



# 2017 ONPHA Conference and Trade Show

Shaping  
our  
Future

504

The profile of non-profit  
housing boards in Ontario

PRESENTED BY:

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Services

Who is in the room?

# Learning goals

- Why boards matter more than ever
- Non-profit benchmarks on board composition, decision-making, board recruitment, succession planning & the role of the board
- Demographics about board membership and their key issues
- Best practices in board governance



# Why boards matter (more than ever)

- Ontario's non-profit housing sector is facing a time of exceptional change
- Government is clearly requiring that the sector modernize, identify further economies of scale and become more entrepreneurial and business-like



# Who

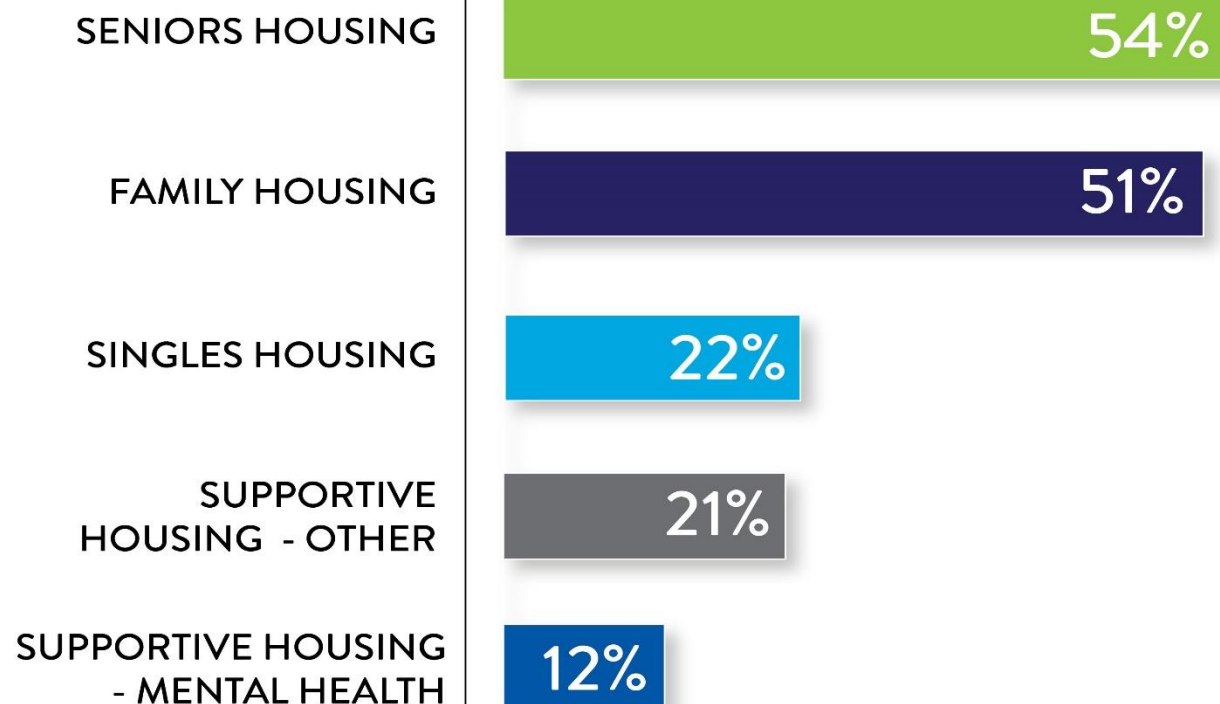
- 97 board chairs (14% ONPHA members responded)
- 281 board members (about 8% those surveyed)

# What

- On-line survey
- Sent to our ONPHA contacts, 'snowball' approach & through our communications channels



# What we found



A blurred background image showing a group of people sitting around a table in what appears to be a meeting or conference setting. The focus is on the text overlay in the foreground.

# What we found

## Boards

- have an average board has 8 directors
- 2/3<sup>rd</sup> have an executive committee
- meet in person, for 2.6 meetings in the past year
- 41% report no board meetings in the last 12 months

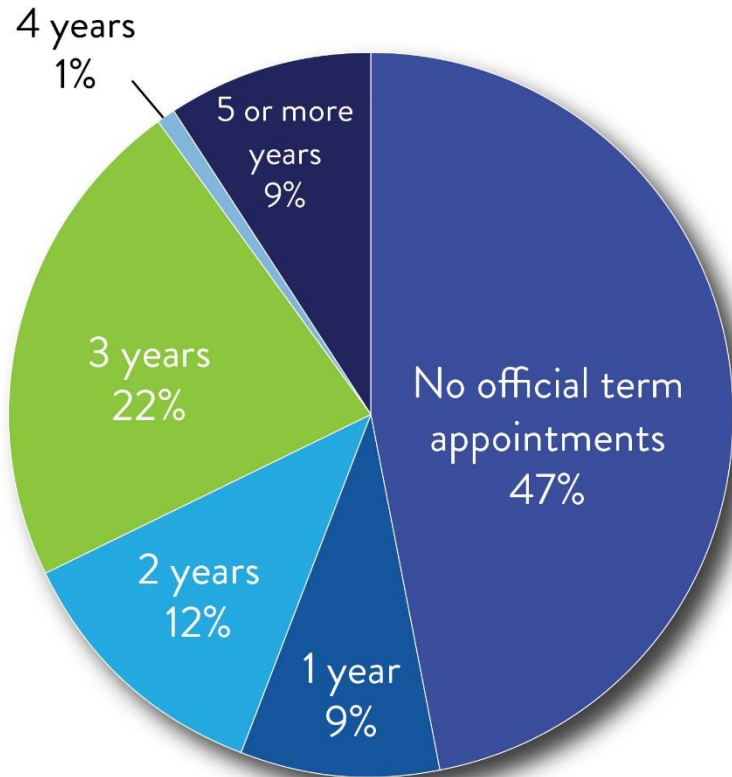
# Best practice

Regularly scheduled meetings are important:

- to keep board members engaged
- allow members to get to know each other
- build all-important culture of the board



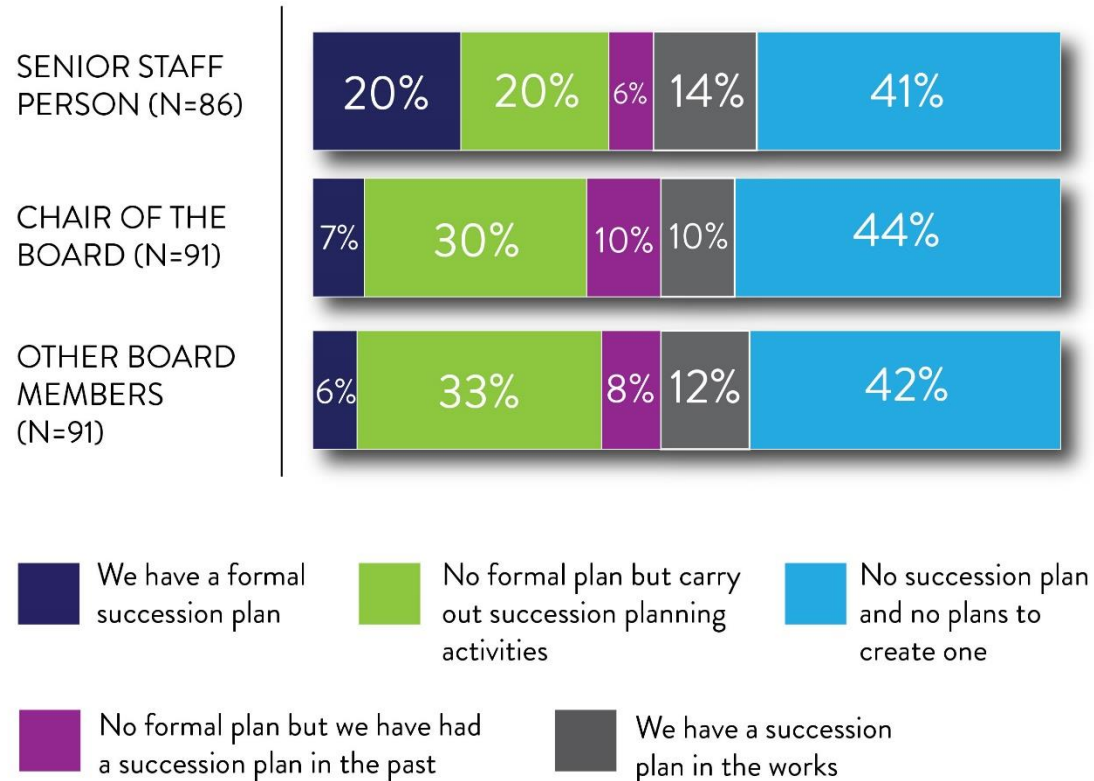
# Board term limits



**Best Practice:** There is growing concern in governance circles that board members who have served for more than 10 years may no longer be independent enough to govern well



# Succession plans



**Best practice:**  
Increasingly, boards are moving to formalize chief executive succession plans.



# What we found

## Boards:

- Recruit through outreach by board members
- Half of non-profit housing providers use a formal skills
- Top criteria:
  - ✓ Leadership skills and experience,
  - ✓ enthusiasm/passion for the sector
  - ✓ financial skills





Majority of boards provide some governance training including:

- board manuals
- board orientation
- mentoring

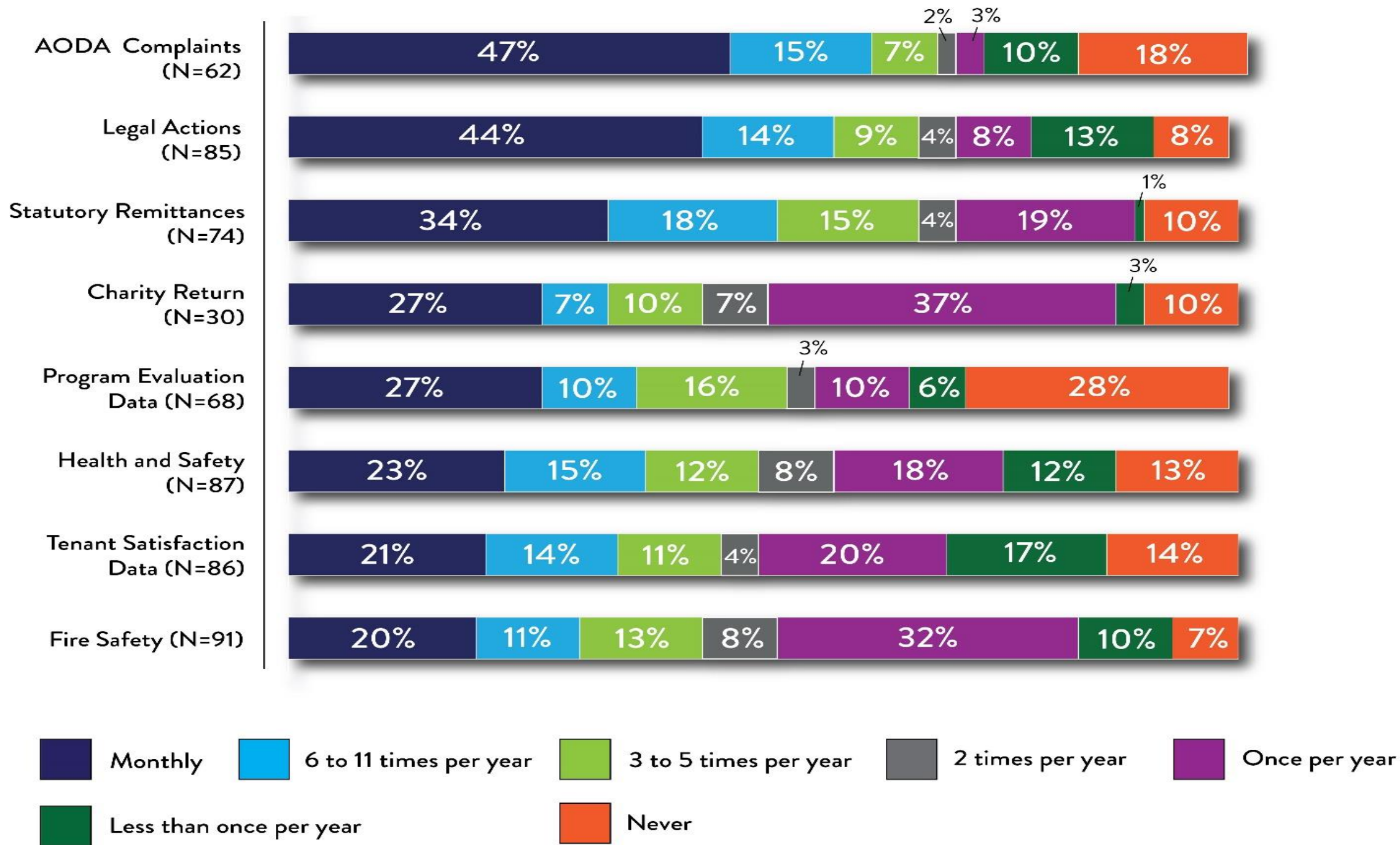
One-quarter of organizations have a formal mechanism to conduct board evaluations

# What we found

## The Role of the Board

- Senior staff person is involved in annual and capital budgeting.
- The board is the driver of decisions in the areas of
  - ✓ capital expansion
  - ✓ capital planning
  - ✓ end-of-operations agreements
  - ✓ long-term financial stability
- Major purchases generally go through a tendering process



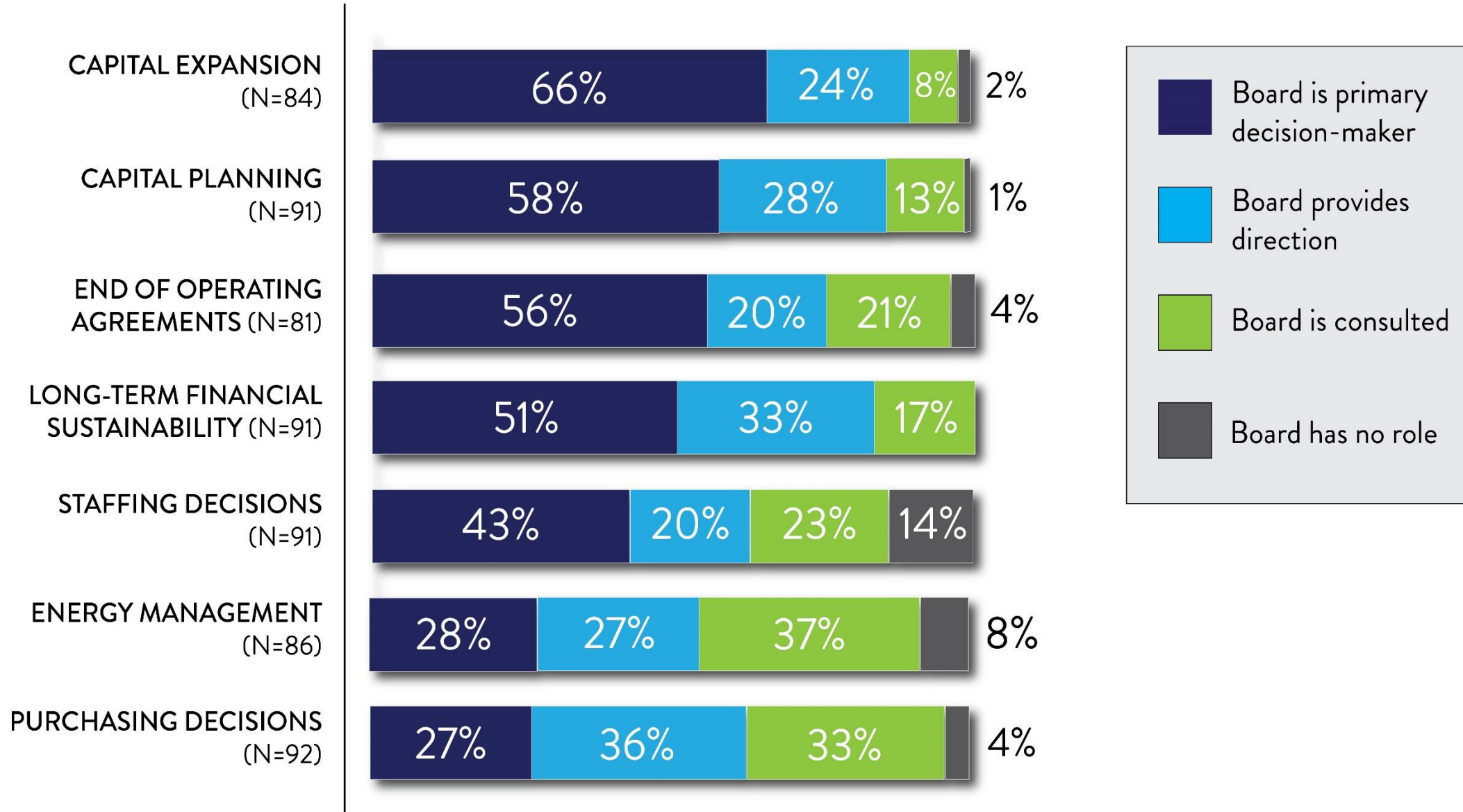


# Regular reports

**Best practice:** Boards require the right type and enough information on which to base their decisions



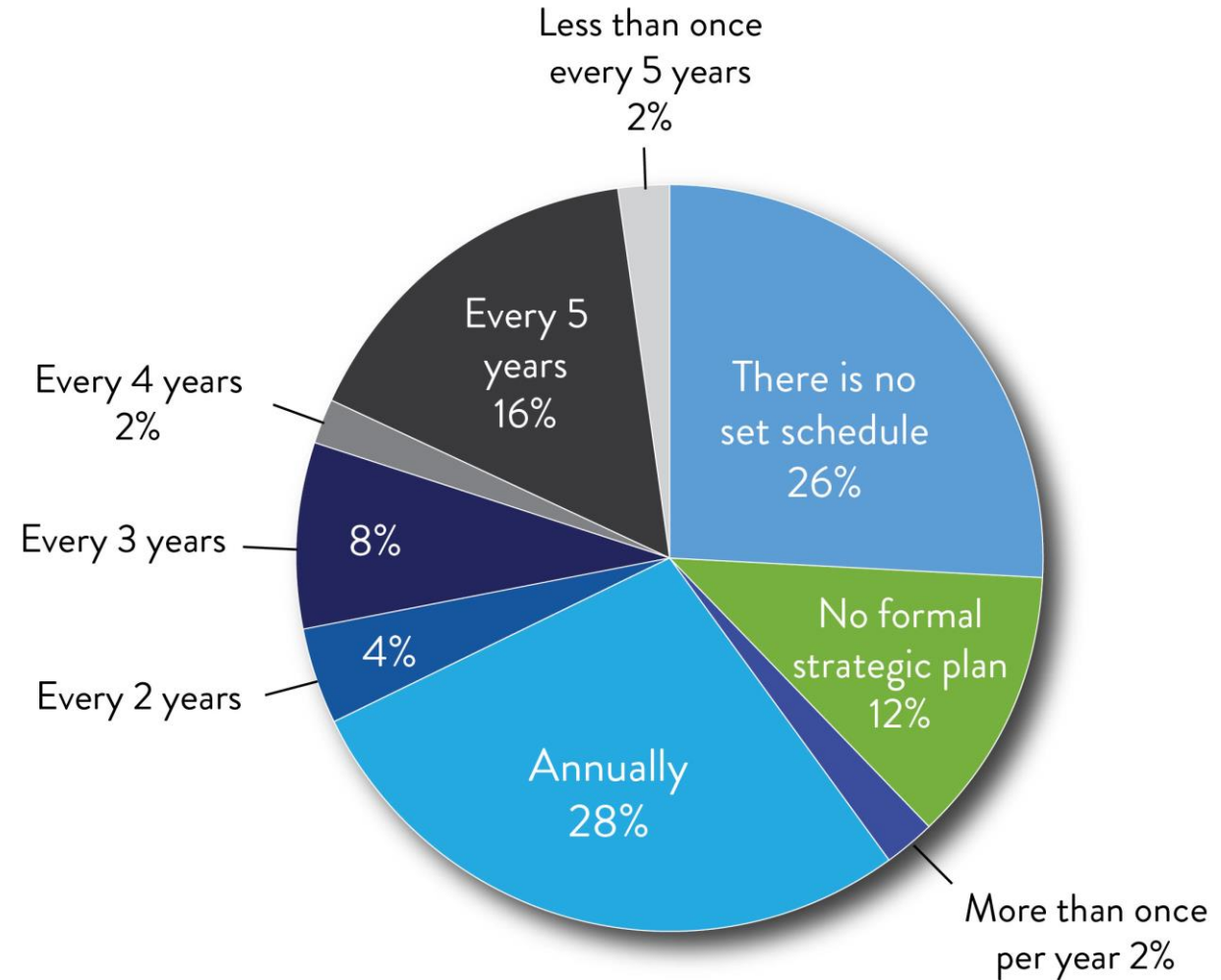
# Board involvement-decision-making



# Frequency of Strategic Planning

## Best Practice:

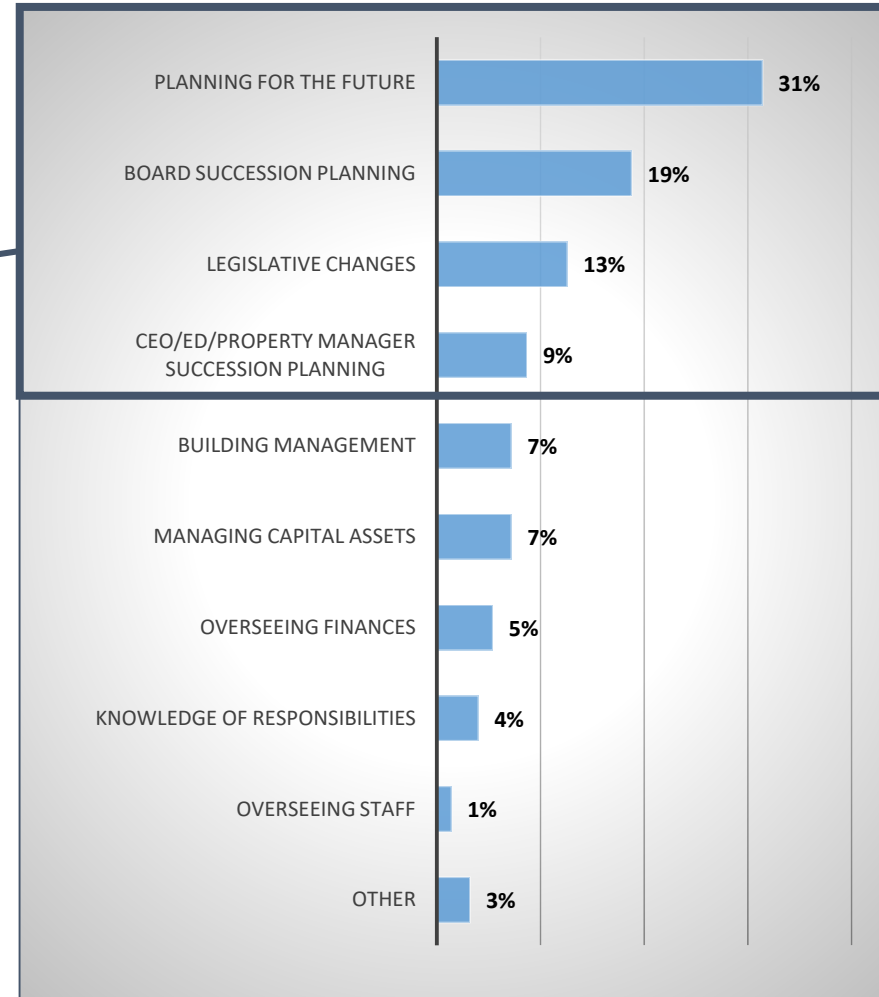
Strategic plans are usually done on a three- to five-year basis.



# Board challenges

Top four:

- Planning for the future
- Succession planning
- Legislative changes
- ED succession planning



# But are least prepared for....





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Questions?

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