

WBCLT Operational Roles

Membership

- Electing Board Members
- Approving bylaws amendments
- Approving the sale or change of use of a property
- Joining and striking committees

Board

- Proposing amendments to bylaws
- Overseeing and approving CLT budget
- Approving a Purchase/Acquisition
- Hiring and overseeing Executive Director
- Approving committees
- Receiving reports from property management/partners
- Entering into partnership agreements

Staff & Committees

- Financial Reporting (w/ finance)
- Consultations with residents (w/ outreach)
- Capital planning and building assessments (w/ property)
- Making an offer to purchase (w/ property)
- Acquisition planning (w/ property)
- Fundraising (w/ fundraising)
- Hiring and overseeing contract staff (w/ HR committee)
- Hiring and overseeing employees (w/ HR committee)
- Community Advisory Committee
- Indigenous Advisory & Outreach

Staff alone

- Outreach & communications (newsletter, social media, handbills, education)
- Membership approval and onboarding
- Reports to members
- Point of contact

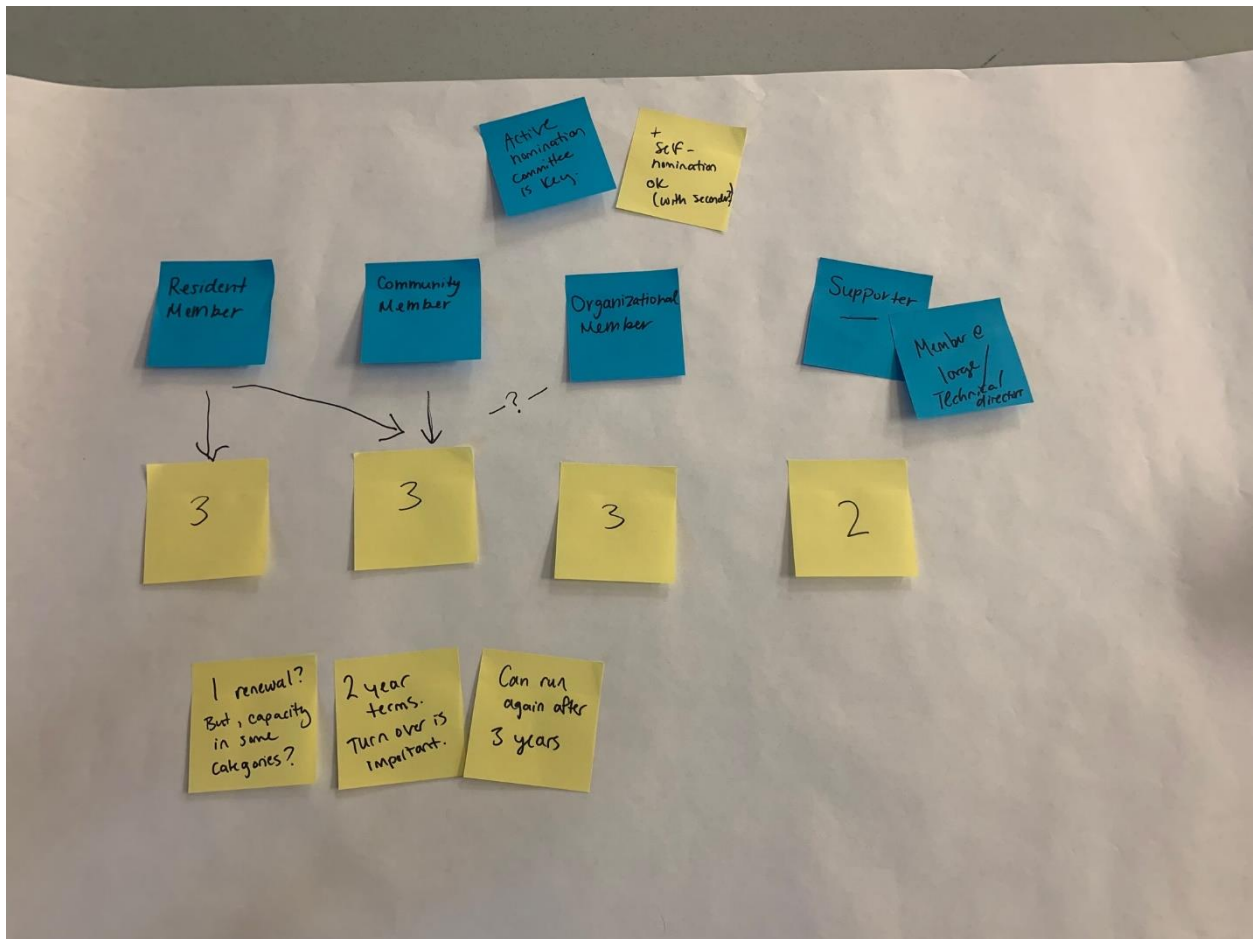
Necessary committees:

- Finance
- Outreach
- Property
- Fundraising
- HR

Board Structure

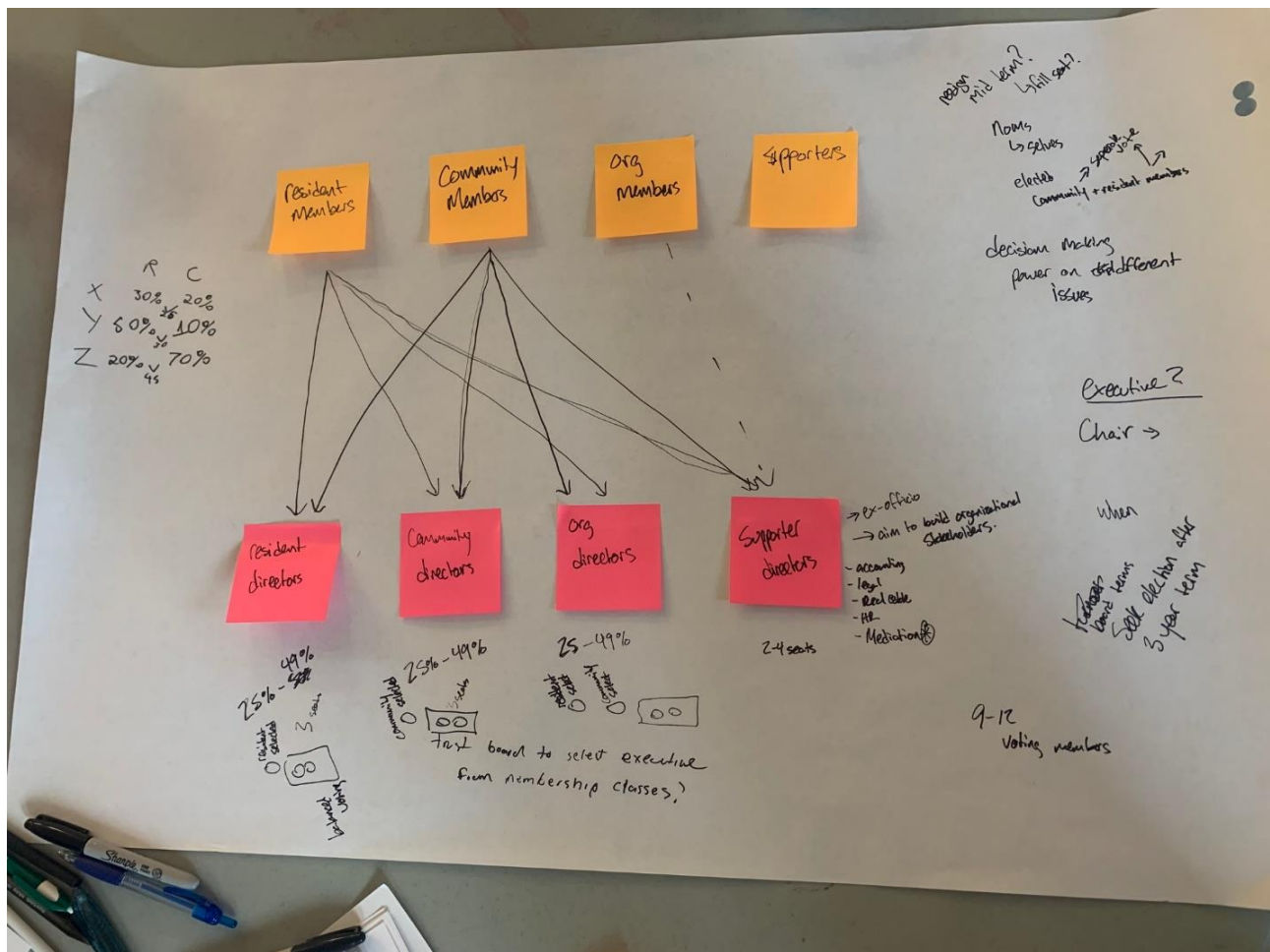
Summary of breakouts:

- Composition:
 - 9-12 directors on boards. Smaller is better to start.
 - Split three ways: residents, community, org members and experts
 - Resident members and community members have electoral power. Maybe organizational members too.
 - A fourth membership class to include supporters/technical experts/advisory group. This group is intended to fill expertise that isn't already represented on the board.
 - Generally even balance of resident, community directors, and organizational directors, with additional 2-3 seats for fourth class.
 - Possibility of helpful experts being ex-officio directors (non-voting)
- Appointing board:
 - Resident and community members can self-nominate for election, potentially with support/signatures from other members.
 - Potentially a committee within membership that can nominate organizational, technical/advisory directors. Initial committee created by consensus?
 - Advisory committee having nomination control over their own committee membership, where the advisory directors would come from.
 - If no resident members yet, potential for community members to occupy these seats temporarily. Otherwise, leave these open.
 - Ensure that there is adequate electoral balance between resident/community membership classes so none can be dominated by the larger group. Potential of having some directors from each class that are only elected by resident OR community members.
- Terms:
 - Two or three year terms, renewable for 2-3 consecutive terms. 6 years max consecutively? One term or three years off before running again.
 - Rotate executive roles (i.e. board chair, secretary, treasurer etc.)
 - Encourage turnover to prevent clique power, but stagger terms to limit amount of turnover. Potential for out-going directors to become ex-officio.



Group A:

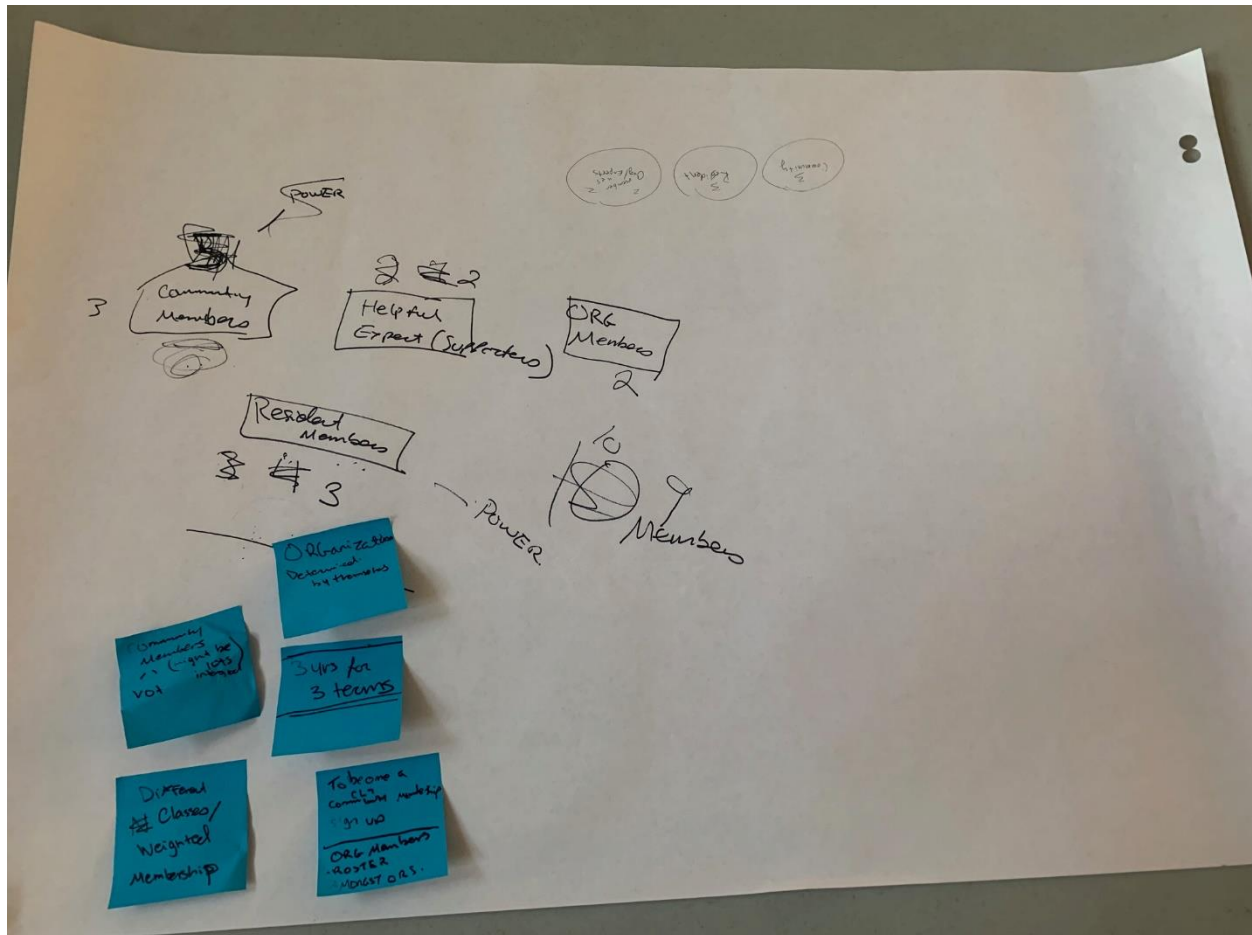
- Balance of directors between residents, community, organizational members. Two supporter/technical/members at large.
- Member at large: general category for technical directors, can come from any category of membership. About appointing people with specific skillsets.
- Technical directors: people with specific skillsets to bring into the board
 - o If needed – flexibility to include according to needs/representation
 - o Allows to bring people in (from out of community) for better representation (i.e. Indigeneity)
- Members can self-nominate for BoD, but need a seconder.
- Resident directors are nominated by resident members. Community directors are nominated by resident members and community members.
- Nomination committee that can nominate organizational and technical/advisory directors.
- 2 year terms with one renewal. Can run again after 3 years. Turnover/rotation is important.



Group B:

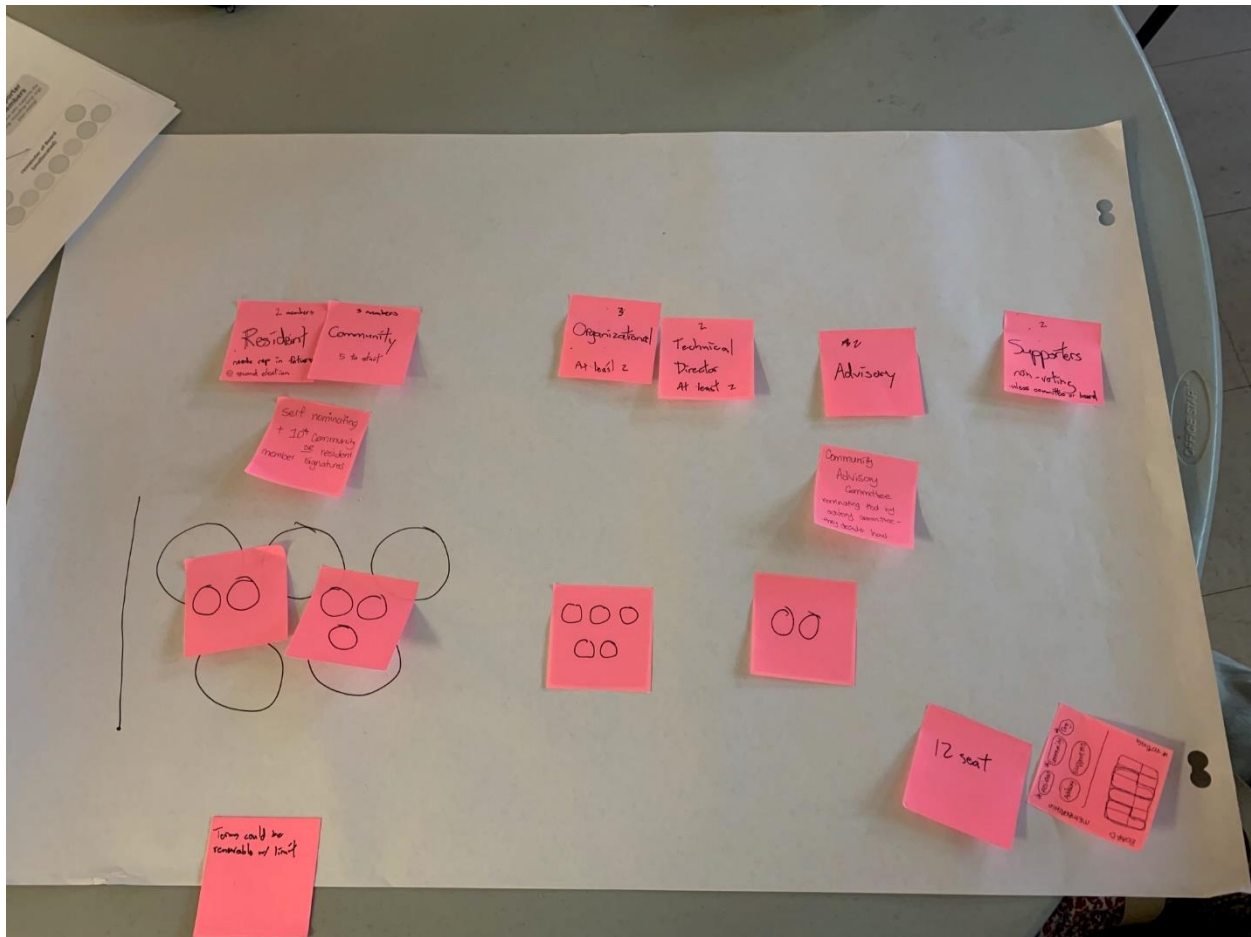
- Balance of power split three ways (residents, community, org members)
- Board of 9-12 directors
- Residents and Community Members vote everyone onto board
- Resident directors
 - o 25-49% of board
 - o Three seats – two elected by balanced voting (residents/community), one elected only by resident members
- Community directors
 - o 25-49% of board
 - o Three seats – two elected by balanced voting, one elected only by community members
- Org directors
 - o 25-49% of board
 - o One elected only by community, one elected only by residents, remaining elected by balanced voting
- Experts as ex-officio with no voting power (or Advisory category – 2 seats)

- Expertise may include skills like accounting, legal, real estate, HR, and mediation (which was highlighted as especially important)
- Members can self-nominate for board seats
- Must seek re-election after a 3-year term
- Challenge – ensuring that there is representational voting power between residents and community members. If there are significantly less members in one class, they shouldn't be dominated by another class.



Group C:

- Community members and Resident members hold power
 - o 3 directors for community and resident directors
 - o 2 org members and 2 helpful experts (supporters)
- 3 years for three terms
- Have to sign up to become a CLT community membership
- Org members have a roster of organizations. Organization directors are determined by organizational members.



Group D:

- 12 seat board
- Resident directors
 - o 2 directors – seats will be filled in future
 - o Self nominate with 10 community or resident signatures
 - o Voting power
- Community directors
 - o 3 directors – 5 to start (until residents members)
 - o Self nominate with 10 community or resident signatures
 - o Voting power
- Organizational directors
 - o At least 2
 - o Voting power
- Technical Directors
 - o At least 2
- Advisory Directors
 - o 2, nominated by advisory committee – they decide how to appoint/elect.
- Supporters
 - o 2 (non-voting)

- Terms could be renewable with limit

WB CLT Vision Session 5

April 5, 2025

Meeting minutes

1. Welcome, introductions
 - a. Membership classes
 - i. Resident Members: CLT residential tenants, CLT co-op members
 - ii. Community Members: WB tenants, WB co-op members, WB
 - iii. Organizational Members: CLT commercial tenants, WB nonprofit housing providers, WB service organizations
 - iv. Supporters:
 1. People living inside WB who support CLT
 2. People living outside WB who support the CLT
 - v. Today we will look at defining if we have any age parameters
2. Purpose & Outcomes
 - a. Purpose: We want to establish the board structure
 - b. Board structure:
 - c. Process
 - i. Group guidelines
 - ii. Decision-making (consensus)
 - iii. Reviewed Vision (created last session)
 - iv. Reviewed Purpose (created last session)
 - v. Definitions (preservation, tenure secure, affordable, accessible, community spaces, community-serving, create, low to moderate income, safety-for whom
3. Land Trust board examples
 - a. Tripartite example: Parkdale Neighbourhood Land Trust (core/community/organizational members)
 - b. Gabriola Island Land Stewards Society (balance between individual + organizational members)
 - c. DTES Governance (Tenant/community/organizational/supporter members)
4. Goals + responsibilities
 - a. Membership
 - i. Electing board members
 - ii. Amending bylaws
 - iii. Approving the sale or change of use
 1. Sticky notes
 - a. Join/propose committees
 - b. Board
 - i. Proposing amendments to bylaws

- ii. Overseeing and approving CLT budget
 - iii. Approving a purchase
 - iv. Hiring and overseeing Executive Director
 - 1. Sticky notes
 - a. Approve committees
- (Between board + staff/committee)
- 2. Receiving reports from property management/partners
 - 3. Entering into partnership agreements

c. Staff/Committee

- i. Financial reporting *Finance committee
- ii. Consultations with residents *Outreach committee
- iii. Capital planning and building assessments
- iv. Making an offer to purchase *Property committee
- v. Outreach-newsletters, social media, handbills *Staff (can have committee input)
 - 1. CLT had an offer to help w/ design + communications. We are striking an outreach committee ASAP. If you are interested in joining-email Stefan to let him know.
- vi. Acquisition planning *Property committee
- vii. Fundraising *Fundraising committee
- viii. Hiring and overseeing contract staff *HR committee
- ix. Hiring and overseeing employees *HR committee
- x. Designated key staff who members can speak with
 - 1. Sticky notes
 - a. Reports to membership -Staff
 - b. Membership onboarding
 - c. Questions around if staff/committee duties are too intertwined
 - d. Indigenous representation and outreach

*Staff needs to do this work with input from a committee

5. Board structure

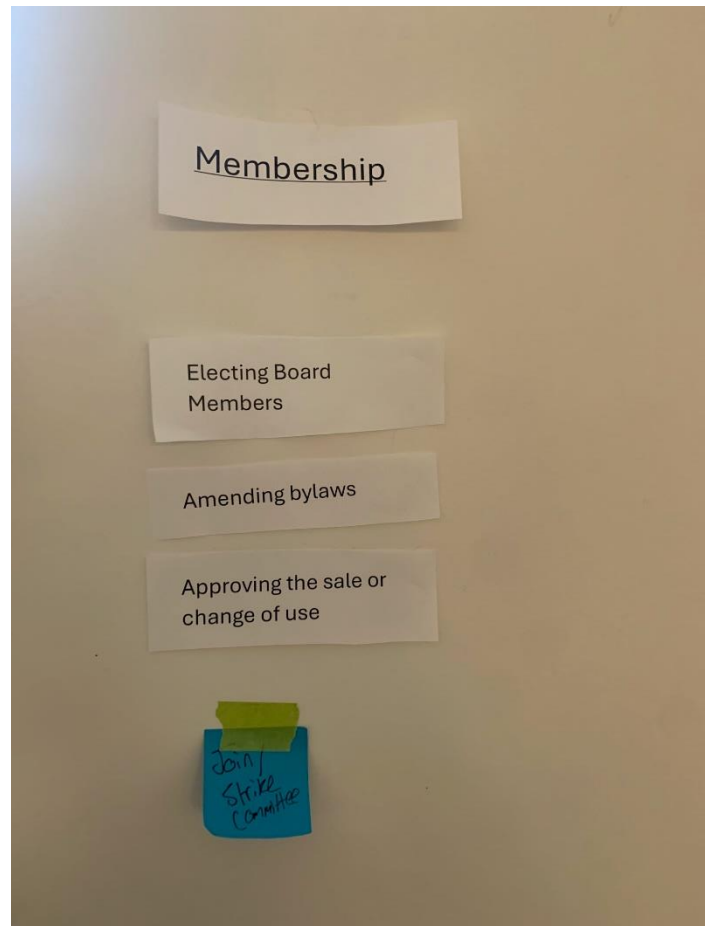
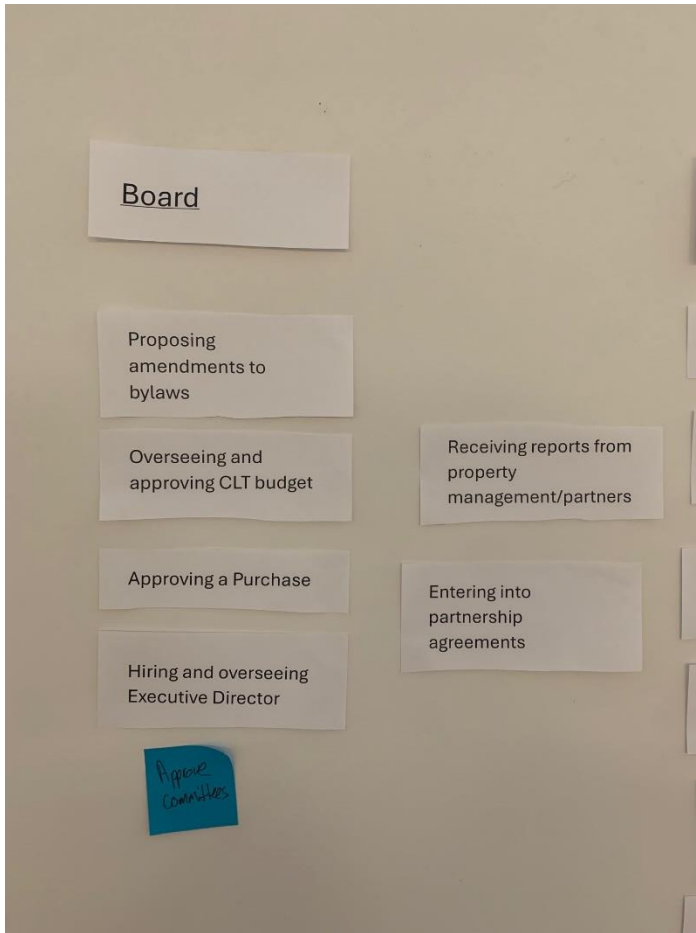
- a. Group break-out #1
 - i. How will we ensure the board is representative of the community?
 - ii. How many people do we need from each membership class to:
 - 1. Be representative
 - 2. Make decisions
 - 3. Provide support
- b. Breakout 1 feedback
 - i. Balance of power: 9-12 people
 - ii. split three ways (residents, community, org members and experts)
 - iii. Resident members and community members vote everyone on
 - iv. Experts as ex-officio, no voting power
 - v. Smaller better at beginning
 - vi. Consider capacity for resident members
 - vii. "Up to" (3 resident members from 1 building is a lot!)

- viii. Members at large category
 - ix. Vacant or temp community members in resident member seats
 - x. Advisory category-2 seats
- c. Board structure PowerPoint
 - i. Resident members
 - ii. Community members
 - iii. Org members
 - iv. External helper/experts (potentially non-voting) -*determined don't need
 - v. Advisory
 - vi. Members at large (general additional category for technical directors. They can come from any category of memberships. It's really about appointing people with specific skillsets.)
 - vii. Technical directors:
 - 1. People with specific skillsets to bring into the board.
 - 2. If needed – flexibility to include according to needs/representation
 - 3. Do we still need members at large? People who don't have a vested interest in either place to be slotted?
 - 4. Allow to bring people in for better representation
- d. Group break-out #2
 - i. How are people nominated for a seat on the board?
 - ii. How are people elected?
 - iii. How will you fill Resident Member seats until the CLT has land/units?
 - iv. How long will board terms be? Will they be renewable?
- e. Breakout 2 feedback
 - i. Resident and community directors can self-nominate, low barrier, need member signatures
 - ii. Committee within membership that can nominate organizational and technical/advisory directors, how does the initial committee get created (consensus)?
 - iii. Advisory committee having nomination control over their own committee membership, where the two advisory directors would come from
 - iv. Terms
 - 1. 2 or 3 year terms
 - 2. Renewable for 2-3 conservative terms
 - 3. One term or 3 years off before running again
 - 4. Rotating executive roles
 - 5. Don't want clique power, enough turnover
 - 6. Staggered terms, limiting amount of turnover, including ex-officio options
 - 7. Different terms limits for different directors
 - v. Advisory committee having nomination control over their own committee membership, where the two advisory directors would come from
 - vi. Resident members and community members are the only ones who can appoint directors
 - vii. Resident member voting power will be overpowered by community member voting power
 - viii. Nomination
 - 1. Any members can nominate themselves

2. Resident and community directors can self-nominate, low barrier, need members signatures
3. Some concerns with self-nomination (w/ certain amount of designated resident community signatures). Self-nomination is defined as filling out the nomination package for yourself.
4. Not having orgs not only self-nominate. Desire for residents to have input.

ix. Principles

x. *I've missed a few things-you can find in Anny's notes



Staff
/Committee

Financial reporting

fin

Hiring and overseeing
contract staff

-HR

reports from
ent/partners

Consultations with
residents

out

Hiring and overseeing
employees

-HR

Capital planning and
building assessments

prop

Membership
Outreach

confirming
membership

Reports
to members

Making an offer to
purchase

prop

Community
Advisory
Committee

Indigenous
Representation
+ outreach

Outreach –
Newsletters, Social
Media, Handbills

Out

Point of
Contact

Acquisition Planning

prop

Fundraising

fundm