# 2012
### THE YEAR OF GETTING
## MANAGEMENT
# RIGHT

# The Sound Management Challenge

## Who completes management tasks?

The purpose of this survey is to create a clear picture of the quality of management in our Canadian housing co-ops.

Most co-ops rely on managers and bookkeepers to complete management tasks, but there are many that also use co-op members.

It is important to know who does what in housing co-ops to make certain that the right resources and training are getting to the right people.

Who completes the core management standard tasks in your co-op? **Select all that apply.**

☐ Co-op manager

☐ Bookkeeper

☐ Administrative assistant

☐ Committee member – please identify which committee:

☐ Member volunteer(s)

☐ Director

☐ Don't know

☐ Other – please specify:

## Who is completing this survey?

Are you a:

☐ Co-op manager

☐ Bookkeeper

☐ Administrative assistant

☐ Committee member – please identify which committee:

☐ Member volunteer

☐ Director

☐ Other – please specify:

Now—time to complete the survey. This shouldn't take any more than five minutes of your time.

It is divided into five sections, one for each of the core management standards. Simply answer "yes", "no", or "don't know" for each one of the management-related questions.

There is also space for you to share comments about each standard at the end of each core management standard section.

| *Managing the finances* | Yes | No | Don't know |
|---|:---:|:---:|:---:|
| 1   Does the board receive and review the financial statements each month? | ☐ | ☐ | ☐ |
| 2   Does the co-op adopt a workable budget each year? | ☐ | ☐ | ☐ |
| 3   Does the co-op have up-to-date books and financial records? | ☐ | ☐ | ☐ |
| 4   Does the co-op pay its bills in full, on time? | ☐ | ☐ | ☐ |
| 5   Does the co-op have good financial controls?<br><br>(Financial controls are the checks and balances coops put in place to guard against financial loss and fraud. They include good practices for signing authorities, bookkeeping and banking oversight, cash handling (avoid it!) and review of all bills, invoices and cheque requisitions.) | ☐ | ☐ | ☐ |
| 6   Does the co-op avoid dealing in cash? | ☐ | ☐ | ☐ |
| 7   Does the co-op collect housing charges from every unit in full and on time? | ☐ | ☐ | ☐ |
| 8   Does the co-op have a long-term financial plan? | ☐ | ☐ | ☐ |
| 9   Does the co-op's staff have the tools and training needed to manage the co-op's finances effectively? | ☐ | ☐ | ☐ |
| 10   Does the co-op's staff receive ongoing management training to help them fulfill their responsibilities? | ☐ | ☐ | ☐ |

Comments about managing the finances. _____

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| Keeping the co-op in good repair | Yes | No | Don't know |
|---|---|---|---|
| 1 Does the co-op have good "curb appeal"? | ☐ | ☐ | ☐ |
| 2 Does the co-op respond promptly to requests for repairs? | ☐ | ☐ | ☐ |
| 3 Is the co-op free of safety hazards? | ☐ | ☐ | ☐ |
| 4 Does the co-op inspect common areas and equipment each year or more often as needed? | ☐ | ☐ | ☐ |
| 5 Does the co-op inspect each housing unit once a year, whenever a member moves out, and follow up on inspections with repairs as needed? | ☐ | ☐ | ☐ |
| 6 Does the co-op have a routine and preventive maintenance schedule? | ☐ | ☐ | ☐ |
| 7 Does the co-op have an emergency response procedure? | ☐ | ☐ | ☐ |
| 8 Does the co-op have a capital plan? | ☐ | ☐ | ☐ |
| 9 Does the co-op update its capital plan regularly? | ☐ | ☐ | ☐ |
| 10 Has the co-op implemented a plan to reduce energy and water use and the amount of energy it produces? | ☐ | ☐ | ☐ |
| 11 Does the co-op hire the right people with the right training, skills and tools to keep the co-op in good repair? | ☐ | ☐ | ☐ |

Comments about keeping the co-op in good repair. _____

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| Keeping the co-op full | Yes | No | Don't know |
|---|---|---|---|
| 1 Does the co-op have a quick and simple application process? | ☐ | ☐ | ☐ |
| 2 Does the co-op provide information about co-op living to prospective members? | ☐ | ☐ | ☐ |
| 3 Does the co-op provide prompt orientation to new members? | ☐ | ☐ | ☐ |
| 4 Does the co-op restore units to market-ready condition on move-out? | ☐ | ☐ | ☐ |
| 5 Does the co-op keep turnover rates down by giving good service to its members? | ☐ | ☐ | ☐ |
| 6 Are vacant units filled right away? | ☐ | ☐ | ☐ |
| 7 Does the co-op have a marketing strategy? | ☐ | ☐ | ☐ |
| 8 Does the co-op refer members to community services available in the area? | ☐ | ☐ | ☐ |
| 9 Does the co-op have a staff person whose job includes marketing the co-op? | ☐ | ☐ | ☐ |

Comments about keeping the co-op full. _____

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| Meeting legal requirements | Yes | No | Don't know |
|---|:---:|:---:|:---:|
| 1   Does the co-op follow funding program agreements and rules? | ☐ | ☐ | ☐ |
| 2   Does the co-op administer rent subsidies according to the operating agreement or program rules? | ☐ | ☐ | ☐ |
| 3   Does the co-op submit its audited financial statements and other reports, such as the Annual Information Return (AIR), to the government on time? | ☐ | ☐ | ☐ |
| 4   Does the co-op comply with the co-op act, other provincial and municipal laws, and all other applicable rules? | ☐ | ☐ | ☐ |
| 5   Does the co-op comply with privacy laws? | ☐ | ☐ | ☐ |
| 6   Does the co-op consistently follow its own by-laws/rules and policies? | ☐ | ☐ | ☐ |
| 7   Does the co-op's manager have a good understanding of the laws that apply to your co-op? | ☐ | ☐ | ☐ |

Comments about meeting legal requirements. _____

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| Supporting good co-op governance | Yes | No | Don't know |
|---|---|---|---|
| 1 Are board meetings well planned and prepared for? | ☐ | ☐ | ☐ |
| 2 Are minutes kept for each meeting? | ☐ | ☐ | ☐ |
| 3 Does management bring recommendations to the board? | ☐ | ☐ | ☐ |
| 4 Does the board get the information and advice it needs to make sound decisions? | ☐ | ☐ | ☐ |
| 5 Does the board receive an orientation each year? | ☐ | ☐ | ☐ |
| 6 Does the board hold an annual planning session? | ☐ | ☐ | ☐ |
| 7 Does the board receive information about other training opportunities? | ☐ | ☐ | ☐ |
| 8 Is there effective two-way communication between the board and members? | ☐ | ☐ | ☐ |
| 9 Is there effective two-way communication between the board and management? | ☐ | ☐ | ☐ |
| 10 Are members' meetings well organized? | ☐ | ☐ | ☐ |
| 11 Are minutes kept for members' meetings? | ☐ | ☐ | ☐ |
| 12 Do the directors and members receive education about their roles in co-op governance? | ☐ | ☐ | ☐ |

Comments about supporting good governance. _____

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