

BY-LAW NO. 2

A by-law relating generally to the
transaction of the business and
affairs of

**Black Business and Professional Association
(the “Corporation”)**

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BE IT ENACTED as a by-law of the Corporation as follows:

SECTION 1 – GENERAL

1.01 Definitions

In this by-law and all other by-laws of the Corporation, unless the context otherwise requires:

- (a) **"Act"** means the *Corporations Act*, RSO 1990, c C.38 including the Regulations made pursuant to the Act, and any statute or regulations that may be substituted, as amended from time to time;
- (b) **"articles"** means the original or restated articles of incorporation or articles of amendment, amalgamation, continuance, reorganization, arrangement or revival of the Corporation;
- (c) **"Board"** means the Board of directors of the Corporation;
- (d) **"by-law"** means this by-law and any other by-law of the Corporation as amended and which are, from time to time, in force and effect;
- (e) **"chair"** means the chair of the Board;
- (f) **"Corporation"** means the corporation that has passed these by-laws under the Act or that is deemed to have passed these by-laws under the Act;
- (g) **"director"** means an individual occupying the position of the director of the Corporation by whatever name he or she is called;
- (h) **"member"** means a member of the Corporation;
- (i) **"members"** means that collective membership of the Corporation;
- (j) **"meeting of members"** includes an annual general meeting of members or a special meeting of members; **"special meeting of members"** includes a meeting of members and a special meeting of all members entitled to vote at an annual general meeting of members;
- (k) **"officer"** means and officer of the Corporation; and
- (l) **"Regulations"** means the regulations made under the Act, as amended, restated or in effect from time to time.

1.02 Interpretation

In the interpretation of the by-laws, words in the singular include the plural and vice-versa, words in one gender include all genders, and "person" includes an individual, body corporate, partnership, trust and unincorporated organization.

Other than as specified in 1.01 above, words and expressions defined in the Act have the same meanings when used in the by-laws.

1.03 Severability

The invalidity or unenforceability of any provision of these by-laws shall not affect the validity or enforceability of the remaining provisions of the by-laws. If any of the provisions contained in the by-laws are inconsistent with those contained in the articles or the Act, the provisions contained in the articles or the Act, as the case may be, shall prevail.

1.04 Corporate Seal

The Corporation may have a corporate seal in the form approved from time to time by the Board. If a corporate seal is approved by the Board, the secretary of the Corporation shall be the custodian of the corporate seal.

1.05 Execution of Documents

Deeds, transfers, assignments, contracts, obligations and other instruments in writing requiring execution by the Corporation may be signed by any two (2) of its officers or directors. In addition, the Board may from time to time direct the manner in which and the person or persons by whom a particular document or type of document shall be executed. Any person authorized to sign any document may affix the corporate seal (if any) to the document. Any director or officer may certify a copy of any instrument, resolution, by-law or other document of the Corporation to be a true copy thereof.

1.06 Financial Year End

Unless otherwise ordered by the Board of directors, the financial year end of the Corporation shall be December 31st in each year.

1.07 Banking Arrangements

The banking business of the Corporation shall be transacted at such bank, trust company or other firm or corporation carrying on a banking business in Canada or elsewhere as the Board may

designate, appoint or authorize from time to time by resolution. The banking business or any part of it shall be transacted by any two (2) officers or directors, as the Board may designate, appoint or authorize from time to time by resolution.

1.08 Appointment of Auditors

The members shall at each annual general meeting appoint an auditor or auditors to hold office until the next annual general meeting, provided that the directors may fill any casual vacancy in the office of auditor. The remuneration of the auditor shall be fixed by the Board of directors.

SECTION 2 – MEMBERS

2.01 Membership Conditions

Subject to the articles, there shall be four classes of members in the Corporation, namely Individual Members, Associate Members, Lifetime Members, and Honourary Members. Membership in the Corporation shall be available only to individuals interested in furthering the Corporation's purposes and who have applied for and been accepted into membership in the Corporation by resolution of the board or in such other manner as may be determined by the Board.

Individual Members

- a. Individual membership shall be available only to natural persons who have applied and have been accepted for Individual membership in the Corporation.
- b. The term of membership of an Individual voting member shall be annual, subject to renewal in accordance with the policies of the Corporation.
- c. Each Individual voting member shall be entitled to receive notice of, attend and vote at all meetings of members and each such Individual voting member shall be entitled to one (1) vote at such meetings.

Associate Members

- a. Associate non-voting membership shall be available only to corporations who have applied and have been accepted for Associate membership in the Corporation.
- b. The term of membership of an Associate non-voting member shall be annual, subject to renewal in accordance with the policies of the Corporation.
- c. Subject to the Act, each Associate non-voting member shall not be entitled to receive notice of, attend or vote at meetings of members of the Corporation.

Lifetime Members

- a. Lifetime non-voting membership shall be available only to natural persons who have applied and have been accepted for Lifetime membership in the Corporation.
- b. The term of membership of a Lifetime non-voting member shall be annual, subject to renewal in accordance with the policies of the Corporation.
- c. Subject to the Act, each Lifetime non-voting member shall not be entitled to receive notice of, attend or vote at meetings of members of the Corporation.

Honourary Members

- d. Honourary non-voting membership shall be available only to natural persons who have applied and have been accepted for Honourary membership in the Corporation.
- e. The term of membership of an Honourary non-voting member shall be annual, subject to renewal in accordance with the policies of the Corporation.
- f. Subject to the Act, each Honourary non-voting member shall not be entitled to receive notice of, attend or vote at meetings of members of the Corporation.

2.02 Membership Fees

The membership fee shall be determined by the Board of directors.

2.03 Termination of Membership

A membership in the Corporation is terminated when:

- a. the member dies, or, in the case of a member that is a corporation, the corporation is dissolved;
- b. a member fails to maintain any qualifications for membership described in Section 2.01 of these by-laws;
- c. the member resigns by delivering a written resignation to the chair of the Board of the Corporation in which case such resignation shall be effective on the date specified in the resignation;
- d. the member is expelled in accordance with Section 2.04 or is otherwise terminated in accordance with the Articles or by-laws;
- e. the member's term of membership expires; or
- f. the Corporation is liquidated or dissolved under the Act.

Subject to the articles, upon any termination of membership, the rights of the member, including any rights in the property of the Corporation, automatically cease to exist.

2.04 Discipline of Members

The Board shall have authority to suspend or expel any member from the Corporation for any one or more of the following grounds:

- a. violating any provision of the articles, by-laws, or written policies of the Corporation;
- b. carrying out any conduct which may be detrimental to the Corporation as determined by the Board in its sole discretion;
- c. for any other reason that the Board in its sole and absolute discretion considers to be reasonable, having regard to the purpose of the Corporation.

In the event that the Board determines that a member should be expelled or suspended from membership in the Corporation, the chair of the Board or such other officer as may be designated by the Board, shall provide fifteen (15) days' notice of suspension or expulsion to the member and shall provide reasons for the proposed suspension or expulsion. The member may make written submissions to the chair of the Board, or such other officer as may be designated by the Board, in response to the notice received not less than five (5) days before the end of the fifteen (15) day-period. In the event that no written submissions are received by the chair of the Board, the chair of the Board, or such other officer as may be designated by the Board, may proceed to notify the member that the member is suspended or expelled from membership in the Corporation. If written submissions are received in accordance with this section, the Board may allow the member to make oral submissions to the Board. The Board will consider the written and oral submissions (if any) in arriving at a final decision and shall notify the member concerning such final decision. The Board's decision shall be final and binding on the member, without any further right of appeal.

SECTION 3 - MEETINGS OF MEMBERS

3.01 Notice of Meeting of Members

Subject to the Act, not less than ten (10) and not more than fifty (50) days written notice of any annual or special members' meeting shall be given in the manner specified in the Act to each member and to the auditor or person appointed to conduct a review engagement. Notice of any meeting where special business will be transacted must contain sufficient information to permit the members to form a reasoned judgment on the decision to be taken. Notice of each meeting must remind the member of the right to vote by proxy.

3.02 Persons Entitled to be Present

The only persons entitled to be present at a meeting of members shall be those entitled to vote at the meeting, the directors and the auditors of the Corporation (or the person who has been appointed to conduct a review engagement, if any) and such other persons who are entitled or required under any provision of the Act, articles or by-laws of the Corporation to be present at the meeting. Any other person may be admitted only on the invitation of the chair of the meeting or with the majority consent of the members present at the meeting.

3.03 Chair of the Meeting

In the event that the chair and the vice-chair of the Board is absent, the members who are present and entitled to vote at the meeting shall choose one of their members to chair the meeting.

3.04 Quorum

A quorum for transaction of business at any meeting of members shall be a twenty (20) members entitled to vote at the meeting, whether present in person or by proxy. If a quorum is present at the opening of the meeting, the members present may proceed with the business of the meeting, even if a quorum is not present throughout the meeting.

3.05 Voting of Members

Business arising at any members' meeting shall be decided by a majority of votes unless otherwise required by the Act or the by-law provided that:

- a. each member shall be entitled to one vote at any meeting;
- b. votes shall be taken by a show of hands among all members present and the chair of the meeting, if a member, shall have a vote;
- c. an abstention shall not be considered a vote cast;
- d. before or after a show of hands has been taken on any question, the chair of the meeting may require, or any member may demand, a written ballot. A written ballot so required or demanded shall be taken in such manner as the chair of the meeting shall direct;
- e. if there is a tie vote, the chair of the meeting shall require a written ballot, and shall not have a second or casting vote. If there is a tie vote upon written ballot, the motion is lost; and
- f. whenever a vote by show of hands is taken on a question, unless a written ballot is required or demanded, a declaration by the chair of the meeting that a resolution has been carried or lost and an entry to that effect in the minutes shall be conclusive evidence of the fact without proof of the number or proportion of votes recorded in favour of or against the motion.

3.06 Participation by Electronic Means

Participation at any meeting of members may be by telephonic, electronic or other communication facility.

3.07 Virtual Meetings

Any meeting of members may be held entirely by means of a telephonic, an electronic or other communication facility that permits all participants to communicate adequately with each other during the meeting.

3.08 Annual General Meeting

The annual general meeting shall be held on a day and at a place within Ontario fixed by the Board. Any member, upon request, shall be provided, not less than twenty-one (21) days or other number of days prescribed in regulations before the annual general meeting, with a copy of the approved financial statements, auditor's report or review engagement report and other financial information required by the by-laws or articles.

An annual general meeting of members shall be held for the transaction of the following business:

- a. Approval of the Minutes of the previous Annual General Meeting of the membership;
- b. Receiving reports of the activities of the Corporation during the previous year, the Annual Financial Statement and the Audit Report;
- c. The appointment of auditors for the current year;
- d. The election of directors;
- e. Transaction of any other business, either special or general which is pertinent to the interests of the membership and which may properly come before the Annual General Meeting with at least ten (10) days notice before the meeting.

3.09 Special Meetings

The chair or directors may call a special meeting of the members. The Board shall convene a special meeting on written requisition of not less than one-tenth of the Members for any purpose connected with the affairs of the Corporation that does not fall within the exceptions listed in the Act or is otherwise inconsistent with the Act, within twenty-one (21) days from the date of the deposit of the requisition.

3.10 Proxies

A member entitled to vote at a meeting of members may by means of a proxy authorize another individual, or one or more alternate individuals who need not be members of the Corporation, to attend and act on the member's behalf to the extent and with the authority conferred by the proxy. A Proxy holder has the same rights as the member to speak and to vote.

A proxy must be signed by the member or the member's attorney and be in the required form and is valid only for the meeting for which it is given.

The Board may fix a time not exceeding 48 hours, excluding Saturdays, Sundays and holidays, by which time the proxy must be filed with the office of the Corporation and any period of time so fixed must be specified in the notice of meeting.

A member may revoke a proxy by filing at the office of the Corporation a revocation signed by the member or the member's attorney at any time prior to the day of the meeting; or by presenting the revocation to the chair on the day of the meeting.

3.11 Adjournments

The chair may, with the majority consent of any members' meeting, adjourn the same from time to time and no notice of such adjournment need be given to the members, unless the meeting is adjourned by one or more adjournments for an aggregate of 30 days or more. Any business may be brought before or dealt with at any adjourned meeting which might have been brought before or dealt with at the original meeting in accordance with the notice calling the same.

SECTION 4 – DIRECTORS

4.01 Board of Directors

Subject to the articles, a Board of directors consisting of a minimum of three (3) directors shall supervise the management of the affairs of the Corporation.

4.02 Nomination to the Board

Nominations made for the election of directors must be made in accordance with the nominating procedure prescribed by the Board from time to time.

4.03 Election and Term

Subject to the articles, the members will elect the directors at the first meeting of members and at each succeeding meeting at which an election of directors is required. The term of office of each director is three (3) years. Each director shall be eligible to serve for a maximum of three (3) consecutive terms. After a period of one (1) year's absence, a director may be eligible for re-election.

4.04 Vacancies

The office of a director shall be vacated immediately:

- a. if the director resigns office by written notice to the Corporation, which resignation shall be effective at the time it is received by the Corporation or at the time specified in the notice, whichever is later;
- b. if the director dies;
- c. if the director becomes bankrupt;
- d. if the director is found to be incapable of managing property by a court or under Ontario law; or
- e. if, at a meeting of the members, a resolution is passed by at least a majority of the votes cast by the members removing the director before the expiration of the director's term of office.

4.05 Filling Vacancies

A vacancy on the Board shall be filled as follows:

- a. a quorum of directors may fill a vacancy among the directors;
- b. if there is not a quorum of directors or there has been a failure to elect the minimum number of directors set out in the articles, the directors in office shall, without delay, call a special meeting of members to fill the vacancy and, if they fail to call such a meeting, the meeting may be called by any member;
- c. if the vacancy occurs as a result of the members removing a director, the members may fill the vacancy by a majority vote and any director elected to fill the vacancy shall hold office for the remainder of the removed director's term; and

- d. the Board may fill any other vacancy by a majority vote, and the appointee shall hold office for the remainder of the unexpired portion of the term of the vacating director. After that, the appointee shall be eligible to be elected as a director.

4.06 Remuneration of Directors

The directors shall serve as such without remuneration and no director shall directly or indirectly receive any profit from occupying the position of director; provided that:

- a. Directors may be reimbursed for reasonable expenses they incur in the performance of their directors' duties;
- b. Notwithstanding the foregoing, no director shall be entitled to any remuneration for services as a director or in other capacity if the Corporation is a charitable corporation, unless the provisions of the Act and the law applicable to charitable corporations are complied with, including Ontario Regulation 4/01 made under the *Charities Accounting Act*.

SECTION 5 – MEETING OF DIRECTORS

5.01 Regular Meetings

The Board may appoint a day or days in any month or months for regular meetings of the Board at any time and any place on notice as required by this by-law. A copy of any resolution of the Board fixing the place and time of such regular meetings of the Board shall be sent to each director forthwith after being passed.

5.02 Special Meetings

The chair, vice-chair, secretary or if two (2) directors so request in writing, may call a special meeting of the Board, at any time and any place on notice as required by this by-law.

5.03 Notice of Meeting

Notice of the time and place for the holding of a regular meeting of the Board shall be given to every director of the Corporation not less than fourteen (14) days before the time when the meeting is to be held.

Notice of the time and place for the holding of a special meeting of the Board shall be given to every director of the Corporation not less than two (2) days before the time when the meeting is to be held.

Notice of a meeting shall not be necessary if all of the directors are present, and none objects to the holding of the meeting, or if those absent have waived notice of or have otherwise signified their consent to the holding of such meeting. If a quorum of directors is present, each newly elected or appointed Board may, without notice, hold its first meeting immediately following the annual general meeting of the Corporation.

5.04 Waiver of Notice

No error or omission in giving notice for a meeting of the Board shall invalidate such meeting or invalidate or make void any proceedings of the meeting and any director may at any time waive notice of a meeting of the Board and may ratify and approve of any or all proceedings of the meeting. Attendance of a director at a Board meeting is a waiver of notice of the meeting, except if the director attends for the express purpose of objecting to the transaction of business on the grounds that the meeting was not lawfully called.

5.05 Quorum

A quorum for transaction of business at any meeting of directors shall be more than 50% of the directors on the board.

5.06 Chair

The chair shall preside at Board meetings. In the absence of the chair, the vice-chair shall preside at Board meetings. In the absence of the chair or vice-chair, the directors present shall choose one of their number to act as the chair.

5.07 Voting

At all meetings of the Board, every question or motion shall be decided by a majority of the votes cast on the question. Each director shall be entitled to one vote. In the event of an equality of votes, the chair shall have a second or casting vote.

5.08 Committees

The Board may from time to time appoint any committee or other advisory body, as it deems necessary or appropriate for such purposes and, subject to the Act, with such powers as the Board shall see fit. Any such committee may formulate its own rules of procedure, subject to such regulations or directions as the Board may from time to time make. Any committee member may be removed by resolution of the Board.

5.09 Participation by Electronic Means

A director may participate in a meeting of the Board by telephonic, electronic or other communications facilities as permit all persons participating in the meeting to communicate with each other, and a director participating in such a meeting by such means is deemed to be present at the meeting.

SECTION 6– OFFICERS

6.01 Officers

The Board shall appoint any person to be chair, vice-chair, treasurer and secretary at its first meeting following the annual general meeting of the Corporation. The Board may appoint such other officers and agents as it deems necessary, and who shall have the authority and shall perform such duties as the Board may prescribe from time to time.

Unless otherwise specified by the Board which may, subject to the Act modify, restrict or supplement such duties and powers, the offices of the Corporation, if designated and if officers are appointed, shall have the following duties and powers associated with their positions:

- a. **Chair of the Board** - The chair of the Board shall perform the duties described in Schedule A and such other duties as may be required by law or as the Board may determine from time to time.
- b. **Vice-Chair of the Board** - The vice-chair of the Board shall perform the duties described in Schedule B and such other duties as may be required by law or as the Board may determine from time to time.
- c. **Secretary** – The secretary of the Board shall perform the duties described in Schedule C and such other duties as may be required by law or as the Board may determine from time to time.
- d. **Treasurer** – The treasurer of the Board shall perform the duties described in Schedule D and such other duties as may be required by law or as the Board may determine from time to time.

6.02 Duties of the Executive Director

The Executive Director of the Corporation shall be appointed by the Board. The Executive Director shall be responsible to the Board for the direction and management of the affairs and undertakings of the Corporation within the limitations of the Vision Statement and Policies of the Corporation. All staff members shall be under the direction of and be responsible to the

Executive Director. The Executive Director shall have the right to attend all meetings of the Board and all meetings of the members but shall not have the right to vote.

6.03 Vacancy in Office

In the absence of a written agreement to the contrary, the Board of directors may remove, whether for cause or without cause, any officer of the Corporation. Unless so removed, an officer shall hold office until the earlier of:

- a. the officer's successor being appointed,
- b. the officer's resignation,
- c. such officer ceasing to be a director (if a necessary qualification of appointment) or
- d. such officer's death.

If the office of any officer of the Corporation shall be or become vacant, the directors may, by ordinary resolution, appoint a person to fill such vacancy.

SECTION 7 – INDEMNITIES TO DIRECTORS AND OTHERS

7.01 Protection of Directors and Officers

No director, officer or committee member of the Corporation is liable for the acts, neglects or defaults of any other director, officer, committee member or employee of the Corporation or for joining in any receipt or for any loss, damage or expense happening to the Corporation through the insufficiency or deficiency of title to any property acquired by resolution of the Board or for or on behalf of the Corporation or for the insufficiency or deficiency of any security in or upon which any of the money of or belonging to the Corporation shall be placed out or invested or for any loss or damage arising from the bankruptcy, insolvency or tortious act of any person, firm or Corporation with whom or which any moneys, securities or effects shall be lodged or deposited or for any other loss, damage or misfortune whatever which may happen in the execution of the duties of his or her respective office or trust provided that they have:

- a. complied with the Act and the Corporation's articles and by-laws; and
- b. exercised their powers and discharged their duties in accordance with the Act.

7.02 Insurance

The Board shall cause to be purchased and maintained as it considers advisable and necessary insurance coverage to ensure that directors, officers and members will be indemnified and saved harmless in accordance with this by-law. The premiums for such insurance coverage shall be paid from the funds of the Corporation.

SECTION 8 - NOTICES

8.01 Method of Giving Notices

Any notice (which term includes any communication or document) to be given (which term includes sent, delivered or served), other than notice of a meeting of members or a meeting of the Board of directors, pursuant to the Act, the articles, the by-laws or otherwise to a member, director, officer or to the auditor or person who has been appointed to conduct a review engagement shall be sufficiently given:

- a. if delivered personally to the person to whom it is to be given or if delivered to such person's address as shown in the records of the Corporation or in the case of notice to a director to the latest address as shown in the last notice that was sent by the Corporation;
or
- b. if mailed to such person at such person's recorded address by prepaid ordinary or air mail;
or
- c. if sent to such person by telephonic, electronic or other communication facility at such person's recorded address for that purpose.

A notice so delivered shall be deemed to have been given when it is delivered personally or to the recorded address as aforesaid; a notice so mailed shall be deemed to have been given when deposited in a post office or public letter box; and a notice so sent by any means of transmitted or recorded communication shall be deemed to have been given when dispatched or delivered to the appropriate communication company or agency or its representative for dispatch.

The secretary may change or cause to be changed the recorded address of any member, director, officer, or auditor or person who has been appointed to conduct a review engagement in accordance with any information believed by the secretary to be reliable. The declaration by the secretary that notice has been given pursuant to this by-law shall be sufficient and conclusive evidence of the giving of such notice. The signature of any director or officer of the Corporation to any notice or other document to be given by the Corporation may be written, stamped, type-written or printed or partly written, stamped, type-written or printed.

8.02 Omissions and Errors

The accidental omission to give any notice to any member, director, officer, auditor or person who has been appointed to conduct a review engagement, or the non-receipt of any notice by any such person where the Corporation has provided notice in accordance with the by-laws or any error in any notice not affecting its substance shall not invalidate any action taken at any meeting to which the notice pertained or otherwise founded on such notice.

SECTION 9 – CONFLICT OF INTEREST

9.01 Conflict of Interest

A director or officer who is in any way directly or indirectly interested in a contract or transaction, or proposed contract or transaction, with the Corporation shall make the disclosure required by the Act. Except as provided by the Act, no such director shall attend any part of a meeting of directors or vote on any resolution to approve any such contract or transaction.

SECTION 10 - DISPUTE RESOLUTION

10.01 Dispute Resolution Mechanism

In the event that a dispute or controversy among members, directors, officers, committee members or volunteers of the Corporation arising out of or related to the articles or by-laws, or out of any aspect of the operations of the Corporation is not resolved in private meetings between the parties, then without prejudice to or in any other way derogating from the rights of the members, directors, officers, committee members, employees or volunteers of the Corporation as set out in the articles, by-laws or the Act, and as an alternative to such person instituting a law suit or legal action, such dispute or controversy shall be settled by a process of dispute resolution as follows:

- a.** the dispute or controversy shall be settled by arbitration before a single arbitrator, in accordance with the *Arbitration Act, 1991* (Ontario) or as otherwise agreed upon by the parties to the dispute. All proceeding relating to arbitration shall be kept confidential, and there shall be no disclosure of any kind. The decision of the arbitrator shall be final and binding and shall not be subject to appeal on a question of fact, law or mixed fact and law; and
- b.** all costs of the arbitrator shall be borne by such parties as may be determined by the arbitrator.

SECTION 11 - EFFECTIVE DATE

11.01 Effective Date

Subject to matters requiring a special resolution, this by-law shall be effective when made by the Board.

CERTIFIED to be By-Law No. 2 of the Corporation, as enacted by the directors of the Corporation by resolution on the 10th day of December, 2020 and confirmed by the members of the Corporation on the 10th day of December, 2020.

A handwritten signature in blue ink, appearing to read "Nadine Spencer", is written over a horizontal line. A vertical line extends upwards from the right end of the horizontal line, forming a partial rectangular box.

NAME: Nadine Spencer, Board Chair

Black Business and Professional Association

Schedule A

Duties of the Chair

Role Statement

The chair provides leadership to the Board, ensures the integrity of the Board's process and represents the Board to outside parties. The chair co-ordinates Board activities in fulfilling its governance responsibilities and facilitates co-operative relationships among directors and between the Board and senior management, if any, of the Corporation. The chair ensures the Board discusses all matters relating to the Board's mandate.

Responsibilities

Agendas. Establish agendas aligned with annual Board goals and preside over Board meetings if also holding the office of chair. Ensure meetings are effective and efficient for the performance of governance work. Ensure that a schedule of Board meetings is prepared annually.

Direction. Serve as the Board's central point of communication with the senior management, if any, of the Corporation; provide guidance to senior management, if any, regarding the Board's expectations and concerns. In collaboration with senior management, develop standards for Board decision-support packages that include formats for reporting to the Board and level of detail to be provided to ensure that management strategies and planning and performance information are appropriately presented to the Board.

Performance Appraisal. Lead the Board in monitoring and evaluating the performance of senior management, if any, through an annual process.

Work Plan. Ensure that a Board work plan is developed and implemented that includes annual goals for the Board and embraces continuous improvement.

Representation. Serve as the Board's primary contact with the public.

Reporting. Report regularly to the Board on issues relevant to its governance responsibilities.

Board Conduct. Set a high standard for Board conduct and enforce policies and by-laws concerning directors' conduct.

Mentorship. Serve as a mentor to other directors. Ensure that all directors contribute fully. Address issues associated with underperformance of individual directors.

Succession Planning. Ensure succession planning occurs for senior management, if any, and Board.

Committee Membership. Serve as member on all Board committees.

Schedule B

Duties of the Vice-Chair

Role Statement

The vice-chair shall assume the duties of the chair in the absence of the chair and carry out such other duties as are assigned by the Board or chair.

Schedule C

Duties of the Secretary

Role Statement

The secretary works collaboratively with the chair to support the Board in fulfilling its fiduciary responsibilities.

Responsibilities

Board Conduct. Support the chair in maintaining a high standard for Board conduct and uphold policies and the by-laws regarding directors' conduct, with particular emphasis on fiduciary responsibilities.

Document Management. Keep a roll of the names and addresses of the members. Ensure the proper recording and maintenance of minutes of all meetings of the Corporation, the Board and Board committees. Attend to correspondence on behalf of the Board. Have custody of all minute books, documents, registers and the seal of the Corporation and ensure that they are maintained as required by law. Ensure that all reports are prepared and filed as required by law or requested by the Board.

Meetings. Give such notice as required by the by-laws of all meetings of the Corporation, the Board and Board committees. Attend all meetings of the Corporation, the Board and Board committees.

Schedule D

Duties of the Treasurer

Role Statement

The treasurer works collaboratively with the chair and senior management, if any, to support the Board in achieving its fiduciary responsibilities.

Responsibilities

Custody of Funds. The treasurer shall have the custody of the funds and securities of the Corporation and shall keep full and accurate accounts of all assets, liabilities, receipts and disbursements of the Corporation in the books belonging to the Corporation and shall deposit all monies, securities and other

valuable effects in the name and to the credit of the Corporation in such chartered bank or trust company, or, in the case of securities, in such registered dealer in securities as may be designated by the Board from time to time. The treasurer shall disburse the funds of the Corporation as may be directed by proper authority taking proper vouchers for such disbursements, and shall render to the chair and directors at the regular meeting of the Board, or whenever they may require it, an accounting of all the transactions and a statement of the financial position, of the Corporation. The treasurer shall also perform such other duties as may from time to time be directed by the Board.

Board Conduct. Maintain a high standard for Board conduct and uphold policies and by-laws regarding directors' conduct, with particular emphasis on fiduciary responsibilities.

Mentorship. Serve as a mentor to other directors.

Financial Statement. Present to the members at the annual meeting as part of the annual report, the financial statement of the Corporation approved by the Board together with the report of the auditor or of the person who has conducted the review engagement.