



APHAA Networking Session Agenda
October 18th, 2017 12:30pm – 4:30pm
The Banff Centre

Presentations and discussions will be held on the following:

1. **Alberta Rural Development Network**, lead by Dee Ann Benard ED ARDN
2. **Pets, Companion Animals**, lead by Sarah Price
3. **Smoking**, lead by Tim Janzen / Nancy Simmonds
4. **APHAA Bylaw Amendments**, lead by Shelley Sweet / Lynn Olenek
5. **Budget and other questions for Department**, lead by Sarah Price
6. **Action Plan Strategy**, lead by Geoff Olson
7. Other Discussion Items.



ALBERTA PUBLIC HOUSING ADMINISTRATORS' ASSOCIATION BY-LAWS

1. TITLE

The title of this Association shall be 'Alberta Public Housing Administrators' Association' (APHAA).

2. DEFINITIONS

In these by-laws, unless the context otherwise requires:

~~'Agency' means a management body or non-profit organization that receives housing operational dollars from government.~~

'Agency' means:

- a management body as established under the Alberta Housing Act, or
- other non-profit affordable housing providers conducting business in Alberta, or
- other non-profit housing-related organizations as approved by the Executive.

'Association' means the Alberta Public Housing Administrators' Association.

'CAO' means the individual who answers directly to the Agency's Board of Directors and who is responsible for the overall operation of the Agency.

'Regular Member' means

- a CAO as defined above, or
- A senior administrator of an Agency who is not the CAO, but who bears significant organizational responsibility, ~~as determined by the Membership Selection Committee of the Association;~~ as determined by the CAO of that Agency.

~~'Associate Member' means an employee of an Agency who does not qualify for Regular Membership, as determined by the Membership Selection Committee.~~

~~'Honorary Member'~~ 'Honorary Member' means an individual who has made an outstanding contribution to the publicly funded housing industry, as recommended by the Executive and approved by a majority of the Membership at an Annual General Meeting.

'Executive Officer' means a member of the Executive.

3. MEMBERSHIP

3.1 Any of the following may be admitted as Members of the Association:

3.1.1 Chief Administrative Officer (CAO) of an Agency;

3.1.2 A Senior Administrator of an Agency, who is not the CAO but who bears significant organizational responsibility, as determined by the ~~Membership Selection Committee of the Association~~ CAO of that Agency.

3.1.3 ~~Associate Members as determined by the Membership Selection Committee;~~



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- 3.1.4 ~~Honourary Members~~ Honorary Members as recommended by the Executive and approved by the Members.
- 3.2 The membership year shall be the same as the fiscal year of the Association.
- 3.3 New Members must apply for membership using the forms provided by the Association. Upon approval of the membership application the applicable membership fee must be submitted. Continued membership will be automatic subject to payment of annual membership fees. A New Member is a Member who has not been a Member in the preceding 12 consecutive months.
- 3.4 Membership fees shall be set for the membership year at the preceding Annual General Meeting and shall be payable not later than the last day of September for that membership year. Any Member in arrears as of October 1st shall cease to be a Member in good standing and shall lose all rights and privileges until the annual and late fees are paid.
- 3.5 ~~Honourary Members~~ Honorary Members are exempt from payment of membership fees.
- 3.6 Membership fees must be paid in full as required under 3.4 above for a Member to exercise any membership rights or receive any membership privileges.
- 3.7 For New Members applying after March 1 of each membership year, the membership fee shall be reduced by fifty percent (50%).
- 3.8 All Members in good standing are:
(a) entitled to receive information and services provided by the Association;
(b) eligible to attend the Annual General Meeting, general and any special meetings called by the Association;
(c) recognized to speak at the Annual General Meeting and other Business meetings of the Association; and
(d) entitled to exercise other rights and privileges given to Members in these by-laws.
- 3.9 Regular Members shall be entitled to hold an Executive position subject to the provisions of the by-laws.
- 3.10 ~~Associate and Honourary~~ Honorary Members shall not be entitled to vote at meetings of the Association.
- 3.11 ~~Associate and Honourary Members~~ Honorary Members may not hold Executive positions in the Association.
- 3.12 An ~~Honourary Member~~ Honorary Member may apply for Regular or Associate Membership in the Association as per the Association by-laws.
- 3.13 All Members must abide by the Association's Code of Ethics.
- 3.14 The Membership Selection Committee of the Association shall review the application of any person to become or remain a Member of the Association ~~and will determine which membership category the person will be placed in~~ and determine eligibility for membership. Membership decisions may be appealed to the Executive within thirty days of receiving the written decision. If unresolved at the Executive level, the matter may be put to a vote of the Membership at the next Annual General Meeting or special meeting following receipt of the written decision of the Executive. The decision by vote of the Membership shall be final.
- 3.15 Members may resign by written notice to the Secretary-Treasurer of the Association.



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3.16 Members may be expelled from the Association for violation of the Code of Ethics. All charges will be forwarded in writing to the Executive Committee and copied to the Member 30 days prior to the Executive Meeting. The Executive will meet, determine, and act on expulsions. The Member will have the opportunity to attend and speak at this meeting. The Executive will provide the Member in writing their decision within 30 days. The Member may appeal the decision to the Executive in writing within 30 days of receipt of the Executive's decision. The matter will be put to a vote of the Membership at the next Annual General Meeting or special meeting following receipt of the written appeal. The decision by vote of the Membership shall be final.

4. EXECUTIVE

4.1 The Executive shall consist of the following Officers:

- a President,
- a Vice-President,
- a Secretary-Treasurer,
- the Immediate Past President,
- up to five (5) Members at Large.

4.2 Executive Officers must be Regular Members, and have held active membership, ~~Regular and/or Associate~~, in the Association for a minimum of two (2) consecutive years prior to taking office.

4.3 The President, Vice-President, and Secretary-Treasurer shall be elected by ballot vote for a two (2) year term at the Annual General Meeting of the Association and shall hold office until their successors are elected and installed.

4.4 At each Annual General Meeting, a call to the floor shall be made to the Membership for names of Regular Members who wish to stand for one of the positions of Member at Large. Up to five (5) Members at Large shall be appointed by the Executive.

4.5 The President, Vice-President, and Secretary-Treasurer may be elected to the same office for no more than two (2) consecutive terms. The Executive shall appoint each Member at Large for a two (2) year term with the maximum length of service being two (2) consecutive terms. The maximum length of service on the Executive shall not exceed eight (8) consecutive years, not including any length of service as Immediate Past-President.

4.7 If the President's office becomes vacant, the Vice-President shall immediately assume the President's office for the remainder of the term.

4.8 Any vacancy on the Executive other than that of the President shall be filled by appointment made by the Executive until the next Annual General Meeting.

4.9 A person appointed or elected to an Executive position becomes an Executive Officer if they were present at the meeting when being appointed or elected, and did not refuse the appointment. They may also become an Executive Officer if they were not present at the meeting but consented in writing to act as an Executive Officer before the appointment or election, or within ten days after the appointment or election.

4.10 The Executive shall, subject to the by-laws or directions given it by majority vote at any meeting properly called and constituted, have full control and management of the affairs of the Association.

4.11 The President shall:



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- 4.11.1 Preside at all meetings of the Executive and of the Association;
 - 4.11.2 Act as the Association representative to other organizations as deemed to be of value by the Executive and/or the Membership. Other Executive Officers may be designated in these capacities, if it is deemed necessary and appropriate by the Executive;
 - 4.11.3 Fulfill any other duty assigned by the Executive;
 - 4.11.4 ~~Serve as Chair of the Communications/Public Relations Committee.~~
- 4.12 The Vice-President shall:
- 4.12.1 Attend all meetings of the Executive and of the Association;
 - 4.12.2 Assume the duties of President in the President's absence;
 - 4.12.3 Fulfill any other duty assigned by the Executive;
- 4.13 The Secretary-Treasurer shall:
- 4.13.1 Attend all meetings of the Executive and the Association and keep accurate minutes of the same;
 - 4.13.2 Have charge of the Seal of the Association which, whenever used, shall be authenticated by the signature of the signing officers of the Association as defined in these by-laws,
 - 4.13.3 Ensure that a record of all Association Membership including contact information is kept, and notice of meetings is provided as required;
 - 4.13.4 Ensure that all records of the Association are kept safe and secure;
 - 4.13.5 Have charge of all correspondence of the Association;
 - 4.13.6 Ensure all monies paid to the Association are deposited in the financial institution the Executive may order;
 - 4.13.7 Ensure that the funds of the Association are properly accounted for and such books are kept as directed. A full detailed account of receipts and disbursements shall be presented to the Executive whenever requested. A duly audited statement of the financial position of the Association shall be prepared and submitted to the Annual General Meeting and once approved, a copy filed in the financial records of the Association, and as required through legislation;
 - 4.13.8 ~~Serve as Chair of the Membership Selection Committee.~~
 - 4.13.9 Fulfill any other duty assigned by the Executive.
- 4.14 The Immediate Past President shall:
- 4.14.1 Attend all meetings of the Executive and of the Association;
 - 4.14.2 Secure Members willing to stand for each position open on the Executive;
 - 4.14.2 Assist with the orientation of newly elected officers;



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4.14.3 Fulfil any other duty assigned by the Executive.

4.15 The Members at Large shall:

4.15.1 Attend all meetings of the Executive and of the Association;

4.15.2 Fulfil any other duty assigned by the Executive.

5. MEETINGS

5.1 The Association shall hold an Annual General Meeting on or before May 31 in each year. At least 45 days notice shall be given to all members.

5.2 General meetings of the Association may be called at any time by the Secretary-Treasurer upon the instructions of the President or Executive by notice delivered at least 30 days prior to the date of such meeting. The Association shall hold at least one general meeting in addition to the Annual General Meeting each year.

5.3 Special meetings may be called by the Executive or upon a written request signed by at least 25% of the Members. At least two weeks' notice must be given to all Members.

5.4 Notice of Annual General, general or special meetings shall be in writing, by mail or electronic transmittal, to all Members at their last known address.

5.5 The quorum for any meeting shall be 20% of the Regular Membership, but no less than 25 members.

5.6 Meetings of the Executive shall be held as often as may be required, but at least twice annually, and shall be called by the President. A special executive meeting may be called on the instructions of any two Executive Officers provided they request the President in writing to call such meeting, and state the business to be brought before the meeting. Meetings of the Executive shall be called by 10 days notice in writing by mail or electronic transmittal to each Executive Officer or by three days notice by fax, electronic transmittal, or telephone. A majority of Executive Officers present or attending via teleconference shall constitute a quorum, and Executive meetings shall be held without notice if a quorum of the Executive is present or attending via teleconference, provided however, that any business transactions at such meeting shall be ratified at the next regularly called Executive meeting; otherwise they shall be null and void. The Executive may invite others to attend and participate in any Executive meeting as deemed necessary.

6. COMMITTEES

6.1 The Standing Committees of the Association shall consist of one (1) member of the Executive and at least three (3) Members ~~chosen~~ appointed by the ~~Committee Chair~~ Executive. The Committee Chair shall be appointed by the Executive and may be any member of the Committee. Standing Committees of the Association shall be:

Membership Selection Committee:	Chair to be the Secretary/Treasurer
Conference Planning Committee:	Chair to be an Executive Officer appointed by the Executive
Education Committee:	Chair to be an Executive Officer appointed by the Executive
Communications/Public Relations Committee:	Chair to be the President

6.2 The Executive may appoint special or ad hoc committees as may be deemed necessary or advisable and shall prescribe the duties and specify the limits of such committees. The Executive shall appoint the members of such committees and the chair of the committee.



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~~6.3 The Executive shall appoint an Executive Officer to be the Committee Chair of all special or ad hoc committees. All other members of the committee shall be chosen by the Committee Chair and approved by the Executive.~~

6.4 The Committees Chairs of the Association shall report to the Executive on a regular basis and to the Membership at general and Annual General Meetings.

7. VOTING

7.1 Only Regular Members who have not withdrawn from membership nor have been suspended nor expelled shall have the right to vote at Annual General, general or special meetings of the Association. Motions shall be passed by the majority vote of those Members duly notified, entitled to vote, and present by a show of hands, assent or dissent.

Notwithstanding Clause 4.3, unless a request for a ballot vote is presented by a member, voting shall be by a show of hands, assent or dissent.

7.2 Only Executive Officers may vote at Executive meetings. All votes shall be by a show of hands, assent or dissent; or by telephone conference, yay or nay.

8. FINANCE

8.1 The financial year shall be from the 1st of September each calendar year to the 31st of August of the following calendar year.

8.2 A proposed budget shall be presented from the Executive for approval at the Annual General Meeting.

8.3 All funds of the Association shall be placed in the name of the Association in a bank or other financial institution approved by the Executive. Signing authority shall be any two of the President, Vice-President, or Secretary/Treasurer, and up to two (2) Executive Officers appointed by the Executive. The signature of two (2) Executive Officers shall be required on all cheques or other funds withdrawal instruments.

8.4 Unless authorized at any meeting and after notice for same shall have been given, no Officer or Member of the Association shall receive any remuneration for services to the Association. The Executive shall have the authority to pay any Association member for travel and other expenses incurred on Association business.

8.5 The Executive shall appoint, on an annual basis, a qualified person, or two regular members who are not members of the Executive, to audit the financial records for the preceding fiscal year. The audit report shall be presented by the Secretary-Treasurer at the Annual General Meeting.

8.6 Any Association member shall be entitled to examine the books and records of the Association during normal business hours, providing written notice is given to the Secretary-Treasurer 48 hours in advance of their intent. Each Executive Officer shall at all times have access to such books and records. The Association shall not have the power to borrow money for any purpose.

9. BY-LAW CHANGE

Notice of proposed changes to the by-laws must be presented to the Membership at least 60 days prior to the Annual General Meeting. By-law changes must be by "Special Resolution" approved by 75% of those duly notified, entitled to



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vote and present at the Annual General Meeting and will become effective at the conclusion of the Annual General Meeting.

10. REPEAL OF ALL PREVIOUS BY-LAWS

All previous by-laws of the Association are hereby repealed and replaced by these by-laws.

11. DIRECTORS

The Association does not have directors.

Dated _____

*Signature
President*

Address

City/Town Province Postal Code

Print Name

*Signature
Vice President*

Address

City/Town Province Postal Code

Print Name

*Signature
Secretary/Treasurer*

Address

City/Town Province Postal Code

Print Name

*Signature
Immediate Past President*

Address

City/Town Province Postal Code

Print Name

**Alberta
Public
Housing
Administrators
Association**

APHAA
Action Plan
Workshop Summary
September, 2017



Headwater Strategy Group Ltd.



Headwater Group

With





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1. Introduction

This APHAA Action Plan Workshop Summary reports out on the APHAA Board Workshop and drafts an Action Plan. The Workshop was held to facilitate the identification of actions against the existing 2016 – 2018 APHAA Strategic Plan.

Purpose

The APHAA 2016-2018 Strategic Plan identifies a need to increase the overall role of APHAA in the housing industry and provide its membership with enhanced professional development tools and opportunities. The purpose of this Workshop is to:

- Develop Action Plans to accomplish the objectives of the APHAA Strategic Plan, and
- Identify options, financial analysis and recommendations for the provision of Administrative Support Services for the implementation of the Action Plans.

2. Context and Key Issues

Key issues and background were reviewed to provide context for the development of the Action Plan:

2.1. Context

Housing Management Context

- APHAA Core Focus and Competitive Advantage is education,
- APHAA's focus is on helping professional executive managers. It supports networking and engagement with key stakeholders but takes a limited role as an advocacy organization,
- APHAA members support each other with peer to peer education while providing for professional housing education and certification processes to create industry standards,
- APHAA members are executive managers who play a leadership role in overall community development, and
- The APHAA recognises there is limited capacity to deliver all of its aspirations and can work with other organizations and administrative support services to advance its aims.

APHAA Administrative Management Context

- The APHAA currently delivers support to its members through its online website and with direct contact with its members, both on an on-going basis and at information and education sessions held at the APHAA conferences.

2.2. Key Issues Challenging APHAA

Issues Challenging Housing Management

- There are four main housing organizations in Alberta today, a reflection of the increasing need for housing guidance and increased partnerships across the community:
 - Alberta Public Housing Administrators Association (APHAA),



- Alberta Seniors and Community Housing Association (ASCHA),
 - Alberta Network of Public Housing Agencies (ANPHA), and
 - Alberta Continuing Care Association (ACCA).
- These organizations overlap in some roles and are distinct in others:
 - APHAA and ASCHA have education components for members,
 - ASCHA and ACCA members provide accommodation and care services for seniors.
 - APHAA and ANPHA are for non-profit housing organization exclusively, and
 - ASCHA and ANPHA both represent Housing Management Bodies and the Non-Profit sector
 - ASCHA includes public and private seniors housing providers and the ACCA is mainly private care providers

Changes to the Roles of Housing Management Bodies:

- **An increased level of partnerships in all activities** – Housing solutions are more often developed through a network of partners today than ever before. Over time as government funding decreased, HMBs were have partnered with other groups to raise funding from multiple sources, making the development process much more complicated and lengthy,
- **HMB Consolidation** - HMB consolidation has occurred especially in rural areas where most HMBs only provide seniors housing, Consolidation has occurred through either formal mergers or by smaller HMB to larger HMB to provide CAO, financial and other services
- **Broader Housing Needs Being Addressed** - Today HMB are addressing the housing needs of the whole continuum, especially homeless and continuing/ long term care. HMBs are having to integrate with other services and supports required by their tenants, as well as integrating within projects such as aging in place and accommodating memory care within the same facility,
- **Home Care Services** - The emergence of home care has enabled many seniors and others who require daily supports to remain living independently to a much greater extent than even 10 years ago. The result is a reduced demand for lodge accommodation (more noticeable in rural communities) but an increased in older seniors with much higher needs (more SL4 and SL4D). This trend will continue into the foreseeable future,
- **Increased Skill and Knowledge Needs for Housing Executives** - There is an increased level of skill and knowledge required for housing executives today, driven by the increased level of partnerships and scope of housing issues being addressed to more technical property management and data analysis skills, and
- **Increased approach to and pressure for housing advocacy from NGOs and community organizations** - There is an increasing level of housing advocacy and a rise of advocacy groups playing a role in promoting housing solutions. The role of APHAA within this broader network of housing advocates requires definition. Need to collaborate with other housing associations to be effective.



Issues Challenging the Administration of APHAA

- The increasing scope, partnership interactions and role of executive managers in the community challenges the need for an organization that provides broader support,
- The aging of the workforce has impacted the housing industry and there is an on-going demand for mentoring and support from newly hired executive managers across the province,
- The APHAA administrative office has traditionally had a small and part time professional administrative role, providing service support mainly, (due to the current APHAA administrator's skills and knowledge, he provided some executive direction), and
- The current APHAA administrator has indicated that he would like to step down in the near term.



3. Action Plan

3.1. Education and Professional Development

Goal: Increase capacity to deliver professional development

Strategies:

- APHAA will secure core funding from the Province of Alberta in order to develop and deliver a comprehensive education program.

Actions:

- Develop a Business Case for the delivery of comprehensive executive manager education program to the Province of Alberta.
- Explore options to develop other funding partners for the Business Case.
- Consider proposing an update to the Housing Management Body Manual, and the development of a Best Practices Guide as a part of the Business Case.
- Explore options to develop a multi-organization education business case that aligns education delivery across organizations.

Actions	Timing	Role
• Draft business case for education program	Fall Conference	APHAA Administrator and Education Com. Chair
• Explore options for funding partners (e.g. CMHC)	TBD	Education Com. Chair
• HMB Handbook Update and Best Practices Guide	TBD	Education Com. Chair
• Multi-organizational education business case	TBD	Education Com. Chair

Goal: Deliver a more comprehensive and diverse education program (Peer-led)

Strategies

- APHAA will continue to provide financial assistance for members taking education courses in fields related to public housing administration and program delivery.
 - Continue to provide bursaries to members.
- APHAA will offer Core Competency Modules.
 - Continued review of content and delivery method of the modules e.g., time requirements, venue, and peer teaching vs. hiring external educators.
- APHAA will establish relations with public housing associations in Alberta and Canada in order to develop and provide educational opportunities.



Actions:

- Update the APHAA Education Strategy and align work with the APHAA Education Business Case.
- Promote and support the APHAA peer-led core competencies program.
- Review options and roles for partners to provide updates and briefings in the core competencies program.
- Explore avenues to offer APHAA core competencies to other partner organizations.
- Facilitate and broaden peer mentorship and peer to peer support.

Actions	Timing	Role
• Update education strategy/align with business case	Fall Conference	Education Com. Chair
• Promote and support the core competencies program		
• Core competencies program - internal		
• Core competencies program - external		
• Facilitate peer mentorship and peer to peer support		

Goal: Provide accredited educational offerings that are recognized by peers in other parts of Canada

Strategies

- APHAA will deliver an accredited certification program for members.
 - Contract and partner with CIH Canada in order to provide accredited professional development courses and certification.
- APHAA will partner with educational institutions to provide professional development opportunities.
 - Continued relationship with the Banff Centre (e.g. leadership development).
- Continued relationship with the Risk Management Institute.

Actions

- Identify and review courses that meet core executive manager competencies.
- Develop a course needs and gaps analysis.
- Support the bursary program.

Actions	Timing	Role
• Identify courses	Jan. 2018	Education Com.
• Needs and gap analysis	Spring 2018	Education Com.
• Bursary support	On-going	APHAA Administrator



3.2. Engage Key Stakeholders to Improve the Public Housing Sector

Goal: Members are recognized as industry leaders

Strategies:

- APHAA members will communicate with the Provincial Housing Division’s senior bureaucracy.
- APHAA members will provide input on a Provincial Housing Strategy for the Provincial Housing Division.

Actions:

- Develop a mandate and Terms of Reference for the Advocacy Committee, with an advocacy focus on the role of the executive manager.
- Deliver advocacy responses in partnership with other housing organizations.

Actions	Timing	Role
• Develop mandate and TOR	Spring 2018	Advocacy Com.
• Advocate in partnership with other organizations	On-Going	Membership

Goal: Members will be consulted by Alberta Seniors and Housing, and other key stakeholders

Strategies

- APHAA members will work with key stakeholders (e.g. provincial housing associations) who strive to improve the public housing sector.

Actions:

- Review options to integrate housing organizations.
- Explore options for common or shared service delivery with partners.
- Explore third party options to help deliver organizational needs.

Actions	Timing	Role
• Review Options		APHAA President
• Explore shared service delivery		APHAA President
• Explore third party options		APHAA President and APHAA Administrator



3.3. Membership Engagement

Goal: Growing, diverse membership that is committed to excellence.

Goal: Membership is engaged and supported by all publicly funded operators.

Strategies

- APHAA will engage members through holding zone meetings.
- APHAA conference committee will continue to provide excellent venues and programming for members.

Actions:

- Support regional zone meetings to facilitate communication and peer to peer support.
- Develop social media tools and strategy to facilitate member communication.
- Promote networking events.

Actions	Timing	Role
• Support regional zone meetings	On-Going	APHAA Administrator
• Develop social media tools and strategy	Fall Conference	Membership Com Chair
• Promote networking events	Fall Conference	APHAA Administrator

Goal: APHAA has a strong governance structure

Strategies

- APHAA will ensure that committees have a full slate of members.

Actions:

- Review and update all Committee Terms of Reference.

Actions	Timing	Role
<ul style="list-style-type: none"> • Review and update all Committee Terms of Reference • Identify vacancies, recruit at Fall Conference 	Fall Conference	All Com. Chairs & APHAA Administrator



Goal: APHAA fosters networking, communication and information sharing

Strategies:

- APHAA will establish a mentoring program in order to better engage new members and promote information sharing and networking opportunities.
- APHAA will continue to receive and act on member concerns and suggestions through member surveys.

Actions:

- Develop a mentor support list to promote peer to peer support.
- Promote the CAO 101 as a mentoring options.

Actions	Timing	Role
• Develop a mentor support list	Fall Conference	APHAA Administrator
• Promote the CAO 101 as a mentoring option	Fall Conference	APHAA Administrator



4. Administrative Delivery Options

Purpose - Identify options, financial analysis and recommendations for the provision of Administrative Support Services for the implementation of the Action Plans.

To help understand how the APHAA can deliver on its' Strategic Plan and Action Plan, workshop participants reviewed the current administrative situation and future administrative delivery options.

A follow-up analysis of administrative options is provided on a separate APHAA Administrative Options Summary Note, under separate cover.

Current Situation

- The APHAA currently resources an Administrative Manager for 400 hours per year, or approximately one day per week.
- The Administrative Manager plays a support service manager role, not an executive director role for the APHAA.
- The current Administrative Manager has indicated that he would like to retire from the position and is willing to help with the transition.
- There is no APHAA office, and office support services (i.e. photocopying) is sometimes provided from Member organizations offices.

Future Administrative Considerations

- A review of future considerations was undertaken (see Administrative Delivery Options Table below) to explore administrative considerations for the APHAA.
- A key consideration is the overall level of effort/ budget the APHAA has to fund administrative delivery. It currently funds a contract staff person one day per week, up to 400 hours per year.
- The role of the APHAA administration could range from a support management to executive management.
- The delivery of APHAA administration could be undertaken by an APHAA manager, through shared services arrangements with other organizations or through a third party contract.

Administrative Delivery Options

APHAA could have a range of administrative support services in the following functional areas:

- Membership services – Managing membership dues, communication and information sharing.
- Board support – Managing Board meetings, scheduling, agenda setting, minute taking.
- Program management – Managing APHAA programs – educational program delivery and the Fall and Spring events.



- Strategic leadership – executive guidance to the Board on policy issues, advocacy, program design and partnerships.
- Partnership relations – Developing, communicating and maintaining strategic APHAA partnerships.
- Advocacy – Developing policy positions and advocating for the interests of APHAA members to partners and stakeholders.

Administrative Delivery Options

APHAA administrative delivery could be undertaken by an APHAA administrator (a staff position), and/ or through a combination of an administrator and a shared services arrangement with another organization (i.e. a housing organization or housing management body) or a professional third party (i.e. an education program provider).

The following delivery option possibilities were identified in the APHAA Workshop by range of service and potential delivery mechanism. Participants identified which types of administrative delivery could be undertaken by different service providers, these are highlighted by a dot on the Table below.

Role/ Delivery Option	APHAA Administrator	Shared Services with another organization	Third Party Contract Administration
Administrative Management			
Membership Services	•	•	•
Event Management	•	•	•
Board Support	•		•
Program Management	•	•	•
Executive Management			
Strategic Leadership	•		
Partnership Relations	•	•	
Advocacy	•	•	



5. Workshop Recommendations

Recommendation	Timing	Role
APHAA Partnerships		
1. Initiate exploratory discussions on the issues and options for increased partnerships or amalgamation with other housing organizations in Alberta to promote better executive manager service delivery.		APHAA President
APHAA Direction		
2. Review and finalize the APHAA Education Strategy.	Fall Conference	Education Committee
3. Review and develop APHAA advocacy roles and approaches.		Advocacy Committee
4. Finalize the APHAA Action Plan and update the APHAA Strategic Plan.	Fall Conference	APHAA Board
APHAA Administration		
5. Develop an APHAA funding business case for core funding from the Province and other potential funders. Review options for a multi-partner business case and funding model.	September	APHAA Administrator
6. Develop an APHAA Administration Strategy	Fall Conference	APHAA Administrator



Headwater Group

Appendices

One: APHAA 2016 – 2018 Strategic Plan Summary

Two: Action Planning and Administrative Workshop Agenda and Background Note

Three: APHAA Administrative Options Summary Note



Appendix One: APHAA 2016 – 2018 Strategic Plan Summary

Education and Professional Development

Develop and deliver a comprehensive education program that promotes quality leadership and expertise of senior administrators in Alberta's public housing sector.

Goals

- APHAA increases its capacity to deliver quality professional development opportunities to its members.
- APHAA will deliver a more comprehensive and diverse education program to better meet the professional development needs of its members.
- APHAA provides accredited educational offerings that are recognized by peer organizations in other parts of Canada

Strategies

1. APHAA will secure core funding from the Province of Alberta in order to develop and deliver a comprehensive education program.
2. APHAA will continue to provide financial assistance for members taking education courses in fields related to public housing administration and program delivery.
 - a. Continue to provide bursaries to members
3. APHAA will deliver an accredited certification program for members.
4. Contract and partner with CIH Canada in order to provide accredited professional development courses and certification.
5. APHAA will partner with educational institutions to provide professional development opportunities.
6. Continued relationship with the Banff Centre (e.g. leadership development)
7. Continued relationship with the Risk Management Institute.
8. APHAA will offer Core Competency Modules.
9. Continued review of content and delivery method of the modules e.g., time requirements, venue, and peer teaching vs. hiring external educators.
10. APHAA will establish relations with public housing associations in Alberta and Canada in order to develop and provide educational opportunities.

Successes

- CIH Founders Program for Alberta has full enrollment.
- 50% of CAOs enroll in a CIH accredited course(s) or certification program.
- The APHAA Bursary Program is fully utilized.



- APHAA secures 3-year funding contracts from the Province at \$150,000 per year for professional development in the sector.
- Offer professional development opportunities in collaboration with at least one other Association involved in the public housing sector.

Engage Key Stakeholders to Improve the Public Housing Sector

Engage with senior government bureaucracy in the Provincial Housing Division and other key stakeholders involved in public housing - in order to impact the development and support of Alberta's public housing sector.

Goals

- APHAA members are recognized as industry leaders in the area of public housing administration and program delivery.
- APHAA members will be consulted by both senior members of the Provincial Government's Housing Division, and other key stakeholders, in order to strengthen the public housing sector.

Strategies

1. APHAA members will communicate with the Provincial Housing Division's senior bureaucracy
2. APHAA members will provide input on a Provincial Housing Strategy for the Provincial Housing Division.
3. APHAA members will work with key stakeholders (e.g. provincial housing associations) who strive to improve the public housing sector.

Successes

- Senior government administration meets regularly with APHAA executive.
- Senior government administration and elected officials attend and speak at APHAA events and conferences
- Key members of the Provincial Housing Division are active partners with APHAA members in relation to program delivery.
- Productive relationships and collaborative priorities are reached between ANPHA, ASCHA, in order to strengthen and ensure the long term sustainability of the public housing sector.
- APHAA collaborates with other associations to organize a public housing summit



Membership Engagement

Increase membership and improve membership engagement.

Goals

- APHAA has a growing, diverse membership that is committed to excellence in public housing in Alberta.
- The membership is engaged and supported by all publicly funded operators.
- APHAA has a strong governance structure that reflects their membership, including sufficient administrative support.
- APHAA continues to foster networking, communication and information sharing among members and stakeholders.

Strategies

- APHAA will ensure that committees have a full slate of members.
- APHAA will establish a mentoring program in order to better engage new members and promote information sharing and networking opportunities.
- APHAA will engage members through holding zone meetings.
- APHAA conference committee will continue to provide excellent venues and programming for members.
- APHAA will continue to receive and act on member concerns and suggestions through member surveys.

Successes

- 75% of members use discussion board on a regular basis, and are comfortable using it.
- Grow membership by 20%.
- Increase conference and AGM attendance by 20%.
- Implementation of bi-annual zone meetings.
- Increase membership and participation in the Education, membership, conference committees.
- 75% of new members having a mentor at conferences.



**Appendix Two: APHAA Administrative Support Strategy
Board Workshop Agenda and Background Note**

Purpose

The APHAA 2016-2018 Strategic Plan identifies a need to increase the overall role of APHAA in the housing industry and provide its membership with enhanced professional development tools and opportunities. The purpose of this Workshop is to:

- Develop Action Plans to accomplish the objectives of the APHAA Strategic Plan; and
- Identify options, financial analysis and recommendations for the provision of Administrative Support Services for the implementation of the Action Plans.

Workshop Agenda

8:30 Coffee

09:00 – 09:30 Review of Current Situation

09:30 – 11:30 Action Planning

11:30 – 12:30 Administrative Delivery Options

12:30 – 13:00 Lunch

13:00 – 14:00 Next Steps

1.0 APHAA Current Issues to Consider

The following issues are provided to remind workshop participants of some key issues when developing the Action Plan:

- APHAA’s focus is on helping professional executive managers. It supports networking and engagement with key stakeholders but takes a limited role as an advocacy organization.
- APHAA members support each other with peer to peer education while providing for professional housing education and certification processes to create industry standards.
- APHAA members are executive managers who play a leadership role in overall community development.
- The APHAA recognises there is limited capacity to deliver all of its aspirations and can work with other organizations and administrative support services to advance its aims.



2.0 Action Planning

Purpose - Develop Action Plans to accomplish the objectives of the APHAA Strategic Plan

Process

1. Review the overall APHAA Strategic Plan (Attachment #2)
2. Review the Action Plan Worksheet Table (Attachment #1).
3. Working in groups draft and post your responses to the wall posters:
 - What Governance and Committee roles are required to implement the action?
 - What is the APHAA administrative role to implement the action?
 - What are third party options and roles to implement the action?
 - What are the budget considerations for each action?
 - What are the timelines for the action steps (start and end month)?

3.0 Administrative Delivery Options

Purpose - Identify options, financial analysis and recommendations for the provision of Administrative Support Services for the implementation of the Action Plans.

Process –

1. Review overall administrative options identified in the Action Plan, identify common themes
2. Discuss
 - What specific Administrative Support needs of the Association are currently not being met?
 - What administrative relationships/ program sharing is there with other organizations?
 - What administrative options are possible?
 - Hiring a full time person independently located,
 - Hiring a full-time person co-located and supported in a member organization (e.g. GEF),
 - Hiring a part-time person co-located and sharing administrative services with a member organization, and
 - Other options.

4.0 Next Steps



Attachment #1 Action Plan Worksheet

Education and Professional Development

Strategic Goals and Actions	Governance/ Committee Role/Option	Admin Role/ Option	Other Party Role/ Option	Budget Consideration	Timelines
Increase capacity to deliver professional development (Goal #1)					
1. APHAA will secure core funding from the Province of Alberta in order to develop and deliver a comprehensive education program.					
Deliver a more comprehensive and diverse education program (Goal #2)					
2. APHAA will continue to provide financial assistance for members taking education courses in fields related to public housing administration and program delivery.					
a. Continue to provide bursaries to members					
5. APHAA will offer Core Competency Modules.					
a. Continued review of content and delivery method of the modules e.g., time requirements, venue, and peer teaching vs. hiring external educators.					
6. APHAA will establish relations with public housing associations in Alberta and Canada in order to develop and provide educational opportunities.					
Provide accredited educational offerings that are recognized by peers in other parts of Canada (Goal #3)					
3. APHAA will deliver an accredited certification program for members.					
a. Contract and partner with CIH Canada in order to provide accredited professional development courses and certification.					
4. APHAA will partner with educational institutions to provide professional					



Strategic Goals and Actions	Governance/ Committee Role/Option	Admin Role/ Option	Other Party Role/ Option	Budget Consideration	Timelines
development opportunities.					
a. Continued relationship with the Banff Centre (e.g. leadership development)					
b. Continued relationship with the Risk Management Institute.					

Engage Key Stakeholders to Improve the Public Housing Sector

Strategy	Governance/ Committee Role/Option	Admin Role/ Option	Other Party Role/ Option	Budget Consideration	Timelines
Members are recognized as industry leaders (Goal #1)					
1. APHAA members will communicate with the Provincial Housing Division’s senior bureaucracy					
2. APHAA members will provide input on a Provincial Housing Strategy for the Provincial Housing Division.					
Members will be consulted by Alberta Seniors and Housing, and other key stakeholders (Goal #2)					
3. APHAA members will work with key stakeholders (e.g. provincial housing associations) who strive to improve the public housing sector.					



Membership Engagement

Strategy	Governance/ Committee Role/Option	Admin Role/ Option	Other Party Role/ Option	Budget Considerati on	Timelines
Growing, diverse membership that is committed to excellence (Goal #1)					
Membership is engaged and supported by all publicly funded operators (Goal #2)					
<p>3. APHAA will engage members through holding zone meetings.</p> <p>4. APHAA conference committee will continue to provide excellent venues and programming for members.</p>					
APHAA has a strong governance structure (Goal #3)					
<ul style="list-style-type: none"> APHAA will ensure that committees have a full slate of members. 					
APHAA fosters networking, communication and information sharing (Goal #4)					
<ul style="list-style-type: none"> APHAA will establish a mentoring program in order to better engage new members and promote information sharing and networking opportunities. 					
5. APHAA will continue to receive and act on member concerns and suggestions through member surveys.					



Appendix Three: APHAA Administrative Options Summary Note

1.0 Introduction

The purpose of this note is to further explore administrative options to aid APHAA consideration. Further information and consideration of the existing APHAA administrative budget and objectives are needed to further this analysis. This note provides initial background considerations.

2.0 Delivery Option Scenarios and Responsibilities:

APHAA Administration could be delivered through a staff function, as a shared service with another organization or by a professional third party organization contractor:

APHAA Administration:

- A hired staff (or employment contract) position to deliver services.

Shared Services:

- A shared services contract sharing administrative resources (facilities and personal) to deliver common administrative needs (i.e. program management).

Third Party Services:

- A contract with a professional association contractor who has the tools and skills in administrative management.

Merger with Another Organization

- Merger with another organization would facilitate a more substantive administrative structure for housing association service delivery.

3.0 Benefits and Cost Estimation

Estimation notes are provided below to help focus the service areas and costs for different levels of service.

Service Delivery Options Cost Examples

The following table can be used to help analyse the potential costs, options and service levels desired by the APHAA:



Service	Staff Administrator	Shared Service	Third Party
Membership Services			
Board Support			
Strategic Leadership			n/a (Board Chair Role)
Program Management			
Partnership Relations			
Advocacy			n/a (Board Chair Role)

Administrative Staff/Shared Service Costs

Costs can be allocated to different service areas. An estimate needs to be determined by area.

Office Space and Supplies

It would make financial sense to share an office with another organization or within another organizations space (e.g. Homeward Trust, GEF, Leduc Foundation, etc.). Potential savings would be in the areas of space and equipment. The ideal situation would be to pay a fixed amount of \$1,000/month. Supplies could even be based on a monthly fixed amount.

Merge/Share with Another Organization

Another completely different option is available – merge AAPHA with another housing association in Alberta. The obvious fit would be with ANPHA. This would cut costs in half theoretically and enhance the delivery of programs and services for the overall membership.

An alternative is sharing space and the Administrative Director position with another association like ANPHA . This would facilitate recruiting a full time permanent position which would attract a higher qualified and committed person to the position.

4.0 Range of Administrative Delivery Option Scenarios:

There is a multitude of potential scenarios for the delivery of administrative services. Six potential scenarios for APHAA members are summarised below:

- Status Quo – One Day Per Week,
- Administrative Director – Two Days per Week,
- Executive Director – Two Days per Week,
- Shared Administrative Services Level 1,
- Shared Administrative Services Level 2, and
- Merge with another organization.



The potential range of services that would be delivered for each option is displayed in the table below:

Scenarios	APHAA Staff Administrator	Shared Services Options	Third Party Options
Administrative Director Status Quo One Day per Week	<ul style="list-style-type: none"> • Membership services • Board support • Program management 	<ul style="list-style-type: none"> • Membership services • Program management 	<ul style="list-style-type: none"> • Membership services • Program management
Administrative Director Two Days per Week	<ul style="list-style-type: none"> • Membership Services • Board support • Program Management • Partnership relations 	<ul style="list-style-type: none"> • Membership services • Program management 	<ul style="list-style-type: none"> • Membership Services • Program management
Administrative Director + Shared Services 1	<ul style="list-style-type: none"> • Board support • Program Management • Strategic leadership • Partnership relations 	<ul style="list-style-type: none"> • Membership services • Program management • Strategic Leadership 	<ul style="list-style-type: none"> • Membership services • Program management
Administrative Director + Shared Services 2	<ul style="list-style-type: none"> • Board support • Strategic leadership • Partnership relations 	<ul style="list-style-type: none"> • Membership Services • Program Management • Partnership relations • Advocacy 	<ul style="list-style-type: none"> • Membership services • Program management
Executive Director	<ul style="list-style-type: none"> • Board support • Strategic leadership • Partnership relations • Advocacy 	<ul style="list-style-type: none"> • Membership Services • Program management 	<ul style="list-style-type: none"> • Membership Services • Program management
Merge with Another Organization	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • TBD