



**Board of Directors Meeting Agenda  
Classroom  
December 1, 2022  
3:00 p.m. – 5:00 p.m.**

**1. Consent Agenda**

Approval of December 1, 2022 Agenda  
Approval of the November 3, 2022 Board Meeting Minutes  
Management report

**Motion:** Move to accept the December 1, 2022 Consent Agenda as presented.

**2. Business Arising from Minutes**

**3. Reports:**

- a. CCH – 2022 transfers and reserve fund balances
- b. 2023 COLA Increase
- c. CCH – MD performance evaluation template – Opt Human
- d. CRPS - CCH residence program – confidential  
*Advice from officials & disclosure of information harmful to the business interests of the Town of Canmore*
- e. CCH Articles of Association -confidential  
*Advice from officials & disclosure of information that is an unreasonable invasion of a third party's personal privacy*

**4. New Business**

**5. Motion Resolution Action List**

All actions completed

**6. 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)*



# CANMORE COMMUNITY HOUSING

**Board of Directors Meeting Minutes  
The Classroom – Civic Centre  
November 3, 2022  
3:00 p.m. – 5:00 p.m.**

**Board Members in Attendance:** Rob Murray    Todd Kunst  
Jessie Fonseca    Jamie Findlay  
Sean Krausert    Tanya Foubert  
Wade Graham    Jeff Mah

**Board members Absent:** N/A

**Others in Attendance:** Dougal Forteath, CCH  
Whitney Smithers, ToC

Rob Murray called the meeting to order at 3:00pm

**1) Agenda Approval**

November 3 2022 Agenda

**Motion 2022.069 Moved by Jessie Fonseca to approve the November 3, 2022 Consent Agenda as presented. CARRIED**

**2) Business arising from Minutes  
N/A**

**3) a. CCH Board – officer appointments**

**Motion 2022.070 Moved by Sean Krausert that, effective November 3, 2022 the following CCH officer positions be appointed for a 1-year term expiring December 15, 2023 or until such time the Board completes its officer appointments for the 2023-2024 term: Rob Murray – Chairperson; Jessie Fonseca – Vice-Chairperson; Todd Kunst – Treasurer; and Tanya Foubert – Secretary,**

**CARRIED**

**b. Peaks Estates -CCH Vital Homes eligible units**

**Motion 2022.071 Moved by Tanya Foubert that the board approve sending the attached letter, under the board chairperson's signature, to boardwalk's Community Director and cc'in the Residential Tenancy Act.**

**CARRIED**

**Motion 2022.072 Moved by Sean Krausert than accompanying the cc'ed letter (2022.070) a cover letter to the Residential Tenancy Act requesting that the practice of requiring additional months pre-payment of rent, over and above first month and security deposit, be prohibited.**

**CARRIED**

**Motion 2022.073 Moved by Rob Murray to go in-camera at 3:28pm as the Board is reviewing proposals with costs to facilitate the strategy session, disclosure of this information would be harmful to the business interests of the proponent. CARRIED**

**c. Board Strategy session -confidential**

**Motion 2022.074 Moved by Todd Kunst to come out of camera at 3:48pm CARRIED**

**Motion 2022.075 Moved by Jamie Findlay to proceed with the Whistler Centre for Sustainability proposal to complete the bold community housing approaches workshop. CARRIED**

**d. CCH audit – Avail audit proposal**

**Motion 2022.077 Moved by Todd Kunst The Board accept Avail CPA’s audit proposal and confirm Avail as CCH’s auditor for fiscal year 2022 and 2023. CARRIED**

**Motion 2022.078 Moved by Tanya Foubert to go in-camera at 3:55pm as the Board is receiving advice from officials specific to policy programming not yet approved by the Board, and by extension not yet in the public realm. CARRIED**

**e. Vital Homes homeownership program – confidential**

**Motion 2022.079 Moved by Jeff Mah to come out of camera at 4:35pm CARRIED**

**Motion 2022.080 Moved by Tanya Foubert that the Vital Homes homeownership program be amended by eliminating the asset test requirement, increasing the income threshold to \$250,000 effective January 1, 2023, and then adjust the income threshold annually to inflation year over year until the next federal census (2026) data is available. CARRIED**

**Motion 2022.081 Moved by Sean Krausert that recommendations 2&3 be postponed to the December 1, 2022 meeting agenda until the board is updated about the municipal reserve designation on Lot 28. CARRIED**

**4) New Business**  
N/A

**5) Motion resolution Action list**  
No action required

**6) Meeting Adjournment**

**Motion 2022.082 Moved by Wade Graham to adjourn the meeting at 4:57 p.m. CARRIED**

---

Managing Director

---

Chair



# CANMORE COMMUNITY HOUSING

**DATE OF MEETING:** December 1, 2022 **Consent Agenda**

**SUBJECT:** Management Report

**RECOMMENDATION:** For information

## EXECUTIVE SUMMARY

### 1.0 OPERATIONS UPDATE

October 2022

CCH OPERATIONS REPORT														
October 2022														
	Matching Down Deposit Program (MDDP)		Accessory Dwelling Grant Program (ADGP)		OWN Program		RENT Program							
Wait List:	12	+2 over last month	1	no change from last month	106	+2 over last month	78			-1 from last month				
Applications YTD:	11	+1 over last month	2	no change from last month	51	+8 over last month -1 from STLY	115			+11 over last month +24 over STLY				
Number of Applicants: Funding Presently Committed	10: \$250,000		1: \$20,000											
Funds Advanced to Date / Total Allocated to Program	\$167,053	\$360,000	\$60,000	\$100,000										
Applications Received/Processed 2021:	8		2		59		106							
Inquiries YTD:	4	0 over last month -6 from STLY	6	+2 over last month +2 over STLY	174	+29 over last month +47 over STLY	194			+22 over last month +67 over STLY				
Inquiries 2021:	10 Total		3 Total		152 Total		148 Total							
Current Occupancy:							98%	Hector	98%	McArthur	90%	Wolf Willow	100%	NLCC
Total Vital Home Units:					156	No units for sale in October	60		48		10		1	
Turnover YTD:					11%	17	15%	9	25%	12	30%	3	0%	0
Turnover 2021:					16%	23 sales (23/144)	13%	8 Units (8/60)	31%	15 units (15/48)	31%	4 Units (6/13)	0%	0
↑ Above numbers updated as of October 31, 2022 ↑														

### 2.0 CCH Vital Homes Sales –November 2022

**Sold:**

201 125F Dyrgas Lane (Wolf Willow) 3-bedroom, possession November 15, 2022

108-1735 11<sup>th</sup> Avenue (Hawks Bend) 3-bedroom, possession November 4, 2022



**Conditionally Sold:**

N/A

**Current listings/showings:**

N/A

**3.0 CCH Job posting**

CCH is pleased to advise that we have hired JaNae Sheppard to fill the role of customer service accounts receivable/payable administrator. JaNae currently works for the Alpine Club of Canada and previously worked at the Town of Canmore as the tax and utility assistant in the Town's finance department. JaNae will begin working with CCH January 3<sup>rd</sup>, 2022.

**4.0 CCH Bold Housing Strategies session**

The private session is scheduled for Wednesday December 14 from 6pm-10pm.

**5.0 Town of Canmore**

Whitney Smithers will provide a verbal update as to what, if any, market or affordable housing initiatives the Town is aware of that CCH should also be made aware of.

**Prepared by:** Dougal Forteath, Managing Director

**Prepared on:** November 28, 2022



DATE OF MEETING:

December 1, 2022

Agenda Item: 3a

SUBJECT: CCH 2022 transfers and reserve fund balances

RECOMMENDATION: The Board approve the following:

- 1) Transfer \$65,887.90 from The Hector account to The Hector reserve by December 31, 2022.
- 2) Transfer \$61,640 from The McArthur Place account to the McArthur Place reserve by December 31, 2022.
- 3) Transfer \$81,000 from the operating reserve to the Special initiatives reserve by December 31, 2022.
- 4) CCH make a one -time \$100,000 payment, from the McArthur Place operating account, against the loan principal on the McArthur Place mortgage loan by December 31, 2022.

EXECUTIVE SUMMARY:

- The above recommendations are required so that CCH administration can demonstrate to the Auditor these transfers were made with the board's approval.

#### Restricted Reserve accounts

**Hector Replacement Reserve Fund:** funds held in accordance with replacement reserve fund study. The 2022 budgeted contribution is \$99,400, in 2022 CCH expensed \$33,522.10 from our Hector operating account for capital work (2 boilers), therefore it is recommended a net amount of \$65,877.90 (\$99,400 - \$33,522.10) be transferred to the reserve account by December 31, 2022. The \$65,877.90 contribution will bring the balance of the Hector reserve fund account to \$668,598.90; the replacement reserve fund study indicates there should be \$431,660.

Notwithstanding the above, once year-end expenses/invoicing have been received/paid CCH administration projects surpluses in the Hector operating account and will return to the board in 2023 with a recommendation for consideration as to how these funds should be used.

**McArthur Place Reserve Fund:** funds held in accordance with replacement reserve fund study. The 2022 budgeted contribution is \$68,000, in 2022 CCH expensed \$6,360 from our McArthur Place operating account for capital work (retaining wall repair), therefore it is recommended a net amount of \$61,640 (\$68,000 - \$6,360) be transferred to the reserve account by December 31, 2022. The \$61,640 contribution will bring the balance of the McArthur Place reserve fund balance to \$311,482; the replacement reserve fund study indicates there should be \$126,072.

Notwithstanding the above, once year-end expenses/invoicing have been received/paid CCH administration projects surpluses in the McArthur Place operating account and will return to the board in 2023 with a recommendation for consideration as to how these funds should be used.

**Capital reserve:** funds used to offset (upfront) costs associated with work that will be capitalized with development costs and to cover GST (when necessary) on development costs as invoiced. The Capital reserve balance will be \$426,000 December 31, 2022.



**Special Initiative Reserve:** established in 2021, this reserve currently has a balance of \$372,000 which would increase to \$453,000 December 31, 2022 if the board approves CCH administration's transfer of \$81,000 recommendation. The current \$372,000 includes \$100,000 for rent stabilization initiatives if/when required, \$100,000 for master planning of the lands CCH holds on Palliser Trail, \$100,000 for initiatives/strategies CCH may wish to take related to identifying gaps in Canmore's housing market, and \$72,000 for future special initiatives.

**Unrestricted reserve accounts**

**Operating reserve:** Projected to be \$331,000 December 31, 2022. CCHC has a Cash Management Policy which stipulates that CCHC should have no less than 25%, or more than 50%, of its annual operating expenditures in the operating reserve. Using the 2023 approved operating budget amount of \$490,000 (\$450,000 Vital Homes Mill rate +\$40,000 CCH operating reserves), the upper threshold for the operating reserve would be \$245,000. CCH administration is recommending \$81,000 be transferred from the operating reserve to the special initiatives reserve, this would allow CCH to remain within policy by having \$245,000 in the operating reserve and keeping the balance of the funds (\$5,000) in our operating account to offset early January expenses.

**Program reserve:** Projected to be \$1,111,809 December 31, 2022. These funds are available to the board for future programs/programming initiated by way of Board motion.

**McArthur Place Loan**

The McArthur Place mortgage (2021: BMO) allows CCH to prepay (when not in default) an amount of principal up to 10% of the original loan amount once every calendar year. Administration is recommending a total of \$100,000 be paid towards the loan principal December 31 2022 (2021: \$150,000 paid against principal (Most Funding \$44,000/\$106,000 McArthur Place operating account)

**FINANCIAL IMPACTS:** The financial impact of using excess funds to pay down long- term debt would be that there would not be as much interest earned in those accounts from which the funds have been drawn in the following year. Therefore the amount budgeted in the following fiscal year may not be realized.

**ATTACHMENTS:** N/A  
**Prepared by:** Dougal Forteach, Managing Director  
**Prepared on:** November 28, 2022



Short Term Interest Rate (Years 1-5): 1.50%

Long Term Interest Rate: 2.50%

Inflation Rate: 3.25%

**The Hector - Low-Rise Buildings-0814538, Lot 5, Block 5**  
**25 Year - Reserve Fund Horizon Schedule**

	Year Beginning	Opening Balance	Reserve Contributions	Special Assessments & Additional Allocations	Estimated Interest	Estimated Expenses	Closing Balance	Year End
1	01-Jan-18	\$260,818	\$52,038	\$0	\$3,912	\$43,150	\$273,618	31-Dec-18
2	01-Jan-19	\$273,618	\$57,700	\$0	\$4,104	\$69,916	\$265,506	31-Dec-19
3	01-Jan-20	\$265,506	\$64,000	\$0	\$3,983	\$43,665	\$289,824	31-Dec-20
4	01-Jan-21	\$289,824	\$71,000	\$0	\$4,347	\$17,750	\$347,421	31-Dec-21
5	01-Jan-22	\$347,421	\$99,400	\$0	\$5,211	\$20,372	\$431,660	31-Dec-22
6	01-Jan-23	\$431,660	\$109,800	\$0	\$10,792	\$34,450	\$517,802	31-Dec-23
7	01-Jan-24	\$517,802	\$121,300	\$0	\$12,945	\$153,435	\$498,612	31-Dec-24
8	01-Jan-25	\$498,612	\$134,000	\$0	\$12,465	\$206,536	\$438,541	31-Dec-25
9	01-Jan-26	\$438,541	\$148,100	\$0	\$10,964	\$131,100	\$466,505	31-Dec-26
10	01-Jan-27	\$466,505	\$163,700	\$0	\$11,663	\$139,180	\$502,688	31-Dec-27
11	01-Jan-28	\$502,688	\$170,200	\$0	\$12,567	\$135,850	\$549,605	31-Dec-28
12	01-Jan-29	\$549,605	\$177,000	\$0	\$13,740	\$444,143	\$296,202	31-Dec-29
13	01-Jan-30	\$296,202	\$184,100	\$0	\$7,405	\$95,834	\$391,873	31-Dec-30
14	01-Jan-31	\$391,873	\$191,500	\$0	\$9,797	\$26,618	\$566,552	31-Dec-31
15	01-Jan-32	\$566,552	\$199,200	\$0	\$14,164	\$61,632	\$718,284	31-Dec-32
16	01-Jan-33	\$718,284	\$205,200	\$0	\$17,957	\$192,000	\$749,441	31-Dec-33
17	01-Jan-34	\$749,441	\$211,400	\$0	\$18,736	\$595,808	\$383,769	31-Dec-34
18	01-Jan-35	\$383,769	\$217,700	\$0	\$9,594	\$116,335	\$494,728	31-Dec-35
19	01-Jan-36	\$494,728	\$224,200	\$0	\$12,368	\$82,550	\$648,746	31-Dec-36
20	01-Jan-37	\$648,746	\$230,900	\$0	\$16,219	\$245,556	\$650,309	31-Dec-37
21	01-Jan-38	\$650,309	\$237,800	\$0	\$16,258	\$156,900	\$747,467	31-Dec-38
22	01-Jan-39	\$747,467	\$244,900	\$0	\$18,687	\$516,791	\$494,263	31-Dec-39
23	01-Jan-40	\$494,263	\$252,200	\$0	\$12,357	\$349,404	\$409,416	31-Dec-40
24	01-Jan-41	\$409,416	\$259,800	\$0	\$10,235	\$326,375	\$353,076	31-Dec-41
25	01-Jan-42	\$353,076	\$267,600	\$0	\$8,827	\$251,391	\$378,112	31-Dec-42





Short Term Interest Rate (Years 1-5): 1.00%

Long Term Interest Rate: 3.00%

Inflation Rate: 3.25%

**McArthur Place - Apartment-NA  
25 Years - Reserve Fund Horizon Schedule**

Year Beginning	Opening Balance	Reserve Contributions	Special Assessments & Additional Allocations	Estimated Interest	Estimated Expenses	Closing Balance	Year End
1 01-Jan-18	\$44,040	\$16,837	\$0	\$440	\$16,000	\$45,317	31-Dec-18
2 01-Jan-19	\$45,317	\$25,000	\$0	\$453	\$49,550	\$21,220	31-Dec-19
3 01-Jan-20	\$21,220	\$50,000	\$0	\$212	\$10,504	\$60,928	31-Dec-20
4 01-Jan-21	\$60,928	\$50,000	\$0	\$609	\$0	\$111,537	31-Dec-21
5 01-Jan-22	\$111,537	\$68,000	\$0	\$1,115	\$54,580	\$126,072	31-Dec-22
6 01-Jan-23	\$126,072	\$80,200	\$0	\$3,782	\$33,573	\$176,481	31-Dec-23
7 01-Jan-24	\$176,481	\$94,600	\$0	\$5,294	\$25,306	\$251,069	31-Dec-24
8 01-Jan-25	\$251,069	\$111,600	\$0	\$7,532	\$40,400	\$329,801	31-Dec-25
9 01-Jan-26	\$329,801	\$131,700	\$0	\$9,894	\$88,200	\$383,195	31-Dec-26
10 01-Jan-27	\$383,195	\$155,400	\$0	\$11,496	\$29,231	\$520,860	31-Dec-27
11 01-Jan-28	\$520,860	\$162,000	\$0	\$15,626	\$205,121	\$493,365	31-Dec-28
12 01-Jan-29	\$493,365	\$168,900	\$0	\$14,801	\$75,650	\$601,416	31-Dec-29
13 01-Jan-30	\$601,416	\$176,100	\$0	\$18,042	\$33,062	\$762,496	31-Dec-30
14 01-Jan-31	\$762,496	\$183,600	\$0	\$22,875	\$271,754	\$697,217	31-Dec-31
15 01-Jan-32	\$697,217	\$191,400	\$0	\$20,917	\$88,841	\$820,693	31-Dec-32
16 01-Jan-33	\$820,693	\$197,100	\$0	\$24,621	\$72,300	\$970,114	31-Dec-33
17 01-Jan-34	\$970,114	\$203,000	\$0	\$29,103	\$136,292	\$1,065,925	31-Dec-34
18 01-Jan-35	\$1,065,925	\$209,100	\$0	\$31,978	\$40,900	\$1,266,103	31-Dec-35
19 01-Jan-36	\$1,266,103	\$215,400	\$0	\$37,983	\$462,496	\$1,056,990	31-Dec-36
20 01-Jan-37	\$1,056,990	\$221,900	\$0	\$31,710	\$52,738	\$1,257,862	31-Dec-37
21 01-Jan-38	\$1,257,862	\$228,600	\$0	\$37,736	\$11,850	\$1,512,348	31-Dec-38
22 01-Jan-39	\$1,512,348	\$235,500	\$0	\$45,370	\$101,350	\$1,691,868	31-Dec-39
23 01-Jan-40	\$1,691,868	\$242,600	\$0	\$50,756	\$379,567	\$1,605,657	31-Dec-40
24 01-Jan-41	\$1,605,657	\$249,900	\$0	\$48,170	\$650,515	\$1,253,212	31-Dec-41
25 01-Jan-42	\$1,253,212	\$257,400	\$0	\$37,596	\$154,274	\$1,393,934	31-Dec-42



**DATE OF MEETING:**

**December 1, 2022**

**Agenda Item: 3b**

**SUBJECT: CCH 2023 COLA Increase**

**RECOMMENDATION: The Board direct the same cost of living increase approved through the Town of Canmore's budget approval process be applied to CCH's employee remuneration in 2023.**

**EXECUTIVE SUMMARY:**

- CCH applies the Town of Canmore COLA increase to the annual wages of CCH's employees.
- Town of Canmore administration has proposed a 5.9% COLA increase to 2023 wages.
- Town of Canmore Council will be entering budget deliberations/discussions in December and it is not anticipated direction with respect to COLA will be made until the mid to latter part of the month.
- CCH administration will need to apply a COLA increase to wages prior to the first pay period of 2023 and is therefore seeking direction to follow the Town of Canmore approved rate increase to be able to apply the same to the 2023 pay period 1.

**FINANCIAL IMPACTS:** Should Council approve a 5.9% COLA increase , and CCH's board direct CCH follow suit, this would create ~\$7,635 shortfall over what CCH had budgeted for 2023 salaries and benefits (\$423,000). These funds would be sourced from CCH's 2023 operating budget or reserves (if necessary).

**ATTACHMENTS:**

N/A

**Prepared by:**

Dougal Forteath, Managing Director

**Prepared on:**

November 28, 2022



**DATE OF MEETING:**

**December 1, 2022**

**Agenda Item: 3c**

**SUBJECT: CCH – MD performance evaluation template – Opt Human**

**RECOMMENDATION: For information**

**EXECUTIVE SUMMARY:**

- The attached draft performance evaluation template has been provided by CCH’s consultant (Opt Human) for the board’s consideration. If approved, this would be the template used for the managing director’s performance evaluation on a go forward basis.
- At its August 4<sup>th</sup> board meeting the board moved that CCH seek a contractor to manage HR related matters for the MD, specifically annual performance review, performance remuneration process, and MD contact management (storage). Opt Human was selected to complete this work.
- The contract and corresponding work with Opt Human is being managed by Director Todd Kunst who kindly asks that board member’s provide him their feedback with respect to the proposed performance evaluation template by Friday December 9<sup>th</sup>.

**DISCUSSION:**

CCH’s board felt it would be advantageous to seek professional help with respect to completing the performance evaluation and other HR related matters related to the managing director position, this work is to include updating the performance evaluation template that will be used moving forward. The services that Opt Human is providing also include a “mini-360” whereby the managing director’s direct reports have been asked for feedback based on performance evaluation criteria created by Opt Human.

Once the board evaluation template has been agreed to, Director Kunst’s intent is to forward the same to the board members who served from January 1 through October 31, 2022 for comment. It is understood Opt Human would like that process to be complete by mid-December, 2022.

**FINANCIAL IMPACTS:** The funds to offset the contract with Opt Human will be sourced from CCH’s operating reserve.

**ATTACHMENTS:** Performance evaluation template  
**Prepared by:** Dougal Forteach, Managing Director  
**Prepared on:** November 28, 2022



## Managing Director Performance Evaluation

The purpose of this evaluation is to:

- review the accomplishments for the review period
- provide the Managing Director with timely feedback about how well they are meeting performance expectations, and
- to set objectives for the next review period

The process contains four stages:

1. Managing Director pre-work – reflection and initial goal setting
2. Board Member's Evaluation
3. Summary of Board Member's Feedback provision
4. Managing Director's review, goal setting, and commitments

The Board Member's Evaluation consists of three sections:

- Section I – consists of questions to consider their alignment with the Values and Mission of CCH
- Section II – is an opportunity to rate 10 competencies and provide specific feedback for areas of opportunity, if applicable. This is intended to identify areas of strength and to aid in their focussed development.
- Section III – provides an area to assess progress on the specific objectives and priorities for the role during the rating period.

As you reflect on the incumbent's performance, consider the full rating period. If there are any outstanding moments, comment on them and the impact. Unless the outstanding moments are impactful, avoid those isolated incidents of heavily weighing the overall feedback

In your comments, include information about examples of appreciated behaviours and accomplishments and, for any identified gaps, provide specific feedback about what the expected behaviour or performance requires.

**STEP 1**

**Managing Director Pre-work – Provided to the Board**

1. What do you consider to be your most important achievements of the past year?

2. What sort of professional development opportunities would benefit you in the next year?

3. What primary goals or projects have you outlined for the next year?

4. How can the Board support you in the attainment of these objectives?

Submitted on:

**STEP 2**  
**Evaluation Form – to be completed by Board Members**

<b>Managing Director Name:</b>	<b>Rating period:</b>	<b>Evaluation Date:</b>
--------------------------------	-----------------------	-------------------------

**Section I - Values & Mission:**

1. How does the Managing Director demonstrate alignment with the Values of *Leadership, Connectedness, Integrity, Accountability*?

How does the MD exemplify the CCH Mission? *To bridge the gap in Canmore between social housing and market housing through long-term housing options for Canmore’s resident workers.*

**Section II - Competencies**

	<u>Competency</u>	<u>Rating 1-10</u>	<u>Competency</u>	<u>Rating 1-10</u>
<i>Rate each on a scale of 1-10 where 5 is average and 10 is the best performance you would expect.</i>	Business alignment		Integrity	
	Strategic/visionary		Communication	
	Outcomes oriented		Problem solving	
	Political savvy		Leadership courage	
	EQ/Emotional Intelligence		Client service	

*For lower-rated competencies, provide specific feedback for improvement:*

**Section III - Business Plan Priorities:**

<b>Priorities for the rating period:</b>	<i>For each priority, consider the incumbent’s progression toward it, based on established expectations and the circumstances during the rating period.</i>		
<i>Insert or copy ✓</i>	Performance and leadership qualities <b>meet some</b> expectations	Performance and leadership qualities <b>meet</b> expectations <b>most of the time</b>	Performance and leadership qualities <b>exceed</b> expectations at least <b>sometimes</b>
Complete Raven’s Ridge development			
Review VHP program criteria			

CCH Housing action plan			
Palliser Lands Master Planning			
Wolf Willow Condominium (gradual disposal)			
Investigate Social Media options			
Matching Down Deposit program & Accessory Dwelling grant program			
Determine Future projects			
Partnership opportunities			
Maintain full capacity of existing VHP rental and homeownership program			

Comments:

**What else would you like the Managing Director to know?** *(Opportunity for candid, quoted feedback)*

**Are there any specific goals you have for the Managing Director over the next year?**

**Considering the MD's performance, I recommend the Merit Bonus payment** (underline or highlight one)    ✓    ✗

**Reviewer Signature:**

**STEP 3**

**Summary of Board Member Evaluations (from Step 2) - provided to the Managing Director**

<b>Managing Director Name:</b>	<b>Rating period:</b>	<b>Evaluation Date:</b>
--------------------------------	-----------------------	-------------------------

**Section I - Values & Mission:**

1. How does the Managing Director demonstrate alignment with the Values of *Leadership, Connectedness, Integrity, Accountability*?  
*Summary themes -*

2. How does the MD exemplify the CCH Mission? *To bridge the gap in Canmore between social housing and market housing through long-term housing options for Canmore's resident workers.*  
*Summary themes -*

**Section II - Competencies**

<i>5 is considered average and 10 is the best performance they could imagine.</i>	<u>Competency</u>	<u>Avg. Rating 1-10</u>	<u>Competency</u>	<u>Avg. Rating 1-10</u>
	<i>Business alignment</i>		<i>Integrity</i>	
	<i>Strategic/visionary</i>		<i>Communication</i>	
	<i>Outcomes oriented</i>		<i>Problem solving</i>	
	<i>Political savvy</i>		<i>Leadership courage</i>	
	<i>EQ/Emotional Intelligence</i>		<i>Client service</i>	

Summary of opportunities for further development with specific feedback:

**Section III - Business Priorities:**

<b>Priorities for the rating period:</b>	<i>For each priority, the Board considered your team's progression toward it, based on their expectations and the circumstances presented during the rating period.</i>		
<i>Avg. Board Rating</i>	Performance and leadership qualities <b>meet some</b> expectations	Performance and leadership qualities <b>meet</b> expectations <b>most of the time</b>	Performance and leadership qualities <b>exceed</b> expectations at least <b>sometimes</b>



Complete Raven's Ridge development			
Review VHP program criteria			
CCH Housing action plan			
Palliser Lands Master Planning			
Wolf Willow Condominium (gradual disposal)			
Investigate Social Media options			
Matching Down Deposit program & Accessory Dwelling grant program			
Determine Future projects			
Partnership opportunities			
Maintain full capacity of existing VHP rental and homeownership program			
Summary themes:			
<b>What else the Board wanted you to know:</b>			
<b>Board suggested goals to integrate with your own:</b>			
<b>The Board has/ has not approved payment of the Merit Bonus payment.</b>			

**STEP 4**

**Managing Director Review, Goal Setting, and Commitments**

As a result of the feedback provided, I have prioritized my top 3 goals/projects for the next year, as follows:

1.

2.

3.

As a result of the feedback provided, I plan to participate in the following professional development:

As a result of the feedback provided, I plan to focus my personal development in the following areas:

1.

2.

Managing Director Signature:

Date:

Chairperson Signature:

Date: