

Candlelighters

Newfoundland & Labrador

Association Bylaws

Version 1.3

March 25th, 2018

A by-law relating generally to the conduct

of the affairs of

Candlelighters Association of Newfoundland and Labrador

(the "Association")

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

Preliminary

The following bylaws are in accordance with the Canada Not-For-Profit Corporations Act Additionally, information outlined within the Co-operative Societies Act- a provincial statute - was consulted when creating the below bylaws.

Definition

- In this by-law and all other by-laws of the Association, unless the context otherwise requires:
- "**Act**" means the *Canada Not-For-Profit Corporations Act* S.C. 2009, c. 23 including the Regulations made pursuant to the Act, and any statute or regulations that may be substituted, as amended from time to time;
- "**articles**" means the original or restated articles of incorporation or articles of amendment, amalgamation, continuance, reorganization, arrangement or revival of the Association ;
- "**board**" means the board of directors of the Association and "director" means a member of the board;
- "**by-law**" means this by-law and any other by-law of the Association as amended and which are, from time to time, in force and effect;
- "**meeting of members**" includes an annual meeting of members or a special meeting of members; "**special meeting of members**" includes a meeting of any class or classes of members and a special meeting of all members entitled to vote at an annual meeting of members;
- "**ordinary resolution**" means a resolution passed by a majority of not less than 50% plus 1 of the votes cast on that resolution;
- "**proposal**" means a proposal submitted by a member of the Association that meets the requirements of section 163 (Shareholder Proposals) of the Act;
- "**Regulations**" means the regulations made under the Act, as amended, restated or in effect from time to time; and
- "**special resolution**" means a resolution passed by a majority of not less than two-thirds (2/3) of the votes cast on that resolution.

Interpretation

In the interpretation of this by-law, 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 above, words and expressions defined in the Act have the same meanings when used in these by-laws. For reference please view the Act.

a) Purpose

The Candlelighters Association of Newfoundland and Labrador exists to provide support, education, encouragement, advocacy and hope to all children and their families affected by childhood cancer.

b) Board of Directors

Section B.1. General Powers: As steward of the Association trust, the board shall be responsible for governance, the ongoing process of due diligence to assure the health and effectiveness of the Association. The board shall have the power to govern the affairs and property of the Association, in keeping with policies it establishes that define the board's scope of authority and limitations.

Section B.2. Number of Directors: The board shall consist of at least 6 and no more than 11 members, as determined from time to time by the board. All directors shall have similar rights and responsibilities.

Section B.3. Tenure: All board members, except Past President, shall serve a term of two (2) years from the date of their election. A full two-year term shall be considered to have been served upon the passage of two (2) annual meetings. Board members shall take office immediately following the close of the annual general meeting at which they are elected. Directors shall serve staggered terms to balance continuity with new perspective and to ensure there are experienced boards members always present. The only exception to this applies to the Past President as that person would serve a term of 1-year to assist with transition to new President.

Section B.4. Board Members: Members of the board shall adhere to all policies and procedures established by the board.

Section B.5. Composition of the Board of Directors: Board members shall be sought who reflect the qualifications and diversity determined by the Board in its policies. The current board of directors consists of four (4) executive members including: President, Vice President, Secretary, and Treasurer and seven (7) other members known as directors, including Past President, completing an eleven member board of directors (if Past President does not remain on board in different role). The roles and qualifications of these members shall be determined by the board and its policies.

Section B.6. Rules of Eligibility: Board positions are open to parents / guardians / siblings of children affected by childhood cancer; as well as, the survivors who have reached the age of majority (18 yrs. of

age). Additionally, in order to be nominated for the position of President a member must have been on the board of directors for a minimum of two (2) years. Subsequently in order to be nominated for the position of Vice President a member must have been on the board of directors for a minimum of one (1) year.

Section B.7 Nomination and Election: The executive committee shall call for nominations for all vacant board member positions at least four (4) weeks prior to an Annual General Meeting. The election of board members shall be held at the Annual General Meeting. The newly elected members shall take office immediately following the close of the meeting at which they are elected and the term of office shall be two (2) years. In the event that a nomination is not received or accepted for a particular position, the executive committee may appoint a member at a future date (please refer to Section 2.9. Vacancies).

Section B.8. Voting: For the transaction of business, each member of the board will have one vote. This includes Past President (ex-officio director of the board) and thus reflecting eleven (11) possible votes on any given matter raised at a regular, special or Annual General Meeting. As recorded above, ordinary resolution means a resolution passed by a majority of not less than 50% plus 1 of the votes cast on that resolution and a special resolution means a resolution passed by a majority of not less than two-thirds (2/3) of the votes cast on that resolution.

Section B.9. Vacancies: Any vacancy occurring in the board and any position to be filled by reason of an increase in the number of members, may be filled upon the calling for nominations within the membership by an executive member(s), resulting in the affirmative vote of the majority of the board. Where possible the replacement of vacancies should be completed within thirty (30) days of the resignation or vacancy occurring. This is known as an interim appointment and will occur until the next Annual General Meeting at which point the candidate will have the ability to run for the position during the next annual general meeting by way of an official ratification motioned by the executive to the board and its members. The newly elected member's term and tenure will begin following the Annual General Meeting. In order to maintain balance within the position's staggered period, the newly elected member's term will be by a term of either one (1) year or two (2) years.

In the event that a term limit (1 year) of the individual who is Immediate Past President shall have expired, the board shall have the authority to retain this individual on the board, in the position of Immediate Past President, until such a time as another individual holds said office.

Section B.10. Resignation: A director may resign at any time by filing a written resignation with the President of the board. When a director plans to resign at an Annual General Meeting or has completed his/her term it is recommended that the director indicate the above using an email/written/or verbal message previous to the Annual General Meeting. An executive member may resign at any time by filing a written resignation with the remaining executive members; however, it is the responsibility of the executive member to assist the executive committee in its decision to either appoint a member to fill the vacant position until an Annual General Meeting, at which time an election will be held or to decide to not fill the vacancy and rather to allocate the executive's responsibilities to the remaining executive until the annual general meeting at which time an election will be held. When an executive member plans to resign at an Annual General Meeting or has completed his/her term it is recommended that the executive indicate the above using an email/written/or verbal message previous to the Annual General Meeting.

Section B.11. Removal: The board may remove a board member for cause by two-thirds (2/3) vote of all board members then in office, at any regular or special meeting of the board, provided that a statement of the reason(s) shall have been mailed by Registered Mail to the board member proposed for removal at least thirty (30) days before any final action is taken by the board. This statement shall be accompanied by a notice of the time when and the place where the board is to take action of the removal. The board member shall be given the opportunity to be heard and the matter considered by the board at the time and place mentioned in the notice.

c) Meetings of the Board of Directors

Section C.1. Regular and Annual Meetings: The board shall meet at least eight (8) times a year, one of which shall be the Annual General Meeting which is held within ninety (90) days of the fiscal year end for the Association.. The official date of the annual general meeting is determined by the board each year. Meetings are conducted face to face and/or via teleconference at a location, date, and time determined by the executive. Notice shall be given to each director at least ten (10) days prior to the date of every regular meeting of the board.

Section C.2. Special Meetings: Special meetings of the board may be called by the President or by a majority of the board filing a written request for such a meeting with the President and stating the object, date, and hour therefore. Due notice of special meetings shall be given three (3) days prior to such a meeting.

Section C.3. Quorum: A majority of the board will constitute a quorum for the transaction of business of any regular or special meeting of the board. If within one hour of the time appointed for the meeting quorum is not reached the meeting will be dissolved and a new meeting will be called by the President for no less than fourteen (14) days later.

Section C.4. Meeting Format: The board shall select its own meeting format as long as it adheres to Sections C.1. and C.2. Complying with these sections shall constitute a meeting of the board of directors and shall subscribe to the policies, procedures, roles and rules adopted by the board. Meetings are chaired by the President unless the President is absent. At this stage the Vice President would chair the meeting (see Section 4 for board member roles and responsibilities).

Section C.5. Meeting Notice: Notice of all regular and special meetings of the board, an agenda of all items to be discussed at such meetings, and agenda support materials shall be circulated to all board members prior to the meeting. Annual general meeting notice will circulate to membership via email and this email shall include information as to how to access minutes of the previous year's annual general meeting, the agenda for the meeting and any additional information necessary for the meeting. This message shall be sent at least thirty (30) days prior to the annual general meeting date.

Section C.6. Meeting Minutes: The Secretary is responsible for documenting minutes and action items for all board and executive meetings. These minutes must be circulated to the board or executive within 10 days of the meeting date. If deemed appropriate, minutes from the various sub-committees meetings will be documented by the chair of that committee.

d) Roles of the Board of Directors

Section D.1: Board Member Roles and Responsibilities:

Key Roles and Responsibilities of all Candlelighters Association of Newfoundland and Labrador board members are as follows:

- Attending and actively participating at all board meetings to further the success of the Association and to support the Association's mission, values and goals.
- Assuming responsibilities for specific projects either by volunteering and/or as requested by the Association, such as serving on Board committees, serving as liaisons to other organizations, representing the association at meetings.
- Remaining current with the activities of the Association by following its publications, website, issues, and initiatives.
- Informing the Board of new developments or issues and staying proactive in helping position the Association to best support its members.
- Chairing committees and/or task forces as requested by the executive.
- Representing Candlelighters Association of Newfoundland and Labrador at events and other functions.
- Promoting Candlelighters Association of Newfoundland and Labrador at every opportunity and representing the best interests of Candlelighters Association of Newfoundland and Labrador at all times.
- With other Board members, assist in the development, approval and management of strategic goals; policies; budget, and programs.
- Foregoing personal interests in support of actions that are for the good of Candlelighters Association of Newfoundland and Labrador.
- Supporting all decisions made by the Board.
- Assisting the Candlelighters Association of Newfoundland and Labrador in recruiting new directors, volunteers and members.
- Participation in annual review of the Provincial Coordinator.
- Facilitating the integration of new members to the Board.
- Reviewing financial, reports and materials, as assigned.

President:

Duties specific to the President are as follows:

- Chair all meetings of the Candlelighters Association of Newfoundland and Labrador.
- Collaborates with the Candlelighters Family and Events Coordinator and Secretary in planning the agenda for all Board meetings.
- Ensures a performance evaluation is completed for the Candlelighters Family and Events Coordinator on annual basis.
- Ensures that regular board meetings are held and executive meetings are called when required.
- Ensure all board members play active role in other sub-committees and events.
- Ensures each standing committee brings information / updates to board meetings.

- Ensures all Candlelighters Association of Newfoundland and Labrador correspondence is included as part of the regular meeting agenda and that necessary response is provided within a reasonable time frame.
- Acts as a signing officer for Candlelighters Association of Newfoundland and Labrador.
- Maintains relations with key stakeholders and partners of Candlelighters Association of Newfoundland and Labrador.
- Acts as official representative of the Candlelighters Association of Newfoundland and Labrador when necessary.
- Acts as official spokesperson for the Candlelighters Association of Newfoundland and Labrador in public relations activities.
- Networks with other similar provincial groups and organizations.
- Performs other related duties as required.

Vice President:

Duties specific to the Vice President are as follows:

- The Vice President will perform all the duties of the President in the absence of the President. In the event of a vacancy in the office of the President, the Vice President will serve as the Acting President until the election of a new President.
- Maintain and update the Candlelighters Organizational Manual on annual basis.
- Frequently assigned to a special area of responsibility, such as governance, membership, media, facility, or personnel.
- Chair sub-committee(s) as required to facilitate the work of the organization.
- Performs other related duties as required.

Past President:

Duties specific to the Past President are as follows:

- Initiates changeover process for new Board members.
- Acts as a mentor to the incoming President to assist with orientation and transition to new board.
- Serves on sub-committee(s) as required to facilitate the work of the organization .
- Reviews Organizational Manual and proposes revisions as appropriate.
- Participate in sub-committees as required.
- Performs other related duties as required.

Treasurer:

Duties specific to the Treasurer are as follows:

- Completes changeover of signing officers at the bank and acts as signing officer for the Candlelighters Association of Newfoundland and Labrador.
- Collects the Candlelighters Association of Newfoundland and Labrador's revenue from grants, special events, donations, etc., and makes regular deposits to the bank.
- Collects bills and invoices of monies spent on behalf of the Candlelighters Association of Newfoundland and Labrador, and issues funds to appropriate individuals. Receipts must be obtained before money can be paid.

- Records all financial transactions of the Candlelighters Association of Newfoundland and Labrador, and maintains an accurate record of income and disbursements in accordance with accounting requirements.
- Balances ledger with monthly bank statement.
- Understand and scrutinize all financial matters.
- Ensure that the organization operates in a fiscally prudent manner. Presents monthly financial report at each board meeting.
- Receives budget submissions for all events.
- Assists with budget planning by the Board.
- Presents a review of the finances to the membership at each AGM.
- Continuously reviews the proposed budget for the current year.
- Prepares a tentative budget for the following year.
- Provides direction to the Candlelighters Association of Newfoundland and Labrador in financial matters.
- Chair Finance sub-committee. Performs other related duties as required.

Secretary:

Duties specific to the Secretary are as follows:

- Records, distributes and stores minutes of all Executive, Board and AGM meetings.
- Take on support of webpage, coordinate emails, support our social media sites, and work with Communications Director to ensure our membership are informed.
- Retains copies of all minutes.
- Maintains current membership list.
- Maintains calendar of events for Candlelighters Association of Newfoundland and Labrador.
- Participate in sub-committees as required.
- Performs other related duties as required.

Communications Director:

Duties specific to the Communications Director are as follows:

- Develop and maintain a communication plan for Candlelighters Association of Newfoundland and Labrador.
- Produce a variety of written communications to ensure membership is kept up to date regarding all organizational events and developments.
- Create and distribute the Candlelighters Association of Newfoundland and Labrador newsletter on a regular basis
- Work closely with other board members and sub-committees to ensure membership receives the necessary information in a timely manner.
- Design effective communications for the media to enhance the public awareness of the Candlelighters Association of Newfoundland and Labrador.
- Design effective communications for the media to recognize the support of the great community supporters of the Candlelighters Association of Newfoundland and Labrador.
- Be available to assist with crisis communications as needed.
- Participate in sub-committees as required.
- Performs other related duties as required.

Directors:

Duties specific to the Directors are as follows:

- Attend and participate in Candlelighters Association of Newfoundland and Labrador Board Meetings.
- Participates in sub-committee work.
- Promotes participation in Candlelighters Association of Newfoundland and Labrador activities.
- From time to time, acts in various capacities on ad hoc tasks as requested by the Executive.
- Performs other related duties as required.

Area Directors (Central, Labrador, Western):

Duties specific to the Area Directors are as follows:

- Promote the Candlelighters Association of Newfoundland and Labrador in your specific geographical area.
- Promote public awareness of Candlelighters Association of Newfoundland and Labrador in your area and help grow membership of families and supporters.
- Attend and participate in Candlelighters Association of Newfoundland and Labrador Board Meetings.
- Participates in sub-committee.
- Promotes participation in Candlelighters Association of Newfoundland and Labrador activities.
- From time to time, acts in various capacities on ad hoc tasks as requested by the Executive. Performs other related duties as required.

Camp Director:

The position of Camp Director is appointed by the Candlelighters Association of Newfoundland and Labrador. The criteria for selection, responsibilities and accountability of the Camp Director are as follows:

Criteria

- Previous experience as Camp Director / or as Senior Staff of Camp Delight
- Willing to run the camp in accordance with Camp Delight philosophy
- Demonstrated ability to work well with adults and children
- Strong leadership qualities
- Demonstrated sensitivity to special needs of children with cancer.
- Medical background an asset but not necessary.

Responsibilities

- To ensure that all counsellors are well trained concerning camp philosophy and safety measures.
- To ensure goals are met.
- To manage camp budget, covering the total cost of operation.
- To submit a detailed Financial Statement at wrap up meeting.
- To supervise and provide direction to staff in the successful completion of their duties.
- To ensure that campers needs are being addressed appropriately.

- To ensure all emergencies or accidents are reported and documented by nursing staff.
- To ensure any visitors must first check with Camp Director.
- To delegate responsibilities as needs are evident.
- To assume authority for final decisions (in consultation with Camp Nurse/Medical Doctor when an appropriate).
- To facilitate daily briefing/feedback sessions for all staff.
- To provide list of people to receive thank you letters.
- To provide written report on Program and Staff to Candlelighters Executive Committee following close of camp.
- To complete camp evaluation and discuss findings with staff and the Candlelighters association.
- To maintain sense of humour.

Accountability

- Directly responsible to the Executive Committee of the Candlelighters Association of Newfoundland and Labrador

Assistant Camp Director:

The position of Assistant Camp Director is appointed by the Candlelighters Association of Newfoundland and Labrador. The criteria for selection, responsibilities and accountability of the Camp Director are as follows:

Criteria

- Previous experience as Camp Director / or as Senior Staff of Camp Delight
- Willing to run the camp in accordance with Camp Delight philosophy
- Demonstrated ability to work well with adults and children
- Strong leadership qualities
- Demonstrated sensitivity to special needs of children with cancer.
- Medical background an asset but not necessary.

Responsibilities

- To ensure that all counsellors are well trained concerning camp philosophy and safety measures.
- To ensure goals are met.
- To manage camp budget, covering the total cost of operation.
- To submit a detailed Financial Statement at wrap up meeting.
- To supervise and provide direction to staff in the successful completion of their duties.
- To ensure that campers needs are being addressed appropriately.
- To ensure all emergencies or accidents are reported and documented by nursing staff.
- To ensure any visitors must first check with Camp Director.
- To delegate responsibilities as needs are evident.
- To assume authority for final decisions (in consultation with Camp Nurse/Medical Doctor when an appropriate).

- To facilitate daily briefing/feedback sessions for all staff.
- To provide list of people to receive thank you letters.
- To provide written report on Program and Staff to Candlelighters Executive Committee following close of camp.
- To complete camp evaluation and discuss findings with staff and the Candlelighters association.
- To maintain sense of humour.

Accountability

- Directly responsible to the Executive Committee of the Candlelighters Association of Newfoundland and Labrador.

e) Staff and Supplementary Volunteer Roles

Candlelighters Family and Events Coordinator:

The position of Candlelighters Family and Events Coordinator is a paid position that is accountable to the board members of the Candlelighters Association of Newfoundland and Labrador. This is a salaried position that comes with an agreed upon set of expectations. The criteria for selection, responsibilities and accountability of the Coordinator is as follows:

Criteria

- Business Management or Administration studies with a minimum 2 years' experience in office environment; non-profit is considered an asset.
- Excellent interpersonal and communication skills with proven ability to handle multiple tasks and work within tight timelines.
- Excellent organizational skills with demonstrated ability to work independently and execute work on time.
- Demonstrated ability to establish and maintain effective relationships and partnerships with key stakeholders.
- A predisposition to customer service and the ability to work with diverse groups of people including adults and children is critical.
- Strong work ethic and positive attitude.

Responsibilities

- Assist with overall running of the organization and all related activities and events.
- Assist with budget planning and monitoring.
- Manage and update membership lists and contact information, as well as support communication initiatives including Candlelighter's newsletter, email communications, website and social media (i.e. Twitter and Facebook).
- Provide support maintaining all board documents including meeting agendas and minutes.
- Provide regular updates for review at board meetings.

- Attend Candlelighters events and functions to promote organization and help build awareness.
- Identify new sources of revenue including annual donations/giving.
- Build and grow professional relations with donors, corporate partners and any other stakeholders.
- Manage and update organizational policies, procedures and practices.
- Have ability to work from home in suitable work environment.
- Accommodate flexible work hours including evenings and weekends.
- Have access to a vehicle when necessary to complete Candlelighter's related work.

Accountability

- Directly responsible to the Executive Committee of the Candlelighters Association of Newfoundland and Labrador.

Camp Delight Board Representative

The Camp Delight Board Representative is a member from the board of directors that is appointed by the board to represent all parents / guardians of families affected by childhood cancer. This position is a two-year term and the criteria, responsibilities and accountabilities for this position are as follows:

Criteria

- Current parent / guardian board member of the Candlelighters Association who has sat on the board for a minimum of one year

Responsibilities

- Act as a liaison between the Camp Director and the Candlelighters.
- Assist the Camp Director in recruiting and selecting Camp Delight volunteers.
- Conduct volunteer performance reviews with the Camp Director.
- Attend and speak on behalf of the Candlelighters Association during Camp Delight orientation.
- Address any concerns/issues regarding camp, or volunteers with the Camp Director.
- Mentor and offer guidance to the Camp Director.
- Attend Camp Delight planning meetings as needed.

Accountability

- Directly responsible to the Executive Committee of the Candlelighters Association of Newfoundland and Labrador.

Medical Coordinator

The Camp Delight Medical Coordinator is appointed by the board in consultation with Camp Director. The criteria, responsibilities and accountabilities for this position are as follows:

Criteria

- Possess Current RN license in the province of Newfoundland and Labrador.
- Previous Camp Experience.
- Previous experience of paediatrics and oncology.
- 25 years or older.
- Desire to work in camp community.
- Ability to originate, update and monitor healthcare, maintain records, and implement the healthcare plan.

Responsibilities

- Be the health manager for all individuals in the camp.
- Supervise the health and cleanliness standards and help provide adequate physical health conditions at camp.
- Be available for consultation while children are at camp.
- Provide psycho-social profiles of campers to assist in planning based on campers special needs.
- Assist with camp planning.
- Assist in program design and management including clinics evaluation of camp.
- Promote camp to patients and provide information on camp to patients.
- Overall ensure that medical and safety needs of children are being met.
- Accountability
- Directly responsible to the Camp Director

Accountability

- Directly responsible to the Camp Director and Executive Committee of the Candlelighters Association of Newfoundland and Labrador.

Camp Delight Waterfront Coordinator

Duties specific to the Waterfront Coordinator are as follows:

- Holds current NLS Registration or Red Cross Lifeguard Certification.
- Establishes and maintains a safe waterfront program.
- Ensures that a challenging and enjoyable waterfront program is planned
- Ensures waterfront area is always properly supervised.
- Ensures area is a safe environment for campers and staff.
- Ensures waterfront personnel are trained in emergency procedures.
- Ensures proper rescue equipment is at the waterfront.
- Ensures proper water safety procedures are taught and observed.
- Clearly defines swimming area.
- Clearly identifies non-swimmers.
- Ensures all equipment is in excellent condition.

- Ensures all equipment malfunctions are reported immediately.
- Ensures all accidents/incidents are reported immediately.
- Ensures all campers wear properly fitted lifejackets when boating.
- Ensures all campers are properly educated in boating rules and that they are enforced.
- Brings any potential hazards at the camp to the attention of the Camp Director.

Camp Delight Arts & Crafts Coordinator

Duties specific to the Arts and Crafts Coordinator are as follows:

- The Arts and Crafts Coordinator must select projects that are age appropriate for the campers, present a budget to the Camp Director and obtain all supplies before camp.
- Also, it is his or her responsibility to clearly instruct both Campers and Staff in whatever projects are chosen.

Camp Delight Special Events Coordinator

Duties specific to the Special Events Coordinator are as follows:

- The Special Events Coordinator is responsible to plan and oversee events that are appropriate for the campers including:
 - Camp dance
 - Challenge events
 - Camper awards
 - Other events identified during camp program planning and designated to Special Events Coordinator
- To select and purchase appropriate decorations based on staff discussions.
- Ensure communication with the Camp Director, providing updates on event planning and budget.
- Delegate tasks to camp counsellors involved in planning.
- Coordinate with camp staff to execute planned events.

Camp Delight Counsellor

Duties specific to the Counsellor are as follows:

During Waterfront

- To assist as directed the waterfront coordinator in activities and to maintain supervision of your campers during the session. One counsellor per cabin is required to stay on dry land at all times and one counsellor is required to participate.

During Recreation

- Full participation, do not sit on the sidelines.
- Always make a quick check of the play area.
- Report any broken equipment right away.
- Always know where your campers are (ex. Washroom Breaks)
- Always return equipment that has been borrowed.

- Never question a decision made by an empire/referee, in a serious tone, remember who you are playing the game for.
- Always take part when asked, it may seem like a weird request at times but just remember whom you are doing this for.
- Keep all negative feelings towards an activity or who's running it to yourself until meeting night; the walls and open windows have ears.
- All major activity times have been put in place months prior so there is very little room for change. There will be time allotted during free time so, if you want, try a new game.
- The play area will be checked for any obstacles that may cause future problems prior to all events. However, if you see something, which was overlooked, please remove.

During Arts & Crafts

- Cabin Staff are required to accompany their campers to all scheduled craft sessions. The Craft Coordinator does not have time to check to see if all campers are present. Therefore having Staff escort their campers to these sessions will ensure that all campers are accounted for at all times.
- Staff are encouraged to help their campers with the crafts. If there are adequate supplies Staff may also do the same project when their campers are finished.

General Guidelines

- As leaders, we need to be ahead, as the word implies. We need to be growing, interested and inquiring of life so that we can offer new experiences for our campers. It is a privilege and a challenge to open up new areas of activity and thought, and then see the involvement and development, which occurs with this experience.
- As counsellors, we must regard the camper as a whole person - physical, emotional, spiritual, intellectual, relational.
- We should aim to be the kind of person kids want to talk with. People turn to people they know, like and respect people who are sincere, loving yet firm. . . people who are more than just fun-time companions. Be genuine.
- Be available but don't impose yourself on others. Availability is revealed in attitudes and behaviours . . . not just words. Let them know you enjoy being with them.
- Don't put up a front of being "super counsellor". Be yourself; be vulnerable with kids and let them know some of your struggles/flaws.
- Encourage kids to talk about their lives and the problems they face. Don't probe or preach. Verbalizing helps one gain insight and release of tension.
- Listen carefully to what kids say, respect it and remember it.
- Don't jump to conclusions. There is always more to know about a person's story. Be patient.

- It is not your job to solve a kid's problems. At camp we are enablers -- we allow them to voice concerns, express feelings and tell them where they can get help for major problems.
- Refer problems to a more experienced counsellor or ask for advice if you are unsure. This is not time for pride.
- Be positive and encourage kids toward a positive attitude. Be careful of your humour, language and attitudes. Avoid embarrassing the kids.
- Be gentle around issues that may be sensitive or disturbing.
- Act like a leader. You aren't one of the kids. Develop strong links with the other counsellors for your support.
- Be alert to problems that can come from counselling the opposite sex. Never be alone in a closed room with a camper.
- Pace yourself. To do a good job all week you don't want to pour out all your energy in the first couple of days.
- You are part of a team -- DON'T BE A LONE RANGER. You will be with and supported by a group of counsellors sharing the same goal of providing a special opportunity to a special group of kids. Share your concerns and joys with fellow counsellors.
- The Head Counsellor wants to be sensitive to the personalities and skills of each counsellor and not inappropriately push you beyond your ability and experience. Please communicate your needs.
- Be consistent. Let there be no credibility gap between what you say and how you act. Behave so that you are not ashamed to have anything you say overheard, nor anything you do seen.

f) Committees

Candlelighters Association of Newfoundland and Labrador will create committees as required to support the operational business of the organization (ie Membership Committee). These committees will remain in place as long as the need is required.

A Chairperson from the board will be appointed by the President and will be responsible for providing regular updates.

Committees may range in size but generally limited to 2-6 members and non-board members may also be invited to serve on these Committees.

g) Fiscal Year

Section G.1: The fiscal year of the Association shall begin on *January 1* and terminate on *December 31*.

h) Rules of Order

Section H.1: The rules of order in the current edition of [Robert's Rules of Order](#) shall govern the conduct of all meetings of the Association except where they may be in conflict with the Articles of Incorporation, these Bylaws, or other policies adopted by the board.

i) Indemnification

Section I.1: The Association shall indemnify its directors, employees, volunteers or any person who acts at the Associations request to the fullest extent permitted by law. The Association will maintain insurance for the benefit of any Director against liabilities incurred by the Director who has exercised the care and due diligence a reasonable person would in comparable circumstances.

j) Amendments

Section J.1: These Bylaws may be amended at a regular meeting by a two-thirds vote of all directors then in office, provided that notice of the proposed amendment, together with a copy thereof, shall be distributed to each director at least fourteen (14) days prior to the meeting at which the amendment is to be considered.

k) Dissolution

Section K.1: In the event of the dissolution of the Association, and after the payment of all debt and return of charitable contributions as appropriate, all assets shall be distributed to a charity of choice, as selected by the board and reflective of the Association's mission.