

**GRAND VALLEY & DISTRICT MINOR
HOCKEY ASSOCIATION**

General By-Laws

APRIL 2001

Last Amended February 2020



Acknowledgement is given to the Stoney Creek Minor Hockey Association, the Huntsville Minor Hockey Association and Ben Craig from the OMHA for their help in the development of this document for Grand Valley & District Minor Hockey Association

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By-Laws relating generally to the conduct of the affairs of the Grand Valley and District Minor Hockey Association.

BE IT ENACTED as a By-Law of Grand Valley and District Minor Hockey Association as follows:

1. Definitions

In this By-Law and all other By-Laws and Resolutions of the Association, unless the context otherwise requires:

“**Association**” means Grand Valley and District Minor Hockey Association (or such other name as the Association may in the future legally adopt);

“**Board**” means the Board of Directors of the Association;

“**Director**” means an individual who has been elected or appointed to the Board of Directors of the Association;

“**HC**” means the Hockey Canada (or such other name as the HC may in the future legally adopt);

“**Officers**” means the individuals who hold the offices enumerated in Section 11;

“**OHF**” means the Ontario Hockey Federation (or such other name as the OHF may in the future legally adopt);

“**OMHA**” means Ontario Minor Hockey Association (or such other name as the OMHA may in the future legally adopt);

“**OWHA**” means Ontario Women’s Hockey Association (or such other name as the OWHA may in the future legally adopt);

“**Policies**” means written statements governing issues affecting the affairs of the Association, which have been considered and approved by the Board of Directors of the Association; and

“**Resolution**” means a resolution approved by a majority of the of the Directors present at a Board meeting with an established quorum.

2. Registered Office

The name of the organization shall be known as the Grand Valley and District Minor Hockey Association. Herein also referred to as the “**GVDMHA**”.

The registered office of the Association shall be in the County of Dufferin, in the Province of Ontario, and at such place therein as the Board from time to time may determine by Resolution.

The official e-mail for any communications for GVDMHA should be directed to gvmhsecretary@gmail.com.

3. Mission of the Association

The purpose of the Association is to organize, develop, and promote minor ice hockey for the youth of the Town of Grand Valley and surrounding area including:

- a) providing the opportunity for all Town of Grand Valley and surrounding area youth to participate in recreational local league ice hockey,
- b) the development of hockey skills and participation in local league ice hockey, and
- c) the fostering and encouragement of good sportsmanship.

4. Affiliations

The Association shall have the following affiliations: the OMHA, OWHA, OHF, and HC.

5. Classes of Membership

Membership in the GVDMHA may be granted to individuals in-good-standing who shall agree to abide by and comply with this General By-Law and other policies, rules, and guidelines of GVDMHA, including the Rules of Operation.

There shall be two (2) classes of Membership in the Association:

- a) Active Membership; and
- b) Parent/Guardian Membership.

6. Terms of Membership and Eligibility

6.1. Terms and Eligibility

- a) Active Membership:
Active Members shall include all elected or appointed Directors or Officers, and all convenors, coaches, managers and trainers appointed for the current season, and all registered players who are at least eighteen (18) years of age;
- b) Parent/Guardian Membership:
Parent/Guardian Members shall include all parents and/or legal guardians of registered players, in good standing, where the registered player is under the age of eighteen (18) years.

6.2. Membership List

The Secretary of the Association shall prepare a list of current Active Members and

Parent/Guardian Members as of the 1st day of September in each year (the "Membership List"). The Membership List shall be used to determine eligibility to attend and vote at the Annual General Meeting and any other meetings of Members until August 31st of the following year. The Membership List shall be updated by the Secretary in advance of any general Meeting of Members to take into account Membership additions that take place after September 1st (in accordance with Section 6.7).

6.3. Membership Year

Unless otherwise determined by the Board, every membership shall commence on or after September 1st in each year and shall lapse and terminate on August 31st following the date on which such Membership commenced.

6.4. Termination

Membership in the Association shall not be transferable and shall terminate upon a Member's resignation or death. Members may resign from the Association by submitting a resignation in writing addressed to the Association.

6.5. Membership Fees

Membership fees shall be established from time to time by a Resolution of the Board.

6.6. Right to Vote

All Active Members and Parent/Guardian Members shall be entitled to notice of, and to vote at, all Meetings of Members of the Association.

6.7. Record Date

Individuals, who are Members of the Association at least thirty-five (35) days in advance of any General Meeting of the Members of the Association are entitled to notice of, and to vote at, such General meeting of Members. Any individual who is not a Member at least thirty-five (35) days in advance of a General Meeting is not entitled to notice of, or to vote at, such General Meeting for which the record date has been established.

7. Meeting of the Membership

7.1. Annual General Meeting of the Members

The Annual General Meeting of the Members shall be held each year by the end of April at a time, place, and day determined by the Board, for the transaction of the following business, to be set out in the agenda of such Annual General Meeting:

- a) approval of the minutes of the previous Annual General Meeting;
- b) receiving reports of the activities of the Association during the preceding year;
- c) receiving information regarding the planned activities of the Association for the upcoming current year;
- d) receiving and approving the annual financial statements and the report of the auditor of the Association;
- e) transaction of any business which relates to the business of the Meeting referred to above and notice and particulars of which are received by the Secretary of the Association in writing on or before twenty-one (21) days immediately preceding the Annual General Meeting;
- f) election of the new Board of the Association;
- g) consideration of any proposed amendments to the By-Laws of the Association.

7.2. Additional General Meeting of the Members

In addition to the Annual General Meeting described in Section 7.1, a General Meeting of the Membership may be called at any time by a Resolution of the Board. The business to be transacted at a General Meeting shall be limited to that specified in the notice calling the General Meeting.

7.3. Notice

- a) Annual General Meeting:
Notice of the Annual General meeting (to be held on or before April 30th) shall be posted on the Associations website (www.gvmh.ca) and in the Grand Valley and District Community Centre at least fifteen (15) days prior to the date of the Annual General Meeting. In each year, the notice shall set out the agenda, including particulars of any other business to come before the Annual General Meeting, the time, and the place of the Annual General Meeting.
- b) Additional General Meetings:
Notice of any Additional General Meeting of Members of the Association shall be posted on the Associations website (www.gvmh.ca) and in the Grand Valley and District Community Centre at least fifteen (15) days prior to the date of such Additional General Meeting.

c) Error or Omission in Notice:

No inadvertent error or omission in giving Notice of any Annual General Meeting or General Meeting or any adjourned meeting, whether Annual or General, shall invalidate such a Meeting or make void any proceedings taken at such Meeting and any Member may at any time waive notice of any such Meeting and may ratify, approve, and confirm any or all actions or proceedings taken at any such Meeting.

7.4. Quorum

A quorum for an Annual General Meeting or a General Meeting shall be a minimum of twenty-five (25) Members eligible to vote and present in person. No business shall be transacted in the absence of a quorum except to take measures to obtain a quorum, to establish the time to which to adjourn, or to take a recess.

7.5. Voting Procedures

- a) A majority of votes cast by Members entitled to vote, unless otherwise required by the By-Laws of the Association, shall decide every question proposed for consideration at Meetings of Members.
- b) The Chair presiding at a Meeting of Members shall have a vote only in the event of a tie.
- c) At all Meetings of Members, every question shall be decided by a show of hands, unless a specific count or unless a secret ballot is required by the Chair or requested by any Member entitled to vote. Whenever a vote by show of hands has been taken upon a question, unless a specific count or secret ballot is requested or required, a declaration by the Chair that a Resolution has been carried or lost by a particular majority and an entry to that effect in the minutes of the Meeting is conclusive evidence.

7.6. No Proxies

Proxies will not be permitted. Members of the Association must be present in person at General Meetings and the Annual General Meeting of the Association in order to exercise their voting rights in relation to matters coming before a General Meeting or an Annual General Meeting.

7.7. Adjournments

Any Meeting of the Members of the Association, whether Annual or General, may be adjourned at any time and from time to time and such business may be transacted at such adjourned meeting(s) as might have been transacted at the original meeting(s) from which such adjournment took place. No notice shall be required of any such adjourned Meeting other than to those Members present in person at the adjourned Meeting. Such adjournment may be made notwithstanding that no quorum is present.

7.8. Chair

In the absence of the President and the Vice-President, the Members entitled to vote and present at any Meeting of Members shall choose another Director as Chair and, if no Director is present or if all the Directors present decline to act as Chair, the Members present shall choose any Member present to be Chair.

8. Board of Directors

8.1. Composition

The affairs of the Association shall be managed by the elected Officers as outlined in Section 11, and a minimum of three (3) other Directors.

a) Eligibility:

- i. shall be eighteen (18) or more years of age;
- ii. shall not be an undischarged bankrupt or of unsound mind;
- iii. shall be a Member of the Association at the time their election or appointment;
- iv. shall remain a Member of the Association throughout their term of office;
- v. shall either have one (1) or more children registered with GVMHA for the upcoming season, or have no children registered in minor hockey with another organization for the upcoming season.

b) Term of Office:

The Directors shall be elected at each Annual General Meeting to hold office until the next Annual General Meeting, save the positions of President and Treasurer, which are both a two-year term. Election shall be by a show of hands, unless Membership requests by secret ballot, and simple majority shall carry. Retiring Directors shall be eligible for re-election, if qualified.

In nominating a person to serve as President, previous GVDMHA Board experience and/or previous experience on other OMHA minor hockey Boards will be given priority consideration.

Any Officer of the GVDMHA Board who does not plan to fulfill his/her term of office shall submit a letter of resignation to the President.

c) Change in Number of Directors:

The Association may, by special resolution approved by a two-thirds (2/3) vote of the Members present at a Meeting of Members, increase or decrease the number of its Directors.

9. Procedures for Election of Directors

9.1. Election

- d) Election shall be by a show of hands, unless a Member requests by secret ballot, and a simple majority shall carry.
- e) Persons must be present at the Annual General Meeting, or intent to run for office must be received in writing prior to elections.

9.2. Vacancies

- a) Vacancies on the Board that were not filled at the Annual General Meeting may be filled by appointment decided by a majority vote of the current Directors.
- b) Any member of the Board who does not reasonably fulfill their responsibilities as a Board Member may be requested to resign from the GVDMHA at the discretion of the Board. A request for the resignation will follow due consideration and appropriate consultation with the Member concerned. If, in the opinion of the Board, a Board Member should be asked to resign, this can only be done with a 75% majority vote of the Board (excluding the concerned party) who is present and voting.

10. Board Responsibilities

10.1. Governance

- a) The Board shall govern the Association in compliance with the objectives, powers, By-Laws and Policies of the Association, and all applicable laws and regulations.
- b) The management and administration of the Association shall be vested in the Board, which has full power to act on any matters within the scope of the General By-Laws and Policies.
- c) It is to be understood that any major decisions or conversations with respect to the governance of GVDMHA shall be conducted in an open and transparent manner with the Board.

10.2. Board Meetings

- a) Regular Board Meetings:
The Board may hold Meetings at such place or places as the President or, in his/her absence, the Vice-President, may from time to time determine. The Board shall meet not less than ten (10) times per year.

b) Special Board Meetings:

Special Board Meetings may be called by the President or Vice-President in the absence of the President or on petition in writing to the Secretary signed by any three (3) Directors. Business transacted at a Special Board Meeting shall be limited to that specified in the notice calling the Meeting.

c) Informal Electronic Communication:

For the purposes of discussion and sharing of timely information, the Board may use email or a group messaging app or service to communicate as needed. As a general practice, day-to-day operational decisions can be made via discussion on electronic group discussions (e.g. purchase of equipment, fundraising decisions), however, overarching governance decisions (e.g. coaches selection, appointing a new Director) and any discussion involving a sensitive or confidential topic should be restricted to formal regular Board meetings.

10.3. Notice of Board Meetings (Both Regular and Special)

- a) Notice shall be communicated to all directors at least seven (7) days in advance of the Meeting, unless all Directors agree to the calling of a Meeting on shorter notice or the Board Meeting is held on a regular day or date of each month or immediately following a Meeting of the Members of the Association.
- b) Notice shall include a tentative agenda in the case of a regular Board Meeting and shall specify the business to be conducted in the case of a special Board Meeting.
- c) No formal notice of any Board Meeting shall be necessary if all the Directors are present or if those absent signify their consent to the Meeting being held in their absence.

10.4. Error in Notice

No error or omission in giving notice for a Board Meeting shall invalidate such meeting or invalidate or make void any proceedings taken at such meetings, and any Director may at any time waive notice of any such Meeting and may ratify and approve any or all proceedings taken or had thereat.

10.5. Quorum

A quorum for a Board Meeting shall be at least fifty-one percent (51%) of the Board, of which at least two Members are Officers. No business of the Board shall be transacted in the absence of a quorum.

10.6. Voting Rights

Each Director present at a Board Meeting shall be entitled to one (1) vote with the exception of the Chair. The Chair shall only have a vote in the event of a tie vote.

10.7. Voting Procedures

A majority of votes of the Directors present at a Board Meeting shall decide every question. Every question shall be decided in the first instance by a show of hands, and unless a secret ballot is demanded by a Director present, a declaration by the Chair that the motion has been carried or not carried and an entry to that effect in the minutes of the Meeting shall be sufficient evidence of the fact, without proof of the number or proportion of the votes recorded in favour or against such motion.

10.8. Remuneration

Directors shall serve without remuneration and no Director shall indirectly or directly receive any remuneration, salary, or profit from the position of Director or for any service rendered to the Association; provided that, the Board may establish Policies relating to the reimbursement of Directors for reasonable expenses incurred in the performance of their duties as Directors of the Association.

10.9. Conflict of Interest

Any Director should declare to the Board any actual or perceived conflict of interest pertaining to any matter undertaken by the Board, previous to said undertaking; and that Director must refrain from discussing or voting on said undertaking. Necessary action regarding any conflict of interest may be determined by the Board.

10.10. Appointment of Committees

The Board is empowered to establish such Standing Committees and Ad Hoc Committees as deemed necessary from time to time, and to appoint the Chair of such Committees, and to alter the composition of Committees appointed by it, and to terminate appointments of Committee Members or to dissolve such Committees.

10.11. Indemnification of Directors

Every Director of the Association and their, executors, administrators and estate and effects respectively shall from time to time be indemnified and saved harmless by the Association from and against:

- a) All costs, charges and expenses whatsoever that they sustain or incur in or about any action, suit or proceeding that is brought, commenced or prosecuted against them for and in respect of any act, deed, matter or thing whatsoever, made, done or permitted by him or her in or about the execution of the duties of their office; and

- b) All other costs, charges and expenses that they sustain or incur in or about or in relation to the affairs thereof, except such costs, charges or expenses as are occasioned by their own willful neglect or default.

Provided that, no Director of the Association shall be indemnified by the Association in respect of any liability, costs, charges or expenses that he/she sustains or incurs in or about any action, suit or other proceedings as a result of which he/she is adjudged to be in breach of statute unless, in an action brought against him or her in his/her capacity as a Director, he/she has achieved complete or substantial success as a defendant.

- c) The Association may purchase and maintain such insurance for the benefit of its Directors as the Board may from time to time determine.

10.12. Confidentiality

Every member of the Board shall respect the confidentiality of matters brought before the Board for consideration in private.

11. Officers and Responsibilities of Officers

11.1. Composition

Officers shall be the following elected Directors of GVDMHA:

- a) President
- b) Immediate Past President
- c) Vice-President
- d) Treasurer
- e) Secretary

11.2. Term and Election of Officers

The Officers shall be elected at each Annual General Meeting to hold office until the next Annual General Meeting, save the position of President and Treasurer, which are two-year terms. Election of Officers shall be by a show of hands, unless a Member requests by secret ballot, and a simple majority shall carry. Retiring Officers shall be eligible for re-election if qualified.

11.3. Termination of Officers

- a) Removal for Cause:

The Board, by resolution approved by two-thirds (2/3) of the Directors present at a Board Meeting having an established quorum, may remove any Officer for cause before the expiration of his/her term of Office.

b) Resignation:

An Officer of the Association may resign his/her Office by submitting a letter of resignation to the President of the Association.

11.4. Vacancies in Office

For the purposes of vacancies in Office there is a different procedure for filling the role of an Officer as opposed to the role of a Director.

- a) If a vacancy occurs in a **position of Officer**, or if for any reason an Officer is unable or unwilling to act in that capacity, a Board Meeting shall be held within thirty (30) days for the purpose of selecting a replacement Officer from among the current Board of Directors.
- b) If a vacancy occurs in a **position of Director**, the Board shall fill vacancies for the balance of the unexpired terms from among those Members eligible to serve.

11.5. Responsibilities

The following descriptions summarize the core responsibilities; **please refer to Appendix A** for a detailed description of each role.

a) President

The President shall:

- i. represent the Association in the Grand Valley & District Community;
- ii. act as Chair of the Board and at all Meetings of the Membership of the Association;
- iii. exercise general supervision of the Association in accordance with Policies determined by the Board;
- iv. **be available to assist or facilitate assistance for any Director requiring assistance in the completion of their functions.**

b) Vice-President

The Vice-President shall:

- i. assume the duties of the President in the absence for any reason of the President and shall carry out such other duties as are assigned by the Board or the President;
- ii. monitor adherence by the Board of Directors to all existing Policies of the Association and to inform the Board of Directors with respect to any inconsistencies between existing Policies of the Association and a proposed Policy for the Association;
- iii. be available to assist any Director requiring assistance in the completion of their functions;
- iv. carry out such duties as are assigned by the Board or the President.

c) Treasurer

The Treasurer shall:

- i. ensure adherence to, and implementation of, financial Policies in the financial administration of the Association;
- ii. ensure the submission of the books of account to the Auditor of the Association at the end of the financial year and present the audited financial statements to the Membership at the Annual General Meeting of Members;
- iii. evaluate, review and recommend financial policy to the Board Committee and to the Board of Directors;
- iv. carry out such duties as are assigned by the Board or the President.

d) Secretary

The Secretary shall:

- i. record the Minutes of Meetings of Members, whether Annual or General, and Board Meetings and ensure that Association records are regular and properly kept and all business is conducted in accordance with any Policies and procedures established by the Board of the Association;
- ii. be responsible for receiving and distributing all correspondence received or sent by the Association and all communications within the Association;
- iii. recommend policy to the Board of Directors regarding internal and external communications of the Association; and
- iv. carry out other duties as are assigned by the Board or the President.

e) Immediate Past-President:

- i. The Immediate Past-President shall have such power and duties, if any, as may from time to time be assigned to him by the Board or the President.

f) Directors:

- i. The responsibilities and expectations of Directors shall be in accordance with the current GVDMHA Position Profiles as outlined in Appendix (A).

12. Documents, Books, and Records

12.1. Execution of Documents

The Board may from time to time appoint any Officer or Officers or any person or persons on behalf of the Association, either to sign documents generally or to sign specific documents.

12.2. Books and Records

- a) The Board shall ensure that all necessary books and records of the Association required by the By-Laws of the Association or by any applicable statute are regularly and properly maintained and any contracts or agreements are filed for safekeeping.
- b) The Board shall appoint two (2) active members of the GVDMHA as Auditors to perform a yearly financial review of the books.

13. Financial Year

The financial year of the Association shall terminate on the 30th day of April and may be amended by the Board if needed.

14. Banking Arrangements

14.1. Banking Resolution

The Board shall designate, by Resolution, the Officers and other persons authorized to transact the banking business of the Association, or any part thereof, with the bank, trust company, or other corporation carrying on a banking business that the Board has designated as the banker of the Association, to have the authority to set out in the Resolution, including, unless otherwise restricted, the power to:

- a) operate the accounts of the Association with a bank or a trust company;
- b) make, sign, draw, accept, endorse, negotiate, lodge, deposit or transfer any of the cheques, drafts and orders for the payment of money;
- c) issue receipts for and orders relating to any property of the Association;
- d) authorize any officer of the bank or trust company to do any act or thing on behalf of the Association to facilitate the business of the Association.

14.2. Deposit of Securities

The securities of the Association shall be deposited for safekeeping with one or more banks, trust companies or other place or places of safekeeping to be selected by the Board. Any and all securities so deposited may be withdrawn, from time to time, only upon the written order of the Association signed by such Officer or Officers, agent or agents of the Association, and in such manner as shall be determined from time to time by Resolution of the Board, and such authority may be general or confined to specific instances. The institutions which may be so selected as custodians of the Board shall be fully protected in acting in accordance with the directions of the Board and shall in no event be liable for the due application of the securities so withdrawn from deposit or the proceeds thereof.

15. Borrowing by the Association

No borrowing of funds shall be authorized by the GVDMHA.

16. Protection of Directors and Officers

16.1. Limitation of Liability

No Director or Officer of GVDMHA shall be liable for the acts, neglects, or defaults of any other Director or Officer or employee, or for any loss, damage or expense happening to GVDMHA through the insufficiency or deficiency of title to any property acquired by order of the Board for or on behalf of GVDMHA or for the insufficiency or deficiency of any security in or upon which any of the moneys of GVDMHA be invested, or for any loss or damage arising from the bankruptcy, insolvency or tortuous act of any person with whom any of the moneys, securities or effects of GVDMHA shall be deposited, or for any loss occasioned by any error of judgment or oversight on his/her part, or for any other loss, of the duties of their office or in relation thereto unless the same shall happen through their own willful neglect or default.

16.2. Indemnity

Every Director and Officer of GVDMHA and their heirs, Executors and Administrators and estate and effects, respectively, shall from time to time and at all times be indemnified and saved harmless out of funds of GVDMHA from and against:

- a) all costs, charges and expenses whatsoever that such Director or Officer sustains or incurs in or about any action, suit or proceeding that is brought, commenced or prosecuted against them for or in respect of any act, permitted by them in or about the execution of the duties of their office; and
- b) all other costs, charges and expenses that they sustains or incurs in or about or in relation to the affairs of GVDMHA,

except such costs, charges or expenses as are occasioned by their own willful neglect or default.

16.3. Insurance

- a) Subject to governing law, GVDMHA may purchase and maintain such insurance for the benefit of any person referred to in this section as the Board may from time to time determine.
- b) Purchase of insurance to protect GVDMHA from loss of property belonging to GVDMHA will also be secured and/or maintained by Members of the Board.

17. Passing and Amending By-Laws

- a) The Board may recommend amendments to the By-Laws of the Association from time to

- time, to the Membership.
- b) If the Board intends to discuss amendment of the By-Laws of the Association at a Board Meeting, written notice of such intention shall be sent by the Secretary to each Director not less than ten (10) days before such Meeting. Where such notice is not provided, any recommendation to amend the By-Laws may nevertheless be moved at the Meeting and discussion and voting thereon adjourned to the next Meeting for which written notice of intention to pass or amend such By-Laws shall be given.
- c) A By-Law or an amendment to a By-Law recommended by the Board shall be presented for adoption at the next General Meeting and the Board shall refer to, describe, and explain the By-Law or amendment(s) to the By-Law to be presented at the Meeting of the Members.
- d) A motion to amend the By-Laws recommended by the Board or proposed by a Member at a General Meeting of Members called for that purpose must be approved by a two-thirds (2/3) vote of the Members present at such General Meeting.
- e) The Members at the General Meeting of Members may confirm the proposed By-Law or amended By-Law as presented or amend or reject the proposed By-Law or amended By-Law.

18.Disposition of Assets Upon Termination of Association

18.1. Asset Disposition

Upon GVDMHA resolving to dissolve its Association, its assets shall be distributed, or disposed of, to a club, society or association, the primary purpose and function of which is the promotion of recreational amateur sport in the Town of Grand Valley.

19.Repeal of Prior By-Laws

19.1. Repeal

All prior By-Laws of the Association, including the document entitled the “Constitution” of the Association are hereby repealed.

19.2. Proviso

The repeal of all prior By-laws of the Association shall not impair in any way the validity of any act or thing done pursuant to any such repealed By-Law.

20.Rules of Procedure

Appendix B shall govern the rules and procedures to be used in conducting the Meetings and affairs of the Association in all cases to which they are applicable, and in which they are not inconsistent with the By-Law or other governing documents or laws affecting the Association.

21. Effective Date

These By-Laws shall come into force without further formality upon its enactment after approval by the Members of the Association as hereinbefore set out.

The foregoing General By-Laws are hereby enacted, ratified, sanctioned, confirmed and approved without variation by the affirmative vote of the Members of the Association at a General Meeting of the Members of the Association duly called and held at the Grand Valley & District Community Centre in the Town of Grand Valley, in the Province of Ontario, and at which a quorum was present on the XX day of April, 2020.

Amy Steele
Acting President

Meghan McCauley-Brown
Secretary

Appendix 'A' Board Position Profiles

GRAND VALLEY & DISTRICT MINOR HOCKEY

Position: PAST – PRESIDENT (Officer)

Conditions of Nomination: Must have served as the previous president

General Role:

- ✓ Provide leadership / continuity to the current executive
- ✓ Assist as required all executive members in fulfilling their roles
- ✓ Support / enforcement of the GVDMHA constitution
- ✓ Assist as required with organization fundraising initiatives
- ✓ Organize trophies and order any plaques required for end of year Awards

Busy Period: Varies throughout the year

Minimum Hours per week: 1 hour

Declaration I have read and understood the role description, duties and time commitment required of said Executive Director role outlined above. I am acknowledging that I am accepting this role and that it is my responsibility to seek further clarification with the Board of Directors if required.

Date: _____ Printed First and Last Name: _____

Signature: _____

GRAND VALLEY & DISTRICT MINOR HOCKEY

Appendix 'A' Board Position Profiles

Position: PRESIDENT (Officer)

Conditions of Nomination: Must have served in an executive or director position for a period of one year

Term: 2 Years **General Role:**

- ✓ Provide leadership to the current executive
- ✓ Assist as required all executive members in fulfilling their roles
- ✓ Either directly or through delegation represent GVDMHA at meetings as required
- ✓ Support / enforcement of the GVDMHA constitution
- ✓ Assist as required with organization fundraising initiatives

Specific Duties:

- ✓ Preside over GVDMHA meetings
- ✓ With the treasurer & secretary have co-signing authority of all cheques
- ✓ Tie-break any executive votes (President only votes to break a tie)
- ✓ Coordination of Annual Recognition Day (can be delegated to other board members or committee)

Busy Period: Consistent throughout the year **Minimum Hours per Week:** 12-16 hours average

Declaration I have read and understood the role description, duties and time commitment required of said Executive Director role outlined above. I am acknowledging that I am accepting this role and that it is my responsibility to seek further clarification with the Board of Directors.

Date: _____ Printed First and Last Name: _____

Signature: _____

Position: VICE- PRESIDENT (Officer)

Conditions of Nomination:

None

General Role:

- ✓ Act in all manners in the absence of the president
- ✓ Assist as required all executive members in fulfilling their roles
- ✓ Support / enforcement of the GVDMHA constitution
- ✓ Assist as required with organization fundraising initiatives

Busy Period: Consistent throughout the year

Minimum Hours per week: 1-2 hours average (6 – 8 hours average)

Declaration I have read and understood the role description, duties and time commitment required of said Executive Director role outlined above. I am acknowledging that I am accepting this role and that it is my responsibility to seek further clarification with the Board of Directors if required.

Date: _____ Printed First and Last Name: _____

Signature: _____

Position: SECRETARY (Officer)

Conditions of Nomination: None

General Role:

- ✓ Keep an accurate account of the minutes of all meetings and maintain an up-to-date register of all officers, executive and team staff (including coaches, trainers and managers)
- ✓ Upload meeting minutes to GVDMHA Google Drive (or other agreed-upon file-sharing system)
- ✓ Email and correspondence
- ✓ Maintain an up to date record of the GVDMHA Constitution
- ✓ Support and enforce the GVDMHA constitution
- ✓ With the President & Treasurer have co-signing authority of all cheques
- ✓ Assist as required with organization fundraising initiatives

Specific Duties:

- ✓ Type and publish minutes of meetings
- ✓ Book facilities for and advise of meetings
- ✓ Coordination of Picture Day (includes booking photographer, facilities and publishing schedule)
- ✓ Notification of GVDMHA Annual General Meeting as prescribed in General By-laws

Busy Period: Consistent throughout the year

Minimum Hours per Week: 2-4 hours average

Declaration I have read and understood the role description, duties and time commitment required of said Executive Director role outlined above. I am acknowledging that I am accepting this role and that it is my responsibility to seek further clarification with the Board of Directors if required.

Date: _____ Printed First and Last Name: _____

Signature: _____

Position: TREASURER (Officer)

Term: 2 Years **Conditions of Nomination:** Previous Bookkeeping Experience an Asset

General Role:

- ✓ Submit all financial reports and keep an accurate account of all association monies
- ✓ Assist as required with organization fundraising initiatives

Specific Duties:

- ✓ With the president & secretary have co-signing authority of all cheques
- ✓ All banking transactions on behalf of GVDMHA at RBC Grand Valley Branch (or other bank as agreed upon by the Board)
- ✓ Maintain books on behalf of the association, Online Quickbooks (or other appropriate book-keeping) system and paper files
- ✓ Pay all bills incurred
- ✓ Liaison with league convenors and the referee in chief re: payment to game referees and timekeepers
- ✓ Liaison with team managers with regards to game gate monies, provide floats and collect back at the end of the season
- ✓ Prepare invoices / collection of all unpaid registration fees, sponsors for team sweaters, team trophies, etc.
- ✓ Prepare monthly finance reports
- ✓ Set proposal guidelines for a budget to the executive
- ✓ Arrange annual audit of all association accounts
- ✓ Provide and collect floats from fundraising events
- ✓ Assist fundraising director with financials for lottery license application and year end report

Busy Period: Consistent throughout the year

Minimum Hours per week: 12 –15 hours average

Declaration I have read and understood the role description, duties and time commitment required of said Executive Director role outlined above. I am acknowledging that I am accepting this role and that it is my responsibility to seek further clarification with the Board of Directors if required.

Date: _____ Printed First and Last Name: _____

Signature: _____

Position: REGISTRATION COORDINATOR

Conditions of Nomination: PC, Internet and Scanner Recommended

General Role:

- ✓ Coordinate player registration for entire organization including managing online registration system and completing team rosters
- ✓ Assist as required with organization fundraising initiatives

Specific Duties:

- ✓ Fee collection and membership
- ✓ Update online Hockey Canada Registry (HCR) with current season registration fees, registration deadlines and payment schedules
- ✓ Provide technical support to parents who require support with online registration
- ✓ Respond to email enquiries from new families looking for more information about Grand Valley Minor Hockey's program
- ✓ Provide Technical Director with information regarding the status of bench staff training and qualifications
- ✓ Maintain accurate player records, ensuring that copies of birth certificates are kept on file and Respect In Sport program is completed by all parents.
- ✓ Add all players to appropriate team rosters using the online HCR and submitting all rosters to OMHA contact for approval
- ✓ Email communication with membership regarding important registration deadlines as well as occasional emails regarding other GVDMH events
- ✓ Provide Social Media Director with postings for registration deadlines

Busy Period: March, September through November

Minimum Hours per Week: Season start up 15 hours average, 1-2 hours after.

Declaration I have read and understood the role description, duties and time commitment required of said Executive Director role outlined above. I am acknowledging that I am accepting this role and that it is my responsibility to seek further clarification with the Board of Directors if required.

Date: _____ Printed First and Last Name: _____

Signature: _____

EQUIPMENT DIRECTOR

Conditions of Nomination: None **General Role:**

- ✓ Maintain and purchase any equipment as required for GVDMHA
- ✓ Assist as required with organization fundraising initiatives **Specific**

Duties:

- ✓ Ensure all safety standards in regards to equipment loaned by GVDMHA are met or exceeded
- ✓ Ensure all equipment loaned out is tracked and returned. This includes all goalie equipment team sweaters and supplies
- ✓ Ensure each team is equipped with the required equipment at the start of season (this includes team socks, sweaters and goalie equipment)
- ✓ Ensure all coaches / trainers are aware of the required safety standards for players on the ice and assist in resolving any issues of non-compliance to those standards
- ✓ Keep Inventory of equipment in order to minimize wasted costs to GVDMH
- ✓ Order and supply teams with required first aid supplies to start the year, and maintain throughout the year
- ✓ Ensure equipment is available for practices and in proper order (pucks, pinneys, tools, pylons, etc.)
- ✓ Ensure that game pucks are available for organizational home games throughout the season
- ✓ Attend Coaches Meeting at the beginning of the season and distribute equipment.

Busy Period: Season start, maintenance throughout the year

Minimum Hours per week: Season start 4 – 8 average, 1 per week after

Declaration I have read and understood the role description, duties and time commitment required of said Executive Director role outlined above. I am acknowledging that I am accepting this role and that it is my responsibility to seek further clarification with the Board of Directors if required.

Date: _____ Printed First and Last Name: _____

Signature: _____

**Position: PREVENTION SERVICES
DIRECTOR**

Conditions of Nomination: None

General Role:

- ✓ As mandated by the OMHA, follow through, development and enforcement of Association Prevention Services policies in order to provide a safe environment for the sport of hockey
- ✓ Assist as required with organization fundraising initiatives

Specific Duties:

- ✓ Educate **all** association members in aspects of Prevention Services policies and procedures
- ✓ Keep up to date and accurate records of our certified members
- ✓ Act as first contact regarding any complaints of Harassment or Abuse in GVDMHA
- ✓ Lead and organize ad hoc committee to deal with any complaints received relating to Harassment or Abuse
- ✓ Provide Bench staff with required documentation and information to complete Vulnerable Sector Checks. Arrange to collect completed checks.
- ✓ Drop checks off at the corresponding Law enforcement office and pick them up when complete.

Busy Period: Consistent throughout the year

Minimum Hours per Week: 2 – 4 average

Declaration I have read and understood the role description, duties and time commitment required of said Executive Director role outlined above. I am acknowledging that I am accepting this role and that it is my responsibility to seek further clarification with the Board of Directors if required.

Date: _____ Printed First and Last Name: _____

Signature: _____

LEAGUE CONVENOR /OMHA CENTRE CONTACT Conditions of

Nomination: Access to a PC, Web access beneficial

General Role:

- ✓ Ensure that the Constitution, rules, regulations and procedures are carried out according to league and association policy
- ✓ Act as executive contact with the coaches, managers and parent membership
- ✓ Represent GVDMHA at all required league meetings
- ✓ Assist as required with organization fundraising initiatives
- ✓ Act as first representation for GVDMHA in all matters pertaining to the OMHA
- ✓ Maintain online listing in the centre facts guide on OMHA website
- ✓ Monitor the GVDMHA general email address

Specific Duties:

- ✓ Recruitment of coaches and other team staff where necessary
- ✓ Communication of league rules to coaches
- ✓ Maintain and communicate league standings
- ✓ Submit a convenors report for the Annual Meeting
- ✓ Receive all OMHA mailings and distribute the materials to the appropriate and interested parties in a timely manner
- ✓ Act as liaison with the OMHA in all matters pertaining to the OMHA
- ✓ Ensure GVDMHA is conducting themselves accordingly with regards to the Manual of Operations set out by the OMHA
 - ✓ Provide assistance in any OMHA matter as required
 - ✓ Attend Coaches Meeting at the beginning of the season

Busy Period: All Year **Minimum Hours per week:** Season start 2 -4 hours,
1 – 2 after

Declaration I have read and understood the role description, duties and time commitment required of said Executive Director role outlined above. I am acknowledging that I am accepting this role and that it is my responsibility to seek further clarification with the Board of Directors if required.

Date: _____ Printed First and Last Name: _____

Signature: _____

Position: ICE SCHEDULER

Conditions of Nomination: Access to a PC recommended, available and responsive to daily communication.

General Role:

- ✓ Acts as the interface between GVDMHA and other league centres in matters relating to game scheduling
- ✓ Plan and approve all ice time purchased by GVDMHA
- ✓ Assist as required with organization fundraising initiatives

Specific Duties:

- ✓ Monitor / maintain and resolve conflicts in regards to ice allocations as established by the GVDMHA for all teams
- ✓ Verify / approve with the Treasurer all arena ice bills
- ✓ Enter all teams season schedules on the GVDMHA WebSite
- ✓ Update the website and OneDB with any game modifications
- ✓ Prepare a calendar of available ice times for coaches to take to Game scheduling meetings
- ✓ Enter Playoff games for teams onto website

Busy Period: All Year, Busier During Playoffs

Minimum Hours per Week: 2 – 3 average

Declaration I have read and understood the role description, duties and time commitment required of said Executive Director role outlined above. I am acknowledging that I am accepting this role and that it is my responsibility to seek further clarification with the Board of Directors if required.

Date: _____ Printed First and Last Name: _____

Signature: _____

Position: TECHNICAL DIRECTOR

Conditions of Nomination: Past Coaching Experience in a Minor Hockey Organization (exceptions can be made however competency of technical knowledge in Hockey needs to be verified). Familiarity with OMHA policies and procedures with regards to player movement, team selection etc.

General Role: ✓ Follow the Hockey Canada and OMHA programs for skill development and assist the coaches in delivering these programs (i.e. Skating Skills, Coaching Levels)

- ✓ Establish and coordinate all GVDMHA hosted coaching, trainer, player or other related clinics
- ✓ Assist as required with organization fundraising initiatives

Specific Duties: ✓ Recruit and accept applications for potential Coaching/Bench staff Candidates

- ✓ Conduct interviews as needed for coaching application
- ✓ Present Coaching applications and recommendations to the Board of Directors for coaching selection decisions
- ✓ Inform all coaching applicants on coaching selection decisions.
- ✓ Plan and run Coaches Meeting before the start of season.
- ✓ Plan, coordinate and execute player evaluations at the beginning of season, where applicable
- ✓ Liaison between coaches and Board of Directors
- ✓ Source information on training and skill development for coaches and players and communicate information to coaches
- ✓ Ensure any coaching absentees are covered
- ✓ Assist / mentor all coaches
- ✓ Assist coaches and trainers in registering for OMHA clinics as required
- ✓ Plan, organize and advertise all OMHA clinics to be hosted by GVDHMA (includes trainers, facilities, equipment, ice times and clinic refreshments)
- ✓ Provide OMHA tournament listings to all teams

Busy Period: Pre and beginning on the season

Minimum Hours per Week: 2 – 4 average

Declaration I have read and understood the role description, duties and time commitment required of said Executive Director role outlined above. I am acknowledging that I am accepting this role and that it is my responsibility to seek further clarification with the Board of Directors if required.

Date: _____ Printed First and Last Name: _____

Signature: _____

Position: TOURNAMENTDIRECTOR

Conditions of Nomination: Access to PC, Internet and Email
Recommended

General Role:

- ✓ Establish and coordinate all GVDMHA hosted tournaments
- ✓ Assist as required with organization fundraising initiatives

Specific Duties:

- ✓ Submit tournament applications to the OMHA
- ✓ Work with team managers to advise team responsibilities on tournament days
- ✓ Organize tournament schedules and communicate with participating teams
- ✓ Coordinate activities at tournaments including registration desk, ice times, dressing rooms, scheduling, referees, timekeepers, trophies, etc.
- ✓ Prepare tournament financial reports and submit to OMHA
- ✓ Maintain accurate account of all tournament records
- ✓ Submit tournament summary at Annual Meeting

Busy Period: Start of season when teams are inquiring about tournaments
and tournament days (6 – 8 per year)

Minimum Hours per Week: 1-2 average, 8 hrs on tournament
days

Declaration I have read and understood the role description, duties and time commitment required of said Executive Director role outlined above. I am acknowledging that I am accepting this role and that it is my responsibility to seek further clarification with the Board of Directors if required.

Date: _____ Printed First and Last Name: _____

Signature: _____

Position: FUNDRAISING COORDINATOR

Conditions of Nomination: None **General Role:**

- ✓ Plan and organize any fundraising endeavors conducted by GVDMHA
- ✓ Act as liaison between teams and executive regarding any team based fundraising
- ✓ Form a fundraising committee comprised of one parent from each team
- ✓ Assist as required with organization fundraising initiatives

Specific Duties:

- ✓ Coordinate with treasurer and sponsorship director to determine fundraising and sponsorship needs based on the proposed budget for the upcoming year.
- ✓ Present proposed fundraising activities to the board for approval by August meeting at the latest
- ✓ Lead the planning and organization of any fundraising events run by GVDMHA
- ✓ Share important fundraising initiatives and information with team managers and parents and throughout the community (when applicable)
- ✓ Share important fundraising updates with social media director for updates on the website and social media, posters, etc.
- ✓ Prepare a summary of expenses incurred and income earned for each fundraiser
- ✓ Research new ideas for association fundraising
- ✓ Present any team fundraising proposals to the executive for their final approval

Busy Period: Pre Season and the beginning of the season until Hockey Day

Minimum Hours per Week: 4-6 average, 10+ hours on Hockey Day

Declaration I have read and understood the role description, duties and time commitment required of said Executive Director role outlined above. I am acknowledging that I am accepting this role and that it is my responsibility to seek further clarification with the Board of Directors if required.

Date: _____ Printed First and Last Name: _____

Signature: _____

Position: GAME OFFICIAL SCHEDULER

Conditions of Nomination: None General Role:

✓ Scheduling of all game officials for regular season, OMHA preliminary and

League playoff games

✓ Assist as required with organization fundraising initiatives

Specific Duties:

✓ Schedule referees and timekeepers for all required games

✓ Work with treasurer with regards to payment of all officials and rates to be paid per OMHA

✓ Solicit, train and supervise timekeepers

✓ Liaison with the Referee in Chief to ensure referees are fully qualified to games assigned

Busy Period: Throughout the year

Minimum Hours per Week: 1 average

Declaration I have read and understood the role description, duties and time commitment required of said Executive Director role outlined above. I am acknowledging that I am accepting this role and that it is my responsibility to seek further clarification with the Board of Directors if required.

Date: _____ Printed First and Last Name: _____

Signature: _____

Position: SPONSORSHIP DIRECTOR

Conditions of Nomination: None

General Role: ✓ Solicit sponsorship as required by GVDMHA

✓ Assist as required with organization fundraising initiatives

Specific Duties:

- ✓ Coordination, solicitation and collection of team sponsorship monies
- ✓ Maintain accurate recording of team sponsors and their contracts
- ✓ Order and coordinate installation of Sponsorship Signs in the Arena
- ✓ Create sponsorship banner by November for display at the arena for all home games
- ✓ Work with social media director to plan sponsorship posts on social media
- ✓ Contact and collect GVDMHA Sponsorship money

Busy Period: Season start, and maintenance throughout the year

Minimum Hours per Week: Season start 2 average, 1 per week thereafter

Declaration I have read and understood the role description, duties and time commitment required of said Executive Director role outlined above. I am acknowledging that I am accepting this role and that it is my responsibility to seek further clarification with the Board of Directors if required.

Date: _____ Printed First and Last Name: _____

Signature: _____

Position: SOCIAL MEDIA DIRECTOR

Conditions of Nomination: None

General Role: ✓ Maintain and monitor all social media accounts for GVDMH

✓ Assist as required with organization fundraising initiatives, events and promotions **Specific Duties:**

- ✓ Manage and maintain GVDMH website using MBSportsWeb Control Panel
 - Post articles and organization wide communications
 - Maintain website users, as well as permit levels of access based on position and privilege
- ✓ Manage and monitor all social media platforms (facebook, twitter, website)
 - Promote and advertise organization events on social media channels
 - Support Executive Committee by promoting/communicating their initiatives on social media channels
 - Monitor Facebook Messenger for inquiries
- ✓ Set up and manage Executive emails and passwords
 - Communicate with Executive members when their storage space is getting full
 - Update email passwords at the beginning of every year, communicate with the Board of Directors on new passwords and assist with login issues
- ✓ Monitor Grand Valley Twisters Social Media email account for inquiries

Busy Period: Throughout the year

Minimum Hours per Week: Varies throughout the season **Declaration** I have read and understood the role description, duties and time commitment required of said Executive Director role outlined above. I am acknowledging that I am accepting this role and that it is my responsibility to seek further clarification with the Board of Directors if required. **Date:** _____ **Printed First and Last**

Name: _____

Signature: _____

Position: BOND DIRECTOR Conditions of Nomination: None General

Role: ✓ Manage GVDMH Volunteer Bond Program

✓ Manage SignUp (or other agreed-upon system of scheduling volunteers and activities)

✓ Assist Fundraising Director

Specific Duties: ✓ Collect bond policy agreements and cheques during the registration period from registrar /coaches/managers

✓ Set up different events/roles on SignUp (or other agreed-upon scheduling system)

✓ Organize and Maintain accurate records of bond agreements and cheques

✓ Communicate volunteer opportunities to membership

✓ Post event posters on arena board

✓ Print out volunteer Sign Up sheets prior events

✓ Coordinate volunteer opportunities with Fundraiser Director

✓ Answer any inquiries regarding the bond policy.

Busy Period: Throughout the year **Minimum Hours per Week:** Varies throughout the season

Declaration I have read and understood the role description, duties and time commitment required of said Executive Director role outlined above. I am acknowledging that I am accepting this role and that it is my responsibility to seek further clarification with the Board of Directors if required.

Date: _____ Printed First and Last Name: _____

Signature: _____

Position: HEAD REFEREE

Conditions of Appointment: Must be a certified official through the OMHA
(This position is appointed to a qualified official.)

General Role:

- ✓ Oversee all game officiating on behalf of GVDMHA
- ✓ Ensure all officials within GVDMHA have required training and / or assist with registration for necessary development clinics

Specific Duties: ✓ Attend RIC Meeting as required on behalf of GVDMHA

- ✓ Distribute / advise coaches of all Referee bulletins and interpretations
- ✓ Ensure all referees are following and in compliance with all rules as set forth by OMHA

Busy Period: Throughout the year

Minimum Hours per Week: Varies throughout the season **Declaration** I have read and understood the role description, duties and time commitment required of said Executive Director role outlined above. I am acknowledging that I am accepting this role and that it is my responsibility to seek further clarification with the Board of Directors if required.

Date: _____ Printed First and Last Name: _____

Signature: _____

Position: Initiation Program (IP) DIRECTOR

Conditions of Appointment: None

General Role:

- ✓ Oversee the IP Program within the organization.
- ✓ Liaison between executive and IP managers and parents

Specific Duties:

- ✓ Working with IP Bench staff and technical Director to provide any support that is needed
- ✓ Organizing the Parents information meeting at the beginning of the season to ensure parents are fully informed about what to expect for the upcoming season.
- ✓ Be present for as many practices as you can, especially at the beginning of the season so that parents and bench staff have someone to talk to if any issues arise.
- ✓ Organize and communicate with the parents for the beginning of the season

Busy Period: Pre and Beginning of the Season

Minimum Hours per Week: Varies throughout the season

Declaration I have read and understood the role description, duties and time commitment required of said Executive Director role outlined above. I am acknowledging that I am accepting this role and that it is my responsibility to seek further clarification with the Board of Directors if required.

Date: _____ Printed First and Last Name: _____

Signature: _____

APPENDIX B - Rules and Procedures for Conducting the Meetings and Affairs of the Association

Retrieved January 4th, 2020 from: <https://www.skillsyouneed.com/ips/conduct-meeting.html>

If appropriate preparations have been made, then the scene is set for an effective meeting. Agendas will have been produced and circulated. Participants will arrive knowing what is to be discussed and with sufficient background information to make relevant contributions. If appropriate, they will have consulted with people they represent and discussed any pertinent issues.

The Role of the Chairperson:

- In a more formal meeting, the chairperson will outline the purpose of the meeting and remind members why they are there.
- In such a meeting there is little need to refer to this procedure as this is implicit in the established etiquette, namely:
 - The chair controls the meeting.
 - All remarks are addressed through the chair.
 - Members do not interrupt each other.
 - Members aim to reach a consensus.
 - A vote is taken if consensus is not reached.
 - The majority wins the vote.
 - All members accept the majority decision.
- When discussion is underway, it is the chairperson's responsibility to ensure that it continues to flow smoothly by involving all members present and by not permitting one or two people to dominate the meeting. Summarising by the chairperson during meetings can:
 - Indicate progress, or lack of.
 - Refocus discussion that has wandered off the point.
 - Conclude one point and lead into the next.
 - Highlight important points.
 - Assist the secretary if necessary.
 - Clarify any misunderstanding.
- The chairperson should *pace* the meeting, ensuring it runs to time. If the planning has been properly executed, this should not prove to be a problem.
- At the end of a meeting, the chairperson should remind members what they have achieved and thank them for their contributions. Finally, the time and date of the next meeting should be arranged. Again this is one common model for effective meetings, successful outcomes can be achieved in different ways with different strategies for different purposes, so adapt as appropriate to specific situations.

The Role of the Members:

- While it is the role of the chairperson to run the meeting, the participation of all members is also fundamental to the success of the meeting.
- To ensure an effective meeting, all participants should:
 - Undertake any necessary preparation prior to the meeting.
 - Arrive on time.
 - Keep an open mind.
 - Listen to the opinions of others.
 - Participate.
 - Avoid dominating the proceedings.

- Avoid conflict situations.
- Avoid side conversations which distract others.
- Ask questions to clarify understanding.
- Note down any action agreed upon.
- After the meeting, undertake any agreed action and brief others as appropriate.

Why Meetings May be Ineffective:

- There are many reasons why meetings are not effective, some of these include:
 - **The meeting is unnecessary** and revolves around discussion of trivial issues, thus wasting members' valuable time.
 - **The meeting lacks a clarity of purpose**, i.e., the aims and objectives are not clearly defined.
 - **Inappropriate style of leadership**, i.e., the chairperson dominates and closes down or disregards other contributions.
 - **The chairperson exercises little control** and allows one or two members to dominate the proceedings.
 - **The meeting is too large** thereby limiting the flow of discussion and preventing all members being able to contribute.
 - **Decisions emerge that are not truly representative.**
 - **Problems are talked about rather than being talked through.**
 - **Decisions are delayed or not acted upon.**
 - **No clear-cut decisions are made.**
 - **Minutes are inaccurate** or seen as being manipulated by the chairperson or secretary for his/her own purposes.
 - **The wrong people are present**, thus preventing the meeting proceeding effectively, e.g., those present have to refer back to another person and are therefore unable to comment effectively.
- For meetings to be effective, participation is required from all those present. The key skills of **interpersonal communication** and **listening** are important.
- To ensure the success of a meeting, good preparation is essential and the role of the chairperson is paramount. If these conditions are met, then all participants should leave the meeting feeling a sense of accomplishment, not as if their time has been wasted.

Read more at: <https://www.skillsyouneed.com/ips/conduct-meeting.html>