

**Board of Directors Meeting Agenda**

**CCHC Boardroom**

**August 23, 2012**

**4:00pm – 6:00pm**

- 1. Approval of Agenda**
- 2. Approval of June 21 2012 Minutes**
- 3. Business arising from minutes**
- 4. Committee Reports**
  - a. Executive Committee: Quarterly Report  
*Motion to accept the Executive Committee Report for information*
  - b. PAH Project Planning Committee: verbal update
  - c. Financial Sustainability Committee: no report
- 5. Report from Managing Director**  
*Motion to accept the Managing Director's report for information*
- 6. New Business**
  - a. Appointment of Director  
*Motion to appoint Sean Krausert as CCHC Director*
  - b. CCHC Board of Director Recruitment for 2012-13  
*Motion to adopt the 2012 CCHC Board Recruitment Procedures as presented;  
and to appoint two (2) members and the Managing Director to the Board  
Nomination Committee*
- 7. In Camera Items:**
  - a. Draft Document: CCHC Budget and Business Plan
  - b. Policy and Program Issue
  - c. Intergovernmental Issue
- 8. Next meeting dates:**  
September 20, 2012  
October 18, 2012
- 9. 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.*

**Board of Directors Meeting Minutes**

**Thursday, June 21, 2012  
CCHC Boardroom**

**Board members in attendance:**

Garth Lyon	Brent Rosvold
Kimber Meister	Dan Sparks
Cathy Robinson	

**Others in attendance:**

Jennifer Bisley, Managing Director, CCHC

**Regrets** Hans Helder and Bob Kocian

There being a quorum, Garth Lyon called the meeting to order at 4:05 pm.

**1) Agenda Approval**

Moved by Cathy Robinson to approve the agenda as presented.  
Carried unanimously

**2) Approval of Minutes**

**Motion 2012.27**

Moved by Kimber Meister that the Board approve the Minutes of the May 17 2012 Board meeting as presented.

Carried unanimously

**3) Business Arising from Minutes:** none

**4) Committee Reports:**

- a) **Executive Committee:** no report
- b) **PAH Project Planning Committee:** verbal report
- c) **Financial Sustainability Committee:** no report

**5) Report from Managing Director:**

**Motion 2012.28**

Moved by Brent Rosvold to accept the June *Managing Director's Report* for information.

Carried unanimously

APPROVED Motion 2012.30 August 23, 2012  
CANMORE COMMUNITY HOUSING CORPORATION

6) **New Business:** (see in camera)

7) **In Camera Items**

Moved by Dan Sparks to go in camera at 4:47 pm

a) **Contract Issue**

Moved by Kimber Meister to come out of camera at 5:02 pm

**Motion 2012.29**

Moved by Cathy Robinson that CCHC award the contract to develop an affordable housing project business plan to Dunefield Consulting Inc. for the fee of \$9,936 (exclusive of GST)

Carried unanimously

Moved by Dan Sparks to go in camera at 5:03 pm

b) **Pending Report**

c) **Policy Issue**

Moved by Dan Sparks to come out of camera at 6:13 pm

8) **Confirmation of future Board Meeting Dates:** August 23, September 20, and October 18, 2012

9) **Motion to Adjourn**

Moved by Brent Rosvold to adjourn the meeting at 6:13 pm

Carried unanimously.

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Chair

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Managing Director

*APPROVED Motion 2012.30 August 23, 2012*  
**CANMORE COMMUNITY HOUSING CORPORATION**

**MEETING DATE:** August 23, 2012

**SUBJECT/TOPIC:** **Executive Committee Report**

**PURPOSE:** For information

**ISSUE:** Quarterly reporting on financial information and status of Board motions.

**RECOMMENDATION:** That the CCHC Board accept the Executive Committee Report for information.

**1. Financial Report**

**BACKGROUND**

It is the responsibility of the Board of Directors to set guidelines for cash balances and investments, reflecting prudent stewardship of member/donor funds and to assure itself that cash and investments are being managed and controlled effectively.

It is the responsibility of the Managing Director to provide evidence to the Board of Directors to ensure that the cash and investments are being managed and controlled effectively. The Managing Director does this with quarterly financial reports to the Board by way of the Executive Committee and meeting specific annual reporting requirements as set out in CCHC policy and procedure.

**DISCUSSION**

CCHC is within its cash budget and does not anticipate any unplanned deficit for the year.

General revenue and administration expenses are within 5% of budgeted amounts. Capital expenditures will be made in the second half of the year.

PAH fees and sales revenues are below budget while resale expenses are over budget. This is due to several factors, including fewer PAH homes available to buy than in previous years, and longer times holding homes in inventory. CCHC has 2 homes available for resale. Another home has been in inventory for approximately 4 months and an option to convert it into a rental home will be explored in September. CCHC resale costs for CCHC properties are expected to be above budget. This will continue to be monitored.

The Hector rental revenues are above budget due to consistently high occupancy rates. CCHC has a cash surplus and a building reserve fund.

## **2. Board Motions**

### **BACKGROUND**

It is the Managing Director's responsibility to ensure all motions from the Board are implemented and reported on. The attached report provides a status update of any incomplete motions from the previous year and all motions for the current year.

### **DISCUSSION**

The only outstanding motion is with respect to Motion 2011.11 and PAH Lease Amendments, which are in currently in progress. All other motions have been implemented and completed.

**ATTACHMENTS:** CCHC Financial Report as of June 30, 2012  
CCHC Board Motion Report

**Prepared by:** Jennifer Bisley, Managing Director  
**Prepared on:** August 15, 2012

# CCHC Financial Report

As of 30-Jun-12  
Prepared 13-Aug-12

	30-Jun-12	2012	YTD as %	Notes
	YTD	Budget	of Budget	
<b>GENERAL REVENUES</b>				
Town of Canmore Requisition	125,000	250,000	50%	
Interest	6,467	7,250	89%	GIC Interest from CCHC Capital Reserve higher than budgeted
Other	450	-		
<b>Total General Revenues</b>	<b>131,917</b>	<b>257,250</b>	<b>51%</b>	
<b>GENERAL ADMINISTRATION</b>				
<b>Expenses</b>				
Advertising & Marketing	3,696	12,500	30%	
Bank Charges	120	200	60%	
Board & Committee Meetings	568	2,250	25%	
Insurance	745	1,925	39%	Increase in insurance premiums lower than budgeted
Meals and Entertainment	607	1,000	61%	
Office Services	3,249	7,275	45%	
Office Supplies	1,310	4,575	29%	
Professional Fees	8,289	20,000	41%	Legal fees for lease amendments to be incurred/billed; Legal fees for property transfer lower than budgeted
Professional Development	0	3,000	0%	Courses to be taken in fall
Salaries and Benefits	101,993	201,150	51%	
Contract Labour	360	5,000	7%	Allowance for consultant fees and vacation back up
Telephone, Fax, Net	1,462	4,875	30%	
Travel, Conferences	0	2,250	0%	Conferences in Fall
<b>Total Administration Expenses</b>	<b>122,400</b>	<b>266,000</b>	<b>46%</b>	
<b>Capital Expenditures</b>				
Computer Software	0	-		
Computer Equipment	0	1,500	0%	
Leasehold Improvements	0	500	0%	
<b>Total Capital Expenditures</b>	<b>0</b>	<b>2,000</b>	<b>0%</b>	
<b>ADMINISTRATION SURPLUS/(DEFICIT)</b>	<b>9,517</b>	<b>(10,750)</b>	<b>-89%</b>	
<b>PAH PROGRAM - SALES</b>				
PAH Fees and Sales Revenues	12,126	31,250	39%	
Resale Expenses	(11,326)	(17,500)	65%	Resale expenses high due to legal and carrying costs of 2 unsold properties
<b>PAH Program Surplus/(Deficit)</b>	<b>799</b>	<b>13,750</b>	<b>6%</b>	
<b>PAH PROGRAM - THE HECTOR RENT</b>				
Revenue	313,209	593,792	53%	Higher than budgeted occupancy (99% vs 95%)
Operating Costs	(94,325)	(165,976)	57%	Maintenance costs higher than budgeted
Operating Surplus/Deficit	218,883	427,816	51%	
Debt Servicing Costs	(202,795)	(405,590)	50%	
Cash Surplus/(Deficit)	16,088	22,226	72%	
<b>Transfer (to)/from Hector Cap Reserve Fund</b>	<b>(16,088)</b>	<b>(28,000)</b>	<b>57%</b>	
<b>Cash Surplus/(Deficit)</b>	<b>0</b>	<b>(5,774)</b>		
<b>Transfer (to)/from Town PAH Reserve Fund</b>		<b>5,774</b>		
<b>Net Cash Surplus/(Deficit)</b>	<b>0</b>	<b>-</b>		
<b>PAH PROJECT EXPENDITURES</b>				
Other	-	-		
Palliser Lot 7	1,281	3,000	43%	
Palliser Block 6	-	-		
TSMV Lot 39	3,813	8,000	48%	
<b>Total Project Expenditures</b>	<b>5,094</b>	<b>11,000</b>	<b>46%</b>	
<b>CASH SURPLUS/(DEFICIT)</b>	<b>5,222</b>	<b>(8,000)</b>	<b>-65%</b>	
<b>TRANSFER TO/(FROM)</b>				
<b>CCHC OPERATIONAL RESERVE</b>	<b>9,035</b>	<b>-</b>		
<b>CCHC CAPITAL RESERVE</b>	<b>(3,813)</b>	<b>(8,000)</b>		Equal to amount of TSMV Lot 39 Capital Expenditures
<b>CASH BALANCE</b>	<b>5,222</b>	<b>(8,000)</b>		

# CCHC Financial Report

## RESERVE FUND REPORT

As of 30-Jun-12

	30-Jun-12	2012
	YTD	Budget
<b>OPERATING RESERVE (unrestricted)</b>		
Opening Balance	47,940	47,940
Increase/(Decrease)	9,035	-
Closing Balance	56,975	47,940
<b>CCHC CAPITAL RESERVE (restricted)</b>		
Opening Balance	648,551	648,551
Increase/(Decrease)	(3,813)	(8,000)
Closing Balance	644,738	640,551
<b>THE HECTOR CAPITAL RESERVE</b>		
Opening Balance	28,050	28,050
Increase/(Decrease)	16,088	28,000
Closing Balance	44,138	56,050

Below CCHC Cash Management policy target of 3 to 6 months of revenues or \$65,000 to \$130,000

## CCHC BOARD MOTIONS

Last Update: 15-Aug-12

Date	Number	Motion	Status	Notes
<b>PREVIOUS YEAR'S INCOMPLETE</b>				
10-Mar-11	2011.11	Moved by Kimber Meister to authorize the Managing Director to initiate Lease Amendment Option 2 (severed document).	In Progress	Owners have until August 31, 2012 to sign the amending agreements. After that time, they must request that CCHC enter into the agreement.
<b>CURRENT YEAR</b>				
26-Jan-12	2012.01	Moved by Hans Helder that the Board approve the Minutes of the December 15 2011 Board meeting as presented.	Complete	Final minutes signed, filed and distributed as appropriate
26-Jan-12	2012.02	Moved by John Borrowman that the Board approve the PAH Project Planning Committee Terms of Reference as amended.	Complete	Document amended, signed and filed.
26-Jan-12	2012.03	Moved by Brent Rosvold to authorize the PAH Project Planning Committee to submit an application for \$20,000 in CMHC Seed Funding.	Complete	CMHC Seed Funding Application sent Feb 21 2012
26-Jan-12	2012.04	Moved by Dan Sparks to accept the Managing Director's report for information.	Complete	Document filed.
26-Jan-12	2012.05	Moved by Bob Kocian to accept the report for information and to direct CCHC Administration to provide a response to BOWDA.	Complete	Letter sent to BOWDA
26-Jan-12	2012.06	Moved by Kimber Meister to approve the CCHC Statements of Policy and Procedure (SPP) 4.01 <i>Financial Management Primer</i> as presented, and SPP 4.05 <i>Cash Management</i> as amended	Complete	Final documents signed, filed and distributed as appropriate.
26-Jan-12	2012.07	Moved by Kimber Meister that the Board approve the 2011 Draft Trial Balance for audit purposes and authorize the Managing Director to submit it to the Auditor.	Complete	Final document signed, filed and distributed as appropriate
16-Feb-12	2012.08	Moved by Brent Rosvold that the Board approve the Minutes of the January 26 2012 Board meeting as presented.	Complete	Final minutes signed, filed and distributed as appropriate
16-Feb-12	2012.09	Moved by Cathy Robinson to accept the Managing Director's report for information.	Complete	Document filed.
16-Feb-12	2012.10	Moved by Hans Helder to approve policy SPP 4.07 <i>The Hector at Palliser Village Building Reserve Fund</i> as amended	Complete	Final documents signed, filed and distributed as appropriate.
16-Feb-12	2012.11	Moved by Cathy Robinson to approve the establishment of The Hector at Palliser Village Building Reserve Fund investment account	Complete	Reserve Account set up
16-Feb-12	2012.12	Moved by John Borrowman to approve the transfer of \$28050 from The Hector at Palliser Village operations account to The Hector at Palliser village Building Reserve Fund account	Complete	Reserve Account Set up
15-Mar-12	2012.13	Moved by Cathy Robinson that the Board approve the Minutes of the February 16 2012 Board meeting as presented.	Complete	Final documents signed, filed and distributed as appropriate.
15-Mar-12	2012.14	Moved by Bob Kocian to accept the Managing Director's report for information.	Complete	Document filed
15-Mar-12	2012.15	Moved by Dan Sparks to approve the following Human Resource Statements of Policy and Procedure (SPP) as presented: 5.01-5.08	Complete	Final documents signed, filed and distributed as appropriate.
15-Mar-12	2012.16	Moved by Brent Rosvold to recommend to Council that no changes be made to the PAH Eligibility Criteria and PAH Partnership Agreement at this time.	Complete	



## CCHC BOARD MOTIONS

Date	Number	Motion	Status	Notes
19-Apr-12	2012.17	Moved by Cathy Robinson that the Board approve the Minutes of the March 15 2012 Board meeting as presented.	Complete	Final documents signed, filed and distributed as appropriate.
19-Apr-12	2012.18	Moved by Dan Sparks that the Board accept the <i>Quarterly Financial Report</i> for information.	Complete	Document filed
19-Apr-12	2012.19	Moved by Hans Helder to accept the April <i>Managing Director's Report</i> for information.	Complete	Document filed
19-Apr-12	2012.20	Moved by John Borrowman to approve the <i>Request for Proposals for a Consultant to Develop an Affordable Housing Project Business Plan</i> as amended, the amendment being an editorial change to paragraph 2 in the "Project Description".	Complete	RFP initiated
19-Apr-12	2012.21	Moved by Dan Sparks to accept the <i>Draft Financial Sustainability Model Structure</i> report for information.	Complete	Document filed
19-Apr-12	2012.22	Moved by Kimber Meister to approve the draft 2012 Audited Financial Statements as amended, the amendments being editorial changes to Notes 4 and 8.	Complete	Statements signed
17-May-12	2012.23	Moved by Cathy Robinson that the Board approve the Minutes of the April 19 2012 Board meeting as presented.	Complete	Final documents signed, filed and distributed as appropriate.
17-May-12	2012.24	Moved by Bob Kocian to accept the May <i>Managing Director's Report</i> for information.	Complete	Document filed
17-May-12	2012.25	Moved by Bob Kocian to approve the allocation for 2011 performance pay increases as recommended by the Executive Committee	Complete	Increases implemented
17-May-12	2012.26	Moved by Kimber Meister to approve the contract between CCHC and PEKA Professional Property Management Ltd. for the management of The Hector at Palliser Village from July 2, 2012 to June 30, 2014 as presented and to authorize the Managing Director to execute the contract.	Complete	Contract Executed
21-Jun-12	2012.27	Moved by Kimber Meister that the Board approve the Minutes of the May 17 2012 Board meeting as presented.	Complete	Final documents signed, filed and distributed as appropriate.
21-Jun-12	2012.28	Moved by Brent Rosvold to accept the June <i>Managing Director's Report</i> for information.	Complete	Document filed
21-Jun-12	2012.29	Moved by Cathy Robinson that CCHC award the contract to develop an affordable housing project business plan to Dunefield Consulting Inc for the fee of \$9,936 (GST exclusive)	Complete	Contract Executed

**BOARD MEETING DATE:** August 23, 2012

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

**PURPOSE:** To update the Board on CCHC activities

### PRIORITIES

#### 1. DEVELOP A FINANCIAL SUSTAINABILITY MODEL

Managing Director used components of the draft model to prepare the CCHC 2013 Budget.

#### 2. PLAN A PAH PROJECT

CCHC received approval for \$10,000 of SEED Grant Funding from the Canada Mortgage and Housing Corporation (CMHC) for the development of a business plan and financial feasibility analysis. The consultant has been engaged and has initiated work, having gathered data and met with key informants in Canmore. The consultant will analyze data in August and develop a draft plan with a recommendation as to how to proceed in September. The final plan is expected to be completed in October.

### MANDATE AND ACTIVITY HIGHLIGHTS

#### 1. HOUSING PROGRAMS

##### PAH Program – Ownership (as of August 15, 2012)

Wait List: 15

Current Listings

For Sale by Owner:	1 x 2 bed at Mineside Court	\$228,776
For Sale by CCHC:	1 x 3 bed at Mineside Court	\$348,842
	1 x 3 bed at Mineside Court	\$311,184 <b>C/Sold</b>

##### PAH Lease Amendments:

- > As per CCHC motion 2011.11, a Lease Amending Agreement was offered to 21 PAH Owners to standardize the original 40 year PAH Lease with the current 50 year PAH Lease. The Agreement has changes that benefit PAH owners, lenders and CCHC. The changes are intended to make it easier for the owners sell or refinance their property, and for CCHC to administer the PAH Program.
- > The Agreement must be signed by August 31st, 2012 in order for the costs to be covered by CCHC. Eleven (11) owners have signed the agreement, and four (4) have expressed their intent to sign by August 31<sup>st</sup>.
- > CCHC has sent out three letters and an email reminder, but has not heard from the remaining six (6) owners. If they do not sign by August 31<sup>st</sup>, they must make a request to CCHC to enter into the Agreement, seek mortgagee consent, and register the Agreement at the Land Titles Office at their expense.

#### 2012 PAH Annual Residency Declaration:

- > CCHC undertakes an annual residency declaration for all PAH Lessees. This process has been completed for 2012. All PAH Lessees were in compliance with the requirement that all PAH homes are intended to be used only as a permanent primary residence with no rentals permitted (other than roommates/boarders) without CCHC consent.

#### 2012 PAH List Eligibility Criteria Confirmation:

- > CCHC undertakes an annual confirmation of eligibility criteria for PAH List members to ensure ongoing eligibility and to keep the PAH List current. This process will be complete as of August 22, 2012. Of the 11 PAH List members approved prior to January 1, 2012, only one has requested to be taken off the PAH List. This means the total number of households on the PAH List is currently 15.

#### Mortgage Insurance and Lenders

- > The Managing Director has been working with Canada Mortgage and Housing Corporation (CMHC) and TD Bank to expand the number of working partners that finance and underwrite the purchase of a PAH leasehold property.

### **PAH Program - The Hector Rental**

**PAH List: 9**      5 x studio/1 bedroom      3 x 2 bedrooms      1 x 3 bedrooms

The Hector Occupancy Rate:

Jan	Feb	Mar	Apr	May	June	Jul	Aug	YTD Avg
98%	98%	97%	100%	98%	100%	100%	98%	99%

## **2. RESEARCH AND ADVICE**

- > CCHC is exploring options with the Town of Canmore with respect to utilizing visitor accommodation units to meet the demand for affordable rental housing.
- > CCHC sent a letter to Canadian Mortgage and Housing Corporation (CMHC) with respect to mortgage insurance practices and the impact on market and non-market housing in Canmore.

## **3. COMMUNICATION**

<b>2012 PAH Inquiries</b>											
	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>				
Rent	14	17	20	20	19	17	18				
Buy	9	9	10	11	23	11	14				
General/Other	1	0	1	1	0	0	0				
<b>Total</b>	<b>24</b>	<b>26</b>	<b>31</b>	<b>32</b>	<b>42</b>	<b>28</b>	<b>32</b>				
<b>2012 Website Visits</b>											
New Visitors	471	554	504	441	497	539	358				
Returning Visitors	492	411	545	519	622	359	429				
Views: Listings	333	352	353	238	305	227	236				
Views: Buy	154	182	113	113	118	75	91				
Views: Rent	228	295	127	270	265	209	220				
Views: Hector Rent at PEKA website	533	605	689	584	654	524	512				

## PERFORMANCE MEASURES

### PAH Program: Owned

1. Applications approved: Target: 20  
Approved YTD: 7 (35%) +1 applications from last report
2. Average # of days units held in inventory: comparison with previous years

2010	2011	2012
109 days	42 days	132 days

### PAH Program: Rental

1. Applications approved: Target: 45  
Approved YTD: 34 (76%) +8 applications from last report
2. Occupancy rate: Target: 95%  
YTD (average): 99%

**Customer Satisfaction Survey:** Target: less than 5% not satisfied  
*Reporting end of 2012*

Prepared by: Jennifer Bisley, Managing Director  
Prepared on: August 15, 2012

**MEETING DATE:** August 23, 2012

**SUBJECT/TOPIC:** **Appointment of Director**

**PURPOSE:** For decision

**ISSUE:** The Town of Canmore as Shareholder gave direction to appoint Town Councillor Sean Krausert to the CCHC Board.

**RECOMMENDATION:** That the CCHC Board appoint Sean Krausert to the CCHC Board in the vacant Director position.

**BACKGROUND**

In May 2012, John Borrowman stepped down from Town Council to run for Mayor. The CCHC Board of Directors as Council representative creating a casual vacancy on the Board.

Subsequent to the by-election Town Council directed that Councillor Sean Krausert was to fill that casual vacancy. This is within the authority of the Board of Directors to appoint Councillor Krausert as Director at a Board meeting in accordance with Article 33 of CCHC's Memorandum of Association, which states:

33. The Board of Directors shall have the power to appoint any other person to be a Director to fill a casual vacancy occurring in their number but so that the total number of Directors shall not at any time exceed the number prescribed by ordinary resolution of the Company, any Director so appointed shall only hold office for the balance of the replaced Director's term.

**DISCUSSION** None

**ATTACHMENTS:** None

**Prepared by:** Jennifer Bisley, Managing Director  
**Prepared on:** August 15, 2012

**MEETING DATE:** August 23, 2012

**SUBJECT/TOPIC:** **2012 CCHC Board Recruitment**

**PURPOSE:** For decision

**ISSUE:** To approve the 2012 CCHC Board Recruitment Procedures and appoint the Board Nomination Committee

**RECOMMENDATION:**

That the CCHC Board:

- 1) Adopt the 2012 CCHC Board Recruitment Procedures as presented; and
- 2) Appoint two (2) members and the Managing Director to the Board Nomination Committee

**BACKGROUND:**

Each year CCHC undertakes board recruitment and puts forward a recommended slate of directors for appointment by Town Council as shareholder. Proposed 2012 board recruitment procedures are attached for approval.

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**DISCUSSION:** none

**ATTACHMENTS:** 2012 CCHC Board Recruitment Procedures ÖÜÖV

**Prepared by:** Jennifer Bisley, Managing Director  
**Prepared on:** August 15, 2012



## 6b Attachment 2012 Board Recruitment Procedures

**Effective Date:** August 23, 2012  
**Adopted by CCHC Resolution:**

### **Appointment of Directors to the CCHC Board:**

As CCHC shareholders, Town Council appoints all Directors to the CCHC Board. This is usually done during the Town's annual organizational meeting in October at the same time that Council appoints nominees to all Town committees.

The number of Directors shall never be less than three (3) or more than nine (9). Typically, shareholders have appointed up to seven (7) public members and two (2) Council member representatives.

The Board is not intended to be representative of community organizations, clients and other stakeholders. Instead, it is an independent corporate board that governs and directs the organization. This requires very specific skills and knowledge related to CCHC and its activities. Accordingly, CCHC has its own recruitment process to identify and recommend public members for appointment.

### **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 an ad hoc committee 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. Once it has made its recommendation to the Board, the Committee is dissolved.

### **Board Member Requirements:**

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

Board members should also have relevant industry skills in land/residential development, real estate sales, property management, mortgage/banking, law, accounting, or business administration.

Board members should be ordinarily resident in Canmore.

Board members should be able to meet an estimated 8-10 hour monthly time commitment, which may take place during the day and/or evenings on regular business days:

- Monthly Board meetings (2-3 hours plus 1 hour preparation)
- Committee meetings (2-3 hours monthly/bi-monthly)
- Shareholder meetings (2-3 hours 2-3 times a year)
- community events (as needed and as available)
- planning sessions (up to one day annually if needed)

Board members must be aware that this is an unpaid volunteer position. The benefit to the member is the satisfaction of working toward improving the social well-being of the community and the opportunity to learn about housing issues and non-profit board management.

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. Board determines skills and/or industry sector representation required at August Board meeting.
2. Board establishes an ad hoc Nomination Committee of two Board members plus Managing Director to oversee Board recruitment efforts at August Board meeting.
3. Confirm which Directors plan to continue on the Board.
4. Broad advertising campaign 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
  - b) Website and email distribution lists
  - c) Board member promotion 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 20<sup>th</sup>, 2012.**



**SEPTEMBER:**

1. Following the application deadline, 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 scheduled for October 18, 2012.
2. CCHC Board makes recommendations to Town Council for its consideration and approval at the Town’s Organizational meeting (expected to be October 23). 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 typically 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:**

- Overview of CCHC organizational structure and guiding directives
- Description of CCHC strategies, projects and committees
- Description of skills required by the Board
- Overview of time requirements and confidentiality and conflict of interest expectations.

**Candidate Questions**

- What is your interest in community housing? Why do you want to be on this Board?
- What will your contribution be? Is there anything specific that you want to achieve?
- Are there any conflicts that you see between your life and CCHC?
- 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.