

ORGANIZATIONAL STRUCTURE

Board of Directors

The Board is composed of seven members. It is elected annually by the membership at the Co-op's Annual General Meeting in April. The term of office for each director is two years.

The following is the job description of the Board as set out in Organizational By-law No. 18.

ARTICLE 9: Role of the Board of Directors

9.1 Duties of Board of Directors

The Board is responsible for the good governance of the Co-op. The Board supervises the management of the Co-op. It can use all the powers of the Co-op, unless the *Co-op Act* or the by-laws say that a members' meeting is needed to decide on something.

Some of the Board's duties are to:

(a) Members

- approve or refuse membership applications
- call members' meetings and present an agenda to the members
- report to the members on the activities of the Board and committees
- pay attention to the community needs of the members
- make sure that education about co-operatives is available to members

(b) Finances

- oversee the financial affairs of the Co-op
- present a budget to the members
- make financial decisions for the Co-op within the budget and by-laws
- arrange for long-term financial planning based on expected future needs of the Co-op
- make sure the Co-op has a current building condition assessment, a current reserve fund study and an asset management plan
- report to the members on the Co-op's finances

(c) Maintenance

- ensure that the Co-op's property is well maintained and repairs are done when needed
- make sure that the system for responding to member work orders operates efficiently

(d) Risk management

- make sure the Co-op has appropriate insurance for the Co-op property and for Co-op liability
- make sure that other kinds of insurance are maintained if prudent and cost-effective, such as directors' and officers' liability insurance and employee and contractor dishonesty insurance or bonding
- evaluate long-term maintenance contracts for Co-op equipment

- make sure the Co-op has a disaster relief plan
- arrange for all required fire plans
- make sure the Co-op's electronic records and data are backed up and protected

(e) Organization

- make sure that Co-op by-laws are reviewed regularly
- have a clear outline of the responsibilities of committees and staff
- direct and co-ordinate the activities of committees
- involve the Co-op in the broader Co-operative movement and in the local community

(f) Staffing

- deal with staffing as stated in Article 16 (Staffing)

9.2 Committees and Staff

The Board can arrange for things to be done by committees or staff. The Board has to supervise them. The Board has final responsibility and can overrule committees or staff.

9.3 Powers of Individual Directors

The Board of Directors can act only by a decision of the Board as a whole. Individual directors have no authority to act except as stated in a by-law or as authorized by a decision at a Board meeting.

ARTICLE 10: Standards for Directors

10.1 Standard of Care

Standards of care required for a director are stated in the *Co-op Act* and other laws. A director must

- act honestly, in good faith and in the best interests of the Co-op rather than in the director's personal interest
- use the care, diligence and skill of a reasonably prudent person

10.2 Performance of Directors' Duties

Each director must

- attend all Board and members' meetings unless excused by the Board based on advance notice of absence or later information if advance notice was not possible
- prepare for all meetings
- comply with the Co-op by-laws and with Board decisions
- comply with the Directors' Ethical Conduct Agreement and the Confidentiality and Conflict of Interest Agreement

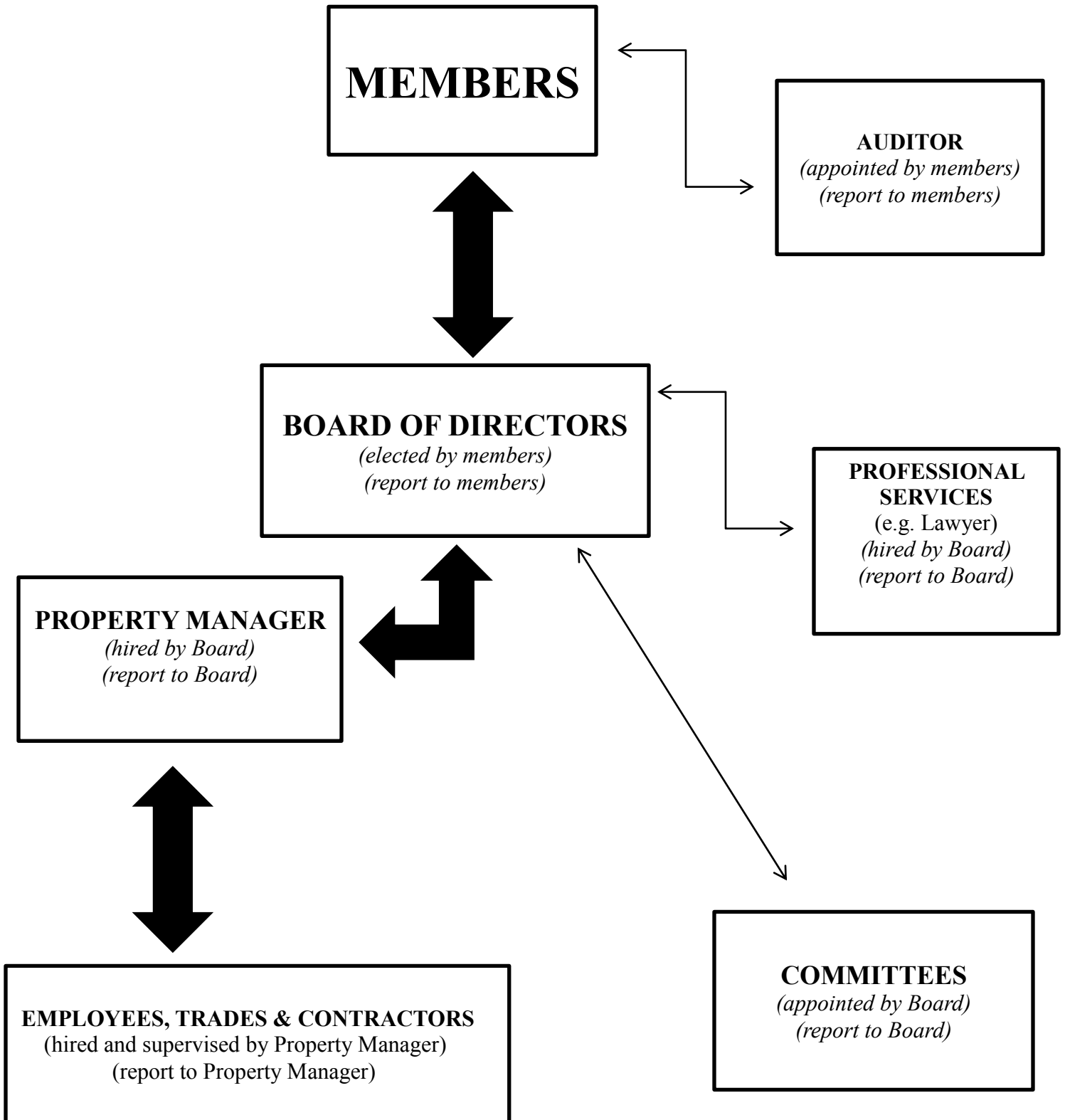
ORGANIZATIONAL CHART

As long as the duties and reporting systems of the Board, and each committee and staff are clearly outlined, there should be no confusion about the lines of responsibility, and the Co-op will be well run.

The organizational chart for Bridle Manor Co-operative Inc. will be helpful in clarifying these lines of responsibility.

Note that the members are at the head of the whole structure.

ORGANIZATIONAL CHART



COMMITTEES

COMMITTEES

Bridle Manor Co-operative Inc. currently has six standing committees:

- Finance
- Maintenance
- Social
- Member Selection
- Gardening
- Capital Budget Committee

Committees are made up of volunteers from the general membership and take direction from the Board of Directors.

Each committee is responsible for a specific aspect of the Co-op's management. The committee system ensures that members have an opportunity to get directly involved in the running of their Co-op.

A brief description of the purpose for each of the committees are as follows:

FINANCE COMMITTEE

Purpose:

- to liaise with the Bridal Manor Bookkeeper to ensure effective, efficient management of the Co-op's finances by overseeing the financial operations

Duties:

- propose and update Financial Policies for Board and Membership approval (e.g. spending by-law)
- carry out financial planning (e.g. annual operating budget proposal for Board and Membership approval)
- review and analyze monthly financial statements

MAINTENANCE COMMITTEE

Purpose:

- to work with staff and recommend contract work within the Co-op

Duties:

- conduct inspections of exterior and common areas
- inform and educate members about maintenance policies and programs
- review maintenance spending and recommend annual and longer term maintenance budgets
- propose maintenance policies for Board and Member approval
- review all plans for improvements submitted by members

SOCIAL COMMITTEE

Purpose:

- to plan and organize social events which will enhance the spirit of neighbourliness and community throughout the Co-op

Duties:

- host a Wine and Cheese Party twice a year - following the Annual General Meeting in April and the General Meeting in October
- sell 50/50 tickets door-to-door to be drawn during the Wine and Cheese Party
- collect and distribute candy to the children on Halloween
- hold 2 bazaars during the year – one in the Spring and one in the Fall
- host the annual Adult Christmas Party in December
- host the annual Children's Christmas Party in December

MEMBER SELECTION COMMITTEE

Purpose:

- to administer the Member Selection and Housing Allocation Policy

Duties:

- to hold an Information Night on the second Wednesday of each month to inform new applicants about Co-op principles and terms of the Occupancy Agreement
- to provide application forms and relevant materials on Information Nights
- to interview applicants to establish whether or not they meet the criteria for membership
- to make recommendations to the Board on acceptance or rejection of applicants
- to maintain internal and external waiting lists

GARDENING COMMITTEE

Purpose:

- to look after the planting, weeding and maintenance of the award winning gardens at Bridle Manor Co-op Inc.

Duties:

- organize Planting Day in the Spring
- co-ordinate the selection, purchase and delivery of plants
- arrange for the Groundskeeper to clean the garden beds of winter debris and prepare the beds with triple mix soil and fertilizer prior to Planting Day
- plant flowers on Planting Day
- maintain and weed all garden beds during the summer months
- team involvement is absolutely necessary to keep the gardens beautiful

CAPITAL BUDGET COMMITTEE

Purpose:

- to assist the Board of Directors in fulfilling its obligations and oversight responsibilities with respect to the review and implementation of capital projects, and when required, make recommendations to the Board of Directors

Duties:

- review and recommend an annual Capital Plan to the Board of Directors for approval
- review and monitor the Capital Plan on a quarterly basis
- review and recommend to the Board of Directors changes to the Capital Plan
- review the business case for individual projects over \$50,000. and recommend to the Board whether or not to proceed
- review and discuss emerging issues that may impact our Projects/Programs
- if the capital budget changes by 5% or more, the project will be reviewed further by the Committee and re-submitted to the Board for approval
- review decision-making processes that are in place to provide sound fiscal and “Risk Management” accountability and service delivery for capital projects
- inform the Board of all matters related to major capital projects which may significantly affect our performance

Committee Membership:

- committee members should have some experience in one of the following fields: Engineering Project Management, Finance, Capital Planning or Construction

STAFF JOB DESCRIPTIONS

BRIDLE MANOR CO-OPERATIVE INC.

Position: **Property Manager**

Reports to: President of the Board of Directors

Responsibilities:

- overall operation and administration of the Co-op
- monitor the management of the Co-op and make recommendations to the Board concerning improvements in the management and administration of the Co-op's activities
- direct and supervise maintenance and office staff and ensure that their responsibilities are being carried out effectively
- project manager for all capital expenditures with the support of the site engineer and ongoing building condition assessment (BCA)
- act as agent of the Co-op in legal proceedings related to evictions, arrears and other matters, as directed

Duties:

Corporate Services

- prepare management reports for Board and members' meetings, as required
- prepare agendas for Board and members' meetings
- attend Board meetings
- attend members' meetings
- attend committee meetings, as required
- issue Notices of Meetings, as directed
- maintain records as required by the *Co-operative Corporations Act*
- file required reports and notices with government agencies

Office Administration

- purchase office equipment and furnishings
- organize the Co-op office
- ensure filing system is efficient
- create and maintain procedures manual and office schedules

Financial Management

- review and authorize invoices for payment
- authorize cheque requisitions
- respond to enquiries from members and suppliers concerning accounts
- act as purchasing agent and ensure that expenditures are authorized in accordance with the Spending By-law
- administer the following functions performed by the Bookkeeper
 - preparation of the annual operating budget
 - preparation of cash flow statements and projections
 - preparation of annual project data report for CHFC
 - filing of audited financial statements with government agencies
 - investment of surplus funds

Position: **Property Manager** - continued

Housing Charge Collection and Member Deposit Administration

- administer the Occupancy By-law with respect to delinquent accounts
- recommend to the Board periodic increases in Member Deposit
- review charges owing to the Co-op following member's move-out
- authorize the amount of Member Deposit to be refunded

Subsidy Program

- supervise the administration of the Housing Charge Assistance Program according to Federal requirements and the Co-op's Housing Charge Subsidy Policy

Membership

- ensure member selection procedures are carried out in accordance with the Member Selection and Housing Allocation Policy
- co-ordinate signing of the Occupancy Agreement and receipt of required deposits and fees

Property Management

- review staff job descriptions and make recommendations for revision to the Board, as necessary
- ensure that appropriate emergency, corrective and routine maintenance programs are in place and are updated, as necessary
- ensure that purchase control procedures are in place
- ensure that maintenance work order procedures are functioning effectively
- ensure that appropriate maintenance and inventory records are kept
- ensure that insurance coverage is maintained and level of coverage updated, as necessary
- administer parking regulations with support of the Administrator
- oversee the budget for tradesmen retained by the Maintenance Supervisor
- carry out property inspections with the Maintenance Department
- carry out move-in and move-out inspections with support of the Maintenance Supervisor

Enquiries and Complaints

- respond to enquiries from members
- receive and forward complaints to the Board of Directors
- follow up on enquiries and complaints, as directed

Position: **Property Manager** - continued

Personnel

- receive time sheets and maintain time-off register for all employees
- maintain personnel records
- conduct employee performance evaluations
- recommend employee salary increases to the Board
- receive and deal with staff grievances
- assist in hiring maintenance and office staff
- make recommendations to the Board concerning distribution of work and staff job descriptions

Co-op Development

- assist in recruiting members to committees, as necessary
- assist in preparations for Members' meetings
- co-ordinate committee activities and make recommendations for improved committee functioning

Member Education

- review by-laws and offer recommendations for changes to the Board
- provide assistance in the production of a regular newsletter, as required
- promote understanding of Co-op living and self-management capabilities of the members

Miscellaneous

- perform other duties as may be agreed upon with the Board of Directors

BRIDLE MANOR CO-OPERATIVE INC.

Position: **Administrator**

Reports to: Property Manager

Responsibilities:

- greet visitors and members coming into the office
- respond to member's non-confidential requests
- perform office and administrative functions ensuring efficiency
- contribute to team effort to accomplish related results
- provide general secretarial support to the Property Manager
- provide administrative assistance to committees
- co-ordinate course registration for conferences, courses, seminars, and meetings
- co-ordinate office volunteers
- manage the boardroom bookings and the recreation room bookings

Duties:

General Office Administration

- reception, answer enquiries, take messages for staff and Board of Directors
- receive incoming mail, open and date stamp
- post outgoing mail
- accept and sign for deliveries
- computer work, filing, photocopying
- maintain database in HMWorx
- deal with maintenance work orders
- generate maintenance work orders on HMWorx
- prepare monthly work orders report
- maintain office inventories
- purchase office and kitchen supplies and equipment
- ensure servicing and cleaning of office equipment
- prepare statistical reports, as requested
- prepare notices and arrange for distribution, as required
- liaise with Co-operators Insurance re motor vehicles driver's update
- maintain employee absentee records

Move-ins and Move-outs

- receive re-location requests and notices of intention to vacate and notify the Property Manager and appropriate committees
- prepare site change forms for move-in, move-out, and parking
- update office records
- co-ordinate moves in/out after consulting with the Property Manager regarding clean-up and repairs
- report monthly to Member Selection committee on moves and waiting list status

Position: **Administrator** - continued

Membership

- process applications: review for completeness, conduct credit and reference checks
- send acceptance/rejection notification letters to applicants
- book appointments with prospective members
- show vacant units to prospective members
- prepare occupancy agreements for new members
- process move-ins and re-locations and update office records
- allocate parking spaces
- maintain vehicle parking records
- administer parking rules and regulations
- respond to membership enquiries
- manage bookings for members' meetings
- maintain membership files and waiting lists
- maintain register of members
- maintain attendance lists of members' meetings
- maintain participation records in relation to volunteer committees
- maintain binders holding committee meeting minutes
- maintain and update "Information for New Members Moving In" package
- maintain and update "Information Sheet for Information Night" package

Finance

- receive housing charges and other payments from members
- issue receipts to members, as required
- administer petty cash fund
- prepare cheque requisition forms for payment with authorizing documents
- ensure transactions are accurately coded and entered in the accounting system
- arrange for signature of cheques by signing officers
- maintain files
- verify monthly laundry room revenue
- follow-up on overdue payments of townhouse water bills
- transfer overdue water bills to tax notices

Miscellaneous

- perform other duties as directed by the Property Manager and the Board of Directors

BRIDLE MANOR CO-OPERATIVE INC.

Position: **Bookkeeper**

Reports to: Property Manager

Responsibilities:

- provide support to the Property Manager
- work within the framework of the Spending By-law and its procedures
- ensure that cash flow projections are prepared, and that surplus cash is placed in interest-yielding deposits or accounts
- ensure that required reserves are funded and accounted for
- monitor the operating budget and report regularly on budget performance
- present monthly financial reports to the Board
- provide liaison between the Co-op and the Auditor
- support the Treasurer in presenting the annual budget to the membership
- may be called upon to carry out other tasks, as well as assist the Property Manager in dealing with project deadlines

Duties:

Banking

- prepare and make credit union and/or bank deposits (EFT, cheques, etc)
- transfer funds between current accounts and other types of deposits, as directed by the Property Manager
- prepare monthly bank reconciliation statements

Revenue and Cash Receipts

- enter charges and receipts in journal
- post accounts receivable and housing charge sub-ledgers
- reconcile sub-ledgers to general ledger monthly
- update accounting records as necessary for move-ins, move-outs, transfers, housing charge increases, and housing charge subsidies

Cash Disbursements

- maintain accounts payable files
- maintain contract registers and payment control records
- prepare and code disbursements
- reimburse petty cash

Position: **Bookkeeper** - continued

Financial Reports

- prepare monthly budget control report
- prepare monthly vacancy loss report
- prepare month-end cash report
- prepare interim and month-end arrears report
- prepare cash flow statements and projections, as required
- prepare housing charge subsidy report
- prepare annual project data report for CHFC

Financial Management – Operations

- prepare the annual operating budget with support of the Treasurer
- present the budget to the Board for initial review
- present the budget to the Finance Committee for their recommendations
- present the budget to the Board for final review and approval
- invest surplus funds, as directed by the Board of Directors
- file audited financial statements with government agencies, as required
- advise the members, Board and committees generally on the financial management of the Co-op with the support of the Property Manager

Financial Management - Capital

- manage capital expenditures, cash flow and loan payments
- monitor reserves
- monitor subsidy reserves
- attend maximum of 50% of Capital Budget Committee Meetings

Risk Assessment (assist with and help to maintain the following)

- make sure the Co-op has appropriate insurance for the Co-op property and for Co-op liability
- make sure that other kinds of insurance are maintained if prudent and cost-effective, such as directors' and officers' liability insurance and employee and contractor dishonesty insurance or bonding
- evaluate long-term maintenance contracts for Co-op equipment
- make sure the Co-op has a disaster relief plan
- arrange for all required fire plans
- make sure the Co-op's electronic records and data are backed up and protected

Housing Charge Collection and Member Deposit Administration

- ensure that correct member deposit has been received from each member
- supervise the receipt, deposit and administration of housing charge collection
- submit monthly arrears reports to the Finance Committee and the Board
- determine amount of Member Deposit to be refunded

Position: **Bookkeeper** - continued

Subsidy Program

- process initial applications for housing charge assistance, and applications for emergency assistance for final approval by Board
- monitor the subsidy pool and report regularly to the Board on the allocation of the funds
- supervise the administration of the Housing Charge Assistance Program according to the Federal requirements and the Co-op's Housing Charge Subsidy Policy

Budget Review – reports for the Board

- prepare a monthly summary budget control report. The report will compare budgeted operating income and expenses to actual income and expenses
- prepare a detailed budget review at least every three months. The report will
 - compare budgeted income and expenses to actual income and expenses
 - show the projected income and expenses for each category in the budget for the rest of the year
 - provide a written explanation of any projected or actual surplus or deficit
- prepare a summary budget control report. The report will compare budgeted capital expenses to actual expenses
- prepare a detailed budget review at least every three months. The report will
 - compare budgeted capital expenses to actual expenses
 - show the projected expenses for each category in the budget for the rest of the year
 - provide a written explanation of any projected or actual variances

Year End

- prepare schedules of accounts payable, accounts receivable, fixed assets and member deposits at year end in preparation for the yearly audit
- prepare adjusting entries, adjusted trial balance and draft income statement and balance sheet
- co-ordinate arrangements with auditor

Miscellaneous

- perform other duties as directed by the Property Manager and the Board of Directors

BRIDLE MANOR CO-OPERATIVE INC.

Position: **Maintenance Supervisor**

Reports to: Property Manager

Responsibilities:

- ensure that the physical aspects of the Co-op meet Bridle Manor's established standards for safety, appearance and operation within the budgeted financial goals
- monitor the work of the Maintenance Worker and Groundskeeper
- ensure that routine and preventative maintenance programs are carried out
- respond to fire alarm
- retain tradesmen, as required
- supervise tradesmen while on site
- accompany servicemen and meter readers
- handle maintenance emergencies and lock-outs, during office hours
- handle maintenance emergencies, after office hours, as required
- respond to "on call" situations Monday to Friday (on an emergency basis only)
- assist in planning and implementing preventive and corrective maintenance programs with the support of the Maintenance Committee
- carry out property inspections
- carry out move-in/move-out inspections

Duties:

Work Orders

- undertake basic repairs at a handyman level, as required
- respond to work orders and delegate daily tasks that may involve plumbing, carpentry, locks, minor electrical, doors, windows, screens, plaster, painting, etc.

Routine Maintenance

Monitor the work of the Maintenance Worker to ensure the following tasks are carried out satisfactorily:

- clean storage and maintenance rooms
- clean garbage disposal equipment
- move and clean garbage and recycling bins
- clean parking areas
- snow removal

Position: **Maintenance Supervisor** – continued

Preventative Maintenance

Work with the Maintenance Worker to:

- maintain fire alarm system – check fire extinguishers, water pressure, etc.
- maintain emergency power system on a weekly basis
- maintain all pumps and electric motors
- maintain make-up air system and other fans, belts, motors and filters
- maintain common area heaters
- maintain landscaping equipment
- maintain playground equipment
- maintain all maintenance tools and equipment
- maintain boiler operation

Grounds-keeping of Common Areas

Monitor the work of the Groundskeeper to ensure the following tasks are carried out satisfactorily:

- daily clean-up of grounds
- clean garage
- drains and drainage kept clean
- cleanout townhouse eaves-troughs
- parking areas – clean and line painting
- garbage huts – clean and repair
- fences – repairs and painting
- sidewalk repairs
- snow and ice removal of driveways and sidewalks
- salting of driveways and sidewalks
- grass seeding, fertilizing, sprinkling, organic weed spraying, grass cutting
- tree pruning
- shrub pruning
- Spring and Fall clean-up of the garden beds; remove debris, pine needles, etc.
- assist the Gardening Committee by preparing the garden beds with triple mix soil and fertilizer prior to Spring Planting Day

Miscellaneous

- move appliances and other equipment, as required
- any other duties as directed by the Property Manager

BRIDLE MANOR CO-OPERATIVE INC.

Position: **Maintenance Worker**

Reports to: Property Manager

Responsibilities:

- provide support to the Maintenance Supervisor
- provide handyman and advanced maintenance support
- respond to fire alarm
- accompany servicemen and meter readers, as required

Duties:

Work Orders

- respond to work orders and make repairs that may involve plumbing, carpentry, locks, minor electrical, doors, windows, screens, etc.
- drywall and metal mesh plaster repair, major and minor, as required
- painting of empty units, and other areas, as required

Routine Maintenance

- clean storage and maintenance rooms
- clean garbage disposal equipment
- move and clean garbage and recycling bins
- clean parking areas
- snow removal
- truck and tractor driving

Preventative Maintenance

Work with the Maintenance Worker to:

- maintain fire alarm system – check fire extinguishers, water pressure, etc.
- maintain emergency power system on a weekly basis
- maintain all pumps and electric motors
- maintain make-up air system and other fans, belts, motors and filters
- maintain common area heaters
- maintain landscaping equipment
- maintain playground equipment
- maintain all maintenance tools and equipment, including elevator phones
- maintain boiler operation

Miscellaneous

- move appliances and other equipment, as required
- replace interior and exterior light bulbs
- adjust light timers
- occasional cleaning (vacation relief and empty units)
- any other duties as directed by the Maintenance Supervisor and the Property Manager

BRIDLE MANOR CO-OPERATIVE INC.

Position: **Groundskeeper**

Reports to: Property Manager

Responsibilities:

- overall cleanliness and curb appeal of the community including the grounds, building exteriors, parking lots, and the other common areas of the community

Duties:

Grounds-keeping of Common Areas

- daily clean-up of grounds
- clean garage
- drains and drainage kept clean
- cleanout eaves-troughs
- parking areas – clean and line painting
- garbage huts – clean and repair
- fences – repairs and painting
- sidewalk repairs
- snow and ice removal of driveways and sidewalks
- salting of driveways and sidewalks

Gardening

- grass seeding, fertilizing, sprinkling, organic weed spraying, grass cutting
- leaf raking
- tree pruning
- shrub pruning
- Spring and Fall clean-up of the garden beds; remove debris, pine needles, etc.
- assist the Gardening Committee by preparing the garden beds with triple mix soil and fertilizer prior to Spring Planting Day

Miscellaneous

- truck and tractor driving
- any other duties as directed by the Maintenance Supervisor and the Property Manager

BRIDLE MANOR CO-OPERATIVE INC.

Position: **Cleaner**

Reports to: Property Manager

Work Hours: Part time, 20 hours per week

Work Week: Monday to Friday

Responsibilities:

- keep the interior common areas of the apartment building clean at all times.

Duties:

- vacuum hallways at least once weekly
- clean the lobby floors and window/doors glass daily
- clean the laundry room floors and machines daily
- clean the office, board room and library daily
- clean the office washroom and the laundry room washroom daily
- clean the elevators and lift daily
- clean the stairwells monthly (check and clean weekly, if required)
- monitor and change interior light bulbs, as needed
- order cleaning supplies
- other cleaning duties as requested by the Property Manager

Miscellaneous:

- letting in tradespeople
- any other duties as directed by the Property Manager