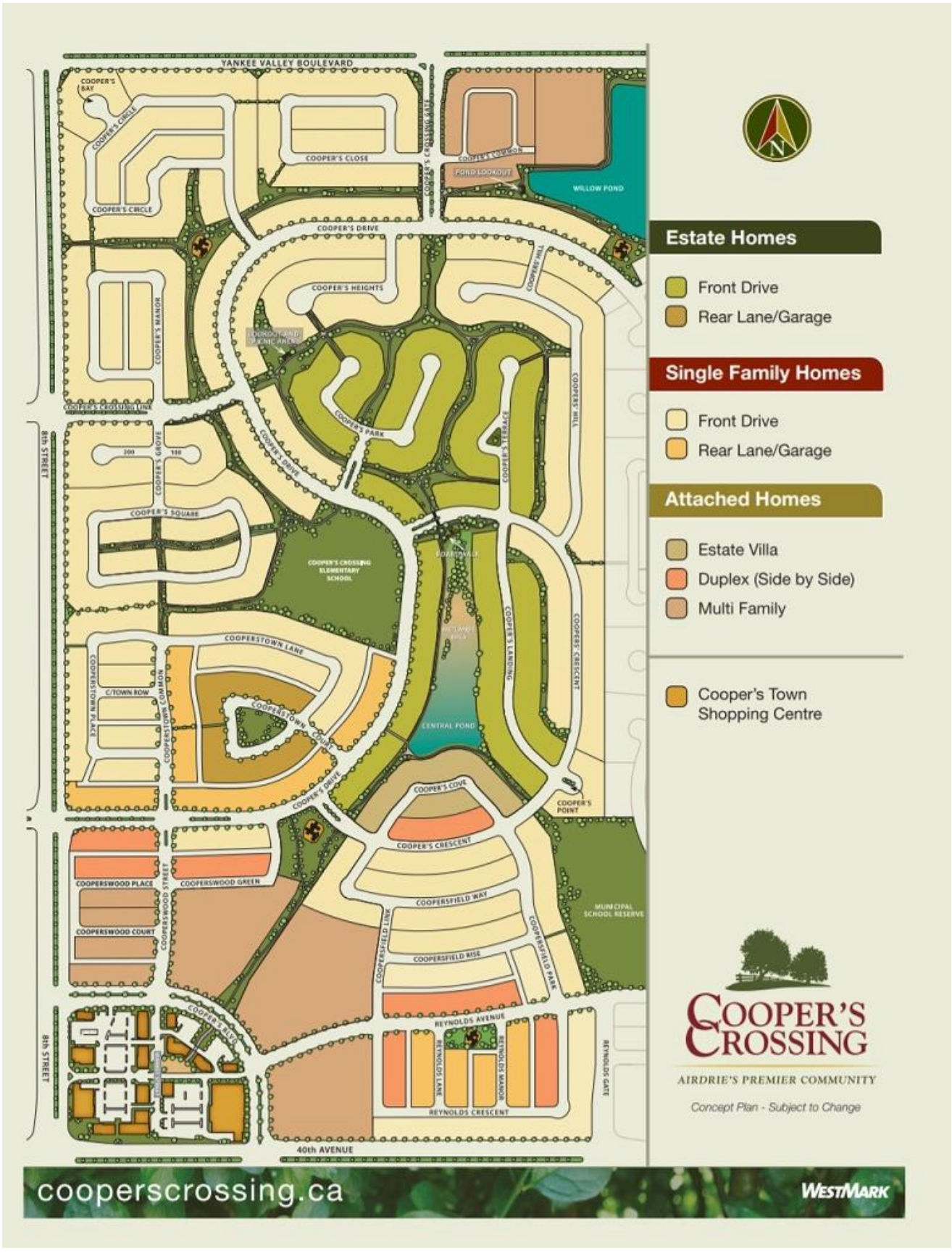
COOPER'S CROSSING
Residents' Association
AIRDRIE'S PREMIER COMMUNITY

POLICIES AND PROCEDURES

Approved by Board of Directors (date)


YANKEE VALLEY BOULEVARD
COOPER'S BAY
COOPER'S CIRCLE
COOPER'S CLOSE
COOPER'S CROSSING GATE
COOPER'S COMMON
POND LOOKOUT
WILLOW POND
COOPER'S DRIVE
COOPER'S HEIGHTS
COOPER'S MANOR
COOPER'S CROSSING LINE
COOPER'S PARK
COOPER'S TERRACE
COOPER'S HILL
COOPER'S GROVE
COOPER'S SQUARE
8th STREET
COOPER'S CROSSING ELEMENTARY SCHOOL
COOPERSTOWN LANE
COOPERSTOWN COMMON
COOPERSTOWN PLACE
C/TOWN ROW
COOPERSTOWN COURT
CENTRAL POND
COOPER'S LANDING
COOPERS CRESCENT
COOPER'S COVE
COOPER'S POINT
COOPER'S CRESCENT
COOPERSWOOD PLACE
COOPERSWOOD GREEN
COOPERSWOOD STREET
COOPERSWOOD COURT
COOPERSFIELD WAY
COOPERSFIELD LINE
COOPERSFIELD RISE
COOPERSFIELD PARK
MUNICIPAL SCHOOL RESERVE
COOPER'S BLVD
REYNOLDS AVENUE
REYNOLDS LANE
REYNOLDS MANOR
REYNOLDS CRESCENT
REYNOLDS GATE
40th AVENUE
Estate Homes
Front Drive
Rear Lane/Garage
Single Family Homes
Front Drive
Rear Lane/Garage
Attached Homes
Estate Villa
Duplex (Side by Side)
Multi Family
Cooper's Town Shopping Centre
COOPER'S CROSSING
AIRDRIE'S PREMIER COMMUNITY
Concept Plan - Subject to Change
cooperscrossing.ca
WESTMARK

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INTRODUCTION

The Cooper's Crossing development, when it first launched, was built on lands acquired by the Cooper family who farmed the land for over 100 years. Later, more land was purchased by Westmark Holdings Ltd. (Westmark), the developer of Cooper's Crossing, to expand the community to the size it is today.

Westmark built Cooper's Crossing with the intention of it being a complete community; where people can be active, connected, and close to important amenities. Westmark chose what it felt were the best builders capable of creating character-rich homes. These builders included Harder Homes, McKee Homes, NuVista Homes, Douglas Homes and Vesta Properties.

Westmark intentionally designed the neighbourhood to be unique, with lush, landscaped parks, well-equipped playgrounds, and a network of pathways linking schools, shopping, and playgrounds to every corner of the community. As of 2023, the community has 1399 residences with the final phase rolling out in 2023 - 2025.

COOPER'S CROSSING RESIDENTS' ASSOCIATION

The Cooper's Crossing Residents' Association (CCRA) was formed in 1999 by the Cooper's Crossing Joint Venture as a Residents' Association which would be responsible for the maintenance of certain amenities, and in some cases, ownership of those amenities, located in the Cooper's Crossing Lands. The Association is a private, not-for-profit association registered under the Alberta Companies Act, is governed by Articles of Association, and has its own board of directors elected by the residents of Cooper's Crossing to represent the community's interests.

As a condition of purchase, every homeowner in Cooper's Crossing pays annual fees to the Association to fund its operations and the maintenance and operation of the amenities. The operations of the Association may be expanded to include other functions which are of common benefit to members.

From 1999 to 2016, the CCRA was managed by Westmark. During this time community events, enhanced park maintenance, a community newsletter and community enhancement projects were established. As the community continued to grow, a management company was hired (Condo First/FirstService Residential) to administer the collection of fees. In 2014, the CCRA changed management bodies to Astoria Asset Management Ltd., an Airdrie based company.

In 2016, residents of Cooper's Crossing began the process of assuming the management of the Cooper's Crossing Residents' Association. The first resident-led Annual General Meeting (AGM) was held at the Cooper's Crossing School on May 27, 2017, at which time a board was elected by community residents. On January 1st, 2023, the Board changed management bodies to C-ERA Property Management and Realty for services that include fee collection.

The ultimate ambition of the CCRA is to manage public community lands, etc. as outlined in the Memorandum of Association while having a healthy board, an effective property management company and homeowners who understand their obligations and the rules under a residents' association structure. Yet, maintaining all three together proved not to be easy.

The board approved this policies and procedure handbook in September 2023 to guide its operations, strategy, and workflow. Where ***policies*** set the expectation for behaviors of the board, the property management company, volunteers, and homeowners, the ***procedures*** outline the steps for it.

GOVERNANCE POLICY OVERVIEW

POLICY AREA:	Outcomes
SUBJECT:	Governing Documents
POLICY NUMBER:	1.1
DATE APPROVED:	June 19, 2023
DATE REVIEWED:	June 19, 2023
DATE REVISED:	June 19, 2023

THE COMPANIES ACT

The Companies Act sets out the legal rules governing the Cooper's Crossing Residents' Association (CCRA) in relation to incorporation and organization; membership; and management and administration.

ARTICLES OF ASSOCIATION

The CCRA's articles of association (AOA) is a document which, along with the memorandum of association (MOA) form the company's constitution. The AOA defines the responsibilities of the directors, the kind of business to be undertaken, and how the members in good standing exert control over the board of directors. The MOA contains all the foundational legal information about the CCRA, like its name, registered address, capital, liability, and primary business activity. (It is important for the board to know and understand what this is – refer to section 3 in the MOA).

GOVERNING DOCUMENTS

In addition to the articles of association and the memorandum of association, the Policies and Procedures approved by the Board of Directors form the CCRA's governing documents.

While Westmark has an office in the community, the registered municipal address for the CCRA is at this location: 7 Coopers Close SW, Airdrie, AB T4B 2X1.

The Corporate Access Number is: 518561303.

POLICY AREA:	Outcomes
SUBJECT:	Vision, Mission, Mandate & Values
POLICY NUMBER:	1.2
DATE APPROVED:	June 19, 2023
DATE REVIEWED:	June 19, 2023
DATE REVISED:	June 19, 2023

The **MISSION** of the Cooper's Crossing Resident's Association (CCRA) is to build our community and grow a sense of pride in it.

Our **VISION** is to build a sense of community and maintain our status as the best place to live in Airdrie.

We **VALUE** accountability, collaboration, inclusiveness, and integrity.

Our **MANDATE** is to enforce the Restrictive Covenant on title of each property in Cooper's Crossing as it relates to the collection of homeowner fees, and where feasible support projects that help enhance the community's aesthetic appeal.

To this end our GOALS are:

1. Maintain and enhance community amenities in Cooper's Crossing
2. Have an effective elected board of directors comprised of community residents
3. Involve Cooper's Crossing residents, homeowners, companies building in Cooper's Crossing, and local businesses in striving to achieve our vision and mission
4. Maintain financial stability through annual collection of association fees

These core GUIDING PRINCIPLES guide our work and help us make decisions:

1. Align our efforts to our vision, mission and mandate
2. Put community first
3. Involve homeowners
4. Collaborate with our property manager (and their team)
5. Have board and committee members who work together as teams
6. Communicate well
7. Respect final decisions of the board
8. Run the association like a business
9. Say thanks

POLICY AREA: Outcomes
SUBJECT: Strategic Priorities
POLICY NUMBER: 1.3
DATE APPROVED: September 14, 2023
DATE REVIEWED: June 19, 2023
DATE REVISED: June 19, 2023

The following strategic priorities and objectives were identified at the 2023 June planning session:

Strategic Priorities	Objectives	Focus Areas	Performance Measures
Protect and increase the property values in Cooper's Crossing through the work of the residents' association.	Govern the community according to the Articles of Association.	Review the Articles of Association and formalize all Policies and Procedures in one handbook.	Real Estate value comparisons to other Airdrie communities Best community in Airdrie award results.
		Review the architectural standards set in place by Westmark and implement a strategy that encourages enforcement by homeowners.	Number of homes with grievances submitted related to fencing and sheds.
		Homeowners have access to the Residents' Association governing documents (Articles of Association and the CCRA Policies and Procedures Handbook).	Percent of Residents' Association fees in arrears.
	Ensure the ongoing maintenance of amenities in Cooper's Crossing.	CCRA has the funds necessary to maintain community amenities and top-up City of Airdrie Parks maintenance services where feasible.	Property management company is following up on unpaid dues according to the policy.
		Procedures are followed for maintaining and adding new Residents' Association amenities.	Number of complaints received about Cooper's Crossing amenities. General resident feedback.
	Effectively communicate with residents for current and future opportunities.	CCRA ensures regular two-way communication with its homeowners.	CCRA is receiving and responding to resident's feedback and concerns in a timely manner.

			CCRA can reach residents about Residents' Association-related issues.
	Residents understand how the Residents' Association responsibilities differ from the City of Airdrie's responsibilities related to Parks and Public Works.	Work with the City of Airdrie to develop information to provide residents when they express concerns to CCRA that are municipal responsibilities.	
Drive a sense of community spirit, and pride - a vital element of a healthy community.	Support community-led initiatives and special events, that encourage neighbourhood interaction and building community spirit.	Lead 1-2 community events per year that help promote the work and role of the Residents' Association and encourage communication between the Board and residents.	
		Set policy and procedures for governing/supporting community-run events or programs i.e., skating rink on pond, and annual garage sale.	
Ensure financial accountability in the management of CCRA resources.		Membership fees are collected in a timely manner and remitted to CCRA annually by the property management company.	Property management company is effectively collecting and remitting Residents' Association fees to CCRA.

POLICY AREA:	Outcomes
SUBJECT:	Board Action Plan
POLICY NUMBER:	1.4
DATE APPROVED:	September 14, 2023
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DATE REVISED:	September 14, 2023

The Board reviews its strategic plan annually.

The board's strategies and action plans align with its mission, vision, values, and mandate.

The Board Chair reviews progress against the plan(s) with the members at the Annual General Meeting.

The Board may revise the plan(s) based on the current situation and/or feedback from the board and members.

BOARD PROCESS POLICIES

POLICY AREA:	Board Process
SUBJECT:	Role of the Board
POLICY NUMBER:	2.1
DATE APPROVED:	September 14, 2023
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The role of the Board is to achieve its vision in a prudent, ethical, and cost-effective manner. The Board makes contributions to the Cooper's Crossing community that are unique to the residents' association role and essential for the proper governance and management of the CCRA.

In this spirit, the board will:

- organize itself to ensure that CCRA's mission, vision and purposes are fulfilled
- provide strategic leadership in its duties
- set goals for itself
- ensure that the behaviour of the property management company, volunteers and board is legal, ethical, and prudent, and
- ensure that the values, perspectives, and diversity of the greater community are considered in decision-making.

Specifically, the board will:

1. Produce written governing polices which clarify:
    a) the Association's vision, mandate, and values
    b) standards against which the property management company, volunteers, contractors and board are held accountable
    c) principles for delegating responsibility and monitoring results; and
    d) principles and values directing board decisions and methods

2. Ensure effective performance of the property management company through:
    a) appropriate delegation of authority
    b) monitoring performance against established board policy criteria; and
    c) leadership support to the property management company team

3. Exercise the powers and duties vested in it to:
    a) set strategic priorities including broad operational priorities while focusing on intended long-term impacts.
    b) assess its own effectiveness by monitoring the performance of individual board members as well as the effectiveness of the board.
    c) ensure fiscal accountability and the financial support and resources necessary for CCRA to fulfill its mission, vision, and purpose as a Resident's Association.

POLICY AREA:	Board Process
SUBJECT:	Governing Manner and Code of Conduct
POLICY NUMBER:	2.2
DATE APPROVED:	September 14, 2023
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AUTHORITY & ACCOUNTABILITY

The Board is accountable to the members for the Association's operations. The Board is also accountable to exercise good stewardship of the Association on behalf of the trust placed in it by the community, volunteers, stakeholders, and the property management company.

Individual members are appointed under the authority of the Articles of Association. They have no authority to act or give direction individually other than in the manner as is approved in these policies or by resolution of the Board. The Board may delegate authority to an individual director or officer or property management company employee or member of a committee; however, the Board retains ultimate responsibility and accountability.

In this spirit, the Board:

1. Enforces on itself appropriate discipline as needed to operate and govern with excellence. This applies to attendance, accountability, respect for roles clarified in policy, and speaking with one voice.
2. Is responsible for its own performance through periodic Board evaluations, Board development and Board recruitment.

EFFECTIVE DECISION MAKING

Likewise, the Board is committed to effective discussion and decision making. In this spirit, Board members:

1. Make decisions by consensus to the extent possible. Consensus means all Board members support the decision. Formal motions, as put forward, will be put to a vote.

   Express additional or alternative points of view and invite others to contribute when feasible.
2. Bring those additional and alternative viewpoints under the appropriate agenda item and refrain from "lobbying" other Board members outside of Board meetings.
3. Support and defend Board decisions.
4. Respect differences of opinion and not discuss these differences outside of Board meetings, particularly with the property management company staff, Westmark, The City of Airdrie, volunteers, or members.
5. Are aware of their obligations under these policies.

POLICY AREA:	Board Process
SUBJECT:	Board Meeting Process
POLICY NUMBER:	2.3
DATE APPROVED:	September 14, 2023
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DATE REVISED:	September 14, 2023

To achieve its mandate efficiently and effectively, board meetings will be held and conducted based on the following parameters:

1. Board members attend and vote at board meetings.
2. Volunteers or special guests may be invited to attend board meetings but only as invited visitors, for a specific purpose, with no vote. They may be asked to leave the meeting during any confidential discussion by the board.
3. The Property Manager (or their designate) attends up to four board meetings per year, as an ex-officio (or non-voting) member of the Board. (Attendance at more any more than four board or committee meetings a year will result in additional charges to the CCRA.)
4. The Board meets once per month usually on the second Thursday from 7:00 p.m. to 9:00 p.m. This can be changed with sufficient advance notice and board approval.
5. Board materials (agenda and attachments) are delivered electronically no later than four days prior to the Board meetings.
6. Agenda items are set out by the Board Chair, determined by the Board's objectives and action plan, established annually.
7. A resolution in writing accepted by all the Directors entitled to vote on that resolution is as valid as if it had been passed at a board meeting. The resolution should be entered into the minutes at the next board meeting, or official minutes registered for the resolution passed.
8. Board meeting minutes shall provide a record of what happens during a board meeting. The minutes, which typically fall under the responsibility of the board secretary, detail the attendance, board's actions, decisions, and key deliberations in connection with the agenda in narrative form.
9. Meeting minutes shall be distributed to the board and guests in attendance within one week of the meeting.
10. Copies of the meeting minutes are retained by the Property Manager and the Board Secretary according to the Records Retention Policy. Minutes are considered confidential and are not posted publicly. The exception are the AGM minutes – which are posted on the CCRA website and distributed to the members in the meeting package.

POLICY AREA:	Board Process
SUBJECT:	Board Committee Structure
POLICY NUMBER:	2.4
DATE APPROVED:	September 14, 2023
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The CCRA Board operates with the simplest structure necessary to achieve its role. Its structure reflects that accountability for the Association resides in the Board as a whole, not within its Committees and Officers.

There is a minimum of three (3) and a maximum of ten (10) directors on the Board.

The Board assumes full responsibility for evaluating its own effectiveness. In addition, the Board develops objectives for itself, defines its own development needs, recruits new members, and orientates newcomers to the Board.

LENGTHS OF TERMS

The length of term for Directors is one year as outlined in the Articles of Association. Directors will resign at the Annual General Meeting (AGM) and may be re-elected by the members at the same meeting to serve another term. If there are more nominations than the number of vacancies, a vote is held with the candidates receiving the most votes, being elected.

THE ROLE OF BOARD COMMITTEES

1. The function of a committee is to bring the experience, expertise, skill, and judgement of a group of interested and informed persons to bear on a specific area of CCRA's responsibility. They assist the Board by:
    a) considering matters referred for more in-depth study that is not possible at the board level
    b) considering the issues, proposing alternative actions, presenting the implications, and making recommendations to the board; and
    c) planning and executing specific community-wide initiatives that the board is not able to achieve on its own and that support the board's vision and mission.
2. The board will review Committee recommendations, request any additional information it deems necessary to make an informed decision, and adopt or amend the Committee's recommendations. It should also review work completed by the committee and provide feedback considering the terms of reference.
3. Committee Chairs will be appointed as appropriate.
4. The Chair is ex-officio or honourary member of all board committees.

AUTHORITY AND ACCOUNTABILITY

1. Committees may have an advisory or performance function to the board.
    a) They do not speak or act for the board unless such authority is formally delegated, is time-limited, and is for specific purposes.
    b) They shall take no action inconsistent with any policy established or approved by the board.

c) They do not have any authority to direct the property management company staff.
d) The Board may remove any officer, volunteer, or committee member for lack of attendance, or for being absent without notice for three consecutive meetings, or for other just causes upon the recommendation of the Committee Chair.
e) Board and Committee members may be reimbursed for reasonable expenses incurred within the expected scope of Board/Committee member responsibilities as outlined in these policies if the funds have been approved by the Board and allocated in the budget. The reimbursement of funds for such purposes shall be the responsibility of the Chair and/or Vice-Chair.
f) Committees are encouraged to utilize the most cost-efficient means of conducting business, including the use of teleconferencing to ensure participation and to encourage highest participation of the members.
g) Committees must establish and abide by its Terms of Reference. The Terms of Reference clarify mandate, scope, and membership, accountabilities, reporting requirements and deadlines for all committees, prior to their formation.

2. All committees report to the Board of Directors via their Committee Chair - verbally or through minutes or presentation - at each regularly scheduled Board meeting as appropriate.

RELATIONSHIP OF BOARD COMMITTEES TO THE PROPERTY MANAGER

1. Committee activities offer an opportunity for the Board and volunteers to think and plan together. Committees rely on the abilities, training, expertise, and experience of the team to help plan for and provide services and events within the CCRA's mandate.

2. The Property Manager or a designate, may attend a Board Committee meeting as a resource, if approved prior to the meeting by the Board Chair or their designate.

3. Committee members do not exercise authority over the Property Manager and will not have direct dealings with Property Management Company operations. Committee members must understand and respect the distinction between Board and the Property Management Company staff responsibilities.

4. The communications process between Board and Property Management Company staff, outside of Committee meetings, will only be through the Board Chair or their designate. This includes:

a) any assignments or directives
b) requests for resources or staff time
c) performance concerns or policy infractions; and
d) concerns regarding any aspect of programs or administration.

STANDING COMMITTEES OF THE BOARD

THE EXECUTIVE COMMITTEE

Mandate

The Executive Committee makes policy decisions on behalf of the Board when required by urgent circumstances and the Board is unable to meet during the period in which a decision is required. This power is exercised only as necessary. Normally it will not make decisions on behalf of the Board without the approval of the Board.

Responsibilities

1. Carry out functions as delegated by the Board.
2. Plan board meetings.
3. Plan the Annual General Meeting (AGM) and ensure there is a Slate of Directors for consideration at the AGM.

4. The Executive Committee is also responsible for ensuring succession planning of Board leadership including the search for a new Vice Chair.

Membership

The Chair of the Board, Vice-Chair, Secretary of the Board, and Treasurer, constitute the Executive Committee.

Terms of Reference

The Chair of the Board chairs the Executive Committee. A majority of the Executive Committee represents a quorum for decisions and must include the Chair or Vice Chair. The Executive Committee will present all decisions at the next Board meeting. The Executive Committee keeps minutes of its meetings, and these will be distributed to the Board members in advance of the regular Board meetings.

GOVERNANCE COMMITTEE

Mandate

The purpose of a governance committee is to serve as the main resource on governance for the board.

Responsibilities

1. Oversee the function and duties of the board of directors.
2. Update and review board policies and provide recommendations for consideration by the board.
3. Create new policy, rules, and regulations in response to changes in strategic direction, legal requirements or at the request of the Board.

Membership

The Committee is comprised of up to two to three (2-3) members of the Board, and other volunteers as needed. The Committee Chair is a Board member who is selected by the Board of Directors.

Terms of Reference:

The Committee will meet as required and minutes taken.

The Committee Chair is responsible for committee meetings and the setting of its agendas.

The Chair will also keep track of all policy issues throughout the year for consideration by the Committee.

FINANCE & AUDIT COMMITTEE

Mandate

To oversee the CCRA's financial and risk management, as well as the audit function. The committee investigates and recommends actions of a financial and audit nature to the Board of Directors.

Responsibilities

Finance Responsibilities are to:

1. Each quarter, review the actual, forecasted, and budgeted financial position and operations of the Association provided by the Property Manager. Provide the board with its feedback making recommendations, as necessary to the Board.
2. Review the CCRA's annual budget from the Property Manager and present it to the Board for approval.
3. Review and monitor investments of the Association.
4. Undertake such special projects as may be assigned by the Board.

Membership

The committee will be composed of the Treasurer and at least one (1) other member of the Board. At the discretion of the Board of Directors, ex-officio members of the Board can act as Board representatives with respect to quorum.

Up to three (3) community members with experience in financial and/or relevant matters may also sit on the committee. These individuals must be independent of management and free from any relationship that, in the opinion of the Board, would interfere with the exercise of independent judgment as a committee member.

Ex-officio members Committee members may include the Property Manager.

Terms of Reference

The Committee will meet quarterly with the option to call additional meetings as required. The Committee Chair is responsible for coordinating the meetings and the setting of meeting agendas. The Chair will also keep track of all issues throughout the year that require consideration by the committee.

The Committee will report quarterly to the Board.

Quorum will be fifty percent (50%) of committee members, two (2) of which must be members of the Board.

AD HOC COMMITTEES

Ad Hoc committees of the Board are appointed as needed for time-limited periods. It is the role of the Board to define Terms of Reference for all Ad Hoc committees at the time of their inception.

POLICY AREA:	Board Process
SUBJECT:	Officers of the Board
POLICY NUMBER:	2.5
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All Board members share responsibility for leadership and effective governance. Although leadership is shared, several officer roles are required to ensure that the Board carries out its role in an efficient and effective manner. These roles are as follows:

BOARD CHAIR

The role of the Chair is to ensure the integrity of the Board's processes:

1. The Chair is the "manager" of the Board's activities and is responsible for the daily execution of the business of the Association. The Chair ensures that the Board follows its own rules and those mandated by legislation and regulations. The Chair has no authority to make decisions outside the Articles of Association or these policies and procedures.
2. The Chair provides leadership to the Board of Directors and ensures the Board's leading role in strategic planning.
3. The Chair leads all board and Executive meetings and the Annual General Meeting (AGM) (if no other appointment for chairman is made by the Board) and ensures that sound group process is used to address differences in Board members' perspectives.
4. The Chair, working with any Committee Chairs and the Executive Committee develops the agenda for all Board meetings.
5. The Chair ensures that the Board is properly informed about CCRA affairs and that the Board can come to decisions on matters within its accountability.
6. The Chair acts as the primary liaison with the property management company.
7. The Chair is the only designated media spokesperson on behalf of the CCRA board unless they assign the responsibility to another director.
8. Has signing authority.

The Chair is **NOT** responsible for the Association or for the performance of the Property Management Company. These responsibilities rest with the entire Board.

VICE CHAIR

The role is responsible for assisting the Chair to ensure the integrity of the Board's processes**:**

1. The Vice Chair performs the duties and exercises the powers of the Chair when the Chair is unwilling or unable to do so.
2. The Vice Chair serves as the automatic successor to the role of the Chair.
3. In the absence of the Chair, the Vice Chair chairs the Executive Committee meetings.

4. The Vice Chair participates closely with the Chair to develop and implement Director transition plans.
5. The Vice Chair serves as the Secretary unless one has been appointed.
6. Has signing authority.
7. The Vice Chair performs such other duties from time to time as assigned by the Board.

TREASURER

This role is responsible for monitoring CCRA's financial activities. Specifically:

1. The Treasurer liaises with the Property Management Company and reports to the board.
2. The Treasurer is responsible for overseeing the provision to the Board of quarterly and annual financial statements. He/she provides oversight to CCRA's financial situation, including investments and the submission of appropriate forms to the Canada Revenue Agency.
3. The Treasurer, in cooperation with the Property Manager or their designate, produces the annual budget for approval by the board and arranges for the annual audit to be carried out.
4. Has signing authority.

SECRETARY

This role is responsible for ensuring the integrity of the corporate records:

1. The Secretary is responsible for ensuring that notices of Board meetings are sent and that Board meeting minutes are kept and retained according to the policies and procedures in this handbook.
2. The Board may delegate certain functions under this role to the Property Management Company staff (i.e., minute taking at AGM) but not the accountability.

POLICY AREA:	Board Process
SUBJECT:	Signing Authority
POLICY NUMBER:	2.6
DATE APPROVED:	September 14, 2023
DATE REVIEWED:	September 14, 2023
DATE REVISED:	

All cheques and financial transactions authorized by the Property Manager that are more than $3,000 must be co-signed by a CCRA signing officer. Signing officers are the Board Chair, Vice Chair, or Treasurer.

Cheques and financial transactions that are less than $3,000 can be co-signed by a Property Management Company staff member as identified by the Property Manager. At least one signing officer must be readily available during regular office hours. When signing officers co-sign financial transactions, they will:

1. Check to see that an original invoice has been provided (do not authorize copies of invoices).
2. Analyze if the expense seems reasonable and within the approved budget.
3. Ask for background information about the transaction if the information is not clear.
4. Initial the invoice.

Financial transactions initiated electronically, which therefore do not require a hard copy cheque, must be approved electronically by the Property Manager or their designate and at least one (1) CCRA signing officer in advance.

POLICY AREA:	Board Process
SUBJECT:	Board Performance and Self Evaluation
POLICY NUMBER:	2.7
DATE APPROVED:	September 14, 2023
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DATE REVISED:	

Formal self-evaluation of the Board should be conducted annually.

This evaluation consists of obtaining feedback from directors in relation to:

1. Progress made towards achieving CCRA's mission, vision, mandate, and goals.
2. The extent to which the Board has fulfilled its role as outlined in in these policies:
    a) Producing written governance policies
    b) Ensuring effective performance of the Property Manager and its team assigned to CCRA.
    c) Facilitating linkages to the community
    d) Exercising the powers and duties vested in it.
3. The extent to which Board actions have been consistent with its values.
4. Accomplishments, strengths, and areas in need of improvement.

The Board chair is accountable for ensuring that this self-evaluation occurs.

The self-evaluation form follows in this section.

2.7 APPENDIX A: BOARD EVALUATION

All Board members and the Property Manager are to complete each section.

The results will be compiled, shared, and discussed by the whole Board and the average group answer to each question and overall section ratings will be analyzed. Together, as a Board we will celebrate our success and determine next steps for improvement where required.

*Circle the response that **best** reflects your opinion on the following statements. The rating scale for each statement is:*

Strongly Agree (5)	*Agree (4)*	*Maybe/Not Sure (3)*	*Disagree (2)*	*Strongly Disagree (1)*

A. How Well Has the Board Done Its Job?

1. I am clear on the role of the Board.	
2. Our Association's mission is relevant and reflects enduring needs within the community.	
3. Our Association has a strategic plan or a set of clear long-range goals and priorities.	
4. The Board's meeting agenda clearly reflects our strategic priorities.	
5. The Board has ensured that the Association has a one-year operational plan and corresponding budget.	
6. The Board monitors operating performance.	
7. Policies are reviewed/revised at least every two years.	
8. The Board receives financial/budget updates from property management company every meeting.	
9. The results of the annual financial audit are timely, clear, and directive.	
10. The committees of the Board effectively carry out their mandates and work as effective subsets of the Board.	

11. The Board ensures that the Association's accomplishments and challenges are communicated to the community and stakeholders.	
12. The Board has ensured that members and stakeholders have received reports on how our Association has directed its financial resources.	
13. Our Association has effective processes in place to solicit input from stakeholders, and community.	
14. It is evident in our policies and our actions that our Board is committed to inclusion, diversity of thought and seeks to build an Association that is reflective of the diversity of the community we serve.	
15. The Board takes responsibility for ensuring the long-term financial health of the Association through fee collection, strategic planning and budgeting.	
16. Comments/Suggestions:	

B. How Well Has the Board Conducted Itself?

1. Board members are aware of what is expected of them.	
2. The agenda of Board meetings is well planned so that we can get through all necessary board business in the time allotted.	
3. There is excellent attendance at board meetings.	
4. Board members come to meetings prepared.	
5. We receive written reports to the Board in advance of our meetings.	
6. All board members participate in important Board discussions.	
7. We do a good job encouraging, respecting, and dealing with different points of view.	
8. The Board attends to its business in a positive and forward-thinking manner.	
9. We all support the decisions we make.	
10. The Board has taken responsibility for recruiting new board members.	
11. The composition of the Board reflects the diversity of our community and the members we serve.	
12. The Board has planned and implemented an orientation process for new Board members that clearly addresses roles, responsibilities, legal obligations, and Association mandate.	
13. There is access to opportunities for director education and Board development.	
14. The Board's succession planning is addressed in an ongoing manner to ensure its own continuity.	
15. Our Board meetings are productive and challenging.	
16. The social aspects of our Board meetings are enjoyable.	
17. The Board follows a process to assess and improve the performance of the Board and its members.	
18. Comments/Suggestions (use back of page):	

C. Board's Relationship with Property Manager

1. There is a clear understanding of where the Board's role ends, and the Property Manager's begins.	
2. There is good, two-way communication between the Board and the Property Manager.	
3. The Board regularly receives information from the Property Manager that helps the Board to determine if Association results are being achieved.	
4. The Board trusts the judgment of the Property Manager.	
5. The Board provides direction to the Property Manager by setting new policies or clarifying existing ones.	
6. The Board ensures the Property Manager collects funds, deals with delinquent accounts, pays bills and reports on budget expenditures and receivables in a timely manner.	
7. The Board has developed formal criteria and a process for evaluating the Property Manager annually prior to any decision regarding compensation and contract extension.	
8. The Board provides feedback and shows its appreciation to the Property Manager on a regular basis.	
9. Comments/Suggestions:	

D. Feedback to the Chair of the Board

1. The Board has discussed the role and responsibilities of the Chair.	
2. The Chair is well prepared for Board meetings.	
3. The Chair helps the Board to stick to the agenda.	
4. The Chair ensures that every Board member has an opportunity to be heard.	
5. The Chair is skilled at managing different points of view.	
6. The Chair can be tough on us as a group when we get out-of-line.	
7. The Chair knows how to be direct with an individual Board member when their behaviour needs to change.	
8. The Chair helps the Board work well together.	
9. The Chair demonstrates good listening skills.	
10. The Board supports the Chair.	
11. The Chair is effective in delegating responsibility amongst Board members.	
12. Comments/Suggestions:	

E. Final Comments

If you could make one or two more suggestions to improve the CCRA Board of Directors, they would be:

Acknowledgements

The above evaluation tools have been adapted from the following:

- *Board Self-Evaluation Questionnaire © 2005 Non-Profit Sector Leadership Program, Dalhousie University.*
- *Imagine Canada Board Evaluation*
  (May be freely copied as is or adapted by voluntary Associations for their own use.)

POLICY AREA:	Board Process
SUBJECT:	Resolution of Conflict, and Conflict of Interest
POLICY NUMBER:	2.8
DATE APPROVED:	September 14, 2023
DATE REVIEWED:	September 14, 2023
DATE REVISED:	

It is the duty of any person taking part in the CCRA operations to always act in the best interests of the Residents' Association and the community.

To maintain the high level of resident' support and respect that it enjoys, it is essential that CCRA's affairs and business be conducted professionally, objectively and without interference, or the perception of interference, arising from personal interests of the individuals involved in making decisions for the CCRA. This requires that Board members, volunteers and stakeholders set aside personal self-interest and perform their duties in the transaction of CCRA affairs in a manner that promotes public confidence and trust in the integrity, objectivity, and impartiality of the Board.

Members of the Board shall serve without remuneration.

No director shall directly or indirectly receive any profit from his or her position but may be reimbursed reasonable expenses incurred in the performance of their duties as approved by the Board – either in policy or by resolution.

Definition of Conflict of Interest

1. A conflict of interest arises in any situation where a director's duty to act solely in the best interests of the CCRA and to adhere to the director's fiduciary duties is compromised or impeded by any other interest, relationship, or duty of the director. A conflict of interest also includes circumstances where the director's duties to the CCRA conflict with other duties owed by the director such that the director is not able to fully discharge the fiduciary duties owed to the Association.
2. A conflict of interest may be "real", "potential" or "perceived"; the same duty to disclose applies to each. It is acknowledged that not all conflicts or potential conflicts may be satisfactorily resolved by strict compliance with the governing documents. There may be cases where the perception of a conflict of interest or breach of duty (even where no conflict or breach has occurred) may be harmful to the CCRA notwithstanding that there has been compliance with the by-laws. In such circumstances, the process set out in this policy for addressing conflicts and breaches of duty shall be followed.
3. Full disclosure does not remove a conflict of interest.

Examples of Conflict of Interest

- Any circumstance that may result in a personal or financial benefit to a director or his/her family, business associate or friend. This includes, but is not limited to, accepting any payment for services rendered to CCRA including contracted work or honoraria, accessing financial or other resources for personal use (transportation, training costs, supplies, equipment, etc.).
- Personal interests which conflict with the interests of members or are otherwise averse to the interests of CCRA.
- Seeking, accepting, or receiving any personal benefit from a supplier, vendor or any individual or Association doing or seeking business with CCRA.

- Being a member of a Board, or an employee of another Association which may have material interests that conflict with the interests of CCRA or its members; and dealing with matters on one Board that might materially affect the other Board/Association.
- Any involvement in the hiring, supervision, grievance, evaluation, promotion, remuneration or firing of a family member, business associate or friend of that director.

DISCLOSING A CONFLICT OF INTEREST

There are several ways a conflict of interest can be disclosed:

1. By the individual themselves:
    a) If a director is unsure if he/she is in conflict of interest about an upcoming agenda item, the matter may be brought before the Chair or the Executive Committee or Board for advice and guidance. The director must abide by the decision of any of these groups about the potential, real or perceived conflict of interest.
    b) A director who believes him/herself in a potential, real or perceived conflict of interest must disclose this as soon as the issue arises and before the Board or its committees deal with the matter at hand.
    c) If the Board questions the disclosure, the Board will determine by vote if a conflict exists. The person potentially in conflict shall be absent from this discussion and from the vote.
    d) If it is deemed that a conflict does exist, the affected person shall then leave the room during all discussions, deliberations or voting in respect of the matter and shall not directly or indirectly attempt to influence the decision on the matter.
2. By another Board member(s):
    a) If another Board member(s) is aware of a potential, real or perceived conflict of interest on the part of a fellow Board member, it is the responsibility of that Board member(s) to raise the issue for clarification, first with the Board member and, if unresolved, the Board Chair.
    b) The affected Board member must abstain from participation in any discussion on the matter, shall not attempt to personally influence the outcome, shall refrain from voting on the matter and, unless otherwise decided by the Board, must leave the meeting room for the duration of any such discussion or vote.
    c) The disclosure and decision as to whether a conflict exists shall be duly recorded in the minutes of the meeting. The time the Director left and returned shall also be recorded.

RESOLUTION OF CONFLICT OF INTEREST AND ADDRESSING BREACHES OF DUTY

The resolution of a conflict of interest shall be determined by the Executive Committee in the following manner:

1. In a duly called meeting for this purpose, the Executive Committee shall review any complaints that a Director has violated any provision of the Articles of Association or the board-approved policies and procedures, code of conduct, or confidentiality oath.
2. The Executive Committee shall similarly review disputes between members of the Board that interfere with the ability of the Board to carry on its business.
3. Complaints that are not easily resolved may be referred to an independent third party.

4. Allegations of illegal activity shall immediately be referred to the police or other appropriate authorities for investigation. Any director against whom such allegations are made will be asked to consider taking a leave of absence from the Board pending completion of the investigation.
5. The review of complaints or disputes by the Executive Committee shall include an opportunity for the members concerned to present their positions. Executive Committee members who originate or are the subject of such complaints or disputes must declare their conflict and absent themselves from such meetings.
6. Every attempt should be made to resolve such matters expeditiously and fairly.
7. Recommendations regarding resolution of matters reviewed by the Executive Committee or referred to an independent third party shall be reported to the Board. The positions and documentation considered by the Executive Committee and/or third party will be provided for the Board's information.
8. Recommendations involving removal of a director will comply with the Removal of a Director Policy. Any other recommendations approved by the Board will be shared with the Board member in question and should they not abide by these recommendations, the Executive Committee may initiate the removal of a director process referenced above.

CONFLICT OF INTEREST AND STAFF

No person who is directly related to the Property Manager or to a Property Management Company staff person shall assume the role of Chair of the CCRA Board. Direct relationship in this context means parent, child, sibling, spouse, or partner.

PERIOD OF REST

Board members shall not assume a Property Management Company staff position or act as a paid consultant/independent contractor for the CCRA for one year after stepping down from the Board.

POLICY AREA:	Board Process
SUBJECT:	Board Orientation
POLICY NUMBER:	2.9
DATE APPROVED:	September 14, 2023
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DATE REVISED:	

ORIENTATION OF NEW BOARD MEMBERS

1. The orientation of new Board members is the responsibility of the Board of Directors.
2. Prospective Board members meet the Board Chair or the entire Board during the recruitment process at which time the Board Chair provides an informal overview of the CCRA approach to governance; role, structure and functions of the board and committees; synopsis of the strategic direction of CCRA; commitment expected of Board members as well as the Residents' Association background.
3. New Board members are provided with electronic access to the CCRA Policies and Procedures that contains:
    a) Cooper's Crossing and CCRA History
    b) Governance Policy Overview
    c) Board Process Policies
    d) Property Management Company Limitations Policies
    e) Board/Property Management Company Relationship Policies
    f) Residents 'Association Policies
    g) Strategic Plan
4. New Board members are provided with electronic access to other information that includes:
    a) the governing documents
    b) the operating budget
    c) annual report to members (Chair's report from the AGM)
    d) Minutes from the previous AGM
    e) Previous board minutes
    f) Any other plans or critical information
    g) Summary of current programs/services
    h) Contact information for board members
5. New Board members participate in a Board orientation, at which time they review the governing documents, learn more about project work underway, meet the other members of the Board and the Property Manager or their designate.
6. Each Board member is required to sign the Oath of Confidentiality, and the Code of Conduct and Conflict of Interest agreement before the first meeting after the AGM.

POLICY AREA:	Board Process
SUBJECT:	Media Relations and Communications
POLICY NUMBER:	2.10
DATE APPROVED:	September 14, 2023
DATE REVIEWED:	September 14, 2023
DATE REVISED:	

The CCRA is committed to consistent messaging, conveying a positive image to the members and the public, and being a role model to other Homeowner/Residents' Associations in all areas of communication.

Only the Board Chair or their designate is authorized to release information to the media and to the public. All other property management company staff, Board and committee members should be professional and helpful to the media by connecting them with the Board Chair, but will neither speak to the media, nor provide any information.

a) The Board Chair will be the media spokesperson on issues of policy and governance and operational matters related to work by the Board or its committees.

b) In the absence of the Board Chair, a designate will be assigned as the media spokesperson.

It is the responsibility of the Property Manager to have a thorough and up-to-date communications strategy in place in the event of an issue arising from their area(s) of responsibilities (such as problems with fee payment software, or email/Canada Post correspondence with homeowners).

POLICY AREA:	Board Process
SUBJECT:	Records Management & Retention
POLICY NUMBER:	2.11
DATE APPROVED:	September 14, 2023
DATE REVIEWED:	September 14, 2023
DATE REVISED:	

This policy exists to:

1. To ensure protection of critical association records
2. To facilitate accountability for managing records
3. To facilitate easier filing and retrieval of information
4. To eliminate duplication of information

It is the responsibility of the Board to ensure that official Residents' Association (CCRA) records are stored and safeguarded.

DEFINITIONS

CCRA's records are either "official" or "transitory." Official records can either be electronic or hard copy.

Official Record: A record is considered "official" if it provides important evidence of key consultations, decisions, actions or policies or practices. These records are usually required for ongoing operational, legal or audit reasons. Examples of these records are Board meeting minutes, policies & procedures, budget submissions, contracts/legal agreements, financial reports, and reports to any stakeholder. Official records must be preserved.

Vital Record: Some official records are further considered "vital" to operations. These records are documents relating to our legal obligations, to preserve our Association status or because they are required under the Government of Alberta's Companies Act.

Confidential Record: Some Association records are also considered confidential. Examples of these are homeowner files and collection records.

Transitory Record: A record is considered "transitory" if it is a draft or a duplicate copy of an official record kept for convenience. Personal messages and/or committee working documents, etc. are considered unofficial records. These are also sometimes referred to as "working documents." Transitory or working records may be kept at a workstation or on a personal drive and deleted, shredded, or discarded when no longer needed.

POLICY & PROCEDURE

Master Inventory List

The Board has a master inventory list of CCRA records, which is attached as Appendix A. This list captures the significant official records and details the board member responsible for ensuring the management of these records. It also outlines the minimum retention periods for these records.

The master inventory list should be reviewed and updated by the Executive Committee of the Board.

The Property Manager is responsible for ensuring that their operational practices for CCRA comply with this policy.

Storage and Backup

It is a delegated responsibility to the Property Manager to ensure offsite backup of all Association records within their accountability (official and working documents).

Official Association records must be stored in a fireproof, secure, and locked cabinet or facility accessible by the Board. Electronic records must be retained in a cloud-based intranet that is password protected and backed up daily, accessible by the Board.

No person is to delete or move official records from the Board's Intranet.

Destruction of Official Records

In accordance with the retention period on the Master Inventory List, hard copies of official records may be destroyed. This destruction should be done under the supervision of the person identified as responsible for the type of record. The only acceptable method of destroying official hard copy documents is by shredding. Electronic records stored on soft media such as memory sticks, key fobs, and external hard drives must be re-formatted to erase the file.

The person who shreds official documents is required to complete an "Affidavit of Destruction" attached as Appendix B. Completed "Affidavits of Destruction" should be forwarded to the Property Manager for storage in the fireproof filing cabinet where they are to be stored for ten (10) years.

Monitoring: *The master inventory list will be reviewed at least every two years and updated by the Executive Committee of the Board.*

2.11 APPENDIX A

MASTER INVENTORY LIST – CCRA RECORDS

*ELECTRONIC RECORDS MUST BE BACKED UP (CLOUD STORAGE)

MATERIAL (Reports, electronic, paper, external hard drives)	VITAL/ CONFIDENTIAL	LOCATION	FORMAT*	RETENTION	RESPONSIBILITY
A. ACCOUNTING + FISCAL					
Accounting records including official tax receipts	V	PM's office	hardcopy and/or electronic	6 years plus current fiscal	Property Manager
Accounting records	V	PM's office	electronic	6 years plus current fiscal	Property Manager
Month-end financial reports	V	PM's office	electronic	6 years + current fiscal	Property Manager
B. ADMINISTRATIVE					
C. STAKEHOLDER RELATIONS					
Consulting Files	C	PM's office	Paper or electronic	6 years + current fiscal	Property Manager
D. CORPORATE					
Membership List / Records	C/V	PM's office	electronic	6 years plus current fiscal	Property Manager
Committee Minutes		Board and PM's office	electronic	6 years + current	Property Manager
Alberta Companies Notice of Change (Annual)		PM's office	hardcopy or electronic	10 years	Property Manager
CRA Annual Return		PM's office	hardcopy or electronic	10 years	Property Manager
E. EXECUTIVE					
Audited Financial Statements	V	PM's office	hardcopy and/or electronic	indefinitely	Board Secretary
Annual Reports	V	PM's office	paper	indefinitely	Board Secretary
Board Minutes	V	Board and PM's office	paper	indefinitely	Board Secretary
Funding Contracts	V	PM's office	paper	6 years + current	Board Secretary
Contracts with Auditor	V	PM's office	paper	10 years	Board Secretary
Governing Documents	V	Board and PM's office	electronic	indefinitely	Board Chair
Association Reviews/Consultants				indefinitely	Board

F. INSURANCE					
Insurance Policy (full)	V	PM's office	electronic	2 years (current insurance/fiscal)	PM
Closed insurance claim files		Finance	electronic	10 years	PM
H. LEGAL					
Legal Agreements	V	PM's office	hardcopy	indefinitely	Board
I. PERSONNEL					
Board lists	C	Board and PM's office	electronic	indefinitely	
Former Property Manager records (from beginning)	C	PM's office	paper	2 years	PM
Current Property Manager Files	V/C	PM's office	Paper/electronic	5 years	Board/PM
Signed Oaths of Confidentiality	C	PM's office	paper	5 years	PM
Conflict of Interest	C	PM's office	paper	5 years	PM
J. OPERATIONS					
Contracts	C/V	PM's office	electronic	5 years	Chair

2.11 APPENDIX B

AFFIDAVIT OF DESTRUCTION

I,_____(name), do hereby confirm that on _____(date/month/year) I did destroy official CCRA records. I further confirm that I did so in accordance with authorization from CCRA.

RECORD	**METHOD OF DESTRUCTION**

_____ _____

Signature *Date*

POLICY AREA:	Board Process
SUBJECT:	Reimbursement of Expenses
POLICY NUMBER:	2.12
DATE APPROVED:	September 14, 2023
DATE REVIEWED:	September 14, 2023
DATE REVISED:	

All out-of-pocket expenses require approval by the Chair, Vice-Chair, or the Board. Directors are required to provide supporting documents substantiating their expenses.

REIMBURSEMENT GUIDELINES

All requests for reimbursement of expenses shall be submitted by email to the Board Chair for processing. The submission must contain the receipt showing payment was completed and sufficient detail about the expense.

Invoices from vendors and contractors and credit card receipts must be accompanied by the original receipt (not the Interact receipt). A paid electronic receipt, a clear scan or photo are acceptable substitutions for the original receipt.

Once approved by the Board Chair (on behalf of the Board) requests for reimbursement of expenses are to be sent to the Property Manager for payment. Some minor expenses may be reimbursed using petty cash.

Hosting Meetings

Directors must obtain approval from the Board prior to incurring any expense for hosting a meeting (for example a board full day planning session). Liquor charges are not permissible.

POLICY AREA:	Board Process
SUBJECT:	Confidentiality, Collection and Use of Personal Information
POLICY NUMBER:	2.13
DATE APPROVED:	September 14, 2023
DATE REVIEWED:	September 14, 2023
DATE REVISED:	

Confidentiality is of prime importance to the Association.

DEFINITIONS

Donor: Anyone who has given the CCRA a gift, be it money or in-kind.

Member: Any owner of a property in the Cooper's Crossing community.

Stakeholders: Includes all volunteers, members, donors, granters, sponsors, event participants, advertisers and the property management company and their staff.

Volunteers: Any person who provides their time and effort to assist the CCRA in executing on its work, programs, or events.

POLICY

1. It is the responsibility of the CCRA Board to safeguard the confidentiality of information relating to the Association, and stakeholders. The Board is also responsible for holding the Property Manager and their team to the same standard.
2. The Board Secretary will ensure that all CCRA Board members and the Property Manager sign a confidentiality agreement (see Appendix A) and that they are stored in accordance with the Records Management and Retention Policy.

2.13 APPENDIX A

OATH OF CONFIDENTIALITY

As a contracted employee or volunteer with the Cooper's Crossing Residents' Association (CCRA), I undertake to keep in strict confidence any information acquired by me during my activities for and on behalf of CCRA and any affiliated Association, group or business.

I also understand that CCRA maintains strict confidentiality relating to any information pertaining to its stakeholders; I agree to hold any stakeholder information in the strictest of confidence.

Such information, and members, shall be treated as confidential, unless such information has been expressly released for wider distribution by CCRA. I will not engage in discussion of such information except on a need-to-know basis as required for the appropriate conduct of CCRA's business.

I acknowledge that I have an obligation to take all reasonable measures to ensure that such confidential information is not divulged to anyone not bound to respect this confidentiality and to ensure that such information is not used in any way, which might adversely affect the interests of CCRA, its donors, members, or affiliated contractors.

_____ _____

Name (Please print) Date

_____ _____

Signature

POLICY AREA:	Board Process
SUBJECT:	Inclusion & Diversity
POLICY NUMBER:	2.14
DATE APPROVED:	September 14, 2023
DATE REVIEWED:	September 14, 2023
DATE REVISED:	

The CCRA Board is committed to the inclusion of all people. As individuals we celebrate the diversity of the world and are committed to including all manners of race, colour, national origin, ancestry, gender, sexual orientation, religion, age, or people of disability in our community and on our Board.

DEFINITIONS:

Inclusion: The extent to which all members of the Association and community are included in important decision-making processes and social interactions. Inclusion is a sense of belonging: feeling respected, valued for who you are; feeling a level of supportive energy and commitment from others so that you can do your best work. Inclusion is a shift in culture for some people. The process of inclusion engages each individual and makes people feeling valued, essential to the health of the community. Individuals function at full capacity, feel more valued, and included in the Association's mission.

Diversity: The combination of characteristics within each of us including, but not limited to, ethnicity or national origin, gender, abilities, age, physical characteristics, values, culture, sexual orientation and socio-economic status.

Racism: Those aspects of society and its people (attitudes, social structures and actions) that overtly and covertly attribute value and normality to historically dominant groups and that devalue, stereotype, and label racialized communities as "other," different, less than, or render them invisible.

Cultural Competency: Described as a set of congruent behaviours, attitudes and policies that enables people and Associations to work effectively with various racial, ethnic, religious, and linguistic groups.

POLICY:

1. It is CCRA's intent to be an Association free from all verbal, physical and visual forms of harassment and discrimination.
2. All Board members, contractors and volunteers are expected to be sensitive to and respectful of each other and those with whom they come into contact while representing the Association.
3. CCRA prohibits all forms of harassment, whether due to race, colour, national origin, ancestry, gender, sexual orientation, religion, age, disability, political ideology, or any other reason.
4. CCRA values the diversity and uniqueness of Board members, community members and volunteers and is sensitive to all faiths or beliefs. Board and committee meetings will be scheduled such that they do not conflict with holidays associated with personal faith and beliefs of Board members. It is the responsibility of the board member to advise the Board should such a conflict arise.
5. Whenever possible the Association shall endeavour to include people with disabilities. Board and committee meeting locations will be held at accessible/barrier-free locations or by teleconference as required by Board/committee members.

6. We recognize institutional and systemic barriers, racism, and interlocking systems of social oppression. CCRA is committed to actively working toward the removal of these barriers and will work to increase equity by creating a culture of cultural competency on its Board and in the Association through Board policy.
7. CCRA will ensure its operations, events, policies, and principles reflect and support the rich diversity of the community we serve.
8. CCRA is committed to being a leader in supporting and valuing the diversity of the people, and the community we service.
9. The Board will maintain and monitor this policy to ensure that all decisions regarding board recruitment, hiring, promotion, compensation, board development decisions such as training, and all other terms and conditions of tenure, will be made without regard to race, religious beliefs, colour, gender, physical disability, developmental delay, age, ancestry, place of origin, sexual orientation, marital status, source of income or family status.
10. Everyone at CCRA has a role to play in supporting our commitment to diversity and an equitable workplace.

POLICY AREA:	Board Process
SUBJECT:	Nominations
POLICY NUMBER:	2.15
DATE APPROVED:	September 14, 2023
DATE REVIEWED:	September 14, 2023
DATE REVISED:	

It is important that the CCRA Board of Directors attracts dedicated and committed people to the Board.

The following attributes are desirable when recruiting Board members:

1. Knowledge and understanding of the community sector, or an interest in developing such knowledge and understanding.
2. One or more of the skills, abilities, knowledge, experience, or other attributes identified by the Board as necessary for CCRA to achieve its strategic objectives.
3. Interest in developing, if not already possessed, the skills, abilities, knowledge, experience, or other attributes that would be required to serve successfully on the Board.
4. Passion for the Cooper's Crossing community.
5. Ability to commit to a minimum attendance of 80% of meetings and commitment to attend meetings on time.

NOMINATIONS PROCESS

1. The Board, as director vacancies occur or are anticipated, review its needs for specific expertise, resources, or skills necessary to maintain its strength and balance.
2. Directors shall identify, recruit, and informally interview qualified candidates willing to consider being nominated for such positions and bring forward their recommendations to the Board for approval. The process may include inviting the candidate to attend a board or committee meeting prior to board approval.

APPOINTMENTS

The Board may appoint a qualified person to be a director, but the total number of directors cannot exceed ten as set out in the Articles of Association. Any director appointed can hold office for a period of up to one (1) year or until the close of the Annual General Meeting whatever is the lesser.

QUALIFICATIONS

1. Be a member in good standing of the CCRA, or their designate.
2. Be a person interested in furthering the objectives of the CCRA.
3. Not hold a contracted position with the CCRA, the current property management company and not enter a contract for services with the CCRA.

POLICY AREA:	Board Process
SUBJECT:	Removal of a Director
POLICY NUMBER:	2.16
DATE APPROVED:	September 14, 2023
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DATE REVISED:	

In addition to the provisions listed in the Articles of Association (pages 11and 38), a Director of the Board may be removed from office by a two-thirds (2/3) vote of all the Directors of the Board.

Reasons for removing a director may include (but are not limited to):

1. Breach of confidentiality (for example, revealing matters dealt with in confidence by the Board) as outlined in the Confidentiality and Collection & Use of Personal Information Policy.
2. Failure to disclose a conflict of interest per the procedure set out in the Conflict-of-Interest Policy.
3. Failure to fulfill the fiduciary duties of a director for the Association as set out in these policies.
4. Failure to comply with the attendance policy for directors.
5. Failure to contribute in a manner that is aligned with the Code of Conduct Policy.
6. Perceived or express reputational risk to CCRA caused by the Director's actions or statements.

The Board will vote as to whether there is merit in calling a meeting of Members for the purpose of voting on the removal of the Director before the expiration of his/her term.

Concerns about a director's performance or reputational risk to CCRA arising from a director's actions may be brought to the Board's attention by any Director, the property management company, the public or other stakeholders. Prior to making a recommendation for the removal of a director, the Board will follow the following procedures:

1. It will treat the director in question fairly and with respect.
2. It will provide the director in question with proper notification of the applicable reason for requested removal.
3. It will give the director the opportunity to respond (for example, attendance can improve, conflict of interest can be examined, questions of conduct can be reviewed, and a written response may be addressed by the director to the rest of the Board via the Chair of the Executive Committee).
4. It will clearly notify the director of the final consideration and action of the Board.

POLICY AREA:	Board Process
SUBJECT:	Awarding Contracts
POLICY NUMBER:	2.17
DATE APPROVED:	September 14, 2023
DATE REVIEWED:	September 14, 2023
DATE REVISED:	

It is essential that all CCRA contracts be awarded in a manner that is fair to vendors, reasonable and in the best interests of the Association. For this reason, the Board may not:

1. Award any contract that is more than $3,000 without getting two to three quotes and board approval.
2. Inequitably share information during the quotation process that gives an advantage to any one party over others.
3. Allow any direct or indirect benefit to the Property Manager or CCRA director/volunteers.
4. Allow a tendering process that is in violation of the Association's Conflict of Interest policy.
5. Fail to periodically evaluate suppliers where possible.
6. Fail to consider using local suppliers where possible.
7. Fail to have written contracts with suppliers of ongoing services such as landscaping services or projects such as renovations where the purchase price exceeds $5,000 and where quotes have been sought.

Fail to ensure that any written contract with a supplier (over $5,000) includes specific performance expectations of both parties and a termination provision.

PROPERTY MANAGEMENT COMPANY LIMITATIONS POLICIES

POLICY AREA:	Property Management Company Limitations
SUBJECT:	Authority of the Property Manager
POLICY NUMBER:	3.1
DATE APPROVED:	September 14, 2023
DATE REVIEWED:	September 14, 2023
DATE REVISED:	

The Property Manager or their designate(s) in working for the CCRA may neither cause nor allow any CCRA practice that is:

1. Imprudent, unethical, or illegal
2. Not consistent with the mission, vision, mandate or goals and values of the CCRA as defined in written policy
3. Specifically prohibited by the Board of Directors in written policy

POLICY AREA: Property Management Company Limitations

SUBJECT: Management of Finances

POLICY NUMBER: 3.2

DATE APPROVED: September 14, 2023

DATE REVIEWED: September 14, 2023

DATE REVISED:

With respect to operating the CCRA in a sound and prudent manner, the Property Manager and their designate(s) may not jeopardize the long-term viability of the Association.

More specifically, the Property Manager may not:

1. Cause CCRA to expend more funds than will be available annually.
2. Allow expenditures to deviate materially from Board-stated priorities and the approved budget.
3. Use designated funds for any purpose other than that which has been specified by the CCRA.
4. Put at risk any funds which are not required in the current period.
5. Deviate from Canadian generally accepted accounting principles.
6. Allow assets of the CCRA to be inadequately insured or otherwise protected.
7. Settle debts in an untimely manner.
8. Expend funds for non-budgeted items without consent of the Board.
9. Fail to provide the Board with complete financial reports at every meeting.

Monitoring: *Board review of quarterly financial results and audited financial statements; double cheque signing.*

POLICY AREA:	Property Management Company Limitations
SUBJECT:	Budgeting
POLICY NUMBER:	3.3
DATE APPROVED:	September 14, 2023
DATE REVIEWED:	September 14, 2023
DATE REVISED:	

The Property Manager of CCRA and their designate(s) may not:

1. Allow budgets which contain too little detail to enable reasonably accurate projections of revenue and expenses, cash flow and subsequent audit trails.
2. Cause nor allow the Board of Directors to be uninformed or misinformed on any of the above matters.
3. Plan for the expenditure of new monies within a fiscal year (once a budget has been set).

Monitoring: *Board review of quarterly financial results and audited financial statements.*

POLICY AREA:	Property Management Company Limitations
SUBJECT:	Information and Advice Provided to the Board
POLICY NUMBER:	3.4
DATE APPROVED:	September 14, 2023
DATE REVIEWED:	September 14, 2023
DATE REVISED:	

The Board's capacity to make policy, to monitor progress and to hold the Property Manager accountable must not be compromised by incorrect, inadequate, misleading, or untimely information.

The Property Manager or their designate(s) may not cause the Board to be uninformed or misinformed. The Property Manager must ensure that the Board is presented with information that is complete, timely, accurate and understandable.

The Property Manager may not:

1. Provide information to the Board that is in any way incorrect, misleading, or inaccurate.
2. Fail to inform the board of events, trends and changes which may cause the Board to reconsider its policies or the assumptions on which they are based.
3. Withhold information that may be useful to the Board in assessing where CCRA is at relative to its vision and purpose.
4. Restrict in any way the Board's access to as many points of view on issues and options, as needed for fully informed decisions.
5. Fail to provide the Board with the following:
    a) Notification of member fees in arrears at each board meeting.
    b) Full and timely information regarding the Association's financial condition at each board meeting.
    c) Events, trends, and changes that impact on CCRA's ability to fulfill its vision.
    d) Descriptions of serious incidents/issues and follow-up interventions that may occur.

Monitoring: *Monthly critical indicators; incidents reported monthly on Property Manager Report: report if none or one occurred.*

POLICY AREA:	Property Management Company Limitations
SUBJECT:	Treatment of Members and Stakeholders
POLICY NUMBER:	3.5
DATE APPROVED:	September 14, 2023
DATE REVIEWED:	September 14, 2023
DATE REVISED:	

The Property Manager and the Board may not:

1. Allow any activities that endanger the safety, dignity, and welfare of members or stakeholders of CCRA.
2. Fail to inform the Board of client or member complaints that are serious in nature.
3. Allow practices or policies that elevate the needs of staff or volunteers above reasonable needs of members and stakeholders.

Monitoring: *Member complaints reported monthly on PM Report; report if none or one occurred.*

BOARD/PROPERTY MANAGER RELATIONSHIP POLICIES

POLICY AREA: Board/Property Manager Relationship

SUBJECT: Responsibilities and Role of the Property Management Company

POLICY NUMBER: 4.1

DATE APPROVED: September 14, 2023

DATE REVIEWED: September 14, 2023

DATE REVISED:

PRIMARY RESPONSIBILITIES

The property manager has six (6) primary responsibilities:

1. Billing and collections

Collect annually and receipt all monies payable by the owners, pursuant to the Articles of Association and Board Policies and Procedures, including any special levies, NSF fees, contingency and reserve funds. The CCRA authorizes the property manager, as its agent, to charge interest on the arrears of assessments of defaulting owners and represents that the restrictive covenant grants the CCRA the power to collect such interest.

Annual tasks include:

- Billing owners
- Fees collection
- Collections support by sending punctual notices of delinquency as identified by the Board
- Handle delinquent accounts (as per the board and its policies)
- Coordinating with the CCRA when necessary
- Providing homeowners with notices for payments, AGM, etc.
- Ensuring Audit is completed and signed off
- Ensuring appropriate paperwork is submitted annually to Service Alberta.

2. Enforcing CCRA policies

Besides being thoroughly knowledgeable about the CCRA's guiding documents including but not limited to the Articles of Association, and the Memorandum of Association, the property manager is responsible for implementing the board policies and procedures where appropriate or related to collection of fees.

3. Risk reduction

Another primary responsibility comes with mitigating risk. The property manager will regulate potential risk by thoroughly assessing possible liabilities that could follow down the road.

- The property manager will assist in ensuring that the CCRA's insurance coverage is adequate and up-to-standards.
- All employees who handle cash or are responsible for the safekeeping of any monies of the Association shall be bonded. The Manager must provide evidence that he is bonded by the Property Management Company.

4. Administrative office duties

In most situations, the property manager will act as the primary resource for the CCRA. They will support the CCRA by managing the daily operational office duties that are often needed in a Residents' Association.

- Assists CCRA with budgeting, banking and payment of expenses
- Coordinate annual general meetings as needed
- Answering phone calls, voicemails, and emails
- Creating and maintaining reports as needed
- Assisting in tasks related to accounting or invoicing

5. Site management

The property management company receives asset maintenance requests from residents and if required redirects them to the appropriate location such as The City of Airdrie Parks Department or Bylaw Services, or the CCRA Board Chair or their designate.

6. Keeping an open line of communication with residents

There are two essential aspects of communication regarding community members; sharing information with the residents and providing easy access to information for residents to see.

- Maintaining accurate and timely information to and from the community
- Providing an accessible and readily available platform to facilitate communication with homeowners and Resident's Association related to fee payment.

JOB FUNCTIONS OUTLINED IN MANAGEMENT CONTRACT

Asset Management	• Manage the Association's assets and assist the Board of Directors in the management, supervision, administration, and control of the Property, for the period defined by the contract.
Fee Collection	• Collect and receipt all monies payable by the owners, pursuant to the Articles, or other charges due to the Association. • Direct lawyer to send letters to homeowners for the collection of delinquent assessments and contributions. • Obtain permission from the board to assess additional amounts against the defaulting owners in collecting the arrears, as permitted by law. • Charge interest on the arrears of assessments of defaulting owners and collect such interest on behalf of the CCRA.
Expenses	• Pay CCRA operation and management expenses from the funds the Property Manager receives and deposits on behalf of the Association.
Accounts Receivable	• Deposit all monies collected into a separate, designated bank as approved by the Board of Directors. The account will be in the name of the property management company, in trust for the Association. • Deposit all monies within two (2) banking days of the property manager's receipt of same. • Not withdraw, convert, direct, borrow or comingle that trust money.

Disbursements	• Pay all amounts properly incurred by, or on behalf of the Association, such as GST payable by the Association, insurance premiums on policies of the Association, and other charges or obligations incurred by the Association.
GST	• File all Goods and Service Tax (GST) returns required and make any GST payments required and deposit any refunds for the Association.
Reserve Fund and Investments	• Invest the surplus cash and reserves in interest bearing accounts, terms deposits, or other guaranteed investment certificates, as directed by the Board.
Books and Records	• Keep and maintain the Association's books of accounts. • Retain full and proper records regarding all financial transactions involved in the management of the Association. • Submit to the Association by the 30th day of the following month, a financial statement for the preceding month. • Surrender to the Association, or its representative as designated by the Board, all books and records upon the termination of the contract.
Property Manager's Report	• Present to the Board at each regular board meeting a manager's report, showing the actions of the manager with respect to the contract with the Board of Directors, and the directives of the Board and the report on financials as they relate to the approved budget.
Financial Reporting	• Provide monthly and year-to-date itemized unaudited financial statements showing: o A balance sheet as at the end of the period, o Association income and expenses for the period. o Dollar amount of common expenses charged. o Dollar amount of each disbursement as compared with budget expenses by budget categories. o Dollar amount of each and any payable and receivable tax i.e. GST o The unit numbers and names of the owners of the Association who are delinquent in payment of their required contribution and the total amount of each delinquency. o The name and amounts of other delinquent accounts, and o Particulars of accounts, term deposits, securities and any other instruments respecting investment income and other assets and liabilities of the Association in accordance with generally accepted accounting principles as at the date of the financial statement.
Budget Preparation	• Prepare and submit to the Association, at least sixty (60) days prior to the first day of the next fiscal year, a recommended budget for the operation and management of the Association for the next fiscal year showing anticipated receipts and expenditures for such year. • Assist the Association in determining the appropriate fee(s) to be paid by each homeowner and recommend any revisions as may from time to time be appropriate.

Annual Returns	• File corporate returns with the Government of Alberta and the appropriate tax returns as required by any applicable statues.
Audit Preparation	• Within ninety (90) days after the end of each fiscal year, submit to the Association a financial statement relating to the Association for the preceding year, provided that this service is not construed to require the property manager to supply an audit. • Any audit required by the Association shall be prepared at its expense by accountants of its selection.
Performance by Contractors	• Arrange prompt payment of invoices. • Notify the Board of any outstanding invoices. • The property manager shall not collect any disclosed fee, rebate or discount.
Insurance	• Maintain appropriate records of, assist and make recommendations in the placement of all insurance coverage required to be carried by the Association. • It is understood and agreed that the placement of any insurance on behalf of the Association by the manager shall only be upon written instruction from the Association to the Manager. • The Manager will be held harmless in the event of any claim, suit, or charge by any person regarding inadequate insurance coverage.
Register	• At the expense of the Association, register at the Registrar's Office any change in address for service of the Association and any change in Board of Directors. • Comply with any reasonable request for the names and addresses of the persons who are members of the Board of Directors.
Accessibility to the Records	• Make any books of accounts and records of the Association accessible to the Board of Directors, its auditors, and government authorities having jurisdiction.
Legal	• Communicate with the Association's lawyer and provide them with all required information about owners' delinquencies, at a cost agreed to by the Board in the contract. • All fees charged by the Association's lawyer are at the Association's cost.
Owners	• Prepare and distribute annual financial reports and the AGM invitation to all owners and, if required, communicate with the owners on questions regarding the Association's finances.
Town Square Portal	• Provide access to the Town Square portal to assist in administration, facilitate communication and post notices. • The cost of Town Square access is included in the monthly management fee.
Non-performance exceptions	• The property manager is not responsible for failure to have performed any of the responsibilities if caused by strikes, unavoidable casualties or for any case beyond the control of the manager except lack of finances of the manager.

Board Services	• Attend up to four (4) board meetings per year for a period of no more than two (2) hours to be held during a weekday or evening (excluding Friday evenings and holidays). • Assist in preparing for and attend one (1) Annual General Meeting. If additional or extended attendances are required, the CCRA shall pay the Manager as per the contract fee schedule.

POLICY AREA: Board/Property Manager Relationship

SUBJECT: Monitoring of Property Manager Company Performance

POLICY NUMBER: 4.2

DATE APPROVED: September 14, 2023

DATE REVIEWED: September 14, 2023

DATE REVISED:

The Board monitors the performance of the Property Manager in an ongoing manner using criteria related to the achievement of CCRA's vision and purposes, such as is outlined below:

PURPOSE # 1

Protect and increase the property values in Cooper's Crossing by ensuring the Association has the fees from residents necessary to maintain and enhance the Resident's Association assets in the community.

The Board monitors this by reviewing things such as:

a) Evidence of punctual and effective homeowner fee collection (as reported in the Property Manager's Report monthly)

b) Membership in Cooper's Crossing (as reported by the total number of properties in the Property Manager's Report monthly)

c) Evidence of consultation with CCRA - either hosted by CCRA or sought with CCRA (as reported in the Property Manager's monthly report)

PURPOSE # 2

Drive a sense of community spirit, and pride - a vital element of a healthy community.

a) Responds 2 business days to issues expressed by CCRA members to the Property Manager Company.

The Board monitors this by reviewing things such as:

a) Membership survey

b) Feedback received from members and Board

c) Property Manager evaluation

d) Member newsletter

e) Evidence of board/staff collaboration (as reported in the Property Manager's report monthly)

PURPOSE # 3

Ensures financial accountability in the management of CCRA resources.

The Board monitors this by reviewing:

a) Actual financial results against budgeted amounts (monthly and year-end)

b) The report from the Board Auditor

RESIDENTS' ASSOCIATION POLICIES AND PROCEDURES

POLICY AREA:	Cooper's Crossing Residents' Association (CCRA)
SUBJECT:	Residents' Association Fees
POLICY NUMBER:	5.1
DATE APPROVED:	February 1, 2021
DATE REVIEWED:	September 14, 2023
DATE REVISED:	

OVERVIEW

All homeowners in Cooper's Crossing pay a Cooper's Crossing Resident's Association (CCRA) fee annually as detailed within the listed instrument on title and registered through Alberta Land Titles for every property located in the Cooper's Crossing community.

The money collected is used to purchase and manage community assets and events above and beyond normal municipal policy and procedure. This includes such items as the production of a community newsletter, boulevard planters and annual flower beds, Christmas lights at the entrances of the community, organizing/ advertising the annual garage sale, special community events and additional park maintenance over and above the regular maintenance performed by the City of Airdrie Parks department.

The Resident's Association fees for Cooper's Crossing are payable to the property management company, C-ERA Property Management & Realty, hired by the Cooper's Crossing Residents' Association (CCRA) to collect and account for all Resident's Association fees owed and paid by the homeowners in Cooper's Crossing.

Fees can be paid online through the TownSquare portal (https://www.townsq.io/), in-person at the C-ERA Office or by mailing a cheque or money order to 6010 12 St SE Suite B, Calgary, AB T2H 2X2. The cheque or money order must reference the address of the property being paid.

TOWNSQ APP REGISTRATION INSTRUCTIONS

1. Go to https://app.townsq.io/associa/signup and register using your account ID (provided by Associa to the owner) and your postal code. For the optimal experience, it is best to use Google Chrome, Firefox, Safari via phone, tablet, or computer.
2. Fill in the required information and create your password.
3. Login.
4. If you own multiple units at one property (such as a secondary suite), you must sign up each unit, then link them by selecting "Add Account" (under your "Profile and Accounts").

FEE PAYMENT USING THE TOWNSQ APP

1. Log in to TownSQ.
2. Select your account from the top right corner of the screen.
3. Select "Make Payment" on the right-hand side of the screen.
4. Follow the instructions to enter your credit card information.

Questions should be directed to support@townsq.io. Correspondence is not monitored after regular business hours or on weekends.

RESIDENT'S ASSOCIATION FEES AS AT SEPTEMBER 2023:

Property Location	Resident's Association Fee Per Year
Residential unit adjacent to a municipal reserve and/or park or public utility lot.	$75.00 including GST
All other residential units including but not limited to single family homes, multi-family homes, townhomes, and condominiums.	$57.00 including GST

The Board may increase the fees from time to time in accordance with provisions in the Articles of Association.

Resident's Association fees are not refundable.

A member whose fees are in arrears more than ninety (90) days is no longer a member in good standing until such time as the fees and any additional charges, as determined by the Board from time to time, are paid in full.

DEADLINES DATES FOR RESIDENTS' ASSOCIATION FEES

- Homeowner Financial Package sent by email by the Property Management Company: Annually by February 1st
- Homeowner Association Fees due by: Annually April 1st.

COLLECTION OF FEES IN ARREARS

Resident's Association accounts will be issued a Third Notice as a Demand Letter after the account has been deemed late after April 1st of each applicable year. The Demand Letter will outline the balance owing plus all and any accrued interest, NSF charges, late fees, and administrative costs.

The homeowner will have ten (10) days to pay the full balance upon receipt of the Demand Letter.

Administrative costs will be charged for every Demand Letter and will be included in the Outstanding Balance outlined in the Demand Letter.

Administrative costs are:

Demand Letter:	$94.50 (includes GST)
Title Search & Registered Mail	$26.25 (includes GST)

The Board reserves the right to increase these fees whenever the costs increase to the Association.

A Registered Letter will be sent to the address, property owners and all institutions shown on the Certificate of Title for the applicable property.

DELINQUENT ACCOUNTS

Accounts that remain delinquent after the ten (10) day expiry supplied within the Demand Letter under the Third Notice, will be referred to the Association's lawyer.

Upon lawyer(s) referral, the lawyer(s) shall take all appropriate action to collect all Resident's Association account arrears, late fees, administrative fees, and interest.

The Account shall remain with the lawyer(s) until such time the account has been paid in full and has a zero balance.

Collection efforts by the lawyer(s) may include sending Demand Letters, Filing a Caveat and potentially Foreclosure Action in the Court of Law.

The Title Owner shall be charged and responsible for all costs associated with the referral of the delinquent account(s) to the lawyer(s) representing the Cooper's Crossing Residents' Association and all costs that have incurred to this stage.

POLICY AREA:	Residents' Association Policies
SUBJECT:	Architectural Guidelines and Standards for Fencing and Sheds
POLICY NUMBER:	5.2
DATE APPROVED:	September 14, 2023
DATE REVIEWED:	September 14, 2023
DATE REVISED:	

Architectural guidelines also known as design rules or architectural standards, are in place to govern exterior home repairs and additions in the following areas:

1. FENCING

- Three types of fencing are permitted for use in Cooper's Crossing: wood screen, chain link (black upgraded) and steel ornamental (two levels). The type of fencing and specifications for each property are determined by the location of the lot and stipulated in a permanent caveat registered against the property (available through a Registry Office).
- The owner or owners are responsible for the upkeep, repair, maintenance, and reconstruction of the chain link and/or wood screen fences which Westmark has constructed on the rear yard and/or side yard property lines of the lots. All such work shall be done promptly and at the sole cost of the owner or owners of the lot for the portion of the fence adjacent to their lot.
- The owner or owners of the property shall not partially or totally remove or alter in design, elevation, location, or colour any of the fences nor shall the owner or owners rebuild any fence unless a quality design and appearance of the rebuilt fence is similar or equal to the original fence.
- Subject to any fence erected by Westmark, the owner(s) shall not permit any fence to be constructed or erected on, outside or inside the side and rear property line, unless such fence is constructed in accordance with the fence specifications as outlined in the schedules unless such fence complies with any other restrictions as contained in this paragraph.

General Standards (Refer to the property's permanent caveat for exact specifications, however generally these standards apply):

- Side yard fences within 1.2 metres of a park or green space or public utility lot must be the same height as the chain link fence erected by Westmark.
- If an owner wishes to install an additional rear yard fence parallel to the rear yard chain link fence constructed by Westmark, the screen fence shall not be closer than 3 metres from the rear property line of the lot.
- All wood screen fencing facing public streets or parks must be stained the colour "Beachwood" by Cloverdale or equivalent. The exterior Solid Stain is available at Cloverdale Paints in Airdrie (Sharkskin-Solid Stain (product #7240101)/colour EX202, with a 30% discount offered to AMA members) or at the Airdrie Paint and Décor (Arborcoat-Solid Stain/Colour EX202 on file in their system under "Cooper's Crossing").

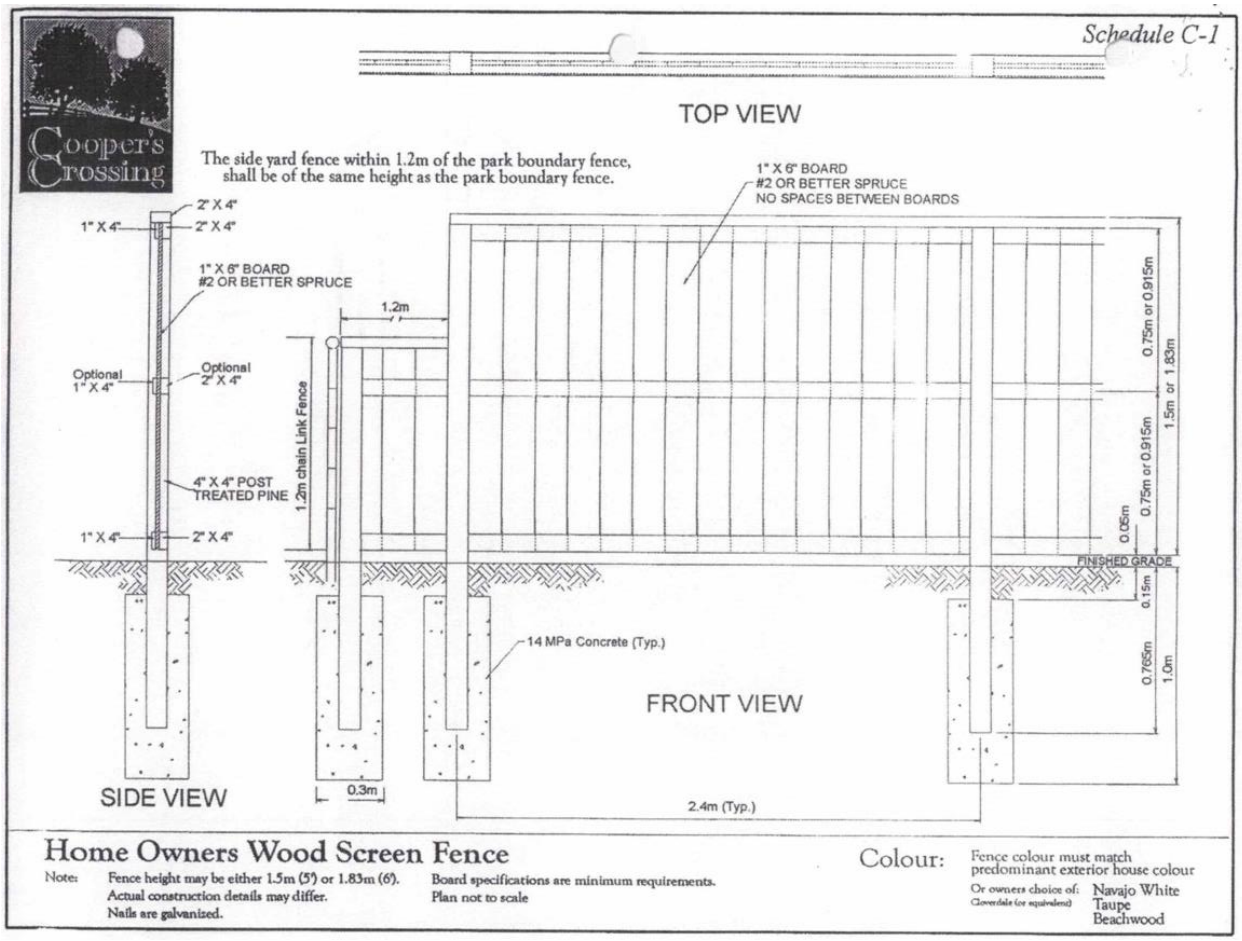
2. SHEDS

There is a permanent caveat registered on all (except phase one) lots in Cooper's Crossing.

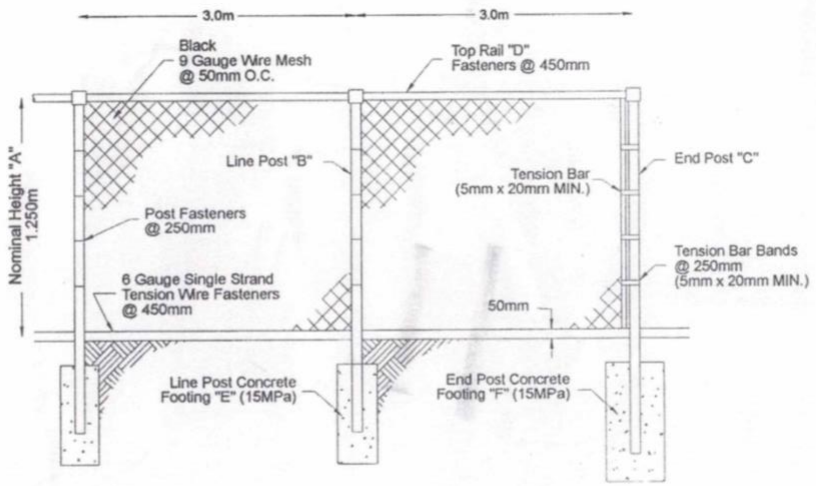
- All sheds must be constructed of the same materials and colours used in the construction of the home, including but not limited to, roof pitch, fascia, shingles, and exterior cladding.

- The shed must not be placed within three (3) metres of any property line adjacent to a park or green space. This is to ensure all residents can enjoy a beautiful sightline of the park/green space. Efforts must be made to place the shed in an area of the property that has the least impact for your neighbour's view. When possible, placing the shed beside the house is preferable to placing the shed in the backyard. Lots that do not back onto park, green space or a municipal utility lot or school reserve are not required to observe the 3-metre setback.

For more details and information about requirements, specifications or restrictions on sheds or fences, homeowners can obtain a copy of the caveats registered against their property from a local registry office.



Schedule C-2



Post	Line Post "B"	End Post "C"	Top Rail "D"
Length	2.1 m	2.4 m	n/a
Size (OD)	1 1/2"	2 3/8"	1 3/8"

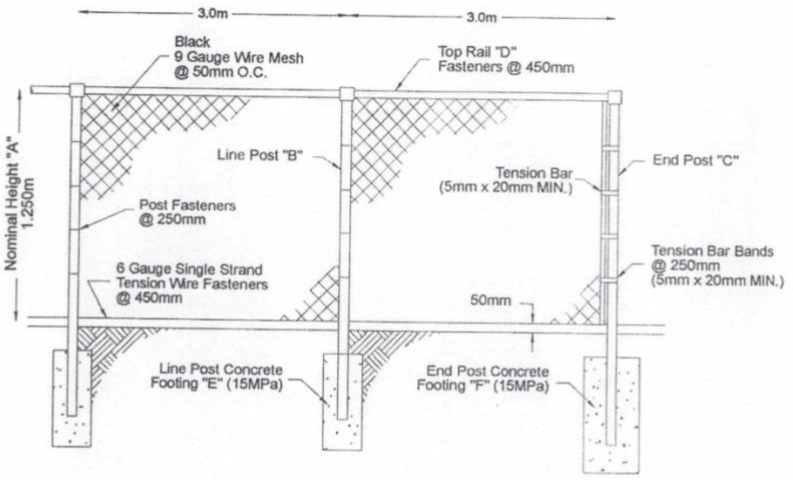
Line Post Footing "E"		End Post Footing "F"	
Diameter	Depth	Diameter	Depth
250mm	1000mm	300mm	1200mm

N.T.S.

Home Owners Chain Link Fence

Note: Material dimensions are minimum requirement
Posts and Rails to be 0.055" wall thickness (17 gauge) galvanized or galvanized and powder coated black.

Schedule ~~C-2~~ C-3



Post	Line Post "B"	End Post "C"	Top Rail "D"
Length	2.1 m	2.4 m	n/a
Size (OD)	1 7/8"	2 7/8"	1 3/8"

Line Post Footing "E"		End Post Footing "F"	
Diameter	Depth	Diameter	Depth
250mm	1000mm	300mm	1200mm

N.T.S.

Developer Installed Chain Link Fence

Note: Posts and Rails to be 0.083" wall thickness (12 gauge) galvanized.

PROCEDURE:	Cooper's Crossing Residents' Association (CCRA)
SUBJECT:	Community Amenities and Functions
NUMBER:	5.3
DATE APPROVED:	September 14, 2023
DATE REVIEWED:	September 14, 2023
DATE REVISED:	

The operations of the Residents' Association include certain amenities and functions which are of common benefit to members. These may change or be expanded from time to time. They include:

FLOWER PLANTERS

At the AGM in 2019, the members approved the purchase, placement, and ongoing maintenance of ten (10) concrete planters near the entrances of the community.

The planters were purchased from Barkman, a building material supplier in Crossfield at a cost of $2315/each. (Style: Newport Round, Colour: Toledo, smooth finish, size 48" x 36").

Locations for the planters were determined following a consultation process with The City of Airdrie where they considered sightlines for pedestrians and traffic visibility. Approval for the placement of these planters was received from the City of Airdrie (the City) in a letter to the CCRA dated October 3, 2019.

The planters were installed by Foothills Landscaping at the following locations, for a total of ten planters:

- Coopers Crossing Gate and Yankee Valley Blvd. (1)
- Coopers Link and 8th Street (3)
- Coopers Drive and 8th Street (2)
- Coopers Blvd and 40th Ave (2)
- Coopers Blvd and 8th St. (2)

Maintenance

Foothills Landscaping provides the winter and summer supply for the planters, subject to board approval of a quote annually. The guideline for this work is as follows:

Summer:

- Fill the planters in late spring with annual flowers, plants and greenery
- Water the plants, 2-3 times per week for the entire growing season (varies based on weather)
- Clean up and dead head as necessary in conjunction with watering activities
- Remove and dispose of plant material, replenish soil in the fall.

Winter (Mid-late November to Mid-January or later depending on condition of planters)

- Fancy displays with winter boughs, curly willow, seasonal décor or with upright cedars in each
- Supply and installation, initial watering, removal and disposal, and soil replenishment in the spring

FLOWER BEDS

The CCRA maintains two flower beds located at the following community entrances:

- Coopers Gate and Yankee Valley Blvd. in front of the stone sign for Cooper's Crossing.
- Coopers Link and 8th Street in front of the stone sign for Cooper's Crossing.

TREE LIGHTS

Christmas lights at Coopers Crossing Gate and Yankee Valley Boulevard, and at the entrance to Cooper's Link were introduced by the developer, Westmark. Every year the CCRA has the lights installed after Remembrance Day and removed in late January.

- These types of lights require access to electricity which limits placement in the community.
- The CCRA purchased replacement lights in 2021.
- The lights are stored in CCRA's storage locker at East Side Storage, 203 East Lake Road NE.,
- The lights are installed by Precise Pruning, a company owned by a Cooper's Crossing resident subject to a reasonable fee approved by the Board: Precise Pruning, 30 East Lake Hill NE, Airdrie, AB T4A 2K2, 403-948-6174, https://precisepruning.com

STONE SIGNAGE AND COLUMNS

There are stone pillars used in park fencing, community entrance signage and pillars at the entrances of the pathways.

These structures were placed by the developer Westmark when building Cooper's Crossing. According to Westmark (July 2023) they are maintained by The City of Airdrie.

The City of Airdrie can decide to remove or repair the structures based on cost. Likewise, the CCRA can use its funds to cover the maintenance and repairs.

The CCRA does not budget annual funds for this purpose but has some emergency reserve funds.

Examples of stone signage and columns in Cooper's Crossing

PROCEDURE:	Cooper's Crossing Residents' Association (CCRA)
SUBJECT:	City of Airdrie Parks and Pathways Maintenance
NUMBER:	5.4
DATE APPROVED:	September 14, 2023
DATE REVIEWED:	September 14, 2023
DATE REVISED:	

One of the features that attract many homeowners to Cooper's Crossing is the parks and pathways within the neighbourhood. When developing the community, Westmark had a vision to create a fully walkable community with vast amounts of greenspace including trees and shrubs, more than what is planned by the municipality. In fact, there are over 120 shrub and tree beds (not including those in Discovery Park or those around the two ponds. These beds, the trees, grass mowing and garbage removal are the responsibility of the City of Airdrie (the City) and paid for by our municipal taxes.

The City assigns personnel to manage the parks and pathways based on a formula that considers the size of the neighbourhood. Neighbourhoods are grouped into zones and a crew is assigned to manage the parks and pathways within it. Cooper's Crossing is grouped with the community of Morningside. The staffing ratio is one person for every 15 acres of total community area. Since Coopers Crossing has more parks and pathways than the other zones in Airdrie, the crews have more work to do to maintain the green space.

At one time, the Cooper's Crossing Resident's Association (CCRA) augmented the City's parks maintenance budget each year so they could hire additional staff to work on Cooper's Crossing green space. However, during the 2020 and 2021 years with COVID restrictions, this assistance was rejected by the City due to staffing levels. Meanwhile, the CCRA wanted to ensure the community was getting value for its annual contribution of more than $20k. Since COVID restrictions ended, the cost to subsidize the crews has increased substantially, making this expenditure on a regular basis a challenge.

In keeping with the aims of the CCRA to support beautification projects in the community, Westmark installed beds of annuals and a past board installed ten large planters on the boulevards at entrances to the community. Spring and fall, these are filled with annuals which provide colour and splendor in the community. These beds and planters do not fall under the responsibility of the City's Parks Department and are maintained through contracts with local landscaping companies by the CCRA.

It is a common complaint from some residents about the management of dandelions. The city of Airdrie is a bee friendly municipality and therefore the Parks Department does not spray to deter these plants in the spring. The Parks Department does implement a fall dandelion management program which is proven to be significantly more effective at taking out the dandelions and does the least harm to pollinators.

CITY OF AIRDRIE PARKS DEPARTMENT LEVEL A MAINTENANCE PRIORITIES

The CCRA works closely with The City of Airdrie Parks Department to ensure appropriate maintenance occurs in our parks and pathways.

The following table outlines the basic maintenance tasks provided by The City of Airdrie Parks Department. The level of maintenance may vary subject to the annual budget awarded by City Council for this purpose, and other guidelines such as the City's Integrated Pest Management (IPM) Plan and the Urban Forestry Policy. IPM is a decision-making process for preventing pest (insect and weeds) problems and determining what actions to take when pest problems occur. The Urban Forestry Policy (P-03/2006) addresses trees that are on City titled lands including road-right-of ways, boulevards, and parks.

Maintenance Task	Standard
Mowing and trimming	Every 7 days
Garbage control summer	3 times per week
Garbage control winter	Once per week
Spring clean-up	Once per season
Fall clean-up	Once per season
Fertilize	0.25 kg Nitrogen per 100 metres squared (2 lb N/1000 ft squared)
Aerate	1-2 x per year based on condition
Irrigation	1" per week based on weather conditions
Weed Control	To stay below 10%
Top dress	As required based on turf condition
Tree maintenance	As required according to the Urban Forest Policy
Pruning	As required based on tree condition
Shrub beds and flowers (not including CCRA beds and planters)	Weed control/prune/replacement
Playground inspection	Once per month to CSA standard
Park features and signs	As per required based on condition
Pathways within park	As required
Lighting	As required
Fence maintenance	As required

HOMEOWNER COMPLAINTS AND CONCERNS

If a resident has a concern about parks or pathway maintenance in Cooper's Crossing, they should contact the City of Airdrie Parks Department at parks@airdrie.ca or 403-948-8400. Another option is to contact City Hall at 403-948-8800 to voice their concerns. It is not appropriate to discuss maintenance concerns with City employees who are working in the parks.

If a resident has a concern about the work done by private contractors hired by the CCRA to do spring cleanup and periodic weed control, they should send comments via the contact page on the Cooper's Crossing Residents' Association website at www.cooperscrossingresidents.com or by email to parks@cooperscrossingresidents.com or president@cooperscrossingresidents.com.

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