



**Capital Region  
Housing**

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# COVID-19 Board Considerations

Recommendations from ICD

CRHC BOARD MEETING

APRIL 2, 2020

# Do we have an adequate crisis communications plan in place for all stakeholders?



- Closed our in-person customer service March 16, 2020
- Provide customer service through our call centre and email.
- Increased our customer service call center until 7 p.m., Monday to Friday.
- Posted Alberta Health Services posters at our properties for our tenants
- Staff updates regularly through weekly video chat, email bulletins and a dedicated COVID-19 intranet website.
- Prepared a stakeholder's video for website and social media
- Emailed stakeholders a written statement

# Are there “disclosure” requirements that we need to consider?



- Regular communications with GoA
- May need to discuss with lenders on debt coverage ratios are impacted by reduced revenues. Need to wait for April rent.
- Required to disclose any Covid-19 cases for staff

# How and when should we be communicating to our advisors, including legal, crisis communications, financial and government relations advisors?



- Legal Advisors: Contracts and staff related challenges
- Crisis Center: Significant impact to tenants, staff and property
- Financial Institutions: lending covenants and cashflow
- Government: Daily conference calls - Minister meetings
- Public Communication: Social Media, Website,
- Tenant Communications: Mail Notices, Email

# Do we understand our economic exposure to COVID-19, including the downstream impact?

- Discussions regarding potential impact of the pandemic on the revenue and expense streams have been performed.
- Management is aware of the possible impacts of various scenarios that are possible.
- Management is monitoring this situation and is communicating with the appropriate teams, as necessary.
- Communicating with funding sources is performed on a consistent basis, which allows CRHC staff to assess the situation and take appropriate steps if necessary.
- Communication to customers regarding payment options during the office closure is in progress. Staff has been instructed to discuss payment options with tenants when calls are received.
- Concerns from customers regarding various issues due to the pandemic are answered, for example, letting customers know that late payments or non-payments during the time of closure of the office, or illness of customers will not result in an eviction notice.
- Finance team is monitoring the CRHC cashflow daily, making sure that money is available to pay expenses without incurring overdraft penalties etc.

# What is our response plan if our workforce is exposed to COVID-19?

- Working with recruitment agencies for staffing shortages
- Implemented work-from-home effective March 16<sup>th</sup>
- Notification to AHS and GoA
- Follow AHS quarantine procedure

# Have we identified how our key partners and stakeholders may be impacted by this situation?

- GoA
- AUPE
- CoE
- Support Agencies
- Property Management Contractors

# Do we have the right business continuity plan for this situation?

- We have BCP in place with regular committee meetings
- Fully developed BCP
- Implemented on March 16<sup>th</sup>



# How do we make sure that we are getting timely, verifiable and authoritative information?

- See other presentation on Covid-19 Update
- Emails to staff
- Video chats with staff
- Regular communication to Board
- Daily calls with GoA
- CEO update to all partners
- Coordinated by CRH Manager, Communications

What are the key metrics for our business that the Board needs from management to make key decisions going forward?

- Regular operational metrics (vacancy, move-ins, etc)
- Customers Service Call Centre
- Cashflow
- Lender covenants (debt coverage ratio)

What is the right cadence of reporting to the Board during this crisis?  
Does it warrant an ad hoc committee of the Board?

- Weekly updates or as needed
- Not recommending additional committee; utilizing Executive Committee



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# Additional Questions?