

# [Paloma Board Manual]

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Thank you for (re)joining the Paloma Board of Directors. The Board plays a key role in the co-op's success, and your time and efforts are much appreciated.

Paloma co-op has been a vibrant community for over 40 years. See Appendix A for our mission, vision and values and Appendix B for the International Co-op Principles.

This manual aims to support new and returning board members in orienting themselves to their role and sharing resources and effective practices that have worked for past board members. It will be reviewed annually (at the end of the board term, October/November) and updated as needed. Please contact Emily at [blur888@hotmail.com](mailto:blur888@hotmail.com) with updates and suggested resources.

## Role of the Board

### *New Board Members*

Ensure you have access to the Board's Google Drive and the member section of the Paloma website. For help, contact the Paloma Technology Committee.

Each new Director is encouraged to read the following documents:

- Minutes of the previous six Board meetings.
- Minutes of the previous two General Member meetings.
- Job descriptions for the Board, officer positions, Committee Liaisons, and committees.
- Two or three Management Reports from Cana.
- Paloma's Rules and Occupancy Agreement.
- Paloma's Mission, Values and Vision Statements (see Appendix A)
- International Co-op Principles (See Appendix B)

### *Executive (Officer) Roles*

Directors must fill four officer roles: President, Vice President, Treasurer, and Secretary. The officer job descriptions on the members' section of Paloma's website provide more information.

Signing officers for contracts, financial institutions, etc., are selected from these officers. They are typically the President, Treasurer, and one other (see draft Signing Officer policy).

### Effective Practices

- To ensure board continuity, it is a good idea to have someone entering a two-year term to take on the Vice President role in year 1 and the President role in year 2. Similarly, for the treasurer role, it is beneficial if someone entering a two-year term shadows the treasurer during year 1 to take on the role in year 2.

### *Paloma Member’s Manual- Rules, Occupancy Agreement, Policies, etc.*

A key principle of good co-op governance and management is making decisions consistent with the co-op's rules, occupancy agreement, policies, and procedures. In 2020/21, the Board and committees took on the large task of reviewing and revising Paloma’s policies, procedures, and job descriptions. While some policies still need to be finalized, this project is almost complete.

The most up-to-date versions of these documents can be found in the members section of the Paloma website. Here you can find:

Section	
Reference Documents	<ul style="list-style-type: none"> <li>- Rules and Occupancy Agreement</li> <li>- Contact list</li> <li>- Building emergency procedures</li> </ul>
Board	<ul style="list-style-type: none"> <li>- Board President and Vice President Job Description</li> <li>- Treasurer Job Description</li> <li>- Secretary Job Description</li> <li>- Board/ Committee Liaison Job Description</li> <li>- Paloma CHF BC Delegate Job Description</li> </ul>
Committees→ Community Engagement Committee (CEC)	<ul style="list-style-type: none"> <li>- CEC Job Description</li> <li>- Policies and Procedures               <ul style="list-style-type: none"> <li>- Office</li> <li>- Common Room</li> <li>- Public Space Usage</li> <li>- Childcare (for AGM/GM)</li> <li>- Participation</li> </ul> </li> </ul>
Committees→ Emergency Preparedness Committee	(none on website)

<p>Committees→ Financial Planning</p>	<ul style="list-style-type: none"> <li>- Finance Committee Job Description</li> <li>- Policies and Procedures             <ul style="list-style-type: none"> <li>- Capital Reserve Spending Authorization Policy (see Appendix E)</li> <li>- Operating Expense Spending Authority Policy (see Appendix E)</li> <li>- Petty Cash Purchasing</li> <li>- Investments</li> </ul> </li> </ul>
<p>Committees→ Landscape</p>	<ul style="list-style-type: none"> <li>- Landscape Committee Job Description</li> <li>- Policies and Procedures             <ul style="list-style-type: none"> <li>- Common Landscape areas</li> <li>- Personal Garden Spaces</li> <li>- Tools and Sheds</li> <li>- Composting</li> <li>- Gardening Substances and Plants</li> <li>- Rain Barrel policy (approved Apr 2025)</li> </ul> </li> </ul>
<p>Committees→ Maintenance Committee</p>	<ul style="list-style-type: none"> <li>- Maintenance Committee Job Description</li> <li>- Policies and Procedures             <ul style="list-style-type: none"> <li>- Unit Maintenance</li> <li>- Unit Accommodations</li> <li>- Building and Exterior Maintenance</li> <li>- Wall Treatments</li> <li>- Alterations</li> <li>- Flooring</li> <li>- Key and Locks</li> <li>- Inventory</li> <li>- Unit Inspections (Annual)</li> <li>- Contract and Spending Approval</li> <li>- Invoicing</li> <li>- Purchasing and Petty Cash</li> </ul> </li> </ul>
<p>Committees→ Member Relations Committee</p>	<ul style="list-style-type: none"> <li>- Member Relations Committee Job Description</li> <li>- Policies and Procedures (approved Apr 2025)             <ul style="list-style-type: none"> <li>- Engagement and participation</li> <li>- Mandate</li> <li>- Safe Space</li> <li>- Confidentiality</li> <li>- Record-keeping</li> <li>- Committee composition</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>- Availability and recusal</li> </ul>
Committees→ Membership Committee	<ul style="list-style-type: none"> <li>- Membership Committee Job Description</li> <li>- Policies and Procedures (approved Apr 2025)               <ul style="list-style-type: none"> <li>- Waitlist</li> <li>- Over/Under Housing</li> <li>- Applicant Selection</li> <li>- Suite for People Living with Chronic Health Issues</li> <li>- Move in/ move out</li> <li>- Subleasing</li> <li>- Visitors</li> <li>- Parking</li> <li>- Pets</li> <li>- Children becoming members</li> </ul> </li> </ul>
Committees→ Technology Committee	<ul style="list-style-type: none"> <li>- Technology Committee Description</li> <li>- Policies and Procedures               <ul style="list-style-type: none"> <li>- Website</li> <li>- Email</li> <li>- Facebook Group</li> <li>- Inter-committee email communication policy (approved Apr 2025)</li> </ul> </li> <li>- Common Room Internet Terms of Use and Access Information (under resource documents)</li> </ul>

When general members approve policies, please ensure that Cana management (for record keeping) and the technology committee (for the website) receive a copy of the final version. The technology committee needs to post the policies and procedures on the member's section of the Paloma website. If policies are missing from the member's section, please contact Pat McClain (who has been leading the policy renewal process) and the technology committee.

Draft versions of Board financial policies were drafted in 2023 (contact Emily for further details) and need to be reviewed/edited/ revised by the board and go to the general members for approval. These include,

- Share Policy
- Annual Operating Budget Policy
- Signing Officer Policy

- Monthly Housing Charge and Arrears Policy
- Emergency Housing Charge Assistance Policy

***Key Legal Documents- Land Lease and Subsidy Agreement, etc.***

- British Columbia Cooperative Association Act:  
[https://www.bclaws.gov.bc.ca/civix/document/id/complete/statreg/99028\\_01](https://www.bclaws.gov.bc.ca/civix/document/id/complete/statreg/99028_01)
- Land Lease with the City of Vancouver. This consists of three documents
  - 1984 - Lease M95390 (00317174xC2AB2) searchable-1.PDF
  - 1985 - Modification of Lease N18773 (00317173xC2AB2) searchable (1)[52].pdf
  - PAL- Lease Agreement Modifications, 2013-08-28.pdf

The Board and Finance Committee work with lawyers and consultants on implementing the 2013 lease modification with new terms taking effect in Nov 2024. The lease documents should be on the Board Drive.

- The Agency for Co-operative Housing. This agency acts on behalf of the Canadian Mortgage and Housing Corporation (CMHC) to administer federal co-op programs in British Columbia, Alberta, Ontario, and Prince Edward Island.  
<https://www.agency.coop/>
  - Federal Subsidy Program:  
<https://www.agency.coop/about-co-opsfunding-programs/rental-assistance-program-fchi-2>. The Agency for Cooperative Housing manages this program, which requires annual reporting. Cana management includes reporting requirements in the monthly management report.
  - Prior to 2020, we were under an operating agreement with CMHC. This historical document guided many policies and decisions made between the start of the Paloma Co-op and the end of the agreement in 2020. A copy can be found in the Agency for Co-operative Housing document portal.

**Resources**

- The Agency for Co-operative Housing document and reporting portal:  
<https://chais.agency.coop/chais/Scripts/Main/Login.asp?LoginLang=E>
- CHF BC Guide to the Co-op Act: <https://www.chf.bc.ca/guide-to-the-co-op-act/>

## ***Working with Committees***

Committees report to and are accountable to the Board (see Rule 20). When a new Board term starts, it is important to designate liaisons to each committee to ensure open communication between the board and the committees. Some liaisons may choose to attend committee meetings. Board liaisons must report to the rest of the board on main activities/ issues.

### Effective Practices

- Coordinate a meeting or two of the Board and committee chairs (or delegates) annually to share updates and ensure goals for the year are aligned.

## ***Management Company- Cana Management***

Paloma has worked with Cana Management (<https://canateam.com/>) since 2014 to fill key management roles such as financial management, board and administrative support, and maintenance coordination. The co-op has hired Cana for specific consulting services, such as when we exited our operating agreement with CMHC in 2020. We have also entered additional service agreements with Cana to prepare our annual operating budgets.

### Resources

- The Cana service contract can be found on the board drive.
- Coordinator for Paloma Co-op and Manager of Finance: Lisa Berting (<https://canateam.com/cana/team/lisa-berting>)
- Maintenance Coordinator: Kelvin Leung (<https://canateam.com/cana/team/kelvin-leung>)

## ***CHF Canada and CHF BC***

Paloma Housing Co-op is a member of these provincial (<https://www.chf.bc.ca/>) and federal (<https://chfcanada.coop/>) organizations, and they support our organization by

- Advocating for the co-op housing sector and providing a united voice on issues of importance to co-op members
- Providing education to general members and board members
- Providing resources for the good governance and management of housing co-ops
- Offering group buying services

Specific programs include:

- CHF Canada Risk Management Program: <https://chfcanada.coop/risk-management-program/>
- CHF BC Group Buying Program: <https://www.chf.bc.ca/group-buying/>

## Board Meetings and Communications

### *Board Meetings*

The board meets monthly at a time agreed upon by the directors. No rule specifies the number of meetings required, but monthly meetings have been the norm to manage board business and ensure timely decisions. If needed, the board may set an emergency meeting to address emerging issues that require immediate action.

Per rule (19.3), a quorum for meetings and decisions is three unless the board decides on a higher number.

Cana, our Management Company, sends monthly reports to Board members that include updates on housing charges (subsidy program, arrears, etc), financial management, member records, contracts, and other administrative support.

All approved board minutes must be saved to the Board Google Drive and sent to Cana management for filing.

### *Communication outside of board meetings*

Any official communications from the board should always cc the Board's email address to ensure future board members can locate them.

Due to confidentiality/privacy concerns, it is not recommended that Boards use messaging systems for board discussion (other than meeting logistics).

Per rule (19.10), decisions can be made over email if needed. If a motion is made over email, ALL board members must respond with support, rejection, or abstention. It is preferred that decisions are made at meetings (virtual or in-person) to ensure adequate discussion and consideration.

### *Working well together*

While some board members will take on executive (officer) roles, all board members must share the workload and create an effective, respectful, high-functioning board. Developing group guidelines (see promising practices) is a great way to start a new board term.

It is normal for new boards to take a few months to learn their roles and how to work well together. Communication during this time is essential.

### Resources

- CHF BC offers consulting services and board-specific workshops.  
<https://www.chf.bc.ca/education/consultations/>
- Group development:  
[https://en.wikipedia.org/wiki/Tuckman%27s\\_stages\\_of\\_group\\_development](https://en.wikipedia.org/wiki/Tuckman%27s_stages_of_group_development)

### Effective Practices

- *Rapid Response Team.* A board may create a sub-committee of board members to deal with emerging/urgent issues that can't wait until the next board meeting. This group needs at least three members (quorum for board decisions), and the entire board needs to trust these members to make good decisions between meetings. The sub-committee may deal with a specific issue/project or be a more general group. The rapid response team must document all decisions and bring them to the next board meeting for ratification and to ensure they are captured in meeting minutes.
- *Group Guidelines.* When new boards form after the annual general meeting, it is recommended that you develop group guidelines for working effectively together.

Resources:

- <https://propelnonprofits.org/blog/better-board-norms-for-better-board-meetings/> ,
- <https://www.online-leadership-tools.com/Ground-Rules-for-Groups.html>

### ***General Meetings (GMs) and Annual General Meeting (AGM)***

Per rule (14.4), at least three GMs are required yearly. GM notice must be provided 14 days in advance to all members. The quorum for GMs and the AGM is 25% of members, see Rule (14.13), and attendance and minutes need to be taken. See Rule 14.10 for specific rules for meetings with a special resolution.

The AGM needs to occur at least once each calendar year and not later than four months after the fiscal year of the Co-op, see Rule (14.1). The fiscal year is Aug 1- July 31. See Appendix D for a GM/AGM checklist.

Attendance at GMs and AGMs has increased since implementing a hybrid meeting format. For support, contact the Technology Committee. CHF BC also offers technology support for hybrid meetings at a cost (<https://www.chf.bc.ca/better-meetings/>).

Other meeting options include town halls and informational meetings.

### ***Budget Review Meeting***

This can be a general meeting or an information meeting. If it is a general meeting, attendance and minutes must be recorded.

### **Resources**

- Town Hall Meeting Overview:  
<https://www.chf.bc.ca/wp-content/uploads/2022/03/Town-Hall-Meeting-Overview-FINAL.pdf>
- Meeting tools: <https://www.chf.bc.ca/education/meeting-tools/>

### ***Communications with general membership***

The Paloma Facebook page is great for building community and sharing resources, but it is not an official communication avenue, as not all members are on it. The member email list ([palomacommunication@gmail.com](mailto:palomacommunication@gmail.com)) and notices on community boards are more official avenues to communicate with general members. Official notices for those not on email require printed copies delivered to their unit.

### ***Board Transitions***

- The secretary must ensure that necessary documents are saved on the Board's Google Drive. These include contracts and approved minutes from board and general meetings.
- Ensure signers are changed at financial institutions. It is good practice to stagger changes and ensure that not all signers change at the beginning of a new board term.
- Contact the Technology committee to ensure exiting Board members are removed from the Board Google Drive.

### **Effective Practices**

- Create an end-of-year report at the end of the board year (October/ November). Note major decisions by month so new board members know to refer to the minutes for further information.
- Organize a briefing in writing and/or in person between at least two outgoing and incoming executive members to review the previous year's activities and any issues likely to carry on into the new board term.

## Education

Board members should receive up-to-date training and education near the beginning of a new term. CHF BC offers several training sessions for board members scheduled throughout the year, open to all CHF BC members or offered as a portable workshop with Paloma members only.

<https://www.chf.bc.ca/education/workshops/>.

CHF BC offers education conferences twice yearly in the Spring and Fall, which are especially great for board members. A popular workshop is ‘Ask a Lawyer,’ which is an excellent opportunity to stay updated on common co-op legal issues.

Paloma is a member of CHF BC and CHF Canada, and you can sign up for access to member-only resources. This is available to ALL members, not just the board members.

- <https://www.chf.bc.ca/member-account-registration/>
- <https://chfcanda.coop/education-and-resources/resourCES/>

## Annual Goal Setting and Planning

Annual planning is essential to the board’s job and helps the board keep on track. Here is a sample calendar that can be adjusted as needed.

Month	Plan
<b>August</b> (start of fiscal year)	Begin board review and annual report Appoint nominating committee to start preparing board elections at AGM
<b>September</b>	Appoint elections committee
<b>October</b>	Approve annual report to be presented to AGM Review and approve draft audited financial statements Prepare board review for new board

<b>November</b>	<p><b>Annual General Meeting (AGM).</b></p> <p>Transition meeting of past and new board</p> <p>Choose board officers and committee liaisons</p> <p>Appoint committees and delegates</p> <p>Set date for board orientation workshop</p>
<b>December</b>	<p>Board orientation workshop</p> <p>Goal-setting meeting</p> <p>Approve calendar for board and general meetings</p>
<b>January</b>	<p>Receive proposed goals from each committee</p> <p>Review progress of maintenance annual plan, including capital work plan</p>
<b>February</b>	<p>Receive mid-year financial review from finance committee</p>
<b>March</b>	<p>Annual performance review of management company and/or staff</p> <p>Review insurance proposal</p> <p>Review proposed maintenance projects for next fiscal year</p>
<b>April</b>	<p>Review progress towards achieving goals</p> <p>Receive operating and capital budget recommendations and approve</p>
<b>May</b>	<p>General meeting to approve budget</p>
<b>June</b>	
<b>July</b> (fiscal year end)	<p>Review subsidy status</p> <p>Review investments</p> <p>Review cash flow projections</p>

Other items that can be included:

- Receive reports from CHF Canada and CHF BC delegate
- Appoint special ad-hoc committees, e.g. policy revision
- Every three years: review update to replacement schedule and capital plan (Replacement Reserve Fund plan) based on capital item inspections

## Asset Management

An asset management plan (AMP) is designed to manage a co-op's capital assets over time, and to answer the question, "How much of our money should we spend on what, and when should we spend it, to keep the co-op performing as we want, and at the lowest life-cycle cost?". Our asset management plan combines our latest building assessment report, other technical reports, our long-term financial forecast managed by the Finance Committee, and short-term (1-3 year) capital expenditure plans. Specialized technical reports have been completed when funding has been available and to meet reporting requirements: these have included an aging-in-place report, energy audit, and building envelope assessments.

The Board, Finance, and Maintenance committees should meet once a year to review the replacement reserve and building assessment report, review last year's expenses, and plan for capital expenses for the next year. Spring is a good time to meet, as it aligns with the annual operating budget planning process.

### Resources

- Asset Management Planning Guide:  
<https://www.chf.bc.ca/wp-content/uploads/2018/05/Asset-Mangement-Planning-Post-11x17-inches-2016.pdf>
- The latest building assessment was finalized in 2024 and should be saved in the Board Google Drive.

## Co-op Finances

### *Audited Financial Statements*

Per rule (14.11), audited financial statements must be conducted annually and presented to members at the AGM. Cana management supports the coordination of this service.

### ***Annual Operating Budget and Monthly Financial Statements***

Cana, our management company, sends monthly reports to Board members and Finance committee members. All board members should review these, and the treasurer should examine them closely and bring any irregularities or significant over- or underspending to the board for discussion as needed.

Some board members find the financial statements intimidating, but training is available (see CHF BC education). Reviewing them becomes easier the more you do it.

#### Resources

- Ten things to look for in your co-op's financial statements:  
<https://chfcanda.coop/featured-resource-10-things/>
- See Appendix E for spending policies.

### **Complex Issues**

As a board, you are not expected to be an expert in everything. There are professionals and other experts that can help inform sound board decisions.

#### Resources

- Legal Advice. Two firms in BC specialize in housing cooperatives, and Paloma Co-op has worked with both of them.
  - a. Gehlen, Dabbs and Cash LLP: <https://gdlaw.ca/services/housing-co-operatives/>
  - b. Haddock and Company:  
<https://haddock-co.ca/practice-areas/cooperative-housing-law/>
- CHF BC
  - a. member inquiry form: <https://www.chf.bc.ca/inquiry-form/>
  - b. CHF BC consulting services: <https://www.chf.bc.ca/education/consultations/>
- Cana Management.
- Are there members not currently on the board with the expertise to help inform board decisions? While it's essential to ensure confidentiality, members with experience, training, or resources can help.

### ***When a member is placed in care***

See Appendix C for guidance.

## Key Upcoming Dates

- **September 1, 2025**- mortgage maturity at Vancity. The mortgage needs to be renewed or moved to another institution. Work in collaboration with the finance committee on this process.
- **November 30**- annual due date for reporting due to the City of Vancouver for our land lease.
- **2027** (3 years from the last building assessment)- a new building assessment should be coordinated. Cana Management can be contracted to scope the project and get quotes from different engineering companies. JRS Engineering provided the last two building assessment reports.

## Other Resources

- Paloma Contact List (includes committee contacts): The Community Engagement Committee (CEC) is responsible for keeping this list up to date, and they email a copy to members at least once a year.

## Appendix A

### **Our Mission**

Paloma Housing Co-op provides affordable, sustainable housing for a diverse and supportive community.

### **Our Values**

We believe in:

#### **Diversity**

The diversity of our members, including variations in age, ability, gender, culture, and sexual orientation, enriches all of our experience in our community. We are proud of our diverse membership and we embrace our members for who they are, not what they are.

#### **Affordability**

It is a cornerstone of co-operative housing that housing charges remain affordable for all members of diverse incomes and household compositions. Paloma is committed to ensuring our members are paying fair housing charges in the inflated housing market of greater Vancouver.

#### **Sustainability**

Paloma members are committed to good governance in every aspect of community living. Not only must we be financially sound so that our community persists intact for future generations, but we must also be environmentally responsible, self-advocating, and considerate to our neighbours.

#### **Community**

We are a group of individuals and families gathering to create an internal culture; we make decisions democratically in the best interests of all members; we work together to create something larger than ourselves – a community of individuals dedicated to our common greater good.

#### **Democracy**

Our members have the opportunity to be fully involved and informed in co-op matters through regular meetings and open committees; decisions are made co-operatively, democratically, and with respect for both the process and the outcome.

### **East Van pride**

If we value the place we live, and each member values their place within the co-op community, so must Paloma value our place within a larger group of co-operatives, our place within our community of Commercial Drive, and as a neighbourhood within the City of Vancouver.

### **Engagement**

Our success as a viable co-operative depends on each member participating to the best of their ability, with sincere concern for the integrity of the building, the harmony of the community, and the welfare of their neighbours. To be engaged is not simply a members' official service, but is a genuine desire to take initiative, as and where needed, to better the lives of all members.

### **Beauty**

We value the aesthetic presence our buildings and landscape give our daily lives. We recognize that living in beautiful surroundings adds to the well-being and sense of community accomplishment our members feel about our co-op.

### **Accessibility**

A great community encompasses members of varying physical and mental abilities, whether due to age, injury, or other reason. We are aware that some members have or will have challenges with the physical environment of Paloma, both in suite and in the common spaces. To the best of our ability, we will provide safe, functional, and accessible environments and will take the physical needs of members into account in every decision. We are committed to accommodating the current and future needs of our neighbours.

### **Thoughtfulness**

Kindness. Consideration. Generosity of spirit and time. Neighbourliness. Mindfulness. Deliberation. To be thoughtful is to think before one acts, to think of others before one's self, and to be cognizant of the greater good. Paloma members strive to take a measured approach to the challenges of community living and unabashedly celebrate the benefits of the same.

## **Working together / Collaboration**

In working as a community for common goals, in being fair and just, in keeping the space safe and enjoyable for all, in believing we can do more if we do it together, we can accomplish amazing things. We are better and more than the sum of our parts.

## **Our Vision**

- We will develop and maintain a long-term plan to ensure that our co-op is financially, structurally and environmentally sustainable.
- We understand that the older our homes become the more it is going to cost to maintain them. We also understand that housing charges are our main source of revenue and so to increase revenue we will at times have to increase housing charges.
- We will call on government to continue to provide subsidy assistance. If government won't help, we will continue to assist members who can't afford to pay the full housing charge. We will strive to keep our housing affordable for all members.
- We have a good member selection process but from time to time we will review and evaluate it to ensure we continue to recruit new members who share our vision.
- We depend on each other. The work of our volunteers is important to the co-op. We will invest in the skills we need to make sure the important work of the co-op is done well.
- We need to ensure there is a strong co-op housing sector to support us. We will keep informed about provincial and national issues that may affect our co-op and the larger co-op sector. We will send a delegate to federations' events to represent our interests.
- We will develop a plan to ensure we have sound leadership which is vital to our co-op's success.
- Paloma Housing Co-op strives to maintain a safe, friendly environment for all our members. We will allocate resources to activities that will contribute to building and maintaining a strong, cohesive co-op community.
- We believe that co-op education is critical to our success. We will allocate resources to provide our members with opportunities for co-op education.

## Appendix B

### International Co-operative Principles

These values were first developed in England in 1844 and provide the foundation for all kinds of co-ops around the world: farm co-ops, food co-ops, co-op daycares, housing co-ops, credit unions, worker co-ops, and so on. In 1995, the International Co-operative Alliance accepted these principles for all co-operatives. The seven principles are guidelines for co-ops to put their values into practice. They have been reworded for housing co-ops.

#### 1. Open Membership

Co-op membership is open to everyone who needs the services of the co-op and who accepts the responsibilities of membership. The board of directors must not discriminate against anyone and must respect human rights.

#### 2. Democratic Control

Members control their co-op. Together they set rules and policies, make decisions and elect leaders who report to them. Each member of a co-op has one vote. All members have an equal say in managing their co-op.

#### 3. Economic Participation

All members contribute fairly to the co-op which they own in common. Co-ops pay a limited return (if any) on money that people paid to become members. The co-op holds any surplus for the future or uses it to improve the co-op's services.

#### 4. Independence

All agreements that co-ops sign with outside organizations or governments should leave the members in control of their co-op.

#### 5. Co-operative Education

Every co-op is responsible for offering training to its members, directors and staff. Co-ops should also tell the public what they are and what they do.



## 6. Co-operation among Co-operatives

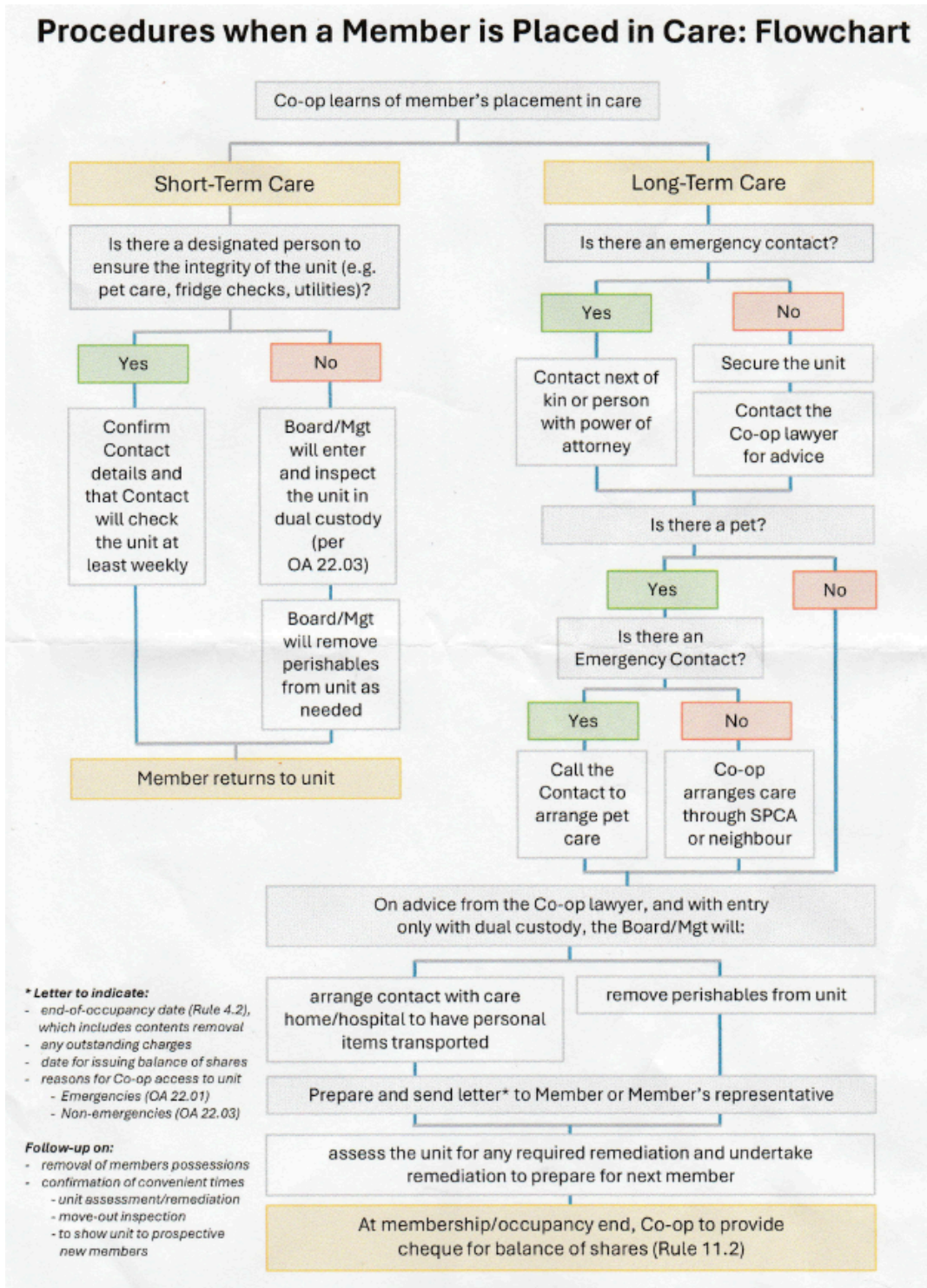
Co-ops work together to serve their members through local, national and international structures.

## 7. Concern for Community

Co-ops meet members' needs in ways that build lasting communities inside and outside each co-op.

## Appendix C

### Procedures when a Member is Placed in Care: Flowchart



## Appendix D

### GM/ AGM Checklist

#### Pre-meeting

- Determine meeting type- fully hybrid or online with support in the common room for people without technology to join.
- Determine how committee/ rep reports will be handled. Written? Verbal? Ensure there is some time allocated at the meeting for questions/ comments if providing written reports.
- Buy snacks/ cookies (optional). Submit receipts to the treasurer for reimbursement.
- Ensure the board secretary or delegate is available to take minutes
- The president or delegate works with Cana management to develop an agenda and distribute packages. The notice must be at least 14 days before the meeting (Rule 14.8). Make posters and post on community boards/ elevators.
- Determine a chair for the meeting. This is typically the President or Vice President but doesn't have to be (See Rules 14.16). It can be another coop member or a paid person through CHFBC. The president/VP should meet with the chair to prep for the meeting and set times for each agenda item. Resource: <https://www.chf.bc.ca/education/consultations/#consultative-services>

#### Room Set-up

- Ask Board members and tech support to come early for room/tech set-up.
- Book common room and get key for the common room for set-up
- Bring pens and paper for member sign-in.

#### Special Resolutions

- See Rule 14.10.

#### AGM requirements (Rule 14)

- Auditor's report.
- Election of Directors (Rule 18). We have used Election Runner since 2020 for voting.

#### During the Meeting

- The quorum for regular meetings is 25 % of the members (Rule 14.13). Cana can confirm the current number of members.
- Ensure someone is recording online attendance for meeting minutes and sharing that info with the board secretary.

#### Post Meeting

- Ensure draft minutes are submitted to Cana for inclusion in the next AGM/GM package.

## Appendix E

Approved by general members- June 21, 2023

### Capital Reserve Spending Authorization Policy

#### Purpose

The capital reserve spending authorization policy exists to:

- Ensure that all capital reserve spending decisions are made only by properly authorized Co-op representatives;
- Clarify how capital reserve spending authority is delegated among the Board and committees;
- Ensure all capital reserve purchase decisions are properly evaluated and documented;
- Support and encourage careful spending to targets set in the current, approved Capital Reserve Plan, Asset Management Plan and current version of the Financial Demand Schedule and Paloma Cash flow document; and,
- Provide rapid and flexible support for capital reserve spending for necessary items that are not part of the current approved Capital Reserve Plan.

#### Definitions

##### *Planned*

A planned expense is one that fulfills all three of the following conditions:

1. It was identified and included when the current Capital Reserve Plan was drafted;
2. It is within 10% of the cost anticipated in the current approved Capital Reserve Plan; and,
3. It occurs within the three-year approval timeframe specified in the current approved Capital Reserve Plan.

### *Unplanned*

An unplanned expense is one that does not meet each and every criterion of a planned expense.

### *Major repairs and projects*

Replacements and renovations over \$500 for either common areas or individual units.

### *Capital Reserve Plan*

The Capital Reserve Plan includes the Viability Analysis and Financial Plan, the Financial Demand Schedule and the Paloma Cash Flow.

Capital expenses covered in the Capital Reserve Plan include building improvements, building components, building systems, major planned repairs and projects, appliances or other items that have a life of more than one year, and mechanical systems.

### Policy

1. All planned and unplanned capital reserve purchases must be authorized in advance by approved co-op representatives as detailed in Table 1:

**Table 1. Authorization Levels for Capital Reserve Spending**

Authorization Needed From	Unplanned
Maintenance Committee Chair	Up to \$1,000
Maintenance Committee	Up to \$5,000
Board	\$5,000 to \$25,000
Members	over \$25,000

2. All unplanned expense authorizations must be in writing and copied to the Maintenance Committee and Board email accounts.
3. Expenditures that require authorization by the Board or the membership must be approved by an ordinary resolution at a Board or general meeting and recorded in the meeting minutes.
4. To streamline purchase administration and to help ensure replacement product continuity, the Maintenance Committee may pre-approve a standard product and supplier for common replacement items, such as appliances and flooring.



5. Except for pre-approved products from pre-approved suppliers, purchasing criteria must be followed for all proposed planned and unplanned capital reserve spending, as detailed in Table 2:

**Table 2. Purchasing Criteria for Capital Reserve Spending**

Spending Level	Purchasing Criteria
up to \$5,000	Quote based on written specification
\$5,000-\$30,000	3 comparable, competitive quotes or estimates based on written specification OR an approved bulk purchase program
\$30,000-\$100,000	3 comparable, competitive prices by quotation, select tender, or proposal
over \$100,000	3 or more competitive bids by select or public tender

6. Emergency replacement of capital items does not require prior approval by the Board where delay would create a health or safety hazard. Instead, the Maintenance Committee chair may authorize any expense necessary to deal with the emergency replacement, and the chair may contact the Board for further guidance and/or approval. Once the emergency has been dealt with, normal capital reserve spending policies and procedures must be followed for subsequent replacement, remedial, and restoration work. Emergency expenses must be reported promptly to the next Maintenance Committee and Board.
7. Every breach of the spending policy must be reported immediately to the Board.

### Procedures

Procedures are executed by CANA Management in consultation with the relevant committees. Before signing the cheque, the Board signing officers must review the documentation to ensure the capital reserve spending policy requirements have been met.

1. Verify or prepare a written specification for the replacement product to be purchased.
2. Obtain quotes or estimates, as required by Co-op policy.
3. Review current Viability Analysis and Financial Plan to determine whether proposed expense meets the timing and cost requirements specified in the plan.
4. After receiving authorization from the Board (typically through email), complete a purchase order.



5. Provide the purchase order to the supplier (or quote the purchase order number). Keep a copy of the purchase order along with relevant Board authorization.
6. Make sure the supplier knows they must return the purchase order with their invoice or show the purchase order number on the invoice.
7. Where invoice is for an amount in excess of \$1,000 or where a supplier or tradesperson is being used for the first time, review the invoice with the receiver of the good or service to confirm that goods or services were satisfactory.
8. Process invoices, prepare a cheque for the amount shown on the cheque requisition, attach it to the documentation, and return it to the Co-op for review and signatures.

## Operating Expense Spending Authorization Policy

### Purpose

The operating expense spending authorization policy exists to:

- Ensure all purchase decisions are made only by properly authorized Co-op representatives;
- Clarify spending authority among directors, committees, the Management Company, and members;
- Ensure all purchasing decisions are properly evaluated and documented;
- Support and encourage careful spending to planned budget targets; and,
- Provide rapid and flexible support for emergency spending when necessary.

### Definitions

#### ***Budgeted Operating Expense:***

An expense is considered a budgeted operating expense when both of the following conditions are met:

1. The expense was identified and included when the current year's operating budget was drafted and approved; and,
2. Projected spending in this budget category, including the expense, will be at or below budget at fiscal year-end.

***Unbudgeted Operating Expense:***

An unbudgeted operating expense is one that fulfils at least one of the following conditions:

1. It was not a planned and approved part of the current year’s operating budget; or,
2. It will cause projected spending in this budget category to exceed budget at year end.

***Emergency Operating Expense:***

An emergency operating expense is one that is incurred for an unforeseen situation that requires immediate action to avoid a threat to life, safety, health, or to prevent further, substantial financial loss or damage to the Co-op.

**Policy**

1. All budgeted and unbudgeted operating purchases must be authorized in advance by approved Co-op representatives as shown in Table 3:

**Table 3. Authorization for Operating Expense Spending**

Unbudgeted Expense Amount	Authorization Needed From
Up to \$1,000	Maintenance Committee Chair
\$1,000 to \$5,000	Maintenance Committee
\$5,000+	Board

2. All authorizations must be in writing and copied to the Maintenance Committee and Board email accounts.
3. Expenditures requiring authorization by the Maintenance Committee or Board must be approved by an ordinary resolution at a Maintenance Committee or Board meeting and recorded in the meeting minutes.
4. For all proposed expenses over \$5,000, a scope of work must be developed and at least three comparable quotes or estimates must be obtained before authorization will be considered by the Board.
5. Policies 1 – 4 do not apply for an emergency operating expense. Instead, the Maintenance Committee chair may authorize any expense necessary to deal with the emergency operating expense, and the chair may contact the Board for further guidance and/or approval. Once the emergency has been dealt with, normal spending policies and procedures must be followed for all remedial and restoration work. Emergency expenses must be reported at the next Maintenance Committee and Board meetings.



6. Every breach of the spending policy must be reported immediately to the Board.

### Procedures

Procedures are executed by CANA Management in consultation with the relevant committees. Before signing the cheque, the Board signing officers must review the documentation to ensure the operating spending policy requirements have been met.

1. Obtain quotes or estimates if required.
2. After receiving authorization from the Board (typically through email), complete a purchase order.
3. Provide a purchase order to the supplier (or quote the purchase order number). Keep a copy of the purchase order along with relevant Board authorization.
4. Make sure the supplier knows they must return the purchase order with their invoice or show the purchase order number on the invoice.
5. Where the invoice is for a sum in excess of \$1,000 or the vendor or tradesperson is being used for the first time, review the invoice with the receiver of the good or service (or the Maintenance Committee chair if relevant) to confirm that goods or services were satisfactory.

Process invoices, prepare a cheque for the amount shown on the authorized invoice, attach it to the documentation, and return it to the Co-op for signature.