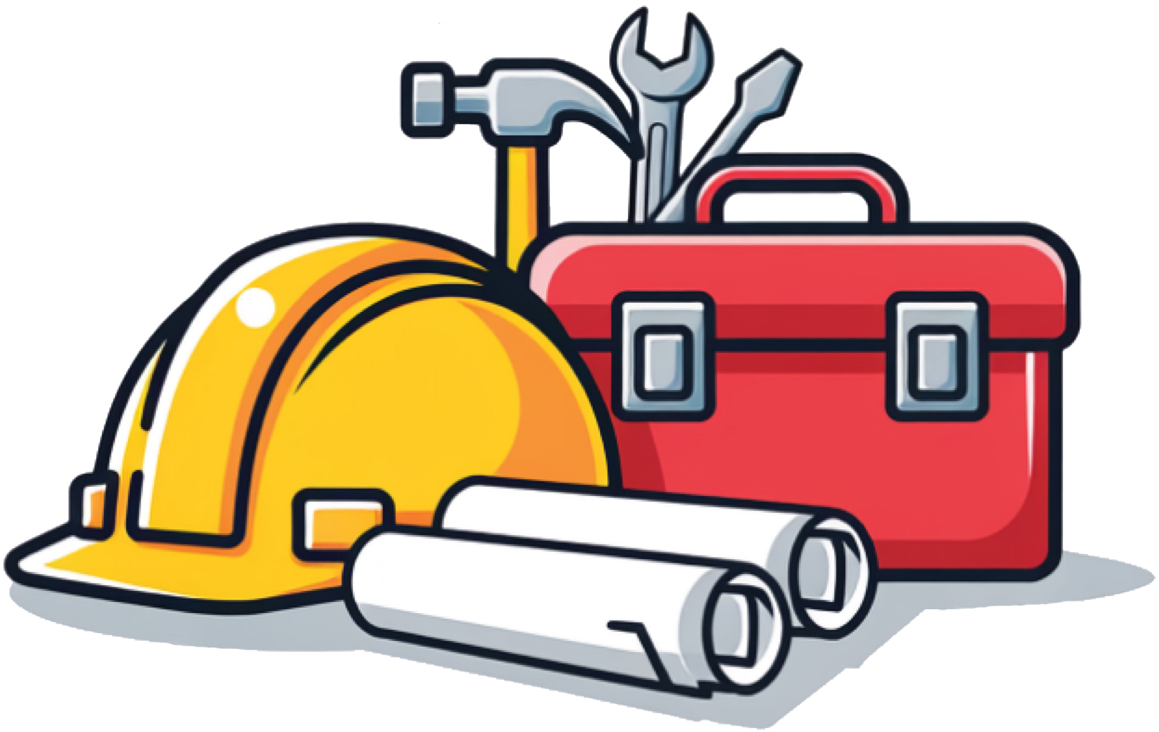


GETTING STARTED

A Practical Toolkit for Non-Profit Capital Planning

July 2026

Produced by The Village Initiative with the financial support of the Victoria Foundation and the United Way of British Columbia.

Acknowledgements

Thank you to the **United Way BC** and the **Victoria Foundation** for their financial contributions and support of the work of **The Village Initiative** in the development of this Toolkit. We wish to acknowledge the Leaders and Governance Champions of the following organizations for their participation and contributions to the completion of this project.

- **BGC South Vancouver Island**
- **Inter-Cultural Association of Greater Victoria (ICA)**
- **Society of Saint Vincent de Paul Vancouver Island**
- **Sooke Family Resource Society**
- **THRIVE Social Services Society**
- **Volunteer Victoria**

Special thanks as well to **Kaeley Wiseman**, Principal, Wiser Projects and **Dalyce Dixon**, Project Consultant for their leadership in this work. Deep appreciation as well to **Harold Cull**, HC Strategic Management Consulting and **Pam Jefcoat**, Partner, Civic Legal LLP, who generously contributed their time and expertise to this work.

Learn more about The Village Initiative …

The Village Initiative is a network of over 70 organizations working together to better support the health and wellbeing of children, youth and families across the fast-growing West Shore/Sooke region. [Learn more.]

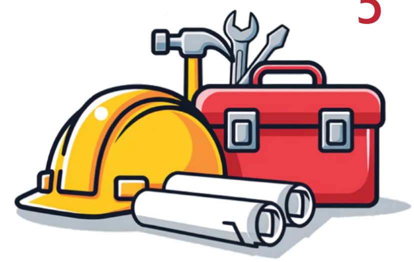
Table of Contents

Introduction

This toolkit was developed in response to space and infrastructure challenges facing the non-profit sector in the West Shore/Sooke region of South Vancouver Island. Many organizations were under growing pressure to meet increasing community needs with limited space and operational capacity. Collaborative capital planning approaches—such as shared spaces, partnerships, co-location opportunities, and coordinated service delivery—emerged as a more sustainable and efficient way to address these challenges. In response, participating organizations committed to exploring options that could strengthen both organizational capacity and long-term community impact.

The organizations involved in this initiative held a shared interest in the Hub model approach as one means of addressing their capital and space requirements. Through generous contributions of time, knowledge, expertise, and lived organizational experience, participants collectively explored the capital planning process. Their collaboration informed the development of this toolkit.

The toolkit supports collaboration among non-profit organizations and public and private sector partners by promoting resource sharing, strengthening relationships, and making better use of physical space. It offers practical guidance and tools to help organizations build capacity, communicate more effectively, and develop partnerships that improve community service delivery. Included within it are several practical resources designed to support organizations throughout the capital planning journey, including a **Value Proposition Exercise** to help organizations articulate their needs and contributions; a **Space Needs Framework** to guide joint functional reviews; and a **Decision-Making Framework** that supports transparent, informed, and consistent decisions regarding space, partnerships, budgeting, timelines, and alignment with organizational mission and vision.



How To Use the Toolkit

The toolkit is organized around the Stages of Change, or Transtheoretical Model (Prochaska & DiClemente), which views change—including capital planning and asset acquisition—as an ongoing, non-linear process rather than a one-time event. Because organizations move through different levels of readiness, they require flexible supports and strategies throughout their planning and development journey. The materials in this toolkit can be adapted and are intended to help position organizations for effective capital planning and successful projects.

Before you begin, some important considerations to set you up for success:

- Is your organization curious about the need for a capital plan as a priority? If yes, this toolkit will help.
- A committee structure to help move the work forward is important. So too, clear terms of reference to support the capital plan.
- The governing body and operational leadership need to work together to establish a capital plan based on the organization's unique needs.
- The capital plan will be guided by policies and procedures that support fiduciary responsibility, capacity, sustainability, risk mitigation, and financial stewardship.
- The templates and resources included in this toolkit are generic and are meant to be revised to align with each organization's context. Where minor or major changes are made, consider legal counsel to ensure compliance with relevant provincial and federal legislation is maintained.
- Engaging legal counsel that has expertise in capital projects early is crucial; they can provide input into your bylaw, constitution and corporate authority and compliance to ensure you meet potential funder and partnership agreements and commitments.
- It is common to move back and forth through this capital planning process. The tools contained herein will help you throughout the journey. (Keep in mind this toolkit, while providing a solid start informed by subject matters experts, is not an exhaustive capital planning resource.)

Recognition of Need (Pre-contemplation)

What it may be looking like for those in this phase:

- Assets are insufficient and leadership is in some denial for need to replace or invest.
- Leaders may not see benefit to changing existing processes or upgrading facilities/ space needs.

Resources in this section will support with assessments, data collection and risk assessment – all key to moving forward on capital planning.

Getting Started: Organizational Discussion Prompts, Risk Tolerance and Decision-Making Framework

1. Organizational Sustainability/Stability Discussion

Bring to Board/Governance and Leadership staff and consider the following:

- Knowing what your current and future space needs is driven by program needs. Where is your current knowledge of program evaluation?
- How confident are you that the organization has adequately evaluated services and needs?
    - How confident are you the executive leadership can guide the organization forward in capital planning?
    - Identifying gaps and training needs at the Board and Senior Leader level for partnership readiness. This could be financial literacy, policy development for example.

2. Risk Tolerance Evaluation

Ask every board member to fill out a form with the questions below (plus any others that would be valuable for you to know). Collect and collate the answers without using the names of individual board/leader members. Then, allot a portion of your next board meeting to discuss the findings and what they say about your organization's risk tolerance for the project.

Using a scale of 1 (No, not confident or important) to 5 (Yes, very confident or important):

- How important is it that our organization undertake capital or partnership projects, even if there's a chance we could fail?
- In your view, what is this organization's appetite for risk? How do you define risk?
- How confident are you that you've thoroughly evaluated the risks of capital projects/partnerships?
- How confident are you that our organization would be resilient enough to overcome potential project setbacks?
- How confident are you that the Board/Senior leadership can guide the organization forward to create a Capital plan that includes a strategy to participate as a Service hub partner

3. Decision Making Framework

Consider the following:

- Reflexive / survival side of the brain
  - What's the worst that could happen if we become part of a project/ partnership?
  - What's the worst that could happen if we don't / do nothing?
    ⚠️ Which "worst things" scare us the most? Which could we live with?

- Rational/creative side of the brain
  - What would becoming a part of a project/partnership project make possible for our organization?
  - What would not joining make possible for our organization?

Governance 101 Slide Deck With Key Considerations

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GOVERNANCE 101

AGENDA

1. **Welcome**
   Purpose of Today
2. **Governance**
   - Mission alignment
     Strategic alignment
3. **Whose job is it anyway?**
   - Fiduciary responsibility
   - Risk Mitigation
4. **Organization stability**
   - How Capital Planning helps stabilize
   - Policy development
5. **Next Steps**
   - Homework- Assessments to Identify where capital planning sits in your strat plan and the conversations happening across Leadership

Purpose

Prepare the Organization and Board for shared space partnership conversations

- ❑ Identify how Capital Planning is an activity that can help stabilize/sustain the organization
- ❑ Clarify Board and Senior Leader responsibilities in organization Capital Planning
- ❑ Offer an approach to assessing where your organization is today in Capital Planning
- ❑ Increase access to tools to advance your current position for capital planning

Mission Alignment

- Explicitly connect "business" practices to your mission fulfillment.
- Operating like a business doesn't mean prioritizing profit over purpose. Instead, it means creating systems that maximize your impact while ensuring financial sustainability. This includes:
  - ✓Strong Governance Leadership
  - ✓Data Driven decision-making processes
  - ✓Operational Efficiencies
  - ✓Revenue Diversification
  - ✓Financial Management

In today's complex social landscape, no single organization can solve major social issues alone. Collaboration is essential for combining diverse expertise, reaching wider audiences, creating systemic change, and building financial sustainability.

Cost-Benefit Analysis of Nonprofit Collaboration

- **Operational Efficiency**
- **20%**
- Reduction in operating costs through shared resources
- **Funding Success**
- **45-60%**
- Increase in grant success rates for collaborative applications
- **Expertise Expansion**
- **300%**
- Average increase in available staff expertise through partnerships

Organizational Stability & Sustainability

- Organization capacity to focus on new initiatives are stretched
- Reducing workload, creating efficiencies and relying on organizations structures and systems contribute to capacity required to respond to unanticipated events
- Key contribution from the Board is Risk Management
  - Board members require information to make informed decisions that respond appropriately to risks and plans to mitigate those risk

Risk Tolerance

- Board leadership needs to evaluate individual and organizational risk tolerances.
- Your organization's tolerance for risk will play a big part in shaping your capital plan. It determines the size/scope of the Capital assets you are considering and the financial goals attached.
- Collectively understanding what you're working towards and roughly how much support you'll need to accomplish is essential for your plan's progress and success.

Capital Planning **IS** Risk Management

Governance

- **Fiduciary Responsibility**
  - A fiduciary is a person who has a legal duty to act for another person's benefit. Fiduciaries must put the interests of the other person above their own. Directors are in a fiduciary relationship because of the position they occupy within the organization. The assets belong to the organization.
- **Facilitate** a culture where threats are quickly identified and effectively mitigated to strengthen the organization from the inside.
- **Strategic and Opportunity Lost Risk**
  - The risk of accepting inappropriate or unrealistic programs and initiatives, the risk involved in not taking advantage of new opportunities and the failure to keep the organization strong and relevant.

Strategic Plan that is

- regularly monitored, reported on and updated
- keeping current on trends and opportunities impacting your organization's core business
- when new programs/initiatives are being introduced, board needs to ensure that they align with mission and strategic plan and understand risks involved and how risks will be mitigated.

Capital asset maintenance and replacement plan

-what is the difference?

Capital Planning **IS** Risk Management

Operational

- **Facilitate** a culture where threats are quickly identified and effectively mitigated to strengthen the organization from the inside.
- **Build strategic partnerships** with other risk-aware nonprofits, government agencies, and reputable private entities enhances your risk management capabilities, strengthening the resilience of both parties.
- **Program & Operational**

  Risks are mitigated with:
  - human resource policies for staff and volunteers
  - structured staff, board and volunteer orientation and training programs
  - capital asset maintenance and replacement plan
  - clear communication policies and practices.

Organizational Sustainability/Stability

aka: What you want to know about your own organization?

1. Knowing what your current and future space needs is driven by program needs. Where is your current knowledge of program evaluation?

   How confident are you that the organization has adequately evaluated services and needs?

2. How confident are you the executive leadership can guide the organization forward in capital planning?
3. Identifying gaps and training needs at the Board and Senior Leader level for partnership readiness (e.g., financial literacy and policy development).

Risk Tolerance Assessment

Scale of 1 (no, not confident or important) to 5 (yes, very confident or important):

- How important is it that our organization undertake capital or partnership projects, even if there's a chance we could fail?
- In your view, what is this organization's appetite for risk? How do you define risk?
- How confident are you that you've thoroughly evaluated the risks of capital projects/partnerships?
- How confident are you that our organization would be resilient enough to overcome potential project setbacks?
- How confident are you that the Board/Senior leadership can guide the organization forward to create a Capital plan that includes a strategy to participate as a Service hub partner?

Practice Tip - *Ask every board member to fill out a form with those five questions, plus any others that would be valuable for you to know. Collect and collate the answers without using the names of individual board/leader members. Then, allot a portion of your next board meeting to discuss the findings and what they say about your organization's risk tolerance for the project.*

4 Question Decision making Framework

Reflexive/Survival side of Brain

- What's the worst that could happen if we become part of a project/partnership?
- What's the worst that could happen if we don't / do nothing?
  - Which "worst things" scare us the most? Which could we live with?

Rational/Creative side of Brain

- What would becoming a part of a project/partnership project make possible for our organization?
- What would not joining make possible for our organization?

Which set of answers resonates most? Which are the most exciting? Which seem most likely to bring the results the organization wants?

Weighing the Need for Change (Contemplation)

At this stage, leadership may know new infrastructure is needed but are concerned about costs, disruption, learning curve, staff capacity and more. The information and reflective questions in this section will support the cost/benefit analysis, including risk of doing nothing.

Communications Slide Deck

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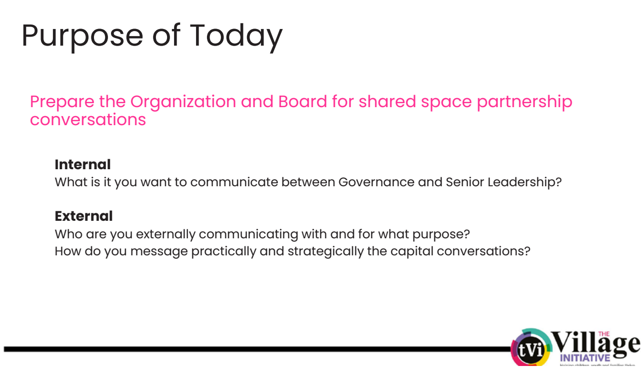
Communications



Cost-Benefit Analysis of Aligning Communication with Capital Planning

Communication Plan is an Investment in Infrastructure
- Upfront costs supporting communications resources could be seen as an infrastructure budget line—similar to investing in new accounting software (aka foundational necessity for future growth)

Strengthened Credibility and Reputation
- Credibility is a key differentiator. Proactive communication manages public perception, mitigates crises, and positions your organization as a trustworthy leader.
- This strong reputation can lead to valuable strategic partnerships with other service providers, public and private entities and stake holders that might otherwise be out of reach

A strong Communications focus in the non-profit sector is not a luxury, but a strategic imperative

Risk Tolerance

Just a reminder...

- Board leadership needs to evaluate individual and organizational risk tolerances
- Your organization's tolerance for risk will play a big part in shaping your capital plan. It determines the size/scope of the Capital assets you are considering and the financial goals attached
- Collectively understanding what you're working towards and roughly how much support you'll need to accomplish is essential for your plan's progress and success.

Applying Your Risk Tolerance Knowledge to Communications

What do you need internally
- What are you open to? How broad is this scope *(e.g., buying, leasing, renovating, partnership, etc.)?*

What do you need externally
- What are you NOT, open to (e.g., buying, leasing, renovation, partnership, etc.)?
- What information do you need to gather to make informed decisions (e.g., vetting and testing partnerships)?
- Planting seeds to come to fruition in the future, this is a long game.

Risks
- How you are tracking your communication internally and externally? What system do you have in place to track and evaluate the success of your communication?

Building a SMART Why statement

Strategic Capital Planning is a vehicle to help anticipate future challenges and seize potential opportunities

Cost-benefit analysis of a strong Capital Plan for a Nonprofit

Tangible benefits
- **Improved long-term cash flow management:** Capital plans help project future cash needs for acquiring or replacing assets, allowing the nonprofit to plan for and manage cash flow requirements well in advance.
- **Optimal resource allocation:** A strong plan helps the organization decide where to allocate its limited financial and staff resources.
- **Increased financial transparency:** A documented capital plan enables transparent reporting to donors and stakeholders, showing exactly how funds are being used and the impact of their contributions.
- **Access to funding:** A well-researched capital plan strengthens the case for support during capital campaigns or when seeking loans, demonstrating the financial viability of the organization.

Intangible benefits
- **Reduced risk:** By analyzing potential scenarios, a capital plan helps the organization mitigate financial risks associated with large projects or future uncertainties.
- **Improved decision-making:** Provides a structured, data-driven approach to evaluating projects, helping leaders make objective decisions instead of relying on opinions.
- **Enhanced credibility:** Transparent capital planning and reporting builds trust with donors and the community by demonstrating fiscal responsibility.
- **Increased mission fulfillment:** By aligning capital investments with strategic and operational plans, a nonprofit can better fulfill its core mission.

Ready to Plan (Preparation)

At this point, the organization is intending to take action and begins to make small, foundational changes. The organization has a capital plan that includes the space needs project. Resources in this section will support the focused actions required in three areas.

Capital Projects Financial Management & Governance Success

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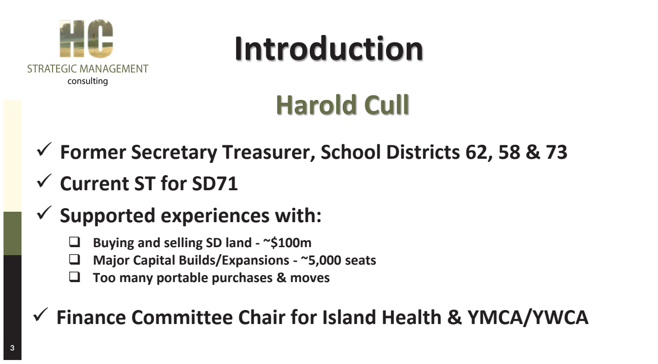


Project Planning

Having a clear and formal Project Charter reduces the financial and business risks of a Capital Project

7

Project Planning

Key financial considerations:

- Organization to stick to defined project intent and initial options
- Board to seek partners to spread risk and stretch funding
- Staff to secure necessary consultants but manage them closely
- Board signs off project scope – **build the airplane on the ground!**

8

Project Planning

Financial Model:

- ❑ What are the sources of capital funding?
- ❑ Are there restrictions/criteria attached to the funding?
- ❑ Are there like minded organizations to partner with to stretch the public/non-profit $?
- ❑ What is the <u>operating</u> impact once the project is implemented?
- ❑ Cash Flow – timing of inflows and outflows of cash

Project Planning

Based on a construction project

Major budget areas:

Area	Description	~ % of Budget
Planning	Business case development	2%
Design	Architects and Consultants	12%
Project Management	Construction or Project Manager	2%
Construction	Building costs	72%
Equipment	Equipment for your new space	8%
Contingency	For unexpected occurrences	4%

Project Planning

Business Case
- Class D cost estimate (+/-25%)
- Staff developed & Board approved

→

Project Charter
- Class C cost estimate (+/-20%)
- Staff developed & Board approved

→

Design
- Class B cost estimate (+/-10%)
- Staff developed & approved

11

Project Planning

Risk Matrix:

- ❑ What are the risks that could prevent project success?
- ❑ What is the Likelihood and Consequence of the risk occurring?
- ❑ What is the organization's Risk Tolerance Level?

Likelihood X Consequence = Risk Rating

12

Project Planning

How to reduce or mitigate Financial Risk:

- ❑ Secure multiple sources of funding
- ❑ Partner with like minded organizations to spread the risk
- ❑ Manage scope and schedule closely to avoid cost overruns
- ❑ Regular monthly financial reporting of actuals vs. budget and variance explanations
- ❑ Maintain contingency for unexpected occurrences

13

Project Design

14

HC STRATEGIC MANAGEMENT consulting

Project Design

What's the biggest financial risk in Project Design?

Overdesign

15

HC STRATEGIC MANAGEMENT consulting

Project Design

Scope Creep usually adds:

- ❑ Time to the schedule
- ❑ Labour @ at premium $
- ❑ Costs to the project

Is the proposed design change <u>necessary</u> to meet the intent of the project?

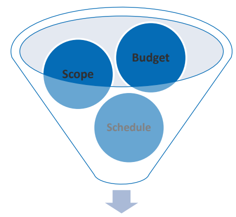
16

Project Delivery

17

HC STRATEGIC MANAGEMENT consulting

Project Delivery



Financial Success

18

HC STRATEGIC MANAGEMENT consulting

Project Delivery - schedule

Financial Risks with Schedule:

- ❑ Delayed project completion could negatively impact operations
- ❑ Less revenue generation
- ❑ More construction and/or borrowing costs

Mitigate through <u>Milestones</u> and focusing on <u>Critical Path</u> items

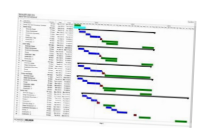
19

HC STRATEGIC MANAGEMENT consulting

Project Delivery - schedule

The Project Schedule is an important tool in the Board's Accountability Framework:

- ✓ GANTT Chart
- ✓ Key Milestones
- ✓ Critical Path items
- ✓ Financial penalties for late delivery



20

HC STRATEGIC MANAGEMENT consulting

Project Delivery - schedule

The **Board** holds **Staff** accountable for the Project Schedule and **Staff** hold the **Contractor** accountable for the Project Schedule

21

HC STRATEGIC MANAGEMENT consulting

Project Delivery - budget

Area	Budget	Year to Date	Forecast	Variance
Planning	$2.000	$1.500	$1.750	$.250
Design	$12.000	$11.800	$12.100	($.100)
Project Management	$2.000	$1.000	$2.000	0
Construction	$72.000	$37.000	$71.500	$.500
Equipment	$8.000	$2.000	$8.000	0
Contingency	$4.000	0	0	$4.000
Total	$100.000	$53.300	$95.350	$4.650

22

Top 5 Legal Considerations in Capital Planning

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Civic Legal LLP

TOP 5 LEGAL CONSIDERATIONS

April 13, 2026
Presented by:
Pam Jefcoat

www.civiclegal.ca

OVERVIEW

1. **Can we do this?** - Corporate Authority and Compliance
2. **How should we do this?** - Structuring the Development Vehicle
3. **What are we building on?** - Land Tenure and Ownership Structure
4. **How do we fund this?** – Capital Considerations
5. **What could go wrong?** - Regulatory, Funding and Risk Allocation

#1 CORPORATE AUTHORITY & COMPLIANCE

- Confirm authority:
  - Review constating documents (purposes, restrictions, asset distribution clauses, borrowing limits etc.).
  - Confirm alignment with the society's stated purposes.
  - Consider whether amendments to bylaws or purposes are required.
  - Ensure directors understand fiduciary duties when entering into complex, long-term projects.

#2 STRUCTURING THE DEVELOPMENT VEHICLE

- Common options:
  - Sole development
  - Subsidiary – wholly owned (single purpose) company
  - Partnership (often with private developer) – JV/general/limited
  - Co-development agreement (no formal entity)
  - Co-ownership/co-tenancy structures
- Considerations:
  - risk management - liability containment, exit strategies
  - governance – decision making control v. flexibility
  - financial – financing, tax implications
  - mission alignment - protection of long-term interests (e.g. affordability commitments)

#3 LAND TENURE AND OWNERSHIP STRUCTURE

- Options:
  - fee simple ownership
  - long-term ground lease (common with local governments)
  - airspace parcel structures
  - strata or shared ownership models
- Key issues
  - security for lenders (what will financing be registered against)
  - restrictions in leases (use, transfer, refinancing)
  - reversion rights at end of term
  - subdivision and title complexity

#3 LAND TENURE AND OWNERSHIP STRUCTURE

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  - restrictions in leases (use, transfer, refinancing)
  - reversion rights at end of term
  - subdivision and title complexity

#5 REGULATORY, FUNDING AND RISK ALLOCATION FRAMEWORK

- Must be able to navigate overlapping legal regimes and funding conditions
  - Local government approvals (zoning, development permits, servicing)
  - Building and occupancy requirements
  - Funding agreements (BC Housing, CMHC, FCM)
  - Procurement and public sector constraints (if partnering with local government)
  - Construction risk allocation (fixed price contracts, guarantees, insurance)
  - Insurance requirements and risk transfer mechanisms

WHY IT MATTERS

1. Corporate authority and compliance - acting outside corporate authority can expose directors to liability and jeopardize society status.
2. Structuring the development vehicle - the wrong structure can expose core assets or undermine mission.
3. Land tenure and ownership structure - Land structure can either enable or constrain the entire project.
4. Capital considerations – Misaligned funding conditions can make a "fully funded" project unfinanceable and obligations can constrain future flexibility.
5. Regulatory, funding and risk allocation - Regulatory missteps or poorly allocated risk can derail timelines and budgets.

Intergovernmental Processes and Politics

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DEVELOPMENT 101 COHORT
April 2026

United Way British Columbia

Victoria Foundation

Intergovernmental Processes and Politics

1. Who is responsible for what?
2. Top 5 considerations for each level
3. Where do you start?
   1. When do you start approaching local government?
   2. Staff versus elected officials
   3. What problem are you solving?
   4. What is the ask?

LEVELS OF GOVERNMENT

MUNICIPAL
- Libraries
- Snow Removal
- Transit
- Fire Department
- Building Permits
- Property Taxes
- Water
- Waste Management
- Parks and Recreation
- Local Bylaws

PROVINCIAL/ TERRITORIAL
- Schools and Education
- Health Care Delivery
- Social Assistance
- Natural Resources
- Drivers Licenses
- Transportation and Highways
- Provincial Income Tax
- Agriculture

FEDERAL
- National Security
- Defense and Military
- Foreign Affairs
- Trade
- Citizenship and Immigration
- Currency and Banking
- Postal Service
- Fisheries/Oceans
- Federal Income Tax

Political Levels: Local Government Considerations in Capital Projects

Local Government Act
- 'Child' of the province
  - Continual and increasingly discussion of who is responsible for what, i.e. housing, community safety
- Details here
- Authorities
  - Land approvals: including but not limited to land use (rezoning), design (development permits), construction (building permit) and associated fees, expropriation
  - Infrastructure: water, wastewater, storm, hydro (to some degree), roads (to some degree)
  - Financial: permit fees, development cost charges, taxation authority

Top 5 Considerations

Local Government
1. Land use approvals: processes, costs, timelines, risks, political will
2. Champions and priorities: political and staff
3. Public engagement/community communications: expectations and/ vs requirements
4. Infrastructure support (on/off sites, upgrades in kind etc)
5. Financial support, what can cities reasonably contribute?
   1. Expedited approvals
   2. Waiving of fees
   3. Grants – generally for capital versus operations
   4. Tax vacation – 10-year basis
   5. Land leases/partnerships
   6. Supportive to other levels of government – look at their track record

Political Levels: Regional Government Considerations in Capital Projects

Regional Government Act
- Relationship between municipal and provincial laid out
- Details here
- Authorities: vary per region, but generally transportation, parks and trails, geographical areas that fall outside of municipal governments,

Political Levels: Provincial Government Considerations in Capital Projects

Responsibilities
- 'Parent' of local and regional governments
  - Continual and increasingly there are discussions of who is responsible for what, i.e. housing, community safety
- Authorities: healthcare, education, social services, provincial infrastructure, natural resources, property/civil rights, taxation provincially, justice

Capital project considerations
- Land approvals: when impacted (MOTT)
- Infrastructure: large scale water, wastewater, storm, hydro (via bc Hydro crown corp), roads (at provincial level)
- Financial: BC Housing (crown corp)

Top 5 Considerations

Provincial Government
1. Funding programs – operation and capital
   - Namely ongoing operating funding VIHA, BCH, FNHA, etc
2. Infrastructure support – often substantive costs
3. Crown corporations: BC Housing, hydro etc.
4. Land – check out provincial data base
5. Partnerships/support to other levels of government
   1. MLAs strength/champion

Political Levels: Federal Government Considerations in Capital Projects

Responsibilities
- 'Parent' of provincial government
- Authorities
  - Executive branch: defense, foreign policy, immigration
  - Judicial branch: courts
  - Authorities: CRA, CMHC, RCMP, etc.

Capital project considerations
- Federal/Crown lands
- Overlap with reserve lands/non-Treaty lands approvals
- Infrastructure in rural, northern, remote areas
- Financial: CMHC, Indigenous Services Canada, Build Canada Homes

Top 5 Considerations

Federal Government

1. Land: Crown land makes up 89%of all land in Canada (including reserves; provinces manage 48% of this); 94% of BC is Crown owned
2. Funding programs: CMHC, ISC, Build Canada Homes
   - Immigration often set by federal government and programs reflect this
3. Champion/partnership support: MPs
4. Partnership with Indigenous governments/communities
5. Land use approvals in some areas

Political Levels: Indigenous Government Considerations in Capital Projects

Responsibilities
- Depending on Nation and treaty-process or history, varies
- Can be land authority similar to a local government, can be additional or referral authority, and can have demonstrated rights/title to area
- Regardless, understanding appropriate protocol is paramount

Capital project considerations
- Cultural protocol processes for pre-development, development, construction and operations; examples
- Development work is inherently land-based work
- Understanding land histories
- Opportunities for partnerships at various levels
- Land referral processes for public projects

Top 5 Considerations

Indigenous Governments
1. Relationship development for new territories you are working in
   Introductions, backgrounds, priorities, understand cultural protocols for capital projects and relationships
2. Histories of lands – archaeological and cultural, land use management
3. Community needs – and opportunities for partnerships
4. Ongoing communications/information sharing
5. Referral process, if any

Where and when do you start?

1. **When do you start approaching local government?**
   1. Early – but when you have something secured or to be secured (money, land, opportunity)
   2. When you have an 'ask' – real or verbal (letter of support, funding, etc).
2. **Staff versus elected officials**
   1. Where are your existing relationships – or who in your organization has them?
   2. Roles: Mayor and Council, CAO, Staff
3. **What problem are you solving?**
   1. Do their job for them – which community need are you addressing and what is the potential impact?
   2. What are you bringing to the table?
4. **What is the ask?**
   1. Be clear, follow up, aim to get certainty
   2. Timing/schedule, cost, responsibility

Case Example

Project overview of all levels of government contributions -what came from where, how, and timeline

Duncan Housing Society: Response 2

- Strategic partnership with Anglican Diocese and local parish
  - 'Free' land
- Municipality: tax waiving and fee reduction
- CVRD grant
- BC Housing capital grant
- CMHC capital grant and loan
- FCM grant and loan: non-residential space
- Will take 10 years from initiation to occupancy

Executing Your Space Needs Project (Action)

In this stage, leadership will be making discernable changes to adopt the new processes that can ensure infrastructure will be completed. Resources in this section will support the policies and document templates to align with new organization procedures.

Non-Profit Capital Planning Policy Templates

Download the PDF of the Non-Profit Capital Planning Policy Templates
https://thevillageinitiative.ca/wp-content/uploads/2026/06/toolkit_capitalplanning_TVI_april2026.pdf
Download the Word document of the Non-Profit Capital Planning Policy Templates
https://thevillageinitiative.ca/wp-content/uploads/2026/06/toolkit_capitalplanning_TVI_april2026.docx

Financial Policies

Policy 1: Capital Asset Policy

1.0 **INTRODUCTION**

1.1 Purpose

1.1.1 To ensure capital assets are acquired and amortized at the appropriate levels

1.1.2 To ensure capital assets are appropriately safeguarded and maintained

1.1.3 To ensure the existence and value of capital assets are periodically verified

1.1.4 To ensure capital assets are appropriately valued in the Society's financial records and removed from the records, or recorded at an appropriate value when required

1.1.5 To ensure capital assets are disposed of appropriately, in accordance with Society policies, procedures, applicable legislation, and in a manner that achieves maximum financial return

1.1.6 To ensure capital assets are accounted for in accordance with the requirements of universal accounting standards

1.2 This policy does not apply to intangible assets, natural resources, and Crown lands that have not been purchased by the Society.

2.0 **DEFINITIONS**

2.1 Betterment: A cost incurred to enhance the service potential of a capital asset. This includes investment that decreases operating costs or extends useful life.

2.2 Capital Asset: Physical assets with an adjusted cost base (per Appendix I) that:

2.2.1 Are used to produce or deliver goods and services, support administration, rent to others, or enable the development or maintenance of other tangible assets;

2.2.2 Have useful lives beyond one fiscal period;

2.2.3 Are intended for continuous use; and

2.2.4 Are not held for sale in normal operations.

2.3 Capitalize: To delay the expensing of the cost of a capital asset by recording the expense as a long-term asset.

3.0 **CAPITAL ASSET ACQUISITIONS**

3.1 Assets remain Society property until formally disposed of.

3.2 All acquisitions must follow procurement, budgeting, and approval processes, and align with xx policies.

3.3 The Executive Director must review all capital asset acquisitions. Capital leases will be presented in the financial statements in accordance with the governing body's requirements.
3.4 Donated assets are recorded at fair market value when determinable.
3.5 Requests to use Society equipment and assets for non-work-related purposes must be approved in advance by the immediate supervisor.

4.0 **CAPITAL ASSET CAPITALIZATION AND AMORTIZATION**

4.1 The Society will record capital assets, including composite assets, at cost and capitalize and amortize them over their useful lives when they:
 4.1.1 Meet the definition of a capital asset; and
 4.1.2 Meet or exceed the capitalization thresholds in Appendix I.
4.2 Assets below the Appendix I thresholds will be recorded as operating costs.
4.3 Capitalized assets will be amortized over their useful lives in accordance with XYZ guidance.
4.4 Land acquisitions and site improvements will be capitalized on a project or parcel basis when criteria are met.
4.5 Assets received from or transferred to related parties will be recorded or disclosed per governing standards.
4.6 Maintenance and repair costs will be expensed. Betterments that enhance an asset will be capitalized.
4.7 Donated assets from arm's-length parties will be capitalized at fair market value, or nominal value if fair value cannot be determined.
4.8 For multi-component systems, whether the Society decides to record and account for each component as a separate asset will be determined by the usefulness of the resulting information to the entity and the cost versus the benefit of collecting and maintaining it.
4.9 Construction in progress will not be amortized until substantially complete and ready for use.
4.10 Capital assets less the residual value, excluding land, will be amortized on a straight-line basis over estimated useful lives per Appendix I.
4.11 The Society will recognize unamortized deferred capital contributions as revenue in the periods in which the related capital asset(s) are amortized.

5.0 **CAPITAL ASSET TRACKING AND VALUATION**

5.1 The Society's Board of Directors will ensure that an annual Capital Asset Continuity Schedule is prepared. The schedule must include a list of all capital assets acquired by the Society and be updated regularly for additions, transfers, disposals, impairments, and amortization.
5.2 The Society will establish an inspection schedule of physical inventory to verify the value, existence and condition of capital assets and ensure the accuracy of the capital asset list.
5.3 The Society will *write down* capital assets when conditions indicate that the capital asset no longer contributes to the Society's ability to provide goods and services, or when the value of future economic benefits associated with the capital assets is less than its net book value.

5.4 The *net write-downs* will be accounted for as expenses in the statement of operations.

6.0 **DISPOSALS**

6.1 The Society is responsible for the stewardship of all capital assets under its control and oversees:

6.1.1 Ensuring asset disposal meets all governing Body Health and Safety standards.

6.1.2 Ensuring that capital assets purchased with restricted donations or grants are disposed of according to the acceptance agreement and in accordance with provincial legislation.

6.1.3 Reporting lost or stolen capital assets as soon as the loss or theft is known.

6.1.4 Identifying capital assets that become impaired or surplus to its needs and initiating a disposal process.

6.2 In the following cases, advance capital asset disposal approval must be received through a motion from the Board:

6.2.1 Disposal of capital assets with significant net values (e.g. ≥$xx)

6.2.2 Disposal of capital assets that are buildings of any sort

6.2.3 Disposal of assets being trading in on replacement

6.3 Disposal methods chosen must take into account fair market value, demand, and estimated disposal costs for the items being disposed of. The following methods should be considered:

6.3.1 Formal tendering procedures

6.3.2 On-site auction

6.3.3 On-site sale

6.3.4 Donation to other non-profit entities

6.3.5 Trade-in on replacement, with approvals from the Board

6.4 Capital assets acquired with government or other funding must be managed and disposed of in accordance with applicable contractual agreement terms and conditions.

6.5 Approval from the Board must be obtained prior to disposing of donated or gift-in-kind capital assets and must comply with the terms and conditions agreed to when accepting the capital asset, applicable Society policies, and relevant provincial or federal legislation.

7.0 ROLES AND RESPONSIBILITIES

Personnel	Responsibilities
Society Board of Directors	• Reviews recommendation of the ED by applying the policy • Formally support this policy • Approve the disposal of gift-in-kind capital assets • Review and approve capital asset acquisitions • Ensure applicable legislation has been reviewed

Executive Director	• Prepare recommendations for capital asset acquisition with compliance of the policy • Oversee the implementation of this policy once approved by the Board • Review and approve any exceptions to the requirements of this policy • Complete approved capital asset acquisitions. Complete the approved disposals of capital assets with significant net values, that are buildings, or are being traded in on replacement
Financial Department/Chief Financial Officer	• Maintain capital asset records
Legal counsel	• Review any forwarded capital asset disposal or acquisition inquiries and agreements

Example of Capitalization Threshold and Estimated Useful Life

The table below provides examples for the threshold and estimated useful life applicable to each tangible capital asset category. A threshold of ALL means that all tangible capital asset purchases, regardless of cost, are recorded.

Tangible Capital Asset Category	Threshold	Estimated Useful Life
Automotive	$xx	5-25 years
Buildings - Permanent	$xx	10-50 years
Buildings - Portable	$xx	5-25 years
Computer Equipment	$xx	5-10 years
Instructional Equipment	$xx	5-15 years
Land	ALL	Indefinite
Leasehold Improvements	$xx	Lesser of useful life of tangible capital asset and lease term
Library	$xx	5-10 years
Other Equipment	$xx	5-15 years
Site Improvements	$xx	10-40 years
Software	$xx	5-10 years

8.0 DOCUMENT CONTROL : Version X

DATE OF IMPLEMENTATION: xx, 2026

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xx, 2026

Policy 2: Investment Policy

1.0 **INTRODUCTION**

The Society may periodically hold excess cash that is not required for short-term operational or capital needs, or for obligatory or discretionary reserves. These funds can be invested in Board-approved, low-risk products to earn income above standard bank account returns, in accordance with this policy.

1.1 Purpose

To outline the scope, strategies, controls, and governance procedures for the Society's cash investment portfolio

1.2 Approval

The Board of Directors approves this policy. All investment activities must follow the approval and reporting requirements set out in this policy.

2.0 **POLICY**

2.1 Investment Objective

2.1.1 The Society aims to:

2.1.1.1 Preserve capital and minimize risk.

2.1.1.2 Achieve reasonable returns aligned with investment volume, term, and risk level.

2.2 General Policy

2.2.1 Investment limitations: The Society may limit where and what types of investments are made—for example, to Canadian-held securities or bonds, or to investments aligned with a social-equity lens.

2.2.2 All investments will be in Canadian dollars.

3.0 **RESPONSIBILITIES**

3.1 The Board of Directors will strike an Investment Committee consisting, at a minimum, of the Board Chair, Treasurer, and ED/DoF. To mitigate potential conflicts of interest, the committee will select an investment firm option and recommend its choice for approval by the full Board. The investment firm will provide portfolio updates on a schedule set by the committee. The Director of Finance (DoF) will identify available excess funds and maintain investment records for the committee.

4.0 **PROCEDURE (for the Investment Committee)**

4.1 Cashflow Forecasting

4.1.1 The DoF prepares and updates a cash flow forecast on a quarterly basis based on approved budgets. This forecast drives decisions about investment timing and amounts.

4.2 Timing & Maturity

4.2.1 Investments should be staggered to ensure liquidity throughout the year.
4.2.2 Maximum investment term: xx years.

4.3 Approved Investment Products
4.3.1 All products must be issued or guaranteed by the Government of Canada, Provincial Governments, major Canadian banks, or other approved entities.
4.3.2 Approved Products:
4.3.2.1 Government of Canada Treasury Bills – Short-term, government-guaranteed instruments, purchased in amounts of $xx+, with terms from 1 week to 1 year
4.3.2.2 Provincial Treasury Bills / Promissory Notes – High-quality products issued by provincial governments.
4.3.2.3 Bankers' Acceptances – Corporate notes guaranteed by a major Canadian bank.
4.3.2.4 Bearer Deposit Notes – Short-term bank instruments similar to Bankers' Acceptances.
4.3.2.5 Term Deposits / GICs – Fixed-rate deposits from major banks; may be cashed early at reduced interest.
4.3.2.6 Commercial Paper – Short-term unsecured notes from high-quality corporations (not bank-guaranteed).
4.3.2.7 Crown Corporation Paper – Short-term notes backed by the Government of Canada.
4.3.2.8 Securitized Notes (Asset-Backed Securities) – Notes backed by pools of receivables or other assets.
4.3.2.9 Money Market Funds – Must invest only in the approved categories above.

4.4 Approved Banks & Dealers
4.4.1 Investments will be purchased through Investment Committee recommendations to the Board of Directors.

4.5 Records & Accounting
4.5.1 The Director of Finance will maintain all investment records and ensure proper accounting treatment under the Society's policies and generally accepted accounting principles.

4.6 Reporting
4.6.1 Monthly: Treasurer's report to the Executive Director and Board, including investment balances and income vs. budget.
4.6.2 Quarterly: Investment Update to Investment and Finance Committees; then provided to the Board for approval.

4.7 Evaluation of Performance
4.7.1 Primary measure of success: preservation of capital.

4.7.2 Secondary measure: net investment income compared to budget and average market returns for similar products.
4.7.3 Investment firm performance year over year
4.7.4 The Investment Committee will set a schedule for reviewing the investment firm's performance and will make recommendations to the Board of Directors.

5.0 DOCUMENT CONTROL: Version X

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Policy 3: Capital Reserve Fund Policy / Contingency Fund Policy

1.0 INTRODUCTION

The Society will maintain reserves to ensure resources are available when needed. Any operating surpluses the Society accumulates will be allocated to reserve funds to support the Society's long-term sustainability. The Society may maintain different reserve funds for different needs; this policy should be updated to reflect the organization's current capital planning priorities and projects.

1.1 Purpose

To establish guiding principles, primary objectives, key managements and administrative responsibilities, and standards of care for any reserves and reserve funds managed by the Society.

2.0 PRINCIPLES

2.1 The guiding principles for reserves and reserve funds shall be:

2.1.1 Budget alignment

2.1.1.1 Reserves and reserve funds are essential components of the Society's budgeting and long-term financial planning

2.1.2 Liquidity

2.1.2.1. Reserves must be kept at levels that ensure the Society can:

i. Maintain the value of any large capital assets
ii. Establish capital asset replacement schedule
iii. Fund new capital needs
iv. Address long-term contingencies and liabilities
v. Respond to unforeseen costs or revenue losses

2.1.3 Credit Rating

2.1.3.1 Maintaining targeted reserve balances supports a strong credit rating and reduced borrowing costs

3 OBJECTIVES

3.1 Statutory Compliance

3.1.3 The Society will maintain all required reserve funds and manage them in compliance with Board requirements and any applicable government requirements (e.g., CRA).

3.2 Financial Stability and Flexibility

3.2.3 Adequate reserve levels will be maintained across key categories: Obligatory, Renewal/Replacement, and Contingencies. Reserve levels will align with best-practices standards.

3.3 Support for Major Capital Needs

3.3.3 Reserves will be used to rehabilitate or replace major assets and fund new capital identified in long-term plans. Where applicable, contribution will reflect asset lifecycle costs.

3.3.4 Project specific reserves may be established for short duration projects (i.e. a new capital undertaking or exploration), as well as for ongoing operations and maintenance of new or existing capital assets.

3.4 Reducing Debt

3.4.3 Reserve balances may be used to finance capital projects and to substitute previously approved debt, where appropriate.

3.0 TYPES OF RESERVES

3.1 Obligatory: Required by legislation or contract and used only for their specific purpose.

3.2 Discretionary: Established by the Board for future spending needs within the Board's authority.

4.0 RESERVE AND RESERVE FUND MANAGEMENT is a function of the BoD finance committee

4.1 Establishment and Review

4.1.1 Reserves will be created or modified only with clear financial plans and defined targets approved by the BoD as recommended by the Finance committee. Balances and targets will be annually reviewed as a component of strategic plan set over a ten-year outlook.

4.2 Investment

4.2.1 Funds will be invested per the Society's Investment Policies while maintaining necessary liquidity. Income will be allocated proportionally.

4.3 Contributions and Drawdowns

4.3.1 Reserve activity will follow governing bylaws, resolutions, and budget approvals, with exceptions for statutory or Board-approved automatic transfers.

4.4 Lending and Borrowing

4.4.1 Internal borrowing policies will be established including details about allowable amounts, interest and obligatory reserve funds (cannot be loaned).

4.5 Terminations

4.5.1 A reserve may be closed when its purpose is fulfilled or no longer needed, with Board approval. A procedure will be approved by the BoD including delegates, timelines and parameters for closure.

5.0 STANDARD OF CARE

5.1 The Board receives scheduled reporting from the Executive Director on all reserves and reserve funds, including targets, compliance, and administrative processes. Reporting includes audited statements, reserve status updates, budget reports, and statutory reports.

6.0 DOCUMENT CONTROL: Version X

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xx, 2026

Policy 4: Capital Committee Terms of Reference

1.0 **AREAS OF RESPONSIBILITY**

1.1 The Society will establish a standing Board Capital Committee consisting, at a minimum, of the Board Chair, Treasurer, ED/DoF, and external members with relevant expertise, as deemed appropriate.

1.2 The BoD Capital Committee is the monitoring, reviewing, and recommendation BoD for all capital and infrastructure renewal projects within the range of $xx and up to $xx. The Capital Committee is further responsible for reviewing space allocations and changing space usage.

1.3 The Capital Committee receives proposals from the Executive Director for space allocation and capital spending when they are within the Committee's designated threshold and aligned with the Society's strategic plan. The Committee reviews the proposals and provides recommendations to the Board for approval. Establishes criteria and sets priorities for capital projects.

1.4 Develops naming and signage policy for recommendation to the BoD

1.5 Reviews proposals for recommendation to BoD for signage on Society buildings and property.

1.6 Reviews policies and rate schedules for new commercial and third-party use of Society spaces and facilities, including leased properties

1.7 Evaluates policies and agreements for the Society's leasing of commercial or third-party spaces and facilities.

2.0 TERMS OF REFERENCE

2.1 Reviews and recommends approval of any business cases, new construction, alteration and renovation projects costing between $xx and up to $xx.

2.2 Strategically; prioritizes projects, reviews and recommends projects over $xx to the BoD

2.3 For projects requiring debt, business cases address all required considerations noted within the Society's policies and recommendations also consider the opportunity cost of using remaining debt capacity.

2.4 Reviews all ED reports addressing space allocations, space management and space usage where there are budgetary implications.

2.5 Ensures appropriate allocation of capital grant funding.

2.6 Accepts an annual ED report, including current and projected deferred maintenance projects, for information and feedback.

3.0

3.1 The standing Board Capital Committee establishes a meeting schedule or as directed by the Board.

4.0 APPROVALS MATRIX

Total Project Cost	Executive Director	Capital Committee	Board
$xx-$xx in budget	Review and approve	Review schedule changes	Approve as required

$xx-$XX budgetary changes	Review and elevate to the committee	Review and recommend as required	Review and approve recommendation
> $XX budgeted opportunity	Review and elevate to the Committee	Review and recommend	Review and approve recommendation

6.0 DOCUMENT CONTROL: Version X

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Policy 5: Organizational Fiduciary Responsibility Policy

1.0 INTRODUCTION

1.1 Purpose

To outline the responsibility of the Board of Directors to make decisions that prioritize the Society's interests over individual interests. Board members are entrusted to act in the best interests of the Society, exercising care, due diligence, and good faith in all decisions and actions.

2.0 DUTIES

2.1 Duty of Care

2.1.1 Board members will adhere to the following :

2.1.1.1 Act with the level of skill and caution that a reasonably careful person would exercise in similar circumstances.

2.1.1.2 Prepare for, attend and actively participate in meetings to stay informed about the Society's operations, financial management, risk mitigation, and legal obligations.

2.1.1.3 Seek expert advice when specialized knowledge is required.

2.2 Duty of Loyalty

2.2.1 Board members will adhere to the following :

2.2.1.1 Act honestly, in good faith and in the best interests of the Society.

2.2.1.2 Avoid actual, potential, or perceived conflicts of interest and disclose conflicts immediately.

2.2.1.3 Act responsibly in their role and not exploit the role for personal benefit.

2.3 Duty of Obedience

2.3.1 Board members will adhere to the following :

2.3.1.1 Ensure the Society complies with all legislation, governing documents, and legal requirements.

2.3.1.2 Ensure Society activities remain within their Mission, mandate and authorized work.

2.3.1.3 Protect the Society's organizational assets and ensure they are used solely for their intended purpose.

3.0 CONFLICTS OF INTEREST

3.1 A conflict of interest exists when a Board member's personal, professional, or financial interest could influence, or appear to influence, their decision-making while in their Board role.

3.2 When a conflict or perceived conflict arises, the Board member will:

3.2.1 Declare the conflict immediately.

3.2.2 Recuse themselves from receiving documentation pertaining to the subject, remove themselves from the discussion, and abstain from voting.

3.2.3 Adhere to the Society's Conflict of Interest policy.

4.0 DELEGATION OF AUTHORITY

4.1 The Board may delegate tasks to committees or the Executive Director, but remains responsible for oversight. Board members must monitor delegated responsibilities and cannot delegate core fiduciary duties.

5.0 COMPLIANCE AND ACCOUNTABILITY

5.1 Board members are collectively and individually responsible for Board decisions.
5.2 Board members may seek independent legal advice if they believe they cannot meet their fiduciary obligations.

6.0 DOCUMENT CONTROL: Version X

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xx, 2026

6.1 This policy shall be reviewed at least every three years or when legislative or organizational changes require.
6.2 This policy shall recognize parallel staff conflict policies.

Policy 6: Signing Approvals Policy

1.0 INTRODUCTION

The Society has contracts and payments of various amounts with subconsultants, suppliers, and government agencies. The goods and services requiring payment help support the Society's mission. Third-party contracts, agreements, financial documents, and leases may be legally binding and can carry potential liabilities for the Society; therefore, appropriate reviews are required.

1.1 Purpose

1.1.1 To provide guidance for signatories with spending authority, when Board approvals are required.

2.0 POLICY

2.1 The Board can direct that the Executive Director or delegate as one of two signers for all contracts, leases and agreements, within their spending authority.

2.1.1 The spending authority at the staff level is amounts up to $xx

2.2 Financial commitments greater than budgeted allocations $xx may only be approved through a Board motion.

2.3 It is optimal that two signatures are required, including the Executive Director or Director of Finance and one executive Board member.

2.4 For first-time contracts, leases, and agreements, the Society's insurance agent or legal counsel should review the documents prior to signature when this expertise does not exist within the Board's membership.

3.0 DOCUMENT CONTROL: Version X

DATE OF IMPLEMENTATION: XX, 2026

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xx, 2026

Policy 7: Asset Management Policy

1.0 INTRODUCTION

1.1 Purpose

1.1.1 The Society is committed to delivering high-quality, reliable and sustainable services to the community. To do so, the Society depends on a range of assets.

1.1.2 This policy establishes the principles and expectations that guide how these assets will be planned, managed and renewed throughout their life cycle.

1.1.3 The policy promotes evidence-based decision-making, long-term sustainability, and alignment with the Society's strategic objectives.

1.1.4 It provides consistent direction for staff, volunteers and leadership, ensuring a coordinated and transparent approach to asset management.

2.0 SCOPE

2.1 This policy applies to all assets owned, leased or otherwise managed by the Society. These may include buildings, equipment, technology systems, vehicles, land, cultural assets, and natural assets that support Society operations. Where the Society depends on assets owned by external partners, the Society will collaborate with those parties and advocate for asset management practices consistent with this policy. All new assets acquired or developed by the Society will fall within this policy's scope.

3.0 ASSET MANAGEMENT PRINCIPLES

3.1 Service Delivery Focus

3.1.1 Assets exist to support the Society's mission and mandate. Decisions will be guided by the Society's constitution and bylaws, statutory requirements, service needs, regulatory requirements, risk mitigation, financial viability, and community expectations.

3.2 Long-Term Sustainability and Resilience

3.2.1 The Society will take a long-range perspective and consider the following components; whole-life costs, financial viability, projected service demand analysis, climate impacts, social value analysis and stewardship in all asset-related decisions. Adaptation and resilience principles will be incorporated to ensure assets remain functional and sustainable.

3.3 Holistic and Integrated Approach

3.3.1 Asset decisions will reflect a coordinated, cross-functional perspective. The Society will promote collaboration between operational, financial, planning and administrative functions to ensure consistent, organization-wide asset management practices. Interdependencies between assets, services and systems will be recognized in strategic planning and investment decisions.

3.4 Fiscal Responsibility

3.4.1 The Society will manage its assets in a manner that is financially responsible, balancing risk, level of service and affordability. Establishing Investment and Capital Board committees will support long-term financial sustainability, life-cycle analysis, and opportunities to optimize resources.

4.0 **ROLES AND RESPONSIBILITIES**

4.1 The Board approves an annual budget and policies that ensure alignment with the Society's strategic plan. The Executive Director and Senior Leadership are responsible for implementing this policy, allocating budgeted resources, and integrating asset management planning into operations.

5.0 DOCUMENT CONTROL: Version X

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Policy 8: Donor & Gift Management Policy

1.0 INTRODUCTION

1.2 Purpose

1.2.1 To ensure that all donations received by the Society are managed ethically, transparently, and in compliance with Canadian fundraising laws, Canada Revenue Agency (CRA) regulations, and applicable provincial and federal legislation.

1.2.2 To guide staff and volunteers in stewarding donors, accepting gifts, issuing tax receipts, and maintaining accurate records.

2.0 GUIDING PRINCIPLES

2.1 Integrity & Transparency: The Society will communicate honestly about its mission, mandate, use of funds, and donor impact.

2.2 Accountability: All gifts will be used for their intended charitable purposes.

2.3 Compliance: Fundraising, receipting, and record-keeping will follow CRA rules, provincial fundraising regulations, and privacy legislation.

2.4 Seeking legal counsel upon receipt of a donation that may have unforeseen or complicated obligations such as land or bequeaths in a will.

3.0 DONOR RIGHTS

3.1 Donors have the right to:

3.1.1 Clear, truthful information about the organization's activities and how their contributions will be used.

3.1.2 Prompt acknowledgment of their gifts and access to official donation receipts when eligible.

3.1.3 Protection of their personal information in accordance with privacy laws.

3.1.4 Request anonymity or limit the use of their personal information.

4.0 ACCEPTABLE GIFTS , each warrants specific policy direction from the Investment committee or Finance committee and operationalized with procedures by the ED or delegate .

4.1 The Society may accept:

4.1.1 Cash donations

4.1.2 Publicly traded securities

4.1.3 Bequests and planned gifts, including charitable remainder trusts, annuities, and life insurance designations

4.1.4 Gifts in kind, provides fair market value can be reasonable established in accordance with CRA rules

4.1.5 Other gifts deemed appropriate by the Executive Director or Board

4.2 The Society reserves the right to decline gifts that:

4.2.1 Are inconsistence with its constitution, bylaws, mission or reputation

4.2.2 Cannot be cost-effectively administered
4.2.3 Create unacceptable liability or obligations

5.0 TAX RECEIPTING

5.1 Official donation receipts will be issued only when permitted according to CRA regulations.
5.2 Receipts will reflect the eligible amount of the gift after subtracting any advantages (split-receipting rules apply).
5.3 Receipts will not be issued for donated services, volunteer time, or labour at a specific amount that reflects federal revenue reporting requirements .
5.4 Documentation supporting gift value, including appraisals for non-cash gifts, will be retained for audit purposes.

6.0 DONOR STEWARDSHIP

6.1 The Society will:
6.1.1 Provide timely thank-you communications and impact updates.
6.1.2 Maintain accurate donor records, including giving history and communication preferences.
6.1.3 Respect donor intentions and restrictions placed on designated gifts.
6.1.4 Manage planned giving relationships with sensitivity and confidentiality.

7.0 RECORD KEEPING

7.1 All donation-related records, including receipts, gift agreements, valuations, and donor correspondence, will be maintained for at least seven years, in alignment with CRA requirements. Digital records will be stored securely in Canada with access limited to authorized personnel

8.0 ACCOUNTABILITY AND REVIEW

8.1 The Board of Directors is responsible for oversight of this policy. The policy will be reviewed at minimum every two years to ensure ongoing legal compliance and ethical standards.

9.0 DOCUMENT CONTROL: Version X

DATE OF IMPLEMENTATION: XX, 2026

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xx, 2026

Policy 9: Intellectual Property Policy

1.0 INTRODUCTION

The Society produces unique content (Intellectual Property) as part of its work to fulfill its mandate. The Society also works with external groups to create Intellectual Property that meets the needs of the Society. This policy guides how that Intellectual Property will be used.

1.1 Purpose

To define the ownership, use, protection, and management of Intellectual Property (IP) created through the activities of the Society. The policy supports transparency, encourages innovation, and ensures that IP is used in ways that advance the Society's mission.

2.0 APPLICATION

2.1 This policy applies to all Society employees, contractors, volunteers, Board members, and collaborators who create or contribute to IP while engaged in Society-related work, whether paid or unpaid.

3.0 DEFINITIONS

3.1 Society-Owned IP

3.1.1 IP created by Contributors in the course of Society duties, using Society resources, or commissioned by the Society, is owned by the Society.

3.2 Creator-Owned IP

3.2.1 IP created outside the scope of Society work, without Society resources, and unrelated to Society obligations remains owned by the Creator.

3.3 Jointly Developed IP

3.3.1 If IP is created collaboratively with external partners, ownership and usage rights must be governed by a written agreement established before work begins.

4.0 RIGHTS AND RESPONSIBILITIES

4.1 Licensing to the Society

4.1.1 Creators assign to the Society a non-exclusive, royalty-free, perpetual license to use and reproduce Society-related IP for operational, educational, administrative, or promotional purposes.

4.2 Moral Rights

4.2.1 The Society respects the moral rights of those that created the intellectual property, including the right of attribution and the integrity of the work, unless explicitly waived by agreement.

4.3 Use by Contributors

4.3.1 Contributors may use Society-owned IP for professional portfolios or non-commercial purposes with advance written approval from the Executive Director.

4.4 Protection of IP

4.4.1 The Society is responsible for safeguarding its IP through appropriate storage, access controls, and contractual protections.

5.0 COMMERCIAL USE

5.1 The Society may commercialize IP when it aligns with its mission. Those that are responsible for the creation of the intellectual property may be acknowledged or compensated according to prior written agreements, often as identified in formalized partnership agreements. No Contributor may commercialize Society IP without formal authorization from the Executive Director or approval from the Board.

6.0 THIRD-PARTY MATERIALS

6.1 Contributors must ensure that all materials used comply with copyright, licensing terms, and ethical standards. Use of third-party materials must be properly attributed and documented.

7.0 DISPUTE RESOLUTION

7.1 Disputes regarding IP ownership or usage will first be addressed through internal mediation led by the Executive Director. Unresolved matters may be escalated to the Board of Directors.

8.0 POLICY REVIEW

8.1 This policy will be reviewed at a minimum of every three years to ensure it remains current with legislation, best practices, and the Society's evolving needs.

9.0 DOCUMENT CONTROL: Version X

DATE OF IMPLEMENTATION:	xx, 2026
LAST REVIEWED:	Name of reviewer xx, 2026

Policy 10: Social Procurement Policy

1.0 INTRODUCTION

Every purchase has an economic, environmental, cultural, and social impact.

1.1 Purpose

1.1.1 To align the Society's operational purchasing practices with its mission and strategic plan. Through its purchasing, the Society will encourage, advance, and grow inclusive local economies with maximum positive social and environmental impact.

1.2 By purchasing from suppliers who meet the characteristics below, the implementation of this Policy should further the following goals:

1.2.1 Contribute to a stronger and more just local economy by circulation of funds through a community wealth building lens

1.2.2 Increase diversity among suppliers

1.2.3 Improve access to market opportunities for mission aligned organizations and businesses

1.2.4 Promote living wage and fair employment practices

1.2.5 Increase economic development for equity deserving groups

1.2.6 Minimize negative and promote positive environmental impact

2.0 VALUE ALIGNMENT

2.1 In its purchasing practices, the Society is committed to maximizing its purchasing from suppliers and their supply chains that meet the following characteristics and values:

2.1.1 Organizational characteristics:

2.1.1.1 Incorporated as a nonprofit or co-operative

2.1.1.2 Headquarters are in British Columbia and 75% of owners or members are residents of British Columbia

2.1.1.3 Provide decent work environment including fair wages, rights and benefits

2.2 The majority of owners/members are from an equity deserving community:

2.2.1 Indigenous

2.2.2 Black

2.2.3 Gender diverse

2.2.4 Live with a disability

2.2.5 Other equity deserving group

2.3 Environmental issues:

2.3.1 Production and distribution methods are compatible with a sound environmental and sustainable future, including greenhouse gas emissions, waste, consumption, etc.

3.0 POLICY SCOPE

1.1 This policy applies to the procurement of all goods and services by all members of the Society team and by any organization the Society contracts to purchase on our behalf, with the exception of where the Society does not have the option to choose vendors (i.e. when venues do not have open vendor policy and only use their own preferred list of vendors, etc.).

1.2 Some Society purchases are by necessity from large and or private sector corporations, such as IT, accounting, legal, etc. In those cases, if the purchase is over $xx, the Society will review or ask the supplier to provide evidence of their social purchasing policy in their supply chain; their Corporate Social Responsibility (CSR); environmental, social and corporate governance (ESG); Diversity, Equity and Inclusion (DEI) policies; and their engagement in the community.

2.0 POLICY APPLICATION

2.1 Roles and Responsibilities

2.1.1 Within the Society, responsibility for implementing this Policy shall be divided as follows:

- The Manager of Operations, with oversight by the Executive Director, will oversee the implementation of this policy.
- All staff who may make purchasing decisions will be responsible for adhering to this policy with the support of the Manager of Operations.

3.0 SOCIAL PURCHASING SELECTION WEIGHTING

3.1 Required criteria for the product or service

3.1.1 Meets quality standards and technical requirements

3.1.2 Competitive price

3.1.3 Convenience and accessibility

3.2 Among suppliers that meet the above required criteria, preference should be given to suppliers who exhibit characteristics across more categories over suppliers who exhibit more characteristics within a single category. Where there is otherwise a tie, categories are listed below in order of ranking.

3.3 Criteria for choosing which suppliers to use:

3.3.1 Added social value #1: Organization

3.3.1.1 Corporate structure is a nonprofit or co-operative

3.3.1.2 Local headquarters and at least X% of the owners/controllers are based in British Columbia

3.3.2 Added social value #2: Identity of majority owners/controlling members (based on self-identification)

3.3.2.1 Indigenous

3.3.2.2 Black

3.3.2.3 Gender-diverse

3.3.2.4 People living with a disability

3.3.3 Added social value #3: Decent work commitment evidenced through suppliers' policies and practices

3.3.4 Added environmental value

3.3.4.1 Environmentally sustainable certification or description

4.0 SUPPLIER INFORMATION COLLECTION

4.1 The Society will gather supplier information regarding the social purchasing selection weighting criteria to inform its procurement decision-making:

4.1.1 Ordinary purchase – For purchases under $xx

4.1.1.1 Society staff will use their discretion and make choices that reflect the values above, reviewing the structure, location, social, and environmental value of the supplier.

4.1.2 Large purchase – For purchases between $xx and $xx

4.1.2.1 Where such information is not publicly available, the operations team or project lead will use a simple vendor self-attestation survey from the suppliers for information about the structure, location, social, and environmental value of the supplier.

4.1.3 Major purchase – For purchases above $xx and/or those that include or require a Request for Proposal process (RFPs):

4.1.3.1 The Society will include questions about the supplier structure, location, social, and environmental value of the supplier, and their sub-contractors and supply chains information as part of the RFP and score that information a minimum of 15% along with price, quality, and environment.

7.0 DOCUMENT CONTROL: Version X

DATE OF IMPLEMENTATION: xx, 2026

LAST REVIEWED: Name of reviewer
xx, 2026

Policy 11: Conflict of Interest Policy

1.0 INTRODUCTION

Society Board and staff members ("Individuals") must act in the best interests of the Society. A conflict of interest occurs when personal, financial, or relational interests could impair, or appear to impair, an Individual's objectivity or loyalty.

1.1 Purpose

This policy ensures transparency and protects the Society when considering transactions or decisions involving potential conflicts on a capital project.

2.0 DEFINITIONS

2.1 Conflict: A conflict exists when an Individual or their relative has a financial or other material interest in a transaction, agreement, or arrangement under consideration by the Organization.

2.2 Related Party Transactions: Those involving Individuals or their immediate connections. These always require review.

3.0 DUTY TO DISCLOSE

3.1 Upon appointment and annually thereafter, Individuals must submit a Conflict-of-Interest Disclosure Statement. Individuals must also promptly disclose any actual or potential conflict as soon as they become aware of it, and always before the Society considers the related matter.

4.0 REVIEW PROCESS

4.1 Initial review

4.1.1 The Board or an authorized committee ("Committee") will determine whether a disclosed situation constitutes a Conflict of Interest or Related Party Transaction.

4.2 Participation restrictions

4.2.1 Individuals with a conflict may present relevant information but may not participate in deliberations, attempt to influence decisions, or vote on the matter.

4.3 Evaluations

4.3.1 If a Related Party Transaction is identified, the Committee will consider whether alternative, comparable options exist and evaluate whether the proposed transaction is fair, reasonable, and in the Society's best interest.

4.4 Decision

4.4.1 The Committee will approve a conflict-related decision only if it serves the Society's interests.

5.0 VIOLATIONS

5.1 If the Board or Committee believes an Individual has failed to disclose a conflict, the Individual will be notified and given an opportunity to respond. Failure to comply may result in corrective or disciplinary action.

6.0 RECORDS

6.1 Meeting minutes will document disclosures, discussion participants, determinations made, and any alternatives considered.

7.0 ANNUAL DISCLOSURE

7.1 All Individuals must complete and update an annual disclosure form and report any new conflicts as they arise.

8.0 DOCUMENT CONTROL: Version X

DATE OF IMPLEMENTATION: xx, 2026

LAST REVIEWED: Name of reviewer
xx, 2026

Policy 12: Confidentiality Policy

1.0 INTRODUCTION

The Society is committed to protecting the privacy and security of personal information held about its patrons, personnel, and volunteers. This policy explains how the Society collects, uses, discloses, and safeguards personal information.

1.1 Purpose

To assure anyone who does business with the Society that their personal information will be safeguarded appropriately, and to ensure the Society complies with applicable federal and provincial legislation and any governing body requirements. This policy should be reviewed annually to remain aligned with legislative changes.

2.0 DEFINITION OF PERSONAL INFORMATION

2.1 The Society will align its definition of personal information with the Freedom of Information and Protection of Privacy Act and the Personal Information Protection Act (PIPA), including related guidance. Personal information does not include publicly available information about an individual in their capacity as an employee of an organization, such as names, job titles, work mailing addresses, work email addresses, work fax numbers, or work telephone numbers.

3.0 COLLECTION OF INFORMATION

3.1 The Society limits the collection of personal information from the following;

- 3.1.1 Clients
- 3.1.2 Donors
- 3.1.3 Members
- 3.1.4 Volunteers
- 3.1.5 Employees
- 3.1.6 Board members
- 3.1.7 Individuals who have expressed an interest in the Society

4.0 USE OF INFORMATION

4.1 The Society uses personal information in the course of day-to-day operations to fulfill its mission and mandate. This could include collecting and using information for the following purposes:

- 4.1.1 To thank supporters, fulfill subscriber and donor benefits and issue tax receipts
- 4.1.2 To invite supporters to special events
- 4.1.3 To sell subscriptions, tickets and solicit donations
- 4.1.4 For service phone calls and emails
- 4.1.5 For audit purposes

5.0 DISCLOSURE OF INFORMATION

5.1 The Society takes its obligations regarding the use and disclosure of personal information seriously and will comply with the Personal Information Protection Act (PIPA) when disclosing personal information.

6.0 STORAGE OF INFORMATION

6.1 In accordance with PIPA, personal information is stored in a secured database(s) that is housed in Canada. Only authorized Society personnel have access to this information and may be saved based on applicable legislation

7.0 ONLINE PRIVACY

7.1 The Society is committed to protecting the privacy of those who use the website. The Society does not collect any personal information about individuals browsing the website.

CONSIDER: The Society does collect statistical information through a log file which indicates number, length, and frequency of page visits, external links redirecting users to our website, and which browser, operating system, and type of device (mobile or desktop) was used to access our website. This information is analyzed to help us develop content that responds to the interests of our website visitors.

8.0 DOCUMENT CONTROL: Version X

DATE OF IMPLEMENTATION: xx, 2026

LAST REVIEWED: Name of reviewer
xx, 2026

Policy 13: Capital Communication Policy

1.0 INTRODUCTION

1.1 Purpose

To establish a framework for transparent, consistent, and effective internal and external capital-related communication that supports the Society's organizational strategic objectives and maintains its reputation.

1.2 Objectives

1.2.1 This policy aims to uphold the following objectives:

1.2.1.1 **Consistency:** Ensure consistent and coordinated messaging across all communication channels

1.2.1.2 **Transparency:** Promote transparent disclosure of capital-related information to all stakeholders

1.2.1.3 **Compliance:** Ensure adherence to legal and regulatory requirements in all communications

1.2.1.4 **Reputation Management:** Protect and enhance the Society's reputation

1.2.1.5 **Risk Mitigation:** Reduce the risk of misinformation, unauthorized disclosure, and reputational damage

1.2.1.6 **Stakeholder Engagement:** Foster productive relationships with all stakeholders through effective communication

1.2.1.7 **Crisis Preparedness:** Establish a framework for timely and appropriate communication during crises

1.2.1.8 **Organizational Integrity:** Maintain the integrity and value of the Society's brand

2.0 SCOPE

2.1 This policy applies to:

2.1.1 The Board of Directors and Executive Director will designate the point person(s) for any external communication (in any format) related to the Society's Capital Plan. The Executive Director will maintain a written internal process for communicating capital plans. The internal communication plan will identify: when capital planning information is shared internally; with whom it is shared; communication methods; the scope of information shared; and distribution timelines. This policy applies to all forms of communication—verbal, written, electronic, and digital—with all stakeholders, including employees, community members, and the media.

3.0 RELATED POLICIES

3.1 This policy works in tandem with PIPA and the following policies:

3.1.1 Confidentiality Policy

3.1.2 Intellectual Property Policy

4.0 PRINCIPLES OF CAPITAL COMMUNICATION

4.1 All Society capital-related communications shall adhere to the following principles:

4.1.1 **Accuracy:** All information must be factually correct, verifiable, and not misleading

4.1.2 **Timeliness:** Information should be communicated at appropriate times, without undue delay

4.1.3 **Transparency:** Open sharing of relevant information, with appropriate consideration of confidentiality requirements

4.1.4 **Consistency:** Messaging should be consistent across all channels and aligned with Society values and objectives

4.1.5 **Inclusivity:** Communication should be accessible to all intended audiences, considering language, format, and channel

4.1.6 **Respect:** All communication should demonstrate respect for the audience and other stakeholders

4.1.7 **Compliance:** Adherence to all relevant laws, regulations, and ethical standards

4.1.8 **Strategic Alignment:** Communications should support the Society's mission, vision, and strategic objectives

5.0 ROLES AND RESPONSIBILITY

Personnel	Responsibilities
Society Capital Plan Committee	• Approve the Society Capital Communications Policy • Ensure alignment of capital-related communications with strategic plan objectives • Review and approve significant capital-related communications to community members • Provide oversight of reputation management • Appoint appropriate Board Spokesperson as needed
Executive Director or Communications lead delegate	• Act as the primary spokesperson for significant capital-related Society matters • Complete written internal communication plan • Ensure resources are available for effective communication • Delegate communication authority as appropriate • Approve crisis communications strategy as needed
Communication lead or ED	• Develop and implement capital communication strategies aligned with Society objectives • Oversee all external and internal capital communications • Serve as an advisor to the Board and Executive Leadership on capital project communication matters • Manage the Society's reputation • Oversee crisis communications • Manage media relations regarding capital projects • Monitor and evaluate capital communication effectiveness • Ensure compliance with this Policy

Employees	• Employees do not communicate externally regarding capital planning matters and refer all queries to the ED

6.0 INFORMATION HANDLING

6.1 **Public Information:** Content intended for the public (e.g., website, newsletters, event announcements)

6.2 **Internal Information:** For employees or internal committees only

6.3 **Confidential Information:** Sensitive material. Only authorized individuals may access or share confidential content.

7.0 EXTERNAL COMMUNICATIONS

7.1 Only designated spokespersons (the Executive Director or Communications Officer) may speak to media, partners, or the public about the Society's capital projects.

7.2 All external communications must:

- 7.2.1 Be reviewed for accuracy and appropriateness
- 7.2.2 Follow Society branding and privacy guidelines
- 7.2.3 Protect confidential or sensitive information

8.0 INTERNAL COMMUNICATIONS

8.1 Internal capital project communications should support transparency, employee engagement, and technical accuracy.

8.2 Sensitive issues must follow a "leadership-first" cascade before being shared more widely.

9.0 SOCIAL MEDIA

9.1 Official Society accounts are managed by authorized individuals

9.2 Authorized individuals must not:

- 9.2.1 Represent their views as those of the Society
- 9.2.2 Share confidential or internal information
- 9.2.3 Post content that may harm the Society's reputation

10.0 CRISIS COMMUNICATIONS

10.1 In a crisis, the Executive Director may activate the Capital planning Committee to act as a small response. Only authorized spokespersons may issue statements

11.0 DOCUMENT CONTROL: Version X

DATE OF IMPLEMENTATION:	xx, 2026
LAST REVIEWED:	Name of reviewer xx, 2026

Policy 14: AI Policy – Capital Projects Application

1.0 **INTRODUCTION**

The Society recognizes the potential for artificial intelligence (AI) to improve efficiency and enhance productivity in its capital projects. The Society's use of AI must be guided by policies that mitigate risks associated with AI applications.

1.1 Purpose

To provide clear guidance on the responsible, secure, and ethical use of AI tools across the organization and the Society's capital projects.

2.0 APPLICABILITY

2.1 This policy applies to:

- 2.1.1 The Board, all employees, contractors, interns, consultants and third-party vendors working with the Society.
- 2.1.2 All AI tools and technologies used in connection to the Society's activities.

3.0 DEFINITIONS

3.1 Artificial intelligence (AI): Software that mimics human intelligence to perform tasks like analyzing data, making decisions, and generating content.

3.2 Generative AI: A type of AI that can produce new content, such as text or images (e.g. ChatGPT or Copilot).

3.3 Sensitive Data: Any confidential, proprietary, or personally identifiable information (PII), including client data, financial information, legal documents, employee records.

4.0 PERMITTED USES

4.1 The Society's primary approved AI tool is xx. Use of any other AI tool requires prior written approval from the Executive Director.

4.2 The following list includes situations where AI may be used and best practices for using AI tools:

- 4.2.1 Use xx (insert approved AI tool) for internal summaries, drafts, and grammar checks.
- 4.2.2 Treat AI outputs as first drafts, always review before use.
- 4.2.3 Keep sensitive data secure and only use approved AI tools.
- 4.2.4 Request approval before using new AI tools.
- 4.2.5 Align AI use with the Society's ethical and environmental commitments.

5.0 NON-PERMITTED USES

5.1 The following list includes situations where AI use would be considered inappropriate:

- 5.1.1 Uploading Society data, due diligence, financial records, or PII into unapproved AI tools.
- 5.1.2 Sending external communications written solely by AI.
- 5.1.3 Publishing AI-generated content without human review.

5.1.4 Using AI for legal, financial, development, planning, or contractual advice without professional oversight.
5.1.5 Creating misleading, biased, or offensive content.

6.0 DATA PRIVACY AND SECURITY

6.1 Those applicable under this policy must adhere to the following:

6.1.1 Only use approved AI tools (e.g., Copilot in Microsoft 365) for any Society-related work.
6.1.2 Never enter Sensitive Data into publicly available or unapproved AI systems.
6.1.3 All AI outputs must be verified for factual accuracy and compliance with Society standards before use.
6.1.4 Store AI-generated documents in approved Society storage systems with appropriate access controls.

7.0 REVIEW AND APPROVAL REQUIREMENTS

7.1 All AI-generated content must be treated as a first draft.
7.2 Internal content: must be reviewed by the responsible employee before use.
7.3 External content: must be reviewed and approved by a manager or subject matter expert before distribution.

8.0 **ETHICAL AND ENVIRONMENTAL CONSIDERATIONS**

8.1 Avoid promoting bias, discrimination, or misinformation
8.2 Minimize unnecessary computing tasks to reduce environmental impact
8.3 Support the Society's mission as a socially and environmentally responsible organization

9.0 TRAINING AND AWARENESS

9.1 Employees are encouraged to seek guidance from their supervisor if uncertain about AI use.

10.0 COMPLIANCE AND ENFORCEMENT

10.1 Non-compliance with this policy may result in disciplinary action.
10.2 In the event that AI has generated misinformation content related to the Society it will be brought to the attention of the Direct Supervisor.

11.0 DOCUMENT CONTROL: Version X

DATE OF IMPLEMENTATION: xx, 2026

LAST REVIEWED: Name of reviewer
xx, 2026

Sample Documents

Partnership Agreement Example – Memorandum of Understanding

Memorandum of Understanding

THIS MEMORANDUM OF UNDERSTANDING (the "**MOU**") **is made effective the ___ day of ________, 2026** (the "**Effective Date**") between:

XX (Group 1), with an address of xx
("**Insert Group 1 Name**")

and

XX (Group 2), with an address of xx
("**Insert Group 2 Name**")

(each a "**Party**" and together the "**Parties**")

Background:

A. The Group 1 and Group 2 (the parties) are interested in collaborating on xx activities.

NOW THEREFORE, the Parties agree as follows:

Part 1 - Purpose of this MOU

a. To express the commitment of the Parties to pursue mutually agreeable projects and initiatives.

b. To identify individual and collective areas of strength, expertise and knowledge and how best to collaborate around these.

c. To inform discussions with potential partners.

d. To better position both organizations to achieve their organizational mandates.

Part 2 – Non-Binding Provisions

a. Except for the provisions set out in section xx, this MOU constitutes a memorandum of understanding only and is not contractual in nature and is not intended to bind either of the Parties or create any legal obligations relating to the xx or otherwise.

   a. Except as set out in section xx, no binding agreement will exist between the Parties unless and until the Parties have executed a final or definitive agreement. The Parties acknowledge that they are not required to enter into any final or definitive agreement until they are satisfied, in their sole, subjective and unreviewable discretion, that such agreement is satisfactory.

b. Term
    a. The term of this MOU will be from the Effective Date until the Parties execute a binding final or definitive agreement or until (insert written number of years) (x) years from the Effective Date, whichever is earlier, unless otherwise extended by mutual agreement or terminated early in accordance with section 3(b) of this MOU (the "**Term**").

c. Termination
    a. This MOU may be terminated, for any reason:
        i. immediately with the mutual written agreement of both Parties; or
        ii. by one Party, upon thirty (30) days' written notice to the other Party;
        iii. Once terminated, neither Party shall have any obligations to the other Party except as expressly provided herein.

d. Confidentiality
    a. The Parties agree that this MOU and the transactions and work referred to herein, and any information provided by either Party to the other with respect to this MOU, shall be kept strictly confidential, and no public announcements will be made in respect thereof without the advance written agreement of both Parties, provided, however, that either Party may give such information on a confidential basis to their employees, officers, directors, advisors and consultants, who have a clear need to have sight or knowledge thereof for the purposes of this MOU, and may disclose such information as may be required by applicable laws.
    b. This confidentiality provision shall survive the Term of this MOU.

e. Assignment
    a. Neither Party may assign its rights and/or obligations under this MOU without the written consent of the other Party.

f. No Partnership
    a. The Parties expressly disclaim any intention to create a partnership and nothing in this MOU shall constitute or be deemed to constitute a Party as partner, agent or legal representative of the other Party. This MOU shall not create the relationship of a partnership between the Parties, and no act done by any Party pursuant to the provisions hereof shall operate to create such a relationship.

This Agreement has been read, understood, and agreed to by the Parties, as evidenced by their signatures below, as of the Effective Date.

(Group 1 Name), by its authorized signatory

____
NAME AND TITLE

____
Date

(Group 2 Name), by its authorized signatory

____
NAME AND TITLE

____
Date

Non-Disclosure Agreement

DATE: XX, 2026

TO: The Society

From: "The Recipient"

A. The Society has certain confidential information regarding their affairs ("the Confidential Information").
B. The Recipient, as an individual and representative of xx, will have access to information related to the Society.
C. The Recipient wishes to have access to Confidential Information in order to effectively conduct business.
D. The Society is prepared to allow access to the Confidential Information to the Recipient for the limited purpose of conducting business as related to xx.

1. Nondisclosure of Confidential Information. The Recipient agrees not to disclose, duplicate, sell, reveal, divulge, publish, furnish, or communicate, either directly or indirectly, any Confidential Information as defined herein to any other person, firm, or entity, unless authorized in writing by the Diocese. The Recipient agrees not to use any Confidential Information for their own gain or for purposes of others. The Recipient further agrees to use reasonable procedures to ensure its confidentiality and to protect the Confidential Information from disclosure to third parties.

2. Definition of Confidential Information. "Confidential Information" means all information that is delivered to or made accessible to the Recipient under conditions of confidentiality. Confidential Information includes not only information disclosed by the Society (including employees, agents, and independent contractors) to the Recipient during discussions among the parties, but also information developed or learned by the Recipient during the course of any due diligence investigation of property assets of the Society. Confidential Information is to be broadly defined and includes: (i) all information that has or could have commercial value or other utility; and (ii) all information that, if disclosed without authorization, could be detrimental to the interests of the Society.

3. Return of Confidential Information and Materials. Upon the written request of the Society, the Recipient must surrender to the Society material in their possession which is considered confidential or proprietary by the Society, technical or non-technical, whether or not copyrighted, which relate to the Confidential Information. The Recipient expressly acknowledges that any such materials of any kind provided to them shall be and remain the sole property of the Society.

4. Irreparable Harm. The Recipient understands and agrees that the Society will suffer irreparable injury not capable of precise measurement in monetary damages if its

Confidential Information and/or other proprietary information is obtained by any person, firm or corporation and is used for any purpose.

Accordingly, in the event of a breach of this acknowledgement, the Recipient consents to entry of a temporary restraining order or other injunctive relief as well as to any other equitable relief which may be granted by a court having proper jurisdiction. The Recipient agrees that the award of equitable remedies to the Society in the event of such breach is reasonable and necessary for the protection of the Society.

Recipient

Signature	Address
Print Name	City, Postal Code

Society

Signature	Address
Print Name	City, Postal Code

Resources

- Case Studies of Community Hubs **(Appendix A)**
- Value Proposition Exercise **(Appendix B)**
- Space Needs Framework **(Appendix C)**
- Community service decision framework **(Appendix D)**
- Grant Opportunities **(Appendix E)**
- Risk Matrix
- Capital Plan Example

Case Studies of Community Hubs

Download the PDF of Case Studies of Community Hubs
https://thevillageinitiative.ca/wp-content/uploads/2026/06/Appendix-A-Case-Studies-of-Community-Hubs.pdf

Appendix A: Case Studies of Community Hubs

Over the course of this project, the resources below related to establishing and operating community hubs were identified. They may provide useful resources as projects proceed.

- How to Hub: Community Hub Development Toolkit
- Peachland Hub Overview and Milestone Documents
- The Kahanoff Centre Capacity Building Hub
- BCA Sun Wan Community Cultural Hub

Additional details on specific case studies can be found in the tables below.

Table 1: Ottawa BGC Case Studies

<table>
<tr><th>Case Study for Taggart Parkes Family Clubhouse and Tomlison Family Clubhouse (Ottawa)</th><th>Boys and Girls Club Ottawa</th></tr>
<tr><td colspan="2">Tomlinson Family Clubhouse
The Tomlinson Family clubhouse is housed in a decommissioned fire hall that was not being used by the municipality. Operations have been paid for via naming donations of the centre and each room within the centre. The building was sold to BGC for $1 from the municipality. Should the building be sold by BGC, the City has first right of refusal and may purchase it back for $1.

Taggart Parkes Family Clubhouse
Newly built clubhouse/community hub with a significant federal government COVID-19 grant covering capital costs. In-kind services and donations valued at approximately $2.5M. It includes a variety of spaces including kitchens, a full-sized gym, meeting spaces, and more.</td></tr>
<tr><td colspan="2">Key Challenges
Time consuming to secure all funding and complete construction or renovations within grant time frames
The success of the project is contingent on securing a significant amount of funding from grants and donors:
Despite building/land donation, cost of renovations were significant</td></tr>
<tr><td colspan="2">Key Successes
Significant support and investment from municipality, including a project champion on council
Highly successful donations from naming rights for both projects
Support from multiple levels of government for both projects</td></tr>
</table>

Table 2: Peachland Hub Case Study

Case Study for "Grow with Partners" by developing a Community Hub for non-profits	**Peachland Hub**
The Peachland Hub project is in the process of securing funding to construct a new Community Hub that would be owned by the District of Peachland and house several non-profit groups. The 12,638 sqft building is proposed to include a community hall, multi-purpose areas, adult daycare centre, offices for community groups, kitchen, support spaces, and storage for tenants. The land for the project was provided by the District of Peachland. Once constructed, the District will lease the building back to the non-profit groups for $1 per year. The project is projected to cost $15.25M to construct (this does not include the estimated value of the land). Revenue will be generated through membership fees and room rental fees. The non-profits sharing the space will each pay a share of the net operating expenses.	

Key Challenges
• The success of the project is contingent on securing a significant amount of funding from grants and donors:
  ○ Infrastructure Canada's Green and Inclusive Community Buildings ($8.26M)
  ○ BC Gaming Capital Grant ($250k)
  ○ Other grants not identified yet ($2.2M)
  ○ Personal and corporate donations ($3.4M)
  ○ Raffles and Events ($900k)	

Key Successes • Land was provided from District of Peachland (estimated value of $3-4M) • The Community Hub will be exclusively for community service non-profit groups • Regular engagement and communication with local government and community members to help avoid misinformation and garner financial and social support	

Table 3: Community Foundation South Okanagan Similkameen Case Study

Case Study for "Grow with Partners": Developing a Community Hub for non-profits	Community Foundation South Okanagan Similkameen (CFSOS)
Through a United Way project called the Youth Engagement Strategy, a need was identified to establish a safe space in Penticton for youth to access a range of resources, services, and supports. A $200,000 estate gift intended to be used for youth mental health. A successful fundraising campaign (The Future Starts Here) was the catalyst for an additional $1 million being raised. CFSOS used these dollars to help purchase a 21,000 square foot building for $2.9 million. The building is now known as the Penticton Youth Centre, which houses a variety of organizations providing services to youth (Foundry Penticton, ARC Programs, the YMCA, and the Ministry of Children and Family Development). Tenants were secured and agreed to pay the required rent prior to CFSOS finalizing the purchase and mortgage. Rents paid by tenants are slightly below market (likely $1-2/square foot lower); however, CFSOS is still able to recoup $100,000 in excess of expenses every year, allowing the Hub to serve as a source of revenue to support other community-serving programming. A contracted property manager manages the Hub. The tenants benefit from sharing space through referrals to each other, coordinating on safety protocols and emergency evaluation plans, and having affordable access to shared spaces like meeting rooms.	
Key challenges: • It took significant time and effort to get the Board onside with the project due to a perception of high risk • Ensuring the property manager takes a flexible approach with tenants to consider their challenging financial situations and important roles in the community (e.g., covering the cost of tenant improvements, flexibility on late rent)	
Key success factors: • Large bequest from a community member • A clear understanding of the community's needs for improved youth services • Good timing meant a low purchase price that facilitates below-market rents • A self-sustaining business model with positive financial returns for all • A property tax exemption ($42,000) enables savings to be realized by tenants • Adding a charitable purpose of 'making non-profits and charities more efficient and effective and operating the Hub as a CFSOS program allowed them to meet the criteria for exemption from charitable disbursement quotas (which would otherwise require payment of 3.5% of the value of the property annually)	

Case Study for a Mixed-Model Community Hubs

Table 4: The Kahanoff Centre community hub case study

<table>
<tr><th>Case Study for “Grow with Partners”: Developing a Community Hub for a mix of tenants</th><th>The Kahanoff Centre</th></tr>
<tr><td colspan="2">The Kahanoff Centre for Charitable Activities (KCCA) is a 211,852 square foot building located in downtown Calgary, Alberta. KCAA provides private affordable office and meeting spaces for non-profit and charitable organizations and a dedicated shared space known as the K-Hub. The KCCA was established and endowed by The Kahanoff Foundation. In 2012, KCCA partnered with a local organization, Decidedly Jazz Danceworks, to expand the current centre. In 2016 they added a second tower on the existing building and created the “DJD Dance Centre” which includes seven dance studios, and office spaces on the upper six floors for rent to non-profits and other charitable organizations.

The Kahanoff Capacity Building Hub (K-HUB) offers multiple flexible office space options. The K-Hub has 12 dedicated offices ranging in size from 110 to 225 square feet, 5 “open offices” which are dedicated cubicle spaces with low dividers of 30 square feet, and 31 drop in memberships. These drop in memberships are non-dedicated spaces, meaning individuals and organizations can choose where they work from a variety of areas with large tables. KCCA encourages the non-profits to share ideas and provide opportunities for connection within a variety of sectors. The building houses various tenants, including but not limited to Alberta Law Foundation, Centre for suicide prevention, and Let’s Talk Science.</td></tr>
<tr><td colspan="2">Key Challenges:
• Conference centre closed to financial issues
• Drop in memberships have had limited uptake (most tenants looking for private office space)
• Self managed until 2019: the organization recently decided to transition to pay a property management company to help manage the space. This service costs additional dollars but also frees up capacity for existing staff members
• The covid-19 pandemic reduced demand for office space, especially shared spaces. Individuals were not interested in the drop-in memberships.
• The building is not exempt from property taxes. Organizations renting space within the building apply for tax exemptions independently.</td></tr>
<tr><td colspan="2">Key Success Factors:
• The building was donated to the Calgary Foundation
• Strong anchor tenants (Calgary Foundation, United Way, Nature Conservancy Canada, etc.)
• Long-term leases provide consistent cashflow and enable the organization to confidently rent to smaller non-profits who are less established for nominal amounts
• The smaller non-profits are subsidized by the commercial rents from the larger non-profit organizations capable of paying higher rents</td></tr>
</table>

Case Study for a Partnership-based Community Hub

Table 5: The Clayoquot Biosphere Trust

Case Study	Clayoquot Biosphere Trust
Clayoquot Biosphere Trust (CBT) along with other community organizations expressed interest in developing an environmental research and education centre to deliver a variety of UNESCO Biosphere Reserve programs and projects in one central location. The Biosphere Centre is situated on a UNESCO-designated site and will be a space for community members to gather and connect. The funding for the Biosphere Centre is from a variety of sources, including provincial and federal government infrastructure grants, donations from corporations, and private and public foundations. The proposed building is estimated to be complete in 2026 and will include three stories for an Elders room, shared community area, a teaching kitchen, shared meeting spaces, outdoor gathering areas, and two residential units. The estimated cost to develop the Biosphere Centre is approximately $11 million.	
Key success factors: • Ability to purchase land • Variety of funding sources including provincial and federal grants, private and public foundations, donations, and private philanthropy • Extensive community support	

Value Proposition Exercise

Download the PDF of the Value Proposition Exercise
https://thevillageinitiative.ca/wp-content/uploads/2026/06/Appendix-B-Value-Proposition-Exercise.pdf
Download the Word document of the Value Proposition Exercise
https://thevillageinitiative.ca/wp-content/uploads/2026/06/Appendix-B-Value-Proposition-Exercise.docx

Appendix B: Value Proposition Exercise

What is a value proposition?

A value proposition is a concise statement of the benefits that your organization is delivering to partners or the community you are seeking support from. You may already do something like this in seeking donations, but the audience – and values you provide – may be different when considering real estate.

Considerations when drafting a value proposition

The questions below provide guiding questions to help your organization draft a value proposition. This template has a focus on value propositions for real estate/space needs, but could be adapted for other purposes (funding partners, donors, etc.).

Table 1: Guiding Questions for drafting a value proposition

Question	Details	Your organization
Who is your target (e.g. municipality, private developer, other non-profit organizations, School District, etc.)	Municipalities, government agencies, and private developers may all have different goals and values. Be sure to identify who you are targeting.	
What are your target's values? (e.g. financial, community buy-in, service delivery)	What do you know about your target audience and their goals and values? Are they going to be financially-driven, or will serving a community need be a top priority?	
What is the overarching value of your organization, proposal, or work?	This is likely already established – what service are you delivering and why does it matter?	
What is the specific value you bring that aligns with your target?	How does your overarching work benefit or align with your targets' goals and values? What specifically would a partnership bring to the table (i.e. financial capacity, public perception, etc.).	
What might your partner want to know about your organization?	Put yourself in your targets' shoes and think about what information is most crucial for them. Financial capacity, timelines, other benefits, etc.	

Space Needs Framework (Joint Functional Program Review)

Download the PDF of the Space Needs Framework
https://thevillageinitiative.ca/wp-content/uploads/2026/06/Appendix-C-Space-Needs-Framework.pdf
Download the Excel Sheet of the Space Needs Framework
https://thevillageinitiative.ca/wp-content/uploads/2026/06/Appendix-C-Space-Needs-Framework.xlsx

Appendix C - Space Needs Framework (Joint Functional Program Review)

Instructions: potential partners (whether non-profit, developer, or government agency) review the following considerations and record details and next steps.

Consideration	Details	Process	Next Steps
Space Needs	Size, features (i.e. commercial kitchen), access, parking, location, etc.	Share floor plans or development plans, site plans	
Costs	Tenure, capital improvements or upgrades, operational costs	Share capital or operational budgets or requests	
Synergies	Other users on site or in space, community need or priority to be addressed	Share other potential partners, conversations to aid in collaboration	
Timing	How soon is it available? For how long? Any co-dependencies	Share schedule	
Key Personnel/communication protocol	Establish agerncy lead - alternate and decision making protocol	guidelines/confidentiality agreements, media reps/	
Process	Approvals – where is the space at in terms of government or financial approvals?	Share development plan, process, or procedural consideration by local	

Community Service Decision-Making Framework

Download the PDF of the Community Service Decision-Making Framework
https://thevillageinitiative.ca/wp-content/uploads/2026/06/Appendix-D-Community-Service-Decision-Making-Framework.pdf
Download the Excel sheet of the Community Service Decision-Making Framework
https://thevillageinitiative.ca/wp-content/uploads/2026/06/Appendix-D-Community-Service-Decision-Making-Framework.xlsx

Appendix D - Community Service Decision-Making Framework

Consideration	Details	Y/N ? Alignment Details	If moving forward, next steps (additional info, collaborative opportunities)
Strategic Alignment	Will use of the space help further explicit goals, objectives of the organization? Does it align with strategic plans?		
Operational Impacts	Does the organization currently have capacity to use the space? Does it have capacity to quickly build that capacity? What might be missing? How would the new space impact current operations? Is it an expansion or a lateral move to a more appropriate space?		
Impacts to programs and clients	Would program offerings be appropriate in this space? Are there features to the site that would prohibit safe or effective operations (i.e. conflicting uses/populations)? Is the site easily accessible to clients? Will clients feel safe and comfortable in the space?		
Capital Requirements	What are the known and unknown costs associated with the space (ongoing leasing or maintenance, up-front renovation or fit-out costs) and does the organization have the financial resources to meet those costs?		
Timeliness	Is a new space an urgent need for ongoing service provision? Are there funding or other opportunities at stake that are reliant on finding space?		
Leverage potential	How could use of this space benefit the organization and allow it to expand its services or its reach in the West Shore and Sooke? Will use of the space open further opportunities for service provision, funding increases, or reach in the medium- to long-term?		
Co-Location Barriers and Opportunities	What are your organization's requirements for use of the space in terms of: - Functional program/size/features of space (i.e. minimum size, food prep requirements, etc.) - Days/times when space may be required - Hard boundaries for sharing space (i.e. if serving people fleeing domestic violence, cannot be co-located with provider serving people formerly incarcerated) - Possible synergies with related organizations		
Risks	What are the risks to the organization should they commit to using the space? How can those risks be mitigated?		
Approvals and Communications	What approvals and communication protocols are needed to pursue this further short and long term? What are the resourcing needs to do this?		

Development Partnership Financial Models Info Sheet

Download the PDF of the Development Partnership Financial Models Info Sheet
https://thevillageinitiative.ca/wp-content/uploads/2026/06/Development-Financial-Models-Info-Sheet.pdf

DEVELOPMENT PARTNERSHIP FINANCIAL MODELS

Wiser

This document compares four financial partnership models for development projects. Key considerations and risks for each model are included, and insight into the various roles and responsibilities of those involved are provided. These models intended as introductory and are by no means exclusive, rather to initiate conversation around priorities and decision-making.

1. INDEPENDENT PROJECT

EXAMPLE: DAWSON HEIGHTS CEDARS PROJECT

The non-profit organization leads the development itself, retaining full ownership and control of the project. In this model, the organization leverages its land equity to secure financing and funding, which could include conventional loans, grants, or programs that support non-market housing or community-focused development. This approach allows the greatest flexibility in aligning the project with the organization's mission and priorities, while also capturing all of the financial returns. However, it requires the highest level of effort, risk, and organizational capacity, as development, financing, and long-term operations are managed directly by the organization.

Risks
The financial and operational risks associated with the project are carried by the organization, making this the highest-risk option. Risks include:

- Being fully exposed to financial risks related to market fluctuations, changing interest rates, and increasing development and financing costs.
- Project in jeopardy if funding or equity can't be secured
- If funding can be secured, the project will need to adhere to standards as set out by the funder. The organization may also need to carry long-term operating agreements for non-market units.
- Requires a high degree of staff capacity and expertise.
- Timelines particularly long with all processes, including approvals, funding applications, and construction, led by the organization (with consultant support).
- Full responsibility for project outcomes is carried by the organization, including its public reputation.

Timeline
Associated with the longest and most complex timelines due to negotiation and compliance delays and slow decision-making due to limited internal capacity, making the project vulnerable to shifting market conditions.

Relationship
The organization maintains full control of the project and design, however, relationships with funders and financial institutions may impact the project in the long-term and will require ongoing collaboration

2. LAND LEASE MODEL

EXAMPLE: DUNCAN HOUSING SOCIETY AIR SPACE PARCEL SUBDIVISION FOR RESIDENTIAL COMPONENT

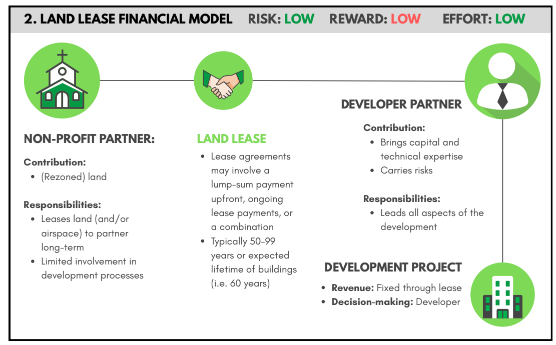
A land lease model allows the organization to retain ownership of their lands (and potentially airspace rights) while leasing it to a development partner for a set term, often aligned with the expected life of the buildings (e.g., 60 years). Lease agreements may involve upfront lump-sum payments, ongoing lease payments, or a combination, depending on negotiated terms. This structure is highly flexible and can accommodate a variety of partners and project types (incl. rental housing or strata/condominium). This model represents the lowest financial risk and requires the least operational effort, while still generating revenue. However, it also provides the least control over how the project is developed and operated, and the financial return is variable, depending on lease terms and market conditions.

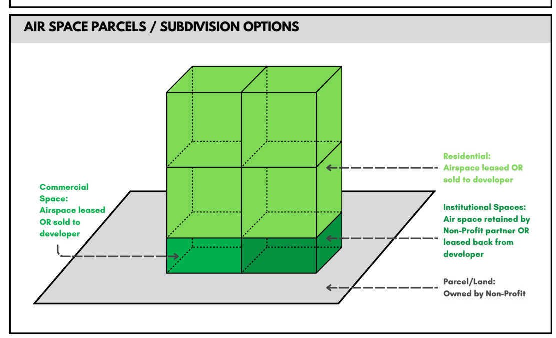
Risks
This is the lowest-risk option because the development partner takes on responsibility for financing, construction, and operations. The organization is protected from cost overruns, market downturns, or operational challenges, though it is locked into the agreed-upon lease terms, which may limit gains if the market improves significantly. Risks include:

- Having little say in design and operations once the lease is signed, which may lead to outcomes that conflict with mission/values.
- At the end of the lease term, the land (and potentially improvements) reverts to the organization, but buildings may be at the end of their useful life, creating liabilities instead of assets. Negotiating extensions or redevelopments at expiry may be complex and contentious.
- The development partner absorbs most market risks, however, if the project fails or sits vacant, community perception and long-term land value could indirectly impact the organization. Developer bankruptcy, mismanagement, or poor reputation could affect the project as well.

Timeline
Lease terms can be negotiated with a length between 50-99 years, depending on life expectancy of the buildings. Following the lease term, agreements may need to be re-negotiated. Revenue can be expected to come in once the project starts generating income. However, negotiating lease terms may take additional time upfront.

Relationship
The relationship between the parties is more transactional than in other models. Once agreements are signed, the development partner takes the lead, and the involvement of the organization is limited.





DEVELOPMENT PARTNERSHIP FINANCIAL MODELS

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3. JOINT VENTURE

EXAMPLE: FIRST BAPTIST CHURCH AND WESTBANK, VANCOUVER

A joint venture (JV) is a partnership between two or more entities that agree to jointly invest in and develop the project. In this model, the organization would contribute land as equity, while a development partner provides capital investment and development expertise. Profits or ongoing revenue from the completed project are shared between the parties according to the JV agreement. This structure is flexible and can accommodate different types of developments (incl. rental housing or strata/condominium), with a range of potential partners (incl. public, private, Indigenous government, non-profit, etc.). A JV balances opportunity and responsibility, carries a medium risk, requires medium effort in negotiation and oversight, and generates shared financial rewards, while retaining influence over the project's direction.

Risks

The organization is exposed to financial and market risks, but benefits from the Developer's capital, knowledge, and capacity. Both partners share the financial consequences and risks of the project, including losses due to market downturns or cost overruns. Other risks include:

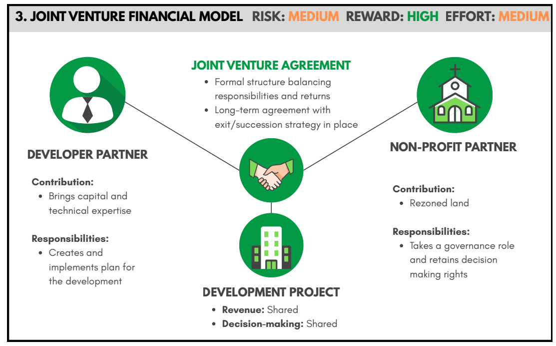
- Partner risks, including the companies' mismanagement or bankruptcy, as well as disagreements between the parties. All actions by the project partner directly reflect on the organization. Complex JV agreements are needed to clearly define all roles and responsibilities.
- While the organization maintains a high level of influence, decisions need to be negotiated, which can lead to compromises that are not aligned with their mission or vision. Shared decision-making can slow project timelines and necessitates clear governance structures.

Timeline

Finding the right partner and establishing terms for a JV project may be challenging and extend project timelines, due to complex negotiations of governance and profit-sharing structures. Shared decision-making can lead to delays. Agreements would specify options for exit or succession planning by including options for selling, refinancing, or dissolving the venture, protecting both partners' interests long-term. Timelines are ultimately in the hands of both parties, depending on who shares which responsibilities.

Relationship

The relationship is long-term and involves ongoing shared decision-making and cooperation. Only proven partners should be considered.



4. GENERAL/LIMITED PARTNERSHIP

EXAMPLE: SEVERAL EXISTING HUB MODELS

A partnership model divides roles between a general partner (GP), who manages the project and assumes liability, and limited partners (LP), who provide capital or land in exchange for returns. The organization could choose to act as GP, leading and managing the project, or as LP, contributing land with a more passive role. A co-lead arrangement is also possible. Partnerships can support rental or strata/condominium development with various partners. This option offers the highest revenue potential but also the highest risk, requiring strong oversight. Unlike a JV, which shares decision-making more equally, partnerships legally separate managing (GP) from investing (LP).

Risks

The GP carries the greatest risk and is responsible for financing, contracts, and liabilities, making resource demands significant. LPs face less exposure but also less control and revenue. Additional risks include:

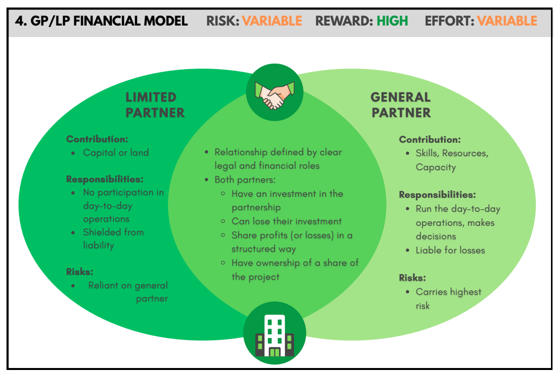
- The GP oversees all aspects of the project. Poor management or failure to appropriately address challenges could result in financial losses or legal complications. The ability to meet project deadlines also depends on the capacity of the GP.
- Co-lead arrangements may introduce greater complexity in coordination, potentially causing delays or inefficiencies.
- Mismanagement or conflicts with LPs could negatively impact the project's progress and damage the organization's reputation.

Timeline

- As GP, the organization leads financing, approvals, and management, which may extend timelines if capacity is limited.
- As LP, timelines are largely driven by the development partner's capacity, experience, and efficiency, which may shorten delivery but reduces influence over pacing and priorities.
- Timelines depend on the organization's role, but setting up agreements can lengthen the pre-development phase in both cases.

Relationship

The relationship between parties is defined by clear legal and financial roles: GPs manage and carry liability; LPs contribute capital or land but do not participate in day-to-day management. This structure requires a foundation of trust, as LPs rely heavily on the competence and transparency of the GP, while the GP depends on LPs financial contributions to make the project viable.



DEVELOPMENT PARTNERSHIP FINANCIAL MODELS

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COMPARISON MATRIX

	Model	Summary	Opportunities	Risks	Capital required	Control	Effort	Revenue
1	**Independent Project**	• Non-profit organization leads all phases of development, leveraging land equity to secure financing and pursue grants/funding • Retains full control and returns	• Maximum control and mission alignment • Ability to access specialized funding (esp. for non-market/community uses) • All profits remain with organization	• Highest financial and operational risk • Requires significant capacity and expertise • Complex financing with multiple funders • Longest and most resource-intensive timelines	High	Full	High	Max
2	**Land Lease**	• Land (and/or airspace) leased to a partner for long-term (e.g., 60 years). • Organization retains ownership of land • Revenue from lump sum or ongoing lease payments	• Lowest risk and effort • Preserves long-term land ownership • Predictable lease income • Flexible with rental or strata developments	• Low risk • Limited control over project outcomes • Fixed/capped revenue even during market upswings • Reliance on partner performance • Buildings may depreciate by lease end	Minimal	Low	Low	Steady/ Moderate
3	**Joint Venture**	• Organization contributes land, partner contributes capital and expertise • Shared governance, profit, and risk	• Access to partner's funding and expertise • Retains some influence over project direction • Profits/revenue are shared	• Medium risk • Requires strong alignment with partner • Shared decision-making can slow timelines • Partner actions affect reputation	Medium	Shared	Medium	High (Shared)

4	**General / Limited Partnership** (GP/LP)	• GP manages project and assumes liability
		• LP provide land or capital for returns
		• Ability to choose role (active or passive)
			• High revenue potential if acting as general partner
			• Flexible structure
			• Attracts investors
			• Option for co-leadership with partner
				• Variable risk:
				  ◦ High risk if GP
				  ◦ Medium risk if LP
				• Legal/financial complexity
				• Timelines depend on partner capacity
				• Limited partners rely heavily on general partner performance
					Variable	Variable	Variable	High (Structured)

Sustaining the Space (Maintenance)

At this stage, leadership is implementing a capital project set out in the organization's capital plan. The focus shifts to sustaining the asset and preventing unplanned space related maintenance.

Partnership Agreement Example – Memorandum of Understanding

Download the PDF of the Partnership Agreement Example - MOU
https://thevillageinitiative.ca/wp-content/uploads/2026/06/Partnership-Agreement-Example.pdf
Download the Word document of the Partnership Agreement Example - MOU
https://thevillageinitiative.ca/wp-content/uploads/2026/06/Partnership-Agreement-Example.docx

Partnership Agreement Example – Memorandum of Understanding

Memorandum of Understanding

THIS MEMORANDUM OF UNDERSTANDING (the "**MOU**") **is made effective the ___ day of ________, 2026** (the "**Effective Date**") between:

XX (Group 1), with an address of xx
("**Insert Group 1 Name**")

and

XX (Group 2), with an address of xx
("**Insert Group 2 Name**")

(each a "**Party**" and together the "**Parties**")

Background:

A. The Group 1 and Group 2 (the parties) are interested in collaborating on xx activities.

NOW THEREFORE, the Parties agree as follows:

Part 1 - Purpose of this MOU

a. To express the commitment of the Parties to pursue mutually agreeable projects and initiatives.

b. To identify individual and collective areas of strength, expertise and knowledge and how best to collaborate around these.

c. To inform discussions with potential partners.

d. To better position both organizations to achieve their organizational mandates.

Part 2 - Non-Binding Provisions

a. Except for the provisions set out in section xx, this MOU constitutes a memorandum of understanding only and is not contractual in nature and is not intended to bind either of the Parties or create any legal obligations relating to the xx or otherwise.

  a. Except as set out in section xx, no binding agreement will exist between the Parties unless and until the Parties have executed a final or definitive agreement. The Parties acknowledge that they are not required to enter into any final or definitive agreement until they are satisfied, in their sole, subjective and unreviewable discretion, that such agreement is satisfactory.

b. Term
   a. The term of this MOU will be from the Effective Date until the Parties execute a binding final or definitive agreement or until (insert written number of years) (x) years from the Effective Date, whichever is earlier, unless otherwise extended by mutual agreement or terminated early in accordance with section 3(b) of this MOU (the "**Term**").

c. Termination
   a. This MOU may be terminated, for any reason:
      i. immediately with the mutual written agreement of both Parties; or
      ii. by one Party, upon thirty (30) days' written notice to the other Party;
      iii. Once terminated, neither Party shall have any obligations to the other Party except as expressly provided herein.

d. Confidentiality
   a. The Parties agree that this MOU and the transactions and work referred to herein, and any information provided by either Party to the other with respect to this MOU, shall be kept strictly confidential, and no public announcements will be made in respect thereof without the advance written agreement of both Parties, provided, however, that either Party may give such information on a confidential basis to their employees, officers, directors, advisors and consultants, who have a clear need to have sight or knowledge thereof for the purposes of this MOU, and may disclose such information as may be required by applicable laws.
   b. This confidentiality provision shall survive the Term of this MOU.

e. Assignment
   a. Neither Party may assign its rights and/or obligations under this MOU without the written consent of the other Party.

f. No Partnership
   a. The Parties expressly disclaim any intention to create a partnership and nothing in this MOU shall constitute or be deemed to constitute a Party as partner, agent or legal representative of the other Party. This MOU shall not create the relationship of a partnership between the Parties, and no act done by any Party pursuant to the provisions hereof shall operate to create such a relationship.

This Agreement has been read, understood, and agreed to by the Parties, as evidenced by their signatures below, as of the Effective Date.

(Group 1 Name), by its authorized signatory

NAME AND TITLE

Date

(Group 2 Name), by its authorized signatory

NAME AND TITLE

Date

Non-Disclosure Agreement

Download the PDF of the Non-Disclosure Agreement
https://thevillageinitiative.ca/wp-content/uploads/2026/06/Non-Disclosure-Agreement-Template.pdf
Download the Word document of the Non-Disclosure Agreement
https://thevillageinitiative.ca/wp-content/uploads/2026/06/Non-Disclosure-Agreement-Template.docx

Non-Disclosure Agreement Template

DATE: XX, 2026

TO: The Society

From: "The Recipient"

A. The Society has certain confidential information regarding their affairs ("the Confidential Information").
B. The Recipient, as an individual and representative of xx, will have access to information related to the Society.
C. The Recipient wishes to have access to Confidential Information in order to effectively conduct business.
D. The Society is prepared to allow access to the Confidential Information to the Recipient for the limited purpose of conducting business as related to xx.

1. Nondisclosure of Confidential Information. The Recipient agrees not to disclose, duplicate, sell, reveal, divulge, publish, furnish, or communicate, either directly or indirectly, any Confidential Information as defined herein to any other person, firm, or entity, unless authorized in writing by the Diocese. The Recipient agrees not to use any Confidential Information for their own gain or for purposes of others. The Recipient further agrees to use reasonable procedures to ensure its confidentiality and to protect the Confidential Information from disclosure to third parties.

2. Definition of Confidential Information. "Confidential Information" means all information that is delivered to or made accessible to the Recipient under conditions of confidentiality. Confidential Information includes not only information disclosed by the Society (including employees, agents, and independent contractors) to the Recipient during discussions among the parties, but also information developed or learned by the Recipient during the course of any due diligence investigation of property assets of the Society. Confidential Information is to be broadly defined and includes: (i) all information that has or could have commercial value or other utility; and (ii) all information that, if disclosed without authorization, could be detrimental to the interests of the Society.

3. Return of Confidential Information and Materials. Upon the written request of the Society, the Recipient must surrender to the Society material in their possession which is considered confidential or proprietary by the Society, technical or non-technical, whether or not copyrighted, which relate to the Confidential Information. The Recipient expressly acknowledges that any such materials of any kind provided to them shall be and remain the sole property of the Society.

4. Irreparable Harm. The Recipient understands and agrees that the Society will suffer irreparable injury not capable of precise measurement in monetary damages if its Confidential Information and/or other proprietary information is obtained by any person, firm or corporation and is used for any purpose.

Accordingly, in the event of a breach of this acknowledgement, the Recipient consents to entry of a temporary restraining order or other injunctive relief as well as to any other equitable relief which may be granted by a court having proper jurisdiction. The Recipient agrees that the award of equitable remedies to the Society in the event of such breach is reasonable and necessary for the protection of the Society.

Recipient

Signature	Address
Print Name	City, Postal Code

Society

Signature	Address
Print Name	City, Postal Code

Correcting Space Misalignment (Relapse)

At this stage, leadership is aware of space needs in alignment with organization sustainability. Resources in this section support identification of data collection on space utilization and building capacity for timely space repurposing options.

Building Condition Assessment Template

Download the PDF of the Building Condition Assessment Template
https://thevillageinitiative.ca/wp-content/uploads/2026/06/Building-Condition-Assessment-Template.pdf

CLEAR FORM

Housing Incentives Policy: Building Condition Assessment Template

Indicate the general condition of each element and assign and condition and priority rating. ***See Appendices for description of condition and priority ratings, and habitability.***

	Element	Assessment	Condition	Priority
Sub-structure	Foundation		-	-
	Slabs		-	-
	Basement walls and columns		-	-
	Other sub-structure		-	-
Shell/ Exterior	Building envelope		-	-
	Roofs		-	-
	Beams and columns		-	-
	Stairs/ramps		-	-
	Exterior walls		-	-
	Exterior windows		-	-
	Exterior doors		-	-
	Exterior louvers, vents, and hatches		-	-
	Decks/balconies		-	-
	Other shell/exterior		-	-
Interiors	Interior walls		-	-
	Ceilings		-	-
	Floors		-	-
	Interior windows		-	-
	Interior doors		-	-
	Trim		-	-
	Wall finishes		-	-
	Ceiling finishes		-	-
	Flooring finishes		-	-
	Stair finishes		-	-
	Millwork/cabinetry		-	-
	Other interior		-	-
Services	Water/plumbing		-	-
	Energy/HVAC		-	-
	Electrical		-	-
	Fire protection		-	-
	Security systems		-	-
	CO detectors		-	-
	Elevators/lifts		-	-
	Sanitation (shower, toilet, etc.)		-	-
	Food preparation/ storage		-	-
	Other services		-	-
Site	Water utility		-	-
	Wastewater utility		-	-
	Drainage		-	-
	Electrical utility		-	-
	Energy utility		-	-
	Other site		-	-
Health & Safety	Mold		-	-
	Asbestos		-	-
	Drugs		-	-
	Infestation/leavings		-	-
	Other health & safety		-	-
Overall Condition			-	-

Summary: ____
____
____

Appendix A: Condition and Priority Ratings

Condition Rating: A general measure of the condition of the building or unit overall, and specific elements.

- **Good (G):** The element shows none to some deterioration and is fully functional. Only regular maintenance needed.
- **Fair (F):** The element shows moderate deterioration but still functions as intended. Maintenance recommended in the short- to medium-term but immediate intervention not required.
- **Poor (P):** The element shows significant deterioration or is not functioning properly. Maintenance or replacement is recommended soon, possibly immediately. The building or unit may or may not be fit for occupancy until corrective action is taken.

Priority Rating: A measure of threat represented by the condition of an element. Not all elements in poor condition merit immediate attention. For example, floor coverings (e.g., carpet) may be in poor condition, but it will rarely represent an immediate threat to occupants.

- **Emergency (E):** The condition of this element is an immediate threat to the health and safety of occupants or the public. Immediate corrective action should be taken and the unit or building should not be occupied until the issue is resolved.
- **High (H):** The condition of the element is not an immediate threat to occupants or the public but may impair the habitability of the building or unit (See Appendix B), or be at risk of becoming a threat to health and safety in the near-term. Alternatively, the condition of the element shortens the useful life of the building considerably.
- **Low (L):** The condition of the element is not an immediate threat to occupants or the public, nor is there a reasonable risk of the element becoming a threat to health or safety. The element may impact quality of life for occupants but does not impair habitability of the unit or building. The condition of the element may reduce the useful life of the building but not considerably.
- **None (N):** The condition of the element is not an immediate threat to occupants or the public, nor is there a reasonable risk of the element becoming a threat to health or safety. The element has no negative impact on quality of life for occupants. The condition of the element does not impact the lifespan of the building.

Appendix B: Habitability

A building's habitability is impacted if critical elements are non-functional or have considerably reduced functionality. This may include but is not limited to:

- Structure (e.g., foundation, walls, floors, ceilings, roofs)
- Egress routes
- Safety systems (e.g., fire alarms, strobes, carbon monoxide detectors)
- Security (i.e., if there are openings that cannot be secured against unwanted entry)
- Elevators or lifts
- Utilities (Water, wastewater, drainage, electricity, energy)
- Supply of:
    - Drinkable water
    - Hot water
    - Heating, cooling, ventilation
    - Electricity
    - Sanitary services (e.g., toilet, shower, sink, sewer line)
    - Food preparation and storage services (e.g., refrigerator, stove, oven, kitchen sink)

Habitability may be impacted by the presence of general health and safety issues such as:

- Hazardous substances (e.g., asbestos, drug residue)
- Mold
- Infestations/leavings (e.g., rodent fecal matter)

Sample Commercial Lease

Download the PDF of the Sample Commercial Lease
https://thevillageinitiative.ca/wp-content/uploads/2026/06/Sample_commercial_lease.pdf
Download the Word document of the Sample Commercial Lease
https://thevillageinitiative.ca/wp-content/uploads/2026/06/Sample_commercial_lease.doc

Sample of Offer to Lease

COMMERCIAL PREMISES

This offer to lease is made

BETWEEN: ABC Holdings Ltd.
1234 Obvious Street
Anywhere, BC
Postal Code

(the "Landlord")

AND: ACME CORPORATION
Road Runner Avenue
Your Town, BC
Postal Code

(the "Tenant")

We, **ACME CORPORATION**, hereby offer to lease from **ABC Holdings Ltd.** a portion of the building municipally known as Unit 204 - 15225 104th Avenue, Anywhere, BC (the "Building"), on the following terms and conditions:

1. **PREMISES**

Approximately [area] square feet on the [2] floor as shown outlined in heavy black on the floor plan attached as Schedule AA@ (the "Premises").

The exact square footage of the Premises shall be determined by a survey as provided by the Landlord or as determined by the Landlord=s architect, in accordance with the Lease. When known, all rents and inducements will be adjusted on a pro-rata basis to reflect the surveyed area.

2. **TERM**

The Term of the Lease shall be [number] years commencing on [date, 20__] (the "Commencement Date") and expiring on [date, 20__].

3. **BASIC RENT**

The Basic Rent payable for the Premises shall be paid in advance, in equal monthly instalments based on the following schedule and shall be paid on the first day of each month of the Term commencing on the Commencement Date.

Lease Year	Annual Rate Per Square Foot	Annual Basic Rent	Monthly Basic Rent
	$	$	$

Upon determination of the actual square footage of the Premises, the Basic Rent shall be adjusted accordingly, on the basis of the Basic Rent being calculated using the Annual Rate Per Square Foot quoted above. Payments of Basic Rent shall be adjusted on a per diem basis if the Term commences other than on the first day of the month or expires other than on the last day of the month.

4. **FORM OF LEASE**

This offer to lease is to lease the Premises upon the terms and conditions set forth in the Landlord=s standard form of lease (the "Lease") to be completed in accordance with the provisions contained in this offer to lease.

5. **NET LEASE**

The Tenant shall be responsible to pay for its Proportionate Share of Taxes and Operating Costs as Additional Rent (plus GST) as described in the Lease. These costs are currently estimated to be $[amount] per square foot per annum for 20__.

6. **EXECUTION OF LEASE**

The Lease shall be executed and returned by the Tenant within seven (7) business days of its presentation to the Tenant by the Landlord. If the Tenant does not execute and return the Lease within this time, the Landlord may forbid the Tenant to enter the Premises for the purpose of carrying on its business and/or Tenant's Improvements and may suspend any Landlord's Work with respect to the Premises, but the Tenant will continue to be liable for payment of Rent from and after the Commencement Date. The Landlord will not be required to deliver the Lease to the Tenant in a form acceptable for registration. The Tenant must execute and deliver the Lease to the Landlord prior to taking possession of the Premises.

7. **USE**

The Premises shall be used only for the purpose of [use].

8. **REQUIRED CONDITIONS**

The term "Required Conditions" shall be defined as meaning all of the following:

(a) the Tenant being [**ACME CORPORATION**];
(b) the Tenant being itself in occupation of and conducting its business in the whole of the Premises in accordance with the terms of this Lease; and
(c) there not being, and not having been, any default under the Lease or any other agreement between the Landlord and the Tenant pertaining to the Premises or this tenancy.

9. **LANDLORD'S WORK**

The Premises are accepted "as is". The Landlord will be responsible for the costs to construct any required demising walls to building standard and to install a building standard entry/exit door, if required, to meet applicable codes and bylaws.

Notwithstanding anything to the contrary herein contained, the Commencement Date of the Term shall be postponed until the Premises are ready for occupancy if a labour disruption or other occurrence hinders or delays the Landlord from completing the Landlord=s Work prior to the Commencement Date.

10. **TENANT'S IMPROVEMENTS**

Landlord will provide $[amount] per square foot for Tenant improvements and grant the month of [state month] as a fixturing period.

Any items not specifically included in the Landlord's Work shall be deemed to be Tenant's Improvements, including but not limited to interior partitions, wall finishes, floor coverings, Tenant=s fixtures, furnishings and equipment, changes to sprinkler system, all branch wiring, check meters, distribution panels, light fixtures, telephone lines and any additional fire fighting or fire prevention equipment necessitated by the Tenant=s installations or special requirements.

For any Tenant's Improvements the Tenant shall be required to prepare working drawings and specifications of the proposed improvement work and obtain the written consent of the Landlord before commencing the improvement work, such consent not to be unreasonably withheld. All improvement work shall be done by qualified and licensed contractors and sub-contractors whom the Landlord shall have approved in writing. The Premises shall be improved to a standard in keeping with the appearance and character of the Building. The Tenant also agrees to employ the Landlord=s consultant regarding any modifications to the HVAC and electrical distribution systems beyond the base building system.

11. **PERMITS**

It is the Tenant's responsibility to secure all the necessary building permits and government approvals for the Tenant=s Improvements. Such permits must be secured before any work shall commence on the Premises. The Tenant shall also be responsible for acquisition of the final occupancy permit as it applies to the Tenant=s Improvements. The Tenant shall provide the Landlord with copies of all applicable permits and approvals.

12. **EARLY OCCUPATION BY TENANT**

During any period prior to the commencement of the Term (including the period from the date upon which the Premises are ready for the construction of the Tenant=s Improvements until the commencement of the Term) in which the Tenant is permitted to have occupancy of the Premises, whether exclusively or in common with the Landlord, its contractors, sub-contractors, or employees, the Tenant shall be bound by all the provisions of the Lease saving those requiring the payment of Basic Rent or the Tenant=s Proportionate Share of Operating Costs and Taxes.

13. **AGENCY DISCLOSURE**

The Tenant and Landlord acknowledge that:

(i) in accordance with the Code of Ethics of the Canadian Real Estate Association, [Best Realty] (the "agent") and Bill Smith, leasing agent, have disclosed that they are representing the Landlord only in the transaction described in this offer to lease; and Student Jones (the “Tenant agent”) is representing the Tenant only in the transaction described in this offer to lease.

(ii) the agent's primary responsibility is to protect and promote their Clients interest;

(iii) the Landlord shall pay the commission and compensation due to the agent pursuant to the transaction described in this offer to lease in accordance with the Exclusive Listing Agreement between the agent and the Landlord.

The Tenant acknowledges and agrees that the agent is entitled to pass any relevant information it receives from the Tenant or from any other source to the Landlord as the agent sees fit, without being in conflict of its duty to the Tenant.

14. **LANDLORD'S CONDITIONS PRECEDENT**

This offer to lease is subject to:

(a) the Landlord being satisfied with the financial covenant of the Tenant. Within three (3) business days of the date of acceptance of this offer to lease, the Landlord shall notify the Tenant of what information he or she requires. The Tenant shall provide the Landlord with any credit information requested, including suppliers, bank and auditor's references, and financial statements within three (3) business days of receipt of the Landlord's request for information. The Landlord shall have a further period of seven (7) business days from the date of receipt of the aforesaid information from the Tenant to determine whether or not the Tenant is financially responsible.

(b) approval by the Landlord's Head Office within ten (10) business days from acceptance of this offer to lease.

The above conditions precedent are for the sole benefit of the Landlord and must be removed unilaterally by the Landlord in order to proceed with completion of the contract. Should these conditions not be removed from this offer to lease by notice in writing to the Tenant or its agent within the specified time frames, this offer to lease shall be null and void and all deposit monies shall be returned to the Tenant.

15. **TENANT'S CONDITIONS PRECEDENT**

This offer to lease is subject to ________________________, all of which are for the sole benefit of the Tenant. These conditions precedent shall be removed or waived by notice in writing from the Tenant to the Landlord on or before ___________________, or the offer to lease shall be null and void and all deposit monies shall be returned to the Tenant.

16. **COMMUNICATIONS EQUIPMENT**

The Tenant shall be responsible for the installation and maintenance of its telephones, computers, and special communications equipment. The Tenant accepts responsibility and liability for any resultant damage to existing Tenant or Landlord communications equipment caused by negligent or improper installation or overloading of existing systems.

17. **ENTIRE AGREEMENT**

It is understood and agreed that the terms and conditions of this offer to lease shall be those expressly set out herein and in the Schedules attached hereto and, except as expressly set out herein and in the attached Schedules hereto, there are no covenants, representations, agreements, warranties or conditions of the Landlord and none shall be implied.

18. **LEASE SHALL GOVERN**

Upon execution and delivery of the Lease by the Tenant and the Landlord, the provisions of this offer to lease shall survive; provided that in the event of any contradiction between such provisions and the terms and conditions of the leases, the Lease shall govern.

19. **TRANSFER**

The contract that shall arise between the parties by acceptance of this offer to lease may not be assigned, sublet, charged, encumbered, or transferred directly or indirectly by the Tenant.

20. **SCHEDULES AND RIDERS**

Schedule "A" and any other schedules or riders, if any, attached hereto shall form a part of this offer to lease and are hereby incorporated herein.

21. **APPLICABLE LAW AND INTERPRETATION**

This offer to lease shall be governed by and construed under the laws of the Province of [name of province], and the provisions of this offer to lease shall be construed as a whole according to their common meaning and not strictly for or against the Landlord or the Tenant. The words "Landlord" and "Tenant" shall include the plural as well as the singular. If this offer to lease is executed by more than one party as the Tenant, the Tenant=s obligations hereunder shall be joint and several obligations of such executing parties. The definitions contained in this offer to lease shall also apply to all schedules and riders incorporated herein unless otherwise indicated. Time is of the essence of this offer to lease and each of its provisions. The captions of the clauses of this offer to lease are included for convenience only, and shall have no effect upon the construction or interpretation of this offer to lease or any of the schedules or riders attached hereto (if any) or of the Lease.

22. **NO REGISTRATION**

This offer to lease or any notice thereof or any caution or other instrument indicating an interest in the Building by virtue of this offer to lease shall not be executed in registrable form or registered against the title to the Building.

23. **PARTIAL INVALIDITY**

If any term, covenant, provision, or condition of this offer to lease or the application thereof to any person or circumstance is to any extent held or rendered invalid, unenforceable or illegal, the remainder of this offer to lease or the application of such term, covenant or condition to persons or circumstances other than those with respect to which it is held invalid, unenforceable, or illegal is not affected thereby and continues to be applicable and enforceable to the fullest extent permitted by law.

24. **FACSIMILE TRANSMISSION**

A party hereto may signify its agreement to the terms hereof by facsimile transmission. A telecopy facsimile of this agreement received by a party hereto which shows the signature(s) of the authorized signatory(ies) of the other party will be good proof of execution by that other party.

25. **BINDING AGREEMENT**

This offer to lease and its schedules and riders, if any, and the Landlord's acceptance hereof shall constitute a binding agreement on the parties to enter into a lease of the premises and to abide by the terms and conditions herein contained.

26. **DEFINITIONS**

Words defined in the Lease and used herein shall have the same meaning ascribed to them by the Lease.

27. **DEPOSIT**

A cheque for $[amount] **plus GST** (the "Deposit") payable to the Landlord's agent, [Best Realty] (the "agent") in trust, shall be tendered within 48 hours of acceptance of this offer to lease. This sum will be held as a deposit to be applied in payment of the first and last months' Basic Rent plus GST and will only be returned if this offer is not accepted. This deposit will not bear interest.

28. **DEFAULT BY TENANT**

If this offer to lease is accepted and all subject clauses have been removed by the Landlord, and the Tenant thereafter fails to comply with the provisions of this offer to lease, or becomes bankrupt or insolvent, the Deposit shall be retained by the Landlord in payment for its expenses, but such retention shall not limit or preclude the Landlord's other rights and recourses including, without limitation, a right of action against the Tenant for damages for failure to comply with the provisions of this offer to lease.

29. **TIME FOR ACCEPTANCE**

This offer to lease is open for acceptance until 5:00 p.m., Pacific [Mountain/Eastern] Time, on the [3] business day after the Tenant's authorization of this offer to lease, after which time, if not accepted by the Landlord, this offer to lease shall be null and void.

DATED at __________ this _________ day of ____, 20 ___.

[ACME CORPORATION]

Per:______________________________ ______________________________
(Authorized Signatory) (Witness)

NAME: ____________________________ ______________________________
(Please Print) (Please Print)

We hereby accept this offer to lease and agree to be bound by the terms and conditions contained herein.

DATED at ________________ this _______ day of _______________, 20__.

[ABC HOLDINGS LTD.]

Per:______________________________ ______________________________
(Authorized Signatory) (Witness)

Sample of a Maintenance Schedule

Download the PDF of the Sample of a Maintenance Schedule
https://thevillageinitiative.ca/wp-content/uploads/2026/06/Sample-Maintance-Schedule.pdf
Download the Excel Sheet of the Sample of a Maintenance Schedule
https://thevillageinitiative.ca/wp-content/uploads/2026/06/Sample-Maintance-Schedule.xlsx

Inspections Schedule and Checklist														
NAME:			**DEVELOPMENT:**											
Buildings & Grounds Inspections														
Building Envelope														
TASK	**Frequency**	**By**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
ROOFS - Sloped/Flat and EPDM/Shingle/Metal	Bi-Annually / Annually	Staff				X						X		
ROOFS - Cracks, water pooling, leaks, flashing	Bi-Annually / Annually	Staff				X						X		
WALLS - Brick, Vinyl, Shingle	Annually	Staff				X								
WINDOWS, DOORS - Seals, Operators	Annually	Staff				X								
DECKS, EXT STAIRS - Wash	Annually	Staff				X								
FOUNDATIONS - Cracks, vent covers	Annually	Staff				X								
Building Interior														
FLOORS - Wood, Vinyl, Carpet	Annually	Staff				X								
CEILINGS	Annually	Staff				X								
WALLS	Annually	Staff				X								
Pest Control														
PEST CONTROL - Pests	Monthly / As Needed	Vendor	X	X	X	X	X	X	X	X	X	X	X	X
Common Kitchen, Laundry														
KITCHEN - Inspect Appliances	Annually	Staff										X		
GAS STOVE - Inspect	Annually	Vendor										X		
Kitchen, Bath - Cabinets, fixtures	Annually	Staff										X		
LAUNDRY - Machines operational	Bi-Annually	Staff				X						X		
Trash / Recycling Room														
Trash Container leaks	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Trash Chute doors	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Trash / Recycle Cans	Weekly / Bi-Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Landscaping														
Lawn, Shrubs, Landscape Beds	Annually	Staff				X								
Pest / Disease - Monitor, Integrated Pest Mgmt	Monthly	Vendor			X	X	X	X	X	X	X	X		
Irrigation System														
Heads, Controls - Check	End/Start of Season	Staff				X						X		
Grounds														
Signage - Inspect	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Walks, Paving, Curbs - Cracks, broken curbs	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Parking Lot - Cracks, and Water Ponding	Bi-Annually	Staff			X						X			
Fence - Holes, Falling over	Bi-Annually	Staff			X						X			

Inspections Schedule and Checklist														
NAME:			**DEVELOPMENT:**											
Mechanical, Electrical Systems Inspections														
HVAC (Heating, Ventilation, Air Conditioning)														
TASK	**Frequency**	**By**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
FURNACE, AHU - Condenser clear of leaves and other debris	Bi-Annually	Staff / Vendor				X						X		
FCU, Window AC Filters - Inspect for season	Bi-Annually	Staff				X						X		
Air source Heat Pumps - Check Coil	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Co-Gen System - Inspect	Bi-Annually	Vendor				X						X		
Water system														
Inspect - Valves, Pumps	Bi-Annually	Staff					X					X		
Test pressure	Weekly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Plumbing														
Toilets - Leaks	Annually	Staff						X						
Faucets and shut-offs - Leaks	Annually	Staff						X						
Boilers/HW Tanks - Leaks	Quarterly	Staff			X			X			X			X
Pumps - Operating	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Fire Sprinklers														
Inspect, Test Backflow	Annually	Vendor				X								
Sanitary system														
Inspect - Valves, Pumps	Bi-Annually	Vendor					X					X		
Test system integrity	Annually	Staff / Vendor									X			
Storm drain system														
Inspect - Valves, Pumps	Bi-Annually	Vendor				X						X		
Test system integrity	Annually	Staff / Vendor									X			
Electrical system														
Inspect connections in panels	*AS Needed*	Recommended by DHCDs Handbook. Perform during major work that includes panel changes												
Fire Alarms														
System (Hardwired) - Inspect Common / Public Areas	Bi-Annually	Staff / Vendor				X						X		
System (Hardwired) - FA Panel for Trouble	Annually	Staff / Vendor									X			
Fire Extinguishers - Check Gauge for Replacement need	Annually	Vendor									X			
Generator														
Test	Monthly	Automatic	X	X	X	X	X	X	X	X	X	X	X	X
Emergency Lighting (Not on Generator)														
Inspect and Test	Monthly / Quarterly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
ALL Light Fixtures														
Lighting - Lights working	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Security systems														
System working	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Elevator system														
Elevator Equipment	Bi-Annually / Annually	Vendor				X						X		
Test lights	Monthly	Staff / Vendor	X	X	X	X	X	X	X	X	X	X	X	X
Solid waste disposal system														
Compactor machinery, trash Chute	Quarterly	Staff			X			X			X			X

Inspections Schedule and Checklist														
NAME:			**DEVELOPMENT:**											
Machine Inspections														
Automobile														
TASK	**Frequency**	**By**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Check Oil	Weekly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Check tires	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Check Brakes	Weekly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Registration	Annually **(Varies)**	Staff												
Small Engines														
Check Oil Level	Every 5 Hrs	Staff			X	X	X	X	X	X				
Check Fuel (in Tank and Stored)	After Use, Season End/Start	Staff		X	X	X	X	X	X	X	X			
Inspect Machine / Equipment	Before and after Use	Staff			X	X	X	X	X	X				

NOTE:

Inspections will generate additional Routine (and Emergency) Work Orders.

Capital Plan Template

Download the PDF of the Capital Plan Template
https://thevillageinitiative.ca/wp-content/uploads/2026/06/Capital-Plan-Template.pdf
Download the Excel Sheet of the Capital Plan Template
https://thevillageinitiative.ca/wp-content/uploads/2026/06/Capital-Plan-Template.xlsx

EXAMPLE: BUDGET (O&M and Capital)															
ADDRESS															
		Responsibility	Reserve or O	COST ESTIMATE											
CATEGORY	Item	(who)	& M	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
B: Exterior															
	Exterior doors														
	Exterior Painting/Sealing														
	Roof														
	Caulking/weather stripping														
	Windows														
	Exterior siding/cladding														
	Pavement/parking/lines														
	Landscaping														
	Irrigation														
	Septic maintenance														
	Water tank maintenance														
	Fences														
C: Interior															
	Lino														
	Hard wood														
	Tiles														
	Window treatments														
	Counter tops														
	Interior Painting - Kitchen														
	Interior Painting - Halls and bathroom														
	Light fixtures														
	Bar area														
	Light bulbs														
	Wall maintenance														
E: Equipment															
	Stove														
	Stove Hood Fan														
	Refrigerators														
	Freezers														
	Cleaning equipment														
	Rental equipment														
	Stereo														
D: Services															
	Kitchen / health approvals														
	Cleaners - regular														
	Roof maintenance														
	Water testing														
	Septic														
	Drainage - Pipes, Drains, Gutters														
	HVAC and heating System														
	Heating System - Electric Baseboard														
	Electrical Service and Distribution														
	Interior Lighting														
	Alarm System														
	Telephone System														
	Internet/cable														
	Fire and sprinkler system														
Other															
Totals															

Exiting the Facility/Space (Termination)

Leadership is prepared to leave or remove the asset from the organization. Resources in this section can identify the areas the organization can focus on to prepare to dispose of the asset

- Create Board-approved guidelines and policies for breaking leases and selling property
- Investment policy in the existing manual can be linked here

Notes

Notes