



## 2021 Business Plan

### General Overview

Canmore Community Housing (CCH) 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.

CCH operates under its own mandate at arm's length from the ToC. Three (3) CCH shares have been issued, two (2) to the ToC which are represented by Council, and one (1) to the chief administrative officer (CAO) of the ToC. The shareholders appoint a Board of Directors (Board) who govern the administration of CCH. The Board is comprised of seven public members and two Council member representatives, a senior ToC administrative liaison appointed by ToC administration (non-voting) also attends meetings. Board terms are revolving and offsetting two-year terms (4-member/3-member rotation).

CCH has four administrative personnel, a: Managing Director; Housing Programs Manager; Rental Administrator; and an Executive Assistant. A copy of the 2021-2023 operating budget is attached.

### **CCH VISION**

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

### **CCH MISSION**

To bridge the gap in Canmore between [social housing and market housing](#) through long-term housing options for Canmore's resident workers.

### **CCH MANDATE**

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

### CCH Vital Homes program (VHp) (formerly Perpetually Affordable Housing (PAH))

The limited supply of affordable housing in Canmore is a community-wide issue. CCH 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.

The Vital Homes program (VHp) 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 residents with an additional housing option that is price and resale restricted to ensure affordability over time. The VHp is intended to meet the housing demands of Moderate Income working households. VHp is not low-income housing.

The basic principle of this program is that CCH, ToC, residents of Canmore, 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.

### CCH Program Descriptions

**Rental Program:** CCH currently has one -hundred and eight (122) rental units within its VHp portfolio:

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

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

Hector Building on Palliser Trail (60 units):

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

Wolf Willow Condominium Corporation (13 units):

- 2 one-bedroom units
- 9 two-bedroom units
- 2 three-bedroom units

1850 Palliser Trail (1 unit):

- 1 one-bedroom unit

CCH completes all applicant approvals internally, property management for the rental portfolio is outsourced to a professional property management firm.

VHp rental rates are designed to be a minimum of 10% below rental rates of equivalent market units.

**Homeownership Program:** CCH currently has 130 units in its VHp homeownership program. Most of these units are acquired by purchasers under a leasehold tenure (117), the leasehold interest defines: the interests, roles and responsibilities of all parties, and binds the future resale of the property to 110% of CPI, compounded annually from the original purchase price. Through the leasehold tenure there is a

landlord or owner of the land (CCH), and a tenant or leaseholder of the building and its improvements (VHp homeowner). The balance of the units (13) have been acquired from private developers and are bound by restrictive covenant and option agreements in CCH's favour. These legal instruments are registered with the VHp homeowner's agreement as a condition of purchase. They extend CCH 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 CCH has an option to purchase the property when the owner wishes to sell.

### **CCH VHp Portfolio**

Rental Property	Number of Units	2020 Assessed Value	2020 Property Tax Levied to CCH
Hector	60	\$8,128,000	\$39,370
McArthur Place	48	\$7,014,000	\$33,974
Wolf Willow	13	\$3,190,000	\$15,454
1850 Palliser <sup>1</sup>	<u>1</u>	<u>\$1,737,800</u>	<u>\$1,181</u>
Total	122	\$20,069,800	\$89,979

Homeownership Properties	Number of Units	2020 Cumulative Assessed Value	2020 Property Tax Levied to CCH Homeowners
Homeownership Portfolio	130	\$42,378,000	\$205,265

### **Wolf Willow Condominium Corporation (WWCC)**

WWCC, (formerly Mountain Haven Cooperative Homes) a forty-four (44) unit development within the ToC, had seventeen (17) units of inventory which CCH acquired in November of 2018. Of the units CCH acquired, two (2) have been sold ( 1 has closed) as a function of a previous lease to own arrangement the tenants had with WWCC (formerly MHCH), and another two (2) units were also sold into the VHp homeownership program in 2020. The remaining thirteen (13) units are currently in CCH's rental portfolio and will be sold into the VHp homeownership program over the course of the next two (2) years. All forty-four (44) units at Wolf Willow are, as of March 31 2020, part of CCH's VHp housing portfolio.

### **The Peaks - Northview REIT**

The Peaks, a one hundred and forty- eight (148) unit purpose built rental development, has forty (40) of its units rented to CCH VHp eligible applicants. The rental rate of these forty (40) units is a minimum of ten percent (10%) below rental rates for a comparable market unit, there is a twenty (20) year

<sup>1</sup> CCH pays property tax on the building assessed (2020: \$243,800) only

commitment to do so and this was required by the Town of Canmore as a condition of the sale of the lands to Northview REIT.

### **2021 CCH Goals and Strategies**

#### **Strategy/Objective: Initiate the development of Peaks Landing**

Begin development of ten (10) VHp homeownership units in Peaks Landing in Q1 2021. Complete the sale of the units by the end of Q3 2021. Move-ins are scheduled to be complete by April 2022.

#### **Strategy/Objective: Wolf Willow Condominium**

Continue gradually disposing of the remaining rental units held by CCH (13) into the VHp homeownership program through 2021. It is anticipated that 5-7 sales will occur in 2021 and the balance in 2022.

#### **Strategy/Objective: Matching Down Deposit Program (MDDP) & Accessory Dwelling Grant Program (ADGP)**

Both programs are three-year pilot programs initiated in 2020. The MDDP is applicable only to VHp owners and those on the VHp waitlist, the program will match an eligible applicants' down deposit dollar for dollar up to \$25,000 for the purchase of a market unit, restrictions apply and cumulatively \$150,000 is available in 2021. The ADGP is designed to assist eligible applicants with offsetting the costs of constructing a new accessory dwelling or legalizing an existing accessory dwelling. Grant funding of up to \$20,000 or 75% of development costs, which ever is less, is available, restrictions apply and cumulatively \$100,000 is available in 2021.

#### **Strategy/Objective: Review Comprehensive Housing Action Plan (CHAP)**

Review the CHAP document and determine what areas, applicable to CCH, need updating.

#### **Strategy/Objective: Create the 2022-2025 CCH Strategic Plan**

Create a Board subcommittee who will review the draft Strategic Plan in Q2; present the final draft to the Board for approval in Q3; the 2022-2025 Strategic Plan to be presented to the Shareholder for approval in October 2021.

#### **Strategy/Objective: Determine future projects**

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, on an on-going basis.

#### **Strategy/Objective: Partnership opportunities**

Investigate opportunities to work in partnership with the private sector to create VHp housing opportunities for residents of Canmore. Through 2021 four (4) units are anticipated at 7<sup>th</sup> and 7<sup>th</sup> and two (2) units at Jack Pine Lodge (SCMV), all will be sold through the VHp homeownership waitlist.

#### **Strategy/Objective: Maintain full capacity of existing VHP rental and homeownership program**

Continue to provide on-going program services through 2021, which although not limited to, includes the following: receiving clients and responding to inquiries about CCH programs; processing CCH rental and homeownership applications; general bookkeeping; administration of the VHp resale list and VHp sales; contract management of the property management agreement; preparing Board packages and minutes; implementing Board/Shareholder policies/procedures as required.

# CCHC 2021 -2023

## Approved Motion 2020.071

	2021 Budget	2022 Budget	2023 Budget
<b>OPERATING BUDGET</b>			
<b>GENERAL ADMINISTRATION</b>			
<b>General Revenues</b>			
Town of Canmore transfer	450,000	450,000	450,000
Transfer from CCHC Reserves	25,000	30,000	35,000
Town of Canmore rent in kind (non cash)	25,620	25,620	25,620
Interest Income Operating Account + Operating Reserve	8,000	6,500	6,000
Interest Income Hector Operating	1,000	1,000	1,000
Interest Income McArthur Place Operating	750	750	750
Interest Income BMO Account	<u>10,000</u>	<u>7,000</u>	<u>6,000</u>
General Revenues	<u>520,370</u>	<u>520,870</u>	<u>524,370</u>
<b>General Expenses</b>			
<b>Human Resources</b>			
Salaries and Benefits	-\$415,000	-\$420,000	-\$423,000
Contract Labour - Administration	-\$6,000	-\$6,180	-\$6,365
Professional Development	-\$4,300	-\$4,400	-\$4,400
Human Resource Expenditures	<u>-425,300</u>	<u>-430,580</u>	<u>-433,765</u>
<b>Administration</b>			
Advertising & Marketing	-\$3,000	-\$3,000	-\$3,000
Bank Charges	-\$300	-\$300	-\$300
Board Administration	-\$1,650	-\$1,700	-\$1,700
Insurance	-\$2,800	-\$2,884	-\$2,971
Meals and Entertainment	-\$1,500	-\$1,500	-\$1,500
Office Services	-\$7,000	-\$7,000	-\$7,000
Office Rental	-\$31,500	-\$31,500	-\$31,500
Office Supplies	-\$4,500	-\$4,500	-\$4,500
Professional Fees	-\$20,000	-\$21,000	-\$22,000
Telephone, Fax, Net	-\$3,000	-\$3,090	-\$3,183
Travel, Conferences	-\$3,000	-\$3,000	-\$3,000
Computer Software	-\$2,500	-\$2,500	-\$2,500
Computer Equipment	-\$3,000	-\$3,090	-\$3,183
Furniture and Fixtures/Leasehold Improvements	-\$1,500	-\$1,500	-\$1,500
Administration Expenditures	<u>-85,250</u>	<u>-86,564</u>	<u>-87,836</u>
Total Administration and HR expenditures	<u>-510,550</u>	<u>-517,144</u>	<u>-521,602</u>
<b>SURPLUS/(DEFICIT) AFTER GENERAL EXPENSES</b>	9,820	3,726	2,768
<b>OTHER PROGRAMS</b>			
Sale Revenues	25,000	25,000	25,000
Sale Expenditures	-5,600	-5,600	-5,600
Other Project/Program Expenditures	-5,000	-5,000	-5,000
Property Expenditures			
TSMV 201&205 Stewart Creek Rise	-1,000	-1,000	-1,000
Palliser Lot 7	<u>-2,600</u>	<u>-2,700</u>	<u>-3,000</u>
PAH Property Expenditures	<u>-14,200</u>	<u>-14,300</u>	<u>-14,600</u>
<b>SURPLUS/(DEFICIT) OTHER PROGRAMS</b>	10,800	10,700	10,400
<b>OPERATING SURPLUS/(DEFICIT)</b>			
GENERAL ADMINISTRATION	9,820	3,726	2,768
OTHER PROGRAMS	10,800	10,700	10,400
THE HECTOR RENT PROGRAM	32,165	14,427	4,087
MCARTHUR PLACE RENT PROGRAM	41,114	39,332	26,503
1850 PALLISER TRAIL	<u>5,282</u>	<u>5,299</u>	<u>5,129</u>
<b>Projected Cash Surplus/(Deficit)</b>	<b>99,181</b>	<b>73,484</b>	<b>48,887</b>
<b>Surplus Transfer to operating revenue</b>	<u>-25,000</u>	<u>-30,000</u>	<u>-35,000</u>
<b>Net Cash Surplus/(Deficit)</b>	<b><u>74,181</u></b>	<b><u>43,484</u></b>	<b><u>13,887</u></b>