

WHY are the By-Laws being amended?

There are two reasons. As a group, we found the current version of By-Laws were outdated; and we felt changes were important to help add clarity and consistency to roles and responsibilities with the Metro West Force (MWF) Board of Directors and overall governance to continue to drive operational efficiencies, better programs and experiences.

OK. Then why are we changing the structure?

The existing structure of the Board was put in place at the founding of MWF. MWF and the associated work required to run and expand our organization has grown substantially since that time. We have recognized that although we have a core group of smart, passionate, hard-working volunteers, we have opportunities to improve in all aspects of our business. We also have had a hard time onboarding and keeping wonderful volunteers to do all the work we need to do.

We decided to launch a project to create a new, better structure that would allow us to govern and manage the business better, now, and as we grow.

So tell me about the new structure.

The new structure has an eleven-member Board of Directors that govern MMF.

There are ten elected Directors, plus one Director Athlete Representative appointed by the Board.

The Board of Directors represents you, the members (owners) of MWF, and is accountable for making sure that MWF is moving in the right direction to achieve its strategic goals. In a sentence, those goals are to deliver excellent hockey programs for as many athletes as possible in a safe, secure environment that promotes athlete growth and development in all dimensions.

The *President* is the Chair of the Board, steers the ship, and is the outward-facing representative of the organization.

The *Vice President Hockey Standards* is accountable for ensuring that MWF hockey programs are delivered with a high standard of excellence.

The *Vice President Hockey for Life* is accountable for ensuring that MWF programs encourage player growth and well-being through sport.

The *Vice President Safe Sport* is accountable for ensuring that MWF delivers programs safely, securely, and in compliance with external regulations.

The *Vice President Finance* is accountable for ensuring that MWF has the financial strategies, resources, and policies to allow it to achieve its goals.

The *Director Administration* is accountable for ensuring that MWF has the tools, policies, and procedures it needs to operate as a business.

The *Director Coach Development* is accountable for ensuring that MWF has excellent coaches to allow it to achieve its goals.

The *Director Membership Growth* is accountable for ensuring that MWF has the strategies and programs we need to achieve our membership goals, including goals related to diversity and inclusion.

The *Director Hockey Operations* is accountable for ensuring that MWF has the hockey infrastructure it needs to deliver its programs and achieve its goals.

The *Director Membership Experience* is accountable for helping MWF members navigate the organization's management structure, ensuring that member concerns and issues are appropriately heard, and identifying systemic areas for improvement.

The *Director Athlete Representative* is the player's voice at the Board and is accountable for providing advice and expertise from a player's viewpoint.

Except for the Director Membership Experience and the Director Athlete Representative, each Board member also will chair a committee to manage and deliver their area of responsibility. Those committees are also described in the By-Laws.

I can see how some of the new positions map to some of the old positions, more or less. But some positions that were named in the old By-Laws are not in the new By-Laws. Are we getting rid of them?

No! Those positions you are talking about (like the Ice Coordinator and the Referee-in-Chief) were in the old By-Laws as non-voting (and non-Officer) members of a large body called the Executive Board. The new By-Laws only describe the voting members of the Board of Directors – the structure beyond the Board will be “filled in” by the Board, and can be changed by the Board over time. Of course we will still need an Ice Coordinator, and a Referee-in-Chief ... all the positions mentioned in the old By-Laws, and more. But they are not voting members of the Board, so they are not enshrined in the By-Laws as a permanent part of the structure of MWF.

You mentioned trouble finding volunteers. Do you think this is going to get better? How?

We sure hope so! Maybe you are interested? We need good candidates for the eleven Board positions, and we need lots more people to fill in their committees.

The main aim here is to create a smoother-running, better-planned organization, with less “fire fighting.” The elected Board members, for sure, will bear a big load; but we think it will be easier for them to find the people they need for their committees if there is a clear delegation of responsibilities, so people know that they can get the job done without more red tape than necessary. And we also want to put clear limits on the scope of each role.

Are there any other important changes in the new By-Laws, compared to the old ones?

Aside from the change in the Board composition, the old By-Laws were pretty outdated, and we thought they were not very well organized. The text has been changed (improved, in our opinion) almost everywhere. However, we think we only changed the spirit or primary intent of a few items:

- The definition of a member has been clarified. The old By-Laws had a very broad definition of membership and gave a vote to every person who participated in, volunteered at, or officiated at any event we organized. The new definition encompasses registered players (represented mostly by parents), plus non-parent coaches and non-parent volunteers on the Board or Board committees. Those are the people with an ownership stake.
- Quorum for a meeting of members has been increased from 10 to 20.
- Proxy voting, previously allowed in some cases, has been prohibited.

So, should I vote in favour of this change? What if I see something wrong in there?

We'd really appreciate your vote in favour! We think this structural reorganization is needed, to improve our governance and management, and if we don't adopt these By-Laws, we will be stuck with the existing organization. So if you have a minor editorial comment or two, we'd ask that you don't scuttle the major changes for that. It's OK if the By-Laws aren't perfect – we'll take your feedback and propose the required fix at the next meeting of members.