

Maple Grove Park Dog Owners  
Association, Inc. (MGPDOA)

# Policy and Procedures Manual

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## A) MGPDOA POLICY AND GUIDELINES

### 1) Introduction

A manual describing the details of an organization's operation is an important guide for members performing everyday tasks, and even more importantly, to follow for seldom-used procedures. Using this manual allows operations to continue consistently and as accurately as possible, even if new members have taken control of the responsibilities.

Developing this content is labour intensive and keeping the content up-to-date is just as important. It's important to keep track of updates that become known while working and updating the manual accordingly is critical to making the manual a useful tool on an ongoing basis.

The first chapters of the manual explain various components of the Maple Grove dog park operations.

- WHO - Board member job descriptions
- WHAT - Board member job descriptions
- WHEN - Timing is usually part of procedures
- WHERE - This is sometimes part of the procedures
- WHY - *MGPDOA Policies and Bylaws*
- HOW - *Operational Procedures* describe how to complete a task including interactions among people and one or more component

### 2) Build Organization on Strong Foundation

Follow the *MGPDOA Policy and Procedures manual* manual to:

- Perform day-to-day processes.
- Update content when new or changed requirements are identified.
- Save background knowledge and experience when developing a new idea that's been approved by the Board. Without this background the result may not be as expected.
- Applying for grants where the written documents can be used to:
  - Prove the park has moved forward in its business dealings and operations.
  - Work as a set of foundation documents to establish the maturity of the organization.
- Help volunteers by giving them an idea of the expectations ahead of time.

### 3) Maintain a Meaningful Focus

This manual is a foundation on which the Board and volunteers can build processes that provide a safe and welcoming environment for dogs, their owners, and their friends.

Within the foundation of the different types of Governance documents, each having a purpose, the main principles and practices of the organization must work together. Board members and other volunteers can avoid having to rethink situations and processes repeatedly.

An organization's main principles and high-level concepts are considered Governance documents. Every decision made by the Board must fall within the boundaries and limits established in the Governance documents.

- High level Governance documents include *Mandate, Mission* and *Vision*.
- The next level documents include *Policies, Bylaws* and *Job Descriptions*.
- Procedures are documented in the *Operational Procedures*.
- Supporting all other sections are the *Appendices*.

## B) OFF LEASH DOG PARK STAKEHOLDERS

There are several off-leash dog parks located around the City of Winnipeg. The off-leash parks were established in areas of the City that were heavily used by dog walkers, even before the parks were formalized.

### 1) Elected Board of Volunteers

Some parks operate under the guidance of a Board made up of volunteer members who are elected at the *Annual General Meeting (AGM)*.

The Board works with all stakeholders to ensure the park operates following the established principles and guidelines.

All people who use the park are encouraged to attend the AGM each year to provide input into the Association's review of past operations and future plans. As a *Member in Good Standing*, the individual can agree to stand for one of the open Board positions or vote on decisions a *Member in Good Standing* has proposed.

The Maple Grove Board meets about every 4 to 6 weeks, or as required.

### 2) Other Stakeholders

#### a) WinDog

WinDog is an umbrella group established to act as a central voice—or go between—for all off-leash parks in Winnipeg in dealing with the City of Winnipeg and other off-leash parks. A volunteer Board also guides WinDog's operation. The WinDog Association may request representatives from various dog parks to participate.

- For more information about WinDog, see [www.windog.ca](http://www.windog.ca).

#### b) The City of Winnipeg

The Maple Grove off-leash dog park is located on city-owned property that was allotted to the group to be used specifically as an off-leash dog park. The city still holds much of the control over the park and how it is used. They support the dog park by providing an annual grant for its operational expenses and support such as equipment and services as needed.

#### c) Maple Grove Neighbours

The Maple Grove dog park shares the area with several neighbours in the immediate area. The groups communicate with each other to avoid interfering with the other's special events in terms of parking and so on.

The groups are:

- Manitoba Organization of Disc Sports (MODs)
- Maple Grove Rugby Park
- St. Vital Mustangs Football Club

#### d) Other Stakeholders

Each off-leash park in Winnipeg has stakeholders that frequent the park. They include paid members, non paid dog owners and other visitors to the park.

## C) GOVERNANCE

These documents are intended to meet the need of this organization and will be different than those of other organizations. As a non-profit organization, MGPDOA may not need any complicated documents, but as an incorporated Association, their principles and the scope of their goals must be covered in written form and made available to the Board and members.

### 1) Foundation of the Association

Governance follows these three principles—the *Mission*, *Mandate* and *Vision*—and sets the boundaries of the organization; the *Why*. The three establishes the boundaries for all Maple Grove park development and operations.

Governance principles should be documented at the beginning of the organization's development life cycle. Leaving this task until later may lead the organization in an unintended direction.

Documents work together forming a hierarchy, each level with its own purpose. There is a fine line in the level of detail each should cover, but they should be stated broadly enough so that situations, even unpredictable ones, can be handled. Yet, they should be detailed enough so that decisions made at the other end of the process are still feasible. If either of these are vague or missing, there will be problems in the group's operation.

The combination of the documents provide consistency, and accurate guidance to Board members as they work towards their goals.

Each type must undergo a regularly scheduled review and approval, following the *Document Management* process.

#### a) Mission

The mission of the Maple Grove Dog Park Owners' Association (MGPDOA) is twofold:

- To advocate for the continued existence of the off-leash dog park.
- To education park users, building an awareness of their responsibilities and accountabilities when at the park.

#### b) Mandate

Maple Grove off-leash dog park was mandated in an area of the city that was heavily used by dog walkers, even before these off-leash parks were formalized. The park is to be used as a place where pet owners and friends can let their pets run free without a leash. Given this opportunity, people will be held accountable for their pet's behaviour. They must ensure the safety of other park users and their pets, and take an environmental approach to park use.

#### c) Vision

The vision for the Maple Grove off-leash dog park is to maintain its natural beauty and to continue to improve the park, keeping the natural surroundings that people and their pets can enjoy all year long.



#### d) MGPDOA Policies

Policies set the boundaries for the organization to work within. Each policy authorizes one or more related procedures to consistently implement the decisions of the Association.

Since policies are such important documents, it is critical to spend enough time determining the real meaning and intent of each policy document. From the beginning of developing a policy, the goal is to go forward needing as few changes needed as possible once it is implemented.

It is important that policies are developed early and that the content is meaningful to the operation. Copying a policy from another organization without a thorough review as it applies to MGPDOA can lead to many problems for the Association later.

To ensure policies continue to meet the intended goals of the MGPDOA, the review committee must maintain the policies annually. They must perform updates as needed far enough before the AGM that the updated documents can be distributed first to the Board for approval. At the AGM, the review committee will present the updated updated documents to the membership for approval.

- Once they are approved, and become stable, they should still be reviewed and updated every year.
- Existing Policy documents and working with them, are included in the Appendix of this manual.

#### e) MGPDOA Bylaws

Bylaws provide the written rules of conduct for the organization providing accurate guidance to the Board in meeting the goals of the organization.

To ensure these documents continue to meet the intended goals of the MGPDOA, bylaws will be reviewed annually and updated in advance of the AGM. The review committee will then present the drafted additions, and deletions and updates to the Board prior to presenting them for membership approval at the AGM.

Once they become stable, they must still be reviewed and updated every 3 to 5 years.

- Existing *MGPDOA Bylaws* documents are included in the *Appendix* of this manual.

#### f) MGPDOA Job Descriptions

*Job Descriptions* document the roles and responsibilities of each Board position. This manual should be kept as up-to-date as possible so that Board members can use it with confidence.

A *Job Description* explains the responsibilities of each Director but to complete any procedure often requires interaction among more than one Director. It may take some period of time to complete. Some procedures are completed regularly; others only periodically or annually.

These must be reviewed and updated regularly. Since people are acting in these roles regularly, these updates should happen often.

- Existing *Job Descriptions* are included in the *Appendix* of this manual.

## 2) Operational Procedures

*Operational Procedures* are not considered Governance documents but are authorized and controlled by Governance. When changes to a procedure are needed, only Board level approval is needed.

If the change to the procedure goes outside the authority of the *Bylaws* or *Policies*, those must be reviewed and updated and the basis of the incorrect result, changed as appropriate. Even without necessary changes, these documents must be reviewed and updated regularly. Since people are acting in these roles regularly, these reviews should be done often. The responsibility that they are as accurate as possible belongs to the individual holding the applicable position.

- *Operational Procedures* are included as a separate section of this manual.

# **Appendices**

## A) MGPDOA POLICIES

### 1) Policy Template

As a policy is developed, each of these components must be addressed for each policy.

#### **POLICY STATEMENT**

A well-researched and meaningful statement that gives full authority to the procedures that are used to implement the document. Development of a policy statement must involve:

- Going through several iterations of the statement wording.
- Identifying as many reasons as possible about why the policy is needed.
- Identifying as many reasons as possible about the possible negative impact of the policy.
- Determining the true intent of the policy.
- Developing the statement using the words that come up through the research and that clearly and accurately state the meaning and intent of the policy.

#### **NEED ADDRESSED**

A clear description of why a new policy, or a change to an existing one, is needed.

For example, business carries on following established rules, regulations and procedures until something does not work normally. Nothing may really be wrong but something unexpected has happened and needs to be investigated to make sure the operation continues to run smoothly.

- One option is to make one of the rules, regulations or procedures, more stringent, or add a step that brings one more check and balance into a procedure.
- There may be no other place to give this new step the authority it needs, so a new policy may be needed.

#### **DETAILS**

To ensure the document is written at a policy level, identify two levels of detail:

- The level that directs and authorizes procedures (the WHY?).
- The level that explains the procedure (the HOW?).

#### **TROUBLESHOOTING**

When an issue takes place that identifies a problem, or something does not work as it should, document the resolution in enough detail to point the person in the right direction to start to correct the issue, avoiding too much detail that adds confusion to troubleshooting.

#### **STAKEHOLDERS AFFECTED**

Explains all the groups—individuals, corporations, other groups, etc.—who would be affected by changes in this policy.

**APPROVAL LEVEL REQUIRED**

Different types of changes may be needed to correctly protect the data controlled by a policy. The policy controls the data by identifying the categories and the activity needed. Among other things, the category identifies type of data, type of change and type of approval level needed for:

- Additions
- Changes
- Deletions

**To delete a policy** will require a more complicated process, but also be identified by a category.

**RETENTION**

- **Period:** The policy includes the period of time before an activity is taken on the data.
- **Action:** There are several potential actions that could be taken such as Archive (and new period), Delete (destroy at the end of the retention period), etc.

**RELATED PROCEDURES**

One procedure may have to be used in performing another one. The goal is to add as many procedures that are affected when another procedure is used.

## 2) Policy Documents

### a) MGPDOA Administration Policy

#### **POLICY STATEMENT**

The Board of the MGPDOA will implement their own bylaws and guidelines ensuring that they work within the framework developed by both the MGPDOA and the City of Winnipeg.

#### **NEED ADDRESSED**

- Because the City owns the property used by the MGPDOA, they have the right and authority to expect the dog park to operate according to the rules established by the City.
- The MGPDOA expects its Board members and other volunteers to understand the relationship with City and its employees involved with the park and to build positive working relationship with them.

#### **DETAILS**

To be developed

#### **TROUBLESHOOTING**

- Should problems arise, it is the responsibility of those involved to react positively and handle the issue with respect.
- If necessary, the MGPDOA President or Vice President, or both should work with the City representative for parks to resolve the issue going forward.

#### **STAKEHOLDERS AFFECTED**

- All dog park volunteers
- City of Winnipeg workers involved with the dog park

#### **APPROVAL LEVEL REQUIRED**

Any additions or changes to the Policy must be approved by the Board and a majority of Members in Good Standing.

#### **RETENTION**

- 5 versions of this policy
- Archived until further decision is made

#### **RELATED DOCUMENTS**

- Document Management procedure

## **b) MGPDOA Data Management Policy**

### **POLICY STATEMENT**

The MGPDOA secures and protects the data it depends upon for its operation through formal procedures and regular internal auditing.

All data within the organization is at risk unless it is used according to the included procedures for collecting, using, accessing, transferring, storing and either archiving or destroying at the end of the life cycle.

### **NEED ADDRESSED**

Data is one of the most important assets of any organization. If it is treated with respect and used appropriately, the Association will avoid potential risk related events in the future.

Data from a number of sources must be protected.

- Membership information
- Financial information
- Communication with both internal and external parties
- Board administration

### **DETAILS**

To be developed

### **TROUBLESHOOTING**

To be developed

### **STAKEHOLDERS AFFECTED**

All Board Directors

### **APPROVAL LEVEL REQUIRED**

Any additions or changes to the Policy must be approved by the Board and a majority of Members in Good Standing.

### **RETENTION**

- Retain 5 versions of this policy
- Archived until further decision is made

### **RELATED DOCUMENTS**

- Document Management procedure
- Protection of Personal Information

## c) Finance Policy

### POLICY STATEMENT

The will have complete control of all finances of the Association under the direction and control of the Treasurer, an elected volunteer member of the Board.

### NEED ADDRESSED

- The goal is to provide a transparent view of the Association's financial records.
- The finances of the organization consist mainly of an annual grant from the City of Winnipeg to cover the basic operating costs.
- Should there be opportunities to take on projects which would improve the park for both dog owners and their pets, financial status of the project must be reported to the Board.

### DETAILS

To be developed

### TROUBLESHOOTING

To be developed

### STAKEHOLDERS AFFECTED

- Board members
- Project Committee members

### APPROVAL LEVEL REQUIRED

Any additions or changes to the Policy must be approved by the Board and a majority of *Members in Good Standing*.

### RETENTION

- Retain 5 versions of this policy
- Archived until further decision is made

### RELATED DOCUMENTS

- Document Management procedure
- Financial records that are reported to the Members in Good Standing
- Legal documents related to government and financial institutions



## B) MGPDOA BYLAWS

### 1) General Business

#### a) Organization Name

The registered name of the organization is the *Maple Grove Park Dog Owners' Association Incorporated*. It is also referred to in this document as MGPDOA or the Association.

The bylaws were initially approved Oct. 2009, and updates were approved in Nov. 2010, Nov. 2011 and Nov. 2014. The current *Bylaws* were approved December 1, 2016.

#### b) Statement of Purpose

The purpose of the Association and its Board of Directors is to:

- Participate in the stewardship of Maple Grove dog park preserving the park's natural setting for people and their pets to visit and enjoy.
- Work with *Winnipeg Network of Dog Owner Groups (WINDOG)* and other dog parks to lobby the City of Winnipeg for their continued support.
- Counsel park visitors regarding the treatment of their pets while they are at the park.
- Encourage park users to respect the park, other park visitors and understand they are accountable for the actions of their own pet.

#### c) Amendments to MGPDOA Governance Documents

The MGPDOA Governance documents include the *Mission, Mandate* and *Vision* statements, the Bylaws, Policies and Job Descriptions. These documents authorize the procedures followed to complete a task.

All new MGPDOA Governance documents, or any changes to them, must be approved by the Board and then by membership before being implemented.

- These documents, in conjunction with specific City of Winnipeg and WinDog documents, provide guidance to MGPDOA Board and other members.
- Depending on timing and the risk associated with the change requested, Board approved resolutions will be presented for membership approval at the Annual General Meeting (AGM).
- In special situations such as the need for a time-sensitive resolution, a Board approved Special Resolution is used to ask for membership approval at a Special General Meeting (SGM).
- Bylaws are made available to all members at no charge.

#### d) Ethical and Professional Behaviour

All members who represent the MGPDOA, whether at the park or at any other location or event, must conduct themselves with an ethical and professional behaviour.

Serious infractions of the principles described in these and other of the Association's documents may result in a serious disciplinary situation.

Two supporting documents, *Conflict of Interest* and *Code of Conduct*, will be added.

- Board members are responsible for avoiding conflict of interest, or even the perception of a conflict of interest, in dealings they are responsible for on behalf of the Association. *Conflict of Interest* poses a risk in various situations, especially where finances are involved.
- The *Code of Conduct* guides Board members with guidelines to ensure ethical and professional behaviour and what it entails in relation to the dog park.

### **e) Fiscal Year End**

The MGPDOA's fiscal year runs from November 1 in any year to the following October 31.

- The Board of Directors determines the fiscal year end of the organization.
- Any changes must be presented to the membership at the next AGM for approval.

### **f) Managing Board Expenses**

The Board is responsible for assigning and approving certain financial situations on an as needed basis.

- The Treasurer is authorized to accrue certain pre-approved expenses that are above the limit—such as indemnity insurance for Board members—without member approval.
- Limitations on expenditures follow these rules:
  - The Board may authorize an expenditure of less than or equal to 50% of the current fund up to a maximum of \$2000 without asking Members in Good Standing for approval at an AGM or SGM.
  - The Board must ask Members in Good Standing for their approval of any expenditure that is more than 50% of the current fund up to a maximum of \$2000 at an AGM or SGM.
  - Notice of 21 days must be given before a vote can be held to approve spending.
  - Funding for any project-related need must be handled as a separate entity according to the MGPDOA project planning procedures.
- Board members or Officers will NOT be remunerated for being or acting as a member of the Board. They will be reimbursed for any expenses they incur as a representative in the affairs of the Association.
- In special situations, the Board may offer a token gift to acknowledge the fact that an individual or group has provided support over and above expectations of the Association.

### **g) Banking Arrangements**

The Association's banking business is transacted at a bank, credit union, trust company, or other firm or organization carrying on banking business in Canada.

Periodically, the Board of Directors may decide to make changes to the banking arrangements of the Association:

- The Board of Directors may designate, appoint or authorize a different financial organization that the Association will transact financial business with.
- The Association's banking business, or any part of it, may be transacted by persons designated by the Board of Directors.
- Deposits may be made by other persons under the direction of the Board's Treasurer.

#### **h) Borrowing Powers**

The borrowing powers of the Association may be exercised only with Board and membership approval.

#### **i) Review of Accounts**

In the interest of transparency, at the end of each fiscal year the Board may ask two (2) members to review the Association's books, accounts and records.

The goal of this review is to confirm:

- The reasonable accuracy of the records.
- That operational procedures have been followed.

#### **j) Signing Authorities**

Signing authorities are established within the Association under the following guidelines and following the principles of the *Conflict of Interest* document.

- Delegate up to four (4) Directors who will be authorized to sign cheques and other documents on behalf of the Association.
- When a signature is needed on any type document on behalf of the Association, especially cheques drawn on the funds of the Association, any two (2) of the four (4) signatures must be included on the document.

## 2) MGPDOA Membership Guidelines

### a) Membership Types

Any person who cares for, or is responsible for, one or more dogs, or any person who supports the objectives of the MGPDOA may be a member of the Association.

This section describes the different membership types.

#### i) Paid Members

An individual who has paid their annual membership fee is considered a *Member in Good Standing* according to these MGPDOA guidelines:

- The location of a member's residence has no bearing on holding a membership with the MGPDOA.
- Membership with the Association is non-transferable and non-refundable.
- Purchasing a membership entitles one individual to:
  - Receive a *Notice of Meetings*
  - Vote at an MGPDOA AGM
  - Stand for election to a Board position if at least 18 years of age
- If more than one person in the family wants to vote or stand for election at the AGM, they must purchase a second membership.
- Eligible voters can submit only one (1) vote on each issue called for at these meetings.

#### ii) Non-member Park Users

People may use the park without having paid the annual membership fee to the Association. They will NOT receive *Notice of Meetings* and they are NOT eligible to vote at the meeting.

- All who are in attendance at a meeting may voice an opinion.
- They may participate on a committee as a volunteer.
- May pay their membership fee to the Association at any time to become a *Member in Good Standing*.

#### iii) Honourary Lifetime Members

At the discretion of the Board, an *Honourary Lifetime Membership* may be awarded to a *Member in Good Standing* for the lifetime of that recipient, unless cancelled by subsequent action of the Association.

- *Honourary Lifetime Members* are NOT required to pay membership fees.
- They are eligible to all other benefits as a *Member in Good Standing*.

### b) Membership Fees

Membership fees are effective immediately upon payment to an MGPDOA Board member.

They may be paid:

- At any time during the year and are valid from the date the payment is made and for the 365 days that follow.
- Submit the completed application that is found on the website ([www.maplegrovedog-park.ca/membership](http://www.maplegrovedog-park.ca/membership)) and accompanied by the fee submit it:
  - At the AGM.
  - To a Board member they are familiar with.
  - By cash, cheque or through Paypal, accompanied by the completed application form found on the website.
  - At one of the Membership Drives or social events held through the year.

### **c) Termination of Membership**

Upon any termination of membership, the rights of the member, including any rights to property of the Association, automatically cease.

Membership with the Association is terminated when:

- The member dies.
- Membership fees expire.
  - Membership status is regained as soon as the fees are paid.
- The member submits a written letter of resignation to the President or Vice President of the Board.
  - The resignation is effective the date specified in the letter.
- The MGPDOA is dissolved as the Association known as Maple Grove Park Dog Owners Association (MGPDOA).
- As the result of a full and fair hearing of complaints submitted against any MGPDOA member for conduct prejudicial to the Association.

### 3) Board of Directors

The business of the Association is carried out under the direction of an elected Board of Directors. Each position is responsible for an approved Job Description.

Even though the group is non-profit, it is incorporated and should be run as a business in many ways. It could be faced with risks associated with finances, personal grievances, and other types of risk.

#### a) Board Positions

Those elected to the Board will have the following duties and powers that have been approved by membership.

- Under certain circumstances, the Board may make temporary changes to an approved responsibility to ensure a task is completed accurately and on time.

#### I) Past President

The person in this position is a Director of the Board and an Officer of the Association and is responsible for ensuring continuity to the Association and mentoring Board members to help deal with the challenges of their positions or some situation.

The individual taking this position needs to have a past knowledge of the operation, its interrelationships, and the trust of other members so they can provide any guidance that is needed, either within the Association or with other stakeholders.

- Is subject to the authority of the Board.
- May be elected or appointed depending on the level of knowledge and trust the potential appointee has earned.
- Responsible for supporting the implementation of the Association's strategic plans and policies.
- Works with the President and Vice President to ensure continuity in the affairs of the Association.
- Provides support and mentorship to the President and Vice President when situations arise that the Board is unfamiliar with.
- Takes part in the budgeting process.

#### II) President

A Director of the Board and an Officer of the Association, the President is responsible for general supervision of all activities of the Association. The President may also have other duties and powers as the Board may specify.

- Preferably have been an active participant in the organization and have been a Member *in Good Standing* for at least one year.
- Those elected to the President and Vice President positions may share duties as the Board sees fit.
- The President and Vice President may preside over any meetings, either jointly or individually.
- Takes part in the budgeting process.

### III) Vice President

A Director of the Board and an Officer of the Association, the Vice President supports the President and the Association as needed.

- Preferably have been an active participant in the organization and have been a Member *in Good Standing* for at least one year.
- If the President is absent, or is unable or refuses to act, the Vice President will, when present, preside at all meetings of the Board of Directors and of the membership.

The President and Vice President may:

- Share duties as the Board sees fit.
- Preside over all meetings, either jointly or individually.
- The Vice President will have such other duties and powers as the Board may specify.
- Takes part in the budgeting process.

### IV) Treasurer

Director of the Board and an Officer of the Association is responsible for the finances and all financial transactions of the Association.

- Leads the budgeting process to set the annual budget and track progress.
- Keeps full and accurate accounts of receipts and disbursements of the Association.
- Leads the Board in the process to establish an annual budget, maintain relevant budgeting data and tracking progress.
- Stores financial documents for the current and previous year and provides easy accessibility to them as appropriate.
- Archives documents from prior years according to the Records Management procedure.

### v) Secretary

A Director of the Board and an Officer of the Association who attends all Board meetings—as well as ensuring minutes for other types of meetings—such as project meetings—are completed and stored for future use.

The Secretary will:

- Enter—or cause to be entered in the Association's records—the minutes of the proceedings of all meetings including those of members and committees of the Board.
- On instructions from the Board, works with the Secretary of other Association groups or Committees to ensure minutes are documented and processed as necessary, prepare and distribute notices to members, Directors and committee members.
- Be the custodian of all books, papers, records, documents, correspondence and other instruments belonging to the Association following the *Records Management* procedures.
- Takes part in the budgeting process.

**VI) Director of Communication**

A Director who supports the communication needs of the Association, for both internal and external communication following the principles of personal privacy.

- Works with other members of the Association to prepare both online and paper communication using functions and resources such as social media (Facebook, Twitter, etc.), the Association's website to prepare and distribute posters, brochures, etc.
- Takes part in the budgeting process.

**vii) Director of Special Events**

A Director who works with other Board members, volunteers and possibly outside community groups to plan, organize and deliver events that promote *MGPDOA's Mandate* and *Vision*.

- Takes part in the budgeting process.

**viii) Director of Membership**

A Director who manages all records related to the Association's membership ensuring privacy issues are handled securely. Responsible for using the collected data as needed and appropriate.

Responsible as the *Volunteer Coordinator* using the access to membership data to identify people who have indicated they are willing to volunteer.

- Much of the data can be used to perform predictable tasks, such as reminding members when their membership fee is due, notice of upcoming events, notice of AGM, and so on.
- Also, interacting with other Directors on tasks that are completed on an ad hoc basis such as asking for volunteers, in general or for a specific purpose, promoting various ideas and so on.
- Acts as the *Volunteer Coordinator* using the access to membership data to identify people who have indicated they are willing to volunteer.
- Takes part in the budgeting process.

**ix) Director of Marketing and Promotion**

A Director who is responsible for developing and implementing a marketing plan that is suited to the *MGPDOA's Mandate* and *Vision*.

- Works with other Directors to develop relationships within the community by identifying and approaching potential sponsors.
- Works with others including someone who may not be a member of the Board but who has the skills to update and maintain the documentation such as the Policy and Procedures manual.
- Responsible for ensuring the MGPDOA Policy and Procedures manual is up-to-date.
- Oversee the document development process, but does not necessarily do the work.
- Takes part in the budgeting process.



**x) Members at Large**

Elected individuals—a minimum of four (4) and a maximum of eight (8)—who hold positions as Directors of the Board.

- Any assignments must take into consideration the individual's interests and availability.

These individuals are encouraged to:

- Share their ideas and concerns they see that are related to the Association.
- Provide support and assistance in any form that is needed for scheduled events and on-going procedures or special projects.
- Takes part in the budgeting process.

**b) Officers of the Board**

Within the Board of Directors, a core group of the Board consisting of the Past President, President, Vice President, Treasurer and Secretary. This core group is empowered to represent the MGPDOA on a special project or initiative. For example, the Officers of the Board may be requested to approve a special situation related to working with the City, or for a financial project.

The powers and duties of Officers would be established under the terms of requirements established by the Board or President. From time to time the Board may vary, add to or limit the powers and duties of any Officer.

**c) Committees**

The Board may appoint a Committee for a special purpose or project as it deems necessary or appropriate for such purposes, and with such powers as the Board sees fit. The committee may formulate its own rules of procedure for the project but is subject to regulations or directions the Board makes.

With respect to the proceedings of any such committee:

- The Board may include individuals who are unpaid park users who have the interest or a special skill.
- The Committee must include at least two (2) Board members with at least one (1) Board member present at each Committee meeting.
- The Committee Chair reports to the Board on a regular basis with the help of the Board member on the committee.
- Takes part in the budgeting process.

## 4) MGPDOA Meetings

### a) Types of Meetings

There are several different types of meetings, each with a different purpose and participants. The goals of the meeting define the differences between each type.

#### i) Annual General Meeting (AGM)

The AGM is an opportunity to share information between the Board and park users. The meeting must be held within 90 days of the end of the fiscal year with the goals of:

- Building relationships between the Board, other volunteers, and people who use the park.
- Electing volunteers to fill open Board positions.
- Asking for membership approval of any changes to the Association's Governance documents, i.e., *Bylaws*, *Policies* and *Job Descriptions* that are published in the MGPDOA Policy and Procedures manual.
- Sharing information with members about such things as the work that had been done over the past year, plans or ideas being considered for the future, and encouraging members to share their ideas and concerns with the Board of Directors.
- Preparing and distributing the MGPDOA Annual Report, including the current version of the *Action Item* list.

For upcoming AGMs:

- Quorum for the AGM is 10 members, excluding Board members.
- AGM must be held within 90 days of the end of the fiscal year.
- At least 21 days before the scheduled AGM, prepare *Notice of Meeting* and the *Annual Report* that includes:
  - Tentative Agenda
  - Minutes of the previous year's AGM
  - Brief summary from each Director describing their successes, plans and expectations for the upcoming year
  - Information about an election if one is needed
- Note that the non-receipt of the *Notice of Meeting* by any member will not invalidate the proceedings of the meeting.
- Distribute it to all *Members in Good Standing* and other intended invitees. Post the report online and at the park.
- As soon as possible after the AGM, but no later than the end of January, call a follow-up Board meeting to review the AGM and assess its success.

#### ii) Special General Meeting (SGM)

A *Special General Meeting (SGM)* may be called to resolve a situation requiring special attention. If an SGM is called to handle the issue—called a *Special Resolution*—and is de-

scribed as a question or issue of high importance, or one that must be resolved in a timely manner and cannot be held back until the next AGM.

- To submit a *Special Resolution*, it must be signed by at least ten percent (10%) of the *Members in Good Standing*, or the President or Vice President.
- Once the Board decides the issue is valid and needs to be resolved, they will schedule and hold an SGM as soon as possible.
- To be accepted, the results of the meeting must be approved by a majority of those eligible to vote at the meeting.

### iii) Board Meetings

Board meetings are important to the successful operation of the park. Minutes become research information for both short- or long-term future tasks. They make up part of the history of the Association.

Some of the goals of a Board meeting include:

- Each meeting should accomplish viable and tangible results that must be documented as fully and accurately as possible in the minutes of the meeting, updated with changes other Board members find, approved by the Board and saved for future reference.
- **Note** that minutes are the record of previous decisions made, and are the historic record of things that have happened in the group in the past. They must be complete and accurate with any additions included in the minutes either within the minutes themselves or as an addendum.
- Board members are expected to attend each meeting unless they have a valid reason that keeps them away.
- Presenting items—ideas, documents, or other issues as required for any purpose—to the Board for their discussion and decisions on discussion and approval.
- If an event is coming up, the purpose of the meeting may be to plan, organize or finalize the plans for the event.

The Board of Directors meets on a regular basis, usually monthly or when there is an unexpected issue to be settled.

- Set all tentative meeting dates at the beginning of the year with the knowledge that where quorum cannot be met, the date will be changed.
- The President or Vice President, or any two (2) Directors, may call a Board meeting as often as the business of the Association requires.
- Quorum comprises 60% of Board members who must be present at the beginning of the business portion of the meeting.
- If there is a quorum present at the beginning of a meeting, the business part of the meeting may proceed even if someone leaves early meaning quorum is no longer met.
  - If a quorum is not met within 30 minutes of the meeting start time, dissolve the meeting and reschedule for a later date.
- The meetings must follow an *Agenda* that is prepared using the *Agenda Template* and input from other Board members.

- Ideally, distribute the final version no less than 1 week before the meeting or if not possible, have it ready at the beginning of the meeting.
- The Board may invite individuals to a meeting if there is a special purpose for the invitation. For example, a Committee chair may want to attend to discuss an issue or to report status of a project the Committee is working on.
- Maintain an *Action Item* list to ensure ideas are either carried through or withdrawn.
- The Board may decide to offer an appropriate gift to someone in recognition of their volunteer service.

#### **iv) Committee or Project Meetings**

Committee or Project meetings may be set up for a special purpose or to accomplish the goal of the committee or projects.

- Minutes must be prepared at each meeting and submitted to the Board at their next meeting.
- This makes the timing of any actions dependent on the time of the next Board event.

#### **b) Notice of Meetings**

Before holding any type of MGPDOA meeting, prepare a *Notice of Meeting* and distribute to all the eligible recipients using social media, e-mail and posted at the park.

- The non-receipt of the *Notice of Meeting* by any member will not invalidate the proceedings of the meeting.
- Meeting information must be distributed 21 days prior to the meeting.
- The Notice should include the date and venue, an agenda, the nature of any special business and any other relevant details.
- The Notice is sent to the member's currently recorded e-mail address.
- As long as the member has informed the Association of any changes to their contact information, the member will be deemed to have been received any

The *Notice of Meeting* should include all possible topics that may or may not be relevant but must include:

- Tentative *Agenda*
- Minutes of preceding AGM
- *Annual Report* from each Director
- *Annual Financial Report* from Treasurer
- Election information such as explanation of the procedure, tentative slate, candidate bios, etc.
- Other relevant information

## 5) Voting

### a) Election and Term

At each MGPDOA AGM, there may be open positions on the Board of Directors. If so, *Members in Good Standing* who are in attendance at the meeting are eligible to vote or to stand for election.

- The expectation of the Board is that the newly voted member is prepared to commit to the responsibilities of the position they have taken on.
- Individuals interested in taking on the President or Vice President positions should have at least 1 year active experience with the Association.
- Terms of office for Directors is generally two (2) years.
- To be nominated for a position on the Board, the member must be 18 years of age or over, and they must be registered as a Member *in Good Standing*.

### i) Vacancy in Office

If any Director vacates, or plans to vacate, their position on the Board:

- Directors may appoint a Member *in Good Standing* to fill the vacancy for the remainder of the term.

If any position on the Board is left vacant through disciplinary action:

- In the absence of a written agreement to the contrary, the Board may remove any Director of the Association, with cause.
- Unless removed with cause, where the removal becomes immediate, the Director will hold office until the earlier of an agreed upon event.

### ii) Voting at Meetings

At any meeting, with few exceptions as may be identified at the last moment, voting is completed through a show of hands, or in special cases, by ballot.

- Members in Good Standing are given tags to identify their eligibility to vote as they arrive at the meeting.
- The meeting leader or chair is eligible to vote in the first round.
- Should the result of the first vote result in a tie, the chair will cast a final vote.

### iii) Vote by Email

At times, the Board may need to make a decision on a topic at an inconvenient time for planning a meeting.

- In this case, the Membership Director will make arrangements to distribute the message or survey appropriately.
- Explain the need in a form that members can answer as a vote or the part of a survey. Ask for their response by a specified date, explain the reason for the distribution and have the message distributed to the intended audience which may be all *Members in Good Standing* or using some filter to send to a specialized audience.

## 6) Records Management

### a) Purpose of Managing Records

All the records of MGPDOA must be considered in terms of the level of protection, security and accessibility they need.

- MGPDOA must establish a category for each type of item developed, and either received and transmitted.

### i) Indexing Record Types

The information considered includes: type, purpose, use, versioning, retention period, activity for the end of the retention period, owner and their responsibility.

- Types of documents include minutes, correspondence, financial records, legal documents, are open to inspection by any member of the Association or possibly other stakeholders.
- Documents of the Association are open to inspection by anyone at such time and upon such conditions that the Board of Directors may, from time to time, determine.
- The types of categories to consider at the end of the retention period: disposal, archive, number of back versions to keep.
- Documents with more of a formal or financial purpose such as deeds, transfers, assignments, contracts, obligations and other instruments in writing requiring execution by the Association may be signed by any two (2) of its Directors.

### ii) Responsibilities

Any Director designated with signing authority for the Association may certify that a copy of any instrument, resolution, bylaw or other document of the organization to be a true copy thereof.

## 7) Dispute Resolution

In a dispute among people at the park, all Board members must be aware of the careful consideration needed to protect both parties.

The MGPDOA Board has the authority to act upon any inappropriate or unacceptable action taken by a member of the Association.

- Depending on risk or danger associated with the complaint, a Board member may be disciplined at the level appropriate to the action.
- For conduct prejudicial to the Association, discipline could be based on the results of a full and fair hearing of the complaints against the member, possibly including removing the member from office.
- Considering putting a well-planned *Dispute Resolution Process* in place is critical as an alternative to a disciplined person instituting a law suit or legal action on the Association or its Board.

### a) Initiating a Complaint

Should a dispute or controversy among members of the Association—Directors, Officers, committee members—arising out of, or related to, the Bylaws or Policies, or out of any aspect of the operations of the Association.

The complaints may be based on any one of the following grounds:

- Violating any provision of the Bylaws or written Policies of the Association.
- Conduct which may be detrimental to the Association as determined solely by the Board.
- For any other reason that the Board, in its sole and absolute discretion, considers a member's action to have a negative effect on the purpose and goal of the Association.

### b) Dispute Resolution Methods

#### i) Resolve Dispute Privately

Affected parties work together to resolve the dispute, without prejudice to or in any other way derogating from the rights of the affected parties.

#### ii) Through Mediation and Arbitration

Try to resolve the dispute, without prejudice to or in any other way derogating from the rights of the affected parties, through mediation and arbitration.

- Contact the President Emeritus or other trusted Board members for help in mediation.

#### iii) Through Disciplinary Meeting

Failing the previous options, call a meeting to resolve the dispute. Prepare and submit a Special Resolution to a properly called Special General Meeting (at an SGM only) following the appropriate procedure.

- Ensure there is a majority of Members in Good Standing present to enable a legal vote can be held.

- The Board will call a vote through a secret ballot vote of all eligible members in attendance.
- The Association, the President, or another Board designated Officer will decide on the appropriate disciplinary action based on the results of the vote.
- Should the discipline chosen be suspension or expulsion, provide the member with twenty (20) days notice with the reasons explained.

#### **iv) Right of Appeal**

The Board's decision is final and binding on the member, without any further right of appeal.

#### **c) Potential Disciplinary Methods**

The method of discipline is determined on consideration of as many details as possible. The Board will identify the risk associated with the situation and develop a resolution to present to members eligible to vote in attendance at the SGM. The result of the vote is the disciplinary method to be used.

Potential methods include:

- Discussing the situation with the member being challenged.
  - If the discussion results in positive understanding between the interviewer and the member, give the member the benefit of the doubt with the understanding the situation will not happen again.
- If the situation occurred because a member agreed to commit to responsibility they didn't expect, or something has changed and they can no longer keep up.
  - Suggest the person moves into a position which requires less of a commitment.
  - Ask the person to reconsider their participation with the Board or committee.
- Hold an SGM as recommended with the results of the vote determining the action to be taken.



## 8) Dissolution of the Association

The Association may dissolve itself at a duly constituted AGM or SGM subject to the following:

- Inform members of an upcoming meeting.
- The motion to dissolve the Association must be approved by a simple majority of eligible votes cast.
- In the event of winding up or dissolution of the Association, the funds and assets of the Association remaining after the satisfaction of its debts and liabilities will be given or transferred to an organization with similar purposes according to the *Canadian Income Tax Act*.

## C) MGPDOA JOB DESCRIPTIONS

### 1) Board of Directors and Officers

MGPDOA operates under the guidance of the Board of Directors. The Board consists of no less than three (3) and no more than ten (10) Directors, all of whom are elected or reconfirmed at the AGM from among the *Members in Good Standing* who have expressed an interest in joining as a Board member.

With the exception of the Past President, Directors are elected at the AGM when there are empty Board positions. The Past President assumes office through a Board appointment that may occur at an appropriate time possibly outside of the AGM.

During the year's operation, some responsibilities are handled by the Board as a whole. Others are handled by individuals working either independently or with one or more other Directors.

#### RELATED POSITIONS

All members of the Board of Directors have delegated responsibilities within the Association's operation.

- The Board consists of the President Emeritus, President, Vice President, Treasurer, Secretary, and Directors of Membership, Communication, Marketing and Promotion, Special Events and up to ten (10) Members at Large.
- The core group of Directors—President Emeritus, President, Vice President, Treasurer and Secretary—are also the Officers of the Association. They hold responsibility for guiding the Board and the operation of the Association.

#### RESPONSIBILITIES

Board members are responsible for specific tasks. At times, the Board as a whole is expected to take on other tasks as well.

Members may be asked to be responsible for:

- Promoting membership in the Association.
- Managing the affairs of the Association.
- Making policy for managing and operating the Association.
- Maintaining and protecting the Association's assets and property.
- Calling meetings of the Board as often as needed.
- Ensuring members of the Board understand the responsibilities of their positions.

If the situation warrants a change in Board membership or job duties, whether temporary or permanent,

- The President or Vice President will call a *Special General Meeting (SGM)* to discuss and decide on the *Special Resolution* that was submitted.
- Participating in the annual Budgeting process to improve the tracking and control of annual operating expenses and make choices based on actual income and expenses, should financial issues arise during the year.

- Developing a *Schedule of Events* for the upcoming year as soon as possible after the AGM following the *Schedule of Events* in the *Appendix*.

Officers are responsible for providing guidance to the Board when necessary and managing the affairs of the Association.

- Making policies for managing and operating the Association.
- Working with the Treasurer managing all accounts and financial records of the Association.
- Managing and protecting the Association’s assets and property.
- Promoting membership in the Association.

**COMMENTS**

This section describes the Board whose members will have both individual responsibilities and those that combine the skills and experience of one or more people to gain the most benefit possible.

**RECOMMENDED SKILLS OR EXPERIENCE**

Each Board member will have their own skillset which they can use together to gain the most benefit for the Association.

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## 2) Past President

Ideally, the Past President has already served as President and Officer of the Board. The Board appoints the Past President based on that past knowledge and experience with the organization, and with the goal of continuing the good things that have worked in the past and avoiding some of the mistakes that could happen in the future.

Usually the Past President has been involved with many of the activities in the past and understands why something was done the way it was. They may have built a list of contacts in their time with the Association and know they can call on most of them for knowledge, support and other types of input if necessary.

The individual in this position is expected to provide mentorship, guidance, and help in resolving significant issues that may develop within the park and the people there. They can continue as long as they feel comfortable with the responsibilities. Throughout the term, strong communication skills are needed for success in this role and all others on the Board.

### RELATED POSITIONS

Works with all Board positions, other stakeholders and volunteers on an as needed basis.

### RESPONSIBILITIES

The Past President will:

- Take on an advisory role especially where mentorship, knowledge and skill building, participating when problem resolution is needed and representing the MGPDOA.
- Maintain consistency from year to year and when changes are needed, ensuring they avoid ignoring good decisions that were made in the past.
- Work closely with the President and Vice President, in developing and implementing the strategic plans and policies of the Association.
- Represent MGPDOA, working with other stakeholders, particularly the City, WinDog, and other off-leash parks.
- Work with the Treasurer on various *Financial Procedures* as described in this manual.
- Preparing reports as needed.

### RECOMMENDED SKILLS OR EXPERIENCE

- Knowledge of the past decisions and whether they were successful or not, and why.
- Understanding how and why the organization has evolved as it has.
- Ability to see the big picture but understand the details that need to be handled first.

### MINIMUM COMMITMENT OF TIME OR EFFORT

- 2 years
- Hours vary depending on the current activities
- Varies depending on the current activities

### COMMENTS

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### 3) President

The President is a Director of the Board and an Officer of the Association. The President is responsible for such duties and powers as the Board may specify.

The President usually has past experience with MGPDOA and so has knowledge of how things need to be handled through the year.

In conjunction with the Past President and the Vice President, the President is responsible for developing and implementing the strategic plans and policies of the Association designating responsibilities to other Directors as needed.

#### RELATED POSITIONS

Guides all other Directors, stakeholders and volunteers delegating tasks as necessary.

#### RESPONSIBILITIES

The President is responsible for such duties and powers as the Board may specify.

- Deciding how the President and Vice President will share the responsibilities of the roles.
- Taking on an overall leadership and advisory role with all tasks that are taken on by the Board.
- In conjunction with the Past President and Vice President, representing MGPDOA, working with other stakeholders, particularly the City, WinDog, and other off-leash parks.
- Ensuring everyone understands the expectations of their roles, the procedures, and the goals of the Association.
- Acting as one of the Association's signing authorities.

Following the procedures for Meetings as described in this manual:

- Ensuring preparation for Board and general membership meetings are complete well in advance of the scheduled meeting date.
- Presiding over Board meetings and the AGM.
- Ensuring quorum will be met, and if not, acting as described in the *Meetings* procedure in this manual.
- Working with the Treasurer on various Financial Procedures as described in this manual.
- Establishing the *Event List* as early in the new year as possible. Included in an Appendix of this manual.
- Preparing reports as needed. In particular an *Annual Report* for the AGM.

#### TROUBLESHOOTING

For any major issues or conflicts, work with the appropriate members to come to a resolution.

#### RECOMMENDED SKILLS OR EXPERIENCE

- Usually the President has past experience with MGPDOA and has knowledge of what has to be handled through the year.

- Identifying Directors who can be delegated for specific tasks in preparation for the AGM.
- Throughout the term, strong communication is a necessity for success among all Directors, but especially among the President, Vice President and President Emeritus.

**MINIMUM COMMITMENT OF TIME OR EFFORT**

- xxx

**COMMENTS**

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## 4) Vice President

Usually an elected Vice President has past experience and knowledge about handling activities through the year. Related positions

Works with all other positions on the Board, other stakeholders and volunteers.

### RESPONSIBILITIES

- Presiding over Board and Annual General Meetings if the President is unable to attend as well as other responsibilities as necessary.
- Taking on a leadership and advisory role with all tasks.
- Throughout the term, strong communication is needed for success.
- Ensuring everyone understands the expectations of their roles, the procedures, and the goals of the organization.
- Ensuring preparation for Board and general membership meeting are complete well in advance of the scheduled meeting date.
- Preparing reports as needed.

### TROUBLESHOOTING

For any major issues or conflicts, work with the President and other appropriate members to come to a reasonable resolution.

### RECOMMENDED SKILLS OR EXPERIENCE

- Ability to learn the goals and operations of the Association and to apply the learning as needed.
- Ability to mentor others.
- Ability not only to SEE the *Vision*, but to ACT on it.

### MINIMUM COMMITMENT OF TIME OR EFFORT

TBD

### COMMENTS

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## 5) Treasurer

The Treasurer is a Director of the Board and an Officer of the Association. The Treasurer is responsible for all aspects of managing and maintaining the Association's financial security as well as such duties and powers as the Board may specify.

In conjunction with the Past President and President, the Treasurer is responsible for developing and implementing the strategic financial policies and plans of the Association, delegating responsibilities to other Directors as appropriate.

### RELATED POSITIONS

The Treasurer guides all other Directors, stakeholders and volunteers, delegating tasks related to the finances of the organization. Throughout the term, strong communication is necessary for success among all Directors, but specifically between the Treasurer and the Director of Membership.

### RESPONSIBILITIES

- All tasks related to developing and using the annual budgeting process.
- Working with Membership to ensure membership payments, especially those paid through PayPal, are registered on the Membership list.
- Working with other members who may have financial dealings related to the organization such as reimbursing expense payments made for the organization.
- Providing monthly income and expense statements and balance sheet summary reports to the Board as needed.
- Maintaining and archiving permanent records associated with this position.
- Preparing financial statements for the AGM or on request
- Maintaining accurate financial records for all transactions.
- Liaison between the MGPDOA Board and the financial institution of record:
  - Being known to the financial institution as the "account owner". Maintaining regular communication with them helps to pick up on issues that were missed or procedures that have changed. For example, if the account owner leaves the position, the financial institution needs to know as soon as possible.
  - Working with the Board and the financial institution has the most up-to-date Board member information.
- Preparing for and processing the financial documents according to the audit requirements.
  - All tasks related to developing and using the annual budgeting process.
  - Maintaining and archiving permanent records associated with this position following the Records Management procedures.
- Ensuring an annual report is prepared annually.

### TROUBLESHOOTING

For any major issues or conflicts, work with the President and other appropriate members to come to a reasonable resolution.

**RECOMMENDED SKILLS OR EXPERIENCE**

- Detail oriented
- Understands financial dealings of a non-profit organization
- Understands or is willing to learn, how to maintain accurate accounting records.
- Ability to not only SEE the *Vision* but to ACT on the *Mission* and *Mandate*.

**MINIMUM COMMITMENT OF TIME OR EFFORT**

**CLASSIFICATION**

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## 6) Secretary

The Secretary is a Director of the Board and an Officer of the Association.

The individual is responsible for developing minutes at each type of meeting, gaining the appropriate approval and distributing meeting related documents, and storing them for easy access. The documents include the organization's meeting minutes, correspondence, and all business records.

In accordance with the *Records Management* procedure, the secretary becomes the *Archivist* for all records produced in the Association.

### RELATED POSITIONS

The Secretary may interact with any Board member, Committee member or park user in keeping clear and accurate records of the Association.

### RESPONSIBILITIES

Following the *Schedule of Events* in the Appendix of this manual, the Secretary is responsible for:

- Preparing for an upcoming meeting by setting up the agenda, making a couple of copies of the previous minutes, any correspondence, and materials to be distributed at the meeting.
  - Before publishing online, ensuring minutes from previous meetings are updated according to replies from Board members.
- Attending all meetings of the Board or Committees to record the meetings' activities.
  - Recording the minutes of Board and general membership meetings and distributing them in a timely manner.
  - If not available for a meeting, ensure someone agrees to attend in their place to record the minutes.
  - Ensuring the replacement is aware of the procedures that must be followed in this role. The Board Secretary will mentor the Committee Secretary in the role.
  - For Committee meetings, identify one of the Committee members who will take on the role of Secretary for the duration of the project.
  - Maintaining a record of the distribution of minutes to Board members and others as required.
- Maintaining an *Action Item list*.
  - Monitoring and maintaining the *Action Item List* to keep current on the status of actions that have been approved and need to be completed.
  - Identifying any maintenance issues that affect content in the *Policy and Procedures Manual*.
- Maintaining a archive of all minutes, correspondence, official documents following the *Records Management* categories .

- For upcoming events, working with the Membership Director to ensure communications are distributed on a timely basis. Also, the Communications Director to prepare promotional material and electronic materials.
- Undertaking special projects as agreed to by the Board.
- Preparing status reports as needed and an annual report for the AGM.

**TROUBLESHOOTING**

For any major issues or conflicts, work with the President and other appropriate members to come to a reasonable resolution.

**RECOMMENDED SKILLS OR EXPERIENCE**

- Detail oriented
- Understands financial dealings of a non-profit organization
- Understands or is willing to learn, how to maintain accurate accounting records.
- Ability to not only SEE the *Vision* but to ACT on the *Mission* and *Mandate*.

**MINIMUM COMMITMENT OF TIME OR EFFORT**

**COMMENTS**

**CLASSIFICATION**

EFFECTIVE DATE \_\_\_\_ 23 NOV 2017 \_\_\_\_\_ VERSION \_\_\_\_\_7\_\_\_\_\_

REPLACEMENT DATE \_\_\_\_\_ VERSION \_\_\_\_\_

RETENTION: PERIOD \_\_\_\_\_ ACTION \_\_\_\_\_

APPROVED BY \_\_\_\_\_

## 7) Director of Communications

The Director of Communication is a Director of the Board. This position is responsible for the safe and secure use of the data produced by the organization and how the data can be used for internal and external communication while maintaining security and privacy.

### RELATED POSITIONS

Works with other Board members as needed, in particular with the Director of Membership in relation to membership data privacy and control.

### RESPONSIBILITIES

Following the *Schedule of Events* in the Appendix of this manual, the Director of Communication is responsible for:

- Identifying MGPDOA's the requirements for data collection, use and reuse, transfer, safe use and security.
- Researching and suggesting data security methods appropriate to the group's needs.
- Preparing communication, both internal and external communication, based on the valid data principals and practices.
- Reworking and maintaining the park's website.
- Preparing website content for various communication purposes such as posters, etc.
- Training other Board members in the use of the online systems and procedures.
- Working with Marketing to develop a branding initiative.
- Maintaining online communication tools including the website, Facebook and Twitter.
- Preparing website content for various communication purposes such as posters, etc.
- Preparing status and other reports for the AGM and as needed.

### TROUBLESHOOTING

For any major issues or conflicts, work with the President and other appropriate members to come to a reasonable resolution.

### RECOMMENDED SKILLS OR EXPERIENCE

- Reasonably advanced computer skills, or willingness to learn
- Ability to show others from different backgrounds the basis of the electronic systems
- Detail oriented
- Understands financial dealings of a non-profit organization
- Understands or is willing to learn, how to maintain accurate accounting records.
- Ability to not only SEE the *Vision* but to ACT on the *Mission* and *Mandate*.

### MINIMUM COMMITMENT OF TIME OR EFFORT

**CLASSIFICATION**

EFFECTIVE DATE \_\_\_\_ 23 NOV 2017 \_\_\_\_ VERSION \_\_\_\_ 7 \_\_\_\_

REPLACEMENT DATE \_\_\_\_\_ VERSION \_\_\_\_\_

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APPROVED BY \_\_\_\_\_

## 8) Marketing and Promotions Director

The *Director of Marketing and Promotions* is a member of the Board whose goal is to develop a strategy intended to build a broader audience for the park. A Marketing Plan may be developed for a special project.

Under the guidance of the Board, the Director will work towards developing a *General Marketing Plan* for MGPDOA that will appropriately raise the visibility of the park. The success of the *Marketing Plan* depends on also developing promotional ideas to support the goals of the plan.

Promotion responsibility of implementing the *Marketing Plan* under the direction of the Marketing Director. This initiative may be the responsibility of the Director of Marketing and Promotions, or may be handled by a second individual working closely with the Director.

### RELATED POSITIONS

Works with all members of the Board but more specifically with the Directors of Communication and Special Events.

### RESPONSIBILITIES

If there is a Marketing Director, and another individual is in charge of Promotions, the two individuals work together to build the plan and implement it as soon as possible.

- Building rapport with groups or individuals who could potentially support the park and its goals. A list of past and present contacts is included in the *Appendices* of this manual.
- Guiding all functions of pulling the *Marketing Plan* together.
- Developing and implementing a new branding initiative.
- Designing and developing ideas to promote the park, special events, and situations that come up around the park.
- Participating in events held by other organizations as a representative of Maple Grove.
- Handling projects that may require fundraising.
- Preparing status reports as needed and an annual report for the AGM.

### TROUBLESHOOTING

For any major issues or conflicts, work with the President and other members to come to a reasonable resolution.

### RECOMMENDED SKILLS OR EXPERIENCE

- Reasonably advanced computer skills, or willingness to learn
- Ability to show others from different skill levels the basis of the electronic systems
- Detail oriented
- Ability to not only SEE the *Vision* but to ACT on the *Mission* and *Mandate*.

**CLASSIFICATION**

EFFECTIVE DATE \_\_\_\_ 23 NOV 2017 \_\_\_\_\_ VERSION \_\_\_\_ 7 \_\_\_\_\_

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APPROVED BY \_\_\_\_\_



## 9) Director of Membership

Overall responsibility for tracking and using the association’s membership information appropriately, maintaining the direct mail system and providing advise related to ensuring the privacy and security of park user’s personal information.

### RELATED POSITIONS

Works with the President, Vice President, Treasurer, Secretary and Communication.

### RESPONSIBILITIES

- Maintaining the current membership list and historical mailing lists.
- Communicating with Treasurer to ensure membership information is added to the data-base as membership fees are received.
- Preparing mailing lists for a variety of purposes.
- Overseeing data selection for donor mailings.
- Taking part in membership drives.
- Researching and recommending software for maintaining and using protected membership data.
- Preparing lists and reports on request.

### TROUBLESHOOTING

For any major issues or conflicts, work with the President and other appropriate members to come to a reasonable resolution.

### RECOMMENDED SKILLS OR EXPERIENCE

- Reasonably advanced computer skills, or willingness to learn
- Ability to show others from different backgrounds the basis of the electronic systems
- Detail oriented
- Understands financial dealings of a non-profit organization
- Understands or is willing to learn, how to maintain accurate accounting records.
- Ability to not only SEE the *Vision* but to ACT on the *Mission* and *Mandate*.

### MINIMUM COMMITMENT OF TIME OR EFFORT

### COMMENTS

### CLASSIFICATION

EFFECTIVE DATE \_\_\_\_ 23 NOV 2017 \_\_\_\_\_ VERSION \_\_\_\_7\_\_\_\_\_  
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APPROVED BY \_\_\_\_\_

## 10) Director of Special Events

The Director of Special Events is a Director of the Board. Under the guidance of the Board, and working in conjunction with the Director of Marketing and Promotion, guides all functions related to planning and holding Special Events such as the BBQ and Membership drive and the AGM.

### RELATED POSITIONS

Works with the Directors of Communication, and Marketing and Promotion.

### RESPONSIBILITIES

If the Board has elected both a Marketing Director and individual in charge of Promotions, the two individuals work together to build a Marketing Plan and implement it as soon as possible.

- Building rapport with groups or individuals who could potentially support the park and its goals. A list of past and present contacts is included in the *Appendices* of this manual.
- Working with the Director to guide all functions of pulling the *Marketing Plan* together.
- Developing and implementing a new branding initiative.
- Designing and developing ideas to promote the park, special events, and situations that come up around the park.
- Participating in events held by other organizations representing Maple Grove.
- Handling projects that may require fundraising.
- Preparing status reports as needed and an annual report for the AGM.

### TROUBLESHOOTING

For any major issues or conflicts, work with the President and other appropriate members to come to a reasonable resolution.

### RECOMMENDED SKILLS OR EXPERIENCE

- Reasonably advanced computer skills, or willingness to learn
- Ability to show others from different skillsets the basis of the electronic systems
- Detail oriented
- Understands financial dealings of a non-profit organization
- Understands or is willing to learn, how to maintain accurate accounting records.
- Ability to not only SEE the *Vision* but to ACT on the *Mission* and *Mandate*.

### MINIMUM COMMITMENT OF TIME OR EFFORT

### COMMENTS

**CLASSIFICATION**

EFFECTIVE DATE \_\_\_\_ 23 NOV 2017 \_\_\_\_ VERSION \_\_\_\_ 7 \_\_\_\_

REPLACEMENT DATE \_\_\_\_\_ VERSION \_\_\_\_\_

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APPROVED BY \_\_\_\_\_

# 11) Members at Large

The Board looks to the members-at-large for help as needed, such as working on a committee undertaking a special project, ideas for special events and other types of input.

### RELATED POSITIONS

Works with all Board members as needed.

### RESPONSIBILITIES

- Participating in activities as needed or as requested.
- Participating in special events in preparation for an event, volunteer at the event, help other volunteers as needed.
- Identifying opportunities for MGPDOA to participate in.
- Preparing status reports as needed and an annual report for the AGM.

### MINIMUM COMMITMENT OF TIME OR EFFORT

### RECOMMENDED SKILLS OR EXPERIENCE

- Any special skills the member would like to use should they be needed for a specific job.
- Detail oriented

### COMMENTS

### CLASSIFICATION

EFFECTIVE DATE \_\_\_\_ 23 NOV 2017 \_\_\_\_\_ VERSION \_\_\_\_7\_\_\_\_\_

REPLACEMENT DATE \_\_\_\_\_ VERSION \_\_\_\_\_

RETENTION: PERIOD \_\_\_\_\_ ACTION \_\_\_\_\_

APPROVED BY \_\_\_\_\_

## D) MGPDOA SAMPLE CHECKLISTS

### 1) Schedule of Events for Coming Year

2018	Event	Pmt Amt Due	Comments
Jan 16	Monthly meeting		President or Vice President
Feb 16	Monthly meeting		President or Vice President
Feb 26	Prep for park clean-up		Communication See Appendix x
Mar 12	Pay for membership in Volunteer Canada	\$125	Payment approved in minutes of xxx, xx xxxx. Membership (?) and Treasurer (?) needed to renew Liability Insurance.
Mar 29	Renew Website Hosting	?	Treasurer and Communication Payment approved in minutes of xxx, xx xxxx. See Appendix x
Apr 1	Renew Liability Insurance	?	Treasurer Payment approved in minutes of xxx, xx xxxx. See Appendix x
May 27	Prep for spring special event (BBQ or other type of event)		President or Vice President
Mar 12	Park clean-up		Communication See Appendix x
Apr 16	Monthly meeting		President or Vice President
May 16	Monthly meeting		President or Vice President
May 27	Prep for BBQ		President or Vice President See Appendix x
?	Renew WinDog membership	\$ 100	MGPDOA'S Windog representative Payment approved in minutes of xxx, xx xxxx. See Appendix x
Jun16	Monthly meeting		Secretary
Jul 16	Monthly meeting		President or Vice President
Jun 27	BBQ		Someone with a Food Handling Certificate See Appendix x
Aug 16	Monthly meeting		President or Vice President

2018	Event	Pmt Amt Due	Comments
Sep 16	Monthly meeting		President or Vice President
Oct 16	Monthly meeting		President or Vice President
Nov 10	Prep for AGM		Special Events See Appendix x
Nov 16	AGM		President or Vice President See Appendix x
Nov 23	Follow up to AGM		President or Vice President
Dec 16	Prep for coming year		President or Vice President See Appendix x

**E) CHECKLISTS FOR SPECIAL EVENTS**

**1) General preparation for all events**

**2) Special for AGM**

**2) Special for BBQ**

**3) Special for Park Clean-up**

**4) Special for Other Types of Events**

## F) SHOPPING CHECKLIST