



**CANMORE COMMUNITY
HOUSING CORPORATION**

**Board of Directors Meeting Agenda
August 12, 2010
5:30 pm – 8:00 pm
CCHC Boardroom**

1. Approval of Agenda
2. Approval of June 10, 2010 Minutes
3. Business Arising from Minutes
4. Committee Reports
 - a. Executive Committee: Quarterly Financial Report for information
 - b. Communication Committee: no report
 - c. PAH Demand Assessment Committee: no report
5. Report from Managing Director: for information
6. New Business
 - a. 2010-2012 Audit Services RFP: Briefing Note for decision
 - b. 2010-2011 Board Recruitment Procedures: Briefing Note for approval
7. In Camera
 - a. Draft report: 2011 Business Plan for approval
 - b. Development Issue: notice of motion to follow in camera session
 - c. Development Issue
 - d. Intergovernmental Issue
 - e. Client Issue: notice of motion to follow in camera session
8. Direction to Council
9. Next Board meeting dates:
 - a. September 9 or 16 2010 and October 14 or 21
10. 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.



**CANMORE COMMUNITY
HOUSING CORPORATION**

**Board of Directors Meeting Minutes
DRAFT FOR APPROVAL
Thursday, June 10, 2010
CCHC Boardroom**

Board members in attendance:

Cathy-Anne David
Andre Gareau (5:35pm)
Karen Greene
Shane Jonker

Kimber Meister
Eric Ostman
Brent Rosvold (5:38pm)
Heather Schilling (5:35pm)

Regrets: none

Others: Jennifer Bisley, Managing Director, CCHC

There being a quorum, Cathy-Anne David called the meeting to order at 5:32 pm.

1) Agenda Approval

Moved by Karen Greene to approve the agenda with the addition of agenda item 7(d) Intergovernmental Issue.
Carried unanimously.

2) Review and Approval of Minutes

Motion 2010.13

Moved by Eric Ostman that the Board approve the Minutes of the April 15, 2010 Board meeting as presented.
Carried unanimously.

3) Business Arising from Minutes: none

4) Committee Reports:

- a) Executive Committee: written report presented and accepted for information
- b) Communications Committee: written report presented and accepted for information
- c) PAH Demand Assessment Committee: no report

5) Report from Managing Director

Managing Director's Report presented, discussed and accepted for information.

6) New Business

- a) Affordable Housing Survey Report

Motion 2010.14

Moved by Shane Jonker to accept the "Canmore Affordable Housing Survey Report" for information.
Carried unanimously.

DRAFT FOR APPROVAL



**CANMORE COMMUNITY
HOUSING CORPORATION**

7) In Camera

Moved by Karen Greene to go in camera at 5:53 pm. Carried unanimously.

- a) Intergovernmental Issue
- b) Intergovernmental issue
- c) Organizational issue

Moved by Kimber Meister to come out of camera at 7:06 pm. Carried unanimously.

Motion 2010.15

Moved by Karen Greene to recommend to Council that the eligibility criteria for The Hector at Palliser Village as amended (severed document) replace the current eligibility criteria contained in Council resolution #245-2008 (July 2008).

Carried unanimously.

Motion 2010.16

Moved by Cathy-Anne David to recommend to Council that the revised Affordable Housing Plan (severed document) be adopted for purposes of the Municipal Block Funding Program.

Carried unanimously.

Motion 2010.17

Moved by Heather Schilling that the Board adopt the Guiding Directives as attached.

Carried unanimously.

Moved by Karen Greene to go in camera at 7:11pm. Carried unanimously.

- d) Intergovernmental issue

Moved by Eric Ostman to come out of camera at 7:22pm.

Motion 2010.18

Moved by Shane Jonker to recommend to Council that Town Administration be directed to investigate solutions to the lack of parking plug-ins at The Hector at Palliser Village.

Carried unanimously.

Direction given to Managing Director to invite appropriate parties to discuss matters approved by Council in which CCHC has an interest, specifically 1) Spring Creek Mountain Village (SCMV) Area Redevelopment Plan and the agreement on how to provide five percent of the units as Perpetually Affordable Housing which is to be negotiated between the Town and SCMV; and Canadian Tire's offer of a cash contribution to CCHC as part of the SSR process.

8) Direction to Council: Inform Council that CCHC has adopted new Guiding Directives.

9) Next Meeting Dates: CCHC Board Meeting: August 12, 2010

10) Motion to Adjourn

Moved by Karen Greene to adjourn the meeting at 7:27 pm

Carried unanimously.

DRAFT FOR APPROVAL



GUIDING DIRECTIVES

Approved by CCHC Resolution 2010.17 June 10, 2010

VISION

Canmore is known for the quality of life of its citizens. CCHC contributes to this by advancing community housing options.

MISSION

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

MANDATE

The Canmore Community Housing Corporation was established by the Town of Canmore in 2000 to provide housing solutions for a healthy and balanced community. This will be realized through:

1. Research and Advice

CCHC is to research and provide advice on community housing policy, planning, development, and the demand for such housing.

2. Housing Programs

CCHC is to develop and administer programs to manage the inventory, sale and rental of community housing owned by CCHC and the Town of Canmore.

3. Communications

CCHC is to promote, educate and communicate information on community housing through advocacy and partnerships.

VALUES

1. Leadership

Valuing innovation and excellence, we share knowledge and collaborate with community partners to create housing solutions for Canmore.

2. Connectedness

Valuing diversity and vibrancy, we work with partners to foster a sense of belonging and connectedness that builds community.

3. Integrity

Valuing honesty and transparency, we work openly and with fairness to garner the trust of the community.

4. Accountability

Valuing responsibility and authenticity, we ensure the financial and ethical wellbeing of our organization for the benefit of the community.

Canmore Community Housing Corporation

Financial Report

As of June 30, 2010

| | 2010 Year to Date | 2010 Budget | YTD as % of Budget | 2010 Estimated |
|----------------------------------|-------------------------|-------------------|-----------------------|--------------------|
| Operating Revenues | | | | |
| Town Contributions | \$ 125,000 * | \$ 250,000 | 50% | \$ 250,000 |
| PAH Fees | 27,112 | 31,250 | 87% | 33,000 |
| Interest | 2,091 | 2,500 | 84% | 3,591 |
| Other | 0 | 0 | 0% | 1,232 |
| Total Operating Revenues | \$ 154,204 | \$ 283,750 | 54% | 287,823 |
| Operating Expenses | | | | |
| Advertising and Marketing | \$ 4,317 | \$ 15,000 | 29% | \$ 14,500 |
| Bank Charges | 77 | 250 | 31% | 200 |
| Hosting - Meetings | 991 | 3,750 | 26% | 2,500 |
| Insurance | 892 | 1,875 | 48% | 1,875 |
| Meals and Entertainment | 142 | 1,800 | 8% | 750 |
| Office Services | 2,578 | 6,750 | 38% | 18,500 ** |
| Office Supplies | 1,548 | 6,000 | 26% | 4,000 |
| Professional Fees | 6,677 * | 15,000 | 45% | 13,500 |
| Professional Development | 370 | 2,500 | 15% | 1,500 |
| Resale Fees | 13,879 | 15,000 | 93% | 20,000 |
| Salaries and Benefits | 85,317 * | 188,075 | 45% | 189,307 |
| Telephone, Fax, Net | 2,180 | 6,750 | 32% | 4,070 |
| Travel, Conferences | 0 | 3,500 | 0% | 1,500 |
| Total Operating Expenses | \$ 118,968 | \$ 266,250 | 45% | \$ 272,202 |
| Operating Surplus/Deficit | \$ 35,236 | \$ 17,500 | 201% | \$ 15,621 |
| PROJECT COSTS | | | | |
| The Hector at Palliser Village | | | | |
| Revenue | \$ 236,712 | 616,740 | 38% | 535,000 |
| Operating Costs | (48,331) | (187,389) | 26% | (150,000) |
| Financing and Reserves | (237,833) * | (475,666) | 50% | (498,536) |
| Net Surplus/Deficit | (49,453) | \$ (46,315) | 107% | \$ (113,536) |
| Owing to/from Town | 49,453 * | 46,315 | 107% | 113,536 |
| Cash Balance | \$ 0 | \$ 0 | | \$ 0 |
| Site 2A | 0 | 0 | | |
| Coyote Ridge | 3,376 | 0 | | 13,500 |
| TSMV Lot 39 | 5,166 | 9,500 | 54% | 8,344 |
| Palliser Lot 7 | 1,708 | 8,000 | 21% | 6,000 |
| Total Project Costs | \$ 10,250 | \$ 17,500 | | \$ 27,844 |
| NET CASH SURPLUS/DEFICIT | \$ 24,986 | \$ 0 | | \$ (12,223) |

* Adjustments made to draft statements from accountant as of June 30, 2010

** In 2009, \$12,000 was budgeted for database, but is only being spent in 2010



BOARD MEETING DATE: August 12, 2010

SUBJECT/TOPIC: **Managing Director's Report**

PURPOSE: For information

PRIORITY HIGHLIGHTS

1) PAH Development Plan

A strategic assessment of lands owned by CCHC/TOC and the potential for PAH development is underway. This project is targeted for completion in November 2010.

2) 2009/2010 Communication Plan Implementation

With the completion of the Guiding Directives review, CCHC is focusing its efforts on the planning and initiation of interrelated communication activities to: 1) the public through radio, the Canmore Mountain Market, and posters promoting monthly PAH information sessions; 2) clients through emails; and 3) lenders as a working partner by giving them the opportunity to provide information through CCHC.

MANDATE AND ACTIVITY HIGHLIGHTS

1. RESEARCH AND ADVICE

- Initiated the analysis of the results of the PAH Demand Assessment to determine what it means for municipal and organizational policy, planning and development. The analysis will be integrated into the PAH Development Plan. Provided a copy of the report to the Minister and to administration at Alberta Housing and Urban Affairs.
- Participated with the Bow Valley Interagency Housing Sub-Group, which has requested the Town of Canmore revisit the Comprehensive Housing Action Plan (CHAP) in 2011 to more accurately reflect the priorities and activities of local housing and social agencies.
- Communicating with the Province on alternatives to the Core Needs Income Threshold (CNIT) as income criteria for affordable housing projects.
- Submitted a revised Affordable Housing Plan to the Town of Canmore for purposes of the Municipal Block Funding Program pursuant to CCHC motion 2010.16 (June 10, 2010)
- Met with Spring Creek Mountain Village regarding the provision of PAH units under the amended Area Redevelopment Plan.
- Continued to monitor rental statistics (see attached report to June 30 2010).

2. MANAGEMENT OF HOUSING INVENTORY

- Continue to work with the consultant on a comprehensive database for customer/applicant information and housing inventory information. The database was scheduled for completion by August 31, 2010 but it is expected to be delayed to September 30, 2010.
- Submitted revised eligibility criteria for The Hector at Palliser Village to Council for its consideration pursuant to CCHC motion 2010.15 (June 10, 2010).

PAH Development Updates

Coyote Ridge

- Attended AGM held on July 14th, 2010. There was good participation by owners. The new Board of Directors consists of four owners and the CCHC Managing Director.
- Interior deficiencies have been completed. Warranty work on exterior painting has been completed. Outstanding landscaping work has been arranged to be done prior to August 31, 2010. A Development Completion Certificate will be requested once the landscaping work is complete.

Dyrgas Lane

- Lamphouse Neighbourhood Association (LNA) met and approved the reserve fund plan and the 2010/11 budget for Dyrgas Lane, the private road shared by Coyote Ridge, Mountain Haven Cooperation Homes Ltd. and vacant Lot 39.
- The top lift has been laid at Dyrgas Lane and an application for the storm Construction Completion Certificate with the Town of Canmore is being made as it was one of the original deficiencies from when the project was constructed several years ago.

Mineside Court

- Attended AGM held on June 26, 2010.

Riverdale Centre

- The sale of the home to the PAH purchaser closed in late July, almost two months late, due to developer delays.

Palliser Lane at Palliser Village

- CCHC is communicating with The Blakiston Condominium Corporation at Palliser Village on behalf of the Town of Canmore regarding the management of shared responsibilities for Palliser Lane in accordance with right of way agreements.

The Hector at Palliser Village (July 30, 2010):

- Ribbon cutting held on June 19, 2010 with comments made by the Minister of Housing and Urban Affairs, the local MLA, the Mayor and CCHC Chair.
- Interior deficiency walkthrough of all units conducted on June 10 and an exterior deficiency walkthrough on July 10, 2010. The warranty period ends September 30, 2010. Preventative maintenance contracts through PEKA as our agent are now in place for all mechanical systems.

- Letter sent to the Town recommending to Council that Town Administration be directed to investigate solutions to the lack of parking plug-ins at The Hector at Palliser Village pursuant to CCHC motion 2010.18 (June 10, 2010).
- The Hector was 95% leased as of July 30, 2010. As lease terms come up, CCHC will continue its efforts with PEKA to maintain and/or exceed this target occupancy.

Availability as of July 30, 2010:

| Unit type | Units Available | Total Units | % Leased | Income Limit |
|-----------------|-----------------|-------------|------------|--------------|
| Studio/Bachelor | 0 | 8 | 100% | \$ 28,000 |
| One-bedroom | 0 | 28 | 100% | \$ 39,000 |
| Two-bedroom | 1 | 20 | 95% | \$ 40,000 |
| Three-bedroom | 2 | 4 | 50% | \$ 58,000 |
| Total | 3 | 60 | 95% | |

Applications Approved as of July 30, 2010

| Month | Applications Approved by Month | | | | | | | Total |
|--------|--------------------------------|-----|-----|-----|-----|-----|-----|-------|
| | Jan | Feb | Mar | Apr | May | Jun | Jul | |
| Number | 5 | 3 | 4 | 5 | 3 | 4 | 3 | 27 |

PAH Sale Update

For Sale by CCHC

- 11 Mineside Court, 2 bedroom 709 sf apartment style condominium available immediately \$222,750
- 5 Mineside Court, 2 bedroom 755 sf townhouse style condominium \$232,925 -
CONDITIONAL SALE

PAH List Update as of July 30, 2010

| Status | Master List | Sub-lists | |
|----------|-------------|-------------|---------|
| | | General PAH | PV Rent |
| Approved | 22 | 20 | 2 |
| Pending | 0 | 0 | 0 |
| Total | 22 | 20 | 2 |

3. COMMUNICATIONS

- Toured the Minister of Housing and Urban Affairs around Canmore and PAH developments following the ribbon cutting at The Hector. Also provided the Minister with a copy of the PAH Demand Survey report.
- Planned and initiated interrelated communication activities to: 1) the public through radio, the Canmore Mountain Market, and posters promoting monthly PAH information sessions; 2) clients through emails; and 3) lenders as a working partner by giving them the opportunity to provide information through CCHC.

4. ADMINISTRATION

- Prepared the 2011 draft CCHC budget using the Town of Canmore budget guidelines.
- Submitted CCHC's Guiding Directives as adopted by CCHC motion 2010.17 (June 10, 2010) to CCHC Shareholders for information.

PERFORMANCE MEASURES as of July 30, 2010

1. Occupancy rate at The Hector:

| | |
|---------|-----|
| Target: | 95% |
| Leased: | 95% |

2. Number of Applications Approved:

Number of Applications Approved by Sub-list in 2010

| | Approved | Target | Achieved |
|-----------------------------|----------|--------|----------|
| (1) General PAH Ownership | 10 | 20 | 50% |
| (2) Palliser Village Rental | 27 | 40 | 68% |
| TOTAL | 37 | 60 | 62% |

3. Customer Satisfaction Survey: reporting in December 2010

Prepared by Jennifer Bisley, Managing Director
August 6, 2010

Canmore Rental Statistics for 2010

| | | Jan. | Feb. | Mar. | Q1 Averages | Apr. | May | June | Q2 Averages | July | Aug. | Sept. | Q3 Averages | Oct. | Nov. | Dec. |
|------------------------|------------------|-------------|-------------|-------------|----------------|-------------|-------------|-------------|----------------|----------|----------|----------|----------------|----------|----------|------|
| Shared 1Bdrm | Average | \$ 552.42 | \$ 532.33 | \$ 531.34 | \$ 538.70 | \$ 588.47 | \$ 566.67 | \$ 594.09 | \$ 583.08 | | | | | | | |
| | Median | \$ 550.00 | \$ 550.00 | \$ 500.00 | | \$ 582.50 | \$ 550.00 | \$ 600.00 | | | | | | | | |
| | Available | 31 | 45 | 41 | | 36 | 27 | 22 | | | | | | | | |
| Bachelor | Average | \$ 668.75 | \$ 654.17 | \$ 825.00 | \$ 715.97 | \$ 780.50 | \$ 743.75 | \$ 712.50 | \$ 745.58 | | | | | | | |
| | Median | \$ 700.00 | \$ 650.00 | \$ 825.00 | | \$ 725.00 | \$ 750.00 | \$ 675.00 | | | | | | | | |
| | Available | 8 | 6 | 2 | | 10 | 4 | 4 | | | | | | | | |
| 1 Bedroom | Average | \$ 1,063.93 | \$ 1,017.84 | \$ 975.24 | \$ 1,019.00 | \$ 957.61 | \$ 949.73 | \$ 880.24 | \$ 929.19 | | | | | | | |
| | Median | \$ 900.00 | \$ 950.00 | \$ 900.00 | | \$ 875.00 | \$ 850.00 | \$ 850.00 | | | | | | | | |
| | Available | 28 | 37 | 37 | | 36 | 37 | 41 | | | | | | | | |
| 2 Bedroom | Average | \$ 1,206.39 | \$ 1,267.83 | \$ 1,287.88 | \$ 1,254.03 | \$ 1,298.39 | \$ 1,333.01 | \$ 1,269.55 | \$ 1,300.32 | | | | | | | |
| | Median | \$ 1,100.00 | \$ 1,200.00 | \$ 1,200.00 | | \$ 1,245.00 | \$ 1,250.00 | \$ 1,200.00 | | | | | | | | |
| | Available | 64 | 53 | 73 | | 59 | 77 | 77 | | | | | | | | |
| 3 Bedroom | Average | \$ 1,501.72 | \$ 1,500.83 | \$ 1,590.00 | \$ 1,530.85 | \$ 1,599.76 | \$ 1,660.14 | \$ 1,584.59 | \$ 1,614.83 | | | | | | | |
| | Median | \$ 1,500.00 | \$ 1,450.00 | \$ 1,500.00 | | \$ 1,500.00 | \$ 1,462.50 | \$ 1,495.00 | | | | | | | | |
| | Available | 29 | 30 | 31 | | 42 | 36 | 37 | | | | | | | | |
| 4+Bedroom | Average | \$ 3,240.00 | \$ 2,930.00 | \$ 2,400.00 | \$ 2,856.67 | \$ 2,839.38 | \$ 2,774.38 | \$ 2,593.33 | \$ 2,735.70 | | | | | | | |
| | Median | \$ 2,800.00 | \$ 2,800.00 | \$ 1,800.00 | | \$ 2,847.50 | \$ 2,550.00 | \$ 2,425.00 | | | | | | | | |
| | Available | 5 | 5 | 6 | | 8 | 8 | 12 | | | | | | | | |
| Total Available | 165 | 176 | 190 | | 191 | 189 | 193 | | | 0 | 0 | 0 | | 0 | 0 | |



MEETING DATE: August 12, 2010

SUBJECT/TOPIC: 2010-2012 Audit Services RFP

PURPOSE: To approve the audit service RFP process

RECOMMENDATION: That the Board approve CCHC's participation in the Town of Canmore RFP for audit services for 2010-2012

BACKGROUND:

On November 19, 2009, the CCHC Board made Motion 2009.40 directing Administration to tender the contract for CCHC's annual audit. Quotes were obtained but costs were high and there was not enough time to set up the books for a timely audit. Thus, the action was to be deferred to Summer 2010.

Every three years, the Town of Canmore undertakes a Request for Proposals for Audit Services. The Town of Canmore's contract with the audit firm Changalath Van Eyck ended with the preparation of the 2009 financial statements. It is not clear whether CCHC was formally part of that contract, but CCHC did use the same auditor as the Town. As an arms-length municipal corporation, CCHC is not required to use the same auditor as the Town.

Town of Canmore administration has asked affiliate organizations (CCHC, CEDA and the Library) to advise if they are interested in being included in the new RFP for audit services by August 13, 2010. CCHC has two options:

- 1) Participate in the Town of Canmore RFP process for audit services
- 2) Undertake a separate RFP process for audit services.

DISCUSSION:

Advantages of participating in the Town RFP process:

- CCHC and the Town of Canmore are related parties. As a related party, the Town has a strong interest in ensuring that CCHC adheres to the Town's administrative guidelines in areas such as accounting and human resources, especially since funding primarily comes from the Town of Canmore. This gives CCHC greater assurance that the auditor selected by the Town will meet the Town's administrative guidelines.
- Consistency in the reporting of related party transactions on the Town of Canmore and CCHC financial statements.
- Save resources as an RFP process takes up significant Board member and staff time.
- Participating with the Town brings economies of scale and the associated cost savings and more RFP responses.

Disadvantages of participating in the Town RFP process

- CCHC has no discretion in the selection of an auditor and will be bound by the Town's decision for a period of three years.

Prepared by: Jennifer Bisley, Managing Director

Prepared on: August 3, 2010



Briefing Note

MEETING DATE: August 12, 2010

SUBJECT/TOPIC: **2010 CCHC Board Recruitment Procedures**

PURPOSE: To approve the 2010 CCHC Board Recruitment Procedures and to appoint the Board Nomination Committee

RECOMMENDATION: That the CCHC Board adopt the 2010 CCHC Board Recruitment Procedures as presented and to appoint members to the Board Nomination Committee.

BACKGROUND:

Each year the CCHC Board of Directors undertakes a Board Recruitment process in order to recommend Directors for approval and appointment by the Town Council as CCHC shareholders.

DISCUSSION: none

ATTACHMENTS: 2010 CCHC Board Recruitment Procedures

Prepared by: Jennifer Bisley, Managing Director
Prepared on: August 3, 2010

2010 CCHC Board Recruitment Procedures

Effective Date: August 12, 2010
Adopted by CCHC Resolution: DRAFT

Appointment of Directors to the CCHC Board:

As CCHC shareholders, Town Council appoints all Directors to the CCHC Board. This is typically done during the annual October Organizational Meeting when Council appoints all nominees to all Town committees.

The number of Directors shall never be less than three (3) or more than nine (9). In general, the Board consists of up to seven (7) public members and two (2) Council member representatives.

As an independent Board that requires specific skill sets and knowledge, CCHC has its own recruitment process to identify and recommend public members (outlined below).

Incumbent Board Members:

Board member appointments are for a one-year term only. At each annual general meeting, all Directors shall retire from office provided that in default of an annual general meeting at which a successor is appointed, an incumbent Director shall remain in office until such successor is appointed.

A retiring Director is eligible for reappointment. This is done by stating their written intent to the Managing Director in an email or letter by the application deadline. The appointment must be approved by the Town at the time the other Directors are appointed.

Board Nomination Committee:

The Nomination Committee is appointed by the Board and is made up of two Board members and the Managing Director. The committee is responsible for overseeing the recruitment process, including advertising, interviews, and making a recommendation to the CCHC Board for the Board's consideration and endorsement.

Board Member Requirements:

Recommended industry sector/skill Board representation: development industry; realtor; mortgage/banking; legal; business community/employers; PAH Owner; general public.

Board members should have knowledge of and skills in one or more areas of Board governance (policy, finance, program, personnel or advocacy) in addition to communications, marketing and problem solving skills.

Board members should be resident in Canmore.

Board members should be able to meet an estimated 8-10 hour monthly time commitment:

- Monthly Board meetings (2-3 hours plus 1 hour preparation)
- Committee meetings (2-3 hours monthly/bi-monthly)

- Quarterly shareholder meetings (2-3 hours quarterly)
- community events (as needed and as available)
- planning sessions (up to one day annually)

Board members must be aware that this is an unpaid volunteer position. The benefits are the satisfaction of working toward improving the social well-being of the community, and opportunity to learn about housing issues.

Approved out-of-pocket expenses are reimbursed.

Interested applicants will be asked to provide the following information:

- Reasons for applying to CCHC Board
- Education and applicable experience
- Knowledge and skills they would bring to Board

Board Recruitment Timelines:

AUGUST:

1. At August Board meeting, Board determines skills and/or industry sector representation required.
2. At August Board meeting, Board establishes a Nomination Committee of two Board members plus Managing Director to oversee Board recruitment efforts.
3. Send courtesy notes to Board members advising of upcoming Board recruitment advertisements and confirm which Directors plan to continue on the Board.
4. Initiate advertising broadly to the public and targeted to specific sectors to attract applicants in appropriate industries and with appropriate skills.
 - a) Newspaper advertising: Rocky Mountain Outlook, Canmore Leader
 - Advertising submission deadline is August 20th for ads to run starting the week of August 23rd (note that cost is \$215 per Outlook ad)
 - b) Email distribution lists – working partners and general distribution lists
 - c) Board members to promote through community organizations in which they are involved, ie. Rotary, BOWDA...
5. All prospective Board members must submit a written application within advertised deadlines. Recommended application deadline is **Thursday September 16th, 2010**.

SEPTEMBER:

1. Late September, the Nomination Committee meets with all applicants individually in an informal “get to know you” interview (see Board Recruitment Interview Guide below).

OCTOBER:

1. The Nomination Committee makes its recommendation to the CCHC Board at the October Board meeting tentatively scheduled for October 14, 2010.
2. CCHC Board makes recommendations to Town Council for its consideration and approval at the Town’s Organizational meeting (expected to be either October 19th/27th). CCHC will submit the names of all applicants with the list of nominees and rationale for its recommendation.

3. Note that the Town of Canmore undertakes advertising for all Town Board/Committee positions in October and may receive applications for the CCHC Board through this process. The Town will be asked to share any applications for review by the CCHC Board.
4. Public release surrounding Board appointments to be made by CCHC in addition to Town's usual public announcement following Organizational Meeting.

NOVEMBER:

1. New Board members receive orientation and attend their first Board meeting in November/December.

Board Recruitment Interview Guide:

CCHC Introduction:

- Describe CCHC history, mandate and relationship with Town
- Describe CCHC strategies for the future
- Describe CCHC current projects
- Describe current board members skills and background and describe complementary skills looking for.
- Describe committees – too many applicants, would you consider a committee? Which one?
- Time commitment required for Board – estimated 8-10 hours/month, including meeting preparation and meeting time

Candidate Questions

- What is your interest in housing and why do you want to be on this Board?
- What will your contribution be to this Board and CCHC strategies for the future and to affordable housing?
- Any conflicts you see between your life and CCHC?
- What does PAH mean to you?
- Any questions?

Closing:

- Advise applicants that CCHC will get back to them once Town Council has made the appointments following its organizational meeting in late October.