

2016 ONPHA Conference and Trade Show

201

Good governance: How to effectively lead a non-profit

PRESENTED BY: Isaac Coplan, Coordinator, Education, ONPHA

ONPhA



Today's Session

- The Big 4
- Policies and Procedures
- Managing Finances
- Monitoring Operations
- Final Questions



What is governance?

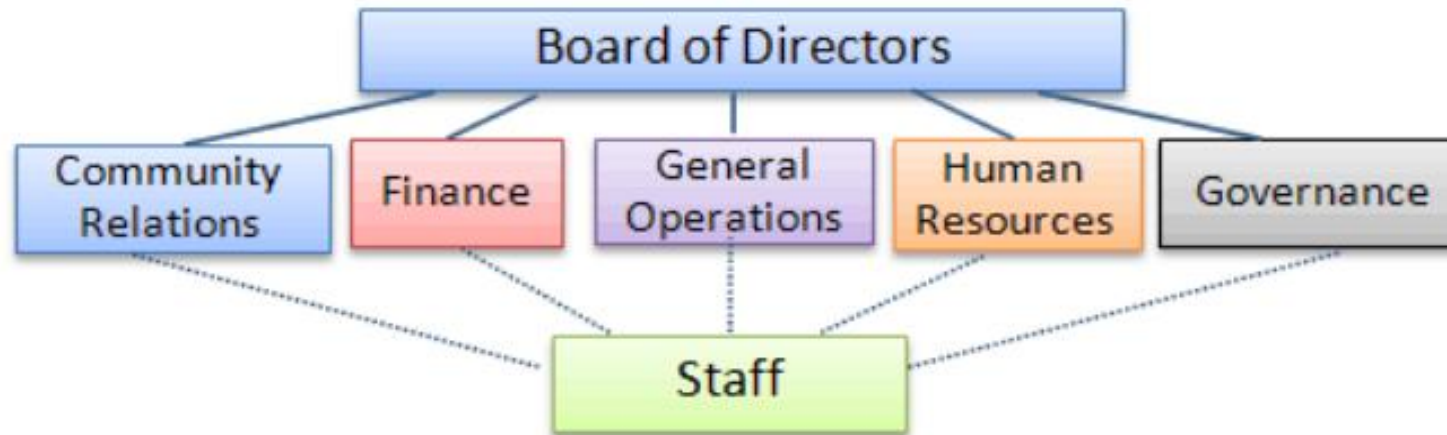
What is governance?

- Decision making
- Fiduciary responsibilities
- Public trust & Accountability



Types of boards

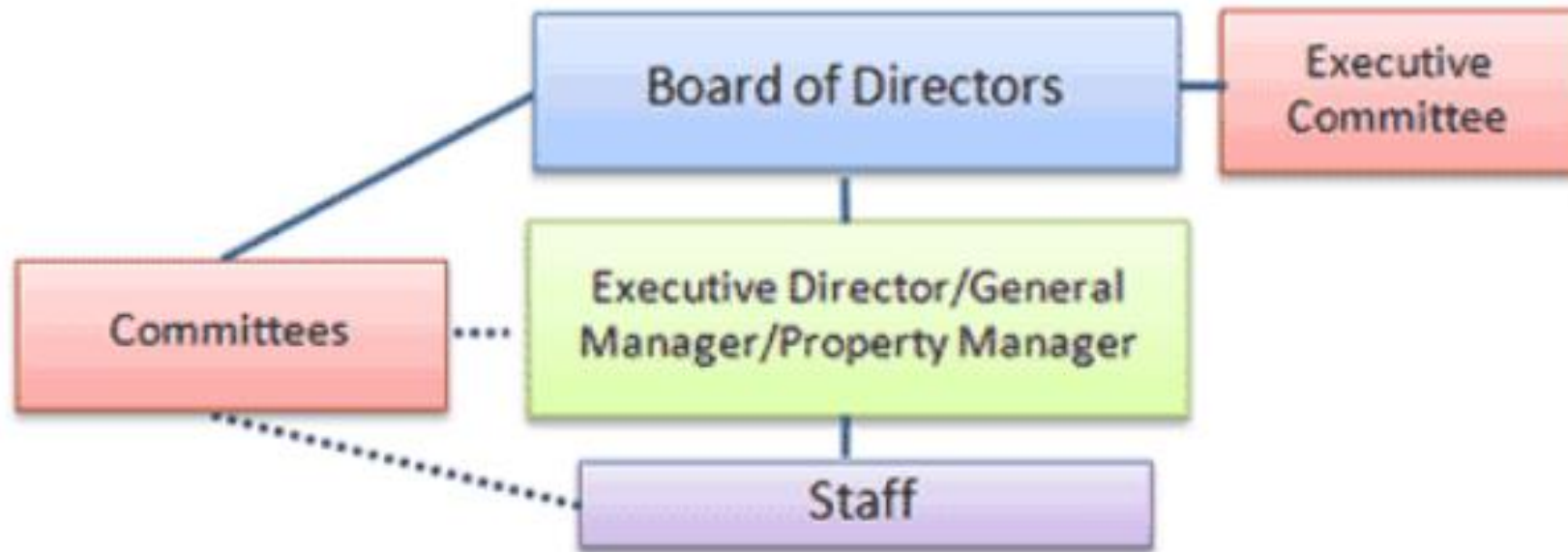
Working/Administrative board



Policy Governance (Carver Model)

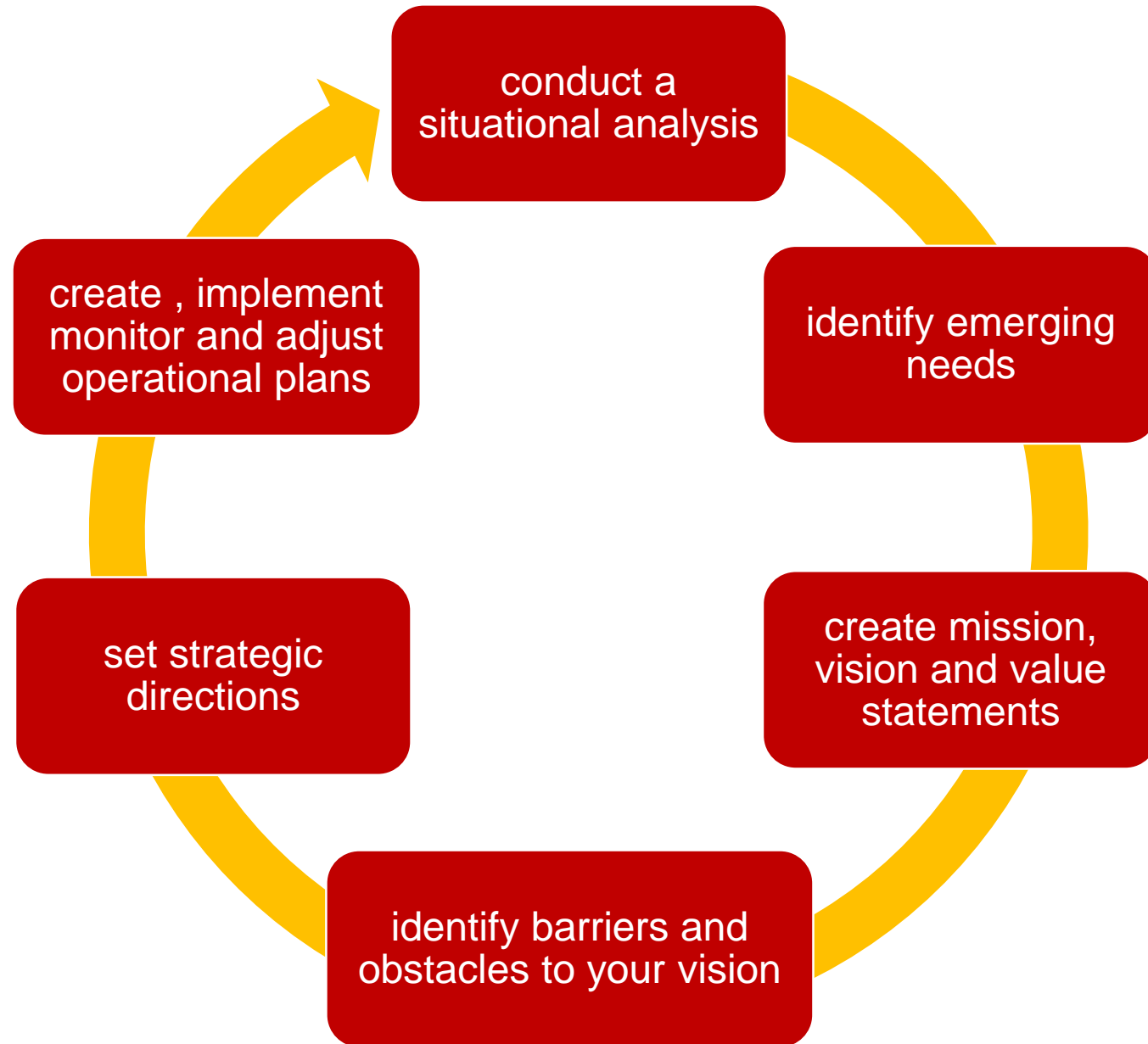


Policy Boards



The Big Four





What's going on now?

Analysis Tools

- Monitor Operations
- Monitor Building
- Monitor Strategic Plan
- Monitor Trends



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?

Strengths

- High tenant satisfaction
- Good community relationships
- Staff loyalty
- Committed Board

Weakness

- Limited staff resources
- Loss of Chair; no succession plan
- No funds for tenant supports
- Aging building

**What's
going
on?**

Opportunities

- Partnerships to develop tenant services
- Board can achieve greater governance success

Threats

- Aging tenants = higher supports
- Rising operating costs
- Youth in the building hanging around in common spaces

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

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



What's in your *way*?

A close-up photograph of a person's hands holding a topographic map. The left hand is at the top left, and the right hand, wearing a silver ring, is pointing at a specific location on the map. The map shows a hilly area with green contour lines, roads, and some buildings. Labels like 'nden', 'R G', 'Geeren', and 'Bahnhof' are visible. A black circle with white text 'Set your course' is overlaid on the right side of the map. The background is a rough, grey stone surface.

Set your
course

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	December 2015 monthly meeting	Brief monthly update added to board meeting agenda template
		Draft P and P to full board for review and discussion	Feb. 2016 monthly meeting	
		Final drafts for approval in board package	May 2016 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



**clear
roles**



Demonstrate good practice

- Communication
- Meetings
- Timing
- Succession



Manage Finances

Understand your funding model

- Who subsidizes your organization?
- Are your expenses “benchmarked”
- What happens if you have a surplus/deficit?





Approve
balanced/
surplus
budget

Carefully review financial statements

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



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

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

Sign off on internal controls

- Check signing
- Bank deposits
- Records management
- Keys



Performance reviews

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



A group of people are gathered outdoors for a barbecue. In the foreground, a woman in a black halter top and a floral skirt is eating from a plate. To her right, a man in a grey t-shirt with a blue logo is standing near a large metal grill where food is cooking. Other people are visible in the background, some sitting at tables and others standing. The scene is set in a garden or courtyard with brick paving and greenery.

Meet the
tenants and
stay
connected.



How can ONPHA help you?

1. Visit ONPHA online:

onpha.on.ca

- handbooks and guides
- sample policies
- Info Ons

2. ONPHA Member Support

Hotline: 1-800-297-6660

3. ONPHA Education Program

- Online courses: RGI, RTA, Finance and Governance
- Webinars
- In-person training

4. ONPHA Conference

- Join us in 2017 in Niagara Falls, November 3 - 5



Thank you!

ONPHA values your opinion. Please complete a workshop evaluation.

Questions? Email Isaac.Coplan@Onpha.org or call 416-927-9144 x 115 for our member services.