



TERMS OF REFERENCE FOR COMMITTEES

January 2022

The Board of Directors establishes goals in light of MHI's mission and objectives, develops a strategic plan to implement these, and sets policies to guide the work of MHI. MHI committees develop and implement these strategies, either directly or indirectly, through working teams.

The Executive Director is an *ex officio* member of each committee, acts in an advisory role to the committee chairs, oversees the work of MHI on behalf of the Board and ensures that there is overall co-ordination of the work of MHI. The Executive Director also helps to develop the capacity of the committees to ensure that their responsibilities are being met. At the recommendation of the Executive Committee, the Board may hire staff members to assist committees as required.

At present, MHI has eight standing committees which meet regularly: Executive Committee, Communications and Marketing Committee, Development Committee, Finance Committee, Fund Raising Committee, Governance Committee, Membership and Outreach Committee, and Property Management Committee.

Guiding Principles: All committees will operate in a way that is consistent with the vision, mission, policies, goals and strategic direction determined by the Board of Directors in consultation with the committees.

VALUES:

- **Accountability:** Committees will ensure that all their practices and procedures reflect MHI's overall vision and philosophy and contribute to the sustained pursuit of the mission of MHI. Committees are further required to be fair, responsible and compliant with applicable legislation and regulations. Committee members will declare any conflict of interest they may have with regard to the work of the committee according to the Conflict of Interest Policy of MHI.
- **Transparency:** Committees will keep a formal set of minutes recording the decisions, action items, rationale and other key information related to their ongoing work. Each

committee will prepare a report for inclusion in the Annual Report to be distributed at the Annual General Meeting in March. The committee report should be submitted to the Executive Director by the end of January.

- **Confidentiality:** Information will be shared about staff, volunteers, the property management company staff, and tenants on a “need to know” basis only. All committee minutes should be kept confidential by Board and committee members until a final version is approved by the committee. Reports and minutes from committees, when accepted by the Board and approved by the committee, become public documents along with Board minutes.
- **Respect:** Differences in perspective will be valued and reflected on and every effort will be made to ensure everyone is treated respectfully regardless of race, religion, gender, age, disability or sexual orientation.
- **Inclusivity:** Committee members will work to ensure everyone understands the issues and can participate in discussions. Every effort will be made to accommodate those who wish to participate in the mission of MHI.
- **Justice:** Committees will seek to act justly in all of their decisions, ensuring that tenants are treated with fairness and dignity, that staff, building superintendents, and service providers alike are treated with respect, paid a just wage and that all involved in the work of MHI are reimbursed promptly and appropriately for their expenses.

COMMITTEES

Authority of Committees:

All committees act on behalf of the Board and report to the Board. They have the authority to develop policies relevant to their respective responsibilities for Board approval. They also have authority to develop strategies and working teams to carry out their purpose according to the values, policies and strategic plan approved by the Board of Directors, and in doing this, to request assistance from the staff, and firms hired to provide expertise within the parameters of their terms of reference. They also may make use of MHI’s financial and office resources within the budget amount allocated by the Board for their work.

Responsibilities of Committees:

Each committee, in light of the mission statement and values of MHI and the particular mandate of the committee, has the responsibility to:

- Develop a yearly work plan that aligns with the Board’s strategic plan, monitor its implementation, assess its impact and reports on its implementation periodically to the Board.
- Ensure there are sufficient resources available – staff and volunteer, as well as material – to undertake the activities identified in the work plan or with the approval of the Board, work with the Executive Director to identify and pursue sources of funding to augment existing resources.
- Meet at a regularly scheduled time, mutually agreed upon by the committee members and the Board. If possible, meetings should occur in the first two weeks of the month to facilitate timely communication of committee decisions or questions to the Executive Committee, which meets in the third week.
- Maintain accountability by keeping a formal set of minutes to be submitted prior to each Board meeting.
- Advise the Board regarding needed policy development and implementation to ensure the committee work continues to reflect the vision, values and goals of MHI.
- Develop a budget, in consultation with the Executive Committee, that reflects the projected income and expenditures incurred by the work of the committee, and monitor these in light of the budget.
- Develop and oversee working teams that are required to carry out the committee work plan.
- Identify and recommend to the Board contracted services needed in order to carry out the work of the committee.
- Ensure that the work of the committee is complementary to the work of other MHI committees.
- Provide recommendations and motions, complete with background information, to the Board with regard to the governance, management, and growth of MHI.
- Provide timely meeting minutes to the Board, as well as a summary annual report in January of each year for the Annual General Meeting.
- Ensure that information required for other reports is available, including reports to government and funding agencies.

A quorum for meetings shall be a majority of members of the committee or team. Decisions will be made by consensus – i.e. the majority in agreement and the remaining members able ‘to live with’ the decision. Formal motions are not necessary.

Guidelines for determining whether a particular decision must be referred to the Board:

In general, any decision that impacts on the nature of MHI's mission and policies or binds the Board legally in any way must be referred to the Board. Some questions to consider:

- Would the decision change or expand the Board's strategic plan?
- Would the decision require an increase in the amount in the budget of more than \$500 or be above the approved spending limit for the committee?
- Would the decision require increasing the fundraising goals approved by the Board?
- Will this decision result in an application to a funding agency over and above what has already been approved by the Board?
- Does a decision result in establishing a partnership with another entity?
- Will the decision result in the need to hire a contractor or consultant to provide services on behalf of the committee outside the limits of the Finance and Procurement Policy?
- Does implementing the decision require that the MHI lawyer be hired for a specific task?

"Yes" to any of these questions requires both an approval in advance by the Board that: 1) the decision be pursued as part of the work plan; and 2) approval of any legal contract that arises.

Committee Membership:

Each committee will include at least one member of the Board and a representative of each of the working teams it creates. The role of these representatives is to serve as liaison between the committee and the team to ensure that the work of the team reflects the decisions of the committee, and that the committee understands the nature of the work and the challenges involved.

Other members of the committee will generally be identified by the Executive Director in consultation with the committee chair on the basis of their interests and skills and fit with the competencies required by the committee.

Committee chairs are approved by the Board of Directors. They will normally serve a term of two years and can be reappointed.

Role and responsibilities of the committee chair:

The chair of a committee makes the development and work of the committee their primary contribution to MHI. The chair may be a Board member, or an MHI volunteer. This person has good organizational, communication and facilitation skills. He or she values the diverse perspectives of committee members and will strive to ensure the composition of each committee reflects the multi-faith nature of MHI.

Chair responsibilities include:

- Ensuring that the committee meets regularly, in most cases monthly, on a day when the Executive Director and/or another staff member whose job description is related directly to the TORS of the committee can attend.
- Working with the secretary of the committee to ensure that minutes are accurate and provided to the Executive Director for review and distribution in a timely manner.
- Reviewing and providing any motions or recommendations, including the background rationale for these in writing through the Executive Director, to the Board.

Responsibilities of the committee secretary:

The responsibilities of the secretary include the following:

- Provide committee members with a draft of the minutes in a timely fashion for review and correction. Ensure that agreed upon minutes can be passed on to the Executive Director before the Executive Committee meeting.

Responsibilities of the Board liaison:

The role of this member is to be liaison between the Board and the committee. He or she will ensure that committee recommendations, including motions for consideration, are properly represented at the Board, and that the directions and requests coming from the Board are clearly understood by the committee.

WORKING TEAMS

These teams of volunteers carry out tasks set by the committees either on an ongoing or an ad hoc basis. Ideally, the composition of each team reflects the multi-faith nature of MHI. Volunteers for these teams are people with particular skills and interests which make them suitable for the tasks designated by the committee.

Members on these working teams are approved by the committee to which they report. A staff person or a representative of the staff person will attend working team meetings if staff support is required.

Responsibility and Authority of Working Teams:

To facilitate timely decisions and actions, committees may delegate their authority to the teams working on their behalf. Each team develops its own work plan to meet the objectives of the committee and is accountable to that committee. One person is designated as chair of the team and works closely with the chair of the committee. The team chair (or designate) attends the meetings of the committee to which it reports. The team itself determines when it needs to meet and what kinds of notes it needs to take to ensure continuity and accountability to the committee.

EXECUTIVE COMMITTEE

Mandate: The Executive Committee facilitates the work and goals of the Board of Directors acting as the Board's coordinator, controller and facilitator .

Membership: The Executive Committee consists of the executive officers of the Board ie the President, Vice-President or Past President, Secretary, Treasurer, Executive Director (as an ex officio member) and one other Board member at large .

Responsibilities:

- Facilitates development and monitors accomplishment of short and long-term plans to be or approved by the Board.
- Coordinates and challenges information flowing to the Board for discussion, decision and /or direction.
- Ensures the culture of the organization is compliant with its Mission, Vision and Strategic Plan.
- Monitors committee minutes and reports and prepares the Board Agenda.
- Identifies issues which require Board discussion and decisions.
- Facilitates Board approval of short, medium and long-term priorities of the organization drawing from Standing Committee work plans to develop a corporate plan and ensures periodic reports to the Board.
- Supports and integrates the work of Committees, the ED and the Board.
- Senior advisor for the ED.
- Under certain circumstances and specific Board authority, the Executive Committee can act on behalf of the Board for short periods of time (eg over the summer months).

COMMUNICATIONS AND MARKETING COMMITTEE (MCMC)

Mandate: The Communications and Marketing Committee will:

- Develop and implement an integrated communications and marketing strategy that disseminates the mission, vision and objectives of MHI, and supports the work of the organization.
- Provide advice and support to the Executive, Board and committees of MHI on communications to MHI members and non-members, partners and the public.

Membership: This committee should include a member of the Fundraising Committee, the Membership and Outreach Committee, and the staff member responsible for communications and marketing. MHI's Executive Director attends meetings as an *ex officio* member.

Responsibilities:

- Develop strategic priorities, plans and proposals for internal and external communications, including marketing, and produce associated products;
- Develop procedures and processes to improve the consistency and effectiveness of MHI's communications and marketing;
- Oversee the website, including the design, site analytics, quality assurance and response to member and non-member parties;
- Oversee the other channels (including the newsletter, website, social media and traditional media) used to communicate with members, supporters, and the public;
- Understand the communication needs of the different audiences within our membership and supporter base and design communication and marketing products that meet these needs;
- Liaise with the Fundraising and Membership and Outreach Committees to provide support for their initiatives and goals.
- Develop and maintain relationships in the media business community to extend MHI's outreach and community awareness.
- Annually create a committee work plan and periodically report to the Board on implementation progress

DEVELOPMENT COMMITTEE

Mandate: The mandate of the Development Committee is to:

- Manage the funding, construction, and operationalization of new projects in order to meet the growing need to adequately house the homeless and the precariously housed in our community.
- Acquire, develop and promote sustainable and vibrant housing solutions that can be rented at an affordable rate for residents in our community, and support the process for accessing grants and financing to do this.
- Develop and nurture partnerships with other like-minded organizations, and provide support and advice to faith communities who wish to develop a housing program.

Membership: This committee is open to anyone in our community who shares MHI's goals and who has skill sets that help to further those goals. MHI's Executive Director attends all meetings as an ex officio member.

Responsibilities:

1. Ongoing:

- Stay informed about affordable housing policies, plans and priorities at all levels of government (especially municipal).
- Learn about best practices of other non-profit housing providers and various faith communities that are developing housing in Canada, and apply them to our own planning and development initiatives.
- Identify and nurture development funding and grant opportunities directly related to the creation and maintenance of affordable housing relevant to the mission and goals of MHI.
- Develop, support, monitor and assess MHI's relationships with key development partners and grant-makers.
- Provide advice to the Board on relevant MHI policy and procedures, various financing mechanisms and funding options, as well as recommend strategies to manage or mitigate risk.
- Provide analysis on the development and outcome of each project and assist the ED to identify the resources necessary to carry out periodic evaluations of our work. As directed by the Board, develop an annual work plan and set of goals and report on

progress periodically, as well as identify gaps in staffing to support the development function.

- Recruit new members of the Development Committee and consider succession planning to fill any gaps in skills.
- Annually create a committee work plan and periodically report to the Board on implementation progress

2. Project

- Identify properties suitable for acquisition and development by MHI in light of the Board's strategic plan, and make early recommendations to the Board.
- Ensure that the necessary feasibility studies are carried out to determine project and partner suitability, make the business case, and recommend to the Board the financial and funding strategies required to carry out the project; ensuring ongoing coordination with the Funding and Finance committees as required.
- Once the Board has approved these recommendations, oversee the project on behalf of MHI. This will likely involve the creation of a Project Working Team that, working in an advisory capacity to the Executive Director, will 'oversee' the work of partners, consultants and contractors, monitor and report to the Development Committee on the progress of project planning and construction, and stay connected with various stakeholders.
- Responsibilities of the project team include:
 - Reviewing grant applications and/or MHI's responses to government calls for proposals for the acquisition and/or development of more affordable housing;
 - Monitoring and reporting on key milestones during the planning and preconstruction phases;
 - working with the consultants hired to help carry out the plan and attend site meetings;
 - monitoring construction activities against the original plan including the scope, budget and timeliness, proposing mitigating strategies where required to reduce risk;
 - Monitoring the use of contingency funds and approving change orders that require spending decisions on a one-time emergency basis as required, according to a schedule provided by the Board; and
 - Providing reports to the Board on a regular basis regarding the progress of the project, difficulties encountered, solutions and any required expenditures from the contingency funds.

FINANCE COMMITTEE

Mandate: To oversee the financial operations of MHI and provide the Board of Directors with timely and accurate financial information and advice on the management of MHI's finances.

- Provide advice and oversight to obtain reasonable assurance that:
 - Staff and contracted professionals are employing the appropriate controls over business processes including the safeguarding of assets; and
 - Staff and contracted professionals identify and mitigate financial risks via an effective financial framework, well adapted to MHI.

Membership: The Finance Committee will be chaired by the Treasurer of the Board, who will have appropriately qualified accounting and financial credentials. The Finance Committee will include at least two other members. There will be a minimum of one member on the Finance Committee with an accounting designation. MHI Executive Director (ED) is an ex officio member.

Responsibilities:

1. Assess the financial management system of MHI and its governing financial policies and practices to ensure accountability. Recommend improvement when required to the Board.
2. Obtain reasonable assurance the staff and other contracted professionals of MHI ensure compliance with all MHI statutory filings.
3. Review management's risk assessment framework and planning, along with the ED, and other MHI professionals, to ensure continuity of operations, and protection of assets.
4. Assess that MHI has in place an accounting system reflecting Generally Accepted Accounting Principles (GAAP) that is capable of effectively supporting the short and long-term plans and objectives of MHI. Provide related advice to Board and ED.
5. Assess that appropriate financial control procedures exist and are in operation in MHI. Provide related advice to Board and ED.
6. Review and present to the Board an annual Budget for MHI, to be approved before the end of the preceding fiscal year.
7. Assess the external book keeper for MHI in terms of deliverables, timeliness of statements, etc. Provide related advice to Board and ED.
8. Review the monthly financial statements provided by the book keeper in a timely manner.

9. Provide advice on all financial statements submitted to the government and funding agencies.
10. Review the annual financial statements before the AGM.
11. Provide timely budget reports to the Board and the Executive Committee and explain any concerns regarding MHI's financial management. This is as part of the monthly financial statements, which tracks actual against budget.
12. Report to the Board at least on a quarterly basis on the financial status of MHI and performance relative to the annual Budget, and present recommendations for any needed changes in MHI's management of its finances. Scope of this reporting includes elements related to the board's fiduciary responsibilities.
13. Provide advice on relations with the various financial institutions.
14. In close collaboration with the Development and Property Committees, identify and recommend to the Board the financial strategies, funding, and the budget required to acquire, develop and maintain properties suitable for affordable housing in accordance with MHI's strategic plan.
15. Recommend to the board, annually, a committee work plan that would typically include the following;
 - Review the monthly financial statements and provide advice to ED and Board.
 - Review the draft audit report and provide advice to ED and Board.
 - Provide additional financial management advice to ED and the Board on as required and pro-active basis based on MHI changing circumstances.

Responsibilities regarding the Annual Audit:

1. The Finance Committee will constitute the Audit Committee of MHI, with the addition of at least one external person who is not normally a member of the Finance Committee.
2. In the role of the Audit Committee, work with the auditor and book keeper to establish
3. Audit Processes associated with the following responsibilities:
 - Overseeing the financial reporting and disclosure process;
 - Monitoring choice of accounting policies and principles;
 - Overseeing hiring, performance and independence of the external auditors;
 - Overseeing regulatory compliance;
 - Monitoring the internal control process; and
 - Overseeing a proper internal audit function given MHI size and organizational nature.
4. Report to the Board of Directors on the findings of the annual audit of MHI, and any required measures to address these findings.
5. Monitor the implementation of any recommendations arising from the audit and approved by the Board, and report to the Board on the results.

FUNDRAISING COMMITTEE

Mandate: The mandate of the Fundraising Committee is to develop strategies to meet the fundraising goals set by the organization-

Membership: This committee should include at a minimum: a representative from the Communications and Marketing Committee, the Board, the Executive Director, and the staff person responsible for fund development.

Responsibilities:

- Make recommendations to the Board about the fundraising goals put forth as needed to achieve the goals in MHI's strategic plan.
- Make recommendations to the Board when ongoing fundraising activities should be modified or ended.
- Maintain and update MHI's fundraising policy as needed.
- Identify and develop fundraising opportunities relevant to the mission and goals of MHI in accordance with MHI's fundraising policy
- Develop, support, monitor and assess MHI's relationships with key development partners, funders, sponsors and grant-makers.
- Collaborate with the Communications and other committees on events or initiatives that have a fundraising component.
- Where appropriate and possible, assist faith communities and individuals who are running third party fundraisers for MHI.
- Oversee the work of the Tulipathon Fundraising, Communications and Marketing Team.
- Annually create a committee work plan and periodically report to the Board on implementation progress

GOVERNANCE COMMITTEE

Introduction: Governance determines who has power, who makes decisions, how other players make their voice heard and how account is rendered (Institute on Governance).

Here is another way to look at governance --it is the combination of processes and structures implemented by the Board to inform, direct, manage and monitor the activities of the organization toward the efficient and effective achievement of its objectives.

The bottom line is that governance is a significant responsibility of the Board. It allows MHI to meet its fiduciary responsibilities to our stakeholders. It also ensures that the appropriate

organizational policies and structures are in place to deliver results, protect assets, and nurture short-term plus long-term planning and reporting without undue administrative burden.

Mandate: The mandate of the Governance Committee is to assist the Board to create and maintain healthy governance such that MHI effectively and efficiently achieves its objectives in a manner consistent with: leading edge governance standards, good practices and our culture.

Membership: The Governance Committee consists of; the Chair who should be a Board member, several other Board members, several other volunteers who may want to gain experience before joining the Board and the Executive Director (ED) as an ex officio member.

Responsibilities:

- Regularly review the governance framework to ensure it is operating as intended and to identify areas for improvement.
- Review, bylaws and board policies, on a rotating basis every three or four years to ensure they are current, easily understood, appropriately linked to the board's work, efficient and effective. The review of policies should also include, if applicable, members from standing Committee(s) and/or staff.
- Monitor compliance with the organization's bylaws and board policies.
- At least annually, recommend to the Board succession plans and processes to recruit and nurture candidates for positions on the Board of Directors.
- Encourage recruitment of volunteers who can contribute to standing committees or MHI in general
- Roll the responsibilities of the HR Committee into the Governance Committee.
- Recommend to the Board plans for education and development, as well as, help to support the orientation of newly elected directors.
- Periodically (eg every other year) provide to the Board, for its approval and use, an evaluation process to assess the effectiveness and efficiency of the Board and the health of relationships between the Board, Committees and the ED.
- Recommend to the Board improvement to policies and processes required for Risk, Performance, and Data/Information Management
- Improve the development of the ED's annual performance plan and evaluation, and related compensation recommendations.
- In conjunction with the Board and the ED, support the development of the topics, agenda and materials for Board Retreat's, including post-retreat follow-up.
- Annually create a committee work plan and periodically report to the Board on implementation progress

MEMBERSHIP AND OUTREACH COMMITTEE

Mandate: The Membership and Outreach Committee builds a strong membership base for MHI from supervisory structures and associations of major faith groups, individual faith communities, faith-based groups involved in housing and Civic and Religious Patrons.

Membership: As far as possible, MOC membership will include representatives from faith groups who are members of MHI, a minimum of one member of the Board of Directors, the Executive Director (ex-officio) and the staff persons responsible for community engagement, communications and fundraising.

Responsibilities:

- Develop and implement a strategy for the annual membership drive under the leadership of the Community Engagement Manager.
- In collaboration with the Communications and Marketing Committee, develop and implement a communications strategy to maintain and strengthen membership interest and support.
- Enhance the multi-faith culture in all sectors of MHI.
- Periodically review the suitability of Patrons to MHI and make recommendations to the Board about new or renewed appointments, assuming an initial term of five years.
- Encourage Patrons to actively engage with (if feasible) and support the involvement of their particular faith tradition in MHI.
- Increase understanding of the multi faith dimension of MHI (raising multi faith consciousness) among faith communities and the significance of faith-based support of affordable housing issues by facilitating MHI engagement through outreach activities. Such activities include: presentations, public forums, special events such as MHI's

National Housing Day (NHD) Celebration. In addition, MOC supports the Tulipathon Team by encouraging faith community participation.

- Encourage MHI members to promote MHI initiatives among their peers (both faith-based and secular) and to identify individuals (champions) willing to offer their skills in support of the activities of the MHI.
- In conjunction with the Community Engagement Manager, receive feedback from members about the activities of MHI and provide information back to the Board.
- Identify people who will speak on behalf of MHI to the community at large, to the MHI membership, and to generate opportunities for them to do so.
- Work with the Communications and Marketing Committee to develop educational materials and programs to motivate faith communities and the general public to promote and provide affordable housing in Ottawa.
- Annually create a committee work plan and periodically report to the Board on implementation progress

Property Management Committee

Mandate:

The Committee, subject to MHI's Policy on Contracts and Signing Authority, assists and advises the Board in fulfilling its governance responsibilities with respect to policies, planning, housing administration, development/construction stewardship and financial sustainability for its housing stock and related property matters.

The Committee may consider any other housing or property management matter referred to it by the Board of Directors or the Executive Director.

Purpose:

- To assist in the safe, efficient and cost-effective operation of MHI's property management functions, in accordance with codes, regulations, laws, and within agreed budget (after consultation with the Finance Committee) and work plans.
- To act as Board representative in matters of communication with staff and monitoring of property management matters through mechanisms such as regular review of staff reports.
- To advise and act as a resource to the Executive Director, the Property Manager or both, on matters relating to property management or development, whenever advice is sought and in particular in areas of judgement or technical knowledge.
- To advise on the planning, disposal, development and growth of MHI's housing stock.

Background

Some two years ago, the Board of Directors received for consideration from the previous Property Committee a report identifying a number of items related to the operation and maintenance of MHI's properties that needed to be assessed in 2021. Chief among them was the need to assess MHI's current policies, procedures and property management structure in light of MHI's recent and anticipated growth. It also recommended that an Operation and Maintenance (O&M) Plan and an Asset Management Plan be established.

Unfortunately, despite its extensive work and dedication that Committee dissolved for various reasons and after a two-year hiatus, a new Properties Committee was formed a few months ago. It is tasked with and is responsible for the upkeep and maintenance of all MHI's properties.

There is currently in place a paid management system that allows MHI's facilities to be maintained and necessary items to be replaced. This system is essentially reactive: the majority of maintenance activities involve repairing or replacing aging equipment and assets that are about to break or have broken. This mode of operation has allowed MHI to get by, but it is certainly unsuitable and not sustainable especially with MHI's forecasted rapid expansion.

Moving forward

In order to maintain the trust of our stakeholders and contributors, MHI's Property Management needs to prove its ability to develop, operate and maintain affordable housing in a proactive fashion. To achieve this, MHI needs to establish a clear Strategic Plan as well as an extensive Annual Building Management Plan and a long-term Asset Management plan. These plans will deal with anticipated expenses in capital, upkeep, manpower, and will set budget and schedule a Preventative Maintenance Plan for all MHI's assets and their systems.

To establish such plans, however, there are several steps that need to be undertaken:

- Establish a business case for Board's consideration and approval.
- Obtain a Building Condition Assessment Report for all MHI's properties that includes an inventory of all systems and sundries for all MHI's properties.
- Prepare and complete a Building Management Plan template for all MHI's currently owned assets: the Blake, The Haven, Somerset Garden, Kent House and Veterans House.
- Annually create a committee work plan and periodically report to the Board on implementation progress

In light of its limited resources, this Committee's modest goals for 2022 will be:

1. To begin the process of including the required data for a Building Management Plan for each of MHI's properties.
2. To ensure that the needed funding is in place for reaching that first goal.

The Committee's modest goals may take some time to be achieved, but may be realized more quickly by recruiting specialized professional volunteers or by simply hiring consulting firms to develop and implement a Strategic Plan, an Annual Building Management Plan and a long-term Asset Management plan for all MHI's facilities.

Once these plans are ready, the Committee's next step will be to prepare a business case seeking the Board's approval to proceed with their implementation.

LEXICON

Building Management Plan (BMP)

The BMP serves as a base to assess and optimize asset performance and provides the framework for maintaining and enhancing the value of MHI assets. It also provides the MHI with a tool to monitor and evaluate the performance of all assets.

The BMP may include:

- Operating and Maintenance (O&M) Plans
- Project plans
- Management Analysis

Operation & Management Plan (O&M)

The O&M plan lists in details the activities and resources required to operate, maintain and manage an asset on a day-to-day basis. It covers all aspects of normal building operations.

It also establishes the annual cost of operating and managing a unit or such annual cost per square meter. This allows the easy comparison of O&M cost with similar facilities and helps in evaluating asset viability and ultimately the rental fees to be charged or the fund to be raised.

Project plan

The Project Plan lists specific repair work to restore an asset to its required level of service. It also lists capital projects intended to upgrade asset to higher-than-original standard.

The plan also provides a five-year horizon, forecasting for each project on the basis of the previous year's costs, the approved budget for the current year, and may include a cash flow projection for up to two subsequent planning years.

Management Analysis

This will be developed by the Property Manager and will comprise a narrative summary and an assessment to support the contents of the BMP. It will also include recommendations to the Property Committee and MHI's Board of Directors identifying different management options, either to proceed with an in-house management or to continue with the current outsourcing management.