

Bylaws of The Warman Chamber of Commerce



WARMAN
CHAMBER OF COMMERCE

August 2013

Amended October 21, 2014

Amended July 09, 2015

Amended October 20, 2015

Amended October 18, 2016

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By-laws of the Warman Chamber of Commerce

SECTION 1 – DEFINITIONS

1.1 DEFINITIONS

For the purpose of these By-laws, unless context requires otherwise, the word:

- (a) “Board” shall refer to the Board of Directors of the Chamber.
- (b) “Chairperson” shall refer to the Director duly elected to preside over meetings.
- (c) “Chamber” shall refer to the Warman Chamber of Commerce.
- (d) “Committee Head” shall refer to the Director elected, by vote or by acclamation, to be the Chairperson of the Governance Committee or to the Director or Member elected, by vote or by acclamation, to be the Chairperson of any other committee formed by the Chamber.
- (e) “Director” shall refer to a Member of the Board who shall be either elected or appointed.
- (f) “Executive” shall mean the Executive Committee of the Board of the Chamber.
- (g) “Executive-At-Large” shall refer to each of the four Directors duly elected Executive-At-Large of the Chamber.
- (h) “Executive Committee” shall mean President, the Vice-President, Secretary/Treasurer and the Executive.-At-Large.
- (i) “Governance Committee” shall mean the Executive Director, the President, and up to three other Directors.
- (j) “Member” shall mean every person, association, corporation, society, partnership or estate, directly or indirectly engaged in trade, commerce or economic activity in Warman and surrounding area that is admitted to membership in the Chamber.
- (k) “Person” shall mean an individual.
- (l) “President” shall mean the duly elected President of the Chamber.
- (m) “Vice-President” shall mean the duly elected Vice-President of the Chamber.
- (n) “Secretary/Treasurer” shall mean the duly elected Secretary/Treasurer of the Chamber.

SECTION 2 – ORGANIZATION

2.1 NAME

The name of this organization shall be the “Warman Chamber of Commerce”. This organization is incorporated as a non-profit corporation without share capital under letters patent dated August 31, 2013 issued under the Corporations Act (Saskatchewan).

2.2 OBJECTIVE

The objective of the Warman Chamber of Commerce is to be a professional, unified voice for the Warman and area business community on a local, regional, and provincial level. Our mission is to represent Warman and area businesses through advocacy, education and networking, and to build and promote a strong and prosperous community.

In its approach towards its objectives, the Warman Chamber of Commerce shall be non-sectarian and shall not lend its support to any candidate for political office.

2.3 REGISTERED OFFICE

The Head Office of the Chamber shall be situated in the City of Warman.

2.4 BOOKS OF ACCOUNT

The Chamber shall cause proper books of account to be kept. All books of account of the Chamber shall be kept at the head office and shall be open to any Member of the Chamber at reasonable hours free of charge.

2.5 SEAL

The Seal of the Chamber shall remain in the custody of the Secretary/Treasurer and shall be affixed to all documents that the Chamber duly authorizes or requires.

SECTION 3 - MEMBERSHIP

3.1 RIGHT TO MEMBERSHIP

Every reputable person, association, corporation, society, partnership or estate, directly or indirectly engaged or interested in trade, commerce or other economic activity in Warman and surrounding area, shall be eligible for membership in the Chamber.

3.2 MEMBERSHIP APPLICATION

All potential members shall complete a written application and such application shall be approved of by the Board, the Executive or any person specifically designated with this responsibility.

3.2 TERMINATION OF MEMBERSHIP

A Member who fails to pay the annual membership assessment, within 90 days of the date it falls due, may be removed from the roll of Members and shall then forfeit all privileges of membership.

3.3 RETIREMENT FROM MEMBERSHIP

Any Member of The Chamber who intends to retire from the Chamber or to resign his membership may do so at any time upon giving the Executive Director ten days notice in writing of such intention and upon discharging any lawful liability which is standing on the books of the Chamber against them at the time of such notice.

Membership dues that have been paid shall be non-refundable.

3.4 EXPULSION FROM MEMBERSHIP

Any Member may be expelled from membership in the Chamber for reasons other than non-payment of membership assessments by a two-thirds majority vote of the Board.

3.5 RIGHT OF APPEAL

Anyone, whose membership is terminated, for reasons other than non-payment of dues, shall have the right to appeal to a General Meeting of the Chamber. Application for such appeal must be made by the Member in writing to the Executive Director within ten days following receipt of the official notice of termination. The termination shall be confirmed or rescinded by a majority vote of the Members present at the General Meeting.

3.6 VOTING RIGHTS

Each Member, whether individual, corporate, partnership, estate or other group or society, shall have only one vote at meetings of the membership of the Chamber. Each corporate, partnership or estate member or other group member shall appoint one individual to act as their representative at meetings of the Chamber.

SECTION 4 - DUES AND ASSESSMENT

4.1 DUES INCREASES

The dues payable by the Members of The Chamber shall be determined annually by the Board and shall be subjected to the approval of a Special Meeting whenever a change greater than 15% of the previous annual assessment is involved.

4.2 NEW MEMBER INCENTIVE – REPEALED 21 OCTOBER 2014

4.3 OTHER INCREASES

Other assessments may be levied against all Members provided they are recommended by the Board and approved by a majority of the Members present at a Special Meeting of the Chamber. The notice calling such membership meeting shall state that the meeting is being called to discuss proposed special levies against the Members.

SECTION 5 - BOARD OF DIRECTORS

5.1 NUMBER OF DIRECTORS

The Chamber Board of Directors will consist of a minimum of three (3) and a maximum of twelve (12) elected Members.

5.2 NOMINATIONS

Any Member of the Chamber may nominate a Member for election to the Board.

5.3 ELIGIBILITY

Only Members, or their employees, are eligible to be a Director. A Director will automatically be removed from the Board upon their associated business ceasing to be a Member.

Each member shall have only one representative on the Board of Directors at one time.

5.4 ELECTIONS

Elections for Directors of the Chamber will be done by ballot prior to the Chamber's Annual General Meeting. If there are less standing nominations for Director Positions than there are positions available, no election will be required and all nominees will be elected by acclamation.

5.5 DIRECTOR VACANCIES AFTER ELECTIONS

If there are insufficient Directors duly elected to fill all vacancies then any Director may present and nominate a Member for election to the Board at any regular board meeting, to be voted in by the Board of Directors.

5.6 TERM OF POSITION

Directors shall serve a term of 2 years at which time they will either seek re-election or resign. One half of the Elected Directors shall have terms of office terminating in even numbered years and one half of the Elected Directors shall have terms of office terminating in odd numbered years. If a Director is unable to complete his or her term a new Director can be appointed as per section 5.5 to serve the remainder of the term. The Board is not required to wait until the next Annual General Meeting to elect a replacement Director.

5.7 MAXIMUM NUMBER OF TERMS

Each Director shall be allowed to serve at most three (3) consecutive two-year (2) terms or a total of six (6) consecutive years. Upon serving 6 years, a Director is not eligible for re-election until a period of 2 years has

passed. If there are vacancies left on the Board after the Annual General Meeting this provision will not apply.

5.8 ASSUMPTION OF OFFICE

Newly elected or appointed Directors, President, Vice-President and Secretary/Treasurer will assume office and be sworn in at the Annual General Meeting following his/her election or appointment, except in the case of 5.5.

5.9 SUSPENSION

Any Director may be suspended from his/her position or have his/her tenure of office terminated if in the opinion of the Board, as evidenced by a motion passed by a majority at any Board meeting, the Director was either absent for three (3) consecutive meetings of the Board without just cause or the Director was grossly negligent in the performance of his or her duties.

5.10 POWER OF BOARD

The Board shall have the general power of administration. It may be entitled to make or authorize petitions or representations to the Government or Parliament of Canada, the Government or Legislature of the Province, or others, as it may determine or as may be required by the Members. The Board shall have all powers as are assigned to it by any By-law of the Chamber, provided however, that such powers are not inconsistent with the provisions of *The Boards of Trade Act*.

5.11 GOVERNANCE COMMITTEE

The Chamber shall have a Governance Committee. The Board, at their first meeting following the Annual General Meeting, shall confirm the Executive Director, the President, and appoint up to three other Directors to the Governance Committee.

5.12 ADDITIONAL COMMITTEES

The Board, at its discretion, may appoint other committees of whatever type deemed appropriate from time to time. Such committees shall be made up of at least one Director and other Directors or Members.

5.13 OATH OF OFFICE

All Directors shall be sworn in annually at the Annual General Meeting.

All Directors of the Chamber, before taking office, shall take and subscribe an oath in the following form:

"I swear that I will faithfully and truly perform my duty as a Director of the Warman Chamber of Commerce and that I will, in all matters connected with the discharge of such duty, do all things, and such things only, as I shall truly and conscientiously believe to be adapted to promote the objects for which the Warman Chamber of Commerce was constituted according to the true intent and meaning of the same. I so swear."

5.14 MEETINGS

The meetings of the Board shall be open to all Members of the Chamber who may attend however only the Directors shall have voting privileges.

5.15 COMPENSATION

The Directors shall not receive compensation for their services but may be entitled to be reimbursed out of pocket expenses incurred in the course of discharging any duty on behalf of the Chamber.

5.16 INDEMNIFICATION

The Chamber shall indemnify and save harmless all Directors of the Chamber and their heirs, executors and administrators from and against all costs, charges, expenses and damages sustained as a result of an undertaking authorized by the Chamber or in the good faith execution of duties as a Director.

5.17 DIRECTOR RESPONSIBILITIES

All Directors are expected to:

- a) Actively participate in the deliberations of the Board;
- b) Serve as Committee Heads and members of committees as required by the Chamber;
- c) Maintain contact with Members, by personal visits where possible. Reports of such visits are to be forwarded to the Executive Director;
- d) Seek to encourage non-members to become Members;
- e) Assist in planning, organizing and conducting the Annual Meeting and any other meetings or events that the Chamber undertakes; and
- f) Encourage submissions of policy by Members.

SECTION 6 – GOVERNANCE AND OTHER COMMITTEES

6.1 GOVERNANCE COMMITTEE SELECTION

At the first regularly scheduled meeting of the Board of Directors following the Annual General Meeting, the Board shall confirm the Executive Director, the President, and appoint up to three other Directors to the Governance Committee as set out in Section 5.11.

6.2 GOVERNANCE COMMITTEE HEAD

The Governance Committee shall elect, by vote or by acclamation, a Governance Committee Head from the Directors that are part of the Governance Committee.

6.3 DUTIES OF THE GOVERNANCE COMMITTEE

The Governance Committee shall be responsible for preparing a list of nominees for the upcoming election of the Board of Directors. The list of nominees shall be prepared for distribution to the Chamber Members at least three calendar months prior to the Annual General Meeting. Nominees should be broadly representative of the membership of The Chamber and be selected for their qualities of vitality, integrity, judgement and experience. Persons so nominated must have given their consent to having their names included in the list of nominations.

6.4 GOVERNANCE COMMITTEE TERM

The term of the Governance Committee shall be one year.

6.5 OTHER COMMITTEES

The Chamber shall form other committees to address worthy tasks as deemed necessary by the Board. These other committees may address matters of networking, advocacy, education, policy, or other matters of relevance to the Chamber. These other committees shall be dissolved when the worthy task is completed or when it is determined the worthy task cannot be completed due to matters beyond the Chamber's control. Committed Heads for these other committees shall be Directors or Members elected by vote or acclamation. Each of these other committees shall have at least one Director as a committee member. The activities of these other committees shall be reviewed annually during the first Executive Meeting following the Chamber's Annual General Meeting.

SECTION 7 – BOARD CHAIRPERSON

7.1 ELECTION

At the first regularly scheduled meeting following the Annual General Meeting the Board shall elect one of the Directors to be their Chairperson.

7.2 DUTIES OF CHAIRPERSON

The Chairperson, in his/her presence, shall preside at all meetings of the Chamber and Executive. He/she shall regulate the order of business at such meetings and receive and put forth lawful motions and communicate to the meeting what he/she may think concern the Chamber.

The Chairperson shall vote only in the case of a tie.

7.3 TERM

The term of the Chairperson shall be one year.

SECTION 8 – EXECUTIVE

8.1 ELECTIONS

The President and Vice-President shall be elected by the Board at the Annual General Meeting. The Secretary/Treasurer and the Executive-At-Large shall be elected by the Board at the first regularly scheduled meeting following the Annual General Meeting.

8.2 EXECUTIVE COMMITTEE

The President, the Vice-President, Secretary/Treasurer, and each Executive-At-Large shall form the Executive Committee. The Executive Committee will meet to deal with emergencies arising in the Chamber and to review the ongoing operations. Their main duty will be to recommend to the Board matters concerning the efficient operation of the Chamber and to deal with matters recommended by the Board.

8.3 BOARD ELECTED POSITIONS

The Board shall elect, by vote or by acclamation, a President, a Vice-President, a Secretary/Treasurer, and four Executive-At-Large.

8.4 TERM

The term of office of the Executive shall be two years.

8.5 PUBLIC PRONOUNCEMENTS

No public pronouncement in the name of the Chamber may be made unless authorized by the Executive or by some person to whom the Executive has delegated this authority.

8.6 DUTIES OF THE PRESIDENT

The President shall, with the Secretary/Treasurer, sign all papers and documents requiring signature on behalf of the Chamber unless someone else is designated by the Executive.

No later than June 30 of each year, the President and the Vice President are required to schedule a review with the Executive Director to review the previous year. The review will include, but not be limited to: performance of duties, discussion of achievements, including membership growth, event management, and daily Chamber operations. Discussion of expectations and whether the Executive Director is fulfilling the

Board's expectations, as well as the Executive Director's expectations of the Board will reviewed at this time.

Following the review and no later than the July Board meeting, the President and Vice President shall present to the Board for approval, a recommendation to consider an increase in the Executive Director's annual compensation. Board's responsibility to remain fiscally responsible to Chamber members must be taken into account. Any increase in compensation is to be applied retroactively to March 1 of each year. The President and Vice President shall also present to the Board a recommendation to consider a one-time performance bonus payable to the Executive Director relating to performance of duties, achievements, etc. for the past year's service. Payment of the bonus, if applicable, should occur no later than August 31 of each year.

It shall be the duty of the President to present a general report of the activities of his year of office at the next Annual Meeting following the conclusion of his/her term.

The President shall be an ex-officio member of all Committees.

In the absence of the Chairperson, the President shall preside at meetings of the Chamber and Executive. He/she shall regulate the order of business at such meetings and receive and put lawful motions and communicate to the meeting what he/she may think concern the Chamber.

8.7 DUTIES OF THE VICE-PRESIDENT

In the absence of both the Chairperson and the President, the Vice-president shall preside at meetings of the Chamber. He/she shall regulate the order of business at such meetings and receive and put lawful motions and communicate to the meeting what he/she may think concern the Chamber.

8.8 DUTIES OF THE EXECUTIVE-AT-LARGE

The Executive-At-Large shall serve on the Executive Committee and so act in matters of emergencies arising in the Chamber, to review the ongoing Chamber operations as necessary, to consider matters and make recommendations to the Board relating to the efficient operation of the Chamber, and to consider matters referred to the Executive by the Board.

8.9 EXECUTIVE MEETINGS

The Executive shall meet from time to time as may be necessary to carry on the business of the Chamber. The President or any member of the Executive committee may summon such meetings. The person summoning the meeting shall give notice of the meeting to each member of the Executive Committee at least ten hours prior to the time set for the meeting. Minutes of the proceedings of Executive Committee meetings shall be entered in the books to be kept for that purpose by the Secretary/Treasurer.

SECTION 8A – EXECUTIVE DIRECTOR

8A.1 EXECUTIVE DIRECTOR

The Warman Chamber of Commerce shall employ an Executive Director who shall be a non-voting member of the Board. The Executive Director shall be remunerated as agreed by the Board. If the Executive Director is a member of the Chamber he/she shall be entitled to vote at any meeting other than the Board or Executive meetings.

8A.2 DUTIES

The executive Director shall be responsible to the Board for the general control and management of business affairs. Together with the Secretary/Treasurer, she/he shall be responsible for keeping general records of the Chamber, conducting its correspondence, retaining copies of all official letters and preserving all official documents, and shall perform all such other duties as properly appertain to her/his office. She/he shall, with the President or any assigned Director by the Board, sign all papers and documents requiring signature or execution on the Chambers behalf. She/he shall sign all cheques with one of the President, Vice President or Secretary/Treasurer. She/he shall maintain an accurate record of proceedings of the Chamber and of the Executive Committee. She/he shall be responsible for taking minutes or having someone take minutes at the Board meetings.

SECTION 9 – SECRETARY/TREASURER

9.2 FINANCIAL DUTIES

The Secretary/Treasurer shall have charge of all funds of the Chamber and shall deposit or cause to be deposited the same in a Chartered Bank or Credit Union selected by the Board. Out of such funds she/he shall pay accounts approved by the Board and shall keep a regular account of the income and expenditures of the Chamber and publish a reviewed statement thereof for each fiscal year for approval by the Board. This reviewed statement shall be available to any Member of the Chamber upon request and shall be presented to a meeting of the membership.

9.3 OTHER DUTIES

The Secretary/Treasurer shall be responsible to the Board for the general control and management of business affairs. Together with the Executive Director, she/he shall be responsible for keeping general records of the Chamber, conducting its correspondence, retaining copies of all official letters and preserving all official documents, and shall perform all such other duties as properly appertain to her/his office. She/he shall, with the President or any assigned Director by the Board, sign all papers and documents requiring signature or execution on the Chambers behalf. She/he shall sign all cheques with one of the President, Vice President or Executive Director. She/he shall maintain an accurate record of proceedings of the Chamber and of the Executive Committee. She/he shall be responsible for taking minutes or having someone take minutes at the Board meetings.

SECTION 10 – ANNUAL MEETING

10.1 TIME OF ANNUAL MEETING

The Annual Meeting of the Chamber shall be held within 90 days of the end of the fiscal period at the time and place determined by the Board.

10.2 QUORUM AT ANNUAL MEETING

A quorum will consist of at least 10 Members.

10.3 NOTICE OF ANNUAL MEETING

Notice of the Annual Meeting shall be sent to each Member by fax, email, regular mail or by telephone call/message at least 15 days, but no more than 50 days, prior to the meeting date. The Notice may also be placed in the local media. The notice shall contain the date, time and place for the meeting and a short description of the business to be conducted.

10.4 LOCATION

The usual place of meeting shall be within the City of Warman.

10.5 MINUTES

Minutes of the proceedings of the Annual Meeting shall be entered in the books to be kept for that purpose by the Secretary/Treasurer.

SECTION 11 – BOARD MEETINGS

11.1 NOTICE NOT REQUIRED

Regular meetings of the Board and the Executive may be held without notice to the Members.

11.2 REGULAR MEETINGS

The Board shall meet at least once a month, except during July, and from time to time as may be necessary on the business of the Chamber. The Board meetings may be summoned by the President or any three members of the Board. Upon receipt of such summons, the Executive Director, or failing her/him, the President, shall give notice to the members of the Board by fax, phone, email or telephone message. Such notice shall be effective if given prior to 5:00 pm on the day prior to the date set for the meeting.

11.3 ALTERNATIVE TO MEETING

The Board may also decide to meet and/or vote by conference call, phone, fax, e-mail or any other acceptable electronic media.

11.4 QUORUM

A quorum is required in order for a Board meeting to be called to order. A quorum of the Board will consist of 50% of the Board plus one.

11.5 MINUTES

Minutes of the proceedings of all Board meetings shall be entered in the books to be kept for that purpose by the Secretary/Treasurer.

11.6 VOTING

Each Director shall have only one vote. Motions, to be passed, shall require a simple majority of the Board present at a meeting. The Chairperson shall only cast a vote in the event of a tie vote of the other Directors.

SECTION 12 – SPECIAL MEETINGS

12.1 REQUIREMENTS TO CALL

Special membership meetings of the Chamber may be held at any time when summoned by the President, any three members of the Board, or by any ten Members of the Chamber.

12.2 NOTICE OF SPECIAL MEETING

Upon receipt of a summons to call a Special Meeting, the Secretary/Treasurer, or failing her/him, the President, may provide notice to each Member of the Chamber. Notice of the Special Meeting shall be sent to each Member by fax, email, regular mail or by telephone call/message at least 15 days, but no more than 50 days, prior to the meeting date. The Notice may also be placed in the local media. The notice shall contain the date, time and place for the meeting and a short description of the business to be conducted.

12.3 QUORUM AT SPECIAL MEETING

A quorum will consist of at least 10 Members.

12.4 LOCATION

The usual place of a Special Meeting shall be the City of Warman.

12.5 MINUTES

Minutes of the proceedings of the Special Meeting shall be entered in the books to be kept for that purpose by the Secretary Treasurer.

12.6 PROXY VOTING

Any Member who is unable to attend and vote may appoint a person to vote on their behalf. To appoint someone to vote on their behalf, the Member must file a notice with the Secretary Treasurer at least two (2) business days prior to the meeting of their intent to appoint a proxy. Such notice shall state the name of the Member unable to attend and the name of the person appointed as their proxy and shall be in the form provided.

SECTION 13 – CONFLICT OF INTEREST

13.1 DUTY TO DISCLOSE

Every Director has a duty to disclose any interest, or apparent interest, in any employment, financing agreement or any other contract or discussion that is before the Board before any action is taken by the Board.

13.2 REMOVAL FROM DISCUSSION

Any Director that is in a conflict position, or in an apparent conflict position, shall not participate in discussions on any issue in which he or she has, or has the appearance of having, a personal, professional or financial interest until it is determined if the Director is entitled to participate.

13.3 BOARD DECISION

If it is unclear if the Director is in a conflict position, the other Directors shall vote on whether or not the Director in apparent conflict is in fact in conflict. A simple majority of the Directors entitled to vote shall decide.

13.4 RIGHT TO PRESENT

If it is determined by the Board that a Director is in a position of conflict the Director who is found to be in a conflict position shall be entitled to make a presentation to the Board but shall not be present during the discussion and voting period in relation to the matter in question.

SECTION 14 – BUSINESS OF CHAMBER

14.1 QUOTES

When the Chamber hires someone to do work on their behalf, if the value of the work is greater than five hundred dollars (\$500.00), the Board shall get a minimum of two quotes from qualified Members for the cost of the work. If there is only one Member that regularly performs the work, the Board shall be entitled to get quotes from non-Members. When the value of the work is under five hundred dollars (\$500.00) the Board may, but is not required to get quotes.

14.2 PREFERENCE GIVEN TO MEMBERS

If all other things are equal, preference shall be given to Members. If there are both Member and non-Member quotes and the quotes provided differ by ten percent (10%) or less then the Chamber shall favor a Member over the non-Member.

14.3 NO CAPABLE MEMBER

If there are no existing Members that are able to perform the necessary task then the Chamber is free to hire non-Members.

14.4 CONSIDERATION

When considering quotes for work, price does not have to be the deciding factor. The Board is not obligated to accept the lowest quote. The Board is free to look at all factors when making their decision.

SECTION 15 – GENERAL

15.1 INTERPRETATION

In consideration of these By-laws, the references importing the masculine shall include the feminine and vice versa, and words importing the singular shall include the plural and vice versa and words importing person shall include corporation and vice versa as the context may require.

15.2 HEADINGS

The headings to the clauses in these By-laws have been inserted as a matter of convenience and for reference only, and in no way define, limit, or enlarge the scope or meaning of these By-laws.

15.3 AFFILIATION

The Chamber, at the discretion of the Board, shall have power to affiliate with the Canadian Chamber of Commerce, the Saskatchewan Chamber of Commerce and any other organization in which membership may be in the interests of the Chamber.

15.4 FISCAL YEAR

The fiscal year of the Chamber shall commence on the first day of September in each year.

15.5 ACCOUNTANTS

An accountant shall be appointed at the Annual Meeting and they shall review the books and accounts of the Chamber at least once in each year and produce financial statements for the members.

15.6 PARLIAMENTARY PROCEDURE

Parliamentary procedures shall be followed at all membership, Board and Executive meetings.

15.7 INSURANCE

The Chamber shall maintain director's liability insurance.

15.8 BYLAW AMENDMENTS

The Bylaws of the WCC may be amended at any duly authorized meeting of the Membership by 2/3rds of the votes cast by Voting Representatives present at such meeting, provided that minimum notice of the proposed amendment(s) has been given to all Members entitled to attend and vote at such meeting. Such notice shall be provided not less than 2 business days prior to the date of the meeting.

SECTION 16 – EFFECTIVE DATE

16.1 These Bylaws were adopted by the Membership of the WCC on October 17, 2013 and adopted as amended on October 21, 2014.

16.2 These Bylaws were adopted as amended by the Membership of the WCC on July 9, 2015.

16.3 These Bylaws were adopted as amended by the Membership of the WCC on October 20, 2015.

16.4 These Bylaws were adopted as amended by the Membership of the WCC on October 18, 2016.