Nepean Seniors Recreation Centre
Management Board

Terms of Reference
September 2026

This document is maintained and updated by the Nepean Seniors Recreation Centre Volunteer Management Board.

REVISION STATUS

Revision Number	Changes since Last Revision	Mgt. Board Approved	Membership Approved
Rev 2015-01	Original document	Jan 2015	
Rev 2015-09a	Major revisions to Para 7 and Appendix A1.1 Minor re-formatting of full document	09 Sept 2015	14 Oct 2015
Rev 2017-01	Change status of Recording Secretary and change to external audit	13 Sept. 2017	11 Oct 2017
Rev 2019-01	Revision to Para 7.2.1 - Police Security Checks Revision to Para 7.4.5 - Immediate Past Chair	09 Oct 2019	30 Oct 2019
Rev 2019-02	Revision to Para 7.3.1 - Digital Archivist	08 Jan 2020	01 Nov 2022
Rev 2026-09	Major revisions		

Table of Contents

	General Information
2.	Statement Of Purpose
3.	Principles
4.	Membership
5.	Membership Categories
6.	Membership Fees
7.	Management Board
8.	Financial Activity
9.	Activity Groups And Standing Committees
10.	Meetings
11.	Special Meetings
12.	Amendments Two Terms Of Reference
13.	Execution of NSRC Board Documents
14.	Conduct Unbecoming of Member
15.	Property and Equipment
16.	Centre Operations
17.	Permitting the Use of the Nepean Seniors Recreation Centre Space
18.	Insurance Responsibilities
19.	NSRC Board Structure, Positions And Responsibilities
20.	Roles and Responsibilities

1. General Information

1.1 Title

The name of the organization shall be “Nepean Seniors Recreation Centre” also referred to in this document as “NSRC”.

1.2 Location:

Nepean Sportsplex
1701 Woodroffe Avenue
Ottawa, Ontario
K2G 1W2

2. Statement of Purpose

2.1 Philosophy

A Senior Centre seeks to create an atmosphere that acknowledges the value of human life, individually and collectively, and affirm the dignity and self-worth of the older adult. This atmosphere provides for the reaffirmation of creative potential, the power of decision-making, the skills of coping and the warmth of caring, sharing, giving and supporting others. The uniqueness of the Senior Centre stems from its total concern for older people and its concern for the total older person. It works with older persons, not for them, enabling and facilitating their decisions and their actions, and in so doing, creates and supports a sense of community which further enables older persons to continue their involvement with the contribution to the larger community.

2.2 Definition of the Centre

The Nepean Seniors Recreation Centre is a community focal point where older persons, as individuals or in groups, come together for recreational activities and socialization, which enhance their dignity, well-being and encourage their involvement in and with the NSRC. As part of the comprehensive strategy to meet the recreational needs of the older persons, programs shall evolve within the whole Sportsplex facility. As well, the NSRC shall serve as a community resource providing information relevant to the needs of the older adult.

3. Principles

3.1 Purpose

The purpose of the Nepean Seniors Recreation Centre is to promote and encourage the well-being of older adults living in Ottawa. The development and presentation of activities shall contribute to meeting the needs of older adults.

3.2 Goal Statements

3.2.1 To provide a clean, safe and accessible facility for the members of the NSRC.

3.2.2 To ensure that the older adult in Ottawa has a place to meet others in a casual and welcoming environment.

3.2.3 To provide a focal point for older adults within the Sportsplex facility in encouraging the members to fully use the resources available.

3.2.4 To encourage and support the members in initiating activities to meet their own needs where availability of space permits.

3.2.5 To provide, where appropriate, direct programming and promote existing programs for older adults.

3.2.6 To liaise with other community-based older adult groups and to share resources.

3.2.7 To ensure the Management of the NSRC is financially stable.

3.2.8 To provide an ongoing and reciprocal relationship with the City of Ottawa Parks and Recreation Branch.

3.2.9 To promote the existence of the NSRC and its services and programs to the older adult community residing in Ottawa.

4. Membership

4.1 Membership in the NSRC shall be open to all persons 50 years of age or older.

4.2 The spouse of a member shall also be eligible for membership regardless of age.

4.3 In the event of the death of the member, a spouse under the age of 50 shall have the right to renew their membership annually.

4.4 Every Member shall, on request, be provided with a copy of these “Terms of Reference”, either electronically or in hard copy at the NSRC. Notification of its availability shall be included in the HUB and on the website.

5. Membership Categories

5.1 **Resident –** a Resident member shall be an individual residing within the City of Ottawa.

5.2 **Non-Resident –** a Non-resident member shall be an individual who resides outside the City of Ottawa.

6. Membership Fees

6.1 The annual membership fee shall be set by the Parks, Recreation and Cultural Services Department. Membership fees are approved by City Council.

6.2 An additional fee may be assessed to non-resident members as established by the City of Ottawa.

7. Management Board

7.1 Management Board Description

7.1.1 **Structure –** The Nepean Seniors Recreation Centre Volunteer Management Board, herein after referred to as the NSRC Board, shall be constructed as follows:

7.1.2 **Number of Members on the Board -** A minimum of eight (8) volunteer representatives, including at least one (1) Board member who is not an officer, elected from and by the membership of the NSRC.

7.1.3 **City Staff Member** - A City of Ottawa staff member, normally the Senior Centre Coordinator, serving as a non-voting advisor.

7.2 Nominations

7.2.1 The Chairperson and one other Board Member shall act as a nominating committee and shall solicit nominations from the other NSRC Board members and the NSRC membership. New members voted in to the Management Board are required to obtain a Police Security Check that will be valid for the term of the position. If a member already has a Police Security Check, it must have been obtained within the last year. The Management Board will pay the cost of all required Police Security Checks for members of the Nepean Seniors Recreation Centre.

7.2.2 Candidates for the Board shall be members of the NSRC, and each shall be nominated by at least two of the NSRC membership and shall be recommended by the Board. The potential new board member shall attend one meeting, then the board will vote on accepting the new board member at the following meeting.

7.3 Organization

7.3.1 The following officers shall be elected:

- Chairperson
- Vice-Chairperson
- Treasurer
- Volunteer Coordinator
- Communications Coordinator
- Webmaster

The Board shall appoint, from the elected Board members, additional officers as deemed necessary. For example:

- Special Events Coordinator
- Fundraising Coordinator
- Recording Secretary
- Digital Archivist

The NSRC Board has set up an archiving strategy to maintain the history and activities of the NSRC. Archiving will be the responsibility of the Webmaster who will maintain the archives on Google Drive with the board having access.

As a minimum, the following documents should be archives annually:

- Monthly Board minutes.
- eHubs publications
- Annual AGM minutes, which includes the list of Board members.
- Annual financial report detailing budget and monthly expenses & revenues.
- Annual volunteer hours.
- Annual recipients of volunteer appreciation awards.
- Annual donations made to the NSRC.
- Annual list of activity representatives.
- Cost details for all Board sponsored events.
- Any other significant documents.

7.3.2 The number of officers, members, and advisors and temporary members at large may be reduced or expanded as deemed necessary by the NSRC Board.

7.3.3 The NSRC Board has set up an archiving strategy to maintain the history and activities of the NSRC. Archiving will be the responsibility of the Digital Archivist who will maintain the archives on the **NSC.Comment** Google Drive.

7.4 Appointment and Term of Service

7.4.1 Candidates may be elected as specific officers or as members of the Board. The Board chooses officers as needed from the elected officers and members of the Board.

7.4.2 The maximum term for any Board Member is three calendar years. Elected Members are expected to serve for a minimum of one calendar year. The three-year term may be extended by the Board if circumstances require.

7.4.3 The Board may appoint members, advisors or temporary Members-at-Large as necessary.

7.4.4 Advisors must be of good standing in the community at large and of relevant experience. Their term is at the pleasure of the Board. Advisors are non-voting members of the Board. The Nepean Senior Centre Coordinator is an advisor *ex-officio.* The immediate Past Chairperson may support the Present Chairperson as an ex-officio by providing advice and leadership on an as needed basis regarding past practices, etc. The Immediate Past Chairperson may also support the Vice Chairperson as necessary.

7.4.5 Board appointees as in **7.4.3** must be confirmed by the Board. Service as a temporary appointee does not contribute to time towards maximum service.

7.5 Meetings

7.5.1 The NSRC Board shall hold a minimum of ten (10) meetings per year.

7.5.2 The meetings shall normally be scheduled on the second Wednesday of each month.

7.5.3 Notice of the date of the next meeting of the NSRC Board shall be distributed with the minutes of the previous meeting at least one week prior to the meeting.

7.5.4 Usually, meetings will not be held during the months of July and August. Should circumstances dictate the necessity of holding meetings during this period, a meeting may be called at the discretion of the Chairperson.

7.5.5 The quorum for an NSRC Board meeting shall be five Board members.

7.6 Conflict of Interest

7.6.1 Any possible conflict of interest on the part of a member of the NSRC Board or a Standing Committee shall be disclosed to the NSRC Board.

When such interest relates to a matter of NSRC Board business, members deemed by the Board to be in conflict shall not take part in any discussion or vote on the matter and shall not be counted in the quorum for that meeting of the NSRC Board.

The minutes of meetings where conflict of interest is declared, shall clearly describe the measures taken to avoid conflict. Failure to declare a conflict of interest shall be considered by the NSRC Board as a breach of trust, subject to remedy by the Board.

7.7 Removal from the Board

7.7.1 Procedure

- Any member of the Board may be removed from office for conduct which makes working with the other members of the Board impracticable.
- On a two-thirds majority vote of the whole Board a member may be asked to attend a review meeting with the Chairperson and one other Board member.
- After the review has taken place, the Chairperson shall report to the Board on whether the offending member can come to terms with the Board. The Board may then consider reinstating or expelling the offending member. Expulsion requires a two-thirds majority of the whole Board.

8. Financial

8.1 The fiscal year of the NSRC shall coincide with that of the City of Ottawa (January 1 to December 31).

8.2 Supplementary Budget motions may be raised by any Board member during the year's business and submitted for discussion and approval by the Board. Such motions should require full disclosure at a Board meeting at least one month before a vote is to be taken where feasible. Budget variances of up to $500 should not be considered as requiring Supplementary Budget action.

8.3 The Treasurer shall establish and administer an operating chequing account and any necessary investment accounts at an Ottawa branch of a Canadian chartered bank.

8.4 Signing authorities for the bank accounts shall comprise the Chairperson, the Treasurer, the Senior Centre Coordinator and one other Board member to be chosen by the Board. Any instrument for making changes to the structure of the bank accounts, drawing cheques on the accounts or withdrawing cash from the accounts shall require the signature of any two of the signing authorities.

8.5 All funds received shall be deposited in a timely manner. Cash should not be accumulated or held for an extended period. (30 days).

8.6 Petty cash funds for use by Standing Committees (or by the Senior Centre Program Coordinator on their behalf) or by Event Standing Committees of the NSRC Board may be issued on authority of the NSRC Board.

8.7 On discontinuation of an activity, any residual funds should revert to the NSRC Board account.

8.8 If the Nepean Seniors Recreation Centre is dissolved, the NSRC Board shall dispose of surplus funds in a manner approved by the membership of the NSRC.

8.9 Contracting – where feasible, three quotations shall be obtained for the purchase of items with a cost of over $500.00.

9. Activity Groups and Standing Committees

9.1 Definitions

An **"Activity Group"** is a group formed by the Program Coordinator to participate in a particular recreational activity. The members of an Activity Group are normally subject to nominal "Drop-in Fees" for each attendance. The fees are levied to compensate for City expenses arising from the Group operations. The Activity Group may elect to have officers and may collect its own dues to cover social activities of the Group.

A **"Standing Committee"** is a formal group sponsored by the NSRC Board to provide program support and/or financial support for the NSRC membership, which is not defined as an Activity Group. Examples of Standing Committees is the Creative Crafters. Owing to their interest in fundraising, members of these Standing Committees are not required to pay drop-in fees.

9.2 Standing Committee Constitution

9.2.1 Each Standing Committee shall operate in accordance with its own Constitution and/or Terms of Reference which shall be submitted for the approval of the NSRC of a Standing Committee shall be members of the NSRC in good standing.

9.2.2 Standing Committee Reports
Each Standing Committee shall deliver an Annual report on its activities to the NSRC Board in time for incorporation into the NSRC Board's presentation to the AGM. Reports shall include information concerning disposition of any benefits, including financial, accruing to the organization.

9.2.3 Reviews of Standing Committee Activities.
The NSRC Board may call upon the Chairperson of a Standing Committee or any representative to give a detailed response to any question which may arise as a result of the NSRC Board's review of a Standing Committee activity.

9.2.4 Standing Committee Responsibilities.
Standing Committees shall be governed by clauses **7.6** and **8.9** of these Terms of Reference.

10. Meetings

10.1 Annual General Meeting (AGM)

An AGM shall be held on a date convenient to the majority of the membership. The date shall be set by the NSRC Board.

The general membership shall be notified as to the time and place of the AGM by notice in the NSRC Newsletter (The HUB).

10.2 Quorum

A quorum for the AGM is 5% of the paid-up membership.

10.3 AGM Agenda

The agenda shall include:

1. Call to order
2. Review & approval of previous AGM Minutes
3. Review & approval of Agenda
4. Introduction of the Members of the Board
5. Chairperson's report
6. Treasurer's report
7. Reports of other officers of the Board
8. New Business
9. Adjournment

Note: The NSRC Board may choose to include reports from Standing Committees in the agenda.

10.3.1 Motions proposed at the AGM will pass if supported by a simple majority of those present.

11. Special Meetings

11.1 A special meeting of the membership of the NSRC may be called at the discretion of the NSRC Board Chairperson.

11.2 A majority of the NSRC Board may direct the Chairperson to hold a Special Meeting. Such a meeting must be held within thirty (30) days of the direction from the NSRC Board members.

11.3 A request from the membership of the NSRC for a Special Meeting must be presented to the Board and signed by at least thirty (30) members in good standing. On receipt of such a request the Chairperson or a member of the Board shall convene the Special Meeting within thirty (30) days.

11.4 The General Membership shall be provided with the notice of such a Special Meeting by electronic mail (or by Canada Post letter mail for members who have registered themselves as not able to receive electronic mail) at least one week prior to the date of the meeting.

11.5 Voting rules for a Special Meeting will follow section **10.3.1**

12. Amendments to Terms of Reference

12.1 The NSRC Board may, by majority vote, make amendments to these Terms of Reference as and when it sees necessary.

12.2 Reviews of the Terms of Reference are to cover completeness, accuracy as per current practice, desirability and compliance with the Older Adult Centre Association of Ontario (OACAO) Standards Manual.

13. Execution of NSRC Board Documents

13.1 The NSRC Board Chairperson when available shall sign all documents on behalf of the membership.

13.2 In the absence of the NSRC Board Chairperson, the Vice-Chairperson or a Board Member previously designated by the Board shall be the signing authority.

14. Conduct Unbecoming of a Member

14.1 A member may be asked to leave the NSRC for conduct that undermines the enjoyment of the members of the NSRC.

14.2 Members may direct any complaints they may have against other members, in writing, to the Chairperson of the NSRC Board for appropriate action.

14.3 An accused member shall be given an opportunity to respond to the claim of any alleged offence before the NSRC Board.

14.4 A majority vote of the Board may decide a ruling under paragraph **14.1** or make another ruling.

15. Property and Equipment

15.1 Two categories of equipment shall be recognized by the NSRC:

a) That owned by the City of Ottawa; and
b) That owned by the NSRC Board in the name of the NSRC membership.

15.2 The repair and replacement of furnishings and equipment shall be the responsibility of the recognized owner.

15.3 An inventory of Centre equipment owned by the Board shall be maintained by the NSRC Board

15.4 Should equipment owned by the NSRC membership be no longer required, the NSRC Board shall dispose of the surplus equipment in a manner most beneficial to the NSRC. The general membership is to be informed of the disposition through the NSRC's newsletter.

16. Centre Operations

16.1 The Nepean Seniors Recreation Centre is open for business 8:30 a.m. to 4:30 p.m., Monday to Friday (except on statutory holidays). NSRC activities may also be carried out during evenings and weekends when staff is available.

17. Permitting the Use of Nepean Seniors Recreation Centre Space

17.1 City sponsored programs and activities will have access to NSRC space when no NSRC activity is scheduled for that space. No fees will be charged by the Board.

17.2 The NSRC's main room, meeting room, kitchen, washrooms and reception areas may be used by community groups when not being used for NSRC's Activities. These rentals shall be dealt with by City of Ottawa staff in consultation with NSRC Board.

18. Insurance Responsibilities

The NSRC Board agrees to have, through the City, comprehensive general liability insurance in an amount not less than two million dollars ($2,000,000) covering bodily injury, property damage and personal injury arising out of, or attributable to, the operations of the group. The NSRC Board shall also purchase Directors' and Officers' Liability Insurance.

19. NSRC Board Structure, Positions and Responsibilities

19.1 Responsibility of NSRC Board Members

All members of the NSRC Board are expected to actively pursue the following responsibilities to fulfill their NSRC Board membership:

- Attend and participate in NSRC Board meetings.
- Carry out their assigned responsibilities cooperatively with the Centre staff.
- Attend social and special events at the NSRC whenever possible.
- Submit quarterly a personal record of volunteer hours committed to NSRC Board related activities.
- Observe the needs of the community at large and recommend related development of the NSRC program.
- Fulfill other duties as required to help in the smooth running of the NSRC.

A. RESPONSIBILITIES AND DUTIES OF NSRC BOARD POSITIONS

A1. Chairperson

The Chairperson has overall responsibility for the conduct and operation of the NSRC Board in accordance with the principles set out in this document.

Preferred General Requirements

This position requires the following skills:

- Good interpersonal skills in conducting Management Board meetings.
- Good working knowledge of rules and procedures for conducting Board meetings (e.g. Robert's Rules of Order).
- Good working knowledge of the NSRC organization, Activities, Programs, and the NSRC Terms of Reference.
- A minimum of one year on the board, serving at any position.
- Have access to a home computer and be comfortable receiving and responding to emails.

Duties and Responsibilities

- Preside at NSRC Board meetings.
- Prepare the Agenda for each meeting as necessary for Management Board business.
- Solicit agenda inputs from the Coordinator and other Board members.
- Cooperate with the NSRC Staff Coordinator and maintain liaison with other City officials as required.
- Conduct orderly meetings allowing those present the fair opportunity to be heard.
- Cast a deciding vote when necessary.
- If unable to chair a meeting, the Chairperson will assign an Acting Chair to facilitate that meeting.
- Review reports on NSRC activities, issues, etc., prepared by the NSRC Staff Coordinator, and bring them to the Boards attention.
- Prepare the Chair's report for the Annual General Meeting.
- Chair and present report at the Annual General Meeting.
- Be available to act as spokesperson for the NSRC Management Board.
- Whenever possible attend NSRC and other events of interest to our Board.
- Be available to communicate with NSRC Board and NSRC members to discuss problem situations.
- Watch over all NSRC Board activities and help as appropriate.
- Review the "Terms of Reference" annually before the AGM.

A2. Vice-Chairperson

A Vice-Chairperson shall be appointed from the existing Board members as a Temporary Expedient, by the Chairperson, or by the Board in Committee whenever the Chairperson is unable to fulfill any of the duties listed in A1.1.

Preferred General Requirements

- Same as Chair Person Duties and Responsibilities
- The principal role of the Vice-Chair is to assist the Chair and when required, to assume the Chair's responsibilities.

A3. Treasurer

The role of the Treasurer is to manage the NSRC's finances in accordance with standard accounting principles and with the authorization of the NSRC Board, and to advise the Board on the consequences of its financial planning.

Preferred General Requirements

This position requires the following skills:

- Good interpersonal skills in communicating with Management Board members.
- Good working knowledge of general financial accounting practices.
- Have or acquire good working knowledge of the NSRC organization, Activities, Programs, and the NSRC Terms of Reference.
- Have a home computer and be familiar with general purpose Office Software.

Duties and Responsibilities

- To manage the accounts of the NSRC and to maintain the centre's finances through bank deposits and investments as required.
- To prepare a monthly financial report for NSRC boards meetings. The report should include a comparison of income and expenditures.
- To prepare a financial report to date and present at the NSRC AGM in fall of each year.
- To maintain and supply hard copy data and/or digital equivalent for reference by the NSRC board.
- To ensure that all mature financial documents are stored for future reference, both original, hard copy and electronic files in the digital archives.
- With the assistance of the centre Staff Coordinator, is to ensure that the inventory of NSRC equipment, furniture and other assets owned by the board is kept up-to-date and included in the board's financial records.

A4. Communications Coordinator

Preferred General Requirements

This position requires the following skills:

- Have good basic interpersonal communications skills.
- Have good basic writing skills.
- Have a working knowledge of the structure and operations of the Seniors Centre. (This can be a learned ability).
- Have access to a personal computer and be comfortable receiving and responding to emails.
- Be able to set up email address books.
- Have access to and knowledge of retirement homes.

Duties and Responsibilities

- Receives queries and questions via both the Hub/e-Hub and Website email ports, as well as letters and voicemail, and confirms that the question or query has been received and will be answered shortly.

- Forwards emails and queries to the appropriate Officer for response and tracks responses to ensure timely communication.
- Prepares/organizes presentations to community groups.
- Prepare written articles for local media on special events.
- Arrange for local media (Newspapers, Local radio and TV) to cover special events.
- Pursue means of effective promotion of the NSRC and its programs to current and future members.
- Works with the Hub/e-Hub editors, Webmaster and Program Coordinator to identify new activities and special events.

A5. Volunteer Coordinator

Preferred General Requirements

This position requires the following skills:

- Have access to a personal computer and be comfortable receiving and responding to emails.
- Knowledge of word processing and spreadsheet programs.
- Good interpersonal skills in working with Board members and others.
- Have or be prepared to acquire knowledge of the Centre and its Activity and Volunteer structures.

Duties and Responsibilities

The responsibilities of the Volunteer Coordinator include:

- Maintaining a list of volunteers, who are active members of the Centre, with their contact information and recording for each active volunteer, the number of volunteer hours worked in the current calendar year.
- Issuing periodic requests through Activity Centre Leaders for all volunteers to keep a record of their personal volunteer time and submit this record quarterly to the Volunteer Coordinator via email.
- Reporting to the NSRC Board monthly and to the AGM annually, the accumulation of volunteer hours.
- Arranging with the Program Coordinator for Volunteer Recognition plaques to be updated annually.
- Working with the Program Coordinator to organize the Annual Volunteer Appreciation event, usually held during the National Volunteer Appreciation week in April.

A6. Webmaster

Preferred General Requirements

This position requires the following skills:

- Have an IT background and hands-on experience in the computer field.
- Own a personal computer with a current Operating System.
- Have good interpersonal communications skills.
- Have knowledge of WordPress, HTLM coding, Google Drive and Google Groups.

Duties and Responsibilities

- Works with the Program Coordinator (City of Ottawa) to arrange/remove articles on the website.
- Works with the Management Board to arrange/remove articles on the website.
- Retrieves statistics on web traffic and reports statistics to the Management Board at the monthly meetings.
- Identifies performance issues of the website and seeks solutions.
- Suggests improvement to the website that could be implemented either now or in the future.
- Responsible for ensuring that a Photo Release Form is completed when using photos of members for the website.
- Ensures that all picture licenses uploaded to the website have been purchased and identified when it was taken and accurate description.
- Collects and analyzes feedback from web users.
- Ensures critical website backup in a timely manner.
- Monitors the performance and stability of the website Host.
- Keeps up with current and new developments dealing with web site maintenance.
- Liaises with contracted Web Designer for advice and guidance.

A7. Digital Archivist

Preferred General Requirements

This position requires the following skills:

- Have a working knowledge of handling files and folders.
- Be comfortable working with directories and sub directories.
- Own a personal computer with a current Operating System and MS Office.
- Have a personal email account.
- Have good interpersonal communications skills.
- Have knowledge of Google Drive and Google Groups.

Duties and Responsibilities

- Working with other members of the Board, receive Word, Excel and PDF files from the Board.
- Ensure that the appropriate records are filed and maintained annually in the Digital Archives.
- Rename files and save in specific folders in Google Drive.
- Ensure access to Google Drive for Management Board members.

A8. Recording Secretary

Preferred General Requirements

This position requires the following skills:

- Good note taking skills.
- Own a personal computer with current operating system and word processing software.
- Have a functional email account.
- Have knowledge of Google Drive and Google Groups.

Duties and Responsibilities

- Record the minutes of the NSRC Board Meetings.
- Record the minutes of other meetings as necessary (i.e. Yearly AGM, Activity Reps Meetings, and any ad hoc meetings that may require the minutes to be recorded).
- Transcribe all minutes to a readable digital format, preferably in MS Word.
- Arrange for all minutes and agendas to be digitally stored in Google Drive by the Digital Archivist.
- Provide a final approved copy of each month's meeting to the Webmaster for posting, after the minutes have been reviewed and approved by the Chairman.

A9. Member(s) at Large

Preferred General Requirements

- Various and unique to everyone.

Duties and Responsibilities

- To assist other Board members with special events, projects and activities.
- As required, to take over any of the named Management Board positions.