

**Board of Directors Meeting Agenda
Classroom- Civic Centre
May 17th 2017
3:00 p.m. – 5:00 p.m.**

- 1. Approval of Agenda**
- 2. Approval of Minutes**
 - a. Approval of the May 3rd 2017 Board Meeting Minutes
 - b. Approval of the May 10th 2017 Board Meeting Minutes
- 3. Business Arising from Minutes**
- 4. Reports:**
 - a. Report from Administration (10 minutes)
 - b. Old Day Care Lands – confidential (50 minutes)
 - c. McArthur Place & Hector rental rates - confidential (50 minutes)
 - d. Managing Director – performance review process (10 minutes)
- 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: May 17th 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

April 2017						
	Own Program		Rent Program			
			The Hector		McArthur Place	
Wait List:	30	no change	52	+3 over last month	41	+6 over last month
				25	Shared applicants	
Applications YTD:	13	+5 over last month +6 over STLY	39	+09 over last month +18 over STLY	47	+7 over last month +28 over STLY
↑ Above numbers updated as of April 30, 2017 ↑						
Applications Year End 2016:	28		74		88	
Inquiries YTD:	82	+23 over last month +38 over STLY	106		+33 over last month -6 from STLY	
Inquiries Year End 2016:	168	total	421		total	
Current Occupancy:	100%		100%		100%	
Total PAH Units:	44		60		48	
Turnover YTD:	2%	1 unit 2 units FSBO due to close	3%	2 units	6%	3 units
↑ Above numbers updated as of April 30, 2017 ↑						
Turnover 2016:	18%	8 sales (8/44)	22%	13 units (13/60)	0%	(0/32 (Phase 1 only))

2.0 McARTHUR PLACE (DYRGAS LANE) DEVELOPMENT UPDATE

Grand Opening: The date is set for Thursday June 15th from 5pm -7pm. Invitees will include Council; CCHC Board; Town CAO; the Coyote Ridge and MHCH owners.

3.0 CCHC branding/communication session

The branding/communication session has been set for Thursday June 22nd from approximately 1-4:30pm in the Classroom at the Civic Centre. An agenda will be circulated approximately 2 weeks prior.

4.0 Board meeting dates in May/June 2017

The Board meets the first and third Wednesday's of the month (except July - historically the Board doesn't meet in July), as May 31st lands on a Wednesday this means there is a three-week gap between the May 17th and June 7th meeting dates. Would the Board prefer to meet May 31st and June 14th to maintain the two -week cycle into June and to give enough time so that if a third meeting is required before July it could be held June 28th?

Current schedule

Date	Meeting	Time
Wednesday May 17 2017	Regular Board meeting	3:00pm -5:00pm
Wednesday June 7 2017	Regular Board meeting	3:00pm -5:00pm
Thursday June 15 2017	McArthur Place grand opening	5:00pm-7:00pm
Wednesday June 21 2017	Regular Board meeting	3:00pm -5:00pm
Thursday June 22 2017	Communication/Brand session	1:00pm-4:30pm (to be confirmed)

Potential schedule

Date	Meeting	Time
Wednesday May 17 2017	Regular Board meeting	3:00pm -5:00pm
Wednesday May 31 2017	Regular Board meeting	3:00pm -5:00pm
Wednesday June 14 2017	Regular Board meeting	3:00pm -5:00pm
Thursday June 15 2017	McArthur Place grand opening	5:00pm-7:00pm
Thursday June 22 2017	Communication/Brand session	1:00pm-4:30pm (to be confirmed)
Wednesday June 28 2017	Regular Board meeting	3:00pm -5:00pm (if necessary)

5.0 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 Forteath, Managing Director

Prepared on: May 12 2017



Canmore Community Housing Corporation

DATE OF MEETING: May 17th 2017 (previously May 5th 2017) Agenda Item: 4d

SUBJECT: Managing Director – performance review process

RECOMMENDATION: The Board appoint a committee to oversee the managing director’s review

EXECUTIVE SUMMARY: The Board Chair has requested that the Board set a process in place to complete the Managing Directors review in 2017. Historically speaking the Board has struck a personnel committee comprised of the: Chair; Vice Chair; and a third Board member whose collective responsibility it is to complete the managing director’s review as required.

DISCUSSION: The Board is not bound to continue with a three-member review committee, the size of the committee is to the discretion of the Board. CCHC’s practice is to review the managing director’s performance for the fiscal year, which in CCHC’s case is also the calendar year.

Most recently CCHC staff have received their year-end review (there is also a mid-year review) on or about the second week of December so that, should any wage adjustments need to be applied for the following year, there is time to make sure they are in place for the first pay period. CCHC is not required to complete the review within the fiscal year though, it could be completed in January of the following year in which case should wage adjustments be necessary they could be paid retroactively.

The Board is not limited to measuring the Managing Directors performance solely based on the job description requirements, although it is recommended that it should be agreed to and clear to all parties what performance measurements will be evaluated during the performance review period.

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: April 28 2017

Position Description

Title:	Managing Director	Date:	June 17, 2015
Hours:	35 hours weekly	Reports to:	Board Chair
Staff managed:	Direct Reports (2): Housing Program Manager Executive Assistant Indirect Reports (1) Rental Administrator	Job Type	Permanent Full Time

General Accountabilities

Reporting to the Board Chair, this position is responsible for the strategic leadership and management of the municipal corporation, and of its programs and strategies, to provide affordable housing options for the residents of Canmore.

This includes, but is not limited to:

- Providing organizational leadership to ensure the corporation's strategies achieve the desired impact.
- Providing community leadership to ensure housing needs and issues are identified, monitored and addressed.
- Ensuring the integrity and sustainability of the organization.
- Representing the CCHC to the public, business partners, stakeholders, media and other levels of government

Specific Accountabilities

Accountability	% Time spent
Leadership	40%
<ul style="list-style-type: none"> • Leads the strategic planning process and development of business, human resource, fund development and board development plans ensuring CCHC's vision, mission, objectives and strategies create the desired community impact. • Provides professional and technical advice to the Board, Town Council and Administration and other key stakeholders. • Develops and executes community relations and engagement strategies to inform stakeholders of the work of the corporation and its impact in the community, and to consult with stakeholders and the public with respect to housing needs and issues. • Establishes good working relationships and collaborative arrangements with the housing industry, employers, community groups, Town Council and Administration, and other organizations to help achieve the goals of the organization. • Originates and oversees housing policy and program research and best practice recommendations to achieve the Town's affordable housing and quality of life aspirations • Identifies and evaluates the risks to the organization's people, property, finances, goodwill and image and implement measures to control risks. • Ensures that CCHC complies with applicable legislation, regulations and standards 	
Development Planning and Management	20%
<ul style="list-style-type: none"> • Oversees and manages all aspects of development planning, including property development for new properties, from inception to completion • Develop project timelines and budget • Liaison with all parties involved in development, e.g., developers, municipality, province, contractors, consultants, etc. 	
Program Planning and Management	20%
<ul style="list-style-type: none"> • Oversees the planning, development, implementation and evaluation of the organization's programs and services. • Identifies opportunities and partnerships to ensure effective and efficient delivery of programs. • Oversees administration of the ownership program • Fosters an environment in which continuous improvement of CCHC systems, tools, processes and standards takes place 	
Operational Planning and Management	20%
<ul style="list-style-type: none"> • Determines staffing requirements for organizational management and program delivery. • Oversees the development and implementation of human resource policies, procedures, and practices, and coaches and mentors staff to support their success in achieving day-to-day goals • Prepares cash, operating and capital budgets and develops financial policies and procedures for approval by the Board • Administers the funds of the organization according to approved budgets, policies and procedures. 	

- Oversees the management of CCHC properties to ensure real property is managed and maintained in a sustainable and financially responsible manner, throughout its life cycle, to support the cost-effective and efficient delivery of CCHC programs.
- Accountable for health, safety and environmental compliance with respect to CCHC, its programs and properties.
- Provides support to the Board, advising on matters arising in all areas of Board jurisdiction and providing information for sound decision making

Decision Making

- Anticipates and evaluates complex problems
- Views and shapes the strategic and operational outlook, including budgetary forecasting, development and monitoring
- Reviews and recommends staffing levels and resources
- Engages Town Council, housing professionals, and stakeholders to understand, own and collaborate in problem solving and decision making for the achievement of goals

Technical Accountabilities

- University degree in Business Administration, Public Administration, Planning/Development, or related discipline and/or combination of education and related work experience
- 8 years of experience in strategic and operational leadership in a community based organization that provides housing or related services to clients
- Demonstrated commitment to issues management and the ability to plan and develop future service processes
- Proactive problem solving, well developed negotiation and analytical skills, and strong decision-making abilities
- Ability to develop and maintain partnerships with key stakeholders
- Demonstrated commitment to customer service and understanding and serving the needs and interests of diverse stakeholders
- Ability to establish strong working relationships with stakeholders, including developers, lenders, property managers, and all levels of government
- Working knowledge of legislation, codes and authorities that impact housing development
- Working knowledge of development process for the housing market

Contacts

- Trusted advisor and content specialist to the Board, Town Council and Town Administration
- Resource, coach and mentor to employees
- Actively engages community stakeholders and working partners as a trusted advisor in affordable housing, representing CCHC as the corporate spokesperson, creating advocates and influencing change with diplomacy.
- Promotes active affiliations and partnerships with appropriate funders, agencies, networks and organizations

Working Conditions

- Minimal physical demands in a pleasant office setting
- Dealing with complex organizational dilemmas
- Managing the stress of workload and conflicting priorities of clients, Town Council, Board, developers, regulators, etc.

Approved by: _____

CCHC Chair

CCHC Vision

Canmore is known for the quality of life of its citizens. CCHC contributes to this by improving the availability of and access to affordable housing options.

CCHC Mission

To bridge Canmore's housing affordability gap with long-term options for the well-being of the community

CCHC Values

- Leadership: Valuing innovation and excellence, we share knowledge and collaborate with community partners to create housing solutions for Canmore
- Connectedness: Valuing diversity and vibrancy, we work with partners to foster a sense of belonging and connectedness that builds community
- Integrity: Valuing honesty and transparency, we work openly and with fairness to garner the trust of the community
- Accountability: Valuing responsibility and authenticity, we ensure the financial and ethical wellbeing of our organization for the benefit of the community