



# STANDARD OPERATING PROCEDURES

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# Board Member

## General Responsibilities

- Attend meetings regularly.
- Understand and demonstrate a commitment to MBNLA's mission and programs.
- Keep up to date with issues and trends that affect the green industry in Manitoba.
- Contribute skills and knowledge by participating actively in meetings and committee work.
- Chair at least one portfolio.
- Complete action items within the timeline agreed to.
- Avoid any potential conflicts of interest.
- Understand and maintain confidentiality.
- Ensure the organization is complying with all legal and regulatory requirements.
- Understand and monitor the organization's financial affairs.
- Represent MBNLA in the community:
  - Be a knowledgeable spokesperson.
  - Distribute materials as appropriate.
  - Bring feedback to the BOD about community concerns.
  - Link potential volunteers and members to MBNLA.
  - Help people who need the MBNLA services and programs.
- Govern through executive action:
  - Adopt key operating policies and procedures.
  - Develop and monitor key executive and operational policies.
  - Adopt annual budget, review annual audit and monitor overall financial conditions.
  - Set goals and conduct strategic planning.
  - Conduct an annual program evaluation and quality assistance review.
- Support MBNLA's fundraising activities:
  - Help promote activities of MBNLA.
  - Link MBNLA with community resources that you may be familiar with.
- Contribute to the success of the Grow Conference and the Webinar Series:
  - Suggest and assist with confirming topics and speakers.
  - Suggest and assist with confirming sponsors.
  - Assist with identifying and collecting auction items.
  - Be on site for event days to assist where required.
- Reports:
  - Write and present related reports as needed.
  - Prepare the portfolio annual report for the Annual General Meeting. [November]
  - Provide newsletter updates when information is relevant to the timing of said newsletter.

## At Board Meetings

- Prepare for meetings by reading agendas, minutes, reports and other documentation required to actively participate in them.
- Make inquiries when clarification or more information is needed.
- Keep notes of your impressions of the meetings.
- Keep a notebook/computer file of all minutes and other important documents.
- Insist on legal written opinions for any important step(s) to be taken.
- Insist on the minutes recording any disclosure, dissent, or refrain from voting by you or any other member of the BOD.

# President

## Position Overview

The role of the President is to act as the manager of the MBNLA Board of Directors and to facilitate the decision-making process among the directors. This includes on a broad scope the management of long-range planning that meets the needs of MBNLA and its members both professionally and financially. The President is responsible to ensure that the day-to-day activities associated with various portfolios are fulfilled and provide direction when and where necessary. In order to achieve that, the President must clearly understand the mission statement and goals of Manitoba Nursery Landscape Association and the MBNLA Horticultural Foundation.

## Standard Operating Procedures

The president will:

- Collaborate with the Executive Director to prepare board meeting and Annual General Meeting agendas,
- Act as liaison between board and Executive Director
- Chair all board meetings and the Annual General Meeting (AGM),
- Sign official documents as required,
- Represent the board in public and official capacities as instructed by the board.
- Appoint committees and committee chairs in consultation with the board,
- Make special assignments and appoint representatives to other organizations.
- Chair the Executive Committee.
- Ensure that an annual performance review of the Executive Director is completed by each Board member and that results are reviewed with the Executive Director with the intent of providing constructive feedback.
- Lead the Executive Director contract review and renewal process, in concert with the Executive Committee and the Board of Directors.
- Maintain and suggest amendments to all governance related documents including but not limited to; MBNLA Constitution, MBNLA By-Laws, MBNLA Board Policy Manual and MBNLA Standard Operating Procedures.

## Responsibilities include

- An understanding of Roberts Rules of Order for conducting board meetings in a parliamentary fashion as they apply to non-profit associations.
  - The President is responsible to identify, (with the agreement of the Board) dates, times and locations of Executive meetings.

- The President must ensure attendance and contribution at board meetings and MBNLA coordinated events in the year (and the year following as Past President)
- The President must ensure that a quorum is present at every meeting. If a quorum is not present, then the meeting should not proceed
- The President must start a meeting by calling it to order on time or when a quorum of members is present
- The President must ensure that the individual responsible for taking minutes takes attendance and keeps a record of the names of members who are not present
- The President must introduce each agenda item when appropriate
- The President must provide information and experience on issues that will guide the executive while making important decisions
- The President must maintain order and manage constructive dialogue during executive meetings and annual general meetings by summarizing conversations, highlighting items, confirming action items and paraphrasing the dialogue so that all executive and members understand the topic and issues
- The President must act as an unbiased voice at meetings by providing the members with the necessary information required to make decisions and be prepared to provide the final vote in cases where a stalemate has been reached. The President must also identify when;
  - An issue has been discussed enough to call for a vote
  - An issue has gone so far off the subject that the debate must be stopped and a request made to re-focus the discussion
  - An issue should be tabled to wait for more information
  - When it is time to refer a tough issue to a committee.
- The President is responsible to ensure that meetings start and end in a timely fashion
- Understanding the role of the Executive Director, board officers, CNLA commodity chairs, CNLA and MBNLA committee chairs
  - The President must work with the Secretary, Treasurer, and Executive Director to manage MBNLA funds appropriately and ensure fiscally responsible decisions are made on behalf of the Association.
  - The President should participate in the orientation to new board members.
  - Assist board members to build their board skills.
  - Encourage all board members to participate in board activities.
  - Ensure that all board members' views are represented in board meetings.
  - Encourage the board to do long-range planning.
  - Act to discipline board members who violate ethical standards of the board.
- At the first meeting of the new Board following the Annual General Meeting, the President will make suggested portfolio assignments for all members of the Board.
  - Work with the MBNLA Executive Director to provide a formal orientation to new board members prior to the first meeting of the new board.
  - The President must assume responsibility for activities/events/initiatives that arise throughout the course of a year that may not have a direct relationship with a specific portfolio and/or where an executive member is unable to fulfill their duties due to extenuating circumstances.

- The President must work with MBNLA’s CNLA representative on issues that can be supported by MBNLA, or are directed by CNLA to the provincial associations.
- The President should periodically review the progress of MBNLA’s long range initiatives.
- The President must have an understanding of media relations in representing and promoting MBNLA skillfully and accurately when required:
  - The President must promote MBNLA sponsored events including Grow conferences, AGM, webinars, golf tournaments, Black and White show, etc.
  - The President must where necessary, must draft letters on behalf of MBNLA to potential presenters, industry partners including sponsors, organizations, NGOs and government.

## Executive Committee

- The MBNLA Executive Committee consists of the Secretary, Treasurer, President and Past President. The President is the Chair of the Executive Committee.
- Duties include:
  - Meet as necessary to prepare issues to be presented to the full board.
  - Make emergency decisions on behalf of the board when it is not possible to assemble a quorum of the board.
  - This committee will have no power other than emergency action or other powers as may be delegated to it by the full board from time to time. (Policy 8.10.1)
  - Advise on enforcement of board ethics policy when requested by the President. (Policy 2.16.4)

## Timeline

MONTH	ACTIVITY
November (Officer Terms Start)	<ul style="list-style-type: none"> <li>• Conduct board orientation for new board members (with Executive Director)</li> <li>• During first Board meeting following AGM, appoint Directors and committee and commodity Chairs</li> <li>• Promote Grow conference including finalizing speaker topics and securing sponsors / auction prizes</li> </ul>
December	<ul style="list-style-type: none"> <li>• Prepare agenda with E.D. and Chair Board meeting</li> <li>• Promote Grow conference including finalizing speaker topics and securing sponsors / auction prizes</li> <li>• Prepare update / statement for quarterly newsletter</li> </ul>
January	<ul style="list-style-type: none"> <li>• Prepare agenda with E.D. and Chair Board meeting</li> <li>• Promote Grow conference including finalizing speaker topics and securing sponsors / auction prizes</li> <li>• Promote winter webinars, including finalizing speaker topics and securing sponsors.</li> </ul>
February	<ul style="list-style-type: none"> <li>• Prepare script and host Grow awards luncheon and Executive including handing</li> </ul>

	<ul style="list-style-type: none"> <li>out awards</li> <li>• Participate as session chair for Grow presentations</li> <li>• Promote winter webinars, including finalizing speaker topics and securing sponsors.</li> <li>• Prepare agenda with E.D. and Chair Board meeting</li> </ul>
March	<ul style="list-style-type: none"> <li>• Prepare agenda with E.D. and Chair Board meeting</li> <li>• Prepare update / statement for quarterly newsletter</li> <li>• Secure speakers for next Grow conference</li> <li>• Promote winter webinars, including finalizing speaker topics and securing sponsors.</li> <li>• Promote Summer golf tournament / Black and White show including securing sponsors</li> </ul>
April	<ul style="list-style-type: none"> <li>• Prepare agenda with E.D. and Chair Board meeting</li> <li>• Promote Summer golf tournament / Black and White show including securing sponsors</li> <li>• Secure speakers for next Grow conference</li> </ul>
May	<ul style="list-style-type: none"> <li>• Promote Summer golf tournament / Black and White show including securing sponsors</li> </ul>
June	<ul style="list-style-type: none"> <li>• Prepare agenda with E.D. and Chair Board meeting</li> <li>• Prepare update / statement for quarterly newsletter</li> <li>• Promote Summer golf tournament / Black and White show including securing sponsors Planning/Implementation of MBNLA strategies</li> </ul>
July	<ul style="list-style-type: none"> <li>• Prepare agenda with E.D. and Chair Board meeting</li> <li>• Promote Summer golf tournament / Black and White show including securing sponsors</li> <li>• Planning/Implementation</li> <li>• Request that board of director's members conduct the annual performance review of the Executive Director</li> </ul>
August	<ul style="list-style-type: none"> <li>• Prepare agenda with E.D. and Chair Board meeting</li> <li>• Promote Summer golf tournament / Black and White show including securing sponsors</li> <li>• Planning/Implementation</li> <li>• Summarize the review of the Executive Director and meet with the Executive Director to provide feedback and discuss contract renewal.</li> </ul>
September	<ul style="list-style-type: none"> <li>• Prepare script to present at Golf Tournament</li> <li>• Prepare Presidents Report for AGM</li> <li>• Prepare Governance documents for AGM</li> <li>• Work with event coordinator to Arrange auction items for AGM</li> <li>• Prepare agenda with E.D. and Chair Board meeting</li> <li>• Promote Grow conference including finalizing speaker topics and securing sponsors / auction prizes</li> <li>• Prepare update / statement for quarterly newsletter</li> </ul>

	<ul style="list-style-type: none"> <li>• Review and make suggested amendments to all governance documents</li> </ul>
October	<ul style="list-style-type: none"> <li>• Work with event coordinator to Arrange auction items for AGM</li> <li>• Prepare script and Chair Annual General Meeting</li> <li>• Promote Grow conference including finalizing speaker topics and securing sponsors / auction prizes</li> <li>• Conduct board orientation for new board members (with Executive Director)</li> </ul>



# Treasurer

## Position Overview

The Treasurer acts as financial ambassador on behalf of the board. They communicate complex financial concepts in easy-to-understand layman's terms. They have accounting skills and an ability to learn more. They appraise the association's financial standing, policies and procedures in order to make recommendations regarding financial decisions. They work with the ED to keep accurate financial records. They ensure strategic planning (present cause and effect scenarios) in regards to potential financial decisions the association will make. Through a firm understanding of MBNLA's bylaws they ensure finances are maintained to that standard. The Treasurer is always thinking about how the association's finances connect with its overall mission.

Typically, the Officer positions of the Secretary and Treasurer are for individuals anticipating the move into the role of President. Consequently, these roles are an opportunity to gain a more solid understanding of membership and finances. These two areas are the foundation of any not-for-profit and are what drives everything else that we do or want to do. The Secretary and Treasurer also provide a check and balance system that tracks what is happening in these portfolios and identify shortfalls, opportunities and threats and verifies that what the ED is saying is actually true and accurate. In addition, the Secretary, Treasurer, President and Past President are part of the MBNLA Executive Committee.

## Standard Operating Procedures

The responsibilities of the Treasurer are to:

### **Provide Oversight of Executive Director**

- Verifies the accuracy of the ED's work through regular communication and quarterly reports.
- Oversees but does not manage MBNLA's financial records. (Policy 6.1.3.1)
- Ensures the association keeps proper accounting records as required by Bylaws/Constitution/Policy. (Bylaws 6.07.2)
- Ensures year end financial statements are prepared and presented to the Board. (Policy 6.1.4)
- Ensures deposits of all monies received in the corporation's bank account and accurately accounts for the disbursement of funds. (Bylaws 6.07.2)
- Ensures the Board regularly receives accurate and regular reports of the association's financial transactions and financial position. (Policy 6.1.3.1 and Bylaws 6.07.3)
- Ensures said reports are available for the Board to review quarterly or upon request.
- Along with the ED, the Treasurer will monitor investment performance on a quarterly basis. (Policy 5.16.2)
- Ensures invested funds are being managed safely and profitably.

## **Finances**

- Appraises the association's financial standing, policies and procedures in order to make recommendations regarding financial decisions.
- Provides direction to the Board and ED on the management and reporting of the financial affairs of the corporation. (Bylaws 6.07.1)
- Assists the board to understand the annual budget before approval. (Policy 6.1.4)
- Arranges in-service programs for the Board so they will be better able to understand the financial reporting process. (Policy 6.1.4)
- Thinks strategically by presenting cause and effect scenarios in regards to potential financial decisions.
- Has basic accounting skills and an aptitude to learn more.
- Chairs the Finance Committee. (Policy 6.1.4)
- Present ideas on how to generate funds (fundraising, dues, sponsorships, etc.) as well as ways to cut expenses.
- Develop systems to ensure the association's finances are – and will continue to be – in good standing.

## **Officer Functions**

- Collaborate with Treasurer and President as needed to fulfill Officer functions.
- Communicate with Governance Chair to understand and oversee board governance.
- Have such other powers and duties as may from time to time be delegated to them by the Board. (Bylaws 6.07.4)
- Share cheque-signing authority with the Secretary and President. (Policy 5.11.1)
- Review and approve of cash disbursements, along with Secretary and/or President. (Policy 5.10.1)
- The President, Treasurer and Secretary shall not receive any remuneration or any profit from their position as such either directly or indirectly other than reimbursement for reasonable disbursements, disbursements for travelling, and other expenses reasonably incurred in discharging their office as President, Treasurer or Secretary. (Bylaws 6.10)
- By performing the above responsibilities, familiarize yourself with the overall management of the association in preparation for an eventual move toward the role of President.

## **Executive Committee**

- The MBNLA Executive Committee consists of the Secretary, Treasurer, President and Past President. The President is the Chair of the Executive Committee.
- Duties include:
  - Meet as necessary to prepare issues to be presented to the full board.
  - Make emergency decisions on behalf of the board when it is not possible to assemble a quorum of the board.
  - This committee will have no power other than emergency action or other powers as may be delegated to it by the full board from time to time. (Policy 8.10.1)
  - Advise on enforcement of board ethics policy when requested by the President. (Policy 2.16.4)

## Timetable

Ensure quarterly financial report is presented to Board.	February
Review current investments with ED.	April
Verify and ensure quarterly financial report is presented to Board.	May
Review current investments with ED.	July
Verify and ensure quarterly financial report is presented to Board.	August
Review current investments with ED.	October
Verify and ensure quarterly financial report is presented to Board.	November
Prepare the Treasurer's annual report for the AGM.	October
Prepare annual budget with the ED	August
GROW Conference planning.	Mar – Dec
Webinar Series planning.	Mar - Sep
Webinar Series execution.	Dec - Jan
Review current investments with ED.	January
Verify and ensure quarterly financial report is presented to Board.	February
GROW Conference execution.	February

# Secretary

## Position Overview

The Secretary plays a critical role in fostering communication by being an active conduit between the board, the Executive Director and members. While the Executive Director is the official custodian of the organization's records, the Secretary must ensure their proper management and utilization. The Secretary should be knowledgeable of MBNLA's records and related materials. The Secretary should be able to provide advice and resources and recommendations to the board on relevant topics being addressed at a meeting such as governance and local laws. The Secretary helps oversee areas specifically related to membership management. Primarily, the Secretary provides oversight of the Executive Director.

Typically, the Officer positions of the Secretary and Treasurer are for individuals anticipating the move into the role of President. Consequently, these roles are an opportunity to gain a more solid understanding of membership and finances. These two areas are the foundation of any not-for-profit and are what drives everything else that we do or want to do. The Secretary and Treasurer also provide a check and balance system that tracks what is happening in these portfolios and identify shortfalls, opportunities and threats and verifies that what the ED is saying is actually true and accurate. In addition, the Secretary, Treasurer, President and Past President are part of the MBNLA Executive Committee.

## Standard Operating Procedures

The responsibilities of the Secretary are to:

### Provide Oversight of Executive Director

- Verifies the accuracy of the ED's work through regular communication and quarterly reports.
- Ensure legal requirements are met, eg. annual filing deadlines.
- Ensure Constitution and Bylaw requirements are met, such as:
  - Adequate number of meetings held each year.
    - At least 6 times per calendar year. (Policy 4.7.1)
    - AGM must be held within 90 days from end of fiscal year. (Policy 2.18.1)
  - AGM notices and documents sent out in a timely fashion.
    - Written motions must be received 30 days before AGM and must be sent to Voting Members 14 days before AGM. (Bylaw 3.05)
  - Official paperwork filed with bank when new board positions are determined.
  - Meeting material is distributed at least 4 days in advance for board members to review, correct errors and prepare for questions and comments. (Policy 4.4.1)
  - Meeting minutes are distributed to all board members within 7 days. (Policy 4.21.1)
- Ensure that all official documents and records are accurate and properly kept; including but not limited to: (Bylaw 6.08.4 and Policy 6.1.2.1)

- Financial records
- Meeting minutes and agendas
- Constitution and Bylaws
- Board Policy Manual
- Standard Operating Procedures (SOPs)
- Terms of Reference
- Code of Ethics
- Historical documents
- Contracts
- Membership information
- All records related to other activities such as events, scholarships, etc.
- Ensure all documents are readily accessible to directors and/or members.
- Ensure all documents are safely passed to the next secretary. (Policy 6.1.2.2.1)

## Communication

- Collaborate with Marketing and Networking Chair as needed to oversee association communication.
- Be a conduit between the board, the ED and members.
- Issue notices to Directors and Members, when so instructed. (Bylaw 6.08.2)
- Request research of MBNLA records by ED when necessary for information for the board. (Policy 6.1.2.2.2)
- Ensure that all relevant documents are safely passed to the next Secretary.
- Provide ED with any items that should be included in the meeting agenda.
- Prior to a board meeting (quarterly unless otherwise warranted) the Secretary will:
  - Request member information from ED:
    - New members
    - Lapsed members
    - Total number of members; in each sector
    - Member Communications (feedback, questions, etc.)
  - Obtain reports from each portfolio chair:
    - Garden Centres (Jordan Hiebert)
    - Growers (Jared Aubin)
    - Landscape (Ryan Kindret)
    - Provincial Rep (Guy Dowhy)
    - Membership Services (Nathan Szuck)
    - Professional Development (Derek Dexter)
    - Government Relations (David Hinton)

## Membership Management

- Collaborate with Membership Services Chair as needed to manage issues related to membership.
- Identify shortfalls, opportunities and threats to membership.

- Review, recommend, and monitor any and all activity regarding membership:
  - Member surveys
  - Sign up processes
  - Membership category titles and descriptions
  - Membership numbers
  - Use of benefits
  - Ensure suitable membership dues levels (work with Treasurer)

### **Officer Functions**

- Collaborate with Treasurer and President as needed to fulfill Officer functions.
- Communicate with Governance Chair to understand and oversee board governance.
- Oversee the custody of the corporate records and corporate seal of the corporation. (Bylaw 6.08.3)
- Take the place of the President in his absence at board meetings. (Bylaw 3.07)
- Act as an alternate for signing authority. (Constitution 8.2)
- Share cheque-signing authority with Treasurer and President. (Policy 5.11.1)
- Sign notes, contracts and other official agreements on behalf of MBNLA and at the direction of the board. (Policy 6.1.2.1)
- Assist in the enforcement of board ethics policy when the concern relates to the President. (Policy 2.16.3)
- Receive lengthy or complex motions in writing prior to board discussion. (Policy 4.3.1.3)
- Review and approve of cash disbursements, along with Treasurer and/or President. (Policy 5.10.1)
- Carry out other duties that may be delegated to the Secretary by the Board. (Bylaw 6.08.5)
- Review and update documents as necessary.
- The President, Treasurer and Secretary shall not receive any remuneration or any profit from their position as such either directly or indirectly other than reimbursement for reasonable disbursements, disbursements for travelling, and other expenses reasonably incurred in discharging their office as President, Treasurer or Secretary. (Bylaws 6.10)
- By performing the above responsibilities, familiarize yourself with the overall management of the association in preparation for an eventual move toward the role of President.

### **Executive Committee**

- The MBNLA Executive Committee consists of the Secretary, Treasurer, President and Past President. The President is the Chair of the Executive Committee.
- Duties include:
  - Meet as necessary to prepare issues to be presented to the full board.
  - Make emergency decisions on behalf of the board when it is not possible to assemble a quorum of the board.
  - This committee will have no power other than emergency action or other powers as may be delegated to it by the full board from time to time. (Policy 8.10.1)
  - Advise on enforcement of board ethics policy when requested by the President. (Policy 2.16.4)

## Timetable

Ensure quarterly Chair reports are submitted by April 1.	March
Ensure quarterly Chair reports are submitted by July 1.	June
Ensure quarterly Chair reports are submitted by October 1.	September
Ensure quarterly Chair reports are submitted.	November
Prepare the Secretary's annual report for the AGM.	November
Ensure bank paperwork is updated with new board positions	November
GROW Conference planning.	Mar - Sep
Webinar Series planning.	Mar - Sep
Webinar Series execution.	Dec - Jan
GROW Conference execution.	February

# Past President

## Position Overview

As per the MBNLA Constitution, the retiring President shall become Past President and is appointed to a Director position until such time as the current President vacates the position to assume the Past-President position. The Past-President position would mentor the incoming President and help maintain continuity of Board efforts and automatically assume that position. The position allows for better continuity of long-term strategic plans initiated by the MBNLA Board of Directors.

## Standard Operating Procedures

- The past president attends all board meetings as an acting director.
- The past president may assume other duties and appointments as suggested by the board that are not associated with an elected officer position.
- The past president may advise the President / Chair on board processes and meeting protocols
- No report from the past president is required to be submitted for the Annual General Meeting.



# Governance Chair

## Position Overview

The President Elect will automatically assume the role of Governance Chair for MBNLA. The role of the Governance Chair is to ensure that the documents governing MBNLA are monitored for accuracy and contradictions, and preparing amendments as necessary. The president will also ensure that relevant changes to legislation are amended in the Board Policy Manual. The contract of the Executive Director is also reviewed annually by the governance chair so that any changes to the contract or its addendums can be presented to the board of directors for approval prior to renewal.

## Standard Operating Procedures

The responsibilities of the Governance Chair are to:

- Have an in-depth working knowledge of the MBNLA by-laws, and constitution, as well as the MBNLA Horticultural Foundation articles.
- Identify the need for proposed by-law changes for AGM, and prepare the necessary amendments.
- The President must have an in-depth working knowledge of the MBNLA Board Policy Manual including membership processes, categories, and criteria.
- Conduct evaluations of the board annually
- Conduct evaluation of the ED annually
- Review the Executive Director's contract, and submit suggested changes to the board for approval.
- Prepare the Executive Director's contract for renewal.

## Addenda

The Governance Chair should have access to the following documents in an editable format:

- MBNLA By-Laws
- MBNLA Constitution
- MBNLA Horticultural Foundation Constitution
- MBNLA Board Policy Manual
- Executive Director's contract and Addenda
- Board of Director's Evaluation form
- Executive Director's Evaluation form

## Timetable

MONTH	ACTIVITY
July – August	<ul style="list-style-type: none"> <li>• Prepare Board of Directors self-evaluations and send to the Board of Directors.</li> <li>• Prepare Executive Director Annual evaluation and send to the Board of Directors</li> <li>• Review By-laws and constitution of MBNLA and MBNLA Horticultural Foundation and prepare amendments as necessary.</li> </ul>
September	<ul style="list-style-type: none"> <li>• Submit by-law and constitution amendments to the Executive director and board to review.</li> <li>• Send by-law and constitution amendments to the membership a minimum of 30 days prior to the date of the Annual General Meeting</li> <li>• Summarize Board of Director evaluations and prepare to present summary at Board Meeting</li> <li>• Summarize Executive Director evaluations and present to the Executive director. If an issue arises that needs to be addressed, present it to the MBNLA Executive Committee for discussion.</li> <li>• Edit and update the Executive Director’s contract for renewal October 1. Have the board approve any significant changes prior to presenting it to the ED.</li> </ul>
October	<ul style="list-style-type: none"> <li>• If required, Present by-law and constitution amendments at the Annual General Meeting.</li> </ul>
November – June	<ul style="list-style-type: none"> <li>• Monitor board proceedings and minutes for required changes to MBNLA documents.</li> <li>• Record <b>all document</b> amendments immediately following the Annual General Meeting or as necessary</li> </ul>

# CNLA Representative

## Position Overview

The MBNLA CNLA representative serves as the Manitoba representative on the CNLA Board of Directors. The CNLA board of directors and the CNLA commodity chairs Direct the proceedings of the CNLA executive. The CNLA board of directors, commodity chairs, and executive are supported by the executive director of CNLA and their appointed staff. As a board director, the MBNLA CNLA representative is expected to be aware of all CNLA issues and initiatives in order to provide an educated vote when required, with the intention of building the profession both nationally and provincially. As per the MBNLA Constitution, an Active Member in good standing, shall be appointed by the Board for a five-year term to serve as MBNLA's representative on the CNLA's board of directors. The CNLA representative should be familiar with the CNLA organizational structure, and its affiliation with MBNLA.

## About CNLA

MBNLA is a partner of the Canadian Nursery Landscape Association. CNLA manages resources on behalf of the provincial association such as member benefits and insurance. As a national association, CNLA is an advocate and influencer in all aspects of the ornamental horticulture profession. According to the CNLA constitution the scope and purpose of the CNLA includes:

- To provide solidarity and cohesion to the ornamental horticulture profession within Canada and assume a posture of clarity and strength as a national body.
- To disseminate pertinent information to the member, regional or provincial horticultural trades associations and the national horticultural commodity groups, and to provide a professional staff to manage the affairs of the corporation and provide the collective services for the provincial associations and national commodity groups.

**CNLA Mission** - CNLA, with the Provincial Associations, will develop programs, undertake initiatives and form alliances in order to achieve sustainable prosperity for members and stakeholders.

**CNLA Vision** - A prosperous, professional and ethical industry that is recognized, valued and utilized by the public, as a result of the environmental, economic and life-style benefits provided by our members' products and services.

## Standard Operating Procedures

The responsibilities of the CNLA Representative are to:

- Upon appointment, participate in a position orientation conducted by a CNLA representative.
- Become familiar with CNLA's initiatives and undertakings, as much as is reasonably possible.
- Understand the various CNLA commodities and who the appointed chairperson is including:

- Landscape Canada
- Growers Canada
- Garden Centres Canada
- Understand the various CNLA committees and who the appointed chairperson is including:
  - Professional Development / Human Resources
  - Member Services
  - Insurance
  - Government Relations
  - Climate Change Adaptation
  - Communications
  - Communities in Bloom
  - Research Chair
  - Canadian Ornamental Plant Foundation
- At the first meeting of the new Board following the MBNLA Annual General Meeting, the CNLA representative should collaborate with the board on assigning portfolio assignments for committees and commodities related to CNLA initiatives.
- Participate in CNLA conference calls / virtual meetings as required
  - Present MBNLA action items, concerns, information to the CNLA board as required
- Participate in CNLA on conference calls / virtual meetings on issues that are not otherwise represented by a MBNLA / CNLA portfolio.
- Attend MBNLA board meetings (as required) as CNLA representative (not an elected position, cannot vote on MBNLA issues)
  - Present CNLA action items, concerns, and information to the MBNLA board as required
- Prepare provincial reports for the semi annual in-person CNLA meetings.
- If possible, attend CNLA's annual winter meeting and annual summer meeting in person
- Prepare a CNLA representative report for the MBNLA Annual General Meeting.
- Edit and update the MBNLA CNLA representative SOP document as necessary.

## Timetable

<b>MONTH</b>	<b>ACTIVITY</b>
December	<ul style="list-style-type: none"><li>• Prepare MBNLA report for CNLA winter meetings</li></ul>
January	<ul style="list-style-type: none"><li>• Attend the CNLA winter meeting (Location varies), along with the MBNLA Executive Director</li></ul>
July	<ul style="list-style-type: none"><li>• Prepare MBNLA report for CNLA summer meetings</li></ul>
August	<ul style="list-style-type: none"><li>• Attend the CNLA summer meeting (Location varies), along with the MBNLA Executive Director</li></ul>
October	<ul style="list-style-type: none"><li>• Prepare CNLA report for MBNLA Annual General Meeting</li></ul>
As required	<ul style="list-style-type: none"><li>• Participate in CNLA meetings</li><li>• Participate in MBNLA board meetings</li></ul>

# Membership Chair

## Position Overview

The Membership Chair promotes MBNLA's membership benefits program. They maintain professional relationships with local members and national contacts related to providing membership benefits. They act as the link between the MBNLA members and non-members to the MBNLA board & CNLA. They advise on matters relating to membership benefit opportunities. They provide feedback and support in planning the Grow conference, webinar series and surveys. This is based on their personal contact with the members & non-members, also through the feedback from past surveys. They prepare reports as needed. They are aware of all current membership benefits, from the many CNLA cost saving programs to professional development opportunities. They perform the general responsibilities of a member of the MBNLA Board of Directors outlined at the end of this document.

## Standard Operating Procedures

The responsibilities of the Membership Chair are to:

### Membership Recruitment

- Develop and manage membership recruitment efforts including a schedule for follow-up of prospective members.
- Approach potential members and communicate the benefits of joining MBNLA.
- Understand the approval process and the costs and benefits associated with the different [levels of membership](#):
  - Interim
  - Active
  - Associate
  - Affiliate / Horticultural
  - Student
  - Out of Province
  - Individual

### Membership Retention

- Through conversations with current members determine if their needs are being met and what other services/benefits they would like to see from MBNLA.
- Investigate and resolve complaints and concerns.
- Report back to Board of Directors.

### **Membership Feedback**

- Develop and manage processes for regularly identifying member needs.
- Develop and manage processes for member feedback on events/benefits/services.
- Develop member surveys when deemed necessary by the board.

### **Membership Savings Program**

- Manage the development and production of services/benefits for members.
- Assist in the content development of association services/benefits promotional efforts.
- Personally promote the membership benefit program to potential/current members and encourage other directors and members to do so as well.
- Recommend and develop new member services/benefits.
- Negotiate arrangements for adding member programs created by other organizations.
- Liaison to the CNLA Membership Chair.
- Educate yourself with **ALL** the benefit programs offered by [CNLA](#) & [MBNLA](#).

### **Grow Conference / MBNLA Webinar Series**

- Suggest topics and speakers.
- Share responsibilities of contacting and booking speakers.
- Assist with Grow Show on-site registration.
- Manage the sponsorship and promotion of the events.
- Manage the relationships with event related sponsors/speakers/vendors/etc.
- Contact members and businesses to secure sponsorships.

### **Annual General Meeting**

- Reach out to voting members to ensure quorum is met.

### **Awards of Excellence**

- Educate yourself with the Awards of Excellence.
  - All information is available on the website
  - Awards are graded by three independent anonymous judges against pre-determined criteria.
- Promote the Awards of Excellence to members and non-members.
- Ensure award recipients are promoted through MBNLA's newsletter and social media accounts: [Instagram](#) | [Facebook](#) | [LinkedIn](#)
- Be aware of the winners for the MBNLA & CNLA awards and provide the necessary feedback from the members on how they view the awards and its winners.
- Receive and review feedback from surveys to assist with you providing recommendations for future promotional material.

## Industry Networking

- Foster a professional and amicable relationship with:
  - Kevin Nauss
    - CNLA Member Services Chair
  - Megan Farias
    - For CNLA benefits inquiries | [megan@cnla-acpp.ca](mailto:megan@cnla-acpp.ca)
  - Derek Dexter | 204-792-5584 | [d.dexter@groundsguys.ca](mailto:d.dexter@groundsguys.ca)
    - CNLA Professional Development Representative for Manitoba at CNLA
    - Professional Development Committee Chair for MBNLA

## Professional Development

- Educate yourself with ALL of the professional development opportunities.
- Help with the promotion and organizing of professional development opportunities.
  - Eg. Networking Events, Members Forum, Training Workshops, Online Webinars
- Be aware of scholarship opportunities and supply info/applications to members.
- Be aware of current and emerging educational programs, certifications and licenses.

## Timetable

Reach out to members to remind of awards application deadline.	November
Prepare the Membership annual report for the AGM.	November
GROW Conference planning.	Mar - Sep
Webinar Series planning.	Mar - Sep
Webinar Series execution.	Dec - Jan
GROW Conference execution.	February



# Education and Research Chair

## Position Overview

The Education and Research Chair manages and promotes MBNLA's scholarship program. They maintain professional relationships with local and national contacts related to professional development in the horticulture industry. They act as the link between the MBNLA Professional Development Committee and the MBNLA board. They advise on matters relating to research opportunities. They provide feedback and support in planning the Grow conference and the webinar series. They prepare reports as needed. They are aware of current educational options. They perform the general responsibilities of a member of the MBNLA Board of Directors outlined at the end of this document.

## Standard Operating Procedures

The responsibilities of the Education and Research Chair are to:

### Scholarship Program

- Develop and maintain a scholarship structure.
  - See "MBNLA Scholarship Program.docx" for roll-out phases.
  - Phase 1a is complete as of November 2020.
- Promote said scholarship structure to education institutions and programs.
  - See below for industry contacts related to Red Seal Program at Red River College.
  - Ensure each award/bursary/scholarship is posted to the following websites:
    - [MBNLA](#) - contact Executive Director / Communications Coordinator
    - [Red River College](#) - contact Elena Grinshteyn (internal awards only)
    - [Apprenticeship Manitoba](#) - contact Ian Smith (will not post)
    - [Green Careers](#) - contact Leslie Sison
  - Ensure each new award/bursary/scholarship is promoted through MBNLA's newsletter and social media accounts: [Instagram](#) | [Facebook](#) | [LinkedIn](#)
- Be aware of the intake dates for the Landscape Horticulturist apprenticeship program and provide the necessary forms to the primary RRC instructor in reasonable time for printing and distributing on the first day of class. [November to January]
- Be aware of when final grades are posted for each level and be prepared to contact winning students within two weeks of finalized grades. Forward recipient payment information to MBNLA Executive Director for fund disbursement. [December to March]
- Receive and review scholarship applications and make recommendations for deserving recipients. Include MBNLA's Professional Development Committee in final decisions.
- Answer questions from applicants. Emails will be forwarded by MBNLA ED. Applicants are given the email address of [info@mbnla.com](mailto:info@mbnla.com) [November to February]

### **Ex Officio for CNLA Professional Development Chair**

- Act as Board Representative for the PDC Chair. Maintain contact, receive PDC meeting minutes and report back to MBNLA Board of Directors as needed.
- Bring any concerns of the PDC to the BOD. The Professional Development Committee meets no less than every three months.
- Work with chair to ensure Apprenticeship program is promoted in fall/winter newsletters. [September – December]
- Organize with chair to have PDC members join our City of Winnipeg contact - Tom Gregg – on chats with workers to promote Apprenticeship program. [July-August]
- Communicate with Ian Smith about cut-off times for Level One registration. Try to ensure we have enough apprentices for the level to run... need minimum of 10, maximum of 12. Cut-off for applications is generally 6-8 weeks before start date. Once they are approved as “active apprentices” they must then register for the program.

### **Educational Options**

- Be aware of current and emerging educational programs, certifications and licenses.
- Update this list as changes occur:
  - Landscape Horticulturist Red Seal [designation](#) through [Apprenticeship Manitoba](#)
  - CNLA Landscape Horticulture [Certifications](#)
    - Certified Landscape Technician
    - Certified Landscape Manager
    - Certified Landscape Designer
    - Certified Retail Horticulturist
  - Assiniboine Community College
    - Integrated Pest Management [certificate](#)
    - Prairie Horticulture [certificate](#)
    - Horticultural Production [certificate](#)
    - Land and Water Management [diploma](#)
    - Master Gardener [document of achievement](#)
  - University of Manitoba
    - Arborist [course](#)
    - Plant Science [diploma](#)
  - International Society of Arboriculture [credentials](#)
  - Manitoba Pesticide Applicator [license](#)
  - Interlocking Concrete Pavement Institute [courses](#)
  - RRC's [School of Indigenous Education](#) possible future programming

### **Research Opportunities**

- Review research proposals when they are received and make recommendations to the BOD.

## Industry Networking

- Foster a professional and amicable relationship with:
  - Elena Grinshteyn | 204-631-3324 | [egrinshteyn@rrc.ca](mailto:egrinshteyn@rrc.ca)
    - RRC Development Office, Student Awards and Special Initiatives
  - Darlene Funk | [dfunk@rrc.ca](mailto:dfunk@rrc.ca)
    - RRC Coordinator, Student Awards and Financial Aid
  - Tom Gregg | 204-918-1489 | [tgregg@winnipeg.ca](mailto:tgregg@winnipeg.ca)
    - Field Instructor, City of Winnipeg (contact for recruiting CoW apprentices)
  - Guy Poirier | [gpoirier@rrc.ca](mailto:gpoirier@rrc.ca)
    - RRC Chair, Construction Trades
  - Ian Smith | 204-391-2023 | [ian.smith@gov.mb.ca](mailto:ian.smith@gov.mb.ca)
    - Landscape Horticulturist Apprenticeship Training Coordinator
  - Tiffany Stepaniuk | [tiffany.stepaniuk@gov.mb.ca](mailto:tiffany.stepaniuk@gov.mb.ca)
    - Manitoba Apprenticeship
  - Guy Dowhy | 204-471-3597 | [dowhydesign@gmail.com](mailto:dowhydesign@gmail.com)
    - Primary RRC instructor
  - Leslie Sison | 1-888-446-3499 ext 8660 | [leslie@canadanursery.com](mailto:leslie@canadanursery.com)
    - Industry HR Coordinator / Government Relations at CNLA
  - Edith Oyosoro | 1-888-446-3499 ext 8650 | [edith@cnla-acpp.ca](mailto:edith@cnla-acpp.ca)
    - Administration Coordinator at Canadian Nursery Certification Institute
    - Professional Development at CNLA
  - Lauryn Mullan | 905-875-1399 ext 8620 | [lauryn@cnla-acpp.ca](mailto:lauryn@cnla-acpp.ca)
    - Administration Services, Professional Development at CNLA
  - Leslie Cornell | 306-693-8733 | [cornelldesign@sasktel.net](mailto:cornelldesign@sasktel.net)
    - Landscape Canada Chair (manages the Green Careers Canada site)
  - Derek Dexter | 204-792-5584 | [d.dexter@groundsguys.ca](mailto:d.dexter@groundsguys.ca)
    - CNLA Professional Development Representative for Manitoba at CNLA
    - Professional Development Committee Chair for MBNLA

## Timetable

Organize speakers to promote Apprenticeship program to city workers.	Jul - Aug
Ensure Apprenticeship program is promoted through newsletter.	Sep - Dec
Maintain contact with PDC and report back to BOD.	Aug - Mar
Find out RRC student intake dates.	October
Prepare the E+R annual report for the AGM.	November
Provide RRC instructor with scholarship application forms.	Nov - Jan
Answer questions from scholarship applicants.	Nov - Feb
Contact recipients within two weeks of final grades. Facilitate eTransfer.	Dec - Mar
GROW Conference planning.	Mar - Sep
Webinar Series planning.	Mar - Sep
Webinar Series execution.	Dec - Jan
GROW Conference execution.	February

# Events Chair

## Position Overview

The Events Chair is responsible for overseeing and organizing the events that MBNLA hosts over the course of the year. They are responsible to create, promote and fundraise for the MBNLA. The executive director also plays a key role in mentoring this chair to create structures that help create great networking and viable events. They work with the Marketing and Networking Chair to promote all MBNLA events.

## Standard Operating Procedures

The responsibilities of the Events Chair are to oversee the Grow Show, Golf Tournament, and the Annual General Meeting. Other events have included a Webinar Series and a Black/White Show.

### Grow Show

- When
  - Annually, around mid-February.
- Where
  - Generally determined a year before the event.
  - For several years it has been held at Canad Inn locations.
- Schedule
  - Starts at 8 am
  - Lunch at 12 noon
  - Social evening beginning at 4:30 pm – 5 pm
- Advertising
  - Rolled out each November to suppliers and potential sponsors.
  - Works along side the marketing plan.
- Budget
  - Worked on along side the Executive Director.
- Speakers
  - Involves 4 rooms with different streams: Landscape, Growers, Business, Garden Centres
  - Each room hosts:
    - 3 talks in the morning
    - 2 talks in the afternoon
    - Give or take 20 talks for the day
- Speaker Budget
  - This is determined when creating the budget

- MBNLA Awards Lunch
  - Consists of our yearly award winners.
- MBNLA Social Evening
  - A networking event for our members, attendees and speakers.
  - Involves a silent auction to raise money for the Hort Fund.
  - Consists of appetizer snacks and has a bar open for attendees.

### **Golf Tournament**

- When
  - Annually, late August, early September. Re-launched in 2021 after 4 years off.
- Where
  - At a course in or around Winnipeg.
- Purpose
  - Raising money for the MBNLA
  - Networking for our members
- Budget
  - Determined with the Executive director
- Format
  - Texas Scramble
  - 4 person teams
- On Course Contests
  - Putting Competition
  - 2 Closest to the hole competitions
- Advertising
  - Promoted through newsletters
  - Word of Mouth
  - Sponsorship
  - Title Sponsor
  - Hole Sponsors
  - Lunch Sponsors
  - Cart Sponsors
- Schedule
  - All dependent on the course
  - Golf with a dinner afterwards

## **Annual General Meeting**

- When
  - November
- Where
  - For several years it has been held at De Luca's on Portage Avenue.
- Purpose
  - To run our Annual General Meeting and have a networking evening with members.
- Budget
  - Determined with the Executive Director
- Schedule
  - Networking prior to dinner
  - AGM is done between each sitting of the dinner
- Advertising
  - Communicated through the Newsletter and Website
- Sponsorships
  - Table Sponsors
  - Wine Sponsors

## **Webinar Series**

- When
  - January – March
- Where
  - Online through Zoom
- Purpose
  - Educate Members
  - Provide exposure for suppliers
- Budget
  - Determined with Executive Director
- Schedule
  - A series consisting of 5-7
  - Trying to keep them diversified as possible
- Advertising
  - Promote through newsletter and website
- Sponsorship
  - Make a minimum \$1000 per webinar

## Black/White Show

- When
  - September
  - Run as needed
- Where
  - TBD
  - Site with large tradeshow room and parking lot
- Purpose
  - Educate members on Snow/Ice management
  - Opportunity for suppliers to educate members on new equipment
- Budget
  - Determined with Executive Director
- Schedule
  - 1 day event
  - Consists of Morning speakers with trade show/demo's in the afternoon
- Advertising
  - Promoted through website and newsletter
- Sponsorship
  - Speaker Sponsors
  - Demo Sponsors

## Timetable

Golf Tournament planning.	Mar - Sep
Golf Tournament execution.	Aug - Sep
AGM planning.	Sep - Nov
Book facility for next year's AGM.	November
Prepare the Events Chair annual report for the AGM.	October
GROW Conference planning.	Mar – Nov
Webinar Series planning.	Mar - Sep
Webinar Series execution.	Dec – Mar
GROW Conference execution.	February



# Marketing and Networking Chair

## Position Overview

The Marketing & Networking chair manages and promotes the various advertising initiatives the MBNLA has pertaining to the newsletter, website, and various events throughout the season such as GROW and the golf tournament. They work with the Events Chair to promote MBNLA events. While many of these advertising initiatives are a collaborative effort with the entire board, the M & N chair helps to coordinate and focus the efforts of the board. The chair works closely with the web developer to manager the website, as well as with the Executive Director to help coordinate the newsletter.

## Standard Operating Procedures

The responsibilities of the Marketing and Networking Chair are to:

### Website / Newsletter Advertisements

- Identify web traffic and work with web developer to stay up to date on existing ads.
- Work with ED to identify newsletter ad opportunities.
- Recommend prices and specifics for website/newsletter ads to the board.
- Circulate web ad opportunities with existing and new sponsorship clients.
- Work with clients to prepare ads in the best suited fashion for website uptake.
- Update the board as needed at board meetings on new and existing ad space.

### Newsletter

- Identify newsletter content.
  - To be provided by January 1, April 1, July 1, October 1.
- Offer input on layout and proofing.

### Event Sponsorships

- Market and sell advertising/sponsorships for Grow Show, Awards, Webinar Series and Golf Tournament.
- Manage excel spreadsheet on contacts sponsorships with other board members.
- The M & N chair is not required to contact all potential sponsors, but rather keep an up to date listing of who is contacting which sponsor.
  - Many of the sponsors are reached out to by various board members.
- Gather logo information from sponsors and submit to ED/Grow Lead as needed.
- Coordinate with Events Chair.

## Marketing

- Create and update promotional items as needed:
  - member benefits one pagers
  - brochures
  - posters
- Create an overall sponsor package; with options to advertise in the newsletter, awards and website.

## New Marketing Initiatives

- Keep up to date on new or potential new marketing partners with the MBNLA. These may include but not be limited to:
  - new equipment dealers
  - new brands entering the market
  - new suppliers within our region
- If an opportunity exists, approach new contacts for membership and sponsorship within the MBNLA.
- Identify and create other cost effective marketing strategies.

## Timetable

Review website and newsletter ad rates.	March
Manage Golf Tournament sponsorship spreadsheet.	Jul - Aug
Prepare the M+N annual report for the AGM.	November
GROW Conference planning.	Mar - Sep
Webinar Series planning.	Mar - Sep
Webinar Series execution.	Dec - Jan
Manage GROW sponsorship spreadsheet.	Sep - Jan
GROW Conference execution.	February

# Committee Chair

## Position Overview

The role of committee chairs is to lead and guide their respective committees in identifying existing and emerging issues that their committee should be discussing and making recommendations on to the MBNLA board on a regular basis.

Committee Chairs are the direct link or liaison between the MBNLA board and their respective committee and committee members. All communication with the MBNLA Board or Executive Director should come from the committee chair and not various committee members. This will allow for direct, consistent and clear information being exchanged and/or disseminated.

Current Committees include:

- Garden Centres (Jordan Hiebert) ex officio Stephanie
- Growers (Jared Aubin) ex officio Stephanie
- Landscape (Ryan Kindret)
- Provincial CNLA Rep (Guy Dowhy)
- Professional Development (Derek Dexter) ex officio Casey
- Government Relations (David Hinton)

## Standard Operating Procedures

The responsibilities of the Committee Chairs are to:

### Support Board Activities

- It is the purpose of any committee to assist the board of directors to govern more efficiently. A board committee is not designed to do staff work. Committees will be used to investigate, deliberate and analyze special issues on behalf of the board. (Policy 8.1.1)
- Board committees will be assigned to reinforce the board's work and never to interfere with delegation from board to executive director. (Policy 8.1.3.)
- Board committees are to help the board do its job, not to help or to advise the staff. Committees ordinarily will assist the board by preparing policy alternatives and implications for board deliberation. In keeping with the board's broader focus, board committees will normally not have direct dealings with current staff operations. (Policy 8.1.3.1.)
- Committees are a subsidiary of the board, and will be expected to report their work to the full board on a regular basis. Each committee will be expected to make recommendations to the board for action, such recommendations to be made by a member of the committee in the form of a motion at a full board meeting. (Policy 8.2.1.)

## Regular Meetings

- The committee chairperson will convene all meetings of the committee or a majority of the committee members may call a committee meeting. Meeting dates will be coordinated with the executive to avoid conflict and to ensure completion of staff support and research for the committee. (Policy 8.8.1.)
- A minimum of 2 meetings annually (more frequently if required) should be held complete with minutes, action items and recommendations being forwarded to the board.
- Minutes will be kept of committee meetings. Committees will submit a written summary of committee actions and recommendations to the board in the board meeting packet for the meeting at which committee recommendations will be considered. (Policy 8.8.2.)
- The committee chairperson will be expected to lead the committee just as the board chairperson is expected to lead the board. The committee chairperson is accountable for ensuring the productivity of the committee by: (Policy 8.9.1.)
  - Planning the agenda for the committee meetings.
  - Ensuring that all members of the committee are notified of committee meetings.
  - Convening committee meetings, and keeping meetings on track.
  - Appointing a member of the committee to keep a written record of committee actions.
  - Encouraging the committee to take action on the issues discussed by the committee.
  - Ensuring that reports and recommendations for action from the committee are presented to the full board.
  - Leading the committee to evaluate its own operations.
- Duties of the members of individual board committees will vary, but certain basic committee member responsibilities remain the same for all committees. Those responsibilities include: (Policy 8.7.1.)
  - Attending all meetings of the committee to which the board member is assigned.
  - Preparing for committee meetings by studying the agenda and researching issues to be discussed at committee meetings.
  - Actively participating in discussions at committee meetings.
  - Following through promptly on any assignments for the committee.
  - Supporting committee recommendations before the full board.

## Provide Reports / Documents

- Develop and maintain this SOP document. An annual update of the SOP document will be sent to the Executive Director by October 15 of each year.
- Submit in writing what the goals for their committee are at the first meeting in January.
- Provide reports to the BOD when appointed to investigate specific subjects. (Constitution 8.7)
- Report to the BOD all matters pertaining to their committees for approval or discussion. (Constitution 10)
- All committees will submit a written report when requested by the board in adequate time for the report to be included in the meeting packet. (Policy 8.4.1.)

## Other Info

- Committee Chairs have a term of two years. (Constitution 6.5)
- The President shall be an ex-officio member of all committees. (Constitution 8.1e)
- The president of the board will appoint the chairperson of each committee and all committee members, taking into consideration the preference of the board members for committee assignment. Board members will be polled as to their committee preference. (Policy 8.3.1.)
- Non-board members may also be appointed as committee members. In appointing non-board committee members, it will be determined which board areas will need board candidates in future years. An effort will then be made to appoint non-board members from these areas as a means of leadership development. Board candidate recommendation forms may be utilized in this process. (Policy 8.3.2.)
- The president of the board will be an ex-officio member of all committees, but will only vote on the committee to which he/she is assigned. The executive director or the executive's delegated representative will be a nonvoting member of all committees as resource to the committee. (Policy 8.5.1.)
- The Committees of this Association consist of those appointed by the President and approved by the Board, to carry out the work of the Association. Standing committees should include Membership, Legislation, Program and Entertainment, Public Relations, and Education. Other committees shall be formed at the discretion of the Board. (Constitution 10)
- Board committees may not speak or act for the board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated to not conflict with authority delegated to the executive director. (Policy 8.1.3.2.)
- Board committees cannot exercise authority over staff. Because the executive director works for the full board, the executive will not be required to obtain approval of a board committee before an executive action. (Policy 8.1.3.3.)
- Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a board committee, which has helped the board create policy on some topic, will not be used to monitor organizational performance on that same subject. (Policy 8.1.3.4.)
- Committees will be used sparingly and ordinarily in an ad hoc capacity. (Policy 8.1.4.)
- The board will annually review the work of each committee and determine which committees will be reappointed and which committees will be abandoned as no longer necessary. (Policy 8.2.2.)
- This policy applies to any group formed by board action, whether or not it is called a board committee and regardless of whether the group includes board members. It does not apply to committees formed under the authority of the executive director. (Policy 8.1.5.)

## Timetable

Ensure quarterly report is submitted by April 1.	March
Ensure quarterly report is submitted by July 1.	June
Ensure quarterly report is submitted by October 1.	September
Send updated SOPs to Executive Director.	October
Prepare annual report for the AGM.	November
Submit committee goals to BOD.	January