

CHC Summary of Governance Structure, Succession Planning and Recruitment Process

Calgary Housing Company is a wholly-owned subsidiary of The City of Calgary. In the spring of 2015, Calgary Housing became a business unit within Community Services department. CHC's Board composition is as follows:

- Composition:**
- Up to 3, but no less than 2 Members of Council
 - 6 to 8 Citizen Representatives
 - 1 Director, Calgary Neighbourhoods (or successor business unit of The City)
 - 1 City Treasurer or appointed representative of the Treasurer's office

CHC has four committees each having a specific mandate and oversight responsibility.

AUDIT AND RISK MANAGEMENT COMMITTEE

MANDATE

To assist the Board in fulfilling its oversight responsibilities by:

- Reviewing financial information that will be provided to the shareholder and to the public;
- Maintaining the systems of internal controls that the President and the Corporate Finance & Risk Officer (CFRO) have established; and
- Facilitating the audit process

To oversee the development, implementation and monitoring of appropriate corporate risk strategies relative to legislative compliance, legal/statutory and business requirements.

GOVERNMENT RELATIONS TASK FORCE

MANDATE

- Seeks to develop appropriate external relationships with the major stakeholders of Calgary Housing Company, including the federal, provincial and municipal governments;
- Establishes the strategic goals for maintaining and advancing Calgary Housing Company's relationships with the three orders of government; and
- Establishes the strategic goals that guide Calgary Housing Company's advocacy and government relations activity.

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DEVELOPMENT AND ASSET MANAGEMENT COMMITTEE

MANDATE

- Guides the creation of Calgary Housing Real Estate Strategy;
- Reviews and approves the Asset Management Plans; and
- Reviews and approves properties to be acquired, disposed of, or re-developed.

GOVERNANCE COMMITTEE

MANDATE

- Reviews the roles of the directors and officers of the corporation and their accountability to the Board;
- Reviews and recommends changes to ensure ongoing good governance practices;
- Develops and monitors Board development plans including educational and informational opportunities for the Board;
- Develops the succession plan for future Board appointments and ensures through appropriate Board activities that the Board operates in a harmonious fashion; and
- Responsible for governance documents and setting agenda for AGM and annual strategic planning retreat.

SUCCESSION PLANNING AND RECRUITMENT PROCESS

Succession planning and recruitment is led by the Board's Governance Committee. The process responds to the number and type of vacancies becoming open.

PROCESS FOR RECRUITMENT OF TENANT, CITIZEN AND OTHER REPRESENTATIVES

When recruiting for citizen representatives or multiple positions, the following process is used:

- Complete a skills matrix to identify gaps in skills/qualifications required;
- Determine the selection panel and whether an external recruitment consultant is required (an external recruitment firm was utilized for the 2018 and 2019 recruitment);
- Develop the tools and timelines (posting, selection criteria, interview questions, etc.);
- Publicize the opportunity;
- Vet the applications and conduct interview; and

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- Bring forward a slate of recommendations at the Annual Shareholder Meeting.