



**BC Non-Profit
Housing Association**

Education Services

Workshops, Consultations and Management Tools for the Non-Profit Housing Sector



www.bcnpha.ca

■ CORE COURSES

Choose from a variety of courses, developed by BCNPHA, covering topics that are core to the business of managing non-profit housing.

Get the training you need – when you want it! BC Non-Profit Housing Association (BCNPHA) delivers courses throughout the year suited to your organization’s specific needs and time schedule.

All courses can be customized for delivery on-site to the board and/or staff of an organization. In addition, BCNPHA can facilitate special sessions such as strategic planning, dispute resolution, team building, board orientations, and many other customized sessions to suit your organization’s needs.

Network with your community. Perhaps you know others in your region who share your questions. Band together, choose a convenient meeting space, and bring in the course you need. The more people who attend, the less it costs for each registrant.

Half-day courses are 3 hours and full-day courses are 6 hours... choose the dates and times that work best for you.

We can even hold sessions on evenings or weekends!

Board Basics: Everything You Wanted to Know About Being a Board Member but Were Afraid to Ask

This practical half-day workshop is essential for new directors and a great refresher for others. What are the board’s functions and what is your role as a director? Learn what you can delegate and how to monitor the work of staff and committees. Find out what makes your board effective and how to make a positive contribution as a director.

Building Effective Boards

This full-day course provides an overview of board roles and responsibilities by examining the five generally recognized functions they serve in non-profit organizations: Trustee, Decision-maker, Perpetuator, Advisor and Representative. Participants will discuss how these ideal functions translate into legal and managerial responsibilities, and they will examine the board’s role in such activities as policy-making, financial management and staff evaluation. Participants will learn from practical case exercises and their own experience. A great orientation for new directors!

Creating Your Replacement Reserve Plan (Customized)

Do you have enough money to cover your future replacement reserve needs? At the conclusion of this full-day customized workshop, participants will have a 90% completed Replacement Reserve Plan in spreadsheet form, tailored to one of their developments. The hands-on approach will provide the experience needed to develop and adapt plans for their entire portfolio.

Sponsor funding may be available to cover the workshop expenses. Contact BCNPHA for more information.

Dealing with Disputes

This half-day workshop will provide an in-depth understanding of the dispute mechanism of the Residential Tenancy Act, and promote a conflict prevention approach to tenant relations. Participants will leave with a range of tools to help them: identify and resolve potential disputes with tenants; use basic conflict resolution techniques in their relationships with tenants; and avoid costly and time-consuming RTB dispute resolution hearings.

Landlord-Tenant Relations

This full-day workshop is a thorough exploration of BC’s Residential Tenancy Act and Regulations. This interactive workshop will explore both the landlord and tenant sides of the issues, including topics such as: agreements, pet clauses, access, inspections, security deposits, termination and possession. The instructor will review the Residential Tenancy Office’s Policy Guidelines and Dispute Resolution Rules of Order, as well as communication techniques that can help defuse problems before they require formal dispute resolution. Participants will also learn how to effectively prepare for dispute resolution and discuss procedures during a hearing. Learn from others’ experience and case studies to find out what works and what to avoid!

Maintenance Works (Day 1) Preventative Maintenance: Planning for Success

A well-planned preventative maintenance program can reduce costs and help property retain its value and rentability. This course stresses planning for both long-term and routine maintenance tasks. Day 1 (full day) gives you the tools and techniques required to plan and manage unit inspections, servicing, cleaning, and maintenance contracts.

■ CORE COURSES

Maintenance Works (Day 2) Tools of the Trade: A Practical Guide to Hands-on Maintenance

Do you have a caretaker, resident manager or maintenance staff? Then this workshop is essential! This full day consists of a problem-solving workshop that will help hands-on maintenance staff and field staff to do their jobs more effectively. Topics covered include: appliance repairs; doors and windows; and boilers and furnaces. Day 2 (full day) can also be presented as *The Ins and Outs of Locks*: a hands-on primer on lock pinning.

Making Policies That Work

In this hands-on half-day workshop, participants will discover what makes policies effective and why we need them to properly manage our organizations. You'll identify 'policy gaps' in your own non-profit, distinguish policies from procedures, critique existing policies using proven criteria and learn to apply those criteria by writing new policies that are clear, concise, fair, legal and enforceable. Learn about BCNPHA's *Policy Template Guide* to help you prepare your policies.

Marketing Mixed Income Developments

Housing built under the Homes BC program, and some earlier federal programs, includes a mix of moderate-income market renters as well as lower-income (subsidized) residents. This half-day workshop will give you information and skills that will help you appeal to the conventional rental market. You will learn the basics of market research, how to develop a marketing plan and materials that will sell the strengths and benefits of living in a non-profit housing community. Some time will also be spent discussing management styles and approaches that can help reduce turnover in market units.

Non-Profit Housing Employer's Guide

Are you a non-unionized non-profit housing employer? Are you looking for tools that will help you to ensure fairness and consistency in your job classifications, job descriptions, and salary and benefits structure? In this half-day workshop you will learn:

- What a pay system is and isn't;
- The five steps to designing a pay system;
- How a pay system works; and
- How to use the workbook, *The Non-Profit Housing Employer's Guide*.

Many people like a good mystery but not when it comes to how their pay is determined, so attend this workshop and get the tools that will make you an even more effective manager of your human resources. *Note: The workshop fee includes the workbook and CD.*

Operating Agreements and Budgets

Your Operating Agreement with BC Housing or CMHC is one of the most important legal documents governing the management of your society. This full-day workshop surveys the operating agreements of various programs and highlights both similarities and key differences between them. It offers a plain language explanation of your rights and obligations under your particular agreement(s) and how they affect all aspects of your day to day operations. One area, The Operating Budget, is singled out for detailed examination. You'll learn what goes into creating a good budget and how to use it as a management tool.

Replacement Reserves (And How to Fund Them)

This half-day workshop will lay the foundation for developing a capital plan. Having enough money in your replacement reserve fund when capital items need to be replaced is a key responsibility of non-profit housing managers. In this workshop you will learn how to determine when eligible items need to be replaced, how to calculate the amounts of funds required and how to invest those funds to maximize returns. Planning is the key, and you will leave this workshop with the tools and techniques to develop a plan for your properties.

The Right Staff

This full-day course will help you find the best staff and teach you how to get the best out of them. What's the difference between an employee and an independent contractor, and how do you decide which is best for you? How do you write effective job descriptions, policies and employment contracts? Staff structures may differ with the size of an organization, but good employment practices apply, whether a society has one employee or 100. What are your rights and obligations as an employer? Learn how to plan and conduct interviews, practice progressive discipline and evaluate employee performance.

Tools for Tenant Involvement

This half-day workshop will be of interest to both landlords and tenants. Maintain the health of your housing community by involving residents in its operation. The type and extent of involvement will vary, but all societies can benefit when tenants become more committed to the community in which they live. This introduction to the subject looks at the philosophy behind tenant participation, its pros and cons, and a number of possible ways to put it into practice.

■ CONFLICT RESOLUTION TRAINING

Conflict Resolution Training for Non-Profit Housing Providers in British Columbia takes a modular approach to knowledge and skills development. Modules can be offered sequentially or on a mix-and-match basis, depending on the learners' needs, and vary in length from 1 to 3 hours.



BCNPHA Educational Events

BCNPHA offers a host of educational workshops, presentations, forums and panels at our **Annual Conference**, held every November. Our conference is *the* largest non-profit housing conference in Western Canada! For more information on the Conference, visit: www.bcnpha.ca.

Every year, BCNPHA hosts **Regional Networking** throughout the province. These sessions give you an opportunity to network with your colleagues, talk about issues in the non-profit housing sector, learn more about BCNPHA initiatives and provide input into what your provincial Association can do for you!

Alpha-numeric key:

C - Concepts or Theory

L - Law

M - Management

T - Techniques or Skills

1 - Basic 2 - Intermediate 3 or 4 - Advanced

C1—Introduction to Collaborative Conflict Resolution

Explains different styles of, or approaches to, resolving conflicts and defines concepts and techniques central to the collaborative approach that seeks “win-win” or “interest-based” solutions.

C2—Conflict Resolution Theory

A more in-depth examination of the process negotiators can use to identify interests behind the fixed positions often taken by parties in conflict, and to come to a resolution based on mutual or compatible interests.

C3—Assisted Negotiation

When management intervention in a conflict is appropriate, this workshop provides an approach to assisting with 3rd party conflicts that don't require the services of a professional mediator.

L1—Conflicts and the Law

Provides an overview of key provisions of legislation that could play a role in possible housing conflicts.

L2—Administrative Tribunals

Discusses the principles of administrative law and the role that tribunals or agencies such as the Human Rights Commission, the Employment Standards Branch and the Residential Tenancy Office play in adjudicating conflicts and complaints.

L3—Selected Case Problems

Separate short modules that can be used in combination with each other and/or Module L2. Each looks in some more detail at a key piece of legislation and provides one or more case examples drawn from rulings of its tribunal or adjudicators. Participants are challenged to analyze the case and propose alternative ways in which the conflict or complaint could have been managed or prevented.

M1—Conflict Dynamics

Looks at the personal, social and cultural variables that influence conflict situations. Emphasis in this module is on the impacts and effects these variables have on the behaviour of individuals in conflict, rather than the overall organization.

M2—Preventive Conflict Management

Explains how clear communication, good policies and appropriate procedures can help create an organizational culture that minimizes conflict and maintains a healthy attitude toward conflicts that do occur.

M3—Conflict Intervention Issues

Identifies three levels or stages of conflict. Provides housing managers with assessment criteria and tools to help them determine if and when their intervention is warranted in interpersonal or community disputes.

■ CONFLICT RESOLUTION TRAINING

T1—Basic Conflict Resolution Skills

Provides an opportunity to apply the concepts taught in C1, primarily through the use of active listening techniques.

T2—Intermediate Conflict Resolution Skills

Participants role-play a scenario in which a housing manager must use key active listening and communication skills in an interaction with a vacating tenant who is not receiving his full security deposit back. Participants use peer coaching to give and receive feedback on their technique.

T3—Advanced Negotiating Skills

Using an expanded version of the T2 case scenario, the manager and tenant attempt to negotiate a “win-win” resolution of their differences over the security deposit. Each must use communication skills to discover the underlying motives or interests behind the other’s position in order to reach an agreement.

T4—Assisting Negotiation

Introduces two more advanced communication/mediation techniques that participants can add to their skill set and then apply (along with those previously learned) in a role play scenario where they “coach” or assist two tenants to resolve a disagreement. This is a highly advanced session for participants who have taken most of the other workshops in the series and have previously applied some of the techniques in real-life situations.

“Just a quick note to tell you how pleased we are with the dispute resolution assistance that was given to the staff and myself. Not only did we reach a satisfactory conclusion, but we have learned a great deal in the process.”

■ DEVELOPMENT COURSES

Addressing Housing Demand in Communities (½ Day)

You’ve recognized and documented the need for affordable housing in your community. Now, how can that need be addressed? Who are our allies in this process? Are government programs the only routes to meeting our community’s housing needs, or are there other alternatives? By exploring these questions, this workshop will help you develop an outreach strategy and select an approach to housing that works best for your community and your prospective tenants.

Creating a Successful Development Team (½ Day)

You’ll come away from this workshop able to assemble a development team that will deliver a well-built project which meets the needs of your society and its client group. You’ll have a better understanding of your responsibilities and obligations as an owner and those of other team members at each stage of the development process. The workshop explains the role of your development consultant, who represents your society’s interests and co-ordinates the process on your behalf.

Determining Housing Need (½ Day)

We all recognize the need for affordable housing in our communities, but funders want to see that recognition backed up with hard information. This half-day workshop will teach you how to research and use data on housing stock, demographics and income as well as personal stories to build a case for affordable housing that is unique to your community. Sure to increase your chances of making a successful application for units!

Making Successful Proposals (½ Day)

This workshop will outline and describe an effective proposal writing model. The workshop does not address proposals for any specific program; rather, the techniques and

principles in this workshop apply to any proposal process. Participants will discuss the key elements of an effective funding proposal. Sample proposals will be evaluated for credibility, content, and clarity by using applicable selection criteria. Skills and knowledge from this workshop are fully portable to many other aspects of doing business as a non-profit organization!

Ready, Set, Build! (Full Day)

After your business plan and needs assessment, what’s next? This one-day workshop will outline the development process and cover the following topics: 1) steps in the development process; 2) creating a successful development team; and 3) making successful proposals. Plus, we’ll touch on using the market to create affordable housing, and affordable housing partnerships.

Participants will learn:

- ◆ The key elements of an effective funding proposal;
- ◆ What to expect at each stage of housing development;
- ◆ What development approach makes sense for your society;
- ◆ Who are the key players in the development process and what are their roles;
- ◆ How to assemble a development team that will deliver a well-built project that meets the needs of your society and its client group;
- ◆ Your responsibilities and obligations as an owner and those of other team members;
- ◆ Ways to create affordable housing outside of traditional government programs; and
- ◆ Keys to successful partnerships.

Sponsor funding may be available to cover the Ready, Set, Build! workshop expenses. Contact BCNPHA for more information.

“The Ready, Set, Build! presentation was comprehensive, concise and easy to understand, and provided me with a detailed breakdown of steps needed to organize a housing project. Thank you!”

With BCNPHA Education Services, you get:

- ☑ Courses designed specifically for non-profit housing providers
- ☑ Up-to-date information on relevant legislation, regulations and programs
- ☑ Competitively priced fees and BCNPHA member discounted rates
- ☑ Expert instructors
- ☑ Sessions flexible in content and time to fit your needs
- ☑ A chance to meet and network with your colleagues in the field

Limited in funds? You can join with another society to share costs. Invite as many people as you like!

■ DEVELOPMENT COURSES

Steps in the Development Process (½ Day)

What development approach makes sense for your society? Design-build? Design-tender? Who are the key players and what roles do they have? This workshop will give participants the tools to oversee the development process and administer related financial and construction documents. In addition to getting an overview of the process, participants will learn how to protect their society from foreseeable legal liabilities during construction.

Using the Market to Create Affordable Housing (½ Day)

Participants will identify and discuss the roles, relationships and resources of all parties involved in the development of housing. Then they will use this understanding to find ways to create affordable housing outside of traditional government programs. Since this process may involve new and possibly unknown partners, the workshop will help participants recognize both the promise and the pitfalls of this approach. Highlights of several successful endeavours, as well as a cautionary tale or two, will be discussed.

■ SUSTAINING THE SECTOR SERIES

Each session in this series of four can be customized as a 3-hour or 6-hour workshop, depending upon the level of detail required.

Beyond Bake Sales: Generating Revenue in the 21st Century

Until recently, revenue generation outside of government funding was a topic that didn't receive a lot of attention in the non-profit housing sector. Over the years governments have tried to control costs by cutting operational funding. Funding cuts, coupled with rising costs, are squeezing non-profit housing providers. In *Beyond Bake Sales*, we'll explore ways of cultivating new revenue sources. After the workshop, you'll be able to:

- Differentiate between fundraising and revenue generation;
- Develop your organization's 'brand';
- Design and initiate a revenue enhancement plan;
- Assess whether social enterprise is right for your organization; and
- Evaluate your revenue generation strategy.

Doing More with More: Partnering for Resources Enhancement

Housing partnerships have become increasingly common in recent years as one way to enhance limited resources and achieve the strategic objective of developing and managing affordable housing that is appropriate to a spectrum of tenant populations. In this workshop, we'll explore a variety of partnership models, and discuss the types of resources that can benefit from two or more organizations partnering. After this workshop, you will be able to:

- Identify the key elements of an internal planning process;
- Discuss the 'ingredients' of successful partnerships;
- Describe the steps to building a housing partnership;
- Determine the components to include in a partnership agreement; and
- Develop a partnership evaluation process.

Not Just a Warm Body - How to Recruit Great Board Members

Many non-profits seek new board members through pursuing (begging) potential directors to join the board. The organization may end up with a great, involved, committed board member - or it may end up with a 'warm body'. This workshop outlines how to strategically recruit, orient, and retain effective board members. At the end of the workshop you'll be able to:

- Assess your organization's current recruitment strategy;
- Identify characteristics of a well-functioning board;
- Determine qualities and skills needed on your board;
- Develop an approach to enhancing public awareness of your organization; and
- Create or enhance an effective recruitment strategy.

Planning from A to Z: Achievable Strategic Planning

While the majority of non-profit organizations believe that annual strategic planning is essential to managing their human, physical, and financial resources effectively, many do not take the time to do the planning. This workshop demystifies strategic planning and provides a variety of tools for your organization's next - or first - strategic planning session. The topics that are covered include:

- Purposes for strategic planning;
- Differentiation between operational planning and strategic planning;
- Mission, vision, and values statements;
- Strategic planning models and when to use them;
- Key areas to include in planning;
- Communicating the plan;
- Living the plan; and
- Appropriate evaluation tools.

■ COLLABORATIVE COURSES

Gaining Community Acceptance

Often, when planning or building a new development, non-profit housing providers run into opposition from the neighbourhood. This opposition is usually characterized as "Not in My Backyard" (NIMBY). In this workshop, we will use the metaphor of an iceberg as a tool to explore the many layers of this response, and share specific planning methods and strategies to increase community acceptance. By understanding what is motivating the opposition, and developing strategies to address anticipated challenges, we can minimize the social and economic costs of potential delays and create the potential for turning opposition into broader community support for services.

This workshop can be expanded or held in a shorter time frame, depending upon the audience needs. This workshop is offered in partnership with Service Canada and Canada Mortgage and Housing Corporation.

"The Board strategic planning session was a very clear and well organized session (and I've seen a lot). It will be most helpful as we contemplate options before us, and will strengthen our approach to leading the non-profit housing sector."

Working with LGBT2S* Tenants and Applicants

Non-profit housing is more than just a roof over one's head. It provides a sense of safety, security, and community for its residents. Often, however, misconceptions about, and prejudice against, minority groups can damage that sense of community. LGBT2S communities face particular challenges that can prevent their members from accessing appropriate housing.

This workshop provides a safe and supportive environment in which to learn issues faced by LGBT2S communities. In a relaxed format we will discuss definitions and terminology as well as share stories and information. We'll explore best practices that support the diversity of LGBT2S peoples. We will also answer questions/problem-solve issues related to improving service provision to LGBT2S folks in these settings. This is the workshop to find answers to those LGBT2S questions you've always been afraid to ask!

** Lesbian, Gay, Bisexual, Transgendered and Two Spirit*

This workshop can be held as a half day or full day workshop, depending upon the audience needs. This workshop is offered in partnership with the SHARP Access Project, Prism Alcohol & Drug Services, Vancouver Coastal Health.

BCNPHA instructors have the experience and training to deliver high quality, practical education services to you. View their profiles at: www.bcnpha.ca.

■ OTHER EDUCATION SERVICES

MANAGEMENT CONSULTATIONS AND CUSTOM WORKSHOPS

Interested in a particular aspect of one of our core courses? BCNPHA can present a customized workshop, or management consultation on any number of issues that your organization wants to address. Need help with strategic planning? Policy development? Team building guidance? Non-violent crisis intervention? We can help you! We can also combine elements from different workshops to make a unique workshop that works for you.

To book an education workshop or consultation, simply give us a call or send an email, and we will do all it takes to arrange the services you need the most.

BCNPHA Members receive discounted rates on all fees.

For Education enquiries, rates and bookings, contact:

Kate Nielsen – Education Program Coordinator

Tel: 604-291-2600

Ext 224; or

1-800-494-8859 Ext 224

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For Membership enquiries, contact:

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Coordinator

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HOUSING MANAGEMENT TOOLS

Our series, *Housing Management Tools for Non-Profit Societies*, consists of seven modules. Each session is one hour in length and follows the same format, consisting of:

- Introduction/Board context
- Topic overview
- Board self-assessment (also available on-line for BCNPHA Members)
- Development of an action plan

The seven topics are:

1. Effective Policies
2. Staff Management
3. Board Internal Organizational Structure
4. Board Recruitment and Succession
5. Strategic and Operational Planning
6. Selecting Tenants
7. Crime Prevention

MEDIATION SERVICES

Do you have a conflict in your society? We can offer mediation services to help resolve thorny issues in a respectful and positive way.

MEETING FACILITATIONS

We also offer meeting facilitation services to help your AGM or board meeting run more smoothly.

BCNPHA offers education services at a competitive hourly rate.



BCNPHA Education Services are listed on the Web at:
www.bcnpha.ca



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