3.1)*

**b) Outreach (External Strategy 4)**

*Implementation of the outreach tactics in the communication plan will create opportunities for CCHC to connect with the community. This is essential to build public profile and an awareness of the organization and its programs, to build relationships with working partners for the program to work more effectively, and to grow the PAH Wait List (Activity 3.2).*

**DISCUSSION/IMPLICATIONS:**

Committee Membership

The committee is intended to provide advice to the Board regarding how to implement the Communication Plan and support to the Managing Director in the implementation. The small committee as established is adequate at this time to fulfill its mandate and to remain focused. The committee may consult with ad hoc advisory panels/focus groups on specific strategies/activities, particularly when related to client groups.

Guiding Directives Review

The Business Plan identifies June 2010 as the completion date for the review of internal guiding directives, specifically our mission, vision, values, mandate and a tagline. The following is a tentative outline of activities and timing in order to achieve this objective:

Planning/preparation:	Jan/Feb
Board discussion:	Mar/Apr
Draft revised directives:	May
Board/Shareholder approval:	June

The Communications Committee will provide direction in the planning phase and will review early drafts of the revised directives that will be submitted to the Board and Shareholders for review and approval. This will be an immediate priority.

Outreach:

The Managing Director is working to engage a part-time casual communications/marketing assistant to provide on the ground support for CCHC external marketing strategies, including outreach. Administration will recommend specific activities for 2010 and will work with staff and the Committee to implement them.

**ATTACHMENTS:** none

Prepared by: Jennifer Bisley, Managing Director  
Prepared on: January 12, 2010



# PAH Demand Assessment Committee Report

**BOARD MEETING DATE:** January 14, 2010

**SUBJECT/TOPIC:** CCHC PAH Demand Assessment Report

**PURPOSE:** For Information

**ISSUE:** The PAH Demand Assessment Committee met on January 7, 2010 to discuss membership and activities for 2010.

## **BACKGROUND:**

The PAH Demand Assessment Committee was established by Motion 2009.35 (October 15, 2009) with the mandate to:

- 1) provide direction and support for the annual PAH Demand Assessment; and
- 2) provide advice in relation to the annual review of PAH Eligibility Criteria.

The following CCHC Board members were appointed to the committee by Motion 2009.39 (November 19, 2009): Karen Greene, Eric Ostman and Heather Schilling.

The CCHC Business Plan identifies the following activities relevant to this Committee:

- 1.2 Annual PAH Demand Assessment (November)
- 2.2 Undertake an annual review of eligibility criteria to ensure all criteria, and specifically the residency and employment criteria, are consistent with local needs (April).

## **DISCUSSION/IMPLICATIONS:**

### Committee Membership

The current committee consists of members with relevant and appropriate expertise to fulfill its mandate and is the appropriate size in order to remain focused.

### PAH Demand Assessment

Section 8.2 of the Town of Canmore PAH Policy (May 12, 2009) states that "CCHC will annually identify a priority of unit types that are required, based on a demand assessment." The demand assessment will be based on information from the PAH Waiting List, PAH Demand Surveys, focus groups and assessments of the socio-economic environment. The majority of the work is expected to be completed by May 2010 to form the basis of the PAH Development Plan scheduled for completion in November 2010.

The Committee will provide support and direction to the Managing Director in the development of methodology and the analysis and interpretation of information, to be submitted for Board approval. An immediate priority is for the Committee to test the PAH Demand Survey instrument.

### Eligibility Criteria Review

The Town of Canmore PAH Policy (May 12, 2009) 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 Eligibility Criteria was substantially changed in May 2009 with the expansion of the employment/residency criteria, a change to the maximum income tying it to median Canmore income, and with the addition of PAH Rental Eligibility Criteria.

It is not expected that a substantive change, if any, will be required in 2010. However, a review of all 2009 applications and inquiries will be conducted by the Managing Director and the Committee in February and be presented to the Board in March 2010 for its consideration and recommendation.

**ATTACHMENTS:** none

Prepared by: Jennifer Bisley, Managing Director  
Prepared on: January 12, 2010





**BOARD MEETING DATE:** January 14, 2010  
**SUBJECT/TOPIC:** Managing Director's Report  
**PURPOSE:** For information

**PRIORITY HIGHLIGHTS**

- 1) **Palliser Village Rental Property Management – The Hector**  
As of December 31, 2009, 72% of units were leased.

Building	Total Units	Leased Units	%
Building A	15	11	73%
Building B	30	21	70%
Building C	15	11	73%
Total	60	43	72%

2) **Understanding Demand for PAH**

**PAH Demand Survey:**

The Managing Director is in the process of working with the PAH Demand Assessment Committee to test the online survey. The Committee will also provide advice on the more comprehensive PAH Demand Assessment of which the survey will be a component.

**MANDATE AND ACTIVITY HIGHLIGHTS (corresponds with 2009 Business Plan)**

1) **Research and Advice**

- 1.3 Continue to communicate with Bow Valley Regional Housing Authority on the re-profiling of social housing inventory as part of CHAP. The former CAO retired in December and was replaced by Ian Wilson this month, who has advised he will be reviewing CHAP and will be available to meet at a later date.
- 1.6 Continue to communicate with Town Planning and Development Department regarding the draft Employee Housing policy and proposed amendments to the Spring Creek Mountain Village Area Redevelopment Plan.

2) **Management of Housing Inventory**

- Three General PAH Applications and 9 PV Rental Applications were approved in December and the first week of January
- **PAH Sale Update as of January 11, 2010:** Three units have been conditionally sold and one sale was finalized. There are currently no PAH units available to purchase.

**PAH List Statistics as of January 7, 2010**  
*(previous month's totals in parentheses)*

Status	Master List	Sub-lists	
		General PAH	PV Rent
Approved	20 (19)	16 (14)	4 (5)
Pending	1 (1)	1 (1)	0 (0)
Total	21 (20)	17(15)	4 (5)

**3) Communications**

- 3.3 Customer Satisfaction Survey report to be presented to the Board at January meeting.
- 3.4 Initiated communication with Town Administration on Service Agreements for services that CCHC provides on behalf of the Town, specifically in relation to The Hector at Palliser Village and acting as nominee on the purchase of PAH properties under option agreements.
- 3.6 Provided report for Town of Canmore January 12<sup>th</sup> Committee of the Whole meeting, but informed that the format of meetings has changed and that CCHC is to report quarterly on its statistics.

**4) Administration:** none

**PERFORMANCE MEASURES**

**1. Occupancy rate at The Hector:**

Target by December 31, 2009:	90%
Revised Target	70%
Occupancy, December 31, 2009	72%

**2. Number of Applications Approved:**

Number of Applications Approved by Sub-list in 2009

	Approved	Target	Achieved
(1) General PAH Ownership	17	20	85%
(2) Palliser Village Rental	73	80	91%
(3) Palliser Village PAH Ownership	25	25	100%
TOTAL	115	125	92%

**3. Customer Satisfaction Survey:**

Question: Overall, how do you rate the quality of service that CCHC provides?

<b>Excellent</b>	<b>23.4%</b>
<b>Good</b>	<b>53.2%</b>
<b>Adequate</b>	<b>14.3%</b>
<b>Poor</b>	<b>6.5%</b>
<b>Not Applicable</b>	<b>2.6%</b>

Prepared by Jennifer Bisley, Managing Director, January 14, 2010



**BOARD MEETING DATE:** January 14, 2010

**SUBJECT/TOPIC:** **Lamphouse Neighbourhood Association  
Directors Appointment**

**PURPOSE:** For decision

**RECOMMENDATION:** To appoint Brent Rosvold and another CCHC Board member as Directors to Lamphouse Neighbourhood Association (LNA).

**ISSUE:** There are two (2) vacancies on the LNA Board of Directors to be appointed by CCHC.

**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. See the attached *Application for Incorporation* for the objects of the Society.

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 (see attached), the Board shall consist of five (5) members. Two (2) members must be ground lessees or their designees and one (1) member each the owner or designee of Lots 39, 40, and 41. The Board meets, at most, quarterly to conduct business. The next meeting is scheduled for January 19<sup>th</sup>, 2010 at 7:00 pm.

Mountain Haven Cooperative Homes Ltd. as ground lessee has two LNA Board members, Michael Melville and Ian Mellors. CCHC as fee simple owner of Lots 39, 40 and 41, must fill three positions on the Board.

Jennifer Bisley is currently the only CCHC representative. Two (2) vacancies were created due to the resignations of Lawrence Hill (CCHC Board representative) and Jeff Lockyer (CCHC designee representing the Coyote Ridge Owners' Association).

**DISCUSSION/IMPLICATIONS:**

The current composition allows all lessee groups represented on the Lamphouse Neighbourhood Association so that it can serve as a critical 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 achieve a balance to ensure CCHC's interests and those of the future owners of Lot 39 are represented in the Association.

The Coyote Ridge Owners Association recommended Brent Rosvold as its representative on the LNA's Board of Directors. The CCHC Board needs to identify one more member to be appointed to the LNA Board.

**ALTERNATIVES:**

- 1) To appoint Brent Rosvold and another CCHC Board member as Directors to Lamphouse Neighbourhood Association (LNA).
- 2) To appoint other individuals to represent CCHC's interests on the LNA Board of Directors.

**ATTACHMENTS:** Application for Incorporation – LNA  
Bylaws - LNA

Prepared by: Jennifer Bisley, Managing Director  
Prepared on: January 11, 2010