



North Peace Housing Foundation

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Email: tammy.menssa@nphf.ca

To: The Board of Directors
From: Tammy Menssa, Executive Director
Date: June 29, 2022
Re: HMB Board Skills Requirement

As per Section 5.01(2) Management Body Operation and Administration Regulation, which was recently updated on April 20, 2022, a housing management body board must determine the competencies required for board members and develop a process for the appointment of those board members.

On May 31, 2022, Housing Management Bodies (HMBs) received notification from Alberta Seniors and Housing that they will be required to submit the following by June 30, 2023, as part of their Business Plan:

1. HMB skillset matrix, including minimum requirements as outlined by the Ministry, and any additional skillsets identified by the Board.
2. An assessment of current Board members against the requirements and a recruitment plan and process to meet any gaps in the skills and experience profiles.

Enclosed you will find a letter from the Honourable Minister Josephine Pon, the Housing Management Body Board Skills Requirements, and a HMB Skill Requirement Checklist to assist in meeting the new requirements, for your review.

Options for Consideration:

Option 1: Create an Ad Hoc Committee to review the Board Skills Requirements as presented by the Ministry, to determine if additional skillsets are required and bring to the Board for review.

Option 2: Direct Administration to review the Board Skills Requirements as presented by the Ministry, to determine if additional skillsets are required and bring to the Board for review.

Option 3: Table until the September 7, 2022, Board Meeting.

Thank you,

Tammy Menssa
Executive Director



ALBERTA
SENIORS AND HOUSING

*Office of the Minister
MLA, Calgary-Beddington*

AR52823

May 31, 2022

Dear Housing Management Body Board Chairs:

Alberta's government has embarked on a process to transform affordable housing over the next decade through *Stronger Foundations: Alberta's 10-year strategy to improve and expand affordable housing*. The goal of the strategy is to reduce the number of Albertans in core housing need, and to provide housing supports to an additional 25,000 households over the next 10 years, for a total of 82,000 households.

In response to recommendations made by the 2020 Affordable Housing Review Panel, key action 3.6 of *Stronger Foundations* commits government to "ensuring all operators follow best practices and housing management body board appointments are competency based." This action recognizes the importance of strong governance and expertise on housing management body (HMB) boards to support strategic shifts under *Stronger Foundations* that will increase local decision-making and flexibility, and meet the diverse needs of Albertans.

To fulfill this commitment, the *Alberta Housing Amendment Act, 2021* was proclaimed on April 20, 2022, and amendments to the *Management Body Operation and Administration Regulation* (MBOAR) have come into effect. Subsection 5.01 (2) requires HMBs to determine the competencies required for board members, which must include any required by the Minister. In this section, "competencies" means knowledge, skills, experience, expertise, or qualifications.

Alberta's HMB boards are comprised of passionate and committed members who provide valuable leadership and expertise to achieve the best outcomes for people in need of affordable and social housing.

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These regulatory changes will recognize the skillsets of existing members, and ensure HMB boards include a broad range of skills and experiences, and provide representation for Albertans served by housing programs. In turn, this will support your ability to serve the needs of vulnerable Albertans now, and into the future. I appreciate the extensive feedback we have received regarding the board skills requirements, and we have made adjustments to reflect that feedback.

The attached HMB Board Skills Requirements document sets out the expectations for the minimum standard HMB boards must meet. Boards may also identify additional skills, experience, expertise or qualifications to their board standards based on their community, client base, and type of housing accommodation. In addition, MBOAR (section 5.01 (3)) requires HMB boards to establish a process for the appointment of board members that ensures they have the required skills and experience.

As a first step toward implementing this change, please assess the range of skills, experience, and expertise of your current board members against the Skills Requirements. Based on your assessment, develop a recruitment plan and process to address any identified gaps in skills and experiences. The development and details of your board member appointment process will remain at the discretion of the board. This will ensure your board's recruitment processes consider the specific needs and circumstances of the communities you serve. Your housing advisor and the Alberta Seniors & Community Housing Association are available to assist you as needed throughout this assessment and planning process.

Existing board members should find their skills and experiences reflected in the Skills Requirements. To be clear, no current board member, including those appointed by a municipality, are required to vacate their position as a result of these changes. Skills and experiences that municipal councillors have developed through their roles as elected officials, including knowledge of governance practices, the ability to interpret policy, and community knowledge and engagement, are some of the skill profiles that municipal appointees will be able to meet. It is my expectation any identified gaps will be filled through future recruitments. HMBs are asked to work with municipalities so they can consider this information when making committee appointments.

By June 30, 2023, you are required to submit:

1. Your HMB skillset matrix, including the attached requirements, and any additional preferred skillsets identified by the board.
2. Your assessment of current board members against the Skills Requirements, and a recruitment plan and process to meet any gaps in the skills and experience profiles.

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These documents are to be submitted to your housing advisor at the same time as your annual business plan. If your recruitment plan will require amendments to your Ministerial Order, your housing advisor is available to support you through the amendment process. Please contact your housing advisor for any other questions.

Thank you for your continued commitment to Alberta's affordable housing system, and for your cooperation and support as we implement *Stronger Foundations*. I look forward to continuing to work with you toward these goals.

Sincerely,

A handwritten signature in black ink, appearing to read 'Josephine Pon', written over a circular stamp or seal.

Josephine Pon
Minister of Seniors and Housing

Attachment

cc: Housing Management Body Chief Administrative Officers

Housing Management Body Board Skills Requirements

As per Section 5.01(2), *Management Body Operation and Administration Regulation*, a housing management body (HMB) board must determine the competencies required for board members and develop a process for the appointment of those board members.

The Minister requires each HMB board to include members who fulfil the skills, experience, expertise and qualifications on the list below. One board member may fulfil one or more of the skillsets listed (e.g., one board member may satisfy both the Board Governance and Financial skillsets); however, at a minimum, all skills listed below must be accounted for on each board.

<i>STEP 1: A HMB board must include members who have experience, expertise or qualifications in at least one of the following skills, obtained through training, past experience and/or profession.</i>	
Category	Description
A. Knowledge of board governance	Experience or training on board governance, duties and evaluation of the Chief Administrative Officer, understanding of the legal and fiduciary duty of board members, collaborative decision-making, able to lead/chair a board ensuring effective strategic planning and succession planning. This may include board chairs and board members who have acquired leadership skills while serving on boards.
B. Knowledge of housing industry and/or provincial government social housing sector	Experience or training in nonprofit, private, and/or the government housing industry in which the HMB operates. Understands particular trends, challenges and opportunities facing the community, and unique aspects of the sector. This may include, but is not limited to, experience in social services, government, health care system, property management or property development, with a passion for serving vulnerable Albertans.
C. Organizational and business knowledge	Experience or training within regulatory, business, legal or policy fields, such as interpreting bylaws and regulations. Understands legal and regulatory principles, processes, and systems in the context of housing management bodies; able to effectively interpret policies, and understands organizational strategy, such as risk management. This may include, but is not limited to, experience within the law, policy, human resources, or administration sectors in business, government, or nonprofit organizations.
D. Financial knowledge	Experience or training in financial knowledge. Able to analyze and interpret financial statements and utilize the information to guide organizational decisions. Understands generally accepted accounting/financial principles. This may include, but is not limited to, experience within the accounting, finance, business planning, and auditing sectors.
E. Community and social responsibility	Experience or training with community engagement, demonstrates knowledge and passion for the community and people the HMB serves, such as work with the general public or identifiable communities. Capacity to build networks and foster trusting relationships with communities and stakeholders. This includes, but is not limited to, experience in municipal engagement, communications, nonprofit organizations, cultural communities, health advocates, fundraising, and social work.

STEP 2: Diversity is also important for HMB boards because our communities are diverse and boards should represent the communities they serve. There are many dimensions of diversity, such as gender, gender identity, age, ethnicity, geographic background, physical ability, sexual orientation, and citizenship status.

HMB boards are expected to be diverse and include members with a range of different experiences that represent and understand the issues affecting the communities they serve. Each board is asked to include a mix of members with different genders and age ranges, and to have at least one member who has experience as a member of a target population or experience supporting one of the target populations they serve.

- The Minister requires each HMB board to include at least one member with lived experience as a member of a target population, OR who has professional, volunteer or personal experience supporting a target population group identified in *Stronger Foundations: Alberta's 10-year strategy to improve and expand affordable housing*:
 - Indigenous peoples
 - People with disabilities
 - Women and children fleeing violence
 - People at risk of homelessness or transitioning out of homelessness supports
 - Low-income seniors
 - People dealing with mental health and addiction
 - Youth exiting government care
 - Veterans
 - Recent immigrants and refugees
 - Racialized groups
 - LGBTQ2S+ people
 - Tenants in social/affordable housing

For example:

- A HMB that operates a seniors' lodge could ensure they have a senior on the board or a member from a local senior support organization.
- A HMB that operates community housing or seniors' self-contained apartments with a high number of people with disabilities, Indigenous, or immigrant tenants could consider board members who represent at least one of these target populations, or who have experience supporting one of these target populations through working or volunteering at a community agency.

Appendix A – Skills, Experience, Expertise, and Qualifications Requirements: Board Evaluation Matrix

- Use this form to identify board members skills, experience, expertise, and qualifications
- Please select each box for corresponding number of members it applies to

Mandatory Skills and Assets Identified by the Board									
STEP 1: A HMB board must include members who have experience, expertise or qualifications in at least one of the following skills, obtained through training, past experience and/or profession.		Please identify how many of your Board members have these skills, knowledge and expertise.							
Category	Description	1	2	3	4	5	6	7	8+
A. Knowledge of board governance	Experience or training on board governance, duties and evaluation of the Chief Administrative Officer, understanding of the legal and fiduciary duty of board members, collaborative decision- making, able to lead/chair a board ensuring effective strategic planning and succession planning. This may include board chairs and board members who have acquired leadership skills while serving on boards.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Knowledge of housing industry and/or provincial government social housing sector	Experience or training in nonprofit, private, and/or the government housing industry in which the HMB operates. Understands particular trends, challenges and opportunities facing the community, and unique aspects of the sector. This may include, but is not limited to, experience in social services, government, health care system, property management or property development, with a passion for serving vulnerable Albertans.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Organizational and business knowledge	Experience or training within regulatory, business, legal or policy fields, such as interpreting bylaws and regulations. Understands legal and regulatory principles, processes, and systems in the context of housing management bodies; able to effectively interpret policies, and understands organizational strategy, such as risk management. This may include, but is not limited to, experience within the law, policy, human resources, or administration sectors in business, government, or nonprofit organizations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Financial knowledge	Experience or training in financial knowledge; able to analyze and interpret financial statements and utilize the information to guide organizational decisions. Understands generally accepted accounting/financial principles. This may include, but is not limited to, experience within the accounting, finance, business planning and auditing sectors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Community and social responsibility	Experience or training with community engagement, demonstrates knowledge and passion for the community and people the HMB serves, such as work with the general public or identifiable communities. Capacity to build networks and foster trusting relationships with communities and stakeholders. This includes, but is not limited to, experience in municipal engagement, communications, nonprofit organizations, cultural communities, health advocates, fundraising, and social work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Additional Skills and Assets Identified by the Board (Optional)									
Category	Description	1	2	3	4	5	6	7	8+
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Appendix A – Skills, Experience, Expertise, and Qualifications Requirements: Board Evaluation Matrix

- Use this form to identify board members skills, experience, expertise, and qualifications
- Please select each box for corresponding number of members it applies to

Mandatory Skills and Assets Identified by the Board	
Target Population Groups Identified by the Board	
<p>STEP 2: HMB boards are expected to be diverse and include members with a range of different experiences that represent and understand the issues affecting the communities they serve. Each board is asked to include a mix of members with different genders and age ranges, and to have at least <u>one member</u> who has experience as a member of a target population or <u>experience supporting one of the target populations they serve.</u></p>	<p>Please indicate any target populations, that a Board member has identified, as representing through lived experience or volunteer/professional experience.</p>
Target populations in <i>Stronger Foundations</i>	
A. Indigenous peoples	<input type="checkbox"/>
B. People with disabilities	<input type="checkbox"/>
C. Women and children fleeing violence	<input type="checkbox"/>
D. People at risk of homelessness or transitioning out of homelessness supports	<input type="checkbox"/>
E. Low income seniors	<input type="checkbox"/>
F. People dealing with mental health and addiction	<input type="checkbox"/>
G. Youth exiting government care	<input type="checkbox"/>
H. Veterans	<input type="checkbox"/>
I. Recent immigrants and refugees	<input type="checkbox"/>
J. Racialized groups	<input type="checkbox"/>
K. LGBTQ2S+ people	<input type="checkbox"/>
L. Tenants in social/affordable housing	<input type="checkbox"/>
Additional Target Population Groups (Optional)	
	<input type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>