

2015 ONPHA Conference & Trade Show



Session #409:
Board governance: The big 4

Presented by Michelle Coombs (ONPHA)

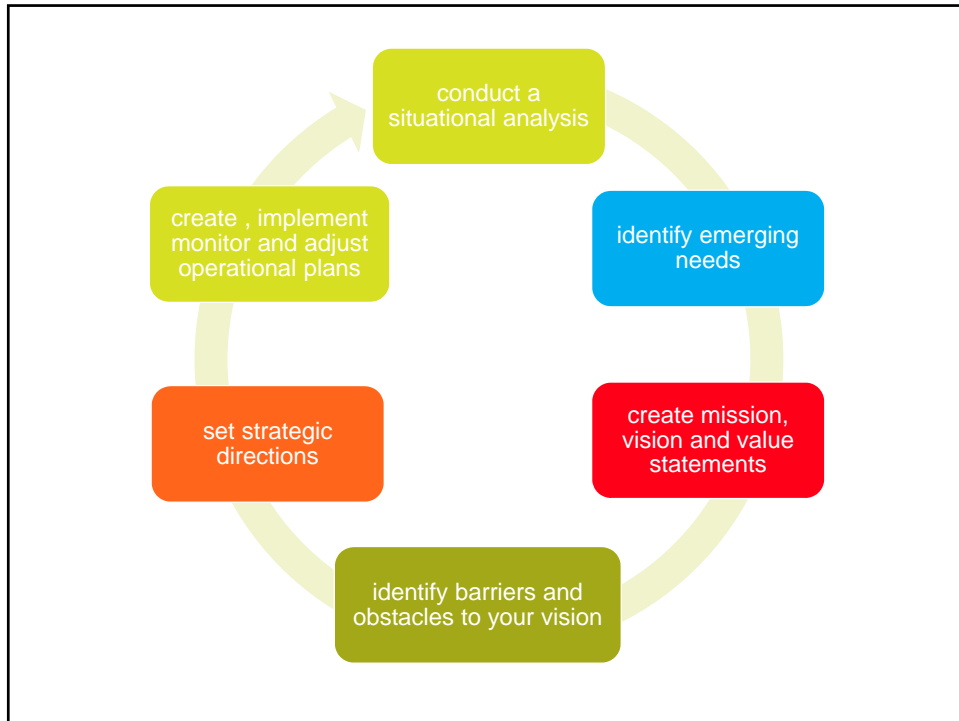


The Big Four.



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What's going on **now**?

Analysis Tools

- operational review feedback
- up-to-date financial statements and auditor's management letter
- previous strategic plan
- Building Condition Assessment, Energy Audits, Reserve Fund Forecast
- Annual Information Returns and other reports
- results of governance audit
- trends in unit turnover, market rents (if applicable), vacancy loss, arrears and bad debt
- tenant satisfaction information
- community reports and local housing plans

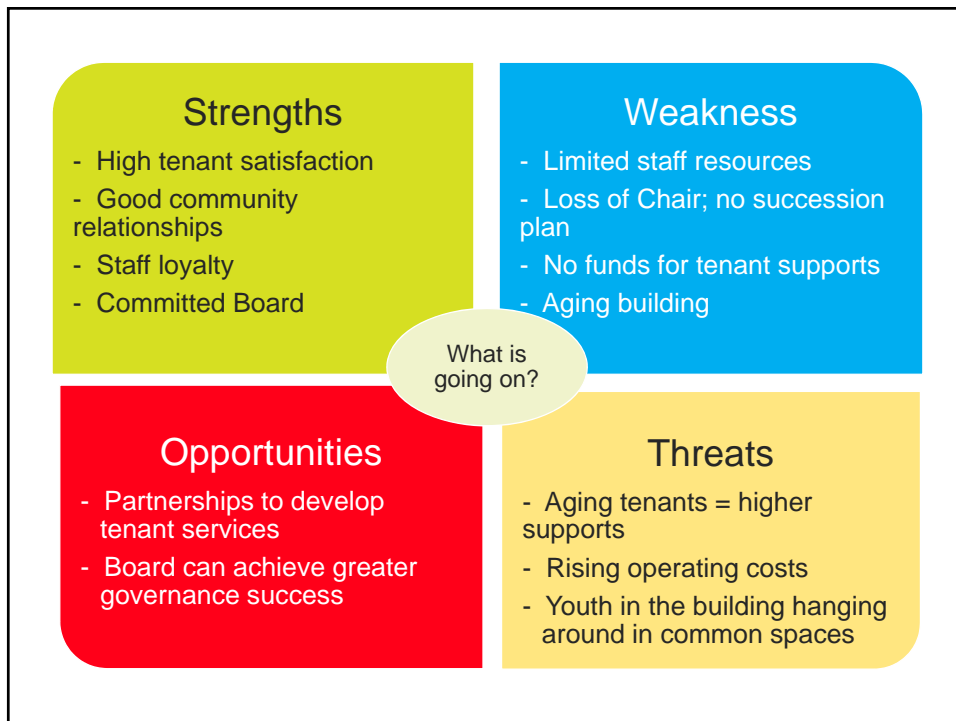


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Strategic information	Concerns/successes / heads-up etc.
legislative changes	
operational review feedback	
up-to-date financial statements and auditor's management letter	
previous strategic plans	
Building Condition Assessment, energy audits, reserve fund forecast	
Annual Information Returns and other funder reports	
results of governance audit	
trends in unit turnover, market rents (if applicable), vacancy loss, arrears and bad debt	
tenant satisfaction information	
information from the community / local housing plans	

What's coming in the future?



Where do you want to
be?

Mission

Your Mission statement captures your purpose and reason for existence.

- It identifies what you do to meet a community need
- It articulates the soul or essence of your organization

Vision

Your vision statement describes what your organization wants to achieve, create or become

- it is a statement about the aspirations for your organization
- it should reflect an inspiring new reality



Strategic directions

- 1 Develop community partnerships to provide programs for our young tenants
- 2 Identify community resources for senior tenants
- 3 Raise level of governance to meet legal responsibilities and demonstrate best practices



Strategic directions

- Information for senior staff to use to create business or operational plans
- Bring your planning work to life



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What's in your **way**?



Strategic Direction: Raise our level of governance to meet our legal responsibilities and demonstrate best practices in the sector

Goals Year 1

1. Have comprehensive set of board approved policies and procedures in place
2. Approve board committee structure
3. Create reports to the board that give information on key performance indicators to facilitate good decision making and priority setting

Goals Year 2

1. Implement new board structure
1. Create and implement comprehensive succession process for both directors and senior staff

Goals Year 3

1. Plan and execute a strategic planning process

Year 1 Detail				
Activity	Resources	Reporting	Timeline/ Due date	Monitoring
Strike working group of the board and staff to scan existing policies and procedures (including committee structures) for legal compliance and suitability; identify gaps; draft policies for full-board approval	ONPHA policy handbooks, working group	Brief written report in board package on status of current P and P	October 2012 monthly meeting	Brief monthly update added to board meeting agenda template
		Draft P and P to full board for review and discussion	Feb. 2013 monthly meeting	
		Final drafts for approval in board package	May 2013 monthly meeting	

Policies and procedures

- Know what policies are required
- Schedule reviews
- Pay attention to changes in legislation

Policies and procedures

- Require senior staff to create operational procedures
- Require staff training on policies and procedures



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Roles and responsibilities

Create, review and refresh clear, concise list of roles and responsibilities that are action oriented and measurable

- Directors/Executive/Treasurer/Committee Chairs
- Senior staff
 - Bookkeeper
 - Support staff
 - Maintenance staff



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Demonstrate good behaviour

- Be respectful when communicating with staff and each other
- Run clear, efficient, professional meetings
- Be on time, follow through with your actions
- Plan for succession, orient new board members



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Manage Finances

Understand your funding model

- Who subsidizes your organization?
- Are your expenses “benchmarked”
- What happens if you have a surplus/deficit?
- Do you have “non-shelter” revenue and expenses?
- Are there constraints on what you can charge if you have market units?



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Carefully review financial statements

- Income statements
- Balance sheet
- Capital report
- Arrears report
- Vacancy report



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Monitor Operations

Review non-financial indicators

Issue	What to look for	Where to look	What the standard is
tenant complaints	no complaints	letters, calls, e-mails to the board	process should be in place to deal with and respond to tenant complaints
tenant exit interviews	reasons for leaving that are connected with the management of the housing and can be corrected	manager's report	summary of reasons should be included in manager's report as information may be critical to management decisions
staff grievances	whether working conditions or relationships need to be improved	reports from manager or staff liaison on the Board	report should indicate how grievance is being dealt with



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Review non-financial indicators

Issue	What to look for	Where to look	What the standard is
turnaround time on maintenance requests	whether maintenance administrative systems are efficient	manager's report	three-day turnaround with proper communication to the tenant is considered good
equipment (heat, hot water, hydro, downtime)	whether preventive maintenance program is effective	manager's report	as close to zero as possible is the goal



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Sign off on internal controls

- Check signing
- Bank deposits
- Records management
- Keys



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Performance reviews

- Scheduled reviews with staff/property manager
- Ensure senior staff review performance of other staff
- Scheduled “governance audit”



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Questions?



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Thank you!

