



POLICY & PROCEDURE MANUAL

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POLICY & PROCEDURE 1: ORGANIZATION AND ADMINISTRATION POLICY

POLICY 1 - BOMA OTTAWA ORGANIZATION AND ADMINISTRATION POLICY

1. ORGANIZATION AND ADMINISTRATION

A) ASSOCIATION STRUCTURE

The Association shall be managed by a Board of Directors which shall report to the membership.

The Board shall be composed of the President, the Vice President, the Secretary, the Treasurer, the Immediate Past President and not less than 6 other members. The total number of Allied members shall not be more than 3.

The Purpose of the Board

The Board of Directors is the governing body of the Association. It is an elected body whose members serve voluntarily. It charts the future direction of the Association and ensures that it stays on course.

Service at the Board level cannot be taken lightly. Besides the legal and trust responsibilities, members must consider the moral and ethical contract that they are undertaking on behalf of the Association and their fellow members.

Most people have a mixture of motives when serving as volunteers. The main reason should be to benefit the organization. However, it is realized that there may be other reasons such as to benefit themselves, their company, organization, or sectoral interest or society in general, or some component/facet of it. An excess of personal reasons is unhealthy because it contributes to stagnant behaviour on the Board. A Board is a team whose success depends heavily on the commitment and performance of the individual members.

Duties and Responsibilities of the Board

- Appoint Committees and Task Forces, with terms of reference and duties as shall be designated by the Board. Such Committee and Task Force Chairs shall report directly to the Board.
- Set and monitor Association goals.
- Monitor policy development and strategic planning. Monitor program success.
- Monitor member satisfaction.
- Monitor Board, Committee and Task Force performance.
- Decide whether to create a Committee and set its terms of reference.
- Approve Committee Chairs.
- Decide on Committee recommendations and who should implement them, i.e. volunteers or staff.
- Maintain, revise, and enforce the Letters Patent and the Bylaws of the Association.
- Ensure the Association is effectively governed by holding an Annual General Meeting and elections and by filling interim Board vacancies.
- Ensure that planning processes are rigorous, future focused, and integrated.
- Ensure compliance with all laws, including competition policy.
- Ensure appropriate reports and remittances (e.g. Notice of Change in Board of Directors) are submitted to all appropriate government/governing bodies in a timely manner.

- Approve major financial decisions including the allocation and acquisition of funds, the annual budget and major investments, carefully monitoring and auditing organizational spending and ensuring that an annual report is sent to members.
- Develop an effective working relationship with the staff.
- Hire and monitor the performance of the Executive Director.
- Foster and maintain ties with BOMA Canada and, as appropriate, BOMA International.

Duties and Responsibilities of a Director

- Have an in-depth knowledge of the Association and its operations.
- Attend and actively participate in all meetings (Meetings are held monthly. Directors should attend at all meetings.)
- Represent all segments and interests of the Association's membership provided these viewpoints are in accordance with the Association's mission statement; that is, they do not just represent your own viewpoint or that of your own business. Be a team player.
- Be informed about the background of issues in order to discuss them responsibly.
- Know and understand the roles and responsibilities of the Board, Committees and staff members.
- Spend time preparing for Board meetings, carrying out Board tasks, and completing any Committee responsibilities that you undertake in a timely manner.
- Endorse the collective decisions of the Board publicly (even if you don't share them personally). Be a booster and not a complainer outside the Board.
- Accept a position or special project only if you are confident that you will do well for the Association.
- Remember that you hold a position of trust, and keep Board business confidential.
- Always act in the best interest of the Association.
- Adhere to conflict of interest guidelines. Disclose any interest you have in a contract being discussed. Do not vote on that particular issue.
- Participate in one or more Committees.
- Serve as a Board Liaison for one or more Committees.
- Participate at National and International levels whenever possible.
- Be a representative or ambassador of the Association, and for the industry.
- Provide leadership.
- Promote industry related education such as BOMI courses.

B) ASSOCIATION OFFICERS

The Officers of the Association shall be the President, the Vice President, the Secretary, and the Treasurer. Officers shall first be Directors and shall carry out the will of the Board.

President's Responsibilities

- Call and Chair all Board meetings.
- Develop relevant and productive agendas.
- Control but not dominate the meeting.
- Use parliamentary process.
- Build consensus.
- Deal with difficult members.
- Ensure that all are heard on major issues.
- Liaise with the Executive Director.
- Provide vision and leadership.
- Active involvement and representation at BOMA Canada and, as appropriate, BOMA International.
- Represent BOMA with
 - external relations
 - in the business community at large
 - by fostering industry partnerships.
- Public and media relations on behalf of the Association.
- Provide leadership and guidance in advocacy initiatives.

Vice President's Responsibilities

- In the absence of the President, the Vice President shall assume the duties and authorities of the President.
- Provide support to the President.
- Learn the role of President prior to stepping into that position.
- Develop a full understanding of the Committees and their roles.
- Active involvement in key Committees, such as Government Affairs, Audit, Planning & Policy, Education, Membership.
- Attend Past President's Advisory Council meetings as an observer.
- Assist the Audit Committee in the preparation of the budget for the ensuing year.

Treasurer's Responsibilities

- In the absence of the President and Vice President, assume the duties and authorities of the President.
- In conjunction with the Finance Committee, be responsible for the supervision of all financial matters of the Association including developing the annual budget.
- Advise the Board on the investment of surplus funds and the best use of assets.
- Recommend the appointment of an auditor.
- Order the annual audit of the financial records of the Association.
- Review the financial statements with the auditor and any operational suggestions with staff.
- With the Executive Director, ensure that dues and levies are billed and collected within the prescribed time limits and that the Association's debts are properly discharged.

Secretary's Responsibilities

- Approve the recordings of the proceedings of all Association meetings by signing same, together with the President, prior to distribution.
- Ensure the safe keeping of the Association's seal and affix it to all official documents requiring same.
- With the Executive Director, ensure the accuracy of the records of all the members of the Association and their addresses.
- Actively liaise with the Membership Committee and with staff, as part of the responsibility for documents and records.
- In addition to the President, advise staff on such items as insurance renewals and office lease.
- Such other duties as the Board of Directors shall, from time to time, request.

Immediate Past President's Responsibilities

- Provide the Board of Directors and the Executive Committee with the benefit of your experience and knowledge.

C) EXECUTIVE COMMITTEE

The Executive Committee shall consist of the Officers, the Immediate Past President and one other Director.

Executive Committee's Responsibilities

- Exercise the powers of the Board of Directors between meetings of the Board.
- Report on its deliberations and actions to the Board for ratification.

D) **CRITERIA FOR OFFICER POSITIONS**

General Criteria

- Must have support of employer, business partner, family members and the ability to devote the time needed.
- Experience as a member of the Board of Directors of the Association.
- Extensive experience in the Association's activities.
- A team player, with the ability to work well with members of the Board of Directors, with staff, and with Association members.
- Thorough knowledge of, or willingness to learn organizational bylaws, policies and procedures.

Additional Criteria for Treasurer

- Strong financial skills and an understanding of the concepts and theories of finance.
- Experience analyzing, understanding and presenting financial statements.
- Ability to communicate financial results and concepts to various groups.
- Familiarity with internal controls and audits.

Additional Criteria for President/Vice President

- Preferably a current or past Officer of the Association.
- "Big Picture" perspective of the Association, and an understanding of how all facets of the Association interact.
- Consensus-building and leadership skills, and the ability to serve effectively as presiding Officer of Board of Directors and industry-related meetings.
- Industry-wide perspective, and an understanding of the Association's role in the community at large.
- Ability to work well with officers of BOMA Canada officers and, as appropriate, BOMA International.
- Ability to effectively represent the Association with civic leaders, regulatory agencies, the business community and the media, projecting a positive image of the Association and the commercial real estate industry.

E) **BOARD NOMINATIONS PROCESS**

The Board of Directors provides significant leadership and governance of the Association, giving direction and making decisions that closely affect our members; including policy decisions, pursuit of key industry issues, ensuring the administrative and financial integrity of the Association, and providing guidance to our many Committees. It is therefore essential to the Association's success to recruit enthusiastic, knowledgeable and dedicated leaders to join the Board of Directors, as vacancies arise, and to take on the Officer positions, as these roles become available.

Nominations

Officers: The Nominating Committee Chair identifies eligible Directors from the current Board and invites expressions of interest from these Directors for the Officer positions becoming available as of the Annual General Meeting.

Directors: The Nominating Committee, Chair provides notice to the general membership (via mailing or newsletter) of any director vacancies on the Board, and requests expressions of interest from members in good standing.

The Nominating Committee, made up of the Past President, Vice President and one other member appointed by the President, meets briefly with candidates for new Board positions, and candidates from within the Board for Officer roles. Meetings offer the opportunity to discuss the candidates' background, industry experience, BOMA involvement and commitment.

The Committee then develops a proposed slate of candidates for the new Board of Directors, to be recommended to the current President and subsequently to the general membership prior to general voting at the Annual General Meeting. At the first Board meeting following the Annual General Meeting, the Board of Directors votes to appoint the Officers.

The Nominating Committee seeks candidates with a clear dedication to the Association, and strong background knowledge of and involvement in the Association, as well as the industry in general. The Board requires substantial time commitment, and the candidates must be prepared to dedicate time and energy, and be confident of their company's support of their involvement.

F) ASSOCIATION STAFF

The Executive Director shall administer the Association's affairs and shall be responsible to the Board of Directors.

Responsibilities of the Executive Director

Chief Administrator of the Association, responsible for the overall management, administration and direction of the Association's activities and its office, the execution of the policies, implementation of all Association programs, the Association's finances, member, strategic and operational issues:

- Provides advice and information to the Board in promoting the interests of the Association.
- Prepares all monthly Board meeting materials, minutes and annual reports, and prepares Board Executives for meetings of BOMA Canada and, as appropriate BOMA International.
- Provides guidance to Committee Chairs, and communication link between the Board, committees, membership, Association staff and the business community at large.
- Tracks, manages and distributes advocacy issue and government-related materials and information to Committees and members.
- Maintains regular liaison with counterparts in other BOMA offices, with BOMA Canada and, as appropriate, BOMA International.
- Develops strategic relationships with other Associations; promotes the BOMA identity and "brand" in the Ottawa region; media relations and liaison.
- Manages the financial affairs of the Association; i.e.: cash flows, financial statements, investments, budgeting, annual audit.
- Manages the administrative and staffing affairs of the office.
- Responsible for editorial content of regular communications to members through BOMA publications (e.g.: monthly newsletter, web site).
- Reports to, and works closely with the President and the Board of Directors.

Responsibilities of the Coordinator, Member Programs

Responsible for services to members, particularly planning and overseeing programs, events and educational courses, and managing membership data and issues:

- Working in conjunction with the various Committees, ensures delivery of all member programs seminars, BOMI education courses, and special events, including: scheduling facilities, promotion, logistics, speakers, technical resources, and on-site management for monthly luncheon meetings, annual Awards Gala, tradeshow participation, Christmas Lunch, educational seminars, networking and social events.
- Manages member database, handles member recruitment materials, and manages dues invoicing and reporting to BOMA Canada.
- Works with the Membership Committee to produce the annual Membership Directory.
- Reports to the Executive Director, and works closely with the various event, program and membership committees.

Responsibilities of the Administrative Assistant

Provides a full range of administrative support for the smooth operation of the Association's office:

- Support and assistance with Committee and member programs, including monthly and special events, educational programs and meetings; e.g. compilation and distribution of information packages, tracking event registration, receiving payment, reconciling finances, assisting in set-up and take-down for events and meetings.
- Co-ordinates committee meeting calendar, issues meeting notices, tracks responses.
- Front-line reception and telephone answering, and handles all member and general inquiries.
- Oversees office supplies and equipment, maintains office filing system.
- Manages all monthly and special mail outs.
- Processes receipts, dues, deposits, payroll, invoices and cheque preparation for signature.
- Assists with the maintenance of the membership database.
- Reports to the Executive Director, and also works closely with the Coordinator, Member Programs.



POLICY & PROCEDURE 2: MEMBERSHIP INFORMATION

**POLICY 2 -
BOMA OTTAWA MEMBERSHIP INFORMATION**

2. MEMBERSHIP INFORMATION

A) CURRENT BOMA OTTAWA DUES SCHEDULE

The Board of Directors shall, on an annual basis, set the Association's membership dues for all member categories. The current Schedule of Membership Dues is set out in Appendix 5-3.

B) MEMBER-IN-TRANSITION MEMBERSHIP

From time to time, and in an effort to recognize a current member's contribution to the Association and when he/she is no longer employed by their former Corporate or Allied member, an application can be made to the Board which, if approved, would allow him/her to continue as a member of the Association.

Process: Upon application, through the Membership Committee, for the continuation of membership for a period of up to twelve (12) months only, the Committee's recommendation requires Board approval.

Candidate: A current member whose employment terminates with his/her current employer/Association member.

Limitations: The continuation as a Member-in-Transition is for a period of up to twelve (12) months only, with the same privileges granted to Life Members, subject to review by the Board from time to time.

If such a member is currently also a Director, he/she will be permitted to continue as a full member of the Board for the remainder of the current term (and as an Executive Officer, if applicable) after which time they are not permitted to continue on the Board unless they have become an active member within that time.

C) BOMA CANADA AFFILIATION

On behalf of its membership, the Association will pay dues annually to BOMA Canada in support of the national programs that will be managed by BOMA Canada on behalf of all BOMA local associations across Canada.

D) USE OF BOMA LOGO

BOMA encourages members to use the BOMA Ottawa logo on materials, subject to the following:

- The usage must be pre-approved by the BOMA Ottawa office.
- The logo must be professionally reproduced (electronic files can be provided in various formats).
- The most current version of the logo must be used.
- If the use is in colour, the correct logo colours must be utilized.
- The logo must be accompanied by the words "Member of" above the logo; or "Member" below the logo.
- The placement and size of the logo should not imply endorsement or sponsorship of the member/company or event.
- The final layout/placement of the BOMA logo must be approved by BOMA Ottawa office prior to printing/production or posting.
- The logo must be removed from all materials, should the individual/company cease to be a member.

E) COMMUNITY EVENTS

Approval from the Board or Directors must be obtained before the BOMA Ottawa name or logo is used by a member in connection with a community event or activity. In considering a request for approval, the Board of Directors will take into consideration the following criteria:

- 1) The request is to be in writing and submitted to the Board in sufficient time to permit the Board to review it and gather any additionally required information.
- 2) The event must be reputable and not in support of any commercial enterprise.
- 3) At least one member of the group, team, etc. must be a member of the Association. Alternatively, the event must be a joint event with another not-for-profit organization that has ties to the real estate industry in Ottawa.
- 4) The approval of the Board is only for such time as, and shall be automatically withdrawn, at such time as the group, team, etc. ceases to include at least one member of the Association, or if the event ceases to be a joint event with another not-for-profit organization having ties to the commercial real estate industry in Ottawa.
- 5) While not mandatory, consideration should be given to whether there will be an opportunity for any member of the Association to participate (i.e. members to be advised of the opportunities through the Association website).
- 6) There can be no financial, insurance or legal liability placed upon the Association and the Board of Directors may require a document to be signed to this effect in the form attached and, if the Board decides that there is a need for the Association to carry additional liability insurance in this regard, the approval will be subject to the member reimbursing the Association for this cost.
- 7) The Association must realize a positive public relations benefit.
- 8) Any group raising or soliciting funds for charities would have to be approved by the Board to ensure the Charitable Guidelines are enforced. (Specific reference should be made to Policy 5E of the Policy & Procedure Manual, which addresses charitable donations.)
- 9) The proposed use of the BOMA Ottawa name or logo must not imply endorsement or sponsorship of the member's event or activity.
- 10) The final layout/placement of the BOMA Ottawa name or logo must be approved by the BOMA Ottawa office prior to printing, production or posting.



POLICY & PROCEDURE 3:

COMMITTEES

POLICY 3 - COMMITTEES

3. COMMITTEES

A) ROLE AND FUNCTION

The Committee is the principle vehicle for the achievement of organizational goals. Despite the challenge of consensus at the Committee level, volunteers must share a commitment to accomplish the organization's mission using the Committee process.

The three key factors leading to Committee success are its structure, the Chairperson's role, and the Committee members' commitment.

B) BUDGETS

Committees responsible for holding an event(s) or that otherwise require financial support to complete their mandates, should prepare a budget and submit it to the Executive Director by November 1st of the preceding year.

Budgets must indicate estimated revenues (if any) and estimated expenses that can be incorporated into the Association's overall budget for the following fiscal year.

C) COMMITTEE STRUCTURE

A Committee must consist of a Chairperson and at least 5 other members (minimum of 6), not including staff.

Only Association members will serve as Committee members except when special expertise is required in which case non-members may be appointed but without voting privileges.

A member will be permitted to serve simultaneously on more than one Committee.

A Committee term is one year and membership on Committees is confirmed each year, by the submission of a list of proposed members, the Chair and Co-Chair to the Board of Directors for confirmation by the Board at their first or second meeting following the Annual General Meeting in March. The confirmed Committee will serve a term commencing April 1 and ending March 31 of the following year.

It is the policy of BOMA to encourage the rotation of Committee Chairs and the development of a succession plan to facilitate new members joining the Committee and Committee Chairs becoming candidates for the Board of Directors. A Committee Chair may serve 3 consecutive one year terms, but a Committee may choose to forward a recommendation to the Board to allow a Chair to continue for the next year.

The Board will continue to ensure that, where practical, each Committee is represented by a member of the Board as a 'liaison' designated to provide timely reports to the Board regarding Committee activities. The Board liaison will communicate to the Committee any Board activity/direction which impacts the mandate of the Committee. Further, where practical, an alternate liaison selected from the Board will be appointed to act in the place of the Board liaison if the original selection cannot attend the Committee meeting. Where not practical, a staff member may be assigned to liaise between Committees and the Board.

Each Committee will elect a Chair and Co-Chair from among its members. The Co-Chair will act as Chair in the absence of the Chair.

Committees must appoint a Secretary to take minutes and the Chair should set an agenda for the next meeting. The minutes and agenda are to be submitted to the BOMA Ottawa office for final preparation and distribution to the Committee members and the President.

Committees shall have the power to appoint sub-committees which shall report to the Committee Chair.

D) COMMITTEE CHAIRPERSON'S ROLE

- Ensure the Committee's mandate or mission is clear.
- Ensure that the Committee follows the Association's goals, policies, and bylaws.
- Ensure that the Committee implements a plan-of-action blueprint and stays focused.
- Conduct effective meetings as required to meet the plan. This requires:
 - adequate notice and meeting schedules;
 - effective working agendas circulated in advance;
 - meeting management (coach but do not dominate);
 - encouraging a participation style that produces results on time;
 - ensuring that new members are oriented;
 - ensuring that staff are utilized properly, participate, and are informed on all phases of activity.

E) COMMITTEE CO-CHAIRPERSON'S ROLE

To act as Chairperson in the Chairperson's absence.

F) COMMITTEE MEMBER'S ROLE

As a Committee member, you are "where the action is". If you are actively involved you help the Association move ahead. If you view your role as unimportant, the Association may not move forward.

Committee volunteers must:

- commit only to what they can achieve;
- learn the task and understand the Committee's mandate and action plan;
- attend meetings and communicate effectively (absence for three consecutive meetings without just cause will constitute a resignation);
- contribute by participation;
- complete assigned work.

G) COMMITTEE EFFECTIVENESS

The Board of Directors can contribute to effective Committee work by understanding the goals of the Association, and by designing, staffing, and empowering only those Committees that are essential.

The Board can also contribute to success by measuring volunteer performance, and by reviewing the results achieved by the Committee against approved objectives.

When a Committee is not able to achieve the objectives of the Association, it is the Board's responsibility to assist by helping to evaluate the Committee's actions, make recommendations to changes in the courses of action taken and where necessary make changes to the make-up of the Committee that will more effectively achieve the Association's overall goals and objectives.

H) COMMITTEE MANDATES AND RESPONSIBILITIES:

Awards Committee

[06 Jan]

Mandate:

Conduct the Association's Awards Program recognizing excellence in our industry and thereby present an image of the Association and its members as being organized, sophisticated, progressive and responsive to the needs of the community at large.

Objectives:

- 1) Promote social interaction between members, their associates, their peers and any other interested parties.
- 2) Finance the Awards Program through the sale of tickets and sponsorships.

Responsibilities:

- Prepare annual Committee plan, including a budget, for incorporation into the Association's plan.
- Implement the procedures to choose the Awards Program winners, including the Building of the Year, Volunteer of the Year, Pinnacle, Earth and M. Patrick Gillin President's awards.
- Secure an appropriate setting for professional presentations.
- Stage a professional awards event.

Communications Committee

[06 May]

Mandate:

- To foster communication between the Board of Directors and its Committees.
- To foster communication between the Association and its members and amongst its members.
- To help promote BOMA Ottawa as the voice of the commercial real estate industry.

Objectives:

- 1) Organize forums that bring together Association members and staff to discuss the Association's goals, objectives and plans.
- 2) Organize forums that bring together Association members to share ideas and be more aware of all Committee plans and activities.

Responsibilities:

- Prepare annual Committee plan, including a budget, for incorporation into the Association's plan.
- Organize and hold the Spring and Fall Connections Events.
- Assist the Committees and the Executive Director with communication initiatives as required.
- Coordinate media training for the President, Vice President and Executive Director, as required.
- Identify media exposure opportunities to the Board of Directors appropriate to the Association's mission.

Curling Committee

[06 Jan]

Mandate:

To strengthen ties between BOMA and IFMA by arranging a Curling Funspiel networking event in a casual environment.

Objectives:

Responsibilities:

- Prepare annual Committee plan, including a budget, for incorporation into the Association's plan.
- Book ice surfaces and select dinner menu.
- Select prizes for winners.
- Advertise for and form curling teams.
- Schedule curling draws.
- Foster friendly rivalries between members.
- The curling event is to be financed through the sale of tickets and sponsorship.

Education Committee

[06 Feb]

Mandate:

To provide opportunities for Association members and industry related companies to enhance their professional development by promoting and providing advanced education and seminars.

Establish and promote strategic alliances with other educational institutions and industry associations to increase awareness of BOMI accreditation programs.

Objectives:

- 1) This program should be funded through tuition and/or sponsorship.

Responsibilities:

- Prepare annual Committee plan, including a budget, for incorporation into the Association's plan.
- Actively promote BOMI's educational program.
- Increase participation in BOMI courses.
- Secure and expand local classroom availability.
- Attract high quality tutors.
- Involve supplier members to provide current and relevant information.
- Monitor BOMI course material and attendance.
- Continue to acquire material as appropriate.
- Investigate and promote alternate educational programs.
- Establish and promote strategic alliances with other educational institutions and industry associations.
- Liaise with BOMI to promote BOMI designation programs.
- Provide high quality seminars, conferences and workshops on current topics of interest to the membership at least three times per year in liaison with other Committees.
- Prepare three articles of an educational nature for the BOMA Ottawa Newsletter each year.
- Gather information on codes/standards and other relevant services and inform members as necessary.

Environment & Energy Committee

[06 May]

Mandate:

Promote awareness of environmental issues and good energy management practices. Encourage energy efficient design and construction.

Objectives:

- 1) Stay current with changes to government legislation and initiatives and keep the members informed.
- 2) Identify trends and best practices in the industry and keep the members informed.
- 3) Stay current with and inform members about the BOMA Canada Go Green Program and monitor its application providing feedback and recommendations.

Responsibilities:

- Prepare annual Committee plan, including a budget, for incorporation into the Association's plan.
- Liaise with all levels of government on specific environmental and energy issues and provide input into legislation whenever necessary and possible.
- Monitor and assess environmental and energy initiatives, from all levels of government, that impact on the commercial real estate industry and communicate them to the membership.
- Liaise with support organizations to the commercial real estate industry such as American Society of Heating, Refrigeration and Air Conditioning Engineers (ASHRAE), Illuminating Engineering Society (IES), Ontario Hydro, Enbridge Consumers Gas, BOMA Canada and other BOMA associations to provide members with up-to-date information on current trends, technologies, etc.
- Encourage sound environmental practices through awareness and education and timely articles in the BOMA Ottawa Newsletter or other communiqués of the Association.
- Identify emerging environmental issues or relevant topics and inform the membership through Environmental & Energy forums or seminars, luncheon speakers, etc.
- Monitor and advise the membership of any energy incentive programs.

Finance Committee

[06 Jan]

Mandate:

To ensure sound financial management by overseeing the financial management practices, adherence to financial policies and reporting requirements of the Association.

Objectives:

Responsibilities:

- Prepare annual Committee plan, including a budget, for incorporation into the Association's plan.
- Assist in the preparation of the Association budget and provide a recommendation to the Board.
- Establish and regularly review control procedures for staff.
- Liaise, as required, with external auditors.
- Review insurance requirements, personnel policies, investments and reserve requirements.

Golf Committee

[06 April]

Mandate:

To organize a Spring Golf Tournament that will enhance networking opportunities.

To organize a Fall Golf Tournament that will enhance networking opportunities.

Objectives:

- 1) The Spring Golf Tournament should make a positive contribution to the overall budget of the Association.
- 2) The Spring Golf Tournament should provide a networking opportunity for both members and people of interest to our industry and Association.
- 3) The Fall Golf Tournament should break even.
- 4) The Fall Golf Tournament should provide a networking opportunity for members of the Association.

Responsibilities:

- Prepare annual Committee plan, including a budget, for incorporation into the Association's plan.
- Ensure that the Spring and Fall tournaments are financed totally through the sale of green fees, sponsorships and other means of fundraising in order to provide additional funds to the Association.
- Create a budget and event plan.
- Apply for all appropriate licences.
- Source and contract participating golf courses.
- Secure all sponsorship.
- Draft and submit to Board of Directors for approval, "Entry Lottery" procedures.
- Have the "Entry Lottery" procedures placed on the BOMA Ottawa Website.
- Source and assemble kit bags.
- Determine registration process and secure volunteers.
- Book tents.
- Arrange transportation to event and back.
- Arrange for signage.
- Arrange for set-up and take-down.
- Audit and review all score cards.
- Define and organize post-golf event.
- Arrange post-event entertainment and master of ceremonies.
- Coordinate sponsor thank you event.

Government Affairs Committee

[06 April]

Mandate:

To be a powerful voice in all government affairs and legislative bodies that impact our industry and to advocate the interests of our members.

Objectives:

- 1) Identify issues of possible concern to the membership.
- 2) Keep the members informed.
- 3) Make BOMA Ottawa the voice of the commercial real estate industry.

Responsibilities:

- Prepare annual Committee plan, including a budget, for incorporation into the Association's plan.
- Monitor and maintain open dialogue with municipal, provincial, federal governments and other institutions by use of the Association members and external sources and to identify issues affecting the Association and its members.
- Appoint task forces for issues specific to the Association as well as representatives to outside bodies.
- Form coalitions/relationships with other organizations having a common interest in issues affecting the Association and its members. By forming these coalitions/relationships, the Association will add clout to representations and effectively become "the voice of the industry".
- Develop a position and respond to government Committees, task forces, papers and legislation.
- Regularly report to the Board of Directors and lobby on behalf of the Association and its members.
- Recommend to the Board of Directors a course of action on important issues.
- Publicize to the membership, the Association's position on the relevant actions and issues, by producing written articles and position papers.
- Encourage the support and involvement of Association members on the Committee and task forces, utilizing individual strengths as the situations demand.

Lunch Committee

[06 April]

Mandate:

Organize regular gatherings, with an emphasis on presenting information of general interest to the membership.

Objectives:

- 1) Membership development.
- 2) Foster networking.
- 3) Provide a forum for other Committees to share information with members.
- 4) Provide information of value to the membership.
- 5) To break even on informational lunches.
- 6) To generate a profit on networking lunches.

Responsibilities:

- Prepare annual Committee plan, including a budget, for incorporation into the Association's plan.
- Conduct regular meetings with published agendas and minutes.
- Investigate locations and make recommendations.
- Select speakers.
- Recommend new ideas for revitalizing the format.
- Review methods of payment.
- Organize annual special events such as the Volunteers Breakfast
- Call members to confirm attendance.
- Solicit and collect gifts for door prizes.
- Arrange gift for speaker.
- Assist at the registration desk as necessary.
- Oversee membership badge distribution.
- Collect business cards for door prize.
- Meet and greet speaker.
- Meet and greet members.
- Do final report for the Board of Directors
- Do thank you notes as necessary.

Marketing Committee

[06 May]

Mandate:

Ensure BOMA Ottawa is seen as the voice of the commercial real estate industry.

To have a strong, healthy and active membership.

Objectives:

- 1) To have a membership that is representative of the industry as a whole.
- 2) Have a high level of brand recognition of BOMA Ottawa.
- 3) Ensure the Association, its activities and products are always relevant to its members.
- 4) Establish and maintain ongoing relationships with all media.
- 5) Develop marketing plans, strategies and tactics and an annual evaluation report.

Responsibilities:

- Prepare annual Committee plan, including a budget, for incorporation into the Association's plan.
- Develop a Target Membership Profile and create a Prospect List by reviewing the current Membership Profile and identifying gaps in the various industry categories.
- Identify opportunities where the Association could participate.
- Create and implement an annual media plan and evaluate annually for use by the Association.
- On an ongoing basis do industry scanning of possible competition for the Association's members.
- Create and implement the annual promotion plan and evaluate annually for use by the Association.
- Assist the other Committees and the BOMA Ottawa Office with marketing initiatives as required.
- Develop an annual budget.

Membership Committee

[06 May]

Mandate:

To develop and promote membership growth and retention.

To have a membership that is representative of the industry as a whole.

Objectives:

- 1) Reduce the gaps in the identified categories from the Target Membership Profile (both Owner and Allied).
- 2) Break even on the Membership Directory.

Responsibilities:

- Solicit identified prospects from the Target Membership Profile and Prospect List.
- Update and monitor the Target Membership Profile.
- Evaluate the Association's activities to ensure they are still perceived as valuable to the members.
- Interact with other Committees (Communications, Marketing, Lunch, Education) concerning various membership services.
- Review entry criteria, ratios, fees and types of membership on an ongoing basis.
- Produce an annual Membership Directory.
- Introduce new services as required and within the goals and mission statement of the Association as budget permits.
- Recommend new services or benefits.
- Organize an annual Membership Information Forum to bring together new members and prospective members with a selection of current member volunteers of the Association (Chairs, Co-Chairs, Board of Directors) that can share their experiences and identify benefits and opportunities within the Association.

Nominating Committee

[07 April]

Mandate:

To recruit enthusiastic, knowledgeable and dedicated leaders to join the Board of Directors, as vacancies arise, and to take on the Officer positions, as these roles become available.

Objectives:

- 1) To secure candidates to both the Board of Directors and Officer positions who have a clear dedication to the Association, and strong background knowledge of and involvement in the Association, as well as the industry in general.
- 2) To secure candidates to both the Board of Directors and Officer positions who appreciate the fact that the Board requires substantial time commitment, and are prepared to dedicate the necessary time and energy to this commitment, and be confident that the respective candidate's companies support their involvement..

Responsibilities:

- Prepare annual Committee plan, including a budget, for incorporation into the Association's plan.
- The Nominating Committee, made up of the Past President, Vice President and one other member appointed by the President
- Re: Nominations to the Board of Directors: The Chairperson of the Nominating Committee provides notice to the general membership (via mailing or newsletter) of any director vacancies on the Board, and requests expressions of interest from members in good standing.
- Re: Nominations for Officer positions: The Chairperson of the Nominating Committee Chair identifies eligible Directors from the current Board and invites expressions of interest from these Directors for the Officer positions becoming available as of the Annual General Meeting.
- The Nominating Committee meets briefly with candidates for new Board positions, and candidates from within the Board for Officer roles. These meetings are intended to offer the opportunity to discuss the candidates' background, industry experience, BOMA involvement and commitment.
- The Nominating Committee then develops a proposed slate of candidates for the new Board of Directors, to be recommended to the current President and subsequently to the general membership prior to general voting at the Annual General Meeting.
- At the first Board meeting following the Annual General Meeting, the Board of Directors votes to appoint the Officers.

Planning And Policy Committee

Mandate:

Monitor progress that the Association has made against the Strategic Long Range Plan.

Review and update the policies and procedures of the Association and keep the Policy and Procedures Manual current.

Review the Association bylaws.

Objectives:

- 1) Inform the Board of Directors on the progress the Association has made against the Strategic Long Range Plan.
- 2) Annually provide recommendations to the Board of Directors on possible changes to the Association's policies and procedures.
- 3) Annually provide recommendations to the Board of Directors on possible bylaw changes.

Responsibilities:

- Prepare annual Committee plan, including a budget, for incorporation into the Association's plan.
- Annually measure the performance of the Association against the Strategic Long Range Plan (SLRP).
- Present an annual assessment to the Board by June on performance against the SLRP with recommendations.
- Together with each Committee regularly review their mandates, seeking input and recording recommended changes.
- Regularly review the Policy and Procedures Manual and recommend changes to the Board of Directors.
- Accept bylaw suggestions for review and final recommendation to the Board.

Security & Life Safety Committee

[06 Feb]

Mandate:

To provide the membership with information relative to security and life safety issues.

Objectives:

- 1) Stay current with changes to government legislation and keep the members informed.
- 2) Identify trends and best practices in the industry and keep the members informed.

Responsibilities:

- Prepare annual Committee plan, including a budget, for incorporation into the Association's plan.
- Represent the Association through involvement in the Crime Prevention Council, fire and law enforcement authorities.
- Assist other Committees in areas dealing with security and life safety issues (Education and Government Affairs).
- Develop and maintain information/resource material that can be accessed by members at the BOMA Ottawa Office.
- Develop and co-ordinate two annual educational seminars, workshops, etc., that address specific security and life safety issues.
- Increase awareness of security and life safety issues by publishing three articles in the BOMA Ottawa Newsletter each year.

Ski Committee

[06 Feb]

Mandate:

To organize the BOMA Ski Club and arrange an annual BOMA Ski Day event.

Objectives:

Responsibilities:

- Prepare annual Committee plan, including a budget, for incorporation into the Association's plan.
- Contact local ski areas to have them participate in the BOMA Ski Club program by offering lift ticket and lesson discounts to BOMA Ski members.
- Liaise with transportation company and ski area to arrange BOMA Ski Day event.
- Seek sponsorships for BOMA Ski Day prizes and event.
- This program is to be funded totally through the sale of memberships, tickets and sponsorships.

Telecommunications Committee

[06 Feb]

Mandate:

To promote awareness among membership of the changing telecommunications environment and technologies and to assist BOMA Canada in representing property owners and managers before telecommunications regulatory bodies.

Objectives:

- 1) Stay current with changes to government legislation and keep the members informed.
- 2) Identify trends and best practices in the industry and keep the members informed.

Responsibilities:

- Prepare annual Committee plan, including a budget, for incorporation into the Association's plan.
- To produce timely and informative updates on telecommunications deregulation in Canada.
- To arrange informative seminars on the telecommunications environment and technologies.
- To act as an information sharing forum.
- To co-operate with BOMA Canada's efforts at the national level.



POLICY & PROCEDURES 4: PRODUCTS & SERVICES

POLICY 4 - PRODUCTS & SERVICES

4. PRODUCTS AND SERVICES

A) BOMA OTTAWA NEWSLETTER

The Association will publish a newsletter to its members that keeps them current on events, industry information and trends affecting the commercial real estate industry.

B) OFFICE SPACE SURVEY

The Association will publish on its website a quarterly Office Market Survey, under the direction of the Marketing Committee, summarizing expert analysis of the most recent quarter's office market performance and trends, including vacancy and asking rental rates by region and building class.

C) OFFICE SPACE DIRECTORY

The Office Space Directory is produced annually under the direction of the Marketing Committee. It outlines the commercial office space available in the region and the names of the various leasing contacts. It is designed primarily to promote the leasing of floor space of Association members although non-member properties are also included therein. It is intended that the publications cost be borne by those who advertise in it and it is distributed free of charge to anyone who wants to receive a copy.

D) MEMBERSHIP DIRECTORY

The Membership Directory is produced annually under the direction of the Membership Committee. It is distributed free of charge to Association members only.



POLICY & PROCEDURES 5: FINANCIAL POLICY

Created : March 22, 2007
Updated: 31 May 2007

**POLICY 5 -
BOMA OTTAWA FINANCIAL POLICY**

5. FINANCIAL POLICIES

A) PURCHASING POLICY – APPENDIX 5-1

BOMA Ottawa will purchase goods and services, as required, to conduct its programs and meet its goals and objectives. Such purchases will be conducted consistent with the purchasing policy attached as Appendix 5-1.

B) SIGNING AUTHORITY

The authorized signing officers shall be the President, Vice President, Treasurer, Secretary and the Executive Director. Two such signatures shall appear on all cheques and contracts.

C) TRAVEL – APPENDIX 5-2

The Association will, in its annual budget, identify funds for Association members and staff to attend the following events:

- BOMA Canada Board meetings and, as appropriate, the BOMA International annual convention
- BOMEX
- BAE Meetings
- CSO Meetings

The Board of Directors may choose to budget or allocate additional funds for members or staff to represent the Association at Committee or Task Force meetings of BOMA Canada and, as appropriate, BOMA International.

The Board of Directors may choose to budget or allocate additional funds for members or staff to represent the Association at specific forums that may assist in the furtherance of the Association's Objectives.

Expenses incurred while travelling to represent the Association will be reimbursed consistent with the Travel Expense Policy and Allowances attached as Appendix 5-2 and consistent with the following guidelines:

- 1) All reasonable expenses incurred by the Association's representative and the Executive Director to attend BOMA Canada Board meetings.
- 2) All reasonable expenses incurred by the President and Executive Director to attend BOMEX and, as applicable, the BOMA International annual convention.
- 3) All reasonable expenses incurred by the Executive Director to attend CSO meetings.
- 4) All reasonable expenses incurred by the Executive Director to attend BOMA International BAE meetings.
- 5) All reasonable expenses incurred by the Association's representatives to BOMA Canada or BOMA International Committee or Task Force meetings.

Board consideration will be given to the allocation of funds (if the annual budget allows) to those members representing the Association on a particular issue. This will be limited to airfare, hotel and out-of-pocket expenses for the meeting date only. Conference registration fees will not be paid.

Hospitality

- The President or a representative designated by the President may offer reasonable hospitality as required.
- Hospitality may be offered to Association members at the discretion of the President only.
- The Executive Director may offer reasonable hospitality.

D) INVESTMENT GUIDELINES

- Cash flow to be determined at budget time October/November of each year.
- Amount available for investment to be determined on a month-by-month basis based on cash flow forecast.
- Enough funds to be kept in the bank account to cover at least two month's operating expenses.
- Excess cash to be invested in conservative instruments.
- Acceptable investment instruments would be:
 - Government of Canada Treasury Bills
 - Government of Canada Guaranteed Commercial Paper
 - Provincial Treasury Bills
 - Bankers Acceptances (Schedule I Banks)
 - GICs

It is recommended that an asset mix will be maintained and that no more than 40% be invested in one asset class, and no more than 20% in one individual investment.

This investment policy provides general direction and guidelines to the Executive Director on the money market vehicles to use for investing the Association's available monies taking into account risk factors, return on investments (yield), and the cash flow requirements of the Association.

The philosophy of the investment policy is that, given the liquidities and cash flow requirements of the Association, the available monies should be invested to maximize interest income. Since the Association is a not-for-profit organization and the nature of its monies are "public funds", a conservative approach is recommended. This would favour the selection of investment vehicles that are short-term, low risk, and that provide a return on investment beyond the minimal interest yield normally earned on the credit balance in current account.

Short-term investments should be staggered with maturity dates to every two months. In order to keep funds protected from potential loss under CDIC rules, investment blocks should be limited to no more than \$85,000 principle. This will then allow for interest garnered on these investments to remain below the \$100,000 investment protection threshold. Once a block of funds surpasses the \$100,000 threshold, it should be subdivided to appropriate levels. Longer term investments extending beyond one year may also be considered, depending on the cash situation of the Association. Staggered maturity dates should be maintained, taking cash flow considerations into account.

The Executive Director and the Treasurer will meet on monthly basis to review the investment portfolio and to determine the investments to be made.

E) CHARITABLE DONATION GUIDELINES

BOMA is a not-for-profit organization. In light of Bylaws Article II Section 1e and Article III Section 1a, the Charitable Guidelines for the Association shall be as follows:

The Association budget will not include a separate account for charitable donations. Events should not be promoted as charity events.

A Committee or member wishing to make a charitable donation, on behalf of the Association, shall make a recommendation to the Board of such wish and the Board will review the request and inform the Committee or member, as the case may be, of the Board's decision. Where possible, this process usually occurs at budget time.

- Charitable organizations considered shall be relevant to the objectives and good of the Association and its members.
- Charitable organizations shall be from the local community and those benefiting the local community.
- All donations are to be directed to not-for-profit organizations that are designated as registered charities by Canada Customs and Revenue Agency and must provide their Registration Number to the Association.
- Donations should assist educational, health, social services, civic and arts organizations that enhance quality of life in the local community.

To maximize exposure of the donations, once approved by the Board, the Communication Committee will give direction as to how the donation will be promoted.

The Board of Directors will review all donation requests and will make the final decision on which organizations, if any, to support. The Board of Directors reserves the right to limit, modify or revoke the provisions of this policy at any time.

Donations Process

- All donation requests are to be made in writing to the attention of the Executive Director, who will respond to the request, and providing that it meets the criteria above, ask for further information or forward the request for consideration to the BOMA Charitable Donations Committee (the "BCDC").
- The BCDC will be made up of 3 members being the President, Vice-President and the Executive Director. Maximum term of two years for any member, other than the Executive Director, who will be a permanent member of the Committee. Meetings will be held on as required basis.
- The BCDC, with input from the Board and other Committee Chairs, will also recommend if one or more charitable organizations are to be supported in any given year. This initial recommendation is due at budget time. Final recommendations or changes by March 1st. Additional requests will be reviewed when meetings occur.
- This BCDC, via the Executive Director, makes recommendation to the Board for final approval.

F) EVENT REFUND POLICY:

All Committees planning events and activities shall develop and clearly show a refund statement on their registration forms containing the following terms & conditions:

- a registration deadline date;
- whether or not registrations will be received and collated on a “first-come-first-served” basis;
- a date by which event registrations shall no longer be subject to refund;
- indication of whether the event will maintain a “waiting list” and the conditions governing how/when people will be drawn from this list to fill cancellations.

Sample Statement:

- Registrations accepted on a first-come-first-served basis.
- Payment must be received by BOMA office no later than January 5, 2004.
- Refunds will not be issued after the above date.
- If payment not received by deadline date, team will be replaced with team on waiting list.

G) MEMBERSHIP FEES – APPENDIX 5-3

On an annual basis the Board of Directors will approve a schedule of fees for each of the membership categories. Appendix 5-3.

Membership shall be valid from the 1st of January to the 31st of December of each year, and members will have a 3 month grace period at the beginning of each calendar year to make their memberships compliant before they will be removed from any further communiqués of the Association.

H) TUITION SCHEDULE – APPENDIX 5-4

On an annual basis the Board of Directors will approve a schedule of tuition for the courses it offers in support of the RPA and FMA programs. Appendix 5-4.

APPENDIX 5-1



Building Owners and Managers Association of Ottawa **Purchasing Policy**



The Building Owners and Managers Association of Ottawa (BOMA Ottawa) is the voice of the commercial real estate industry in the National Capital area. The 450 BOMA Ottawa members include those who own, manage, service or support in excess of 60 million square feet of commercial, office, retail, industrial and institutional property in the region. BOMA Ottawa is one of the National Capital Region's most active and effective business associations.

As required the BOMA Ottawa office or representatives of the Association will, from time to time, purchase items on behalf of the Association and will work in accordance to the following policies.

Where offered on commercially reasonable terms, goods and services will be purchased from BOMA Ottawa members on a priority basis.

1. PURCHASE COMMITMENTS AND APPROVALS

- a. A commitment to the purchase of goods or services that ARE part of the Annual approved budget of the Association
 - must be verified by the Executive Director (or in his/her absence, his her designate) and
 - documented through the issuance of a purchase order by the BOMA Ottawa office or through a contract signed by the Executive Director (or in his/her absence his/her designate) and
 - forwarded to the supplier.
- b. A commitment to the purchase of goods or services that are in excess or are not part of the Annual approved budget of the Association
 - must be approved by the Board or
 - on an exception basis, by the Executive Committee, if urgently required
 - documented through the issuance of a purchase order by the BOMA office or through a contract signed by the Executive Director (or in his/her absence his/her designate) and
 - forwarded to the supplier.
- c. Where the issuance of a purchase order, or a contract are impractical to secure goods or services then the use of a standing order, credit card or cash must be
 - pre-approved in writing by the Executive Director (or in his/her absence, his her designate), to be kept on file as a record of the transaction
 - cannot be completed until the approval is received by the purchaser

- are subject to paragraph 1(b).

No commitment may be made, on behalf of the Association until a purchase order number or a written confirmation of approval has been issued by the Executive Director (or in his/her absence, his/her designate).

2. REQUISITIONS

A written purchase requisition must be submitted by the purchaser, to the Executive Director (or in his/her absence his/her designate), with the following information, in order to generate a purchase order

- supplier name
- description of service or supply
- quantity (if applicable)
- quoted price
- delivery charge (if applicable)
- taxes payable (as applicable)
- delivery date
- copies of (3) quotes if purchase is over \$1,000
- identify whether the selected supplier is a member or not (with explanation if the supplier is not a member)

3. PAYMENTS AND REIMBURSEMENTS

- a. Payment will only be processed by the BOMA Ottawa office upon
 - receipt of an invoice with any supporting packing slips (which must match the invoice and any purchase order) and
 - written approval, or reference to written approval (purchase order number, contract number, etc.)
- b. Re-imbusement for a cash or credit card payment will only be processed by the BOMA office upon
 - submission of an original credit card receipt with the corresponding sales receipt, or
 - submission of the original receipt for the goods or service, and in each case
 - substantiated with a copy of the matching written pre-approval

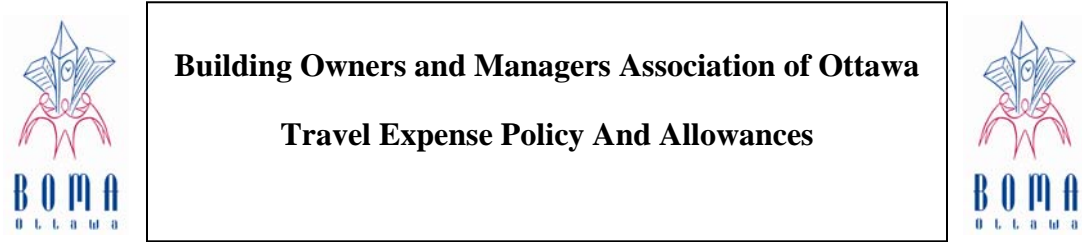
If there is a discrepancy between an invoice and its matching purchase order or contract, or a discrepancy between a re-imbusement claim and submitted receipts, only the Executive Director (or in his/her absence his/her designate) can approve payment to the supplier/claimant subject to paragraph 1(b).

4. TENDERING

- a. Unless the Board otherwise directs, all purchases in excess of \$5,000 must be tendered. Specific examples of such contracts include, but are not limited to:
 - Leases, including for premises, equipment, furniture, etc.
 - supplies (bulk purchases, etc.) and

- services (maintenance, personal and professional, etc.)
- b. Request for tenders should include clear and detailed specifications to avoid misunderstandings of the Association's expectations, facilitate the evaluation process and minimize the chance of incurring unforeseen extra costs.
- c. Where appropriate, formal contracts should include a 30 day cancellation clause in favour of BOMA Ottawa, without cause or penalty.
- d. The Association reserves the right to not accept the lowest or any of the tenders submitted.
- e. Tenders submitted to the Association should be
 - at its current office address
 - to the attention of the Executive Director
 - opened by the Executive Director in the presence of a witness (another Association employee)
 - include the information identified in Section 2 and
 - recorded in a comparison chart for submission to the Board for final approval, or as an exception, by the Executive Committee if a response is required urgently.

APPENDIX 5-2



This following policy identifies the expenses relating to travel which are eligible for reimbursement from Association funds. Specific guidelines on spending are outlined under travel rates.

Method of Making Arrangements

- a. Transportation must be selected in a manner which ensures that the most economical mode of transit is employed, having regard for the purpose and urgency of the journey. It should generally be by the shortest direct route. Unless the nature of the trip renders it impractical, return tickets, reduced fares, special rates or limited tickets should be utilized.

Air Travel

- a. Air travel shall be arranged so as to incur the lowest logical air fares. (e.g., if special fares are not available, economy class is to be used. BOMA Ottawa will not reimburse travelers for upgrades to business/first class). Travelers who have arranged fares at less than economy (e.g. excursion fares) which necessitate staying over a Saturday night, may claim the additional accommodation and meal costs provided that the overall cost savings are still realized compared to flying on preferred dates at economy rates.

Accommodation

- a. Accommodation must be secured at a reasonable rate, based on single occupancy for a standard room.

Car Rentals

- a. Rental cars may be used when economical, but care must be taken by the traveler to have adequate insurance as BOMA Ottawa will not accept responsibility or liability resulting from an accident. Where practical, compact vehicles should be utilized.

Privately Owned Vehicles

- a. Privately owned vehicles may be used on BOMA Ottawa business but under no circumstances will BOMA Ottawa accept responsibility or liability for claims arising from such use.

Meals

- a. Travelers will be reimbursed for the approved and necessary cost incurred for meals while travelling on BOMA Ottawa business except where meals are included in the ticket price of any form of transportation used or provided in the registration fee for a conference or other function.
- b. Employees may claim reimbursement for meals on either the approved per diem rate (without receipts) or actual expense basis for each trip. A combination of the two methods is permitted on any one particular trip.

Insurance

- a. Out-of-country medical insurance premiums are reimbursable expenses. Travelers who are covered by an extended health care plan should review the benefits provided by that plan to determine what items are covered, whether there are any exclusions and to ensure that duplicate insurance is not being purchased.
- b. Additional life insurance is considered a personal expense of the claimant and is not reimbursable.

Reimbursement

- a. Payment for all travel expenses outlined, and in accordance with this policy, should be made by the traveler by completion of a BOMA Ottawa Travel Expense form (attached) submitted for reimbursement.
- b. Where reservations are guaranteed, it is the responsibility of the traveler to cancel such reservations should that become necessary. BOMA Ottawa will not reimburse claims for unused reservations.

Ineligible Expenses

The following expenses are deemed ineligible for reimbursement under the BOMA Ottawa travel policy.

- a. repair costs for damage to luggage or personal effects
- b. airline clubs (e.g. frequent flyer program)
- c. traffic fines
- d. in-room movies at hotels
- e. additional cost for family members or others beyond the single room rate
- f. personal expenses which are not required in connection with travel
- g. air ticket redeemed from a frequent flyer program

Travel Rates (as of 1 January 2007)

The following are considered the maximum rates that will be reimbursed by BOMA Ottawa for pre-authorized travel for Association business defined in Policy 5 Financial Procedures of the BOMA Ottawa Policy and Planning Manual.

1. Transportation
Privately-Owned Vehicle - 40 cents per kilometer
2. Accommodation (Maximum) (Note 1)
 - a. Commercial - Any reasonable rate for single accommodation
 - b. Private - \$25.00/day
3. Meals

All reasonable expenses for meals will be reimbursed with appropriate receipts.

NOTE 1: The commercial rate for accommodation may differ as a result of a traveler sharing accommodation with other individuals traveling on BOMA Ottawa business.

APPENDIX 5-3



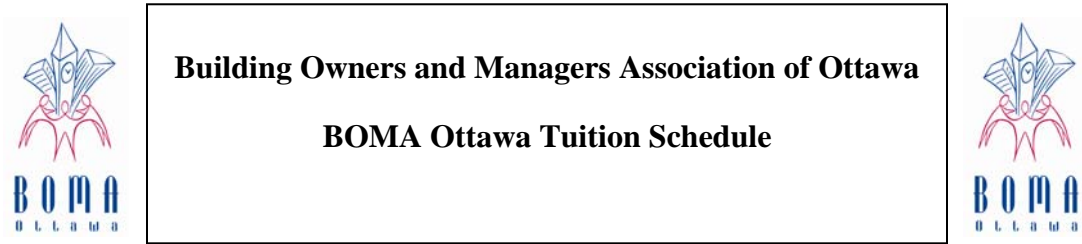
Building Owners and Managers Association of Ottawa BOMA Ottawa Fee's Schedule - Membership



(Revised December 2006)

Corporate	\$848.00
Individuals, firms, corporations or government, owning or managing offices or buildings 20,000 to 500,000 sq. ft.	
Corporate 1	\$1,406.00
Individuals, firms, corporations or government, owning or managing offices or buildings more than 500,000 sq. ft. but less than 1,000,000 sq. ft. This membership includes 2 Corporate Alternates.	
Corporate 2	\$1,878.00
Individuals, firms, corporations or government, owning or managing offices or buildings over 1,000,000 sq. ft. This membership includes 3 Corporate Alternates.	
Corporate Associate	\$330.00
Additional membership for additional employees or partners of Corporate Members.	
Allied	\$835.00
Companies, partnerships and sole proprietorships and their representatives which provide products and/or services directly related to the office space industry.	
Allied Associate Local	\$325.00
Additional membership for additional employees or partners of Allied Members.	
Canadian Member at Large	\$125.00
All Fee's do not include GST.	

APPENDIX 5-4



The Building Owners and Managers Association of Ottawa promotes professionalism in the commercial real estate industry through a variety of educational programs.

Through BOMI Institute (Building Owners and Managers Institute), BOMA Ottawa offers professional credentials including the designations of:

- Real Property Administrator (RPA®)
- Facilities Management Administrator (FMA®)
- Systems Maintenance Technician (SMT®) (self-study only)
- Systems Maintenance Administrator (SMA®) (self-study only)

BOMI also offers these same courses through self-study.

Those interested in self-study must contact BOMI Canada directly at (416) 977-8700 or 1-888-821-9319 to enrol.

	Description	Fee
Enrollment Fee	1 st Designation	\$210.00 plus GST
	2 nd or 3 rd Designation	\$80.00 plus GST (per designation)
	Single Course	\$65.00 plus GST
Tuition	Ethics Course	\$170.00 plus GST (one course only)
	All other Courses	\$370.00 plus GST (per course)
Course Material	Ethics Course	\$250.00 plus GST (one course only)
	All other Courses	\$600.00 plus GST (per course)



POLICY & PROCEDURES 6: PERSONNEL POLICIES

POLICY 6 - PERSONNEL POLICIES

6. PERSONNEL POLICIES

A) STAFF PERFORMANCE AND SALARY REVIEW

Each employee of BOMA Ottawa will receive a performance appraisal once annually, or more frequently if performance warrants, from the Executive Director. At that time, plans for improving that employee's job performance will be discussed and objectives set against which future performance will be measured.

Coincident with the above mentioned performance appraisal will be an annual salary review. At that time, the Executive Director will formulate a salary recommendation to the Board of Directors that reflects the employee's contribution to the success of the Association taking into consideration any necessary budgetary constraints and include it in the annual budget for approval by the Board of Directors.

B) EXECUTIVE DIRECTOR

The Executive Director's performance and salary will be reviewed once annually by the Board of Directors or by a Committee appointed by the Board.



POLICY & PROCEDURES 7: AWARDS POLICIES

POLICY 7 - AWARD POLICIES

7. AWARDS

A) M. PATRICK GILLIN PRESIDENT'S AWARD

The purpose of the M. Patrick Gillin President's Award is to recognize long-term and continuous achievement in the context of an individual's contribution to the success of the Association. It is not an award necessarily given on annual basis.

Process: There should be a Nominating Committee, chaired by the current President and four members of the Past Presidents Council, chosen by the Chair to participate. The recipient is to be chosen prior to the annual general meeting.

The award is to be presented at the following the Annual Award Gala Dinner or Luncheon, by the previous year's President.

Candidates: Extra-ordinary contribution which possibly resulted in the Association garnering great public recognition such as the Millennium Project; continual regular participation in major events such as BOMEX; successfully influencing BOMA Canada and, as appropriate, BOMA International, policy-making; spear-heading a highly successful advocacy project such as a reduction of City fees; year-after-year devotion of time to the benefit of the Association such as being active on Committees, chairing, being very active on the Board, etc.

B) VOLUNTEER OF THE YEAR

The purpose of the Volunteer of the Year Award is to recognize a member's achievement, in the past year, in the context of his/her contribution to the success of the Association. This is an annual award.

Process: The current President, Executive Director, administrative office staff and all Committee Chairs should be involved in identifying possible candidates for the award.

The recipient is to be chosen by the current President and Executive Director, and the award is to be presented at the Annual Award Gala Dinner or Luncheon, by the current President.

Candidates: All active members of the Association.

Criteria: Notable contribution to the success of the Association. This could be in recognition of the candidate's behind-the-scene work toward the success of a particular event year-after-year or for one specific event in the course of the past year. It could also be in recognition of time-after-time selfless volunteering for different activities, whether administrative or participative, relating to on-going Association needs.