

## THE AGENCY FOR CO-OPERATIVE HOUSING

### POLICY MANUAL

**DATE ISSUED:**

June 2015

**NUMBER:**

1.4.7

**REPLACING ISSUE OF:**

June 2014

**CROSS REFERENCE:**

None

**REVIEW CYCLE:**

2 Years

**AUTHORITY:**

Board of Directors

**DUE FOR NEXT REVIEW:**

June 2017

**SUBJECT:**

Strategic Planning Task Force Charter

---

---

**STATUS:**

Special Task Force

**SOURCE OF AUTHORITY:**

Board of Directors (the Board)

**COMPOSITION:**

The Strategic Planning Task Force (the Task Force) comprises a Committee of the Whole of the Board of Directors and any other persons the Board may choose to appoint.

The Director, Corporate Services attends meetings as a resource for the Task Force.

**APPOINTMENT OF MEMBERS:**

All members of the Board of Directors are ex-officio members of the Task Force. In addition, the Board may appoint anyone to the Task Force whose contribution it believes will add value. If a task-force member ceases to be a director or is otherwise unable to continue with the work of the Task Force, the Board may appoint a replacement.

**CHAIR:**

The Chair of the Task Force is appointed by the Board.

**MEETINGS:**

1. Quorum for Task Force meetings is four members.
2. The Task Force meets as often as necessary, at the call of the Chair.
3. Meetings may take place by telephone or in person.
4. The Chief Executive Officer will be advised of Task Force meetings and may elect to attend.
5. The Corporate Secretary or their designate records minutes of Task Force meetings.

**PURPOSE:**

The Strategic Planning Task Force will explore ways to mitigate the loss of services to federal-program housing co-operatives in B.C., Alberta, Ontario and PEI following the conclusion of their operating agreements with CMHC.

The Task Force will work with the Agency's sector partners to seek a new direction that will preserve, for the benefit of co-operatives, other social housing organizations and the public in general, some of the value the Agency has created.

The Task Force will plan for the Agency's effective operation while it remains viable and will seek to extend that period through appropriate strategies.

**FUNCTION:**

The role of the Task Force is

1. to determine whether the Agency can uniquely satisfy one or more third-sector housing-market needs without relying on CMHC funding, once a critical mass of its client co-operatives is no longer bound by operating agreements;
2. if feasible, to determine how the Agency or a successor organization would be capitalized, structured and compensated for its services as a viable and competitive business.

The work of the Task Force is predicated on the clear understanding that

1. the Agency's fundamental obligation is the delivery of its current services under its contract with CMHC;
2. the energy and focus of the Agency's management, staff and board cannot be diverted from this obligation;
3. all Agency stakeholders, including CMHC, stand to benefit from the creation of a plan either for the efficient winding down of the Agency as client operating agreements expire in significant numbers or for the Agency's transition to new lines of business and possibly to a new organizational form.

#### **DUTIES AND RESPONSIBILITIES:**

The Task Force has the following specific duties and responsibilities:

1. to define core Agency competencies that could serve co-operative housing, broader social housing or other relevant markets in a post-operating agreement environment;
2. to assess what businesses the Agency, in its current form, as a merged entity or as a new company, might engage in;
3. to identify and measure possible revenue streams from such businesses;
4. to determine the initial capital that would be needed to launch such businesses;
5. to investigate possible partnerships or mergers with similar or affiliated organizations;
6. to identify how to secure for the co-operative housing sector the rights, or access, to the Co-operative Housing Agency Information System (CHAIS) or its counterpart;
7. to oversee the development of a business plan for the Agency and any new entity that the Task Force sees as sufficiently promising;
8. to report to the Board on the Task Force's deliberations and recommendations;
9. to perform any other task the Board may give to the Task Force.