



Prince Albert & District Chamber of Commerce

# Policy Manual

2019/2020



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## **Mission Statement**

The mission of the Corporation is to be the voice of the business community with a role to enhance the economic and social environment of Prince Albert & district.

## **Vision**

The vision of the Corporation is to achieve our mission as the primary voice of business through involvement in activities, projects, and matters that are of importance to the members of the Chamber.

## **Objectives**

The objectives of the Corporation are:

1. To develop and maintain a healthy and vibrant chamber organization in Prince Albert.
2. To listen and respond to the ever-changing needs and wants of our members.
3. To be representative of all sectors in the business community of Prince Albert and area.
4. To demonstrate and provide pro-active leadership.
5. To be involved with all levels of government and all segments of the community. The Chamber will maintain a non-political high profile image as it serves the best interests of its members.
6. To provide a forum to educate and inform the members and the community on issues affecting business.

**As approved September 6<sup>th</sup>, 2012**



PRINCE ALBERT AND DISTRICT  
CHAMBER OF COMMERCE

## Major Objectives for the Prince Albert Chamber of Commerce

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### 1) **BOARD GOVERNANCE**

1. The Board will uphold the Robertson Rules of Order at every meeting.
2. Ensure proper governance by adhering to the Directors Manual, Committee Terms of Reference and Internal Policies.
3. The Board will review the strategic objectives of the organization (Mission Statement, Vision and Goals) at the beginning of each meeting.
4. Board Participation and attendance will be monitored.
5. Committees will be re-established so long as the terms of reference are deemed acceptable, and that the committee is assigned with specific tasks.
6. An Ad hoc Committee will be created to administer a “Board Orientation” program to explain the duties and responsibility of a board member to new recruits.
7. The Board under the guidance of the Chairman will recruit potential members through a nominating committee as part of a succession planning process.

### 2) **ADVOCACY**

1. The Executive Director accompanied by a board member must attend weekly City Council Meetings (Minimum of 50% attendance). They will discuss the collection and use of business taxes. The CEO must understand the mill rates and local taxation regimes so that he may make informed decisions about tax regimes.
2. Following the annual announcement of the City Budget the Chamber of Commerce must determine the effects of taxes on small businesses.
3. The Chamber must gather information from its members in order to understand the issue that pertains to business owners. This will be accomplished with the use of focus and community groups to gather feedback stemming from the implementation of government policies. This information will then be reported to the board who will formulate a platform upon which businesses may stand.
4. The CEO and Board Chairman will hold regular meetings with the mayor to discuss policy issues. This dialogue will allow the Chamber to build a good report with public officials while at the same time address issues that affect the business community.
5. The Chamber must not only advocate on behalf of its members, but also clearly state its goals and present a long-term plan to achieve them.

### 3) **MEMBER VALUE**

1. The Prince Albert Chamber of Commerce will use media publications, special events and advertising mediums to engage its members.
2. Each Chamber event will be evaluated to determine its feasibility. The task of performing this feasibility studies will be delegated to the CEO and the results will be provided to the board for further discussion. The CEO will conduct break even analysis, cost benefit ratios and participation assessment. Events that are deemed risky will be discontinued.

**As amended November 15<sup>th</sup>, 2012**



## Major Duties of Board of Directors

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1. **Provide continuity for the organization** by setting up a corporation or legal existence, and to represent the organization's point of view through interpretation of its products and services, and advocacy for them
2. **Select and appoint and annually evaluate a chief executive officer** to whom responsibility for the administration of the organization is delegated, including:
  - Executive relations with the board, leadership in the organization, in program planning and implementation, and in operational and fiscal management of the organization and its personnel.
3. **Govern the organization by broad policies and objectives**, formulated and agreed upon by the Board of Directors, including assigning priorities and ensuring the organization's capacity to carry out programs by continually reviewing its work.
4. **Approve, monitor, and evaluate the fiscal performance of the organization.**
5. **Accountable to the membership for the products and services of the organization and expenditures through the Annual General Meeting.**
6. **Ensure continuity in all committees to further the progress of the organizations goals and objectives.**

Approved January 10, 2013



## CODE OF PROFESSIONAL CONDUCT FOR BOARD MEMBERS

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### **Code of Conduct**

The Prince Albert & District Chamber of Commerce values honesty, courage, trust, commitment and broad-thinking and wishes to maintain the highest degree of integrity in the conduct of all business, both internally and externally.

#### **1. Understand the mission of the Prince Albert & District Chamber of Commerce:**

The Prince Albert & District Chamber of Commerce is the voice of the business community whose role is to enhance the economic and social environment of Prince Albert and area.

**2. Attend Board Meetings, and other Community Functions.** A Board member may not be absent from more than 3 (three) consecutive Board meetings. Board members are expected to represent the Chamber at other special events as required.

#### **3. Be informed.**

- Know your major duties & responsibilities as a Board Member.
- Understand the organizational structure of the Prince Albert & District Chamber of Commerce.
- Stay abreast of what's happening in the industry on a Regional and National level.

#### **4. Serve on at least one Committee or special project.**

#### **5. Contribute to a sense of camaraderie and teamwork.**

- Bring issues to the Board table for discussion.
- Work cooperatively to resolve issues.
- Be loyal to the organization. When a decision has been made, you have an obligation to defend and explain it publicly even if you disagree with the decision of the majority. If unable to do this, you must decide to remain with the Board and lobby from within to reverse the decision, or to resign.

#### **6. Support the professional staff.**

- Give praise when you see work well done.
- Speak positively about the organization, its staff and operations at all times, in the public forum.
- Respect the lines of authority and accountability. Communicate concerns regarding performance to the Chief Executive Officer, not to a staff member.

#### **7. Help make meetings work.**

- Have a working knowledge of rules of order.
- Participate: listen, ask questions, discuss, and look for answers.
- Don't get personal. Don't criticize; offer solutions.

#### **8. Promote the Prince Albert & District Chamber of Commerce in the community.**

- Be an advocate for the Prince Albert & District Chamber of Commerce in the community.
- If you can't say something good publicly about the Prince Albert & District Chamber of Commerce, don't say anything.

#### **9. Demonstrate leadership**

- Take personal responsibility for decision-making and problem solving.
- Clarify the issue under discussion.



PRINCE ALBERT AND DISTRICT  
CHAMBER OF COMMERCE

- Review the Prince Albert & District Chamber of Commerce's objectives / terms of reference regarding the issue.
- Identify possible courses of action.
- Evaluate alternatives and choose the best one.
- Your decision should aid the Prince Albert & District Chamber of Commerce in fulfilling its mission, goal or objective.
- The standard of what is right should be applied to each decision you make.

**10. Observe the attached Conflict of Interest guidelines.**

Respect the confidentiality of your position and our Board.

**11. Be professional.**

The acceptance of a position as an elected member of the Prince Albert & District Chamber of Commerce implies that you fully understand and agree to the terms of the Code of Professional Conduct. Adherence to this Code assures those associated with the Chamber of Commerce that the Board of Directors constantly strive to achieve and maintain the highest standards of professionalism and integrity. Deliberate and intentional violation could subject you to a request for immediate resignation. All requests for resignations resulting from deliberate violations will be at the direction of the Board and must have a majority vote from the Board before such request is made of a Board member.

I \_\_\_\_\_ (Please print your full name)

Agree to abide by the terms of the Prince Albert & District Chamber of Commerce Code of Professional Conduct for Board of Directors.

Board Member Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Board Chair Signature: \_\_\_\_\_ Date: \_\_\_\_\_

PADCC CEO Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Approved September 6, 2012**



## CONFLICT OF INTEREST GUIDELINES

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### 1. Each director shall:

- a) Act honestly and in good faith and in the best interests of the Prince Albert & District Chamber of Commerce.
- b) Exercise the care, diligence and skill of a reasonably prudent person.
- c) Not communicate confidential information to anyone not entitled to receive the same.
- d) Not use information, confidential or otherwise, that is gained in the execution of his or her office and is not available to the members of the Prince Albert & District Chamber of Commerce generally, to further or seek to further the director's private pecuniary or other interest.
- e) Not use his or her position as director to secure special privileges, favours or exemptions for himself or herself personally or for any other person.
- f) Not place himself or herself in a situation where he or she may be under obligation to someone who has business dealings with the Prince Albert & District Chamber of Commerce and who would benefit from special consideration or treatment.
- g) Not use his or her position to influence a decision to be made by another person to further the director's private pecuniary or other interest.
- h) Avoid any situations that could cause any person to believe that he or she may have brought bias or partiality to a question before the Board.

2. No director shall receive preferential treatment by way of priority access to leads, special rates or presence at trade shows or in programs.

3. For the purposes of these guidelines, a director has a conflict of interest with respect to any matter brought before him or her, while sitting as a member of the Board or otherwise, where the director has, or appears to have, a pecuniary or other interest in a matter which is at variance with the interests of the members of the Chamber of Commerce generally.

### 4. Seeking Public Office

The purpose of these guidelines is to effectively deal with any situation where a Chamber Director may seek public office. For the purpose of this policy, public office refers to situation where someone may seek representation as a duly elected representative of First Nations Government, Municipal Government, Provincial Government, or the Federal Government.

Should a Chamber Director seek public office then the following points will apply to ensure the Prince Albert & District Chamber of Commerce can preserve its position and image of being non partisan, and ensure the Chamber Director remains free of any conflicts of interest that may arise or be perceived.

- a) Once a Chamber Director is confirmed as a legitimate candidate in an applicable election, the Director will then be required to request a leave of absence from the Chamber Board. This leave would be in effect until the end of that election process.
- b) Should the Director be successful in their campaign efforts and be elected, they would then be required to resign from their position with the Chamber Board. Should the Director be unsuccessful in his/her campaign efforts and not be elected, he/she would then be eligible to terminate his/her leave of absence and return to the Chamber Board as a Director.





5. For the purposes of these guidelines, “pecuniary interest” means an interest consisting of money, measured in money or related to money (including a financial gain or an avoidance of financial loss) and includes the following:
- a) A “direct pecuniary interest” which exists where the pecuniary interest is directly under the control of the director
  - b) An “indirect pecuniary interest” which exists where the director;
    - i) Is a shareholder in, or director or senior officer of, a corporation or agency that has a pecuniary interest in the matter.
    - ii) Is a member of a body that has a pecuniary interest in the matter, or
    - iii) Is a partner or agent of a person who has a pecuniary interest in the matter, or
    - iv) Is in the employment of a person or body that has a pecuniary interest in the matter
  - c) A “deemed pecuniary interest” which exists where the pecuniary interest of:
    - i) The director’s close relatives
    - ii) Other boards on which the director serves
    - iii) Community organizations in which the director participates; or
    - iv) The director’s employer is known to the director.
6. With respect to any issue brought before the Board for its consideration, where any director has a conflict of interest, the director shall:
- a) Immediately inform the other Board members that the conflict of interest exists and the nature of the conflict of interest
  - b) Absent himself or herself from the room while the issue is under discussion
  - c) Refrain from voting on that issue; and
  - d) Not attempt in any way, whether before, during or after the meeting, to influence the voting on any question in respect of the matter.
7. The members may, by special resolution, remove a director before expiration of that director’s term of office and another director may be elected, or by ordinary resolution appointed, to serve during the balance of the term.

**Amended November 13<sup>th</sup>, 2014**



## Communications Policy

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In order to facilitate effective and inclusive communications, this policy is intended to direct all communications that are required to keep Directors informed, and ensure that all Chamber communications are directed in an efficient and effective manner.

### Chamber Office Communications:

The Chamber office will complete communications for the purpose of coordinating Board & Committee meetings. All Chamber office communications will be as follows;

- All scheduled board meetings will follow a Chamber Board meeting schedule that will be communicated at the start of each operating year.
- All meeting requests and board packages will be sent to attendees, a minimum of seven days in advance of the scheduled meeting.
  - Meeting requests will be completed for the purpose of assessing attendance and meal requirements. Directors are expected to respond indicating their availability.
- All board packages will be sent in an electronic format and will not be made available in hard copy format at the scheduled meeting.
  - The Chamber office will configure and manage a process to disseminate all electronic documents to directors.
- In addition to meeting requests for scheduled Board or Committee meetings, the chamber office will also send out Event notices, these are intended to apprise Directors of the upcoming event. Directors/members are invited to respond indicating the desire to be registered for the event.

### Internal Communications:

Unless stipulated by policy or directly contacted by the CEO for a communication response, all requests from Directors should be:

- Directed to the Board Chair who will advise the CEO to collect or prepare the information, which can then be:
  - Incorporated into the Executive/or Board Agenda for discussion
  - be emailed to the Board listing in the subject header: For Your Information or Decision Required

### External Communications:

In order to ensure all External Communications offer a consistent message that is reflective of Board consciousness:

- The Directors and/ or Committees should not communicate on behalf of the Chamber of Commerce or Chamber Board to outside agencies.
- Information requests or communications requests will be brought forward to the Executive and/or Board and a motion made on the position the Chamber will take.
- The Executive and or Board will then confirm whether the required communications are completed by either the CEO or Board chair.
- Urgent communication needs will be discussed with the Chair by the CEO and responded to as needed.



### **Chamber Representation at Community Stakeholder Meetings:**

Chamber representation is a critical core component for the Chamber it engages, discusses, and at times advocates on matters of importance on behalf of the Chamber Board and its members. In order to provide clarification on the role that Directors have in this core function the following points are intended to facilitate discussion, so that a clear outline on representation can be completed.

- The CEO will provide the Board with a summary of confirmed Chamber positions or points that are relevant to the topic and the planned meeting. This way Directors can be better informed on confirmed chamber positions and can better decide how they wish to contribute to the discussions.
- Should a Chamber Director wish to speak to a matter that does not have a confirmed Chamber position, then it would require the Chamber Director to self disclose at the meeting that their resulting discussion points are of their own opinion, whether it be a personal opinion or an opinion that results from their own experiences, involvement or knowledge on that matter.

### **CEO Communications:**

In order to represent the Chamber Board and Chamber of Commerce appropriately and effectively all CEO communications will look to portray a professional image of the chamber. All resulting communications completed by the CEO will be reflective of the Chamber Board's position or based on approved objectives or priorities.

- The CEO will communicate critical/important information to the Executive and/ or Board in a timely manner.
- Where designated, The CEO will complete communications to outside agencies
- Will represent the Chamber by addressing media enquires

Amended November 13th, 2014



## Financial Policies

### Financial Policy – Reporting to the Board of Directors

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**Monthly:** Once the bank statement has been reconciled for the month, and prior to 10<sup>th</sup> of the following month, the following seven reports are to be sent to the CEO of the chamber and the Secretary Treasurer of the board. These reports are to be compiled from the Simply Accounting software.

Comparative Income Reports for the period commencing June 1<sup>st</sup> (beginning of fiscal year) to end of the current month:

- One report comparing current YTD to prior YTD
- One report comparing current YTD to current YTD budget.

Comparative Balance Sheet to the prior fiscal year

Chequing Account Bank Reconciliation for the current month supported by:

- Detailed listing of Outstanding Cheques
- Copy of bank statement for the current month

The General Ledger Report for the current month

Customer Aged Accounts Receivable Summary as at month-end.

#### **Finance Committee Meetings**

Comparative Income Reports June 1<sup>st</sup> (beginning of fiscal year) to end of the current month

- One report comparing current YTD to prior YTD
- One report comparing current YTD to current YTD budget.

Comparative Balance Sheet to the prior fiscal year

The General Ledger Report for the current three-month period

Customer Aged Accounts Receivable Summary as at month-end.

#### **Board Meetings following every Finance Meeting**

Comparative Income Report June 1<sup>st</sup> (beginning of fiscal year) to end of the current month, (Comparison of current YTD to current YTD budget)

Comparative Balance Sheet to the prior fiscal year

#### **Annually**

- The Finance Committee to review the financial statements for the year just ended and the draft budget for the next year in advance of the board meeting.



- The board meeting will occur prior to the AGM at which the annual financial statements for the fiscal year ending May 31<sup>st</sup> and the accountant's review engagement report are placed before the members.

**Amended April 16<sup>th</sup>, 2014**

## Donation Policy

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The chamber will make a donation in the amount of \$25 per speaker to a registered charity or not for profit excluding political parties and associations, in lieu of an honorarium. The chamber will make an annual donation to the poppy fund.

**Amended Sept 5<sup>th</sup>, 2013**

## Policy for Operating and Capital Expenditures and Commitments

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Expenditures for operating costs will be in accordance with the budget approved by the board. The CEO will get the approval of the Board of Directors for any long term commitments of the Chamber including leases, pensions and capital expenditures exceeding a cost of \$2000.

All purchases, commitments including lease agreements, offers to purchase, etc shall be completed by the CEO. No Director shall make offers, promises to vendors, complete any contractual agreements, or purchase any items from vendors on behalf of the chamber.

**Amended Sept 26<sup>th</sup>, 2012**

## Policy for Revenue Recognition and Collection of Membership Receivables

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This policy relates to membership, partnership, sponsorship, and similar arrangements.

A letter to go out with the invoicing, stating the 30 days payment policy. The accounts person will have approval to extend for another 30 days, if receiving payment from head office.

Admin will issue an invoice for an agreement, new membership, or renewal. The account receivable is recorded. Deferred revenue is increased. The revenue is recorded monthly in the general ledger over the period of the agreement.

If the receivable is not collected within 30 days, the CEO or designate, will contact the debtor to remind them of the outstanding amount. Within the subsequent 30 days the CEO or designate contacts the member/partner/sponsor to negotiate terms of payment or requests feedback why the membership/ partnership or sponsorship is not being continued. A courteous relationship with the member/partner/sponsor is to be maintained throughout all communications.

If the receivable remains outstanding the invoice is then reversed by Admin. Accounts receivable and deferred revenue are reduced. The member/partner/sponsor is removed from Chamber e-mail communications and website.

**Amended April 16<sup>th</sup>, 2014**



## Investment Policy

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- The term to maturity shall not exceed one year, unless the funds are invested in a reserve by the Board of Directors for a specific project.
- All investments purchased by the PA Chamber shall comply with the guidelines of the Not-for-Profit Act
- All investment purchased shall be federally guaranteed through CDGC or through CUDGC.
- Month-to-month cash flow requirements for operations shall be monitored by the CEO and surplus funds invested accordingly.
- A petty cash fund shall be maintained to accommodate minor expenditures

Approved February 14<sup>th</sup>, 2013

## Board Expense Policy

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*Intended to ensure compliance on all Board expenses not currently covered under the Remuneration Bylaw*

### Chamber Meetings

- The Prince Albert & District Chamber of Commerce will look to provide meals & or refreshments at the following meetings; Board, Executive, Finance, established and approved Committee meetings.
- All purchased meals and or refreshments will be based on the approved budgets for these services, and will be coordinated at the discretion of the CEO.

### Social Expenses

- All social expenses to be at the discretion of the CEO and/or the Executive Committee and be kept to the approved budgeted amount.

### Travel

- **All Chamber attendance at events / conferences needs to be approved by the Board of Directors and should relate to professional goals for the CEO and / or to the Prince Albert & District Chamber of Commerce's approved Strategic Plan or objectives.**
- Directors approved for Travel will be reimbursed based on the current Public Service Commission Rates
  - Meals – (\$41 per day in province \$51 out of province) Mileage 41.34 cents/Kilometer
  - Incidentals- \$50 /day ( receipts required for reimbursement, to be approved by the Executive Committee)

Approved April 11, 2013



PRINCE ALBERT AND DISTRICT  
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## Committee Terms of Reference

### Executive Committee

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#### **RESPONSIBILITIES:**

- To support the Board of Directors in the performance of its duties and responsibilities between regularly scheduled meetings of the Board.
- All actions of the Executive Committee shall be reported at the next succeeding meeting of the Board of Directors.
- The Executive Committee monitors both the Municipal and Provincial legislations that directly affect the business community.
- Various aspects of the economic and political environments are studied and recommendations are made directly to city and provincial government.
- Current emphasis is placed on increasing Prince Albert & Saskatchewan's competitiveness dealing specifically in the area of tax reduction and legislative reform affecting investment.
- Members of the Executive shall serve on various committees within the community in order to represent interests of the Chamber and its members.
- Assists in creating a business environment that is conducive to sustainable economic development for Prince Albert.
- The goal is to generate capital investment and quality job growth in Prince Albert and to strengthen and diversify the local economy.
- To have a training session for governance for the executive committee every September
- To select the executive and committee members needed in September of every year.

**MEETINGS:** Monthly on every second Wednesday or at the call of the Chair.

**CHAIR:** Chair of the Board

#### **OTHER COMMITTEE MEMBERS:**

- Chair
- 1<sup>st</sup> Vice Chair
- 2<sup>nd</sup> Vice Chair
- Secretary Treasurer
- Elected Director
- Past Chair

Executive Director Chair/Executive Director set agenda for Executive meetings

**As amended Dec 13<sup>th</sup>, 2012**



## Nomination & Election Committee

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**COMPOSITION** (according to the Bylaws)

- Board Chairman
- Minimum of two additional board members

**RESPONSIBILITIES:**

- Form nominating committee for new Board members
- Guide Nomination & Selection process to ensure a diversified mix, representative of the Business community.

**MEETINGS:** As needed to ensure the continuation of the Board of Directors

**CHAIR:** as appointed by members of the Nomination & Selection Committee

**OTHER COMMITTEE MEMBERS:** may include non-voting members appointed by the board

**Amended March 14<sup>th</sup>, 2013**

## Ad Hoc Committees

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A committee set up for a short period of time or for the completion of a specified task. These committees will be formed at the call of the Board and terms of reference for the ad hoc committee determined at that time. When activated, these committees must report to the Board with findings, but cannot act unless directed by the Board.





## Finance Committee

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### COMPOSITION

- Chief Executive Officer
- Chair, Board of Directors
- Treasurer, Board of Directors
- Office Manager (internal accountant)
- Director of the Board or member at large as appointed by the Board of Directors Chair
- As appointed by the members of the Finance Committee

### MEETINGS

Quarterly or at the call of the Chair

### RESPONSIBILITIES

**The primary function of the Finance Committee of the Prince Albert and District Chamber of Commerce is to assist the Board in fulfilling its oversight responsibilities through:**

- Supervising the financial reporting of the Chamber through the review of quarterly interim financial statements.
- Recommending annual operating budgets, capital budgets, long-term financial plans, and any budget amendments to the Board for approval.
- Developing and review financial policies of the Chamber for recommendation to the Board of Directors. Policies shall include financial reporting, internal control, risk management and compliance with statutory and regulatory obligations.
- Recommending to the Board the appointment of an external accountant to perform a review engagement on the annual financial statements of the Chamber. The Finance Committee shall meet with the external accountant to review the draft annual financial statements and recommend them to the Board for approval.

### OPERATIONS

- The CEO shall consult with the Chair to prepare an agenda for each meeting of the Finance Committee
- The CEO shall maintain a record of all meetings of the Committee
- The Committee may invite such Board members and outside parties as may be deemed desirable to attend meetings and assist in the discussion and consideration of the business of **the Committee.**

**AMENDED NOVEMBER 22, 2016**



## Membership Committee

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### COMPOSITION

- Chief Executive Officer
- Chair: appointed by the Committee from the board appointees
- Three Directors, as appointed annually by the Board of Directors at the first Board meeting following the AGM each year.
- Office Manager, as recording Secretary,
- Manager, Communication and Events

### CHAIR

- As appointed by the members of the Membership Committee

### MEETINGS

- quarterly or at the call of the Chair

### RESPONSIBILITIES

- Review membership statistics and membership revenue, and ensure that reasonable targets/budgets are being met.
- The committee will provide assistance to the staff in membership recruitment through active engagement of potential members.
- The committee will consider membership development strategies and/or advertising programs for the consideration of the chamber board of directors.
- The chair of the committee will report to the board of the chamber the committees work subsequent to each meeting.
- Recommend a candidate for Lifetime Members to the Board of Directors to be recognized annually at Chairman's Night.

**AMMENDED NOVEMBER 2016**



PRINCE ALBERT AND DISTRICT  
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## Human Resource Committee

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### COMPOSITION

- Chief Executive Officer
- Chair, as appointed by the HR Committee
- Two Directors, as appointed annually by the Board of Directors at the first Board meeting following the AGM each year.

### CHAIR

As appointed by the members of the HR Committee

### MEETINGS

Annually, each March, and/or at the call of the Chair

### RESPONSIBILITIES

The primary function of the HR Committee of the Prince Albert and District Chamber of Commerce is to assist the Board in its obligations relating to human resources, including performance, compensation, and succession planning through the following:

- Review HR policies including; training, evaluating, promoting, recruitment, compensation, code of conduct, and compliance with statutory and regulatory obligations.
- Lead the annual performance review of the CEO including a review of annual objectives against which performance is to be measured, and report outcome and recommendations to the Board.
- Review and make recommendations to the Board on the compensation of the CEO.
- Establish Selection Committee to select and recommend CEO hires.

### OPERATIONS

- The CEO shall consult with the Chair to prepare an agenda for each meeting of the HR Committee
- The CEO shall maintain a record of all meetings of the Committee, and the Committee Chair shall report to the Board.
- The Committee may invite such Board members and outside parties as may be deemed desirable to attend meetings and assist in the discussion and consideration of the business of the Committee.

**AMENDED NOVEMBER 2016**



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## Business Advocacy Committee

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### COMPOSITION

- Chamber Board Chair, one (1) other Chamber Director and the Chief Executive Officer
- Others committee members may be appointed or apply to sit as a committee member.
- Committee members are appointed to serve for a one-year term, renewable for additional one year terms.

### CHAIR

- As recommended by the members of the Investment & Growth / Government Affairs Committee and ratified by the Board of Directors

### MEETINGS

- Regularly scheduled meetings will occur on a quarterly basis or at the call of the chair
- Special meetings or task force meetings may be called in addition to the regularly scheduled monthly meeting, or at the committee chairs discretion.

### RESPONSIBILITIES

As the “Voice of Business”, we will provide meaningful advocacy by advancing existing business, supporting new economic opportunities and constructively influencing public policy to support a healthy private enterprise system. Issues which fall under the purview of this committee include, but are not limited to the following: *taxation, growth strategies, planning and management of strategic regional infrastructure, transportation systems, capital plans, development regulations, permitting and approval processes, regional governance and inter-government relations of the city, and province.*

- Share your expertise, offer advice, discuss issues, and if appropriate develop policy on any related issues which are brought forward to the Chamber Board for consideration.
- Identify issues by consulting with chamber members, committee members, chamber staff, board members, and all levels of government.
- Participate in policy development for the region and the municipality as it affects economic growth and development
- Advocate for improved government efficiency and effectiveness on all levels
- Cooperate with local economic development and planning departments
- Participate in the research development and the development of the resolutions and policies.

### OPERATIONS

The chair will create the committee agenda in consultation with the CEO, and chair the meetings. In case of the chair’s absence the vice-chair will fill the chair’s role.

- The committee will look to provide recommendations to the Chamber Board.
- The CEO is the official spokespersons for the organization.

**AMENDED NOVEMBER 2016**