



POLICY & PROCEDURE MANUAL

(613) 232-1875

www.bomaottawa.org

BOMA
Ottawa

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Policy & Procedure Manual

SECTION 1

INTRODUCTION

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1.0 Purpose of the Manual

The BOMA Ottawa Policy & Procedures Manual is intended to serve as a comprehensive and accessible reference for the governance, operations, and administration of the Association. Its primary purpose is to support consistency, accountability, and transparency in decision-making and day-to-day activities by outlining the key policies, procedures, and standards that guide BOMA Ottawa's work.

The manual ensures that Board members, staff, volunteers, committee members, and association members understand their responsibilities and the processes by which the Association conducts its affairs. It also fosters organizational continuity, particularly during transitions in leadership or staffing, and helps align operations with the Association's mission, vision, and strategic goals.

1.1 Authority and Scope

This manual has been approved by the BOMA Ottawa Board of Directors and shall be binding on all members, volunteers, attendees, contractors, and staff of the Association in matters relating to the governance and operation of BOMA Ottawa.

The policies and procedures outlined herein apply to:

- The Board of Directors and its committees
- BOMA Ottawa staff
- BOMA Ottawa contractors
- Members, volunteers and attendees engaged in official BOMA activities
- All operations, programs, services, and events conducted under the auspices of the Association

The manual does not override the Bylaws of BOMA Ottawa or any applicable federal or provincial laws and regulations. In the event of a conflict, the Bylaws or prevailing legislation shall take precedence.

1.2 Amendment Procedures

The **Policy & Procedures Manual** may be amended to reflect the evolving needs, practices, and governance standards of BOMA Ottawa.

Amendments to the manual may be proposed by:

- Any member of the Board of Directors
- Any Standing or Ad Hoc Committee
- The Executive Director

All proposed amendments shall be reviewed by the Planning and Policy Committee prior to consideration by the Board of Directors. Amendments must be approved by a majority vote of the Board.

Once approved, the Executive Director shall ensure that the manual is updated and that all relevant parties are informed of the changes. A record of amendments, including the date of approval and a summary of changes, shall be maintained for reference.



Policy & Procedure Manual

SECTION 2

GOVERNANCE

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2.1 Governance Role

The Board of Directors is the governing body of BOMA Ottawa. It is composed of volunteers elected by the membership, entrusted with the strategic leadership and fiduciary oversight of the Association. The Board is ultimately responsible for ensuring that BOMA Ottawa fulfills its mission, operates in a transparent and accountable manner, and serves the interests of its members and the commercial real estate industry.

The Board sets the strategic direction of the Association and ensures that it remains aligned with its vision, mission, and values. This includes approving strategic plans, evaluating performance, ensuring sound financial stewardship, and maintaining effective governance policies. Board members act as stewards of the organization and are expected to exercise their duties with diligence, integrity, and impartiality.

Fiduciary, Legal, and Ethical Responsibilities - Board members have a fiduciary responsibility to act in the best interest of the Association at all times. This includes the three core legal duties common to all not-for-profit boards:

- **Duty of Care:** Make informed decisions with diligence, attention, and prudence.
- **Duty of Loyalty:** Put the interests of the Association above personal or professional interests; disclose and manage conflicts of interest.
- **Duty of Obedience:** Ensure the Association operates in accordance with its Bylaws, mission, and all applicable laws and regulations.

Beyond legal obligations, Directors are expected to uphold a moral and ethical responsibility to act with integrity and in the spirit of service to the collective interest of the membership and the community.

Commitment and Conduct - Board service is a position of trust that requires active engagement. Directors are expected to:

- Prepare for, attend, and participate in Board and committee meetings
- Respect confidentiality and collective decision-making
- Support the Association's policies, strategic goals, and public image
- Collaborate with fellow Board members and staff with professionalism and respect

While personal or professional interests may motivate individuals to volunteer, the sole reason for Board service must be to advance the mission and interests of BOMA Ottawa. Directors must strive to separate personal gain from public service and recognize that excessive self-interest undermines the effectiveness, collegiality, and public trust of the Board.

Board Approach and Performance - Board success depends on the commitment, performance, and accountability of each individual member. A healthy, high-performing Board embraces:

- Diversity of thought and perspective, reflecting the broader membership
- Active listening and respectful dialogue, even in disagreement
- Continuous learning and development, through training and evaluation
- Shared responsibility for governance, fundraising, and stakeholder engagement

Board members are also expected to model the values of inclusivity, transparency, and ethical leadership to ensure BOMA Ottawa is governed in a manner consistent with contemporary best practices for not-for-profit organizations.

2.2 Duties and Responsibilities of the Board of Directors

The Board of Directors of BOMA Ottawa is collectively responsible for the governance, strategic oversight, and long-term sustainability of the Association. In fulfilling this mandate, the Board shall provide:

Governance & Oversight

- Establish and approve Committees and Task Forces, including their terms of reference, mandates, and reporting structures. All Chairs report directly to the Board.
- Approve the strategic plan and monitor the achievement of organizational goals and key performance indicators.
- Ensure regular review and development of policies and governance frameworks to guide the Association's operations, programs, and advocacy.
 - Periodic Evaluations to ensure accountability, effectiveness, and continuous improvement
 - Committee evaluations by Board liaisons presented at Board meetings on a rotating basis from October to March.
 - Task Force evaluations will be presented periodically by their Board representatives.
- Maintain and amend the Letters Patent and Bylaws as required, ensuring alignment with legal and regulatory requirements.

Strategic Planning & Evaluation

- Lead and support rigorous, forward-looking, and inclusive planning processes that align with the mission and reflect member and stakeholder needs.
- Monitor the effectiveness and impact of the BOMA Ottawa strategic plan, programs, services, and advocacy efforts.
- Evaluate member satisfaction and engagement through an annual membership survey, feedback mechanisms, and dialogue.

Legal & Regulatory Compliance

- Ensure compliance with applicable laws, including not-for-profit legislation, competition policy, privacy regulations, and occupational health and safety.
- Oversee timely filing of required documentation with government bodies (e.g., Notice of Change in Directors, annual returns).
- Ensure that governance practices reflect modern standards of ethical leadership, risk management, and **transparency**.

Financial Stewardship

- Approve the annual budget, major expenditures, and financial policies.

- Review and monitor financial performance through regular reporting, risk analysis, and audit oversight.
- Ensure the preparation and distribution of an annual financial report to members.
- Provide direction on the acquisition and allocation of funds, reserves, and investments to sustain the Association's mission and stability.

Leadership & Organizational Health

- Recruit, appoint, and evaluate the Executive Director, ensuring clear expectations, performance accountability, and professional development.
- Foster a collaborative, respectful, and transparent working relationship between the Board and staff.
- Ensure effective succession planning for Board, Committee, and staff leadership.

Stakeholder & Member Relations

- Actively engage with the membership, listening to and reflecting their interests in decision-making.
- Promote member participation, recognition, and retention.
- Support fundraising, sponsorship, and partnership development, when appropriate.

External Relationships & Representation

- Strengthen BOMA Ottawa's voice and influence by maintaining strong ties with BOMA Canada and, where relevant, BOMA International.
 - Represent the Association at public events, industry forums, and meetings with key stakeholders as ambassadors of BOMA Ottawa.

2.3 Duties and Responsibilities of a Director

Directors of BOMA Ottawa, serve as stewards of the Association, upholding its mission and ensuring its long-term sustainability and relevance to the commercial real estate industry. Directors are expected to fulfill the following responsibilities in accordance with current best practices in not-for-profit governance:

- **Understand the Association:** Develop and maintain a strong working knowledge of BOMA Ottawa's mission, values, strategic goals, programs, financial position, and governance structure.
- **Uphold Fiduciary Duties:** Act in good faith and in the best interests of the Association, exercising care, diligence, and skill. Fulfill the three primary fiduciary duties: the duty of care, the duty of loyalty, and the duty of obedience.
- **Attend and Actively Participate:** Attend all Board meetings (held monthly) and be fully prepared to participate constructively in discussions and decision-making.
- **Exercise Strategic Oversight:** Provide guidance on the development and implementation of strategic initiatives. Ensure that resources are aligned with strategic priorities and that performance is effectively monitored.

- **Act Collectively and Respectfully:** Respect the diversity of opinions at the Board table. Once decisions are made, support them publicly and avoid undermining collective governance.
- **Engage Beyond Meetings:** Participate actively in Board tasks, special projects, and assigned Committees, ensuring timely and thoughtful contributions.
- **Represent the Membership Inclusively:** Represent the interests of the full membership and not your personal, corporate, or sectoral interests and in keeping with BOMA Ottawa's mission and values.
- **Maintain Confidentiality and Integrity:** Treat Board deliberations as confidential and always conduct yourself with integrity and professionalism.
- **Manage Conflicts of Interest:** Disclose any potential, perceived or actual conflicts of interest in accordance with BOMA Ottawa's policies. Refrain from participating in decisions where a conflict exists.
- **Serve as a Committee Liaison:** Act as a liaison between the Board and one or more Committees, ensuring effective communication and alignment.
- **Participate in the Broader BOMA Network:** When asked and when available, participate and support BOMA Canada and BOMA International activities to broaden your perspective and bring added value to the local association.
- **Act as an Ambassador:** Represent BOMA Ottawa with professionalism and enthusiasm in the broader community, promoting the interests of the Association and the commercial real estate industry.
- **Promote Education and Professional Development:** Encourage professional development within the industry, including support for BOMA and BOMI educational offerings.
- **Commit to Continuous Improvement:** Engage in ongoing learning related to governance, leadership, and industry trends to strengthen your effectiveness as a Director.
- **Demonstrate Leadership:** Provide thoughtful leadership and help create a culture of accountability, respect, and collaboration at the Board level.

2.4 Executive Committee

Composition - The Executive Committee shall be composed of the elected Officers of the Association, the Immediate Past President, and one additional Director appointed by the Board of Directors, known as the Director At Large.

Mandate and Responsibilities - The Executive Committee shall:

- Exercise the powers of the Board of Directors between regularly scheduled Board meetings, subject to limitations defined in the Bylaws.
- Address urgent or time-sensitive matters, ensuring continuity of operations and timely decision-making.
- Report all decisions and deliberations to the full Board at the next scheduled Board meeting for review and ratification.
- Support the Executive Director in advancing the strategic objectives of the Association as needed.

Criteria For Officer Positions - Members of the Executive Committee should meet specific criteria

General Requirements for All Officer Positions - Candidates for Officer positions must:

- Show a strong record of engagement in the Association's activities and initiatives.
- Exhibit the ability and readiness to collaborate effectively with fellow Board members, staff, and the broader membership.
- Possess a working knowledge of, or a commitment to learn, the Association's bylaws, governance practices, and policies.

Additional Requirements for the President and Vice President - In addition to the general criteria, candidates for President or Vice President should:

- Qualify for the position according to the BOMA Ottawa bylaws
- Preferably have served as an Officer of the Association.
- Possess a strategic, "big picture" view of the Association and its interrelated functions.
- Demonstrate leadership and consensus-building capabilities, with the ability to effectively chair meetings and represent the Board.
- Be prepared to manage HR-related matters concerning BOMA staff, including performance oversight, conflict resolution, and compliance with employment policies and standards.
- Exhibit an industry-wide perspective and understand the Association's role within the broader commercial real estate sector.
- Be an effective ambassador for the Association, capable of engaging with civic officials, regulatory bodies, the media, and the business community in a manner that reflects positively on the Association and the industry.
- Be able to represent BOMA Ottawa with BOMA Canada, and with BOMA International.

Additional Requirements for the Treasurer - In addition to the general criteria, the Treasurer should:

- Have proven financial acumen and a solid grasp of financial management principles.

- Be capable of analyzing, interpreting, and clearly communicating financial statements and reports.
- Understand budgeting processes, internal controls, and the role of audits in financial oversight.
- Be able to translate financial data into actionable insights for the Board and membership.

2.5 Association Officers

The Executive Director shall serve as the Chief Executive Officer of the Association and be responsible for the day-to-day management and execution of the Association's strategic and operational objectives, under the direction of the Board of Directors.

The elected volunteer Officers of the Association shall consist of the President, Vice President, Secretary, and Treasurer. All volunteer Officers must be duly elected Directors and are responsible for carrying out the decisions and direction of the Board of Directors on behalf of the Association.

President – Responsibilities

The President serves as the principal volunteer leader, or Senior Volunteer, of the Association and presides over the Board and Executive Committee. Key responsibilities include:

- Preside over all meetings of the Board and Executive Committee.
- As required, develop and approve meeting agendas in collaboration with the Executive Director.
- Maintain order and foster productive, inclusive discussions using accepted procedures.
- Build consensus and manage conflict constructively, ensuring all voices are heard.
- Provide strategic leadership and represent the Association internally and externally.
- Maintain regular liaison with the Executive Director to support operations and strategic planning.
- Ensure that personnel and volunteer policies are adhered to
- Represent BOMA Ottawa as required with BOMA Canada and, as appropriate, BOMA International.
- Champion advocacy initiatives and foster industry partnerships.
- Collaboratively, with the Executive Director, serve as primary spokesperson for BOMA with:
 - Civic and government stakeholders
 - The business community
 - Media and public audiences
 - The BOMA membership

Vice President – Responsibilities

The Vice President supports the President and serves as President-Elect, gaining exposure to the full scope of the Association's leadership. Key responsibilities include:

- Assume the duties of the President in their absence
- Support the President in fulfilling their responsibilities and in representing the Association
- Gain comprehensive knowledge of all Committees and their roles within the Association
- Actively participate in and/or support Industry Committees such as Government Affairs, Audit & Finance, Planning & Policy, Education, and Membership
- Assist the Executive Director and Treasurer in preparing the annual budget
- Serve on the Nominations Committee

Treasurer – Responsibilities

The Treasurer oversees the financial stewardship of the Association. Key responsibilities include:

- In the absence of the President and Vice President, assume the duties of the President
- In partnership with the Executive Committee and Executive Director, oversee all financial matters of the Association, including the development of the annual budget and day-to-day financial operations
- Advise the Board on investment strategies and optimal use of the Association's financial resources.
- Recommend the appointment of the auditor and oversee the audit process
- Review audited financial statements with the auditor and ensure management follows up on any operational recommendations
- Support the Executive Director in the timely billing and collection of dues and levies and the proper discharge of Association liabilities
- Present a financial update and the audited statements at the Annual General Meeting

Secretary – Responsibilities

The Secretary is responsible for the integrity of the Association's official records and proceedings. Key responsibilities include:

- Review and co-sign minutes of all Board and Association meetings with the Chair of the meeting
- With the Executive Director, ensure member records are accurate and up to date
- Liaise with Staff and the Membership Committee on matters related to membership records and documentation
- Undertake other responsibilities as assigned by the Board from time to time

Immediate Past President – Responsibilities

The Immediate Past President provides continuity and institutional knowledge to the Board and Executive Committee. Key responsibilities include:

- Offer guidance and historical context to current Board deliberations and decisions.
- Support the President and Executive Committee in leadership development and succession planning.
- Serve as a mentor and resource for the Officers and Board members, as needed.
- Serve as the Chair of the Nominations Committee

2.6 BOARD NOMINATIONS PROCESS

The Board of Directors plays a vital leadership role in guiding the strategic direction and governance of BOMA Ottawa. Board members are entrusted with shaping policy, advancing key industry priorities, ensuring the financial and operational integrity of the Association, and providing oversight and support to Committees. It is therefore essential to identify and engage enthusiastic, knowledgeable, and committed individuals to serve on the Board and in Officer positions as vacancies arise.

Role of the Nominations Committee - The Committee is responsible for:

- The Nominating Committee Chair identifies eligible Directors from the current Board and invites expressions of interest from these Directors to remain on the Board of Directors
- Reviewing all expressions of interest for the Board of Directors
- Interviewing prospective candidates for both Director and Officer roles as needed
- Evaluating candidates based on leadership, industry experience, governance capacity, and commitment to the Association mission

Desired Qualifications - The Nominations Committee seeks candidates who:

- Demonstrate a clear commitment to BOMA Ottawa's mission and values
- Possess relevant industry experience and a strong track record of engagement with the Association
- Understand the time and responsibilities involved with Board service

Nominations for Director Positions - The Nominations Committee shall notify the general membership, via the Association newsletter, website, and other communication channels of any upcoming Board vacancies and invite expressions of interest from members in good standing.

- Interested members may submit an Expression of Interest to Serve on the BOMA Ottawa Board of Directors Form. This form is available from the BOMA Ottawa Policy Manual Appendices, which can be downloaded from the [BOMA Website](#).
- outlining their background, BOMA involvement, and reasons for seeking a Board position.
- Candidates may be invited to meet with the Nominations Committee to further discuss their qualifications and level of commitment.

Slate of Candidates and Appointment Process

Following its review, the Nominations Committee shall present a recommended slate of candidates for a new Board of Directors to the current Board of Directors. The approved slate will then be shared with the general membership in advance of the Annual General Meeting.

- Directors are elected by the membership at the Annual General Meeting.
- At the first Board meeting following the AGM, the Board shall vote to appoint the Officers for the upcoming term.

Nominations for Officer Positions

The Nominations Committee shall identify eligible Directors currently serving on the Board and invite expressions of interest for Officer roles.

- Eligible Directors may express interest in roles such as President, Vice President, Secretary, Treasurer or Director at Large.
- The Nominations Committee may meet with each interested candidate to assess qualifications, review their contributions to BOMA, and evaluate their leadership potential.

2.7 Executive Leadership & Staff Roles

Executive Director & CEO - serves as the Chief Executive Officer of the Association and is responsible to the Board of Directors for the effective management and execution of BOMA Ottawa's strategic objectives, operations, and member services. The job description is [available by request](#).

Key Responsibilities:

- Serve as the chief administrator overseeing the day-to-day operations of the Association and its staff
- Implement policies, programs, and directives as approved by the Board of Directors
- Provide strategic guidance and professional advice to the Board on governance, policy, advocacy, and operational matters
- Prepare and distribute monthly Board meeting materials, meeting minutes, and annual reports
- Act as the primary liaison between the Board, Committees, members, staff, and external stakeholders
- Receive, track and disseminate industry and government-related issues to relevant Committees and members
- Maintain regular communication with BOMA Canada, other BOMA local associations, and BOMA International, as appropriate
- Build and sustain strategic relationships with peer organizations and the broader business community
- Promote BOMA's identity, reputation, and brand within the Ottawa region
- Oversee financial operations, including budgeting, cash flow management, investments, reporting, and the annual audit process
- Direct human resources functions and office administration, including staffing, performance management, and organizational development
- Serve as editor-in-chief for all member communications, including newsletters, e-blasts, website content and social media
- Report through the volunteer President and maintain ongoing communication with the full Board of Directors

Senior Manager, Event and Member Programs - is responsible for the successful delivery of BOMA Ottawa's programs, events, and membership services. This position reports to, and supports, the Executive Director and collaborates with Committees and stakeholders to ensure a high-quality member experience and achieving the goals set out in the BOMA Ottawa strategic plan. The job description is [available by request](#).

Key Responsibilities:

- Plan and execute all member-facing programs and events, including monthly luncheons, the Annual Celebration of Excellence, Holiday Lunch, seminars, networking events
- Coordinate event logistics such as venue booking, scheduling, speaker coordination, AV requirements, catering, and on-site execution
- Support the work of related Committees (e.g., Education, Events, Membership) in developing and delivering programming
- Manage the membership database, including member profiles, status updates, invoicing, renewals, and reporting to BOMA Canada
- Serve as a primary contact for member program inquiries, registrations, and feedback
- Promote BOMA's identity, reputation, and brand within the Ottawa region
- Build and sustain strategic relationships with peer organizations and the broader business community
- Manage the BOMA Ottawa sponsorship program including recognition and appreciation of BOMA Ottawa sponsors

Marketing Coordinator –The role requires a strong understanding of social media marketing, familiarity with marketing software platforms, and the analytical skills to evaluate campaign performance. The Marketing Coordinator, plays a key role in executing marketing initiatives, monitoring performance, and driving engagement across all digital channels of BOMA Ottawa.

Key Responsibilities

- Support the development and implementation of marketing campaigns, utilizing marketing automation tools (Mailchimp, Naylor Association Management System) to manage email campaigns and customer journeys
- Maintain accurate and up-to-date contact lists and audience segments
- Updating website with upcoming BOMA Ottawa events with registration, industry news, and highlighting member achievements or milestones
- Assist in planning, creating, and scheduling content for various social media platforms (e.g., Instagram, Facebook, LinkedIn, Twitter)
- Use tools like Google Analytics or email software reports to monitor campaign performance.
- Prepare regular reports to track overall campaign performance
- Provide insights and recommendations for optimizing future campaigns based on data analysis
- Assist with marketing-related administrative tasks, including maintaining campaign calendars and organizing project files
- Provide support for events, webinars, and other marketing efforts as needed
- Coordinate with bookkeeping department on payment and coding from registrations

The job descriptions are [available by request](#).

Additional Staff Roles - From time to time, the Board of Directors may authorize the establishment of support roles such as

- Administration
- Government Relations

Job descriptions for all positions are developed by the Executive Director in consultation with the Executive Committee and job descriptions are [available by request](#).

2.8 Conflict of Interest Policy

Purpose and Scope - BOMA Ottawa is committed to the highest standards of integrity, transparency, and accountability. This policy is intended to protect the credibility and decision-making integrity of the Association by identifying, disclosing, and managing conflicts of interest among its Staff, Officers, Directors, and Committee Members. A conflict of interest exists when a personal, professional, or financial interest could interfere, or appear to interfere, with an individual's duty to act in the best interests of the Association.

All Staff, Officers, Directors, and Committee Members must:

- Avoid actual, perceived, or potential conflicts of interest
- Conduct themselves in a manner that upholds the mission, values, and reputation of BOMA Ottawa
- Board members and officers of BOMA Ottawa shall not solicit or accept any gifts, gratuities, favours, or items of monetary value from contractors, vendors, or other parties conducting business with the Association
- Disclose any situation that may create a conflict and follow the prescribed process for resolution

BOMA Ottawa recognizes that relationship-building is an essential part of our industry, and that staff and Board members are often invited to attend social or professional functions hosted by member organizations. To ensure transparency and maintain the integrity of the Association, a distinction is made between tangible gifts, such as merchandise, event tickets, or direct financial benefits, and customary social or professional invitations.

Tangible gifts of any value are not to be accepted under the BOMA Ottawa Conflict of Interest Policy. However, staff and Board members may accept invitations to industry events, open houses, or networking functions where attendance is customary, broadly offered, and not intended to secure preferential treatment or influence decision-making. Such invitations must not create, or appear to create, a sense of obligation or bias in the performance of BOMA duties.

General Standards of Conduct

- Staff, Officers, and Members must not use their position, title, or the Association's resources (name, logo, property, or influence) for personal or financial gain
- In the performance of their duties, individuals shall seek only to advance the Association's mission and avoid actions that could benefit them, their family, or affiliated organizations personally or professionally

Restrictions on Participation in Contracting or Procurement - No Officer, Director, Committee Member, or Staff Member may participate in the selection, award, or administration of any purchase or contract where they, or a related party, has a financial or personal interest. This includes, but is not limited to:

- The individual themselves
- An immediate family member (spouse, child, sibling, or parent)
- A partner or close associate

- An organization in which any of the above individuals hold a significant role (officer, director, employee)
- Any person or organization with whom the individual is negotiating, or has an arrangement regarding, prospective employment or partnership

Disclosure of Conflicts - Potential conflicts of interest must be disclosed as follows:

- Staff must report to the Executive Director
- The Executive Director must report to the Executive Committee
- Board Members or Committee Members must disclose to the Board of Directors, either directly or through the Director-at-Large or BOMA President

Board Procedure for Addressing Conflicts - When a conflict of interest is declared or identified regarding a matter before the Board:

- The individual must declare the conflict at the earliest opportunity
- The individual must refrain from voting, participating in discussion, or attempting to influence the decision, unless requested to provide context by the Board after which the individual must again refrain from voting, participating in discussions or attempting to influence the decision
- The Board, excluding the conflicted individual, shall determine whether a conflict exists and what measures are necessary to address it
- In case of uncertainty, the Board shall vote on the existence of a conflict and the appropriate course of action

Documentation - All conflict disclosures and related decisions must be documented in the official minutes of the Board of Directors. The record must reflect that the conflicted individual(s):

- Disclosed the nature of the conflict
- Abstained from the discussion and vote
- Were not present for the final decision-making process on the matter

In the event that a Board member is found to have committed an accidental conflict of interest, the matter shall be addressed with a formal written warning and the individual will be required to undertake further education on conflict of interest obligations to prevent recurrence.

However, if the conflict of interest is determined by the Board of Directors to have been intentional, the Board member may face more serious consequences, including possible removal from the Board of Directors or revocation of their membership in BOMA Ottawa. Such actions shall be taken at the discretion of the Board of Directors, guided by principles of fairness, accountability, and the best interests of the Association.

2.9 Privacy Policy

Commitment to Privacy - BOMA Ottawa is committed to protecting the privacy and personal information of its members, event participants, and website users. We maintain physical, electronic, and procedural safeguards to ensure that personal information is stored and managed securely and responsibly. The BOMA Privacy Policy outlines:

- The types of information BOMA Ottawa collects;

- How that information is used; and
- The steps taken to protect your privacy.

Visiting the BOMA Ottawa website (www.bomaottawa.org), registering for events, purchasing products, or submitting information to the Association, is deemed as agreement to the practices described in this policy.

Information Collected – BOMA will collect a variety of required information over various platforms. This information may include:

- Name, company, title
- Contact information (address, email, phone)
- Payment details (processed securely and encrypted)
- Membership and event preferences
- Non-Personally Identifiable Information - When visiting BOMA Ottawa's website, we collect general usage data to improve functionality and user experience.
- Browser type and device details
- Pages visited and time spent
- Search terms and navigation paths
- IP addresses and system usage logs
- Cookies and similar tracking technologies, which help personalize experience and improve site functionality. Users may disable cookies via their browser, but doing so may limit access to certain website features.

Personally Identifiable Information - Personal information is collected that is voluntarily provide when:

- Registering for events or programs
- Becoming a member
- Making a purchase
- Completing surveys or forms
- Participating in online forums or discussions

Use Of Information - BOMA Ottawa uses collected information to:

- Provide member services and benefits
- Process registrations and transactions
- Personalize content and communications
- Enhance website functionality and user experience
- Support marketing and outreach initiatives
- Deliver relevant updates and industry insights
- Conduct research and improve offerings

Sharing of Information - BOMA may share limited personal information under the following circumstances:

- With BOMA Canada: To facilitate national membership services and communication.

- With third-party service providers: To process transactions, distribute communications, or support event logistics and only under strict confidentiality agreements. The Third Party Distribution Confidentiality is available as part of the BOMA Ottawa Policy Manual Appendices, which can be downloaded from the [BOMA Website](#).
- With other BOMA members, through password-protected member directories (for verified users)
- With external advertisers: In non-personally identifiable formats to enhance digital marketing and user experience.
- BOMA does not sell, rent, or trade members or mailing list email addresses or personal information.

Emails and Communications - Provided email address, may result in BOMA Ottawa sending:

- Transactional emails (e.g., confirmations, receipts)
- Member newsletters and updates
- Promotional offers and event invitations
- Marketing or informational emails include an unsubscribe link. It may take up to 10 business days for an unsubscribe request to be fully processed.

Legal Disclosure and Security

BOMA Ottawa may disclose personal information if required by law, legal process, or in emergency circumstances involving the safety of an individual or the security of our systems. We follow industry standards to protect personal and financial data, including encryption and secure third-party payment processing. Credit card information is stored only when necessary and in encrypted form.

External Links and Third-Party Sites - BOMA Ottawa websites may include links to third-party sites. This Privacy Policy does not apply to those external sites.

Policy Updates - This Privacy Policy may be updated periodically to reflect changes in practices or legal requirements. The most recent version will always be posted on the BOMA Ottawa website with a revised “Last Updated” date

As a condition of membership, all members of BOMA Ottawa acknowledge and accept that they will receive marketing material, event information, and other communications from the Association. These communications are considered an essential part of keeping members informed about programs, services, advocacy initiatives, and opportunities within the commercial real estate industry. Members retain the right to opt out of non-essential marketing communications at any time, in accordance with applicable privacy and anti-spam legislation. Opt-out requests will be respected promptly, while essential communications related to governance, membership status, or compliance with Association policies will continue to be provided.

2.10 Charity Engagement Policy - As a not-for-profit organization, BOMA Ottawa recognizes its role in contributing to the well-being of the local community. Applicants must submit the Request For Consideration as the BOMA Ottawa Charity of Choice application form to be considered. The Request For Consideration as the BOMA Ottawa Charity of Choice the application form is available

on the BOMA Ottawa Policy Manual Appendices, which can be downloaded from the [BOMA Website](#).

General Principles

- The BOMA Ottawa Board may select one Charity of Choice every two years to support in alignment with its mission and community impact goals.
- Funds raised during the two-year partnership will be accumulated and distributed at the Annual General Meeting marking the end of the second year.
- The initiative is volunteer-driven. Staff involvement will be limited to support that aligns with their normal responsibilities.
- BOMA Ottawa will not convert core events (e.g., luncheons, awards gala) into charity fundraisers. However, value-added fundraising activities may be permitted at such events, provided they are:
 - Volunteer-led (either by BOMA Ottawa members or the charity)
 - Approved in advance by the BOMA Ottawa Board of Directors
 - Non-disruptive to the primary event purpose
- A standalone charity event may be organized once annually, subject to:
 - Strong volunteer and charity participation
 - No interference with existing BOMA programming
- To ensure fairness and transparency, Board members are not eligible to nominate a Charity of Choice during their term.

Charity of Choice Selection Process

- BOMA Ottawa may designate a Charity of Choice every two years; however, the Board reserves the discretion to forgo selecting a charity in any given cycle. When applicable, nominations may be solicited from the membership between January and March of the selection year.
- The Board will appoint a selection committee to review submissions and announce the selected charity at the AGM.
- Each nomination must:
 - Be sponsored by a current BOMA member
 - Include a commitment from the sponsor to assist with event coordination
- Eligible charities must:
 - Be a registered Canadian charity with a valid CRA number
 - Be based in the local community and serve local beneficiaries
 - Align with BOMA Ottawa's values and member interests
 - Be willing to actively collaborate with BOMA on fundraising initiatives
- Priority will be given to charities that:
 - Are local in scope
 - Can demonstrate a significant impact from BOMA support
 - Have the capacity to participate in event planning

Promotion and Communications

- The selected Charity of Choice will be featured in:
 - BOMA Ottawa newsletters, email campaigns, and website
 - Outbound email signatures and select social media posts

- BOMA will promote the charity's mission and encourage member engagement, provided it does not conflict with BOMA's core programming.
- Charitable messaging should:
 - Support awareness of the cause
 - Reinforce BOMA's community leadership role
 - Highlight the value of volunteer engagement

Charity of Choice Committee - If established, a Committee to coordinate with the Charity of Choice will:

- Be composed of volunteers, the BOMA member sponsor, and possibly representatives of the selected charity.
- Coordinate fundraising efforts in collaboration with the Executive Director and staff.
- Ensure that:
 - No existing BOMA event registration fees are redirected to charity
 - No pressure is placed on members to donate at every BOMA event
 - Activities enhance BOMA events, rather than detract from them

Charity Responsibilities - To support successful collaboration, the Charity of Choice must provide:

- A primary point of contact for planning and communications
- An informational summary or brochure describing the charity's work
- A dedicated webpage or link for BOMA use in newsletters and digital platforms
- High-resolution logos and brand assets for inclusion in BOMA communications

2.11 Affiliations Policy

Purpose - BOMA Ottawa recognizes the value of building relationships with other organizations to enhance the Association's mission, increase member value, and advance the interests of the commercial real estate industry. This Affiliations Policy establishes a consistent framework for initiating, maintaining, and evaluating formal affiliations and partnerships with external organizations.

Definition of Affiliation - An affiliation is defined as a formal relationship between BOMA Ottawa and another organization, association, or institution that supports common objectives and delivers mutual benefit. These relationships may include strategic partnerships, reciprocal membership agreements, joint programming, information sharing, or participation in broader industry coalitions.

Principles Guiding Affiliations - Affiliations must align with the following principles:

- **Mission Alignment:** The affiliated organization must share complementary goals that support BOMA Ottawa's mission and strategic priorities.
- **Member Value:** The affiliation must provide measurable or perceived benefit to BOMA Ottawa members through education, advocacy, networking, or enhanced industry visibility.
- **Reputation and Integrity:** Affiliations must reflect positively on BOMA Ottawa's reputation and uphold its values of professionalism, leadership, and integrity.
- **Transparency:** All affiliations shall be clearly communicated to the Board and membership, and any joint activities shall acknowledge the affiliation.

- Non-Endorsement Clause: Affiliations do not imply exclusive endorsement or financial obligation unless otherwise approved by the Board.

Types of Affiliations - Affiliations may include but are not limited to:

- National Affiliations: e.g., BOMA Canada, BOMA International
- Local & Regional Associations: real estate boards, professional associations, chambers of commerce
- Educational Institutions: partnerships to promote industry training or workforce development
- Community & Non-Profit Organizations: aligned with BOMA Ottawa's charitable or outreach goals
- Government or Policy Networks: engagement with municipal, provincial, or federal bodies through industry coalitions

Approval and Oversight

- All formal affiliations must be reviewed and approved by the Board of Directors.
- The Executive Director may pursue informal collaboration or participation in initiatives with aligned organizations, provided they do not create a financial or reputational obligation and are reported to the Board.
- Memoranda of Understanding (MOUs) or affiliation agreements, where applicable, must be reviewed by the Executive Committee and signed by the Executive Director.

Evaluation and Renewal

- Affiliations should be evaluated periodically (minimum every 2 years), to assess relevance, outcomes, and continued alignment with BOMA Ottawa's goals.
- The Board may choose to renew, revise, or discontinue an affiliation based on a review of mutual benefit and member impact.

Termination of Affiliation - BOMA Ottawa reserves the right to terminate any affiliation that:

- No longer aligns with its mission or strategic priorities;
- Results in reputational harm;
- Becomes inactive or no longer delivers mutual value.

Termination must be approved by the Board of Directors and communicated to the affiliated organization in writing.

External Events and Promotions - As a professional association, BOMA Ottawa is committed to maintaining focus on its mission, programs, and services for the benefit of its members. To ensure clarity of purpose and protect the integrity of its communications and events, BOMA Ottawa does not promote, advertise, endorse, or participate in events or initiatives organized by other organizations or individual members.

Exceptions through Formal Affiliation - From time to time, BOMA Ottawa may choose to enter into a formal affiliation agreement with an external organization where it can be demonstrated that the relationship:

- Supports the strategic goals of BOMA Ottawa;
- Provides clear and measurable benefits to the Association or its members;
- Upholds BOMA Ottawa's values, reputation, and governance standards.

Such affiliations may include joint initiatives, co-branded events, or shared advocacy efforts, provided they are governed by a written agreement or memorandum of understanding.

Communications and Member Inquiries - BOMA Ottawa will respectfully decline requests to:

- Distribute promotional materials on behalf of third-party organizations;
- Advertise non-BOMA events in its newsletters, emails, or on its website;
- Provide formal endorsements or public support for member-led or external events.

Members or organizations seeking collaboration must follow the Affiliations Policy process and demonstrate how the proposed partnership aligns with BOMA Ottawa's objectives and offers tangible value to the membership. This policy helps preserve BOMA Ottawa's organizational independence, ensures fairness among members, and reinforces the Association's focus on delivering high-quality, mission-driven programs and services



Policy & Procedure Manual

SECTION 3

MEMBERSHIP

(613) 232-1875

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3.1 CATEGORIES OF MEMBERSHIP

- Membership in BOMA Ottawa is structured into defined categories that reflect the diversity of the commercial real estate industry and its service providers.
- The list of approved membership categories, along with associated definitions, is maintained in the Association's Bylaws
- Membership categories are developed by the Board of Directors, based on evolving industry needs and Association priorities.
- Any new membership category or substantive change to an existing category must be ratified by the general membership through an amendment to the Association's Bylaws.

3.2 MEMBERSHIP APPLICATION AND APPROVAL PROCESS

Eligibility Criteria - Membership eligibility is defined in the BOMA Ottawa bylaws, but in general to be eligible for membership, an applicant must:

- Operate within or support the commercial real estate industry in the National Capital Region as defined by the BOMA Bylaws;
- Fall within an approved membership category as defined in the BOMA Ottawa Bylaws;
- Demonstrate alignment with BOMA Ottawa's mission, values, and professional standards.

Application Process - Submission of Application:

- Prospective members must complete the official BOMA Ottawa Membership Application Form, available on the website or upon request from the office.
- Applications received between January 1 and May 31 will be considered for the current years membership
- Applications received between June 1 and December 31 will be considered for the next years membership, however if approved will be added to the BOMA database immediately, but the individual members will not have governance rights as outlined in the BOMA bylaws
- The application must include:
 - Company name and primary contact information
 - Business address and description of services or portfolio
 - Requested membership category
 - Acknowledgement of adherence to BOMA Ottawa's Code of Conduct and Policies
 - Consent to receive communications and have contact information shared with BOMA Canada
 - Applicants must commit to adhere to all BOMA Ottawa Bylaws and Policies as a condition of membership

In the case of an Allied Member application, two Corporate Member companies must sponsor the application, this policy does not apply to Corporate Membership applications.

Application Fee and Dues:

- The applicant must submit a non-refundable administration fee equal to 15% of the membership fee of the initial membership dues and any applicable administrative fee along with the application.
- Upon approval of the membership the 15% administration fee will be credited against the applicable full membership fee

Executive Committee Review - Completed applications will be forwarded to the BOMA Ottawa officer for the Executive Committee to review. The Committee may request clarification or additional information if necessary.

Recommendation and Board Approval - The Executive Committee will make a recommendation to the Board of Directors at its next scheduled meeting. The Board has final authority to approve or decline an application based on eligibility, fit with membership criteria, compliance with Association values.

Notification and Onboarding - Upon approval, the applicant will be notified in writing and formally welcomed as a BOMA Ottawa member.

- New members will receive:
 - A welcome package including login credentials, dues receipt, and event calendar;
 - Access to the member portal, online directory, and communications;
 - Information on upcoming networking, education, and committee opportunities.

Rejection of Application - If an application is declined, the applicant will be informed in writing

- BOMA Ottawa is not obligated to provide a reason for rejection but may do so at its discretion;
- Declined applicants may reapply after a minimum of 12 months or when eligibility criteria are met.

Membership Renewal - Memberships are valid for a calendar year and must be renewed annually. Renewal notices are normally issued in Q4 of each year, and non-renewals will result in the suspension of member privileges after the final due date of March 31.

3.3 MEMBER RIGHTS, RESPONSIBILITIES AND DISCIPLINARY ACTION

Member Rights - all members in good standing of BOMA Ottawa are entitled to the following rights:

- To have their interests represented by the Association in matters of public policy, advocacy, and industry standards;
- To receive communications, newsletters, industry updates, and access to research, resources, and publications provided by BOMA Ottawa and BOMA Canada;
- To attend and participate in BOMA Ottawa programs, events, seminars, and annual meetings, subject to registration requirements;
- Corporate members in good standing are eligible to vote at the Annual General Meeting and on matters requiring member approval, in accordance with the Association's Bylaws;

- To be considered for election to the Board of Directors or appointment to Committees, subject to eligibility and nomination procedures;
- To expect that personal and business information will be handled in accordance with BOMA Ottawa's Privacy Policy;
- To sit as a volunteer to participate in one or more committees of the Association.

Member Responsibilities - to maintain good standing and contribute to the strength of the Association, members are expected to:

- Conduct themselves in a professional, ethical, and respectful manner that reflects the mission and values of BOMA Ottawa;
- Ensure annual dues are paid in full and on time, and notify the Association of any changes to contact or business information;
- Participate in events, initiatives, and consultations where possible, and support the advancement of the Association's objectives;
- Foster collaboration, knowledge-sharing, and goodwill among fellow members and within the broader commercial real estate community;
- Abide by the governing documents of the Association, including the Bylaws, Code of Conduct, and all applicable policies and procedures.

Disciplinary Action - Members who violate the Association's Bylaws, policies, or standards of conduct may be subject to disciplinary action, including the suspension or termination of membership, as outlined in the Association's disciplinary procedures.

3.4 MEMBERSHIP DUES

The Board of Directors shall set the annual membership dues for each category of membership as part of its annual budget approval process.

- Dues may be reviewed and adjusted annually to reflect the financial needs and strategic priorities of the Association.
- The current Schedule of Membership Dues will be posted on the BOMA website

3.5 MEMBER CODE OF CONDUCT (Note to Committee should Code of conduct and Privacy be next to each other in the manual?)

All members of BOMA Ottawa are expected to conduct themselves in a professional, ethical, and respectful manner that upholds the values and reputation of the Association. As a condition of membership, all members must adhere to the BOMA Ottawa Member Code of Conduct. The BOMA Ottawa Member Code of Conduct can be found on the BOMA Ottawa Policy Manual Appendices, which can be downloaded from the [BOMA Website](#).

This Code outlines the standards of behavior expected in all interactions related to Association activities, including events, communications, committee work, and engagement with fellow members. Violations of the Code may result in disciplinary action, including suspension or termination of membership, as determined by the Board of Directors.

3.6 MEMBER-IN-TRANSITION PROGRAM

BOMA Ottawa recognizes the value and contributions of its members and offers a transitional membership option for individuals who, due to employment changes, are no longer affiliated with a corporate member.

Eligibility and Purpose:

- Available to individuals who were members in good standing but whose employment with a Corporate or Allied Member has ended;
- Designed to allow continued engagement with BOMA Ottawa during a career transition period.

Application and Approval:

- Members must apply for Member-in-Transition status through the Executive Director to the Executive Committee;
- The Executive Committee will review and make a recommendation to the Board of Directors at its next scheduled meeting, which must approve the request.

Terms and Limitations:

- Status is granted for a maximum period of twelve (12) months from the date of Board approval;
- During this period, the individual will retain the same privileges as Life Members, subject to periodic review by the Board;
- If the Member-in-Transition is currently serving as a Director or Officer, they may complete their current term. However, they are not eligible to seek re-election or reappointment unless they have rejoined the Association under a standard and qualifying membership category.

3.7 MEMBERSHIP PRIVACY POLICY

BOMA OTTAWA is committed to protecting the privacy of its members and event registrants. BOMA OTTAWA maintains safeguards to store and secure information about its members and customers. A detailed Privacy Policy is outlined in this manual as BOMA Policy Number X.

3.8 BOMA CANADA AFFILIATION

BOMA Ottawa is an affiliated local association of BOMA Canada

- As part of this affiliation, BOMA Ottawa remits annual dues to BOMA Canada
- These dues support national initiatives, advocacy efforts, research, and professional development programs administered by BOMA Canada for the benefit of all local associations across the country.
- BOMA Ottawa will provide members names and contact information to BOMA Canada for the purposes of being provided with BOMA Canada information from time to time
- To facilitate access to BOMA Canada programs and communications, BOMA Ottawa will share member names and contact information with BOMA Canada, in accordance with applicable privacy legislation, BOMA policy and best practices.



Policy & Procedure Manual

SECTION 4

MEETINGS

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4.1 ANNUAL GENERAL MEETING (AGM) POLICY - BOMA Ottawa shall hold an Annual General Meeting (AGM) of its members in accordance with the requirements set out in the Association's Bylaws in April or early May following the end of the fiscal year. The AGM serves as the primary forum for presenting the audited financial statements, electing Directors, reporting on the activities and achievements of the past year, and addressing any other business requiring membership approval. Notice of the meeting, quorum requirements, voting procedures, and the order of business shall follow the provisions outlined in the BOMA Ottawa Bylaws. The Executive Director, in coordination with the Board of Directors, is responsible for organizing the AGM, preparing the agenda and reports, and ensuring timely distribution of materials to the membership consistent with the requirements set out in the BOMA Ottawa Bylaws.

4.2 BOARD MEETINGS - BOMA Ottawa shall convene regular meetings of its Board of Directors to conduct the business and affairs of the Association, in accordance with the provisions of the BOMA Ottawa Bylaws. The Executive Director is responsible for issuing meeting notices, preparing agendas in coordination with the President or when required the designated meeting Chair, and ensuring that Directors are provided with relevant materials in a timely manner to support informed discussion and decision-making.

4.3 NOTICE, QUORUM AND VOTING - All meetings conducted under the authority of BOMA Ottawa, including those of the Board of Directors, committees, and task forces, must adhere to the Notice, Quorum, and Voting procedures as defined in the BOMA Ottawa Bylaws or in the applicable committee mandates. Notice must be given in accordance with established timelines and formats, quorum must be established before any decisions are made, and voting procedures must be followed to ensure transparency, accountability, and compliance with governance standards.

Notice is not required if all Directors are present and none object to the meeting being held, or if absent Directors have waived notice or otherwise consented to the meeting. Notice is also not required for an adjourned meeting if the time and place of the adjournment were announced at the original meeting.

4.4 MINUTES AND RECORD KEEPING - All official meetings of BOMA Ottawa, including Board of Directors meetings, committee meetings, and subcommittee meetings, must have a designated individual responsible for recording accurate minutes or meeting summaries. These records should clearly capture decisions, actions, motions, and key discussion points. Any materials tabled or referenced in support of an agenda item such as reports, presentations, or financial documents shall be included in the meeting record or appended to the minutes for reference.



Policy & Procedure Manual

SECTION 5

COMMITTEES

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Committees are essential to advancing the mission and strategic objectives of BOMA Ottawa. They provide a collaborative structure for members to contribute expertise, develop leadership, and help implement programs and initiatives that benefit the membership and the commercial real estate industry.

5.1 STANDING COMMITTEES OVERVIEW

Role and Purpose - Committees serve as the principal mechanism by which BOMA Ottawa achieves its organizational goals. They enable active member engagement, leverage professional expertise, and support the Association's advocacy, education, and networking objectives.

5.2 CREATION AND DISSOLUTION OF COMMITTEES – BOMA has the following Standing Committees

- Networking; Curling; Golf; Ski; Women@BOMA; Emerging Leaders; Allied Members; Lunch.
- Industry Awards; Professional Development; Environment & Energy; Municipal Government Affairs; National Government Affairs; Security and Life Safety; Technology.
- Governance; Marketing; Membership; Nominations; Planning & Policy; Executive.

In addition the BOMA Board of Directors has the responsibility to form additional standing committees, Ad Hoc Committees or Task Forces as they deem necessary.

5.3 COMMITTEE MEMBERSHIP, APPOINTMENT AND TERM

Each Committee must have a Chair and may have a Vice-Chair, and a minimum of five other members (six total), excluding staff. Only BOMA Ottawa members, or subject matter experts from BOMA member companies, may serve on Committees. Exception can be made when non-members with special expertise are invited to participate in a non-voting advisory role. Members may serve on more than one Committee.

Committee terms are one year, running from May 1 to April 30. Membership, including Chairs and Vice-Chairs, will be confirmed by the Board of Directors annually at its first Board meeting following the Annual General Meeting in April. Committees may establish Task Forces to support their mandates; Task Forces report through the Committee Chair.

5.4 COMMITTEE RESPONSIBILITIES AND REPORTING

Committee Chair Role - The Chair provides leadership, ensures alignment with BOMA's mission, strategic plan and committee mandate, and facilitates effective, goal-oriented meetings. The Chair, in coordination with BOMA office staff, is responsible for setting meeting agendas, and ensuring that meeting notes and documents are generated and shared with all committee members and as appropriate with the BOMA Ottawa Board of Directors through the BOMA Ottawa office. Committee members will confirm their Chair each year as a recommendation to the Board.

Vice-Chair Role – By policy each committee may elect a Vice-Chair who supports the Chair and assumes leadership duties in the Chair's absence. The Vice-Chair should also be considered for future advancement to the role of Chair.

Staff Role – The BOMA staff will provide logistical and operative support by way of securing meeting venues or online access, distributing agenda's and meeting notes, providing background

information and formalizing reports for committee review and possible subsequent referral to the BOMA Board of Directors and execute the agreed upon actions established by the committee.

Committee Member Responsibilities - Committee members are expected to:

- Understand and support the Committee's mandate and deliverables;
- Commit to active participation, including attending meetings and completing assigned tasks;
- Communicate effectively and uphold BOMA's professional standards;
- A member missing three consecutive meetings without cause may be deemed to have resigned.

Board Liaison Role - Each Committee will be assigned a Board Liaison who provides updates to the Board and communicates Board direction to the Committee. When a Board Liaison is unavailable, an alternate Board member or designated staff may assume this role.

Budgets and Financial Planning - Committees requiring financial support for events or initiatives must confirm a proposed budget through the Executive Director by November 1 of the preceding year. Budgets must include projected revenues and expenses to be considered for inclusion in the Association's fiscal plan, using the BOMA standards for budget development.

Accountability and Evaluation - Committees are accountable to the Board of Directors and must align activities with approved goals and deliverables. The Board evaluates Committee effectiveness based on performance, outcomes, and alignment with strategic priorities. The Board may make changes to Committee structure or membership if required to ensure successful execution of mandates.



Policy & Procedure Manual

SECTION 6

PRODUCTS AND SERVICES

(613) 232-1875

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6.1 PUBLICATIONS AND DIRECTORIES

BOMA OTTAWA WEBSITE - The BOMA Ottawa website serves as the Association's primary digital platform for communication, member engagement, and information sharing. The website will be reviewed by the BOMA Marketing Committee annually to ensure that the content is up to date. It provides up-to-date details on events, news, advocacy initiatives, industry resources, and member services. The website also features secure access to the member portal, online registration for events, access to directories and publications, and opportunities for sponsorship visibility. Maintained by BOMA Ottawa staff, the site is regularly updated to ensure members have timely and convenient access to relevant content and tools that support their involvement in the commercial real estate industry.

Within the BOMA Ottawa website will be a secure online portal and a range of digital resources designed to support engagement, education, and professional connectivity. Through the member portal, individuals can update their profiles, register for events, access member-only content such as directories, documents, and publications, and manage their membership information. The website also offers regularly updated industry news, advocacy updates, and key resources relevant to commercial real estate professionals. These tools are intended to enhance the member experience and ensure convenient, on-demand access to the benefits of BOMA Ottawa membership.

BOMA OTTAWA NEWSLETTER - BOMA Ottawa will publish and distribute a digital newsletter biweekly for all its members, providing updates on upcoming events, industry news, government relations, and trends impacting the commercial real estate sector. The newsletter is a key communication tool to inform and engage members, enhance awareness of BOMA initiatives, and promote member involvement. Advertising opportunities are available to members seeking enhanced visibility within the publication.

EVENT AND ISSUE COMMUNIQUÉS - BOMA Ottawa will publish and distribute event and issue-specific communiqués to all members as needed throughout the year. These targeted communications provide timely updates on upcoming events, advocacy initiatives, regulatory developments, and emerging issues affecting the commercial real estate industry. Communiqués are issued by BOMA staff or designated committees and are designed to ensure members remain informed, engaged, and able to respond effectively to matters of importance.

ONLINE MEMBERSHIP DIRECTORY - The BOMA Ottawa Online Directory is a secure, members-only digital resource accessible through the Association's website. It provides up-to-date contact information for member companies and their designated representatives, facilitating networking, business development, and member engagement. The directory is maintained by BOMA staff and updated regularly to ensure accuracy. Access is restricted to active members in good standing and is governed by BOMA Ottawa's privacy and data use policies.

COMMERCIAL SPACE DIRECTORY - The Commercial Space Directory is published annually under the guidance of the Marketing Committee and in partnership with the Ottawa Business Journal. This publication lists an inventory of commercial office space in the National Capital Region, including property management contacts. While it aims to support the member firms by identifying them as such, it may also include non-member listings. The directory is funded through advertising and

sponsorship, allowing it to be distributed at no cost to interested parties. Advertising opportunities are available to members seeking enhanced visibility within the publication.

THE BUILDING - The Building is a BOMA Ottawa official publication, showcasing the people, projects, and priorities shaping the National Capital Region's commercial real estate sector. Produced in partnership with Media Edge, The Building highlights industry achievements, member profiles, market insights, and BOMA Ottawa initiatives. Distributed to members, industry stakeholders, and key decision-makers, the publication serves as a valuable resource and promotional platform for the local real estate community. Advertising opportunities are available to members seeking enhanced visibility within the publication.

6.2 EVENTS AND PROFESSIONAL DEVELOPMENT

BOMA Ottawa organizes and promotes a variety of events throughout the year. These events are organized to foster professional development or to provide opportunities for networking, and industry engagement.

These include

- Local luncheons with guest speakers;
- Professional development seminars, webinars or in person courses;
- Annual celebration of excellence awards;

Member focused networking Boma Days. The description of BOMA Days is available on the BOMA Ottawa Policy Manual Appendices, which can be downloaded from the [BOMA Website](#).

Through its national and international affiliations, BOMA Ottawa also promotes participation in major conferences such as BOMEX, and events hosted by BOMA International. Members are notified of these opportunities via newsletters, communiqués, and the BOMA Ottawa website and are encouraged to participate to enhance the value of their membership and stay connected to industry developments.

6.3 SPONSORSHIP AND ADVERTISING OPPORTUNITIES

BOMA Ottawa offers a range of sponsorship and advertising opportunities designed to provide visibility and recognition for member organizations within the commercial real estate industry. These opportunities include advertising in BOMA publications, newsletter and website and are organized through the BOMA Ottawa office and tailored to individual events such as luncheons, the Celebration of Excellence Awards, golf tournaments, and other networking or professional development sessions. Sponsorship benefits may include logo placement, verbal recognition, and promotional exposure across BOMA's communications channels. Members are encouraged to contact the BOMA office for details on available packages and to align their participation with events that best suit their business objectives.



Policy & Procedure Manual

SECTION 7

FINANCIAL

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7.1 ANNUAL BUDGET PREPARATION POLICY

The BOMA Ottawa staff shall prepare a draft operating budget for the upcoming fiscal year by the November Board meeting. This draft will be submitted to the Treasurer for initial review, followed by presentation to the Executive Committee and final approval by the Board of Directors. Budget projections for recurring events shall be based on 90% of the three-year historical average of revenues and expenses will be adjusted using consistent and documented formulas to account for inflation and any known cost increases.

7.2 FINANCIAL REPORTING AND OVERSIGHT

The BOMA staff shall prepare quarterly financial reports, which the Treasurer is responsible for reviewing and presenting to the Board of Directors. These updates will compare actual revenues and expenditures against the approved budget and include updated forecasts to year-end. This practice supports transparency, enables informed decision-making, and ensures ongoing financial oversight in accordance with not-for-profit governance standards. Significant variances shall be clearly identified and explained. Any items expected to exceed the approved budget must be tabled for review and approval by the Board as a budget amendment.

7.3 AUTHORIZED SIGNING AUTHORITIES AND FINANCIAL CONTROLS

The authorized signing officers of BOMA Ottawa shall include the President, Vice President, Treasurer, and Executive Director. All cheques, payments, and financial instruments require the signatures of any two authorized signing officers. Reimbursements issued to a signing officer must not be signed by the recipient. Contracts or commitments that exceed the approved budget or fall outside original budget forecasts must be submitted to the Board of Directors for approval as a formal budget amendment.

7.4 INVESTMENT POLICY

BOMA Ottawa will maintain an investment portfolio that balances safety, liquidity, and return, consistent with the following principles:

- The BOMA office will prepare cash flow projections to be reviewed annually during the budget cycle (October/November)
- A minimum reserve equal to two months of operating expenses will be maintained
- Excess funds will be invested in low-risk, short-term instruments such as:
 - Government of Canada Treasury Bills
 - Provincial Treasury Bills
 - GICs

No more than 40% of total investments will be held in a single asset class, and no more than 20% in a single instrument. Investment amounts shall be limited to \$85,000 per block to remain below the CDIC protection threshold of \$100,000. Staggered maturity dates, will be used to preserve liquidity. Longer-term investments may be considered based on cash flow needs.

The Executive Director and Treasurer will review the investment portfolio to assess performance and determine future placements at maturity.

7.5 RESERVE ACCOUNT FUNDS, BANK ACCOUNTS AND RESTRICTED ACCOUNTS – BOMA Ottawa will maintain four reserve funds and a primary bank account.

Primary Bank Account - BOMA Ottawa will maintain a primary operating bank account with sufficient funds to support the day-to-day operations of the association, including administration, programs, and services aligned with the organization's mission. The objective of this policy is to ensure that adequate liquidity is available to cover routine expenses such as payroll, vendor payments, event costs, and other operational commitments without disruption. The account balance will be reviewed regularly by staff and reported by the Treasurer to the Board of Directors as part of regular financial updates. At a minimum, the balance will be maintained at a level sufficient to cover at least two months of average operating expenses, unless otherwise directed by the Board of Directors. Annually, surplus funds may be transferred to other accounts, such as reserves or investment vehicles, in accordance with Board direction.

From time to time, BOMA Ottawa may establish additional bank accounts to address specific needs, projects, or initiatives. Such accounts will be created only at the direction and approval of the Board of Directors. These accounts will be managed in accordance with BOMA Ottawa's financial policies and subject to the same standards of oversight, reporting, and accountability as the primary operating account. Upon completion of the designated purpose, the Board will determine whether the account should be closed and any remaining funds transferred to the appropriate BOMA Ottawa account.

General Fund - The General Fund supports the day-to-day operations of the association, including administration, programs, and services aligned with the organization's mission. This fund will be the first to be drawn from in circumstances that cash flow needs to be supplemented due to a previous year's loss or for capital expenditures that are not part of the annual budget process. This fund has a need for a higher level of liquidity, since it will be the first source of funds used to cover expenses should they arise and so investments should be cashable and shorter term in nature, while preserving capital. This fund has no set target, and is used for investing surplus funds that arise from year end operations.

Restricted Reserve Funds

Industry Defense Fund - is designated to support advocacy efforts, legal challenges, or public policy initiatives that protect and promote the interests of the association and its members. This fund has a need for some annual liquidity with investments maturing within one year's time. It is desirable to have two investments. Of equal amounts maturing six months apart. This fund has a target of \$150,000.

Professional Development Fund - provides financial assistance to individuals pursuing studies or training that align with the association's educational and professional development objectives. This support can include the creation of bursaries or investment in scholarships that are identified as BOMA funded. The annual payments from this account should be approximately \$5,000 - \$10,000 requiring having investments with a one- and two-year term respectively. This fund has a target of \$30,000.

Operating Reserve Fund - serves as a contingency to ensure financial stability in the event of unexpected revenue shortfalls, emergencies, or other unplanned expenditures, helping to safeguard the association's long-term viability. It should have a maximum of \$60,000 in short-term or "cashable" investments. This fund may be a source of funds if bank account balances get sufficiently low, the majority of the capital in this account may be invested in terms of 1-5 years, with maturity dates staggered so as to maximize available yield while preserving the principal. This fund has a target of \$200,000

7.6 AUDIT PROCEDURES AND ENGAGEMENT

BOMA Ottawa shall engage an independent, qualified public accounting firm to conduct an annual audit of its financial statements in accordance with Canadian accounting standards for not-for-profit organizations (CASNFPO) The purpose of the audit is to provide the Board of Directors and membership with an objective assessment of the Association's financial position and to ensure accountability, transparency, and compliance with regulatory and fiduciary responsibilities. The engagement of the external auditor shall be recommended by the Treasurer and Executive Committee and approved by the Board of Directors to be submitted to the membership at the next available Annual General Meeting for ratification. The auditor shall report directly to the Executive Director and Treasurer and be available to present their findings. The audited financial statements, along with the auditor's report, shall be tabled at the Annual General Meeting for review by the membership.

The Executive Director and Treasurer shall oversee the audit process, ensure timely completion, review any management letters or recommendations, and follow up on any identified issues or risks. The Executive Director is also responsible for coordinating the audit schedule, ensuring access to necessary records, and maintaining independence and integrity throughout the audit engagement.

7.7 PROCUREMENT AND PURCHASING PROCEDURES

BOMA Ottawa will procure goods and services required to support its operations and fulfill its strategic goals in a responsible, transparent, and cost-effective manner. All purchases shall be made in accordance with the approved Purchasing Policy, attached as Appendix X NOTE THIS FOLLOWS.

Travel Policy - Funds may be allocated annually through the Budget process to support the participation of members and staff in the following events:

- BOMA Canada Board meetings
- BOMEX Annual Conference
- BOMA International Annual Conference
- BAE and CSO meetings
- Professional Development Conferences or seminars

The Board of Directors may approve additional funding for representation at BOMA Canada or BOMA International Committees or Task Forces, and for strategic forums aligned with the Association's objectives.

Travel expenses must be submitted in accordance with the Travel Expense Policy and Allowances defined by Policy 7A and submitted on the BOMA Travel Reimbursement form. [The BOMA Travel Reimbursement form can be requested here.](#)

Eligible reimbursements include reasonable costs for transportation, accommodation, and out-of-pocket expenses related to Association business. Registration fees for conferences are not reimbursed unless otherwise approved by the Board through the annual budget or by subsequent vote at a Board meeting.

Hospitality Policy - Reasonable hospitality may be extended as follows:

- By the President or a designated representative to members and guests as appropriate
- By the Executive Director for operational purposes or to foster member and stakeholder relations

All hospitality expenses must align with BOMA Ottawa's annual budget, financial policies and demonstrate prudent use of Association funds.

Event Refund Policy - Committees organizing events must include a clear refund policy in all registration materials. The policy shall specify:

- Registration deadline
- First-come, first-served admission (if applicable)
- Date after which refunds will no longer be issued
- Details of any waiting list procedure

Invoicing, Collections, and Write-Off Policy - BOMA Ottawa, in the administration of various programs and accounts, shall issue invoices as required and maintain regular collection procedures. All outstanding receivables will be reviewed on an ongoing basis, with potential write-offs assessed prior to the end of each fiscal year.

Invoicing - BOMA staff shall review assigned projects monthly and prepare invoices as necessary for each account or, in the case of automated invoices, review the status of each invoice.

Collections - Administrative staff shall review outstanding receivables on a monthly basis. Past due notices will be issued at 60 and 90 days from the original invoice date, and status updates recorded in a monthly Receivables Report. If a receivable remains outstanding after 120 days, BOMA staff will contact the debtor by phone to confirm the status. At 180 days past due, BOMA staff and Executive Director will determine next steps, which may include sending a formal letter from the Treasurer or President. If at any point the Association is informed that payment will not be forthcoming, the matter will be referred to the Executive Director for further action, which may include consideration for write-off, collections, small claims court and/or termination of membership.

Write-Offs - Receivables deemed uncollectible may be recommended for write-off following a review by the Treasurer and Executive Committee, which will assess all outstanding items prior to the fiscal year-end and provide recommendations to the Board of Directors. A receivable will only be written off if all reasonable collection efforts have been exhausted and there is no expectation of payment. Write-offs require the documented approval of both the Executive Director and the Treasurer.

Service Contract Renewal Policy - BOMA Ottawa may renew service contracts for up to three consecutive years without issuing a formal Request for Proposal (RFP), provided that the vendor continues to meet performance expectations and the pricing remains competitive. To ensure pricing remains market fair, a formal review of costs and service levels shall be conducted prior to each renewal. After three years of consecutive renewal, BOMA Ottawa will issue an RFP or seek competitive quotes to confirm value for money and maintain transparency, fairness, and accountability in procurement practices.



Policy & Procedure Manual

SECTION 7A

FINANCIAL

TRAVEL APPENDIX

(613) 232-1875

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BOMA OTTAWA TRAVEL POLICY

Purpose - This policy establishes the guidelines and procedures for reimbursing travel expenses incurred while conducting authorized BOMA Ottawa business. It ensures consistent and fair treatment of travelers, responsible use of Association funds, and alignment with not-for-profit financial stewardship principles. This policy applies to members, volunteers and staff.

General Principles

All travel must be pre-approved by the Executive Director and directly related to official BOMA Ottawa activities. Travel arrangements should reflect the most economical and reasonable options available, while supporting the purpose and efficiency of the trip and having regard for the purpose and urgency of the journey. It should generally be by the shortest direct route. Unless the nature of the trip renders it impractical, return tickets, reduced fares, special rates or limited tickets should be utilized.

2. Booking and Transportation

- **Air Travel:** Travelers must book economy class or lowest logical fare. Upgrades will not be reimbursed.
- **Ground Transportation:** Use of public transit, taxis, or rideshare services is encouraged where practical. Car rentals must be approved in advance and limited to compact or mid-size vehicles, unless previously approved. Travelers are responsible for securing insurance coverage.
- **Privately Owned Vehicles:** Use of personal vehicles is permitted, but BOMA assumes no liability. Reimbursement will be provided at the Board-approved mileage rate for business-related travel.

3. Accommodation

Reimbursement will be provided for single-occupancy, standard hotel accommodations at reasonable market rates. Private accommodations may be reimbursed at a fixed daily allowance. Any upgrades or non-essential charges are not eligible for reimbursement.

4. Meals

Travelers may claim any reasonable actual meal costs (with itemized receipts)

5. Insurance

- Out-of-country medical insurance is a reimbursable expense if not already covered by the traveler's group plan.
- Additional life, trip cancellation, or duplicate insurance coverage is considered a personal expense and is not reimbursable.

6. Reimbursement Process

Travelers must complete and submit a BOMA Ottawa Travel Expense Form within 30 days of travel, including all required receipts and documentation. Pre-approval is required for all trips. Travelers are responsible for cancelling any unused reservations; costs associated with unused bookings are not reimbursable unless exceptional circumstances are approved by the Executive Director.

7. Ineligible Expenses

- The following are not eligible for reimbursement:
- Costs to repair personal items or luggage
- Frequent flyer memberships or airline lounge access
- Traffic or parking fines
- In-room entertainment
- Additional costs for accompanying family or guests
- Personal expenses not essential to business travel
- Flights booked with reward points or air miles

8. Approved Reimbursement Rates

Approved Reimbursement Rates can be found in the BOMA Ottawa Policy Manual Appendices, which can be downloaded from the [BOMA Website](#). The Approved Reimbursement Rates define

9. Eligible Events and Purposes for Travel Reimbursement - BOMA Ottawa will provide travel reimbursement, subject to budget availability and Board approval, for the following:

BOMA Ottawa Events – events that are organized by BOMA Ottawa that require travel outside of the National Capital region

BOMA Canada Events

- BOMEX (Annual National Conference)
- BOMA Canada Board of Directors and Committee Meetings
- Chairs Council or National Strategic Planning Sessions

BOMA International Events

- BOMA International Annual Conferences and Winter Business Meeting
- BOMA International BAE Meetings

Regional or Inter-Association Events**

- BOMA regional meetings or workshops directly related to Ottawa's programs or advocacy efforts
- Special joint events with other BOMA local associations where Ottawa is formally represented

Government, Utility, or Industry Consultations

- Travel required for BOMA Ottawa to represent the commercial real estate industry in formal consultations or advocacy initiatives

Other Travel

- Conferences deemed to be staff Professional Development and pre-approved by the BOMA Ottawa Board of Directors
- Other related travel pre-approved by the BOMA Ottawa Board of Directors



Policy & Procedure Manual

SECTION 7B

FINANCIAL POLICY

PURCHASING APPENDIX

(613) 232-1875

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1. PURPOSE

This policy outlines the process for making purchases on behalf of BOMA Ottawa, ensuring fairness, transparency, and fiscal responsibility. Purchases fall into one of two categories: Revenue Generating Events or Operational/Capital Expenditures.

2. GENERAL PURCHASING PRINCIPLES

BOMA Ottawa will procure goods and services in a manner that:

- Supports the operational and strategic objectives of the Association;
- Ensures fairness, transparency, and value for money;
- Complies with applicable laws, ethical standards, and budget constraints.

All purchases must be made in the best interests of the Association and within approved budgets.

3. AUTHORITY TO PURCHASE

Purchasing authority is limited to individuals approved by the Board and designated by the Executive Director. Staff and volunteers must not commit the Association to any purchase or contract unless authorized.

4. CATEGORIES OF PURCHASES

A) Revenue Generating Events - include, but are not limited to:

- Industry Lunch Series
- BOMA Days
- Professional Development Courses, Seminars, or Webinars

All purchases related to Revenue Generating Events must be identified in the annual work plans and associated budget, which are to be approved by the Board of Directors prior to the fiscal year in which the events occur.

For events not included in the approved annual budget, the purchasing procedures for Operational/Capital Expenditures will apply.

B) Operational/Capital Expenditures - cover all non-event-related purchases, including administrative operations, maintenance, and capital investments and advocacy initiatives.

Purchasing Procedures:

- Under \$2,500 – May be made at the discretion of the Executive Director.
- \$2,500 to \$10,000 – At least two (2) written quotations or proposals are required. The Board of Directors, or a designated committee, will approve the winning proposal. The Board may approve a sole-source purchase if justified and documented.
- \$10,001 to \$25,000 – At least three (3) written quotations or proposals are required. The Board of Directors will approve the winning proposal. The Board may approve a sole-source purchase if justified and documented.
- Over \$25,000 – an open bid process and reviewed and approved by the Board of Directors.

- 5. DOCUMENTATION AND PAYMENT** - All purchases must be supported by original invoices or receipts and documented in accordance with BOMA Ottawa's financial procedures. Payments must be approved by designated signing officers in accordance with the Signing Authority policy.
- 6. CONFLICT OF INTEREST** - No individual involved in the purchasing process shall have a personal or financial interest in the outcome. Any potential conflict must be disclosed and managed according to BOMA Ottawa's Conflict of Interest Policy.
- 7. VENDOR RELATIONS** - BOMA Ottawa will engage vendors based on demonstrated merit, service quality, competitive pricing, and alignment with the Association's values. Where appropriate and competitive, preference may be given to member businesses. Board or Committee members whose firms wish to compete for a contract may participate, under Board approval, in the bidding process however, they must fully recuse themselves from any review, discussion, evaluation, or voting related to the submitted bids. Such recusals must be documented in the meeting minutes to ensure transparency and compliance with the Association's conflict of interest requirements.



Policy & Procedure Manual

SECTION 8

PERSONNEL & VOLUNTEER

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BOMA Ottawa is committed to fair, transparent, and professional practices in the recruitment, management, and support of its personnel and volunteers. This policy outlines the principles and procedures that guide hiring, onboarding, compensation, conduct, and related workplace matters.

8.1 WORK LOCATION AND REMOTE WORK POLICY

BOMA Ottawa employees are expected to perform their duties primarily from the BOMA Ottawa office, five days per week, during standard business hours. The office serves as the central hub for collaboration, member service, and operational efficiency, and regular on-site attendance ensures that staff remain accessible to members, colleagues, and stakeholders.

Working remotely may be permitted on occasion, provided it does not disrupt service delivery or interfere with team operations. Occasional remote work is intended for short-term circumstances, such as accommodating personal matters, minor illness, or specific tasks requiring concentrated work outside the office environment. Employees must communicate such requests in advance to the Executive Director and ensure that their availability, productivity, and responsiveness are not compromised.

Where circumstances require an extended period of remote work (defined as more than a few consecutive days or a recurring pattern of remote attendance), a formal request must be submitted to the Executive Director. The request should include the reason, proposed duration, and how duties will be managed during the period. The Executive Director will review the request and determine whether it is operationally feasible. Any approvals granted will be communicated by the Executive Director to the Board of Directors for transparency.

8.2 HIRING PRACTICES - BOMA Ottawa ensures equitable and merit-based hiring practices. All job postings will be advertised publicly or through a recruitment agency unless internal promotion is appropriate. The Executive Director will oversee recruitment, ensuring interviews are conducted fairly and hiring decisions are based on qualifications and organizational fit. Background checks may be conducted as needed. Final hiring authority rests with the Executive Director, or the Board of Directors in the case of the Executive Director. An employment contract will be executed between BOMA and prospective employees upon hiring.

Onboarding and Orientation Practices - All new employees will undergo a structured onboarding process. This includes orientation to BOMA Ottawa's mission, operations, and organizational structure. Employees will receive their job description, policy manual, bylaws and training relevant to their role. Required employment forms must be completed before the first day of work. The Executive Director is responsible for onboarding oversight.

8.3 EMPLOYEE ROLES AND JOB DESCRIPTIONS - Every employee shall have a clearly defined job description outlining their duties, responsibilities, reporting relationships, and performance expectations. Job descriptions will be reviewed periodically by the Executive Director to ensure alignment with organizational priorities and may be updated with Board approval.

8.4 COMPENSATION AND BENEFITS POLICY - Will be detailed in employment agreements and reviewed periodically. Compensation bands will be calculated using the latest salary survey from the Canadian Society of Association Executives (CSAE). An average of the three categories

(Jurisdiction (local), Staff Size and Annual Revenue) will be used as a guide but final compensations will be determined by the Executive Committee.

Staff Performance and Salary Review - All BOMA Ottawa staff members will participate in a formal performance appraisal process at least once annually, or more frequently if performance concerns arise. The Executive Director is responsible for conducting these appraisals, during which job performance will be reviewed, improvement strategies discussed, and objectives established for the following year.

Each performance appraisal will be accompanied by an annual salary review. The Executive Director shall make salary and bonus recommendations to the Executive Committee based on the employee's performance, contribution to the Association's success, and overall budgetary considerations. Salary adjustments shall be incorporated into the Association's annual budget and subject to Board approval.

The performance and compensation of the Executive Director will be reviewed annually by the President and Executive Committee. This review shall include an evaluation of the Executive Director's leadership, achievement of strategic and operational goals, and overall impact on the Association. Recommendations regarding any changes in salary or bonus awards will be discussed and finalized by the entire Executive Committee and reflected in the annual budget planning process.

8.5 CONFLICT RESOLUTION AND COMPLAINT HANDLING POLICY - Employees are encouraged to resolve conflicts through open dialogue. If informal resolution is not possible, concerns should be raised with the Executive Director. In cases involving the Executive Director, issues may be escalated to the Board of Directors through the Director at Large. All complaints will be handled confidentially and fairly, with appropriate follow-up.

Workplace Conduct and Ethics Policy - All employees must act in a professional and ethical manner, upholding BOMA Ottawa's values. Harassment, discrimination, and misconduct are strictly prohibited. Confidentiality must be maintained. Conflicts of interest must be disclosed. Breaches of conduct may result in disciplinary action, up to and including termination.

8.6 LEAVE OF ABSENCE AND VACATION POLICY - Employees are entitled to vacation and statutory holidays as per employment agreements and applicable labour standards. Requests for time off must be submitted in advance and approved by the Executive Director. Sick leave, personal leave, and other absences must be documented and communicated promptly. Vacation and Leave entitlements are outlined in the BOMA Leave Of Absence and Vacation Policy which can be found in the BOMA Ottawa Policy Manual Appendices, which can be downloaded from the [BOMA Website](#).

8.7 HEALTH AND SAFETY POLICY - BOMA Ottawa is committed to providing a safe and healthy work environment. Employees must report workplace hazards or injuries immediately. The Executive Director is responsible for maintaining compliance with health and safety standards and ensuring appropriate training and response protocols are in place.

Required Policies and Programs Under Ontario Law

Occupational Health and Safety (OH&S) Policy - 6+ employees

Employers with six or more employees must have a written health and safety policy and implement a corresponding program. It must be reviewed annually and posted prominently.

Workplace Violence Prevention Policy- All employers (6+ written & posted)

This Policy is still under development

All Ontario employers—regardless of size—must maintain a workplace violence policy. If there are six or more employees, it must be in writing, posted conspicuously, and reviewed at least annually.

Workplace Harassment Prevention Policy- All employers (6+ written & posted)

This Policy is still under development

A workplace harassment policy is mandatory for all employers. For workplaces with six or more employees, the policy must be written, posted, and reviewed annually.

Joint Health & Safety Committee (JHSC) or Health and Safety Representative (6+ employees)

20 or more employees: Must establish a JHSC (minimum two members for 20–49, four members for 50+), and the names and locations of committee members must be posted. 6–19 employees: Must designate a health and safety representative, selected by workers and similarly posted.



Policy & Procedure Manual

SECTION 9

AWARDS

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BOMA Ottawa is committed to recognizing excellence in the commercial real estate industry through its Awards Program. Consistent with BOMA Canada's national framework, BOMA Ottawa administers local awards to celebrate outstanding performance, innovation, and professionalism among its members.

9.1 AWARDS CATEGORIES AND DESCRIPTIONS

Celebration of Excellence - BOMA Ottawa will host a Celebration of Excellence each May as the primary forum for recognizing achievement and excellence within the membership. On a biennial basis, this event will feature the presentation of the TOBY (The Outstanding Building of the Year) Awards and the Pinnacle Awards, which serve as the local qualifying stage for submission to the BOMA Canada National Awards.

Award categories, eligibility criteria, and judging processes will be aligned with BOMA Canada's standards and updated as necessary. Participation in the Awards Program is voluntary and is only open to BOMA Ottawa members in good standing. The Executive Director, under the guidance of the Board of Directors, will oversee the administration of the Awards Program, including promotion, judging coordination, and event planning.

In every year, the Celebration of Excellence will also recognize BOMA BEST certifications and may include additional acknowledgments or special recognitions as determined by the Board of Directors or BOMA staff.

Member Recognition/Long Service Awards - BOMA Ottawa is proud to recognize the dedication and commitment of its members through Member Recognition and Long Service Awards, honouring individuals who have demonstrated sustained involvement and contribution to the Association.

M. Patrick Gillin President's Award - The M. Patrick Gillin President's Award recognizes long-term, sustained, and exceptional contributions to the success of BOMA Ottawa. This prestigious honour is not necessarily awarded at each Celebration of Excellence but is reserved for individuals whose efforts have significantly advanced the mission and visibility of the Association.

Selection Process - The recipient is selected by the current President of BOMA Ottawa, who may choose to establish a Nominating Committee chaired by the President and composed of up to four Past Presidents appointed at their discretion. The selection must be finalized prior to the Annual General Meeting.

Presentation - The award is presented at the next Celebration of Excellence Luncheon by the current President, highlighting the individual's exemplary service and dedication.

Eligibility and Criteria - Nominees must demonstrate extraordinary and sustained contributions to BOMA Ottawa, which may include (but are not limited to):

- Leading landmark initiatives resulting in public or industry-wide recognition
- Regular and impactful participation in major events such as BOMEX
- Influencing policy development at BOMA Canada and/or BOMA International
- Advancing advocacy efforts with tangible outcomes, such as municipal fee reductions

- Demonstrated long-term commitment to the Association through committee service, board leadership, or mentorship

This award reflects the spirit of excellence and leadership exemplified by M. Patrick Gillin and is the highest form of peer recognition within the Association.

Volunteer of the Year Award - The Volunteer of the Year Award recognizes an individual member who has made an exceptional contribution to the success of BOMA Ottawa within the past year. This annual award honours outstanding volunteerism, leadership, and commitment to the Association's mission.

Selection Process - The Volunteer of the Year is a staff selected award for which nominations may be sought from Committee Chairs and the Board of Directors. The final selection is made jointly by the President and Executive Director. The award will be presented by the current Executive Director at the Annual Celebration of Excellence Gala or Luncheon.

Eligibility - All active members of BOMA Ottawa are eligible for consideration.

Selection Criteria - Nominees must have demonstrated a significant and positive impact on the Association through volunteer service. This may include:

- Consistent behind-the-scenes efforts contributing to the success of key events over the past year
- Exceptional one-time contributions to a specific initiative or program in the past year
- Ongoing volunteer involvement in support of BOMA Ottawa's operational or strategic activities

The Volunteer of the Year embodies the spirit of service and dedication that strengthens the BOMA Ottawa community.

Ad Hoc Awards Policy - BOMA Ottawa recognizes that the evolving nature of the commercial real estate industry and its community of professionals may warrant the celebration of unique contributions outside the scope of its formal awards program. To support this, BOMA Ottawa may present ad hoc awards in any given year, as determined by the Board of Directors, Executive Director, or an Awards Committee. These awards are intended to provide flexibility in recognizing achievements, leadership, innovation, or service that contribute meaningfully to the success and reputation of BOMA Ottawa or the broader industry.

Authority and Process - Ad hoc awards may be recommended by the President, Executive Director, Committee Chairs, or any member of the Board of Directors. Final approval for any such award rests with the BOMA Ottawa Board of Directors. These awards may be presented during the Celebration of Excellence Gala or at another appropriate event, at the discretion of the Association.

Eligibility - Eligibility criteria will be defined for each award based on its intent and purpose. Awards may be given to individuals, teams, organizations, or partners of BOMA Ottawa.

Examples of Potential Ad Hoc Awards -Based on practices across other BOMA associations in North America, possible ad hoc awards may include:

- **Emerging Leader of the Year:** Recognizing a rising professional under 40 who demonstrates leadership, innovation, and engagement within BOMA and the industry.
- **Sustainability Leadership Award:** Honouring outstanding achievement in sustainability practices, green building initiatives, or ESG leadership.
- **Innovation in Property Management Award:** Celebrating forward-thinking approaches to property management, tenant engagement, or building technology.
- **Community Impact Award:** Recognizing individuals or organizations that have made a significant social or community contribution aligned with BOMA's values.
- **Industry Partner of the Year:** Acknowledging exceptional support or collaboration from a non-member organization or service provider.
- **Volunteer Team Award:** Recognizing the collective efforts of a group or committee whose teamwork has significantly benefited the Association.

9.2 NOMINATION AND SELECTION CRITERIA –

This Policy is still under development

9.3 JUDGING PANELS & CONFLICT OF INTEREST

This Policy is still under development



Policy & Procedure Manual

SECTION 10

COMMUNICATIONS & BRANDING

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10.1 PUBLIC STATEMENTS AND MEDIA RELATIONS - BOMA Ottawa is committed to clear, consistent, and professional communication with the public, media, and external stakeholders. Only designated spokespersons are authorized to make official statements on behalf of the Association. To maintain the integrity, reputation, and consistent messaging of the Association, BOMA Ottawa requires that all public statements and media communications be carefully managed and authorized.

Authorized Spokespersons - The following individuals are authorized to speak publicly or issue statements on behalf of BOMA Ottawa:

- The President of the Board (for matters of governance, policy, or member representation)
- The Executive Director & CEO (operational, event-related, advocacy, or general communications)
- A Board-appointed spokesperson, where appropriate, for specific topics or initiatives

All other individuals, including Board members, committee members, and volunteers, must refer all media inquiries to the Executive Director. While BOMA Ottawa encourages member engagement, individual members are not authorized to speak on behalf of the Association or to imply that their membership conveys representational authority.

Approval and Coordination - All public statements, press releases, interviews, opinion pieces, and official responses must be approved in advance by the Executive Director, in consultation with the President when necessary. The Executive Director is responsible for coordinating media outreach and responses, and for ensuring alignment with BOMA Ottawa's strategic messaging and policies.

Crisis Communication - In the event of an urgent or sensitive matter, the Executive Director will coordinate with the President to develop and deliver an appropriate response. No unauthorized statements should be made during a crisis or emerging issue without prior approval.

Social media and Digital Communication - All official BOMA Ottawa social media accounts will be managed or supervised by the BOMA Ottawa office under the direction of the Executive Director. Staff or volunteers posting on behalf of the Association must comply with approved guidelines and obtain prior authorization for official statements.

10.2 USE OF BOMA OTTAWA NAME AND LOGO - BOMA Ottawa encourages its members to proudly display their affiliation with the Association by using the official BOMA Ottawa logo, subject to the conditions:

- **Pre-Approval Required:** All uses of the BOMA Ottawa logo must be approved in advance by the BOMA Ottawa office.
- **Professional Quality:** The logo must be professionally reproduced. Electronic files are available in multiple formats upon request.
- **Current Version Only:** Members must use the most up-to-date version of the logo provided by BOMA Ottawa, unless usage is to convey a historical context
- **Correct Colours:** When used in colour, the logo must appear in the official BOMA Ottawa colours as defined by the BOMA Ottawa Style Guide.
- **Member Identification:** The logo must be accompanied by either the words "Member of" above the logo or "Member" below the logo.

- **No Implication of Endorsement:** The logo's size and placement must not suggest that BOMA Ottawa endorses or sponsors the member, their company, or any related event or materials.
- **Final Approval for Use:** The final layout and placement of the logo must be reviewed and approved by the BOMA Ottawa office prior to production, distribution, or digital posting.
- **Termination of Use:** If an individual or company ceases to be a member of BOMA Ottawa, all uses of the logo must be discontinued immediately and removed from all materials.

10.3 WEBSITE AND SOCIAL MEDIA GUIDELINES - BOMA Ottawa uses its website and social media channels to communicate with members, stakeholders, and the public in a professional, timely, and engaging manner. These platforms reflect the voice and values of the Association and are key tools for education, advocacy, and member engagement.

Oversight and Management - The BOMA Ottawa website and official social media accounts are managed by the BOMA Ottawa office under the direction of the Executive Director. All content posted on these platforms must align with the Association's mission, policies, and professional standards.

Content Guidelines - All digital content must:

- Be accurate, respectful, and professional in tone
- Support BOMA Ottawa's objectives, events, or initiatives
- Avoid political partisanship, personal opinions, or confidential information
- Be free of defamatory, discriminatory, or offensive material
- Use appropriate branding, including the official BOMA Ottawa logo and colours, where applicable

Member and Partner Submissions - Content submitted by members or partners (e.g., event promotions, job postings, or achievements) may be shared at BOMA Ottawa's discretion and must:

- Be relevant to the commercial real estate industry
- Comply with BOMA Ottawa's editorial and branding guidelines
- Not promote services or products in a way that implies endorsement by BOMA Ottawa unless explicitly authorized

Access and Posting Authority - Only designated staff, under the direction of the Executive Director, are authorized to post or update content on the website and social media platforms. Committee members or volunteers must submit content to the BOMA office for review and approval prior to posting.

Comment Moderation and Public Interaction - BOMA Ottawa encourages respectful dialogue on its platforms. Inappropriate or off-topic comments may be moderated, hidden, or removed at the discretion of the BOMA office. Comments that violate BOMA Ottawa's code of conduct or applicable laws may be reported or lead to further action.

Crisis and Issue Management - During a crisis or sensitive issue, all digital communications must be coordinated by the Executive Director in consultation with the President. No unauthorized statements or responses should be issued on behalf of the Association.

Privacy and Consent - Information involving individuals may only be posted if proper consent has been obtained. Personal information will be handled in accordance with privacy laws and BOMA Ottawa's privacy policy.

Community Events Policy - To preserve the integrity and reputation of BOMA Ottawa, any use of the Association's name or logo in connection with a community event or initiative must be approved in advance by the BOMA Office. Such requests will be evaluated based on alignment with BOMA Ottawa's values, risk exposure, and potential public benefit.

Approval Process and Criteria

The following criteria will guide the BOMA's decision-making when reviewing requests for support or co-branding of community events:

1. **Written Request:** A formal written request must be submitted to the BOMA office with sufficient lead time for review and any required follow-up.
2. **Event Integrity:** The event must be reputable and not associated with or supporting a for-profit commercial enterprise.
3. **Membership Involvement:** At least one individual or organization involved in the event must be a current member of BOMA Ottawa, or the event must be co-hosted with a recognized not-for-profit organization connected to the Ottawa commercial real estate sector.
4. **Ongoing Eligibility:** Approval is contingent on continued compliance with the above condition. If the affiliated BOMA Ottawa member withdraws or the event ceases to be a joint not-for-profit initiative, approval is automatically revoked.
5. **Member Engagement Opportunity:** While not mandatory, events that offer participation opportunities to BOMA Ottawa members (e.g., volunteer roles or attendance invitations promoted through BOMA channels) will be viewed more favourably.
6. **Risk and Liability:** BOMA Ottawa must not assume any financial, legal, or insurance liability for the event. The Board may require a signed waiver to this effect. If additional insurance coverage is deemed necessary, the requesting member must reimburse the Association for related costs.
7. **Public Relations Value:** The event should provide a clear and positive public relations benefit to BOMA Ottawa and align with the Association's mission and reputation.
8. **Charitable Alignment:** If the event involves charitable fundraising or solicitation, it must comply with BOMA Ottawa's Charitable Guidelines). Board approval is required to ensure alignment.
9. **Brand Use and Implication:** Use of the BOMA Ottawa name or logo must not imply endorsement or sponsorship unless explicitly approved. Language and presentation must make the relationship clear and appropriate.
10. **Final Approval of Logo Usage:** All layouts and placements of the BOMA Ottawa name or logo must be reviewed and approved by the BOMA Ottawa office prior to printing, production, or digital posting.

10.4 PROMOTION OF EXTERNAL PRODUCTS, SERVICES, AND PROGRAMS - BOMA Ottawa maintains a neutral and impartial position with respect to the products, services, and programs offered by individual companies, whether members or non-members. The Association does not endorse, promote, or market such offerings through its official communications, publications, events, or digital platforms.

Companies seeking visibility and opportunities to present their offerings to the BOMA Ottawa community are instead directed to established advertising and sponsorship channels administered by the Association. These include, but are not limited to, advertisements in BOMA Ottawa's print and digital publications, placements in the Association's electronic newsletters, website, or other approved media, and sponsorship opportunities associated with BOMA Ottawa events and programs.

BOMA Ottawa may, at its discretion, promote products, services, or programs of a company where a formal partnership has been established, and where the Association receives a defined benefit from the relationship. Such benefit may take the form of tangible remuneration (e.g., financial contribution, sponsorship, or in-kind support) or an intangible but demonstrable advantage that positively advances BOMA Ottawa's strategic objectives. All such exceptions must be approved by the Executive Director and reported to the Board of Directors for transparency.

Any partnership exception must be formalized through a written agreement (e.g., sponsorship contract, memorandum of understanding, or Board-approved resolution) that clearly outlines the benefits to BOMA Ottawa.

10.5 GUIDELINES FOR WRITING AND SUBMITTING ARTICLES - As a not-for-profit association, BOMA Ottawa serves as the recognized voice of the Commercial Real Estate (CRE) industry in Ottawa. Our publications, bulletins, and digital platforms exist to inform, educate, and advocate on behalf of our members, while advancing BOMA's strategic objectives. These guidelines ensure consistency, integrity, and fairness in the content we publish. The guidelines are defined in Appendix X "Guidelines for Writing Articles for BOMA Ottawa".



Policy & Procedure Manual

SECTION 10A

COMMUNICATIONS & BRANDING

GUIDELINES FOR WRITING APPENDIX

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Guidelines for Writing Articles for BOMA Ottawa

BOMA is a Not For Profit Association, that serves as the Voice of the Commercial Real Estate Industry. As such our membership is diverse with owners, property managers and suppliers to the industry all represented.

Among BOMA Strategic Goals we Advocate for our industry, articulate Industry Opinion and Best Practices and provide Professional Development. The written or spoken word can both be effective ways of meeting these Strategic Goals.

Outside of Officers of the Association no one may represent, author an article, social media opinion, blog or conduct on line conversations as a representative of BOMA without the previous consent of BOMA Ottawa which must be obtained through the BOMA Office and its Executive Director.

BOMA accepts articles for publication over three mediums.

BOMA Newsletter – Published every second week and containing a variety of information both of interest and of importance to our members;

BOMA Bulletins – Published on an ad hoc basis and to bring special attention to an industry issue, trend or best practice that will make our members better at what they do;

BOMA Website – an ever-growing library of content that provides assistance to individuals trying to deal with specific issues or problems.

Writing Guidelines for the Association – It is About Quality

BOMA is open to the receipt and eventual publication of articles that fit its overall strategic goals. If you would like to submit an article to be considered for publication in one of the BOMA mediums available, you should follow the instructions below for consideration. Only articles that meet these criteria will be considered for publishing.

ORIGINAL CONTENT – All articles submitted must include original content and may not contain text previously published word for word elsewhere online. In other words, original content means that your article may not have been published anywhere, including your own blog, and does not verbatim incorporate any sections taken from previously published articles. Any form of duplicate content cannot be tolerated. For this reason, BOMA does not publish press releases. Following publishing by BOMA we do provide guidelines for articles to be printed in other media ensuring appropriate recognition and bylines.

USABILITY - Article must contain useful relevant content to engage our readers. It should have material that readers will find useful and include practical information that will help them address challenges faced within our industry or provide a summary of the Industry position(s) on a relevant issue. To get a better sense for the type of articles that are published, take a look through some of the past articles published in Appendix 1.

LANGUAGE & LENGTH - The article must be written in English, although options to translate into French will be possible. The article should be well written, edited professionally and grammatically correct. The article should not be more than two pages (ideally between 600 and 1500 words) in length, although multi part series are possible if the topic can be broken into logical sections and

supporting appendices are also possible. The article must not include affiliate links (links to commercial enterprises) without prior approval by BOMA Ottawa.

RECOGNITION – Reserve self-promotion to a Bio Section, which is allowed. Articles published by BOMA are not meant to be advertisements for companies, but helpful information. Equipment cited should be generic and not brand names and should be available from competing firms so that readers realize they would have a choice.

The recognition within the Bio Section can include information about the Author, the Author's company and their credentials relative to the content of the article. Avoid expressions that are subjective like “#1”; “the best”; “the most experienced”, but appropriate recognition of the company or author that validates the information contained in the article is acceptable.

The article may include one direct link to your website in the brief author's bio; which will be published at the end of the article. Please note that links in the articles and bios may be subject to deletion or made to be a “no follow” link at BOMA's discretion and under the following circumstances:

- Too many links within the article
- Links which are not following Google guidelines
- Affiliate links
- Links that are not appropriate to the subject matter

At BOMA's discretion the article may be attributed to the agenda of one of its committees as “sponsored by” or “brought to you by”.

PEER REVIEW – BOMA reserves the right to review all articles before publishing, to determine which media are most appropriate and to conduct peer review by one of its Industry Committees.

SUBSEQUENT PUBLISHING RIGHTS – BOMA reserves the right to share any of its published articles with any affiliate BOMA across Canada (a full list BOMA affiliates is attached as Appendix B). Publication beyond any affiliate BOMA across Canada will only be done with the agreement of the Author. BOMA Ottawa is a public website and as such is open to links being copied and published at other sites without our knowledge. Upon revelations of such activity BOMA will act to protect both the interests of the Author and BOMA.

To view the requirements for the submission of articles, they can be found on BOMA Ottawa Policy Manual Appendices, which can be downloaded from the [BOMA Website](#).



Policy & Procedure Manual

SECTION 11

RECORDS MANAGEMENT & CONFIDENTIALITY

(613) 232-1875

www.bomaottawa.org

11.1 DOCUMENT RETENTION SCHEDULE

BOMA Ottawa is committed to responsible document management and record retention practices that support transparency, operational efficiency, legal compliance, and historical preservation. This policy establishes guidelines for the retention, storage, and secure disposal of documents in accordance with best practices for not-for-profit organizations and to ensure compliance with legal, regulatory, and audit requirements, protect confidential and sensitive information, preserve records of historical or strategic value and minimize administrative burden through timely disposal of outdated records.

Roles and Responsibilities - The Executive Director is responsible for overseeing compliance with this policy, including maintaining secure storage systems (physical and digital), supervising document disposal, and ensuring that retention timelines are met.

Retention Schedule – BOMA Ottawa will retain physical documents as per the schedule outlined in BOMA Retention Schedule, which is available on the BOMA Ottawa Policy Manual Appendices, which can be downloaded from the [BOMA Website](#).

Secure Disposal - Documents that have reached the end of retention period must be securely destroyed.

- Physical documents should be shredded
- Digital files must be permanently deleted, including from backups where applicable

Legal Holds - In the event of litigation, audit, or investigation, relevant documents must be retained beyond the standard schedule until the matter is resolved. The Executive Director will issue a hold notice and oversee compliance.

11.2 ACCESS TO INFORMATION POLICY

BOMA Ottawa is committed to transparency, accountability, and responsible information management. This policy outlines the procedures for members and stakeholders to request access to organizational records, while ensuring appropriate safeguards for privacy, confidentiality, and legal compliance.

Purpose - The purpose of this policy is to establish a fair and consistent process for granting access to information held by BOMA Ottawa, including governance, financial, and program-related records, in alignment with not-for-profit sector best practices.

Scope - This policy applies to all requests for organizational information made by BOMA Ottawa members, stakeholders, or the general public. It does not apply to access to personal information (see BOMA Ottawa Privacy Policy).

Right to Access - Members of BOMA Ottawa may request access to the following types of information:

- Approved Board meeting minutes and Annual General Meeting minutes
- Audited financial statements
- Organizational bylaws and policy manual
- Public reports or submissions to government bodies

- Program descriptions and event overviews

Access to internal drafts, confidential legal documents, employment records, or Board/committee discussions deemed sensitive or privileged is restricted and not subject to disclosure.

Request Process - All access to information requests must be submitted in writing to the Executive Director, and must include:

- The name and contact information of the requester
- A clear description of the information being requested
- The reason for the request (optional, but helpful for clarification)

The Executive Director will acknowledge receipt within 5 business days and provide a response within 30 business days, unless an extension is required due to the complexity of the request.

Review and Approval - The Executive Director will review each request and may consult with the Board of Directors, through the Executive Committee, if the information requested is sensitive, strategic, or outside standard disclosure practices. BOMA Ottawa reserves the right to withhold information that is confidential, proprietary, or legally protected.

Fees and Format - Generally, access to information will be provided at no cost. However, BOMA Ottawa may charge reasonable administrative fees for large or complex requests that require significant staff time or document reproduction. Any applicable fees will be communicated in advance. Information may be provided in electronic or printed format, depending on availability and the preference of the requester.

Confidentiality and Privacy - BOMA Ottawa is committed to protecting personal and confidential information. No access will be granted to materials that may compromise individual privacy, legal privilege, or the competitive or strategic position of the Association.

Appeals and Disputes - If a request is denied, the requester may appeal in writing to the President of the Board, who will review the decision in consultation with the Executive Committee. A final determination will be provided within 30 days of the appeal.

11.3 CONFIDENTIALITY

BOMA Ottawa values the trust and integrity of its Board members, staff, volunteers, and committee participants. To protect sensitive information and uphold the professionalism of the organization, individuals in certain roles may be required to sign and abide by a confidentiality agreement.

Purpose - The purpose of this policy is to safeguard confidential and proprietary information related to BOMA Ottawa's operations, members, financial matters, strategic planning, and partnerships. This ensures that information shared in confidence is protected and not subject to unauthorized disclosure.

Scope - This policy applies to:

- Board of Directors
- Committee members
- Staff and contractors
- Volunteers with access to sensitive information
- Any other individuals granted access to confidential BOMA Ottawa materials

Definition of Confidential Information - Confidential information includes, but is not limited to:

- Member or sponsor contact information and financial details
- Strategic plans, budgets, and financial reports not publicly disclosed
- Board and committee discussions or deliberations
- Legal documents and agreements
- Internal communications, databases, and policies not publicly distributed
- Proprietary event, award, or sponsorship materials

Confidential information may be shared when obtained verbally, in writing, electronically, or through observation but only pursuant to the overall policy guidelines.

Confidentiality Agreement Requirement - Where a confidentiality agreement with a third-party contractor is warranted, all individuals covered by this policy must sign a Confidentiality Agreement prior to commencing their duties. The agreement will may include, but not be limited to, the following:

- Affirm the individual's obligation to maintain confidentiality during and after their involvement with BOMA Ottawa
- Prohibit disclosure or use of confidential information for personal, professional, or third-party benefit
- Outline the consequences of a breach of confidentiality
- Destruction of shared information and provision of a Certificate of Destruction

Signed agreements will be retained on file by the Executive Director.

Handling and Storage of Confidential Information - Confidential documents must be stored securely, whether in physical or digital form. Access should be limited to those with a legitimate need. Emails and online file sharing must follow appropriate security practices

Breach of Confidentiality - Any suspected breach of this policy must be reported to the Executive Director, or President of the Board or Director at Large. A confirmed breach may result in disciplinary action, removal from a volunteer or governance role, termination of employment or contract, or legal action if warranted.

Review and Acknowledgment - Confidentiality Agreements will be reviewed annually or as needed. Individuals may be asked to reaffirm their commitment periodically, especially when reappointed or assigned to a new role.



Policy & Procedure Manual

SECTION 12

RISK MANAGEMENT AND INSURANCE

(613) 232-1875

www.bomaottawa.org

12.1 RISK MANAGEMENT

BOMA Ottawa is committed to identifying, managing, and mitigating risks that may affect its operations, members, events, and reputation. This policy outlines the Association's approach to risk management and insurance coverage, ensuring responsible stewardship of its resources and legal obligations. The purpose of this policy is to establish a framework for risk identification, assessment, and control, and to ensure appropriate insurance coverage is in place to protect the organization, its leadership, members, and assets. This policy applies to all of BOMA Ottawa's operations, including governance, staffing, events, finances, partnerships, communications, and programs.

Risk Management Responsibilities - The Board of Directors is responsible for overseeing the overall risk profile of the organization and ensuring policies and controls are in place. The Executive Director is responsible for day-to-day risk identification, mitigation planning, and implementation of appropriate measures to reduce organizational exposure. Committees, staff, and volunteers must report any risks or incidents that could impact BOMA Ottawa's operations, safety, or reputation.

Categories of Risk - Risks may include, but are not limited to:

- Strategic Risks: Impacts on reputation, governance, or long-term viability
- Operational Risks: Issues related to events, vendors, staffing, or program delivery
- Financial Risks: Budget shortfalls, fraud, or financial mismanagement
- Legal and Compliance Risks: Failure to comply with applicable laws or regulations
- Technology and Data Risks: Cybersecurity breaches, data loss, or system failures
- Health and Safety Risks: Risks to staff, volunteers, or attendees during events or operations

Risk Mitigation Measures - BOMA Ottawa will implement practical risk mitigation measures, including:

- Event planning checklists and liability waivers
- Internal controls over financial processes and expenditures
- Clear policies on conflict of interest, privacy, and conduct
- Annual reviews of major risk exposures and incident reports
- Staff and volunteer training on safety, privacy, and communication protocols

12.2 LIABILITY AND COVERAGE

BOMA Ottawa will maintain adequate and appropriate insurance coverage to mitigate financial liability. The minimum required coverage includes:

- Commercial General Liability Insurance
- Directors and Officers (D&O) Liability Insurance
- Event Liability Insurance (as needed for public functions)
- Cybersecurity/Data Breach Insurance (if applicable)
- Property or Contents Insurance (for physical assets, if any)

The Executive Director will review all insurance policies annually and present any recommended changes or renewals to the Board for approval.

Incident Reporting and Documentation - All accidents, incidents, or near misses that could give rise to claims or reputational risk must be reported immediately to the Executive Director.

Documentation will be maintained in accordance with BOMA Ottawa's Document Retention Policy and shared with the insurer where appropriate.

BOMA Ottawa will provide proof of insurance to the BOMA Ottawa office landlord.

12.3 CYBERSECURITY AND DATA PROTECTION POLICY

BOMA Ottawa is committed to safeguarding its digital infrastructure, member data, and operational systems against unauthorized access, misuse, or cyber threats. This policy defines the organization's approach to cybersecurity and data protection, ensuring compliance with applicable privacy laws and the integrity of the Association's digital operations.

Purpose - The purpose of this policy is to outline procedures for the secure management of digital information, systems, and technologies used by BOMA Ottawa, and to reduce the risk of data breaches, cyberattacks, and unauthorized disclosure of confidential or personal information. This policy applies to all BOMA Ottawa staff, contractors, Board members, volunteers, and any other individuals granted access to BOMA Ottawa's digital systems, records, or data. It covers all forms of data, including member information, financial data, email communications, and documents stored electronically.

Responsibilities

- The Executive Director is responsible for implementing cybersecurity protocols and ensuring compliance with this policy
- All users of BOMA Ottawa systems must adhere to safe digital practices and report any suspicious activity or data incidents immediately
- Contractors and service providers with access to BOMA Ottawa data must agree to confidentiality and data protection standards

Data Protection and Privacy - BOMA Ottawa will protect all personal and organizational data in accordance with applicable privacy legislation. Measures include:

- Storing data in secure, password-protected systems
- Limiting access to data based on role and necessity
- Encrypting sensitive documents and communications where appropriate
- Using secure, vetted cloud-based platforms for data management and file sharing

Acceptable Use of Technology - All users must:

- Use BOMA Ottawa digital systems solely for business-related purposes
- Maintain the confidentiality of login credentials
- Log out of systems when not in use
- Refrain from installing unauthorized software or accessing unapproved websites from BOMA Ottawa devices

Cybersecurity Measures - BOMA Ottawa will implement and maintain appropriate cybersecurity measures, including:

- Regular updates and patches to software and systems
- Firewalls and antivirus protection
- Secure Wi-Fi and access controls
- Regular backups of critical data

Incident Response - Any suspected or confirmed data breach or cybersecurity incident must be reported immediately to the Executive Director. An incident response protocol will be followed, including:

- Containment of the breach
- Assessment of data affected
- Notification to affected parties (if required by law)
- Documentation of the incident and mitigation steps

Third-Party Vendors - All third-party providers that handle data on behalf of BOMA Ottawa must demonstrate appropriate data security practices and agree to terms that uphold this policy.