

**Board of Directors Meeting Agenda
Classroom- Civic Centre
September 6th 2017
3:00 p.m. – 5:00 p.m.**

- 1. Approval of Agenda**
- 2. Approval of Minutes**
 - a. Approval of the August 16th 2017 Board Meeting Minutes
- 3. Business Arising from Minutes**
- 4. Reports:**
 - a. Report from Administration
 - b. Mountain Haven Co-Operative Housing – confidential
 - c. CCHC 2018 draft business plan
 - d. CCHC: Managing Director performance review template review
 - e. CCHC: Communication strategy for 2018 forward
- 5. New Business**
- 6. Motion Resolution Action List**

All actions completed
- 7. 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.
(Articles of Association s45)*



For Information

DATE OF MEETING: September 6th 2017 **Agenda Item: 4a**

SUBJECT: Managing Director's Report

RECOMMENDATION: For information

EXECUTIVE SUMMARY

The Administration Report summarizes activities relative to CCHC's operations and Strategic Plan as required.

1.0 OPERATIONS UPDATE

Will be provided at the September 20th meeting.

2.0 McARTHUR PLACE (DYRGAS LANE) DEVELOPMENT UPDATE

The one year warranty workmanship and deficiency work has been identified, some of the work has begun, the contractor is also arranging times to complete the other work.

3.0 Old Day Care Lands

The DP application was approved by Council August 22nd. As part of this process we must have a standard conditions approval agreement (Schedule A to the DP) in place prior to fencing and tree clearing begins. We are in the process of satisfying the Town's requests in this regard and anticipate we will have the agreement signed off over the coming week and a half.

4.0 Town of Canmore

Michael Fark will provide a verbal update as to what, if any, market or affordable housing initiatives the Town is aware of that CCHC should also be made aware of.

Prepared by: Dougal Forteach, Managing Director

Prepared on: September 1st 2017



Canmore Community Housing Corporation

DATE OF MEETING: September 6th 2017

Agenda Item: 4c

SUBJECT: Draft - CCHC 2018 Business Plan

RECOMMENDATION: The Board approve the 2018 draft business plan and the same be posted on CCHC's website.

EXECUTIVE SUMMARY: CCHC administration:

- At the August 16th Board meeting a sub-committee was struck to review the draft 2018 business plan, the attached incorporates the changes as directed by the sub-committee;
- The Draft 2018 Business Plan is intended to: provide the reader with a snapshot of who CCHC is and what we do, and what our plan for 2018 is;
- More recently CCHC has produced a three-year strategic plan, the last being 2016-18. Long term planning is important; however, this is not necessarily a document that identifies what CCHC is currently focused on nor one that CCHC has reflected on continuously as time has passed;
- A one year Business Plan best provides CCHC with clear and focused short term goals that can be measured in real time;
- Once approved, the Business Plan should be posted on CCHC's website and provided to the Shareholder at the AGM in October.
- Final presentation of the document (cover page/photos) will be completed once the draft Business Plan is approved

DISCUSSION:

The proposed 2018 business plan answers the question of "what does CCHC want to do" for 2018, it is purposefully intended to be a short (3-4 pages), more concise document so that the reader will be more inclined to read through it, as opposed to a larger document that may be considered too cumbersome to review. This is a living document and should be reviewed through the course of the year.

The Strategic Plan, which will be reviewed in 2018, focuses more on "how will CCHC" meet its Vision, Mission, Mandate over time, in CCHC's case three years, and identifies a detailed action plan to accomplish this.

FINANCIAL IMPACTS: There are financial impacts to the 2018 business plan, capital will be required to complete the development of the Old Day Care Lands (ODCL) and the acquisition of the 17 rental units from MHCH should such occur. CCHC has secured project financing from BMO for the ODCL and there is capital available for the acquisition of the MHCH units. Funding to complete the Housing Needs Assessment is in place through the Town of Canmore. Funding to address community awareness will need to come from CCHC's operating reserves as this had not been budgeted for as part of the 2018 budget process.

ATTACHMENTS: **2018 Draft Business Plan**

Prepared by: Dougal Forteath, Managing Director

Prepared on: September 1st 2017



2018 Draft Business Plan

General Overview

The Canmore Community Housing Corporation (CCHC) is a non-profit municipal corporation established in 2000 by the Town of Canmore (ToC) to provide housing solutions for a healthy and balanced community.

CCHC operates under its own mandate at arm's length from the ToC. There are two shareholders of CCHC, the ToC who is represented by Council, and the chief administrative officer (CAO) of the ToC. The shareholder appoints a Board of Directors (Board) who govern the administration of CCHC. The Board is comprised of: seven public members; two Council member representatives from the ToC; and one non-voting senior administrative personnel from the ToC. As of 2017/18 Board terms will be offsetting revolving two year terms (4 members/3 members)

CCHC has four administrative personnel, a: Managing Director; Manager of Housing Programs; Rental Administrator; and an Executive Assistant. A copy of the 2018 operating budget is attached.

CCHC VISION

Canmore has a strong and diverse housing market that supports its economic and social well-being and sustainability.

CCHC MISSION

To bridge Canmore's housing affordability gap through long-term housing options for Canmore's resident workers.

CCHC MANDATE

1. **Planning and Development:** CCHC plans for, acquires and develops affordable housing to expand the inventory for its housing programs.
2. **Housing Programs:** CCHC develops and administers programs to manage the inventory, sale and rental of affordable housing.
3. **Research and Advice:** CCHC provides research and advice on housing planning, programs, policy, and needs.

CCHC Perpetually Affordable Housing (PAH)

The decreasing supply of affordable housing in Canmore is a community-wide issue. CCHC and the ToC recognize that a permanent, year-round population plays an important role in the social and economic health of the community. The availability and affordability of housing plays a critical role in creating opportunities for members of the workforce to establish themselves in the community on a

permanent basis.

Perpetually affordable housing (PAH) is a way of introducing a type of rental or owned housing that, while not part of market housing, meets the demand for affordable housing by providing resident workers with an additional housing option that is price and resale restricted to ensure affordability over time. PAH is intended to meet the housing demands of Moderate Income working households. PAH is not low income housing.

The basic principle of this policy is that CCHC, ToC, residents of Canmore, and the development industry and the business community all have a vested interest in finding solutions that will address the affordable housing issue and keep Canmore economically and socially sustainable into the future.

CCHC Program Descriptions

Rental Program: CCHC has one -hundred and eight (108) rental units within its portfolio:

Hector Building on Palliser Trail (60 units):

- 8 studio units
- 28 one bedroom units
- 20 two bedroom units
- 4 three bedroom units

McArthur Place on Dyrgas Lane in Three Sisters (48 units)

- 24 one bedroom units
- 18 two bedroom units
- 6 three bedroom units

CCHC completes all applicant approvals internally, property management for the rental portfolio is outsourced to PEKA Professional Property Management (PEKA) through to August 31 2019. CCHC manages the PEKA contract.

PAH rental rates are designed to be a minimum of 10% below rental rates of equivalent market units. Specific to a grant funding agreement in place. rental rates at the Hector are significantly lower than the PAH rental rates as rents at the front end of tenancy are tied to provincial core need income thresholds (CNIT). CCHC's Board reviews and establishes PAH rents on an annual basis.

Homeownership Program: CCHC currently has 44 units in its homeownership program. Most of CCHC's PAH properties are acquired by purchasers under a leasehold tenure (33). PAH owners acquire a leasehold interest which defines the interests, roles and responsibilities of all parties; there is a landlord or owner of the land (CCHC), and a tenant or leaseholder of the building and its improvements (PAH homeowner).

The PAH program also has 11 properties that are bound by a restrictive covenant and option agreement in CCHC's favour. With respect to these properties CCHC holds a Restrictive Covenant and Option Agreement on Title, these legal instruments are registered with the PAH homeowner's agreement as a condition of purchase. They extend CCHC the rights as outlined in the Agreements, namely: that the properties remain the owner's primary residence; the future resale of the property is price restricted at

110% of national CPI, compounded annually, from the original purchase price; and that CCHC has an option to purchase the property when the owner wishes to sell.

CCHC Portfolio

Rental Property	Number of Units	2017 Assessed Value	2017 Property Tax Levied to CCHC
Hector	60	\$7,774,500	\$39,738
McArthur Place	<u>48</u>	<u>\$4,830,500</u>	<u>\$24,690</u>
Total	108	\$12,605,000	\$64,428

Homeownership Properties	Number of Units	2017 Cumulative Assessed Value	2017 Property Tax Levied to CCHC Homeowners
Homeownership Portfolio	44	\$13,438,538	\$68,688

2018 CCHC Goals and Strategies

Strategy/Objective: Development of the ODCL

Proceed with the development of 49 PAH units at the ODCL and dispose of the units as PAH homeownership units in 2018. Project to be completed within the construction schedule, on budget, and move-ins phased in through the end of the development, recognizing some move-ins will occur in 2019.

Strategy/Objective: Mountain Haven Cooperative Housing (MHCH)

Should CCHC acquire the 17 rental units at MHCH, decide how best to incorporate the units into the PAH program, including whether to dispose of them under the PAH homeownership model in 2018 or beyond.

Strategy/Objective: Determine future projects

CCHC to continue to monitor market need for homeownership and/or rental gaps and work with the ToC to identify where opportunities may exist or gaps need to be filled. This includes working with the ToC on the implementation of an employee housing program should such be approved by Council.

Strategy/Objective: Community awareness

CCHC to implement a communication strategy the intent of which is to bring further awareness in the community to CCHC’s reason for being and its programs and services.

Strategy/Objective: Board governance session:

Hold a governance session with the new Board in January 2017.

Strategy/Objective: Maintain full Capacity of existing PAH rental and Homeownership program

Continue to target 100% occupancy in the 108 PAH rental units and ensure the disposition of all 49 PAH homeownership units at the Old Day Care lands. Continue to provide on-going program services through 2018, which although not limited to, includes the following: receiving clients and responding to inquiries about CCHC programs; processing CCHC rental and homeownership applications; general bookkeeping; administration of the PAH resale list and PAH sales; contract management of the property management agreement; preparing Board packages and minutes; implementing Board/Shareholder policies/procedures as required.



Canmore Community Housing Corporation

DATE OF MEETING: September 6th 2017 **Agenda Item: 4d**

SUBJECT: Managing Director – performance review template and process

RECOMMENDATION: The Board approve the Managing Directors performance review template and process of evaluation

EXECUTIVE SUMMARY: The Board created a subcommittee (August 16th: **2017.108**) whose task was in part to create a template for the Managing Directors' performance review (Review).

Specific to the Review, moving forward the Board would like the window of time evaluated to be from September 30 to September 30th of any given year. The Sub-committee will provide Board members an electronic copy of the Review template prior to the September 6th meeting.

DISCUSSION: The sub-committee will present its Review template and ideas around the process at the September 6th meeting.

FINANCIAL IMPACTS: There are no financial impacts to creating a review or personnel committee.

ATTACHMENTS: Managing Directors job description

Prepared by: Dougal Forteath, Managing Director

Prepared on: September 1st 2017



Canmore Community Housing Corporation

DATE OF MEETING: September 6th 2017 **Agenda Item: 4e**

SUBJECT: CCHC: Communication strategy session overview

RECOMMENDATION: The Board accept the communication strategy session overview as information.

EXECUTIVE SUMMARY: The Board held a communication strategy session on June 22nd:

- A summary of the session, along with suggested objectives and strategies/initiatives, is attached;
- As part of its 2018 Business plan the Board would like for CCHC to increase its community awareness around PAH programs (see Agenda item 4c of the September 6th agenda);
- This work will likely include updating CCHC's website presence, depending on the direction taken. It is anticipated quotes to update the website and make it social media friendly will be in the \$10,000 -\$15,000 range
- An additional \$5,000, or more, may likely be needed to accomplish the Board's community awareness goals (media ads / social media presence etc.)
- Funds to offset the expenses associated with CCHC's public awareness campaign will need to be sourced from CCHC's operating reserves as this is not currently budgeted for in 2018;
- As the Board will be addressing its community awareness strategy as part of the 2018 business plan there is no need to finalize the strategy at the September 6th meeting

DISCUSSION: The Board held a communication strategy session June 22nd, an overview of the session is attached. The overview is provided to the Board as information and for review to ensure all the key points from the session have been captured.

As the Board has set a 2018 goal/strategy of increasing community awareness the findings and recommendations of the attached overview will be integral in guiding the Board through the creation of said strategy.

FINANCIAL IMPACTS: It is anticipated, subject to the approved initiatives, that the costs of increasing CCHC's profile within the community will be between \$15,000 -\$25,000 in 2018. The source of this funding would be from CCHC's operating reserves.

ATTACHMENTS: Draft copy of the 2017 Communication strategy session overview.

Prepared by: Dougal Forteach, Managing Director

Prepared on: September 1st 2017



CCHC Marketing and Communication Strategy 2017

GOALS

The CCHC needs a strategic marketing and communications plan that will:

- Give everyone clarity around stakeholder expectations
- Bridge the communication gap
- Build the profile of the CCHC in alignment with its vision/mandate.

BACKGROUND

Issues/Communications:

- Misperceptions about who in the community understands true mandate/value of CCHC
- Misunderstanding of WHO CCHC serves
- Social/values not aligned to land use planning considerations on low density and height restrictions and focus on NIMBY
- Small groups are influencing CCHC outcomes
- Public engagement efforts appear focused on naysayers
- Potential negative perception around investing in marketing to create clarity on CCHC objectives/outcomes
- Perceptions around CCHC housing being a poor “investment”

Issues/Operational:

- Land availability (e.g., high costs, infill and zoning regulations)
- Time required for public consultation
- Rate of need higher than time to deliver
- Limited product available (no three bedroom units; yet this is market demand)

Things we can't change:

- Land availability
- Commodification of housing generally, housing seen as an investment not a home
- Perceptions/reality that housing is less expensive in other communities; that you can't have your dream home in Canmore

Opportunities:

- Overcome the misunderstanding that you can't still gain equity through a CCHC purchase
- Define the value and *experience* of being part of CCHC
 - What does affordable mean?
 - What is PAH?
- Define “what we are” and “what we are not” when it comes to the CCHC and PAH offer
- Make it clear who CCHC serves
- Focus on the audience members who are open to hearing more about CCHC or are predisposed to learning
- Engage CCHC champions to promote and share stories/messages

COMMUNICATIONS OBJECTIVES

- Raise awareness of CCHC’s core purpose
- Increase engagement with public and working partners to facilitate continued interest and awareness of the “value” of the CCHC and PAH Program
- Build a positive reputation of CCHC and PAH *throughout* Canmore community
- Support an increase in PAH Ownership Waitlist by 10%, 15%
- Review and set baseline targets for based on Customer Satisfaction Survey

Audience

<i>Internal:</i>	<i>External:</i>
<ul style="list-style-type: none"> • Owners • Tenants • Ownership waitlist • CCHC staff • CCHC Board of Directors • Town of Canmore Council & Administration 	<ul style="list-style-type: none"> • Community of Canmore • BOWDA • Government of Alberta (Alberta Housing and Urban Affairs) • Realtors • Lenders • Bow Valley Chamber of Commerce • CRPS • Moderate income workers (nurses, teachers, etc.) • Small business owners • Second homeowners (non-permanent residents) • Other resort communities (Banff, Whistler) • Younger generations (less money on home, more on quality of life)

Messaging:

- Canmore Community Housing Corporation (CCHC) is a wholly-owned corporation by the Town of Canmore
- CCHC works in partnership with local government, developers and community members and is an advocate for affordable housing through research, education and the PAH Program
- CCHC provides a framework for affordable housing operations that creates options to meet community needs that do not exist in market. CCHC owns 108 rental units and 44 units of Perpetually Affordable Housing (PAH)
 - PAH provides a stepping stone for community members looking to build their life in Canmore
 - Canmore has a high-priced housing market. Offering “affordable housing” support allows the municipality to provide opportunities to assist individuals and families to enter the housing market, and remain in the community. This contributes to the vibrancy of the Canmore community.
- Affordable housing affects everyone in the community: it provides pride in ownership and sense of belonging for the locals who want to contribute to community-building

- For individuals and families, CCHC provides an opportunity to have greater control over their living environment.
- PAH offers affordable rentals for individuals and families who may not otherwise find an appropriate place to live.
- Both options provide clients a sense of belonging.

Strategies

Unite all CCHC materials with a “family-style, authentic” look and feel

- Define the brand promise for CCHC
- Create a simple brand platform with guidelines that support the brand promise and values of the CCHC (e.g., less use of stock imagery etc.)

Update the CCHC web presence

- Ensure the website appropriately reflects the refreshed ‘brand’ visually
- Build upon navigation scheme to make certain the user experience is positive
- Develop a plan to refresh content regularly (beyond news)
- Add social media links

Build pride: build a story database

- Write a series of features articles or paid ads profiling current PAH owners with a specific focus on young families, community workers, essential services staff, etc.
 - Consider showcasing “who” in the community would be missing without PAH
- Build a testimonial database showcasing owners and their insights
- Develop a series of photographs showcasing/supporting the stories and testimonials above and ensure visual identity of all print pieces and ads include people photos.

Introduce Facebook presence

- To create a public forum and further share listing info
- Build a more robust dialogue on housing issues/solutions

Develop a series of social media posts (texts/image cards) to provide to partners about CCHC

- “Did you know?” series with facts about CCHC ownership including # of units showcasing size and scale of operations, length of waiting list to drive demand, land availability, average housing costs, capital needed to finance, restrictions in land-use planning (low-density, height restrictions), etc.

Community outreach to make connections and manage relationships

- Continue to conduct public information sessions every 2 weeks to educate, build awareness and provide updates on current operations
- Coordinate coffee meetings with Managing Director and key stakeholders to create more influencers in the community:
 - Assess what audiences benefit most from knowledge of CCHC activities and the value received from this work and create strategic calendar of meetings
 - Target one hour-long meetings bi-weekly; total of 25 per year
 - Assess opportunities and trial benefit of grouping 2-3 influencers per meeting
- Attendance and networking at key community events/meetings (BOWDA, Chamber of Commerce, etc.)
- Host an information booth at Canmore Mountain Market
 - Each Thursday from June - October
- Trial quarterly meet & greets specific to each audience

- Re-engage key audiences to clarify the offering and share the value; start with audiences that have low levels of support and consider bringing them together to brainstorm solutions to common challenges
- Structure to ensure two-way communication, so they are supporting strategic initiatives; update from Managing Director followed by facilitated discussion designed to address challenges and opportunities
- Attend Town of Canmore council meetings monthly
 - Report on outcomes aligned with the mission, vision, and mandate
 - Generate media coverage from updates
- Conduct annual ownership survey to generate insights into benefits of PAH

Distribute quarterly email newsletters to update audiences on new initiatives

- Include current listings, important notices, general updates, local news related to affordable housing, externally-produced articles speaking to benefits of affordable housing, stats about ownership and contact information for more details
- Have tablet available at meetings, open house, workshops and other gatherings to encourage users to sign-up
- Ensure sign-up visible on website with clear description on what the newsletter includes
- Be consistent with optimal send time of first Thursday of the month at 10 a.m.
- Push subscribers to www.canmorehousing.ca to drive website traffic

Run a series of print advertising to increase awareness of CCHC and PAH Program

- Weekly ¼ page Feature Property ad in Outlook
- Quarterly ¼ page ad in Bow Valley Learning Calendar
- Include “About CCHC” content and website URL for more information.

Create a series of print materials that support CCHC messaging and highlight work

- Create an onboarding package and for potential owners that highlights CCHC mission, vision, history, strategic framework, fast facts, approved housing, points of contact
- Design graphic-design-based fast facts on our successes from PAH program, current inventory, etc.
- Create an FAQ/How-to ownership guide to PAH in Canmore
- Produce and distribute business plan and strategic direction document about CCHC and provide digital and printed copies of reports
- Design digital and print versions of the package; print copies further the shelf life of the publication and two-pagers can be pinned up in offices