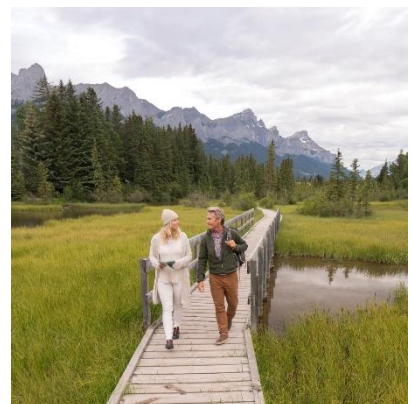


Strategic Plan | 2019-2021



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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 challenge 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 Canada which has created a gap between what moderate income households can afford to pay for housing and the cost of housing. Affordable housing and the availability of the same remains an important issue facing the Town of Canmore.

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 2019-2021 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.

DEFINITIONS

Social Housing: is housing whose occupant(s) either: receive a direct subsidy from a federal or provincial social housing program, or; whose housing provider itself receives an on-going direct subsidy from either the federal or provincial government to offset the capital and/or annual operating expenses associated with providing the social housing unit.

Affordable Housing: is a range of housing types & tenure made available to eligible persons at below market purchase prices and rental rates, which shall be maintained as the occupant’s primary residence.

OUR VISION

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

OUR MISSION

To bridge the gap in Canmore between social housing and market housing 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	<ul style="list-style-type: none"> 1. Hawks Bend development (49 units) one-year warranty period 2. Complete housing development at Peaks Landing 3. Collaborate with the private sector and other partners to support the provision of affordable housing. 4. Complete the Master planning session for Palliser Lands with Stonecreek properties 5. Identify land availability for future PAH developments
B. DELIVER HOUSING PROGRAMS THAT MEET THE NEEDS OF CANMORE'S WORKFORCE	<ul style="list-style-type: none"> 1. Review the PAH Own and Rental Program 2. Support the Town of Canmore with respect to its Employee Housing policy and legalization of accessory suites 3. Support the Town of Canmore with the update to the Comprehensive Housing Action Plan (CHAP) update 4. Create further rental/homeownership opportunities through policy and programs.
C. CCHC HAS A STRONG GOVERNING STRUCTURE	<ul style="list-style-type: none"> 1. Amend CCHC's Articles of Association
D. DELIVER COMMUNICATION PROGRAM THAT CREATES CLARITY OF CCHC MANDATE	<ul style="list-style-type: none"> 1. Review and update the 2017 communication strategy 2. Initiate tactics to increase awareness in order to create better understanding of CCHC programs 3. Monitor/measure communication strategy to affirm impact

GOALS	STRATEGIC INITIATIVES	WHO	SPECIFIC ACTIONS	2019	2020	2021	Funding Source
A. Increase the supply of affordable housing	1. Hawks Bend development (49 units) one-year warranty period	Managing Director (MD)	Ensure that the ANHWP requirements are met and that all warranty work has been completed	Juniper Q4	Larch Q1/2 Willow Q2		CCHC Operating Budget
	2. Mountain Haven Co-Operative Homes (MHCH)	MD/Board	Assist the Condo Conversion Committee (CCC) to complete MHCH's conversion to a condominium corporation	On-Going			CCHC Operating Budget
		MD/Manager Housing Programs (MHP)	Introduce the 15 MHCH units held as inventory into the PAH homeownership program	On-Going			CCHC Operating Budget
	3. Complete housing development on the Peaks Landing parcel of land	MD/ MHP	Complete housing development at Peaks Landing: <ul style="list-style-type: none"> Issue RFP and award design/build(?) contract to complete the development of Peaks Landing for purposes of creating PAH homeownership units. 	Q3/4			CCHC Operating Budget
		Council	<ul style="list-style-type: none"> Confirm municipal guarantee of capital borrow 	Q4			Market Lender ToC Debt Limits
		MD	<ul style="list-style-type: none"> Award contract/development of units 		Q1		CCHC Operating Budget
		MHP	<ul style="list-style-type: none"> Sale of Units 		Q4		CCHC Operating Budget
		MHP	<ul style="list-style-type: none"> Move-ins 			Q2/Q3	CCHC Operating Budget

GOALS	STRATEGIC INITIATIVES	WHO	SPECIFIC ACTIONS	2019	2020	2021	Funding Source
A. Increase the supply of affordable housing	4. Collaborate with the private sector and other partners to support the provision of affordable housing	MD/ Town staff, developers and other housing providers	Increase the supply of non-market affordable housing through development agreements with private developers	On-Going			CCHC Operating Budget
	5. Complete the Master planning session for Palliser Lands with Stonecreek properties	MD/Town Staff Stonecreek	Work with the Town of Canmore to engage Stonecreek on need to complete the Master Plan in the near term		Q1		PAH Reserves
			Work with the Town of Canmore to engage Consultant to oversee Master Plan Process		Q1		
			Complete Master Plan			Q3	
6. Identify land availability for future PAH developments	MD/ Town Staff	Work with the Town of Canmore to identify potential sites for future PAH developments	On-Going			CCHC Operating Budget	
B. Deliver housing programs that meet the needs of Canmore's workforce	1. Review the PAH Own and Rental Program	MD/Manager - Housing Program (MHP)/ Rental Administrator	Review the PAH rental eligibility criteria	Q2/3			CCHC Operating Budget
			Review PAH Ownership Program eligibility criteria		Q2		
	2. Support the Town of Canmore with respect to its Employee Housing policy and legalization of accessory suites	MD/MHP	Participate in the Town's employee housing forums and provide policy feedback as required	Q3	Q1-Q4		CCHC Operating Budget

GOALS	STRATEGIC INITIATIVES	WHO	SPECIFIC ACTIONS	2019	2020	2021	Funding Source
B. Deliver housing programs that meet the needs of Canmore's workforce	3. Support the Town of Canmore with the CHAP update	MD/ToC	Participate in the Town's CHAP stakeholder sessions, provide policy feedback, as required	Q4	Q1-Q4		CCHC Operating Budget
	4. Create further rental/homeownership opportunities through policy and programs.	MD/Board	Create program that provides financial incentives for residents to create accessory suites	Q4	Q2		CCHC Investment Revenue
			Create a matching down deposit program /Implement program	Q4	Q2		CCHC Investment Revenue
C. CCHC has a strong governing Structure	1. Amend CCHC's Articles of Association	MD/Legal	Review CCHC's Memorandum and Articles of Association (MAOA)	Q2			CCHC Operating Budget
		MD Board Shareholder	Proposed amended MAOA for Board and Shareholder approval.	Q3			CCHC Operating Budget
D. Deliver Communication Program that creates clarity of CCHC mandate	1. Review and update 2017 communication strategy	MD Consultant Board	Review the 2017 communication strategy	Q3/Q4			CCHC Operating reserves
	2. Create tactics to Increase awareness and address misconceptions of CCHC programs	MD Consultant Board	Create tactics that communicate <ul style="list-style-type: none"> Who CCHC is What does CCHC do Who does CCHC serve How does CCHC best communicate its message with the community Implement communication plan 	Q4	Q1/Q2		CCHC Operating reserves
	3. Monitor/measure communication strategy	MD Board	Track how the message is being received and whether it is meeting its intended purpose of creating clarity around CCHC's programs		On-Going		CCHC Operating budget

CCHC Budget 2019 - 2022

Approved

	Amended 2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
OPERATING BUDGET					
GENERAL ADMINISTRATION					
General Revenues					
Town of Canmore transfer	475,000	475,000	475,000	475,000	475,000
Transfer from CCHC Reserves			5,000	15,000	22,000
Town of Canmore rent in kind (non cash)	25,620	25,620	25,620	25,620	25,620
Interest Income Operating Account + Operating Reserve	1,100	700	700	500	500
Interest Income Hector Operating	1,300	500	500	500	500
Interest Income McArthur Place Operating		200	200	200	200
Interest Income CCHC Capital Reserve Fund	<u>765</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
General Revenues	<u>503,785</u>	<u>502,020</u>	<u>507,020</u>	<u>516,820</u>	<u>523,820</u>
General Expenses					
Human Resources					
Salaries and Benefits	(379,784)	(391,178)	(402,913)	(\$410,000)	(\$415,000)
Contract Labour - Administration	(7,400)	(6,600)	(6,732)	(\$6,934)	(\$7,142)
Professional Development	(4,080)	(4,162)	(4,245)	(\$4,372)	(\$4,503)
Human Resource Expenditures	<u>(391,264)</u>	<u>(401,939)</u>	<u>(413,890)</u>	<u>(421,306)</u>	<u>(426,645)</u>
Administration					
Advertising & Marketing	(10,200)	(5,000)	(5,000)	(\$5,500)	(\$5,750)
Bank Charges	(400)	(300)	(300)	(\$300)	(\$300)
Board Administration	(1,530)	(1,561)	(1,592)	(\$1,671)	(\$1,755)
Insurance	(1,995)	(1,995)	(2,015)	(\$2,075)	(\$2,138)
Meals and Entertainment	(1,530)	(1,561)	(1,592)	(\$1,671)	(\$1,755)
Office Services	(10,000)	(7,500)	(7,500)	(\$7,775)	(\$7,775)
Office Rental	(30,000)	(30,000)	(31,200)	(\$31,500)	(\$31,500)
Office Supplies	(5,610)	(5,722)	(5,837)	(\$6,012)	(\$6,192)
Professional Fees	(19,400)	(19,400)	(20,395)	(\$21,007)	(\$21,637)
Telephone, Fax, Net	(4,590)	(4,000)	(4,000)	(\$4,120)	(\$4,244)
Travel, Conferences	(3,000)	(3,000)	(3,000)	(\$3,100)	(\$3,200)
Computer Software	(2,450)	(2,475)	(2,499)	(\$2,499)	(\$2,600)
Computer Equipment	(3,000)	(3,000)	(3,000)	(\$3,090)	(\$3,183)
Furniture and Fixtures/Leasehold Improvements	(1,500)	(1,500)	(1,500)	(\$1,545)	(\$1,591)
Administration Expenditures	<u>(95,205)</u>	<u>(87,013)</u>	<u>(89,429)</u>	<u>(91,866)</u>	<u>(93,619)</u>
Total Administration and HR expenditures	<u>(486,469)</u>	<u>(488,952)</u>	<u>(503,319)</u>	<u>(513,172)</u>	<u>(520,265)</u>
SURPLUS/(DEFICIT) AFTER GENERAL EXPENSES	17,316	13,068	3,701	3,648	3,555
OPERATING SURPLUS/(DEFICIT)					
GENERAL ADMINISTRATION	17,316	13,068	3,701	3,648	3,555
THE HECTOR RENT PROGRAM	547	15,392	17,013	16,248	1,786
MARTHUR PLACE PROGRAM	8,241	18,364	15,094	18,819	24,324
OTHER PROGRAMS	<u>13,025</u>	<u>13,900</u>	<u>13,900</u>	<u>17,600</u>	<u>17,600</u>
Projected Cash Surplus/(Deficit)	<u>39,129</u>	<u>60,724</u>	<u>49,708</u>	<u>56,315</u>	<u>47,265</u>
Surplus Transfer to operating revenue		<u>0</u>	<u>-5,000</u>	<u>-15,000</u>	<u>-22,000</u>
Net Cash Surplus/(Deficit)		<u>60,724</u>	<u>44,708</u>	<u>41,315</u>	<u>25,265</u>