



Aboriginal Housing Management Association

OPERATIONS POLICY MANUAL

July 2016

VERSION LOG

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INTRODUCTION

The purpose of this *Operations Policy Manual* is to provide a guide for the Aboriginal Housing Management Association (AHMA) and staff in the organization's day-to-day operations.

The AHMA Chief Executive Officer (CEO) is responsible for overseeing and implementing the policies in this manual.

The Board of Directors will review and update this manual once every two years, in consultation with the Chief Executive Officer.

This manual will comply with all existing labour and human rights legislation. If there is a discrepancy between this policy manual and relevant labour or human rights legislation, the legislation shall prevail.

OPERATIONAL POLICY #001: Personnel

1.0 Purpose

1.1 The purposes of the Aboriginal Housing Management Association personnel policies are to:

1.1.1 Develop and maintain a harmonious, mutually beneficial relationship between the employer and employees.

1.1.2 Describe the terms and conditions of employment and general working conditions.

1.1.3 Ensure all reasonable measures are provided for the occupational health and safety of employees and to encourage effective, productive operations.

1.2 This policy incorporates and adheres to the *Employment Standards Act BC*. Any policies within this manual that are inconsistent with or fall below *Employment Standards Act BC* standards shall be null and void and the *Employment Standards Act BC* shall take precedence.

1.3 The AHMA Board is the approving authority for any revisions or amendments to these personnel policies:

1.3.1 The Board should review personnel policies once every two years to ensure they are appropriate and up-to-date.

1.3.2 The Chief Executive Officer shall be responsible for enforcing these policies.

1.4 All AHMA management and staff shall adhere to these policies and procedures. A copy of these policies shall be made available to all employees.

1.5 The objectives of AHMA's Personnel Policy are to:

1.5.1 Increase understanding of policies and procedures by management and employees.

1.5.2 Eliminate the need for subjective decisions.

1.5.3 Ensure uniformity and consistency on the implementation of personnel policies.

1.5.4 Provide a working guide for management and staff for the daily personnel administration.

2.0 Roles of Board, Chief Executive Officer and Staff

2.1 The Board of Directors' role is to:

2.1.1 Approve and update these policies.

2.1.2 Consult with the CEO on policy matters.

2.1.3 Support the CEO in executing these policies.

2.2 The CEO's role is to:

2.2.1 Execute these policies.

2.2.2 Consult with staff on the effectiveness and fairness of these policies, and give feedback to the Board.

2.2.3 Use these policies as a supervision and developmental tool for staff.

2.2.4 Execute the policies consistent with his or her role and responsibility.

2.3 Staff members' role is to:

2.3.1 Understand and adhere to these policies.

2.3.2 If necessary, adjust behaviours so they are consistent with these policies.

3.0 AHMA Organizational Framework

3.1 The purpose of the organizational framework is to clarify how AHMA is arranged in terms of authority and accountability. Based on the philosophical goal of working together to provide equitable services that enhance quality of life in the community and clear a pathway toward self-sufficiency, the composition of the organizational framework must reflect cooperation and communication between the membership, the board of directors, the CEO and the Executive Leadership Team, as well as between members of Executive Leadership Team and staff.

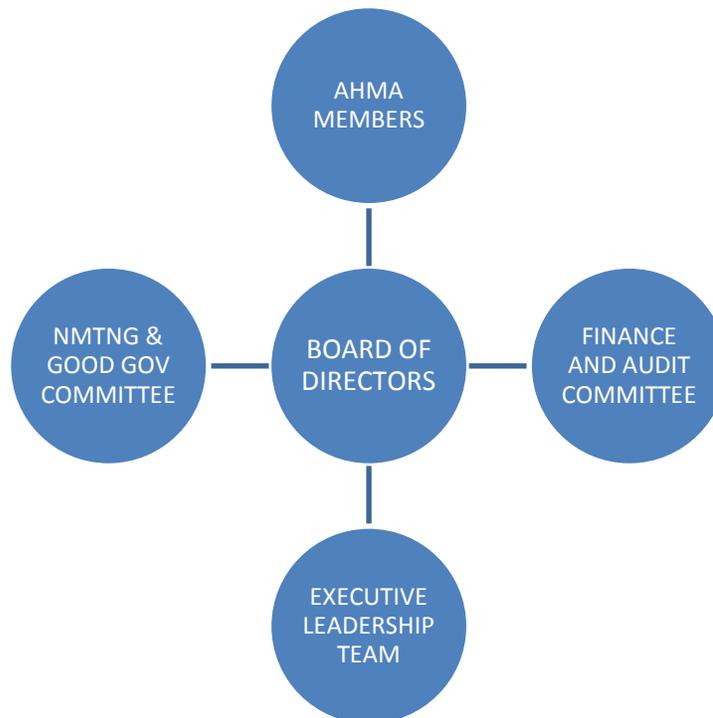
3.2 Organizational Chart: Corporate Structure

This chart indicates the key elements of the decision making and accountability processes.

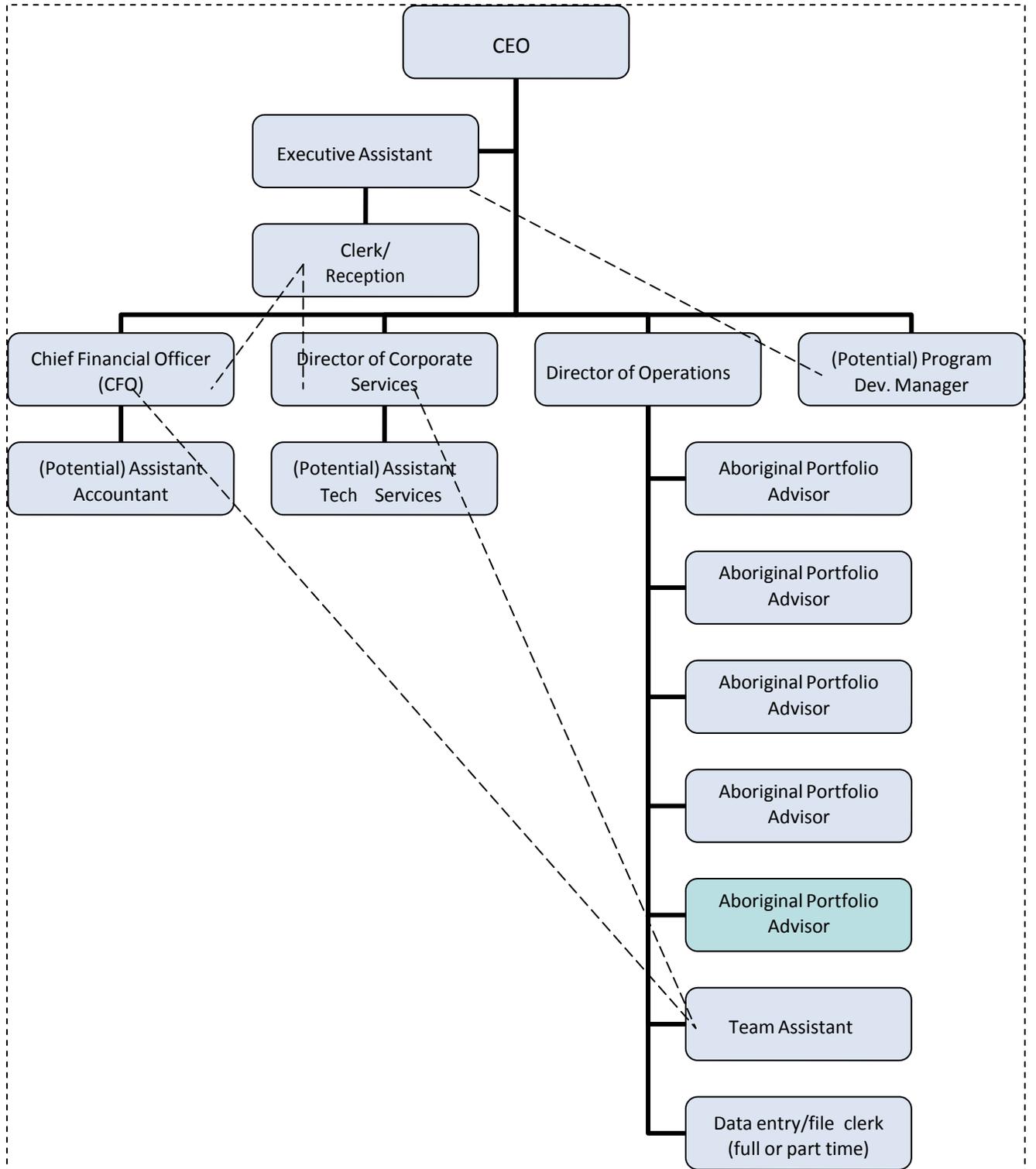
The Board of Directors has three members who represent Aboriginal housing providers. Four are Independent Directors.

There are two standing Board Committees: Nominations and Good Governance Finance and Audit.

Members of the Executive Leadership Team are the CEO, CFO, Director of Operations and Director of Corporate Services.



3.3 AHMA Organizational Chart: Operations



* as of August 23, 2013

4.0 Delegation and Levels of Authority

- 4.1 The Board of Directors has the following responsibilities:
- 4.1.1 Defines/reviews and adopts the organizational bylaws, objectives, policies, regulations and procedures related to AHMA programs and services.
 - 4.1.2 Ensures all programs and services within their jurisdiction are efficiently administered and bylaws, policy objectives and regulations are followed.
 - 4.1.3 Plans and budgets for the funds and resources required for AHMA administration.
 - 4.1.4 Ensures sound financial management of all programs and services and is fully accountable to funding agencies and Aboriginal housing providers.
 - 4.1.5 Hires the CEO and reviews his or her annual performance.
 - 4.1.6 Works closely with the CEO to jointly conduct the performance assessment of the other members of the Executive Leadership Team
 - 4.1.7 Sets and monitors spending authority limits, procurement policies, claims and payment policies, and all systems and controls to ensure the administrative and ethical integrity of the organization.
 - 4.1.8 The Board is not involved in the day-to-day operations of AHMA. For greater certainty, Board members do not provide direction to staff; they address administration matters through the CEO. Individual Board members do not execute decisions that have not been agreed upon in a duly convened Board meeting.
- 4.2 The CEO is the appointed senior executive officer of the administration, whose duties are outlined in the job description for the position. Generally, the CEO shall be charged with the management and direction of AHMA administration, and shall implement all policies and procedures set forth in this manual. Specifically, the CEO:
- 4.2.1 Oversees all day-to-day operations of AHMA.
 - 4.2.2 Adheres to all spending authority limits set out for the CEO position.
 - 4.2.3 Performs all supervisory and administrative duties as set forth in the job description.
 - 4.2.4 Accepts guidance and advice from the Board.
 - 4.2.5 Reports to the Board and its committees regularly on operations.
 - 4.2.6 Provides the Board with recommendations for the improvement of services.
- 4.3 All AHMA staff members perform duties according to their respective job descriptions and the policies and procedures set forth in this manual.
- 4.4 The Executive Leadership Team (ELT) chaired by the CEO is formed by all of AHMA's staff executive directors. Generally ELT's mandate is to provide a forum for operational oversight, decision making and accountability to the AHMA board on the day to day affairs of the organization. The committee's terms of reference are approved by the board.

5.0 Job Descriptions

- 5.1 A job description shall be developed for each position to include:
 - 5.1.1 The position title and classification.
 - 5.1.2 The purpose of the position.
 - 5.1.3 The duties and responsibilities of the employee.
 - 5.1.4 The reporting structure, and if applicable, positions supervised.
 - 5.1.5 The minimum qualifications and skills required for that position (education, credentials, experience).
 - 5.1.6 The personal qualifications required.
 - 5.1.7 Any other requirements (e.g., use of own vehicle, criminal record check).
 - 5.1.8 The date on which the job description was approved or revised.
- 5.2 Job descriptions are reviewed approximately every two (2) years. Directors directly responsible for the employee shall give a copy of the employee's job description to all new or transferring employees during his/her orientation, which will be signed by the Director and the employee.

6.0 Special Assignments

- 6.1 Although the employee is hired to do a certain job as itemized on his/her job description, s/he may be expected to perform other duties or assignments to be called special assignments. Should an employee be expected to do a special assignment, s/he will negotiate the terms and conditions of that assignment, including any compensation or remuneration, if appropriate, with the CEO and/or the director responsible, prior to the assignment.
- 6.2 The CEO shall present all special assignments of more than five working days to the Nominating and Good Governance Committee and the board for prior approval.
- 6.3 The CEO shall ensure that proper training and delegations of responsibility are provided for the special assignments.
- 6.4 All assignments shall be only for work related to the board approved strategic plan and provided there is specific budget availability for the position. Unless the position must be urgently filled, or is for less than three (3) months, the position shall be posted internally. If there is more than one qualified internal applicant, and the duration is for more than three (3) months, a system of rotation shall be applied to offer staff development opportunities. In the event the special assignment is for longer than twelve (12) months, consideration shall be given to making the position permanent, subject to prior board approval.
- 6.5 In the event employees who are members of the Executive Leadership Team are given special assignment, prior approval by the board must be obtained and there shall be no changes in compensation, other than out-of-pocket expenses.
- 6.6 The CEO will report to the Nominating and Good Governance Committee on a regular basis on all assignments.

7.0 Hiring

7.1 The Director of Corporate Services working closely with other members of the ELT, shall coordinate all human resource management activities related to hiring.

Prior to recruitment and hiring, the CEO, the Director of Corporate Services and appropriate supervisor will develop a job posting describing the level of responsibility, and identifying knowledge, abilities, skill requirements and personal suitability of the desired candidate. The job posting shall include:

- 7.1.1 The job title.
- 7.1.2 Whether the permanent position is full-time or part-time.
- 7.1.3 The start date (and end date if applicable).
- 7.1.4 Professional requirements (skills, education, experience).
- 7.1.5 Other requirements (e.g., Use of own vehicle, criminal record check).
- 7.1.6 Pay scale.
- 7.1.7 Name, address, phone number and/or fax of contact person.
- 7.1.8 The closing date of the job posting.

7.2 All vacant and newly created permanent positions shall be posted internally for a minimum of five (5) working days.

7.3 If no suitable candidate is hired internally, the position shall be posted externally for a minimum of ten (10) working days.

7.4 Appointments may be made on a temporary basis of up to a year, until a permanent selection can be made.

7.5 The CEO may delegate the authority of hiring new employees to the supervisor of that position.

7.6 The AHMA administration supports an internal hiring preference, all things being equal. It also seeks to balance operational considerations with employee development opportunities and employment equity practices.

7.7 Human Rights

7.7.1 No employee or prospective employee will be subjected to any questions or queries regarding "personal" aspects of their lives, as set out in the policy described within. Any employee, or prospective employee, who feels that s/he has been discriminated against, as set out in the policy described, has the opportunity to file a Grievance Complaint as set out in the policy, depending on their employment status.

7.7.2 The British Columbia Human Rights Code shall apply in hiring, training, promoting, or any other employment-related matter during employment with AHMA, with respect to age, race, creed, colour, ancestry, national origin, political affiliation or activity, sexual orientation, gender, parental status, physical disability or mental disability. However, the Act allows AHMA to provide employment opportunities that eliminate or reduce disadvantages based on these categories. Consequently, AHMA shall, at every

opportunity when hiring employees, give special consideration to applicants of Aboriginal ancestry.

8.0 Employee Interviews and References

8.1 Creating the Interview Panel

8.1.1 Candidate selection and hiring shall occur via an Interview Panel led by the supervisor of the person who will occupy the position or the Director of Corporate Services. The CEO at his or her discretion may conduct a final interview, and make the final decision.

8.1.2 The supervisor of the person who will occupy the position or the Director of Corporate Services will chair the Interview Panel. Both of these persons will participate in the Interview Panel. The chair of all Interview Panels is responsible for ensuring that the recruitment, screening, interviewing and hiring of new employees is done in a fair, effective manner. The CEO will Chair all Interview Panels on which s/he sits. For any Interview Panels the CEO is not on, s/he will be considered an ex-officio member entitled to attend these sessions..

8.1.3 For all Interview Panels:

8.1.3.1 A short list of applicants shall be selected based on their suitability for the position, and shall be interviewed by the Panel.

8.1.3.2 All short-listed applicants shall be interviewed with the same set of interview questions.

8.1.3.3 Information collected during the interview process will be considered strictly confidential by the Interview Panel.

8.2 Developing Interview Questions

8.2.1 The chair of the Interview Panel shall develop, revise and approve interview questions in consultation with other panel members. All questions will be devised in a manner to reflect the skills listed in the job description.

8.2.2 The Interview Panel shall select candidates by either:

8.2.2.1 *Consensus* – Using collective judgement, or

8.2.2.2 *Interview Panel Chair* – Should the Interview Panel try their best to come up with a general consensus and are unable to, the Interview Panel Chair shall consult the CEO in the event he or she is not the Chair, and make the final decision.

8.3 Reference Checks

8.3.1 Prior to making a final selection or offer of employment, the Interview Panel chair shall conduct a minimum of two (2) reference checks for all new employees.

8.3.2 References are recorded in writing, dated, and signed by the Interview Panel chair conducting the reference check.

8.3.3 Reference checks will include:

- 8.3.3.1 The position/title and phone number of the person giving the reference.
- 8.3.3.2 The respondent's relationship to the candidate (e.g., direct supervisor, senior manager, colleague, personal reference) and the number of years the respondent has known the candidate.
- 8.3.3.3 Confirmation of the type of work the candidate has previously done.
- 8.3.3.4 The respondent's opinion of how the candidate would do in the position for which s/he is being considered (including specific skills and strengths, writing ability, personal suitability, and the skills the candidate needs to develop).
- 8.3.3.5 How the candidate gets along with supervisors and management.
- 8.3.3.6 The reference's opinion on the candidate's two (2) main strengths and weaknesses as an employee.
- 8.3.3.7 If letters of reference are accepted in lieu of telephone reference checks in exceptional circumstances, every reasonable effort will be made to verify from the employer/reference that the reference is authentic. The Interview Panel chair verifying the reference will write "reference verified," followed by his/her signature and date on the letter.
- 8.3.3.8 If the applicant is known to the AHMA Administration, those who know the individual may act as one (1) of the references, but AHMA staff on the Interview Panel may not act as an applicant reference.
- 8.3.3.9 Letters of reference and notes from telephone reference checks are kept in a secure and confidential file, separate from the employee's personnel file (in order to assure the person giving the reference that it will remain confidential, so that s/he may be candid in responding).

8.4 The Interview Panel chair shall also conduct a criminal background check.

9.0 Probation, Performance, Training and Career Development

- 9.1 All new employees, except where the employee has been offered term, contractual or hourly employment, shall be subject to a probationary period of three (3) months, except for the other members of the Executive Leadership Team, who shall be subject to a six (6)-month probationary period.
- 9.2 All employees promoted or demoted shall be subject to a probationary period in the new position of three (3) months.
- 9.3 Promoted employees who do not successfully complete the three (3)-month probationary period in the new position shall be returned to their former position. Until the promoted employee on probation has completed the probationary period and has been approved in that position, the employee filling the vacated position shall be classified as term or casual in that position.
- 9.4 Demoted employees who do not successfully complete the probationary period shall have their employment terminated. In some specific circumstances, an extension of the probationary

period may be granted.

9.5 During the probationary period, either the employee or the administration can terminate employment with two (2) weeks' written notice.

9.6 By agreement of the probationary employee and the CEO, the probationary period may be extended for an additional period not exceeding six (6) months.

9.7 A written notice shall be given to an employee retained after the probationary period stating that his/her classification has been changed to that of a permanent employee, and that employment shall be deemed to have begun at the date of hire.

9.8 Performance Appraisals

9.8.1 A written performance appraisal shall be completed prior to the expiry of an employee's probationary period and annually thereafter, unless otherwise warranted. The immediate supervisor is responsible for completing all annual evaluations of subordinate employees. Input from team members is permitted. The appraisal process is intended to be a mutual and inclusive review between staff members and supervisors.

9.8.2 In addition there shall be a formal review of results, once every six months, by each employee with the immediate supervisor at which time the employee will provide with evidence a report on progress of her or his activities. Each review will include an assessment of the employee's performance; follow up on the employee's training and career development; and a specific plan of action and schedule going forward.

9.8.3 Appraisal forms shall be objective and be approved by the CEO.

9.8.4 Appraisals shall be based on the past twelve (12) months, on the past six (6) months or on the probationary period, whichever is applicable.

9.8.5 The employee shall sign the completed appraisal and indicate his/her acceptance or objection. The supervisor and CEO shall also sign the appraisal, and a copy will be provided to the employee at this time.

9.8.6 In the case of the Chief Executive Officer, the Board of Directors shall conduct the performance appraisal, and may get outside, independent assistance to process the CEO's evaluation.

9.8.7 In the case of other members of Executive Leadership Team, the CEO and Board directors will work closely to jointly conduct the performance assessment.

9.8.8 An appraisal report shall not be changed without the knowledge of the employee, after the form has been acknowledged and signed by said employee.

9.8.9 If an evaluation is done under this policy and found to be unfavourable toward an employee, the Board of Directors or CEO, as applicable, may:

9.8.9.1 Dismiss the employee, or place the employee on probation.

9.8.9.2 If the Board or CEO puts an employee on probation under this policy, the period of probation shall not exceed six (6) months, but may have reasonable conditions attached thereto.

9.8.10 The CEO after consultation with the Executive Leadership Team shall obtain annual approval and report to the Board on the program for staff training and career development.

10.0 Resignation

10.1 All employees other than the CEO will give a minimum of two (2) weeks' notice prior to their departure.

10.2 The CEO will give notice as indicated in her or his contract.

10.3 The employee's immediate supervisor will conduct an exit interview with the employee, and ensure all material borrowed from AHMA is returned, and signed as being returned.

10.4 All employees shall sign an agreement with AHMA that any AHMA owned materials, resources and capital assets in their possession when their employment terminates are to be returned to AHMA. Similarly the employees shall undertake to repay any outstanding debts they owe. The agreement shall stipulate that, in the event an employee fails to return the property or repay the outstanding debts, AHMA may deduct the value of such property and any unpaid debts (as certified by the CFO) from that employee's final pay cheque/direct deposit.

11.0 Disciplinary Action

11.1 *Progressive Discipline:* The AHMA administration shall follow a progressive disciplinary approach with its employees. Progressive discipline involves focusing on employee behaviour and taking corrective action that permits employees to correct unacceptable behaviour. This commitment shall not negate in any way the AHMA administration's right to take strong action to address serious situations, including dismissal for just cause. Therefore, progressive discipline should be viewed not as a punishment tool, but as a development tool, where employees learn from the disciplinary process to improve behaviour and performance. The process for the progressive disciplinary procedure is as follows:

11.1.1 *Step One – Verbal warning:*

The verbal warning involves an informal meeting where the issues of work performance are stated clearly. The meeting establishes and clearly outlines future expectations and improvements within a specific time-frame. At the verbal warning stage, a written notice is not recorded in the official personnel file of the employee.

11.1.2 *Step Two – Written warning:*

If there is no improvement in work performance related to the issues raised in a verbal warning, or if the employee repeats the same behaviour for which a verbal warning was given (e.g., tardiness), the next step involves a more formal meeting in which the following occurs:

11.1.2.1 The supervisor clearly states that the employee is receiving a written warning for a specific behaviour.

11.1.2.2 The supervisor and the employee conduct a verbal review of ways to improve work performance.

11.1.2.3 The supervisor writes and gives the employee the written warning, which includes the specific behaviour that needs addressing, and the next steps

and expectations for worker performance improvement.

11.1.2.4 The written warning is placed in the employee's personnel file.

11.1.3 *Step Three – Suspension or dismissal:*

If there is no improvement in work performance related to the issues raised in a written warning, or if the employee repeats the same behaviour for which a written warning was given (e.g., tardiness), the next step is dismissal, depending upon the severity of the situation and the employee's history as an AHMA employee.

11.2 The CEO is involved in all Step Three disciplines, with the exception of the CEO position. For CEO Step Three disciplines, a majority of Board members must agree in a duly convened Board meeting on a Step Three discipline for the suspension or dismissal to be valid.

11.3 *The Disciplinary Meeting:*

Disciplinary meetings are considered confidential between the immediate supervisor and the employee being disciplined. If the CEO is not the immediate supervisor, the CEO must be informed of the time, place and reason for the disciplinary meeting.

11.4 *Appeal Procedure at Step Two:*

The employee may appeal the disciplinary process at Step Two of the disciplinary process. The appeal is made in writing to the supervisor within ten (10) days of the supervisor's decision.

11.5 *Guidelines for Writing a Letter of Discipline:*

11.5.1 A letter of discipline shall be issued after a verbal warning was given in a disciplinary meeting, in which the employee was given an opportunity to respond to specific behavioural concerns and to explain any mitigating circumstances.

11.5.2 A supervisor shall consult with the CEO prior to calling a disciplinary meeting or issuing a letter of discipline.

11.5.3 A letter of discipline shall be accepted as both a warning and a formal documentation of a personnel problem.

11.5.4 In progressive discipline, a written warning shall be used after a verbal warning has failed. *However, depending on the seriousness of the problem, a letter of discipline may be utilized without prior verbal warning.* The purpose of the disciplinary letter shall be to assist in correcting the problematic behaviour and to provide employer protection in case the problem is not corrected and dismissal is necessary.

11.5.5 The following guidelines will be followed by all supervisors:

11.5.5.1 The letter confirms that it follows a personal discussion on a specified date, if a verbal warning was issued.

11.5.5.2 The letter of discipline restates and emphasizes points discussed during the disciplinary interview.

11.5.5.3 Specifically the letter:

11.5.5.3.1 Describes the problem factually and in detail.

- 11.5.5.3.2 States why the situation is serious and unacceptable.
 - 11.5.5.3.3 Restates the expected standards.
 - 11.5.5.3.4 Clarifies how the employee needs to improve to meet those standards.
 - 11.5.5.3.5 States the employee's commitment to improve, if one was obtained during the interview. (In some cases, the employee will make no such commitment, particularly if s/he feels discipline is not warranted.)
 - 11.5.5.3.6 States what the consequences are if the standards are not met.
- 11.5.6 If the supervisor believes that counselling could assist the problem, specific counselling is suggested in writing to the employee.
- 11.5.7 Repeated warnings of no less than three (3) written notices shall constitute cause for dismissal.

12.0 Termination of Employment

- 12.1 In the event of dismissal of a permanent employee because of policy or termination of a program, the employer will provide notice or pay in lieu of notice, in accordance with the provisions of the *Employment Standards Act BC*.
- 12.2 However, an employee may be dismissed without notice where there are just and proper causes for dismissal.
- 12.3 Dismissal may become necessary because of failure to discharge the responsibilities of the position, lack of suitability, or acts contrary to the ethical standards of the AHMA administration.
- 12.4 Any of the following shall be considered "just and proper cause" for immediate dismissal, and shall not require the giving of notice or pay in lieu of notice:
- 12.4.1 Absent for three (3) consecutive days, unless there are reasonable grounds for a further delay, without prior approval or notification to the direct supervisors and without a letter from a physician.
 - 12.4.2 Theft, wilful neglect or mishandling AHMA property.
 - 12.4.3 Assault committed on anyone during the course of employment, including fellow employees or clients.
 - 12.4.4 Insubordination or dereliction of duties.
 - 12.4.5 Serious misconduct.
 - 12.4.6 Conduct incompatible with the employee's duties or prejudicial to the employer's business.
 - 12.4.7 Wilful disobedience to the employer's orders.
 - 12.4.8 Use of alcohol or non-prescription drugs during work hours.

- 12.4.9 Conviction of a criminal offence that conflicts with the AHMA administration's interests.
- 12.4.10 Serious breach of confidentiality.
- 12.5 The CEO shall be authorized to dismiss an employee when circumstances warrant, and in the case of another member of the Executive Leadership Team, only with the prior approval of the Board.
- 12.6 The Board of Directors will make the final decision with respect to the CEO termination.
- 12.7 The CEO or the Board of Directors, depending on the position, shall notify the employee in person and in writing that there is cause for his/her dismissal, and an interview of the employee shall be done by the direct supervisor and the Director of Corporate Services. If such cause is substantiated, the employee shall be dismissed.

13.0 Discrimination, Harassment and Bullying

- 13.1 General Concerns: The purpose of this policy is to:
 - 13.1.1 Provide a work environment that supports quality work.
 - 13.1.2 Enable employees to work without fear of harassment.
 - 13.1.3 Recognize the personal goals, dignity and self-esteem of every AHMA employee.
 - 13.1.4 Provide a means of resolving such incidents should they occur.
- 13.2 Discrimination and harassment shall relate to any of the prohibited grounds contained in the British Columbia Human Rights Code. Prohibited conduct may be verbal, non-verbal, physical, deliberate or unintended, unsolicited or unwelcome, as determined by a reasonable person. It may be one (1) incident or a series of incidents depending on the context.
- 13.3 Employees shall have the right to employment without discrimination or harassment because of race, colour, ancestry, place of origin, religion, family status, marital status, physical disability, mental disability, sex, age, sexual orientation, political beliefs, and criminal or summary offences unrelated to their employment.
- 13.4 Harassment shall not include actions occasioned through exercising in good faith AHMA's managerial/supervisory rights and responsibilities as an employer.
- 13.5 Protection against harassment shall extend to incidents occurring at or away from the workplace, during or outside work hours, by any means including social media, provided the acts are committed within the course of the employment relationship.
- 13.6 The CEO shall conduct a formal enquiry on any matter in this section, upon receipt by the CEO or a supervisor of a formal complaint from an employee. It shall be treated as a grievance as further described in this Policy Manual.
- 13.7 An employee who files a written complaint, which would be seen by a reasonable person to be frivolous or vindictive, will be subject to disciplinary action.
- 13.8 The above clause shall not preclude an employee from filing a complaint directly under the British Columbia Human Rights Code; however, an employee shall not be entitled to a duplication of the process.

- 13.9 Sexual Harassment shall be regarded as a form of discrimination and defined as engaging in a course of intolerable comment or conduct of a sexual nature that may detrimentally affect the work environment or lead to adverse job-related consequences for the harassed, which ought reasonably to be known to be unwelcome and shall include, but not be limited to:
- 13.9.1 A person in authority asking an employee for sexual favours, in return for being hired or receiving a promotion or other employment benefits.
 - 13.9.2 Sexual advances with actual or implied work-related consequences.
 - 13.9.3 Unwelcome remarks, questions, jokes or innuendo of a sexual nature, including sexist comments or sexual invitations.
 - 13.9.4 Verbal abuse, intimidation or threats of a sexual nature.
 - 13.9.5 Leering, staring or making sexual gestures.
 - 13.9.6 Display of pornographic or other sexual materials.
 - 13.9.7 Offensive pictures, graffiti, cartoons or sayings.
 - 13.9.8 Unwanted physical contact such as touching, patting, pinching, and/or hugging, or physical assault of a sexual nature.
 - 13.9.9 Bullying and harassment include any inappropriate conduct or comment by a person towards an employee that the person knew or reasonably ought to have known would cause that employee to be humiliated or intimidated, but excludes any reasonable action taken by an employer or supervisor relating to the management and direction of employees or the place of employment. The following rules apply:
 - 13.9.9.1 A 'person' includes any individual, whether or not they are a workplace party. This means that a 'person' could be a workplace party such as an employer, supervisor, or co-employee, or a non-workplace party such as a member of the public, a client, or anyone an employee comes into contact with at the workplace.
 - 13.9.9.2 The standard of reasonable care described herein is that which is expected of a 'reasonable person' as defined in Black's Law Dictionary, Ninth Edition: a 'reasonable person' is "...a person who exercises the degree of attention, knowledge, intelligence, and judgment that society requires of its members for the protection of their own and of others' interests. The reasonable person acts sensibly, does things without serious delay, and takes proper but not excessive precaution
 - 13.9.9.3 Every employee must take reasonable care to protect the employee's health and safety and the health and safety of other persons who may be affected by the employee's acts or omissions at work.
 - 13.9.9.4 An employee's obligation to take reasonable care to protect the health and safety of themselves or others includes:
 - 13.9.9.4.1 not engaging in bullying and harassment of other employees, supervisors, the employer or persons acting on

behalf of the employer

13.9.9.4.2 reporting if bullying and harassment is observed or experienced in the workplace; and

13.9.9.4.3 applying and complying with the employer's policies and procedures on bullying and harassment

13.9.9.5 Every supervisor must ensure the health and safety of all employees under the direct supervision of the supervisor. A supervisor's obligation to ensure health and safety of employees includes:

13.9.9.5.1 not engaging in bullying and harassment of employees, other supervisors, the employer or persons acting on behalf of the employer

13.9.9.5.2 applying and complying with the employer's policies and procedures on bullying and harassment.

14.0 Hours of Work

14.1 AHMA's office will be open to the public between 8:30 a.m. and 4:30 p.m., Monday through Friday inclusive, with the exception of statutory holidays.

14.2 Employees must commit to working 37.5 hour week with a normal schedule as approved by his/her supervisor, unless other working hours have been approved by his/her supervisor. Changes to employees' normal work hours shall be considered an exception.

14.3 Lunch hour will be one (1) unpaid hour from 12:00 noon to 1:00 p.m. or subject to other special arrangements with the CEO.

14.4 Coffee breaks will also be observed once in the morning for fifteen (15) minutes and once in the afternoon for fifteen (15) minutes.

14.5 Employees shall arrange medical and other personal appointments at times that will cause the least disruption at work. If it is not possible to schedule such appointments during non-work hours, the employee shall request to his/her supervisor, for approval in advance of the appointment.

14.6 An employee, who receives prior approval for taking time off to attend personal appointments, can make up the time missed, to be approved by their Directors.

14.7 Any employee who is late may be deducted the corresponding salary for the minutes late, rounded out the nearest fifteen minutes.

14.8 Time in Lieu:

14.8.1 No employee should work more than a 37.5 hour week. Any time worked in excess of 37.5 hours must be pre-approved by the supervisor or, in the case of an emergency, extra time must be approved by a supervisor on the first working day after the emergency time was worked.

14.8.2 Compensatory time must be taken within one (1) month.

15.0 Employee Benefits

15.1 All employees will be subject to payment of Employment Insurance, Canada Pension Plan, and income tax contributions.

15.2 Where additional corporate benefits are provided by the company, employees are eligible to receive those benefits, in accordance with the corporate benefit plan.

16.0 Designated Paid Holidays

16.1 All AHMA permanent employees shall be entitled to statutory holidays with pay. The following days shall be designated as paid holidays:

16.1.1 New Year's Day

16.1.2 Family Day

16.1.3 Good Friday

16.1.4 Easter Monday

16.1.5 Victoria Day

16.1.6 National Aboriginal Day

16.1.7 Canada Day

16.1.8 BC Day

16.1.9 Labour Day

16.1.10 Thanksgiving Day

16.1.11 Remembrance Day

16.1.12 From the Monday before December 25th, until the first business day following January 1st

16.2 A day fixed by proclamation for the celebration of any other statutory holiday

16.3 Discretionary Cultural Leave

16.3.1 Full-time employees are eligible for an additional five (5) days off with pay, each fiscal year, for reasons beyond Annual Vacation or Sick leave requirements.

16.3.2 Employee's wishing to utilize these days must receive written approval from their immediate supervisor.

16.3.3 Approval is at the discretion of the immediate supervisor and/or CEO.

16.4 Any other day proclaimed as a holiday by the federal, provincial or municipal governments shall also be a paid holiday.

16.5 In the event the paid holiday falls on a Saturday or Sunday and is not proclaimed as observed on some other day, the following Monday is deemed to be the holiday.

16.6 When a holiday falls on a Sunday and is not proclaimed as being observed on any other day, the following Monday (or Tuesday, where the preceding section already applies to the Monday), is deemed to be the holiday.

16.7 If an employee is on vacation leave and a day of paid holiday falls within that leave period, the paid holiday is not counted as a vacation day.

17.0 Vacation

17.1 The CEO is entitled to take vacation leave with pay as per the contract.

17.2 Permanent employees working twelve (12) consecutive months are entitled to fifteen (15) working days of annual vacation leave for the first five years of employment.

17.3 After five years of employment an employee becomes entitled to twenty (20) days of annual vacation.

17.4 A permanent employee is eligible for one (1) additional annual vacation day for each full year of employment after five (5) years on the job, to a maximum of thirty (30) days (occurring after 15 years employment).

17.5 An employee earns but is not entitled to take vacation leave with pay during his or her first six (6) months of continuous employment (unless specifically authorized by the CEO).

17.6 At the end of six (6) months, an employee will be entitled to take one-half of the vacation s/he will earn in the first year of his/her employment.

17.7 After one (1) year of employment an employee earns and is entitled to take his/her vacation leave corresponding to his or her years of work.

17.8 No employee shall be allowed to take more than two (2) weeks of vacation leave at any one time, unless AHMA has appropriate staff to cover the position, and the supervisor gives prior approval.

17.9 The offices are closed for designated paid holidays except for emergency or essential services.

17.10 All vacations must be scheduled and taken within the calendar year with an accrual exception of 5 days to be carried over.

17.11 The employer shall make every reasonable effort to grant to an employee the period of vacation leave requested. In situations of conflicting requests a member of the Executive Leadership Team shall be given priority.

17.12 All employees must submit requests for leave in writing at least thirty (30) days prior to commencing vacation, which must be approved by the supervisor, the CEO or Board, depending on the level of the position.

17.13 Temporary or term employees accrue vacation time off at 4%, paid bi-weekly included in their payroll.

18.0 Leave of Absence

18.1 Sick Leave:

- 18.1.1 Sick leave will be accumulated at the rate of one (1) day per month.
 - 18.1.2 An employee shall be granted sick leave with pay when s/he is unable to perform his/her duties because of illness, injury or quarantine of a dependent, up to a maximum of twelve (12) days per year, unless otherwise authorized by the CEO.
 - 18.1.3 A doctor's certificate will be required after three (3) consecutive days' leave from work stating that the employee is "incapable of working."
 - 18.1.4 Any employee who is absent from work for more than twelve (12) days shall be required to obtain a written doctor's certificate stating s/he is well enough to work in the same capacity as the position requires.
 - 18.1.5 There will be no carry forward of sick leave or any payout of unused sick time.
 - 18.1.6 If absence from work exceeds the number of days accumulated, there is no provision for borrowing against future unearned credits and pay will be adjusted accordingly.
 - 18.1.7 In case of illness, employees shall phone their direct supervisor immediately. Employees are requested to phone in and talk directly with their immediate supervisor, and if the supervisor is not available then the employee will speak with another member of the Executive Leadership Team as well as then follow up with an email to their direct supervisor.
 - 18.1.8 Should an employee be consistently absent or a pattern of leave emerges (e.g., Monday or the day following a long weekend), the CEO may direct the employee to provide evidence of all sick leave taken, and to take measures to improve his performance
- 18.2 Maternity/Parental Leave:
- 18.2.1 Every employee who becomes pregnant and has been employed for one (1) year or more by AHMA before giving birth, shall notify the CEO of the pregnancy at least four months prior to the expected date of delivery.
 - 18.2.2 The employee shall be granted leave without pay for two (2) weeks before the delivery day as certified by a doctor.
 - 18.2.3 The period of leave shall be in accordance with the Maternity/Parental Benefits provisions of the *Employment Insurance Act*:
 - 18.2.3.1 Maternity benefits are payable to the birth mother or surrogate mother for a maximum of fifteen (15) weeks or any other period in accordance with the *Employment Insurance Act*. To receive maternity benefits, employees are required to have worked for six hundred (600) hours in the last fifty-two (52) weeks (or any other period in accordance with the *Employment Insurance Act*), or since their last claim.
 - 18.2.4 Upon return to work, the employee shall be reinstated to their former position or the equivalent thereof, and shall receive salary at the current rate of pay.
- 18.3 Bereavement Leave:
- 18.3.1 Employees shall be entitled to bereavement leave for the death of an immediate family

member¹, which is not to exceed five (5) work days, with travel time not to exceed three (3) days, with a total of eight (8) days.

18.3.2 Bereavement leave is to be authorized by the CEO or the Board, depending on the level of the position.

18.4 Court Leave:

18.4.1 Leave of absence with pay shall be given to every employee who is required to serve on a jury, or is summoned to attend as a witness in any proceeding held before a court, judge, justice, magistrate or coroner.

18.4.2 In the event the court is paying for court duties, AHMA shall pay the salary normally paid to the employee less the amount paid by the court.

18.4.3 Employee shall provide evidence of the obligation to serve on a jury to the employer.

18.5 Special Leave:

18.5.1 Any employee requesting a leave of absence without pay or leave in lieu of overtime shall submit their request in writing to the CEO seven(7) working days prior to the requested date of leave.

18.5.2 The leave is at the discretion of the CEO or the Board, depending on the level of the position.

18.6 Leave Terminated by Death:

18.6.1 When the employment of an employee who has been granted more vacation, sick and/or special leave with pay than s/he has earned is terminated by death, the employee is considered to have earned the amount of leave with pay granted to him/her.

¹ "Immediate family" is defined as spouse (including common-law and same sex); children (including biological, adopted, foster, step); brother (including step); sister (including step); mother (including step), father (including step); nieces, nephews of brother and sister; grandchildren, and those persons who permanently reside in the household.

19.0 Advances

19.1 The definition of an "advance" is the giving of salary money, in whole or in part, prior to noon of the day in which such salary money would normally be paid.

19.2 No employee shall receive an advance from AHMA under any circumstance.

20.0 Basis of Remuneration

20.1 Rates or amounts paid to wage or salaried employees will be based on the board approved salary and benefits scale.

20.2 The salary scale will be reviewed every two years by the board.

20.3 Increments will be paid, based on the amount of workload, responsibilities, and authority assigned to subordinates, provided there is prior approval by the board of directors in the

annual or amended budgets specifically in relation to such increments; and such increments will be compared when setting the amount, to AHMA's salary and benefits scale.

20.4 The remuneration period shall be every two weeks.

21.0 Confidentiality

21.1 All of AHMA's business, including correspondence, conversations, information concerning policies, orders placed, prices, operational statistics, etc., is to be treated as confidential and not to be divulged.

21.2 Employees will hold all information received in the course of their responsibility in utmost confidence, and such duty of confidentiality to AHMA on all matters and information persists unless expressly authorized otherwise.

21.3 Designated employees shall be the only ones with access to keys for AHMA's premises, files and records, with approval of the CEO.

21.4 The use of AHMA's equipment shall be restricted to staff members and board directors at the discretion of the CEO. However, requests to use the same shall be granted to other organizations upon approval of the CEO, provided that the requirements on confidentiality are respected, and there is minimal demand on AHMA's other human or material resources.

22.0 Communication

22.1 Supervisors to Employees:

22.1.1 The President (or his or her designate) is the spokesperson for the organization.

22.1.2 Managers and supervisors must communicate with employees openly, often and, wherever possible, before information is made public.

22.1.3 To inform and engage employees, a variety of formats must be used, as appropriate and as resources permit. This may include oral presentations, staff meetings, the Internet, memoranda, notices, newsletters and electronic bulletins.

22.2 External Communication: Staff members shall:

22.2.1 Refrain from publicly criticizing the AHMA, Board members, the CEO, and other staff members.

22.2.2 Be a positive ambassador for AHMA.

22.2.3 Use appropriate discretion when speaking on AHMA matters.

22.3 Spokesperson

22.3.1 The CEO and according to the circumstances, with the President and members of the board, are the spokespeople for the organization.

23.0 Employee Conflict of Interest

23.1 The AHMA administration recognizes the right of employees to be involved in activities as citizens of the community. However, employees shall keep their role as private citizens separate

- and distinct from their responsibilities as staff members.
- 23.2 A conflict of interest is a circumstance that has the effect of advancing one's own interest in a way that is detrimental to the interests of, or potentially harmful to the integrity of, the organization. Conflicts of interest shall include situations:
- 23.2.1 Where an employee's private affairs or financial interests are in conflict with his/her work duties, responsibilities and obligations or may result in a community perception that a conflict exists.
 - 23.2.2 Where an employee's ability to act in the public or in the administration's interest could be impaired.
 - 23.2.3 Where an employee's actions would compromise or undermine the trust the community places in AHMA.
 - 23.2.4 Where an employee's personal interests, and "immediate family" relationships, or supervisory position are in a conflict of interest with his or her role as a staff member.
 - 23.2.5 Where an employee serves on the Board of Directors prior to one (1) full year's absence from employment with AHMA.
- 23.3 The CEO, or the Board through a majority vote, may ask any employee to absent himself/herself during a particular discussion. (It is assumed in the majority of circumstances, employees will recognize the potential conflict and will volunteer to absent themselves without a vote being necessary.)
- 23.4 Employees shall not place themselves in a situation where they are under obligation to any person who might benefit from or seek to gain special consideration or favour. The honesty and impartiality of all employees must be beyond reproach.
- 23.5 Use of AHMA Property or Information:
- 23.5.1 An employee shall not use property owned by AHMA for personal or business use other than for the purposes of AHMA.
 - 23.5.2 An employee shall not use his or her position for the personal or business benefit of him/herself or an immediate family member. This duty does not prevent employees or their immediate family members from transacting business with others who do business with the AHMA, provided there is compliance with this policy.
 - 23.5.3 An employee shall not make use of information received as a consequence of, or in the course of, his/her position as an employee for personal or business benefit or for the personal or business benefit of any immediate family member.
 - 23.5.4 All patents, copyrights and documents produced shall remain the property of AHMA.
- 23.6 Disclosure of Foreseeable Conflict:
- 23.6.1 Each staff member must assess and disclose material interests which may reasonably be viewed as interfering with the exercise of the individual's independent judgment. Examples of foreseeable conflicts include:
 - 23.6.1.1 A direct or indirect financial interest in the matter.

- 23.6.1.2 A direct timely or business connection to the matter.
- 23.6.1.3 Any other interest which may involve a personal or related benefit, including offers of employment, influence and gifts.
- 23.7 Disclosure of Potential Conflict:
 - 23.7.1 If an employee is aware of a matter which may be considered a potential conflict of interest, he or she is not entitled to participate in the discussion or decision of said matter until the individual discloses the concern to the CEO, and the CEO has approved or advised on steps to be taken.
 - 23.7.2 A person who is found by the CEO to have breached the duties or restrictions of this policy, subject to the exceptions above, is subject to disciplinary action up to and including immediate dismissal.
- 23.8 Entertainment, favours and gifts
 - 23.8.1 AHMA is committed to the development of durable and long- term relationships with housing societies, BC Housing, communities and other key stakeholders and providers of goods and services.
 - 23.8.2 Our integrity and good name is fundamental to the creation of such relationships.
 - 23.8.3 As a general rule, employees must not accept anything from, nor give anything to, third parties that may influence the business decisions they make on behalf of the Company. To that end, employees are prohibited to either accept anything of value from or give to third parties, except as provided herein.
 - 23.8.4 Employees may accept or give gifts of nominal value without CEO approval; however, must be reported to your direct supervisor. For purposes of this Code of Conduct “nominal” is a value of one hundred dollars (\$100.00) or less, unless such gift (or series of gifts) would create the appearance of potentially influencing the business decisions of the employee.
 - 23.8.5 The exchange of social amenities (i.e., business lunches, dinners or entertainment) between AHMA directors and employees and third parties is acceptable when reasonably related to a clear business purpose and within the bounds of good taste and what is customary in a normal business relationship. However, any entertainment, favour or gift that is too repetitive or carries a perception of influence or obligation for the giver or the recipient is inappropriate. The appearance of impropriety must be avoided.
 - 23.8.6 The rules on disclosure of foreseeable or potential conflict apply to any breach of these standards on entertainment, favours and gifts.
 - 23.8.7 Any entertainment, favours and gifts, whether given or received equal to or greater than nominal value, must be reported to the supervisor and the CEO. The CEO will inform the Finance and Audit Committee in relation to him or herself and other members of the Executive Leadership Team.
 - 23.8.8 Any gift valued at more than \$250 must become the property of AHMA.

24.0 Grievances

24.1 An employee who feels he or she has been treated unjustly or feels aggrieved shall be entitled to present a dispute.

24.2 Informal:

24.2.1 An employee will make every effort to resolve the grievance by meeting with the person with whom the employee has a conflict. (It is advisable for the employee to be accompanied by another employee.)

24.2.2 The employee shall request a meeting with his or her supervisor, in an effort to discuss and resolve the issue before a formal grievance is initiated.

24.3 Formal:

24.3.1 If the attempt at an informal resolution fails, the employee shall file a written notice (accompanied by supporting argument) with the CEO, within thirty (30) days of the occurrence of the grieved event.

24.3.2 Upon receipt of notice of grievance, the CEO will review the documentation and arrange to meet with the complainant and other parties involved. The CEO shall consult with the Board, or if the situation warrants an outside source, to assist in resolving the grievance. The CEO will render a decision on the grievance after hearing from all parties.

24.3.3 The decision of the CEO is the final level of appeal of grievance in the organization.

24.3.4 In the event that the grievor is the CEO, or another member of the Executive Leadership Team, the matter will be brought before the Board of Directors. The CEO or other member of the Executive Leadership Team must inform the Board, in writing, of the grievance and the steps s/he has taken to resolve the matter. The Board will organize a hearing and render a final decision.

25.0 Monitoring

25.1 The AHMA Board will review and update this operational policy manual once every two years, including monitoring adherence to its provisions and determining whether or not any changes or revisions are required.

OPERATIONAL POLICY #002: Financial

1.0 Purpose

- 1.1 The objective of the AHMA Financial Policy is to:
 - 1.1.1 Set out the various delegations of authority and guidelines for those with financial discretion and responsibility.
 - 1.1.2 Ensure uniformity and consistency in the area of financial administration.
 - 1.1.3 Set out the general conditions, situations, and principles in which AHMA is prepared to pay expenses.
 - 1.1.4 Ensure AHMA assets are safeguarded.
 - 1.1.5 Minimize the risk of fraud or error related to AHMA financial affairs.
- 1.2 This policy refers only to AHMA's internal administration, and not to the management of programs governed by operating agreements with Aboriginal Housing Societies or any other of AHMA's business lines.

2.0 Responsibility

- 2.1 The Chief Financial Officer (CFO) shall have the responsibility for the management of the financial policy of AHMA.
- 2.2 If the CFO has evidence that a person is in breach of these policies, s/he shall report the breach as soon as possible to the Chief Executive Officer and, depending upon the nature of the breach, to the AHMA treasurer. If any other employee has evidence a person is in breach of these policies, s/he shall report the breach as soon as possible to the CFO.
- 2.3 A breach of these policies shall be brought to the Board of Directors in a duly convened meeting, if the breach was an intentional abuse or contempt of this policy, or if the matter requires a Board resolution.

3.0 Best Practices for Financial Management – Internal Administration

- 3.1 Best practices for financial management shall include:
 - 3.1.1 Carrying out annual budget and cash flow planning.
 - 3.1.2 Safely and productively investing operating funds not needed in the current period.
 - 3.1.3 Using internal financial controls that are periodically reviewed with the Finance and Audit Committee.
 - 3.1.4 Complying with generally accepted accounting principles (GAAP) for financial reporting.
 - 3.1.5 Reporting the financial state of AHMA to the Board on a monthly basis and taking quick action on any problems.
 - 3.1.6 Ensuring all risk management safeguards, such as Errors and Omissions Insurance, are in place.

4.0 Financial Operating Procedures

- 4.1 Internal AHMA procedures with adequate financial controls are to be fully developed and reviewed by the CFO and CEO. These operating procedures cover the accounting system, finance functions and authorizations for AHMA.

The Chief Executive Officer after discussion with the Executive Leadership Team shall designate a person amongst the Executive Leadership Team to assume his/her responsibilities in the event of a prolonged absence of more than five working days. In such event s/he shall inform the Board of Directors.

The accounting system will adhere to generally accepted accounting principles (GAAP) which include the following:

- 4.1.1 Accrual accounting financial statements shall be prepared using the accrual basis of accounting.
- 4.1.2 Donated capital assets shall be recorded at fair market value if it can be reasonably estimated. The nature and amount of the donated capital assets should be disclosed.
- 4.1.3 Recording the value of donated materials and services is optional, and shall only be recorded when the value can be reasonably estimated. The value shall not exceed the value at which AHMA could have purchased those materials and services.
- 4.1.4 The notes of the financial statements shall include the accounting policy for donated materials and services, as well as the nature and amount of those services.
- 4.1.5 Restricted amounts recorded in financial statements shall be disclosed, including an indication of the nature of the restriction.

4.2 Financial Administration:

- 4.2.1 AHMA shall employ personnel or contract services in order to maintain the accounting system and its files and documents.
- 4.2.2 The accounting records shall be updated on a monthly basis, and subject to the scrutiny of the CEO and the Finance and Audit Committee on a monthly basis.
- 4.2.3 The CFO shall maintain records of funding approval documentation that supports the establishment of special purpose funds.
- 4.2.4 The CFO is to control and direct the provision of funding as per allocations identified by funding partners.

4.3 Deposits and Revenue

- 4.3.1 Deposits are to be made in a timely manner, and where possible, by the next business day.
- 4.3.2 No payments shall be received in cash. Where possible, the person receiving the mail should be different than the person recording the amounts in the cash receipts book.
- 4.3.3 All deposits are to be made and initialled by the CFO or his/her designate.
- 4.3.4 All funds are to be deposited in the assigned financial institution.

4.4 Payment Processing

- 4.4.1 Accounts payable shall be paid early enough to take advantage of any discounts. Late payment charges shall be avoided where possible.
- 4.4.2 Where possible, suppliers will invoice AHMA for goods and services received. Approved payments of less than \$100.00 may be paid by cash and claimed for reimbursement.
- 4.4.3 Fax and email invoices will not be accepted, unless the CFO is assured that this is the only copy. If this is the case s/he will stamp the printed copy "ORIGINAL".
- 4.4.4 All invoices, however received, will be processed as "incoming mail" and date stamped.
- 4.4.5 Each invoice will be stamped with an "approval" stamp.
- 4.4.6 The invoices will then be sorted into clearly marked files by manager, and passed to that manager for approval.
- 4.4.7 Managers will check to ensure the goods have been received or services performed, and if satisfied, will stamp as "approved to pay" and code the payments to the appropriate budget account.
- 4.4.8 Approval invoices will be entered in batches into the accounting system and stamped "entered".
- 4.4.9 Once each week, a payment batch will be created within the accounts payable system for invoices to be paid that week.
- 4.4.10 An accounts payable listing and backup material will be presented to the CEO for approval.
- 4.4.11 When the list has been accepted and approved by both the CFO and CEO, cheques will be printed or the electronic funds transfer (EFT) prepared. Sequentially numbered personalized cheques should be used to maintain a proper control over the cheques. Voided cheques should be kept and clearly marked "VOID".
- 4.4.12 The cheques and EFT will be sent with all necessary backup material for signature by no less than two authorized signatories. For EFT the two authorizations will be given of which at least one will be a Board Director.
- 4.4.13 A minimum of two signing officers are required on each cheque. Signing officers for AHMA shall be the president, vice president, treasurer, secretary, CEO, Director of Operations and Director of Corporate Services. At least one signatory shall be a Board Director. No signatory will sign a cheque for his or her benefit if the expenses are greater than \$5,000.
- 4.4.14 Once the cheques are signed or the EFT batch sent, the CFO will mark the invoices "paid" and file by payee. Payments will then be issued.

5.0 Banking

- 5.1 Banking shall be done through a financial institution that provides the most appropriate services for the lowest cost. The location of the financial institution should be taken into account.

- 5.2 The financial institution shall be determined through a decision of the Board of Directors.
- 5.3 Each bank account shall:
 - 5.3.1 Have its own separate general ledger and account numbers.
 - 5.3.2 Be reconciled on a monthly basis by the CFO.
- 5.4 The bank reconciliations will be reviewed by the CEO.
- 5.5 The CEO will review and approve the bank statements.
- 5.6 The CEO shall receive bank statements and cancelled cheques and review them prior to the CFO receiving them for reconciliation. The CEO will initial these documents indicating s/he has reviewed them.

6.0 Financial Reporting

- 6.1 Monthly unaudited financial statements shall be completed by the Chief Financial Officer and presented first to the CEO, and then to the Finance and Audit Committee for review.
- 6.2 The treasurer is responsible for presenting the unaudited financial statements to the Board of Directors.
- 6.3 Clarification on the records of AHMA is to be directed to the treasurer. The treasurer will obtain information and/or clarification through the Finance and Audit Committee, which will be brought back to the Board.
- 6.4 The CFO is to validate all financial reports prior to release.

7.0 Capital Expenditures

- 7.1 Tangible assets exceeding \$1,000.00 (one thousand) per item, with life expectancy greater than one (1) year, will be classified as capital expenditures.
- 7.2 A fixed asset register will be established and maintained by the CFO for all capital assets.

8.0 Authority for Expenditures and Government Agreements

- 8.1 Purchases under this authority shall be for goods and services within the approved budget and for purposes related to AHMA's business nature as envisioned by the approved budget.
- 8.2 Purchases of goods and services for \$5,000.00 or less, and deemed to be of relevant business nature to AHMA, shall be approved at the discretion of the CEO, who can delegate this responsibility.
- 8.3 AHMA shall seek three (3) quotations for purchases of goods and services greater than \$10,000.00, where at least three suppliers are available. .
- 8.4 Purchases less than \$20,000.00, but more than \$5,000.00, shall be approved by the CFO and CEO.
- 8.5 Purchases greater than \$20,000.00 shall be approved by the Board of Directors.
- 8.6 Recurring expenses with a service provider that cumulatively are for a sum greater than \$20,000 in a given year shall be submitted to the Finance and Audit Committee and to the Board of

Directors for approval. A review by the CEO and CFO of all recurring expenditures shall take place at least twice annually with a report to the Finance and Audit Committee of their analysis.

- 8.7 Purchases greater than \$50,000.00 shall, at the discretion of the Board of Directors, be put to public tender or proposal call.
- 8.8 Notwithstanding the foregoing, for professional contract services
 - 8.8.1 up to \$10,000, AHMA may hire professionals based on previous contract performance.
 - 8.8.2 obtaining competitive bids is recommended for contracts between \$10,000 and \$30,000 to ensure that AHMA procures the best price and quality of service.
 - 8.8.3 for professional contract services exceeding \$30,000, tendering or proposal call processes, at the discretion of the Board of Directors, shall be used to invite tenders or proposals from at least three (3) individuals or firms.
- 8.9 All contribution agreements and contracts with government shall be authorized and signed by one member of the Board of Directors and the CEO.

9.0 Project Tendering or Proposal Calls: Procurement of Goods and Services

- 9.1 Best value is a balance between achieving the lowest costs and maximizing quality of goods and services.
- 9.2 Invitation to tender or proposal call package shall contain the following documents:
 - 9.2.1 Tender/proposal instructions.
 - 9.2.2 Timing and key deadlines.
 - 9.2.3 Tender and contract form.
 - 9.2.4 General conditions.
 - 9.2.5 Insurance schedule.
 - 9.2.6 Contractor statement of qualifications. Proof of Workers Compensation Board / Work Safe BC coverage.
 - 9.2.7 Statement of scope of work, specifications, services to be provided, performance standards, deliverables.
 - 9.2.8 Performance bond and other insurance coverage.
 - 9.2.9 Contract agreement that includes scope of work, general conditions, identity of required staff support, other costs if any such as travel, supplies, taxes and terms of payment.
 - 9.2.10 Evaluation criteria.
- 9.3 Tenders/proposal calls shall be advertised for a period of not less than two weeks (14 calendar days) before the closing date, using MERX, the AHMA website and other appropriate outlets.

- 9.4 All tender bids/proposal calls must be returned to the AHMA office in a sealed envelope marked: “For the Tender (or Proposal Call) of (Identify project name)”, and all bids will be kept in a safe place until the time of opening. A Board representative or a Board signing authority must be present during the opening of the tenders/proposals.
- 9.5 All tenders/proposals will be recorded by the CFO. The CFO will record the name of the company, amount of tender/proposal, and the name of the project. Copies of the tender packages are not for public knowledge; however, the amounts of the bids and the names of the companies can be given to the public for information. All other information is confidential.
- 9.6 Copies of the proposal, bids and each tendering process will be kept on file.
- 9.7 The evaluation of tender bids will be conducted with full and open disclosure.
- 9.8 For all contracts, the lowest tender received shall normally be accepted, unless the CEO, CFO and/or Board (depending on the approval level) deem it to be in the best interest of AHMA to accept a higher tender proposal because it:
 - 9.8.1 Provides a better quality product or service.
 - 9.8.2 Provides economic benefits to AHMA or the Aboriginal housing providers it serves.
 - 9.8.3 Meets the other pre-approved evaluation criteria described in the tender/proposal call.
- 9.9 The CFO must record the reasons for the decision to accept the higher tender.
- 9.10 The AHMA Board of Directors will designate board directors to review tender or proposal call submissions and review the submissions with the CEO, prior to the presentation to the board for approval if the Board approval is required.
- 9.11 Upon approval of a tender, a contract will be signed and approved by both parties and will become a portion of the accounting records.
- 9.12 AHMA will document all work outside parties are hired to do for the organization in writing, in the form of a signed contract with the contractor.
- 9.13 Standard legal contracts will be presented to the Finance and Audit Committee and classified as appendices to the Operations Policy Manual.

10.0 Payroll

- 10.1 AHMA employees are to be paid bi-weekly.
- 10.2 All payroll records will be maintained by the CFO, outlining the breakdown of the deductions, hours and amounts.

11.0 Credit Card

- 11.1 Credit Card Management:
 - 11.1.1 From time to time, a credit card may be necessary to purchase certain products or services for AHMA. To minimize the risk of inappropriate purchases, the number of individuals authorized to use the credit card should be kept to a minimum, and access to the card shall be restricted.

- 11.1.2 The Board of Directors will designate the persons who will be authorized to use the AHMA credit card. The names of the authorized employees and/or Board members shall be noted in the minutes of a duly convened Board meeting. The credit card shall be registered in the name of AHMA and shall indicate the name of the authorized employee on the credit card.
- 11.1.3 The credit limit on the AHMA credit card, in accordance with the credit lending institution, shall be established at a maximum amount of \$20,000.
- 11.1.4 The Board of Directors shall designate the person (s) who may use and hold the credit card and sign for purchases on the credit card. The CEO must be notified any time that the credit card is being used.
- 11.1.5 The credit card shall not be used for cash advances or bank transfers. A Personal Identification Number (PIN) will not be permitted.
- 11.1.6 Personal purchases are not permitted on AHMA's credit card.
- 11.1.7 Examples of purchases permitted with the credit card are as follows: meeting costs, prior approved travel expenses, accommodation, vehicle rentals, and office supplies.
- 11.1.8 When not in use, the credit card shall be kept in a safe and secure location.
- 11.2 Accounting for Credit Card Purchases: When a credit card purchase is completed, the process will be:
 - 11.2.1 The purchaser shall initial the invoice or receipt as an indication of authorization.
 - 11.2.2 The purchaser shall code the invoice with the appropriate General Ledger expense account code.
 - 11.2.3 The purchaser shall promptly submit the receipt and invoice to the accounting department.
 - 11.2.4 Each month, the employee designated by the CFO shall reconcile the credit card monthly statements to actual credit card receipts. Any discrepancies shall be investigated immediately.
 - 11.2.5 Each purchase appearing on the monthly statement shall be recorded as a debit to the appropriate expense account and a credit to the accounts payable account.
 - 11.2.6 An accounts payable coding voucher will be completed by the bookkeeper.
 - 11.2.7 The CFO shall review the voucher, initial it, and return the approved voucher to the bookkeeper for payment on the next cheque run.
 - 11.2.8 Credit card balances should be paid in full by the due date, except in circumstances where certain purchases may be in dispute, in which case only the balance not in dispute shall be paid.

12.0 Security Control

- 12.1 The Chief Financial Officer shall implement security controls at the application level (expiration of passwords, account lockout, etc.) to ensure the financial applications have adequate security

controls in place.

- 12.2 The CFO shall ensure proper, adequate off site backup systems are in place and are followed in order to protect all of AHMA's financial interests and data. The CFO shall ensure there are adequate emergency backup preparations in the event of major catastrophe such as earthquakes.

13.0 Procurement and Disposal

- 13.1 All AHMA property, including supplies, materials, equipment, and any other assets, have been purchased because they were deemed necessary to meet the goals and objectives of AHMA. If the property is deemed surplus to the needs of AHMA by the CEO and Board of Directors, it may be disposed of in a manner which is in the best interest of AHMA, with any proceeds returned to the appropriate budget at AHMA, at the discretion of the CEO and directors.
- 13.2 Equipment used on AHMA business must be returned in good condition. Persons allowed to use their personal equipment or materials are responsible for any loss or damage.
- 13.3 Public and private use of AHMA property is only permitted upon the express authorization of the CEO and/or directors and such use must not contribute to or impede AHMA operations.
- 13.4 Records must be kept on the disposition of any assets belonging to AHMA.

14.0 Audit

- 14.1 The audit will cover the fiscal year of April 1 to March 31.
- 14.2 The treasurer and Finance and Audit Committee will meet with the auditor at least twice a year; before and after the audit is completed.
- 14.3 Production of the annual financial statements is the responsibility of AHMA staff. The Board of Directors has final authority to approve. The auditor's responsibility is to report to the Board whether or not the statements are a true and fair reflection of AHMA's financial position.
- 14.4 The auditor should address situations where under or overpayment of housing subsidy payment has been identified during the audit and prior to the issuance of audited financial statements.

15.0 Budget

- 15.1 The annual budget for the fiscal year shall be prepared by the CEO and Chief Financial Officer, working closely with the Finance and Audit Committee.
- 15.2 The budget is to be in place and approved by the Board of Directors by April 1st each year to give management approval to spend.
- 15.3 In the event the budget is not approved by April 1st, essential expenditures shall continue at the previous year's rates, such as salaries, benefits and rent. No travel or other non-essential expenses shall be allowed until the budget for the current year is approved.
- 15.4 The budget is to include all of AHMA's revenues and expenditures.
- 15.5 The budget is to include an annual capital budget along with the operating budget.
- 15.6 Budgets are to be amended in a timely manner when there are material changes to AHMA's

financial operations, including operating and capital budgets.

- 15.7 The budget may be amended during the year by Board resolution.
- 15.8 Budget and financial statements are to be reviewed monthly by the Finance and Audit Committee.
- 15.9 The budget should be presented alongside the unaudited monthly financial statements in order to monitor actual results.
- 15.10 Upon Board approval of the budget, the CEO has authorization for expenditures as detailed by that budget and subject to this financial policy, unless otherwise directed.

16.0 Travel Policy

16.1 This directive applies to employees of AHMA, directors and officers of AHMA, committee representatives, consultants, and contractors of AHMA, where travel is required for such duties, unless otherwise indicated in writing.

16.2 Standards and Procedures :

16.2.1 These standards ensure travel expenses are accurate, reasonable and necessary for AHMA purposes; there is proper accountability for travel requests, approvals, and expenses; and a balance is struck among economy, health and safety, operational efficiency, and ensuring travellers do not personally gain at AHMA's expense:

16.2.1.1 Reimbursement rates and limits for travel on behalf of AHMA are the current federal government rates in effect at the time of travel. These rates are established by the Government of Canada and include mileage, per diems, and incidentals.

16.2.1.2 AHMA assumes no obligation to reimburse expenses that are not in compliance with this directive. Anyone travelling on AHMA business has an obligation to inform themselves of this travel policy, current rates and requirements, and seek clarification from the AHMA office if required.

16.2.1.3 Employees are required to obtain proper approval for travel, and certify that their travel expense claims are correct and comply with policy.

16.2.1.4 The CFO maintains and administers the travel policy, and advises the Board and staff on travel policy.

16.2.1.5 Any travel outside the Province must have prior authorization of the President and one other board member. This does not preclude standing board approval with corresponding budget for travel to specific events such as the annual meetings of the Assembly of First Nations and the Canadian Housing and Renewal Association.

16.2.1.6 Travel expense forms will be provided upon request, and can be used for travel related expenses while on travel status for AHMA.

16.3 Approval:

- 16.3.1 The CEO or supervisor is responsible for approving employee travel before expenses are incurred; certifying that expense claims are for business and comply with policy; and ensuring travel expenses are within the approved budget and sufficient funds are available.
- 16.3.2 Travel by directors and officers is approved via the annual budget approval.
- 16.3.3 Anyone planning additional AHMA travel outside of budget approved travel must seek approval from the board.
- 16.4 Mode of Travel:
 - 16.4.1 Management has the right to designate an employee's mode of travel.
 - 16.4.2 Consideration must include the cost and efficiency of alternative transportation, and additional travel costs associated with these options.
 - 16.4.3 The most economical airfare for air travel is required. This restriction may be waived in exceptional circumstances with prior approval.
 - 16.4.4 Travel benefits programs such as frequent flyer miles must not be used for personal benefit, but applied to future society travel.
 - 16.4.5 Employees are expected to carpool where practical.
 - 16.4.6 Rental vehicles shall only be used when public transportation is not available or cost effective and a private vehicle is not available.
- 16.5 Miscellaneous Expenses:
 - 16.5.1 Persons travelling on AHMA business are entitled to claim expenses for ferry tolls, ferry reservation, highway tolls, airport improvement and security fees, bus and taxi services, parking charges, and AHMA business phone calls.
- 16.6 Other Travel Requirements:
 - 16.6.1 An AHMA travel expense report should be prepared when requesting reimbursement of personal expenses such as out-of-town meals and travel expenses.
 - 16.6.2 Original invoices shall accompany meals and hotel expenditures.
 - 16.6.3 Reconciliation of travel related expenses is required after travel is complete.
 - 16.6.4 All travel expense claim forms must be submitted for reimbursement on a timely basis and within thirty (30) days after travel has occurred. The time limit may be extended with the approval of the CEO.
- 17.0 Breach and Enforcement**
 - 17.1 Staff, management, directors, and anyone else operating on behalf of AHMA are responsible for compliance with this policy.
 - 17.2 The CFO shall report a breach of this policy as soon as possible to the CEO and, if applicable, to the president and, if not available, the Board or any member thereof.

- 17.3 If a breach of this policy was accidental, a warning shall be given in writing. Additional breaches for the same offence may warrant further action, depending upon the timing, intention and degree of harm to AHMA.
- 17.4 A breach of this policy shall be brought to the directors if the breach was an intentional abuse or in contempt of this policy. Action taken for a breach of this nature will be at the discretion of the Board of Directors.
- 17.5 The obligation to enforce compliance stems from common law. Where an employee or director leaves their position with AHMA, they have a continuing obligation to ensure that claims and AHMA financial matters are in compliance with this policy.

18.0 Investment

- 18.1 Proposals for investment of funds will come from the CEO and CFO. Investment of funds will be determined by a recommendation of the Finance and Audit Committee and a resolution of the Board of Directors.
- 18.2 The rule for investing funds is: “How would a prudent person invest for the greatest return on their money?” In the case of setting aside funds for extraordinary payments, AHMA shall keep some funds relatively liquid so that they can be accessed as needed.

19.0 Monitoring

- 19.1 The AHMA Board will review this policy once every two years, including monitoring adherence to its provisions and determining whether or not any changes or revisions are required.

OPERATIONAL POLICY #003: Financial Fund

AHMA has created separate restricted funds for each of the different programs it administers. AHMA is accountable to the funders for reporting on the use of these funds and ensuring compliance with the programs governing each fund.

1.0 BCHMC Subsidy Fund

1.1 This fund supports shelter operations, personal services to tenants and any other uses and activities pertaining to Project Funding as defined in the British Columbia Aboriginal Social Housing Management Agreement between AHMA and BC Housing.

2.0 RNH Operating Fund for AHMA Owned Rental Properties

2.1 This fund supports shelter operations and any other uses and activities pertaining to the funding of AHMA's Rural Native Housing rental properties.

3.0 Administration Operating Fund

3.1 This fund is for the financial activities of AHMA's internal administration, including all head office activities.

4.0 Extraordinary Expenditure Fund

4.1 This fund is available for Aboriginal housing societies, for replacement and repairs to major structural components of a building due to premature failure, deficiencies in construction or design, cosmetic or functional upgrades, and/or obsolescence of existing components.

4.2 This fund can be used to add new items to improve a site, or to upgrade existing items, including equipment that was previously not available, or equipment which is still in good condition but no longer meets current needs.

4.3 Extraordinary expenditures are not:

4.3.1 Items which might normally be scheduled for replacement or upgrading within ten (10) years of the Interest Adjustment Date (IAD) for the property.

4.3.2 The replacement of an individual, small expense item that could be funded in the operating budget.

4.3.3 An item already funded in the operating budget or through replacement reserve provisions.

5.0 Capital Asset Fund

5.1 This fund is composed of the ownership and equity related transactions and capital assets of AHMA. The fund is designated for the proceeds from the sale of the RNH rental properties owned by AHMA.

6.0 Delivery Administration Fund

6.1 This fund is composed of the onetime payment by BC Housing in the amount of

\$1 million to assist with any costs associated with the transfer of Projects under the British Columbia Aboriginal Social Housing Management Agreement or any purpose consistent with the administration or delivery of affordable housing.

7.0 Monitoring

7.1 The AHMA Board will review this policy once every two years, including monitoring adherence to its provisions and determining whether or not any changes or revisions are required.

OPERATIONAL POLICY #004: ASSET MANAGEMENT

1.0 Purpose

1.1 The purpose of the Aboriginal Housing Management Associations Asset Management policies are to:

- 1.1.1 Articulate the governance and decision making structures to be followed for moving forward on the organizations future state related to the direct ownership and management of real estate.
- 1.1.2 Define the roles, responsibilities and signing authorities with the Board of Directors and Chief Executive Officer.
- 1.1.3 Guide portfolio planning to ensure alignment with corporate vision, corporate mission and can be best utilized to respond to community needs.

1.2 The objectives of AHMA's Asset Management policies are to:

- 1.2.1 Utilize a comprehensive portfolio plan to provide a strategic view of AHMA's real estate portfolio.
- 1.2.2 Ensure decisions on changes to AHMA's real estate portfolio (including but not limited to additions, divestiture, transfers, and/or redevelopment) are made in a structured and strategic approach based on facts evidence rather than subjective sentiments.
- 1.2.3 Ensure appropriate frameworks are in place for organizational, financial, risk management, and reporting.

2.0 Responsibilities

2.1 The Board of Directors responsibilities include:

- 2.1.1 Policy Management:
 - 2.1.1.1 Approve and amend these policies once every two years to ensure they are up-to-date.
- 2.1.2 Communications and Reporting:
 - 2.1.2.1 Ensuring activities and inquiries of the Board of Directors remain at a policy governance level in accordance with these policies to ensure AHMA's operations team maintain the direct responsibility and decision making authorities defined by these policies.
- 2.1.3 Decision and Signing Authority:
 - 2.1.3.1 Final approval of new acquisitions to be under AHMA's ownership.
 - 2.1.3.2 Approval at all three phases (concept, design and commitment) for new developments to be under AHMA's ownership.

- 2.1.3.3 Final approval of removing real estate from AHMA's ownership portfolio by means of sale or transfer.
- 2.1.3.4 Final approval of any changes to existing real estate title, including ownership, charges or covenants. The Board President shall have signing authority for legal documents related after the change is approved by the Board of Directors.
- 2.1.3.5 Final approval of fiscal year budgets allocated to appropriate management of the properties; including but not limited to operations, maintenance and capital repair of properties.
- 2.1.3.6 All decisions and approvals from the Board of Directors shall be based on a review of a business case provided by the Chief Executive Officer.

2.2 The Chief Executive Officer's responsibilities include:

2.2.1 Policy Management:

- 2.2.1.1 Enforcing and providing recommendations to the Board of Directors on amendments to these policies.
- 2.2.1.2 Development, approval, and implementation of procedures and templates that support best practices and the policies described here within.
- 2.2.1.3 Development, approval, and implementation of a procurement policy for all spending associated with development, remediation, maintenance and tenant management.

2.2.2 Communications and Reporting:

- 2.2.2.1 Manage all external communication regarding the portfolio owned and managed by AHMA.
- 2.2.2.2 Providing the Board of Directors a quarterly update on the current status of the portfolio including, but not limited to, a status summary report on:
 - occupancy status
 - revenue and expenses
 - current condition level
 - long term capital repair needs
 - short term maintenance needs
- 2.2.2.3 Providing the Board of Directors with quarterly update the on Portfolio Plan including, but not limited to, a summary status report on:
 - Tiers of properties
 - Performance of individual properties
 - Performance of the overall portfolio
 - Overall future plans for the portfolio

2.2.3 Decision and Signing Authority:

- 2.2.3.1 Oversee allocation of funds, contracts and operational resources, within approved budgets and spending authority policy limits, for the purpose:
 - Tenant and property management
 - Delivering on the Portfolio Plan goals
 - Preparing any related business cases for changes to the portfolio
- 2.2.3.2 Submitting recommendations to the Board of Directors for decisions relating to additions or removal of real estate from AHMA's portfolio. Recommendations to include:
 - Proposed resolution for Board of Directors consideration
 - Business case that provides justification for the recommendation, including all related factors such as benefits, risk, and operational and financial impacts.
 - Resulting impact to the Portfolio Plan
- 2.2.3.3 Facilitating the delivery and follow-up with AHMA's operations for all portfolio planning and real estate decisions made by the Board of Directors.
- 2.2.3.4 The Chief Executive Officer has the authority to enter into discussions and sign the Letter of Intent to transfer ownership that will result in direct benefits to AHMA, the Aboriginal housing community, and/or Societies currently receiving funding via the Aboriginal Social Housing Management Agreement. All letters of intents and proposals shall be subject to final approval from the Board of Directors.

3.0 Urgent Decision Policy

- 3.1 Should a situation arise that the Chief Executive Officer deems appropriate for requiring an urgent decision with regards to an acquisition, transfer or sale of a property, the following urgent decision policies shall be followed:
 - 3.1.1 Step 1: The Chief Executive Officer ensures adequate reasoning exists to justify this urgent decision protocol such as, but not limited to:
 - Imminent health and safety risk to tenants and/or public
 - Opportunity to increase or improve the housing stock for the Aboriginal community with minimal financial impact to AHMA and very limited time to accept the acquisition.
 - 3.1.2 Step 2: The Chief Executive Officer facilitates a teleconference meeting with the Board Executive (President, Vice President and Secretary) for the purpose of reviewing the situation and seeking urgent approval consideration.
 - 3.1.3 Step 3: Pending the results of the decision made by the Board Executive and action taken, the Chief Executive Officer then distributes a briefing note to all Board of Directors as an update. The briefing note will include all information as required by a

normal policies and procedures. The briefing note is to also be re-distributed and included into the Chief Executive Officers report at the next regular Board Meeting.

4.0 Portfolio Planning Best Practices

4.1 Best practices shall include an Asset Management Guide that includes the following key aspects of asset management:

- 4.1.1 Strategic Leadership – High level strategy which will guides portfolio planning to ensure alignment with corporate vision and mission. It will also summarize the governance and decision making policies, as well as the administrative aspects of the organization.
- 4.1.2 Portfolio Planning Protocol:
 - 4.1.2.1 Performance indicators that are robust but not cumbersome for each property that will then provide evidence based data for analysis and planning.
 - 4.1.2.2 Tiering of the real estate into categories for rating, analysis and planning.
 - 4.1.2.3 Options that are pre-defined as acceptable possibilities for AHMA's real estate and a description on how they relate together in building a self-sustaining portfolio.
- 4.1.3 Changes to Portfolio:
 - 4.1.3.1 Business case framework that provides all of the information necessary to summarize results of portfolio planning analysis and to submit recommendations for changes to the portfolio in a method that is required to seek final approvals. The business case framework would also include processes for capital reinvestment guidelines.
 - 4.1.3.2 Transition plans to guide and prioritize efforts on moving properties from a current state to the desired long term state.
 - 4.1.3.3 Option implementation process and templates to execute changes to the portfolio based on the approvals received by parties with authority as defined in AHMA's asset management policies.
- 4.1.4 Ongoing Operating of Portfolio:
 - 4.1.4.1 Capital Plan for ensuring the long term capital renewal needs for each property are planned in advance, budgeted for, and delivered.
 - 4.1.4.2 Maintenance Plan for ensuring ongoing maintenance and upkeep needs for each property are planned in advance, budgeted for, and delivered.