

## Strategic Plan | 2016-2018



**COMMUNITY LIVES HERE**

Canmore Community Housing Corporation  
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## INTRODUCTION

Once a small mining town, Canmore is now an upscale recreational-based community which has experienced considerable growth and development. Tourism has become the cornerstone of the economy with a construction industry primarily serving the high-end condominium and custom home building markets. A downside to this growth is that for many residents and workers, Canmore has become unaffordable and lacks housing options.

A healthy housing market requires diverse rental and ownership options that are appropriate and affordable to the individuals and families who create and sustain a community. Canmore has some of the highest housing costs in Alberta which has created a gap between what moderate income households can afford to pay for housing and the cost of housing. According to the 2014 citizen satisfaction survey, affordable housing is the most important issue facing the Town of Canmore. The second most important issue is the availability of housing.

The Canmore Community Housing Corporation (CCHC) is a non-profit municipal corporation established in 2000 by the Town of Canmore to provide housing solutions for a healthy and balanced community. The scope and range of housing challenges are too complex for any one organization to solve alone. CCHC must collaborate and partner with the municipality, housing agencies, the housing industry, the business community, and other orders of government as it carries out its vision, mission and mandate.

The 2016-2018 Strategic Plan sets the direction for the work the organization will undertake over the next three years and lays the foundation for the next 10-15 years. It outlines the organization's approach to address the housing affordability gap while allowing CCHC to adapt and respond to changing markets and demand.

## OUR VISION

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

## OUR MISSION

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

## OUR 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.

GOALS	STRATEGIC INITIATIVES
A. Increase the supply of affordable housing	<ol style="list-style-type: none"> <li>1. Complete construction and occupancy of McArthur Place, a purpose-built rental property</li> <li>2. Plan for housing development on lands identified for purposes of affordable housing, initiating development subject to market conditions and available resources.</li> <li>3. Prepare a long-term housing development plan to support affordable housing targets as set out in an updated Municipal Development Plan (MDP).</li> <li>4. Collaborate with the private sector and other partners to support the provision of affordable housing.</li> </ol>
B. Deliver housing programs that meet the needs of Canmore's workforce	<ol style="list-style-type: none"> <li>1. Review the PAH Own Program</li> <li>2. Support the creation and legalization of accessory suites through policy and programs.</li> </ol>
C. CCHC has a strong governing Board.	<ol style="list-style-type: none"> <li>1. Develop and implement a strategy for Board development</li> </ol>

GOALS	STRATEGIC INITIATIVES	SPECIFIC ACTIONS	WHO	2016	2017	2018
A. Increase the supply of affordable housing	1. Complete construction and occupancy of McArthur Place, a purpose-built rental property	Complete the construction of 32 units in Phase 1 and 16 units in Phase 2 and occupy the units through the PAH Rent Program.	Staff & Consultants	Ph1: Q1 Ph2: Q2		
	2. Plan for housing development on lands identified for purposes of affordable housing, initiating development subject to market conditions and available resources.	Plan for development at the Old Daycare Lands: <ul style="list-style-type: none"> <li>Issue RFP and award contract to refine the design scenarios for redevelopment of the Old Daycare Lands for purposes of PAH. Include concept design, business case planning, and project delivery options.</li> <li>Work with the Town of Canmore Planning Department on subdivision and land use.</li> </ul> Initiate development at the Old Daycare Lands as informed by the business case.	Staff & Dvlpmt Management Consultant	Q1-3		
			Staff & Consultants		<i>As market and resources allow</i>	
			Staff & Consultants	<i>As market and resources allow</i>		
	3. Prepare a long-term housing development plan to support affordable housing targets as set out in the updated Municipal Development Plan (MDP).	Prepare a plan that outlines how CCHC can meet targets for the supply of <b>non-market</b> affordable housing over the short, medium and long-term, using the land inventory, CHAP strategies, developer commitments, and other strategies that will increase the supply of non-market affordable housing.	Staff in consultation with Town staff, developers and other housing providers	Q 3/4		
					Q1/2	

GOALS	STRATEGIC INITIATIVES	SPECIFIC ACTIONS	WHO	2016	2017	2018
A. <i>Increase the supply of affordable housing</i>	4. Collaborate with the private sector and other partners to support the provision of affordable housing.	Provide advice and information to the Town and developers should developers seek to provide market and/or non-market affordable housing.  Facilitate and engage in partnerships to support employee housing initiatives.	Staff	As required		
B. Deliver housing programs that meet the needs of Canmore's workforce	1. Review the PAH Own Program	Review the ownership program eligibility criteria and partnership agreement and recommend changes to ensure it is serving and meeting the demand of those the program is intended to serve. Requires consultation with Town Council, working partners and clients.	Staff/ Consultant	Q3/4	Q1/2	
	2. Support the creation and legalization of accessory suites through policy and programs.	Work with the Town of Canmore on policy and the design of a pilot program to encourage accessory suite creation and legalization.	Staff/ Consultant	<i>Dependent on Town of Canmore</i>		
C. CCHC has a strong governing Board	1. Develop and implement a strategy for Board development	Review bylaws and policies related to recruitment, appointments, responsibilities, training, and retention of directors and recommend strategies and bylaw/policy changes for the 2016 AGM.	Staff/ Consultant	Q1/2		
		Implement recommendations and changes, engaging the Board and Shareholders.	Staff/ Consultant	Q3/4		

# CCHC Budget

Approved 2015.54

	BUDGET 2015	PROJECTED 2015	BUDGET 2016	VARIANCE to 2015
<b>OPERATING BUDGET</b>				
<b>GENERAL ADMINISTRATION</b>				
<b>General Revenues</b>				
Town of Canmore transfer	325,000	325,000	630,000	94%
Town of Canmore rent in kind (non cash)	25,619	25,619	25,620	0%
Interest Income Operating Account	1,500	1,500	1,500	0%
Interest Income Hector Operating	1,600	1,000	1,000	-38%
Interest Income CCHC Capital Reserve Fund	2,625	15,000	500	-81%
General Revenues	356,344	368,119	658,620	85%
<b>General Expenses</b>				
<b>Human Resources</b>				
Human Resource Expenditures	328,000	328,000	514,976	57%
<b>Administration</b>				
Administration Expenditures	79,484	77,709	99,827	26%
<b>SURPLUS/(DEFICIT) AFTER GENERAL EXPENSES</b>	<b>(51,140)</b>	<b>(37,590)</b>	43,817	-186%
<b>PAH RENTAL PROGRAM</b>				
<b>Hector Revenues</b>				
Hector Revenues	638,825	651,118	657,546	3%
<b>The Hector Expenditures</b>				
Hector Expenditures	616,674	619,667	665,693	8%
<b>SURPLUS/(DEFICIT) HECTOR</b>	<b>22,151</b>	<b>31,451</b>	<b>(8,147)</b>	<b>-137%</b>
<b>McArthur Revenues</b>				
McArthur Place Revenues	23,935	0	348,907	1358%
<b>McArthur Place Expenditures</b>				
McArthur Place Expenditures	39,761	0	350,279	781%
<b>SURPLUS/(DEFICIT) MCARTHUR PLACE</b>	<b>(15,826)</b>	<b>0</b>	<b>(1,373)</b>	<b>-91%</b>
<b>OTHER PROGRAMS</b>				
<b>SURPLUS/(DEFICIT) OTHER PROGRAMS</b>	<b>(23,890)</b>	<b>(16,334)</b>	<b>(29,870)</b>	<b>25%</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>				
GENERAL ADMINISTRATION	(51,140)	(37,590)	43,817	-186%
THE HECTOR RENT PROGRAM	22,151	31,451	(8,147)	-137%
MCARTHUR PLACE PROGRAM	(15,826)	0	(1,373)	-91%
OTHER PROGRAMS	(23,890)	(16,334)	(29,870)	25%
<b>NET CASH SURPLUS/(DEFICIT)</b>	<b>(68,705)</b>	<b>(22,473)</b>	4,427	<b>-106%</b>
<b>TRANSFER (TO)/FROM RESERVES</b>				
CCHC Capital Reserve Fund	10,140	10,140	6,120	-40%
CCHC Operating Reserve Fund	58,564	12,333	(10,547)	-118%
Total Transfers	68,704	22,473	(4,427)	-106%
<b>RESERVE BALANCES</b>				
CCHC Operating Reserve Fund				
Opening Balance	172,620	172,620	114,056	-34%
Increase/(Decrease)	(58,564)	(12,333)	10,547	-118%
Closing Balance	114,056	160,287	124,603	9%