

**Co-operative Housing Programs Administration**  
**Agency of Canada**  
Service Migration Plan  
*May 2005*

**PHASE I**

From June 2004 to December 2005

Phase I—the pre-start-up period—is the subject of an agreement between CHF Canada and CMHC. Activities carried out in this phase are intended to lay the necessary foundation for the establishment of the Agency and launch of Phase II.

**PHASE II**

From: May 2005 – December 2007

Phase II will encompass a start-up period, when the agency will staff up, locate premises and complete preparations for initial operations; the launch of initial services to the Portfolio; and preparations for the next phase.

**Start-Up Activities**

*One-time activities during the start-up period will include:*

- adoption of a strategic plan for the Agency
- development of the Agency's human resource policies and management processes
- recruitment, hiring and training of staff
- identification, leasing and fitting up of premises
- acquisition of equipment and furnishings
- establishment of computer networks and systems
- continued development of the Agency's automated information system (including first production versions of the base information, information services, compliance monitoring, risk management, subsidy browser and agency performance management modules)
- web enablement of the property inspection form and annual information return designed for use with the Programs
- design of accounting and financial reporting systems for the Agency
- communications with housing co-operatives in the Agency's service areas respecting the transfer of Phase II services
- design of the Agency's electronic and paper records management systems; and transfer of electronic and paper records from CMHC.

### **Services to be Delivered in Phase II**

- **Providing information** to Program clients and others on the co-operative housing programs, CMHC's program policies and guidelines, and the Agency's practices
- **Monitoring and seeking compliance** with project operating agreements
- **Assessing and taking action to mitigate the risks** to CMHC associated with the portfolio
- Providing **default prevention** services for the portfolio
- Developing for CMHC's approval and administering **financial workouts** to co-operatives in serious financial difficulty

### **Preparations for Next Phase**

By the end of Phase II, the staff required to carry out the services to be assumed in the next anticipated phase will be in place and trained; the information system modules developed in the start-up phase refined as necessary; and the first production version of the subsidy-administration and rent-supplement modules of the system completed.

### **PHASE III**

Expected start date: January 2008

During this phase, the Phase II services will continue, and the second set of services will be transferred from CMHC and preparations for the next and last anticipated phase will be completed.

### **Services to be Delivered in Phase III**

- Managing those co-operative housing **rent supplement programs** that are currently administered by CMHC, with the concurrence of the province where the province is a program funding partner
- **Administering federal assistance** to the Portfolio

### **Preparations for Phase IV**

By the end of Phase III, staff needed to perform the services launched in the next anticipated phase will be in place and trained. The first production version of the benchmarking and best practices module of the Agency information system will be completed during this phase.

**PROJECTED DURATION:** 6 months

## **PHASE IV**

Expected start date: July 2008

During this phase, the Agency will continue delivering the Phase II and III services and will begin delivering the last two of the planned services.

### **Services to be Delivered in Phase IV**

- Providing a **benchmarking and best practices service** for projects in the portfolio
- Approving and administering **Additional Financial Contributions (AFC)** to eligible projects

**PROJECTED DURATION:** 22.5 years

## Co-operative Housing Programs Administration Agency: Service Migration Plan (Revised June 8, 2005)

	<b>Phase I: Planning</b>	<b>Phase II: Start-Up and Initial Operations</b>	<b>Phase III: Expanded Operations</b>	<b>Phase IV: Full Operations</b>
<b>Starting Milestone</b>	public announcement May 13, 2004	execution of agency/CMHC service agreement May 3, 2005	transfer of second round of services to agency	transfer of third round of services to agency
<b>Start Date</b>	Underway	3-May-05	1-Jan-08 (projected)	1-Jul-08 (projected)
<b>Projected Duration</b>	19.5 months, overlapping Phase II	32 months (9 mo. start-up, 23 mo. active operations), overlapping Phase I	6 months	22.5 years
<b>Projected End Date</b>	31-Dec-05	31-Dec-07	30-Jun-08	31-Dec-31
<b>Ending Milestones</b>	completion of deliverables	transfer of second round of services to agency	transfer of third round of services to agency	termination of last Operating Agreement
<b>Executing Agency</b>	CHF Canada	Co-operative Housing Programs Administration Agency of Canada ("The Agency")	The Agency	The Agency
<b>Project Leader</b>	Alexandra Wilson, Interim Agency CEO	Agency CEO	Agency CEO	Agency CEO
<b>Principal Activities/ Deliverables</b>	<p><b>Development of Agreements with CMHC:</b></p> <ul style="list-style-type: none"> <li>- service migration plan</li> <li>- performance indicators</li> <li>- performance standards: Phases II - IV</li> <li>- compliance audit plan</li> <li>- reporting requirements</li> <li>- Phase I loan agreement</li> <li>- information system lease</li> <li>- CMHC/agency service agreement</li> </ul> <p><b>Corporate Organization of Agency:</b></p> <ul style="list-style-type: none"> <li>- articles &amp; by-laws</li> <li>- board meetings</li> <li>- board development</li> <li>- mission, vision, values</li> <li>- operations planning framework</li> <li>- visual identity</li> <li>- policy development</li> </ul>	<p><b>Agreements with CMHC:</b></p> <ul style="list-style-type: none"> <li>- performance tracked &amp; evaluated</li> <li>- agency reports per contract</li> <li>- reporting out on start-up agreement</li> <li>- information system lease updated</li> </ul> <p><b>Corporate Organization of Agency:</b></p> <ul style="list-style-type: none"> <li>- board meetings continue</li> <li>- first strategic plan adopted</li> <li>- operating planning continues</li> <li>- policies reviewed per schedule</li> </ul>	<p><b>Agreements with CMHC:</b></p> <ul style="list-style-type: none"> <li>- performance tracked &amp; evaluated</li> <li>- agency reports per contract</li> <li>- information system lease updated</li> </ul> <p><b>Corporate Organization of Agency:</b></p> <ul style="list-style-type: none"> <li>- board meetings continue</li> <li>- operating planning continues</li> <li>- policies reviewed per schedule</li> </ul>	<p><b>Agreements with CMHC:</b></p> <ul style="list-style-type: none"> <li>- performance tracked</li> <li>- agency reports per contract</li> <li>- start-up loan forgiven</li> <li>- information system assets transferred</li> <li>- agreement renewed for 5 years</li> <li>- agreement renewed for 5 years</li> </ul> <p><b>Corporate Organization of Agency:</b></p> <ul style="list-style-type: none"> <li>- board meetings continue</li> <li>- second strategic plan</li> <li>- operating planning continues</li> <li>- policies reviewed per schedule</li> </ul>

## Co-operative Housing Programs Administration Agency: Service Migration Plan (Revised June 8, 2005)

	Phase I: Planning	Phase II: Start-Up and Initial Operations	Phase III: Expanded Operations	Phase IV: Full Operations
	<p><b>Operations Planning:</b></p> <ul style="list-style-type: none"> <li>- client-service model &amp; standards</li> <li>- program guidelines</li>   <li>- risk-management model</li>   <li>- IS: base information module</li> <li>- IS: information services module</li> <li>- IS: compliance monitoring module</li> <li>- IS: risk-management module</li> </ul> <p><b>Development of Administrative Infrastructure:</b></p> <ul style="list-style-type: none"> <li>- human resources planning</li>   <li>- capital and operating budgets</li> </ul> <p><b>Communications:</b></p> <ul style="list-style-type: none"> <li>- co-ops informed of agency progress</li> <li>- public website launched</li> </ul> <p><b>Portfolio-Management Services Delivered:</b></p> <ul style="list-style-type: none"> <li>- none</li> </ul>	<p><b>Operations Planning:</b></p> <ul style="list-style-type: none"> <li>- quality management continues</li>   <li>- risk-management model refined</li> <li>- electronic data transferred, verified</li> <li>- IS: Phase I modules refined</li> <li>- IS: rent-supplement module</li> <li>- IS: agency performance management module</li> <li>- IS: subsidy administration module</li> </ul> <p><b>Administrative Infrastructure:</b></p> <ul style="list-style-type: none"> <li>- staff recruited, hired, trained</li> <li>- HR admin</li> <li>- ongoing budgeting</li> <li>- financial admin procedures implemented</li> <li>- accounting system design</li> <li>- accounting &amp; reporting</li> <li>- records management system design</li> <li>- paper records transferred</li> <li>- premises located, leased, equipped</li> <li>- computer networks installed</li> <li>- all other office systems put in place</li> </ul> <p><b>Communications:</b></p> <ul style="list-style-type: none"> <li>- Phase II, III transfer plans communicated</li> <li>- promotion to CMHC staff</li> </ul> <p><b>Portfolio-Management Services Delivered:</b></p> <ul style="list-style-type: none"> <li>- providing information services</li> <li>- ensuring operating-agreement compliance</li> <li>- managing portfolio risks</li> <li>- preventing defaults</li> <li>- developing &amp; administering workouts</li> </ul>	<p><b>Operations Planning:</b></p> <ul style="list-style-type: none"> <li>- quality management continues</li>   <li>- risk-management model refined</li> <li>- IS: Phase I and II modules refined</li> <li>- IS: benchmarking module</li> </ul> <p><b>Administrative Infrastructure:</b></p> <ul style="list-style-type: none"> <li>- in-service training continues</li> <li>- HR admin</li> <li>- ongoing budgeting</li> <li>- financial admin</li> <li>- accounting &amp; reporting</li> <li>- continuing records management</li> <li>- office management continues</li> <li>- systems administration continues</li> <li>- general administration continues</li> </ul> <p><b>Communications:</b></p> <ul style="list-style-type: none"> <li>- Phase IV services announced</li> </ul> <p><b>Portfolio-Management Services Delivered:</b></p> <ul style="list-style-type: none"> <li>- providing information services</li> <li>- ensuring operating-agreement compliance</li> <li>- managing portfolio risks</li> <li>- preventing defaults</li> <li>- developing&amp; administering workouts</li> <li>- administering rent-supplement program</li> <li>- administering federal assistance</li> </ul>	<p><b>Operations Planning:</b></p> <ul style="list-style-type: none"> <li>- quality management continues</li>   <li>- risk-management model refined</li> <li>- systems updated as necessary</li> </ul> <p><b>Administrative Infrastructure:</b></p> <ul style="list-style-type: none"> <li>- in-service training continues</li> <li>- HR admin</li> <li>- ongoing budgeting</li> <li>- financial admin</li> <li>- accounting &amp; reporting</li> <li>- continuing records management</li> <li>- office management continues</li> <li>- systems administration continues</li> <li>- general administration continues</li> </ul> <p><b>Communications:</b></p> <ul style="list-style-type: none"> <li>- Phase IV services announced</li> </ul> <p><b>Portfolio-Management Services Delivered:</b></p> <ul style="list-style-type: none"> <li>- providing information services</li> <li>- ensuring operating-agreement compliance</li> <li>- managing portfolio risks</li> <li>- preventing defaults</li> <li>- developing&amp; administering workouts</li> <li>- administering rent-supplement program</li> <li>- administering federal assistance</li> <li>- benchmarking &amp; best practices</li> <li>- administering AFC</li> </ul>
<b>Estimated Agency Staff Load at End of Period</b>	None	35 FTEs	36 FTEs	39 FTEs
<b>Funding Source(s)</b>	CMHC start-up loan, CMHC research funding, CHF Canada investment & expense	CMHC fee for service, CHF Canada investment	CMHC fee for service, CHF Canada investment	CMHC fee for service, CHF Canada investment