

Board of Directors Meeting Agenda  
CCHC Boardroom  
December 14th, 2016  
3:00 p.m. – 5:00 p.m.

1. Approval of Agenda
2. Approval of Minutes
  - a. Approval of the November 16th 2016 Board Meeting Minutes
3. Business Arising from Minutes
4. Reports:
  - a. Report from Administration
  - b. Old Day Care Lands draft RFP – confidential
  - c. Old Day Care Lands – confidential
  - d. LNA appointment
  - e. Q3 Operating results
  - f. 2017 Cost of Living Adjustment
  - g. 2016 Managing Director review – confidential
5. New Business  
None
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)*



Canmore Community Housing Corporation

# For Information

DATE OF MEETING: December 14th 2016  
 SUBJECT: Managing Director's Report

Agenda Item: 4a)

RECOMMENDATION: For information  
 EXECUTIVE SUMMARY

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

## 1.0 OPERATIONS UPDATE Applications and Waitlist for November 2016

	Own Program		Rent Program			
			The Hector		McArthur Place	
<b>Wait List:</b>	22	-1 from last month	29	+5 over last month	24	+6 over last month
				12	Shared applicants	
<b>Applications YTD:</b>	24	+4 over last month +12 over STLY	69	+8 over last month +11 over STLY	83	+13 over last month +58 over STLY
↑ Above numbers updated as of November 30th 2016 ↑						
<b>Applications Year End 2015:</b>	12		58		27	
<b>Inquiries YTD:</b>	157	+19 over last month +44 over STLY	405			+45 over last month +59 over STLY
<b>Inquiries Year End 2015:</b>	116	total	361			total
<b>Current Occupancy:</b>	100%		100%		97%	Based on Phase 1 (31/32)
<b>Total PAH Units:</b>	44		60		48	Phase 1 - 32 units available Phase 2 - 16 units under construction
<b>Turnover YTD:</b>	18%	8 sales (1 to close February 2017)	22%	13	0%	
↑ Above numbers updated as of November 30th 2016 ↑						
<b>Turnover 2015:</b>	2%	1 sale (1/44)	40%	24 units (24/60)	N/A	

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

Property and Program Management: The last two bedroom unit in Phase 1 has been rented for January 1 2017 at which point Phase 1 will be at full occupancy. The Phase 2 substantial completion date remains mid-January and it is anticipated we will be signing leases for February 1 2017.

Funding/Finance & Construction: To be reported on by Cathy-Anne David, Project Manager.

## **3.0 CCHC Hector Building**

CCHC's Board passed its proposed rental rates for the Hector building in June of 2016 (Motion 2016.70). These same rates were forwarded to the Province (prior to June 30<sup>th</sup>) for approval as is required by the Rural Alberta Housing Partnership Initiative (RAHPI) grant. Past CCHC experience had been that provincial approval has been provided within 90 days (although RHAPI grant does provide the province with up to 5 months to respond) which would have enabled CCHC to adjust rents accordingly for all fixed term leases up for renewal from October 2016 forward. CCHC received the approval November 17<sup>th</sup> (letter dated November 8) and therefore was not be able adjust all the Hector rents per the Board's Motion 2016.70 as 22 fixed term leases were renewed in October/November of 2016.

## **4.0 Property Management**

Peka professional property management (PEKA) has responded (November 16 2016) to the Board's letter of September 27 2016. PEKA has indicated it would like to continue its discussions with CCHC in the first quarter of 2017. This matter will be brought to a Board agenda in January of 2017.

## **5.0 Board meetings 2017**

As directed Board meetings are tentatively scheduled for 3-5pm the first and third Wednesday of each month in 2017. CCHC has been able to book the classroom at the Civic Centre for each of these meetings however should the Town require use of this space for a large scale priority meeting CCHC will move its meeting to its Boardroom. The first meeting of 2017 would be January 4<sup>th</sup> however administration is asking whether the Board wants to proceed with that meeting or simply postpone the first meeting to January 18<sup>th</sup>.

## **6.0 CCHC Communication session**

CCHC administration is looking to set a date for a joint Board/Shareholder communication session. CCHC will be using Shift Consulting to complete the session with the goal to establish a strategic marketing and communication plan that: meets stakeholder expectations; bridges any communication gaps that may exist with CCHC and the community; and build CCHC's profile consistent with its vision mandate. Proposed dates for this session are: February 1 or February 15 (would replace a Board meeting)

**Prepared by:** Dougal Forteach, Managing Director

**Prepared on:** December 9th, 2016



## For Decision

**DATE OF MEETING:** December 14 2016 (from November 16, 2016 Agenda)      Agenda Item: 4d

**SUBJECT:** Lamphouse Neighbourhood Association (LNA) Board Appointment

### RECOMMENDATION:

CCHC administration recommends that the Board appoint a Board director as one (1) of three (3) CCHC representatives to be elected as Directors to the Lamphouse Neighbourhood Association (LNA). If a Board director is not available it is recommended the Managing Director be appointed.

### EXECUTIVE SUMMARY

Annually, the Board of Directors must make a decision as to who will represent CCHC interests on the Board of Directors for the Lamphouse Neighbourhood Association. The LNA Board of Directors appointment expires at each AGM (November 16 2016). Three (3) CCHC representatives must be reelected at the AGM and a CCHC representative must be authorized to represent CCHC's voting interest. Per motion 2016.116 below, in October the Board appointed Cathy Robinson and Nic Keast and noted that the Board member representative would be appointed at the November meeting

### PREVIOUS BOARD DIRECTION OR POLICY

- 2016.116      Moved by Dan Sparks that Cathy Robinson and the Coyote Ridge appointee (Nic Keast) be appointed to the Lamphouse Neighbourhood Association (LNA) Board. The Board member director will be appointed in November.
- 2015.52      Moved by Cheryl Godefroy to authorize Cathy Robinson to represent CCHC's voting interests at the Lamphouse Neighbourhood Association 2015 Annual General Meeting.
- 2015.51      Moved by Sean Krausert to nominate Bob Kocian, Cathy Robinson and Nic Keast (as the Coyote Ridge nominee) for election to the Lamphouse Neighbourhood Association Board of Directors.
- 2014.51      Moved by Camille Hemingson to nominate Jennifer Bisley, Bob Kocian and the Coyote Ridge nominee for election to the Lamphouse Neighbourhood Association Board of Directors.
- 2014.52      Moved by Sean Krausert to authorize Jennifer Bisley to represent CCHC's voting interests at the Lamphouse Neighbourhood Association 2014 Annual General Meeting.

### DISCUSSION

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, which encompasses the Coyote Ridge, Mountain Haven Co-operative Homes (MHCH), and McArthur Place developments.

The Society is managed similar to a condominium corporation, with each development providing contributions for common expenses for the private roadway and other common infrastructure. It also serves as a critical mechanism to facilitate discussion about other issues between the land owners, ground lessees and residents of the Subdivision.

According to the Bylaws of the Society, the Board shall consist of five (5) members. Two (2) members must be ground lessees or their designees (Mountain Haven Coop) and one (1) member each the owner or designee of Lots 39, 40, and 41 (CCHC). This gives CCHC 3 Board appointments.

Section 11(e) of the LNA bylaws states "Board membership shall commence upon election or appointment to the Board and shall expire at the next succeeding Annual General Meeting, unless prior thereto the Board member resigns, becomes disqualified under clause (d) hereof or is removed under clause (f) hereof. Board members may be re-elected. "

The 2016 Annual General Meeting is scheduled for November 16, 2016 at 6:30 p.m. at the PEKA offices. It will not be necessary for the new appointee to attend this meeting however they are welcome to do so should their schedule allow.

In the past, the Board has typically met no more than twice a year with most communication done by email. It is expected the Board will meet more frequently this year due to the higher traffic volumes on the road with the addition of residents at McArthur Place and concerns regarding traffic safety, pedestrian access, and the fire lane. Other issues before the LNA are generally related to snow removal and rules and regulations regarding the use of the road.

The current Board members are:

Mountain Haven Cooperative 1:	Carla Skirten
Mountain Haven Cooperative 2:	vacant (was previously Richard Brown)
CCHC1:	vacant (was previously Bob Kocian)
CCHC2:	Cathy Robinson
CCHC3/Coyote Ridge:	Nic Keast (Coyote Ridge Board President)

The current composition allows all lessee groups to be represented on the LNA so it may serve as a mechanism to facilitate discussion between the land owners, ground lessees and residents of the Subdivision. The current mix of CCHC Administration, Board member and Coyote Ridge representative has been working. The CCHC representatives should anticipate taking an active role in LNA Board matters.

Recommendations:

- It is recommended that the CCHC Board nominate the Housing Program Manager, a CCHC Board member, and a Coyote Ridge representative (as put forward by the Coyote Ridge Board).
- The Board must also authorize one representative to collectively represent CCHC's voting interests at the LNA AGM. It is recommended that this be the Housing Program Manager.

#### **ALTERNATE OPTIONS**

- The Board may choose to nominate other CCHC representatives, however, it is beneficial if the individuals have familiarity with either the construction of McArthur Place or other ongoing items relating to the Lamphouse Association and/or the neighbourhood.

**FINANCIAL IMPACTS:** None

**ATTACHMENTS:** None

**Prepared by:** Dougal Forteach, Managing Director

**Prepared on:** November 10, 2016



Canmore Community Housing Corporation

**DATE OF MEETING:** December 14 2016 (from November 16th, 2016 Agenda) Agenda Item: 4e

**SUBJECT:** Q3 Operating results

**RECOMMENDATION:**

It is recommended that the Board accept the Q3 results as information

**EXECUTIVE SUMMARY**

N/A

**DISCUSSION**

**Q3-2016 and Year to Date (YTD) Financial Report**

**Administration (all figures rounded):**

- For Q3 overall operating revenues were \$161,666 against \$110,815 in expenses.
- Administrative revenues YTD are \$470,190 against expenses of \$314,759
- General operating revenues YTD are on budget as they are primarily realized through the Town of Canmore's contributions, the \$412,499 figure is the prorated amount of what had been anticipated to be received from the Town of Canmore (9/12 of budget). The PAH administration fees (resale) is above budget by \$10,534 as a function of increased sales activity in 2016 (an additional \$3,700 is also anticipated in the 4<sup>th</sup> quarter.)
- HR expenditures YTD are below budget, in part b/c the managing director did not start until February 2016. As part of the approved 2016 budget CCHC had also allocated approximately \$25,000 to offset the costs of a project manager for McArthur Place, due to schedule delays this position will continue through 2016, additional costs for this service will be absorbed through the funding allocated for the program and communication officer which has not been filled. The costs for the project manager will be capitalized however the funding source is CCHC's operating budget.
- YTD operating expenses are also slightly below budget through Q3

**Hector:**

- For Q3 the Hector building generated \$168,652 of revenue against \$55,915 in expenses.
- Hector revenues YTD are \$506,462 against expenses of \$307,748 (2<sup>nd</sup> debenture payment not yet due)

**McArthur Place:**

- For Q3 McArthur Place generated \$19,949 of revenue against \$10,026 in expenses;
- McArthur Place revenues YTD (began in September) are \$19,949 against expenses of \$25,810 (includes property tax of \$15,785)

**Overall:**

- Overall revenues YTD are below projection as the McArthur Place building was not ready for occupancy as had been projected when the 2016 budget was approved. Phase 1 (32 units) was ready for occupancy in September of

2016 and the date for substantial completion of Phase 2(16 units) has not yet been finalized. The Hector building is ahead of projected revenues through Q3 and it is anticipated revenues will exceed the 2016 budget amount of \$656,796

**FINANCIAL IMPACTS:** The Q3 budget figures on are track and there are no significant variances to report other than McArthur Place did not begin occupancy until September of 2016 (Phase 1 only).

**ATTACHMENTS:** Q3 and YTD Operating results

**Prepared by:** Dougal Forteach, Managing Director

**Prepared on:** November 10th 2016

Q3 2016

	<u>Administration</u>	<u>Hector</u>	<u>McArthur Place</u>	<u>TOTAL</u>	<u>Annual Budget</u>	<u>Variance</u>
4100 · Town of Canmore Contributions	137,499.99	0.00	0.00	137,499.99	550,000.00	(412,500.01)
4105 · Town of Canmore - In Kind Rent	6,405.00	0.00	0.00	6,405.00	25,620.00	(19,215.00)
4200 · Interest Income	382.21	99.92	0.00	482.13	3,750.00	(3,267.87)
4500 · PAH Administration Fees	17,379.00	0.00	0.00	17,379.00	25,000.00	(7,621.00)
4510 · Application Fee	0.00	0.00	0.00	0.00	0.00	0.00
4600 · Rental Revenue	0.00	168,652.40	19,949.00	188,601.40	1,005,703.00	(817,101.60)
	<u>161,666.20</u>	<u>168,752.32</u>	<u>19,949.00</u>	<u>350,367.52</u>	<u>1,610,073.00</u>	<u>(1,259,705.48)</u>
<b>Gross Profit</b>	161,666.20	168,752.32	19,949.00	350,367.52	1,610,073.00	(1,259,705.48)
Administrative Expenses	110,814.98			110,814.98	578,153.00	(467,338.02)
Hector Expenses		55,914.87		55,914.87	214,248.00	(158,333.13)
McArthur Expense			10,026.35	10,026.35	95,949.00	(85,922.65)
	<u>110,814.98</u>	<u>55,914.87</u>	<u>10,026.35</u>	<u>176,756.20</u>	<u>888,350.00</u>	<u>(711,593.80)</u>
<b>Net Income</b>	<u><b>50,851.22</b></u>	<u><b>112,837.45</b></u>	<u><b>9,922.65</b></u>	<u><b>173,611.32</b></u>	<u><b>721,723.00</b></u>	<u><b>(548,111.68)</b></u>



YTD 2016

	<u>Administration</u>	<u>Hector</u>	<u>McArthur Place</u>	<u>TOTAL</u>	<u>Annual Budget</u>	<u>Variance</u>
<b>Income</b>						
4100 · Town of Canmore Contributions	412,499.97	0.00	0.00	412,499.97	550,000.00	(137,500.03)
4105 · Town of Canmore - In Kind Rent	19,215.00	0.00	0.00	19,215.00	25,620.00	(6,405.00)
4200 · Interest Income	2,840.90	736.51	0.00	3,577.41	3,750.00	(172.59)
4500 · PAH Administration Fees	35,534.00	0.00	0.00	35,534.00	25,000.00	10,534.00
4510 · Application Fee	100.00	0.00	0.00	100.00	0.00	100.00
4600 · Rental Revenue	0.00	505,725.52	19,949.00	525,674.52	1,005,703.00	(480,028.48)
<b>Total Income</b>	<u>470,189.87</u>	<u>506,462.03</u>	<u>19,949.00</u>	<u>996,600.90</u>	<u>1,610,073.00</u>	<u>(613,472.10)</u>
	470,189.87	506,462.03	19,949.00	996,600.90	1,610,073.00	(613,472.10)
<b>Expense</b>						
Administrative Expenses	314,758.32			314,758.32	578,153.00	(263,394.68)
Hector Expenses		307,748.95		307,748.95	214,248.00	93,500.95
McArthur Expense			25,809.98	25,809.98	95,949.00	(70,139.02)
<b>Total Expense</b>	<u>314,758.32</u>	<u>307,748.95</u>	<u>25,809.98</u>	<u>648,317.25</u>	<u>888,350.00</u>	<u>(240,032.75)</u>
<b>Net Income</b>	<u><u>155,431.55</u></u>	<u><u>198,713.08</u></u>	<u><u>- 5,860.98</u></u>	<u><u>348,283.65</u></u>	<u><u>721,723.00</u></u>	<u><u>(373,439.35)</u></u>



Canmore Community Housing Corporation

## For Decision

**DATE OF MEETING:** December 14th, 2016 Agenda Item: 4f

**SUBJECT:** 2017 Cost of Living Adjustment (COLA)

**RECOMMENDATION:** The Board approve a 2017 COLA increase of 1.3% for all CCHC employees

### EXECUTIVE SUMMARY

CCHC employees are eligible for annual Cost of Living Adjustment and Performance increases in accordance with its Human Resource policies.

### DISCUSSION

CCHC's Human Resource Statement of Policy and Procedure (SPP) 5.04 specifies guidelines to ensure that compensation levels are similar to those of the Town of Canmore financially feasible and sustainable, externally competitive, and internally equitable, and that compensation levels will enable CCHC to attract and retain employees.

SPP 5.04 includes the following definitions and guidelines:

- 4.01 "Cost of Living Adjustment (COLA)" means the inflation increases as approved by the Town of Canmore in annual "Budget Guidelines" and would apply to the salary grid.
- 5.09 The Board shall consider adjusting pay grade ranges to reflect inflation increases as approved by the Town of Canmore in its annual "Budget Guidelines" known as the Cost of Living Adjustment (COLA).
- 6.04 The manager will seek Board approval where necessary.

Employees are compensated within a range of pay for their position. Movement within the range is determined solely on the basis of merit or performance and not automatic increases. The COLA, however, adjusts this range of pay to account for inflation.

The Town of Canmore Human Resource department advised that it has budgeted a 1.3% COLA for 2017 and the same was approved by Council on December 6 2016.

### ALTERNATIVES ANALYSIS:

Not approve a COLA increase. This is not recommended as the intent is to keep CCHC wages at salary grids comparable to the Town of Canmore.

Approve another % increase. This is only recommended to correspond to any Town of Canmore decisions specific to the COLA rate upon approval of its budget.

### FINANCIAL IMPACTS:

The 1.3% COLA is already factored into the approved 2017 budget, so there are no budget implications.

**ATTACHMENTS:** None

**Prepared by:** Dougal Forteach

**Prepared on:** December 09, 2016