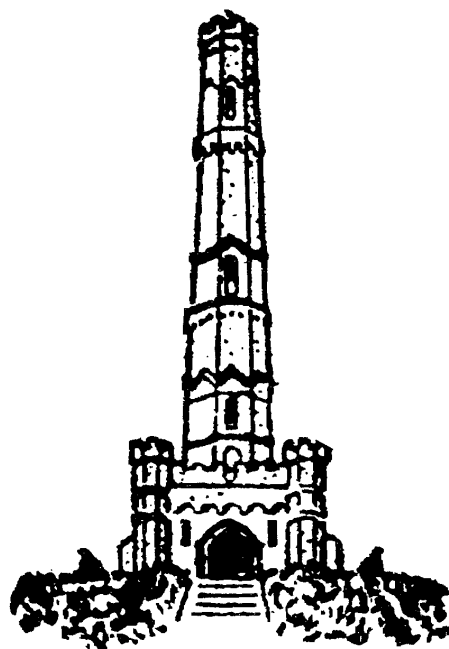


Revised February 2014

**STONEY CREEK
CHAMBER OF COMMERCE**

POLICY MANUAL

2014



STONEY CREEK CHAMBER OF COMMERCE

POLICY MANUAL INDEX

February 2014

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I. INTRODUCTION & STATEMENT OF OBJECTIVES

The purpose of this policy manual is to capture all of the By-laws, Policies and Procedures in one central location to assist the Board, Chamber Staff and Members in the operation of the Stoney Creek Chamber of Commerce.

II. BY- LAWS OF THE STONEY CREEK CHAMBER OF COMMERCE

ARTICLE I - Name and Object

Section 1: The Name of this organization shall be The Stoney Creek Chamber of Commerce.

Section 2: The object of the Stoney Creek Chamber of Commerce shall be to promote and improve trade and commerce and the economic, civic and social welfare of the community.

Section 3: The usual place of meeting shall be in the community of Stoney Creek.

Section 4: The Stoney Creek Chamber of Commerce shall be non-sectional and non-sectarian and shall not lend its support to any candidate for public office.

ARTICLE II – Interpretation

Section 5: Wherever the words "The Chamber" occur in these By-laws, they shall be understood to mean "The Stoney Creek Chamber of Commerce as a body.

Section 6: Wherever the words "the Board of Directors" occurs in these By-laws, they shall be understood to mean "the Board of Directors of the Stoney Creek Chamber of Commerce".

Section 7: Wherever the word "District" occurs in these By-laws, it shall mean that area, within and for which this Chamber was established, as defined in the certificate of Registration under the Boards of Trade Act (R.S., c 124, s 1).

ARTICLE III – Membership

Section 8: Any reputable person, directly or indirectly engaged or interested in trade, commerce or the economic and social welfare of the District shall be eligible for membership in The Chamber.

Section 9: Associations, Corporations, Societies, Partnerships or Estates directly or indirectly engaged or interested in trade, commerce or the economic and social welfare of the District may become members of the Chamber but the voting power of such membership shall, in each such case, be assigned to individuals.

Section 10: At any general meeting of The Chamber any member in good standing may propose an eligible person or organization as a candidate for becoming a member of The Chamber, providing such candidate shall undertake, if admitted, to be governed by the By-laws of The Chamber.

Section 11: If such proposal is carried by a majority of two-thirds of the Board of Directors then present, such person or organization shall thenceforth be a member of The Chamber and shall have all the rights and be subject to all obligations of the other members after paying dues.

Section 12: Membership shall continue from the time of admittance until a member has resigned in accordance with the provisions of these By-laws or has been removed from the roll of members by action of the Board of Directors.

Section 13: Any member of The Chamber, who intends to retire there from or to resign his membership, may do so, at any time, upon giving to the secretary ten days notice in writing, of such intention, and upon discharging any lawful liability which is standing upon the books of The Chamber against him at the time of such notice.

Section 14: The Board of Directors may remove from the roll of members the name of any new member failing to pay his annual dues within thirty days of his admission, or of any other member who fails to pay such dues within three months of the date they fall due. Upon such action by the Board of Directors all privileges of membership shall be forfeited.

Section 15: Persons who have distinguished themselves by some meritorious or public service may be elected Honorary Members by a majority vote of The Chamber. Such recognition shall be for a term of one year and may be repeated. Honorary membership shall include all the privileges of active membership excepted that of holding office, with exemption from the payment of annual dues.

Section 16: Any member of The Chamber may be expelled by a two-thirds vote of the Board of Directors.

ARTICLE IV - Dues and Assessments

Section 17: The annual dues payable by a member of The Chamber shall be determined annually by the Board of Directors, subject to the approval of the general meetings whenever a change in the amount is involved.

Section 18: Other assessments may be levied against all members, provided they are recommended by the Board of Directors and approved by a majority of the members present at a general meeting of The Chamber. The notice calling such general meeting shall state the nature of the proposed assessment.

ARTICLE V - Officers and Board of Directors

Section 19: At the annual meeting, in each year, members who are entitled to vote shall elect the following:

- (A) A Director who shall be President of the Chamber.
- (B) A Director who shall be the Vice-President of the Chamber.
- (C) A Director who shall be the Treasurer of the Chamber.
- (D) Up to 10 other directors

These Directors so elected, together with the Immediate Past President, shall constitute the Board of Directors. The retiring President shall be ex officio a member of the Board of Directors for another two years and can be extended with Board approval.

Each Director shall be elected to hold office for a two year period until the Annual Meeting after their election, or until his successor shall have been elected of qualified, or until his office shall otherwise become vacant in accordance with these By-Laws. The entire Board of Directors shall be retired at two year intervals minimum, but shall be eligible for re-election if otherwise qualified.

The following rules of eligibility apply to the Officers and Board of Directors:

- (I) A person seeking election as a Director or as a Director and Officer must be a paid up member of the Chamber at the time of his election.
- (II) No person shall be eligible to seek election to the Board of Directors as a Director only for more than four consecutive terms. A person shall be eligible to seek election to the Board of Directors, subject to the rules hereinafter applying to Officers, for more than four consecutive terms if he seeks a position as an officer of the Chamber provided however that no person shall, under any circumstances seek election to the Board of Directors for more than five consecutive terms. **A Term is two years. These terms can be extended by the Board of Directors.**
- (III) No person seeking election as an Officer of the Chamber shall be eligible for election to the same office for more than two consecutive terms. Moreover, no person, once elected as an Officer of the Chamber, shall seek in subsequent election an office lower in rank than that to which he has previously been elected. For purposes of clarity the seniority of the Officers of the Chamber shall be defined as following (beginning with the least senior office): Treasurer; Vice-President; President.
- (IV) In order to be eligible for election to the offices of Vice-President or Treasurer, a person must first have served at least one full term on the Board of Directors of the Chamber. However, such term of service need not be treasurer, a person must first have served or at least been in the term immediately prior to that person's seeking of election to an office. In order to be eligible for election to the office of President, a person must first have served a minimum of two full terms on the Board of Directors. Again, such term of service need not have been in the term immediately prior to that person's seeking of election as President nor need the two full terms of service to have been consecutive.

- (V) With respect to the office of Treasurer only the following rules of eligibility apply: a person seeking election as Treasurer must be a paid-up member of the Chamber at the time of his election; a person seeking election to the office of Treasurer shall first have served a minimum of one full term on the Board of Directors; a person shall be eligible for election to the office of Treasurer for a maximum of seven consecutive terms.

Section 19A: Nominations & Elections. Nominations of Officers and Directors shall be made by a Nominating Committee of three which shall consist of the Immediate Past President; the President and one member appointed by the Board of Directors. In the event the Past President or the President shall be unable to act, the Directors shall have the power of appointing additional members to make up a committee of three and to designate the chairman. The Nomination Committee shall nominate one or more members for the office of President, one or more members for the office of Vice President, one or more members for the office of Treasurer, one or more members of the office of Treasurer, and not less than ten members for Directors.

Each member shall be notified of the nominations made by the Nominating Committee at least fifteen days prior to the annual meeting.

Other nominations may be made before the annual meeting, provided that each such nomination is made in writing, signed by the proposer and the seconder who shall be members of the Chamber, and also provided that each such nomination shall be signed by the party nominated indicating by his signature, his willingness to stand for election to the office specified. Such nominations must be presented to the President at least twenty-four hours prior to the annual meeting. Nominations will not be accepted from the floor.

Where a member fails for any reason to be elected to any office or withdraws, at the annual meeting, he shall be deemed to be nominated for the next office for which there is an election, at such annual meeting, providing he is present and accepts.

The President shall appoint judges to supervise the elections. Elections shall be by ballot.

Any ballot shall be deemed to be a spoiled ballot if it contains less than six names marked of individuals nominated and standing for the office of Director. Such spoiled ballot shall not be counted.

Section 20: Any vacancy on the Board of Directors which may occur during the year may be filled by the Board of Directors. Any Board member missing three consecutive meetings without just cause shall be deemed in default of obligations and replaced by appointment of the Board.

Section 21: The Board of Directors shall have the general power of administration. It may 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 vote of a majority of members present at any general meeting.

Section 22: The Board of Directors shall, in addition to the powers hereby expressly conferred on it, have such 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.**

Section 23A: 50% or more members of the Board of Directors, lawfully met, shall be a quorum and a majority of such quorum may do all things within the powers of the Board of Directors, provided that at least one Officer of the Chamber is present.

Section 23B: Directors and Committee members are required to confirm attendance at meetings by contacting the Chamber Office. If necessary, Chamber staff will call as a reminder of a meeting.

All Directors are responsible for paying for their own expenses related to Chamber Committee and the Board meetings.

Any Director failing to attend 60% of the scheduled meetings or three consecutive meetings of the Board of Directors shall, at the next meeting thereof present to the Board the reason or reasons for such absence. Upon his/her failure to do so or upon the failure of the Board to accept such reason by resolution, such Director shall be deemed to have resigned as a Director.

Any Director who anticipates that he/she will be unable to attend a scheduled meeting of the Board of Directors shall so advise the Executive Director of the Chamber prior to the meeting.

Section 24: The Board of Directors shall frame such by-laws, rules and regulations, as appear to it best adapted to promote the welfare of The Chamber and shall submit them for adoption, at a general meeting of The Chamber, called for that purpose.

Section 25: The Board of Directors, or, at its request, the President may appoint committees or designate members of the Board of Directors or of the Chamber or others, to examine, consider and report upon any matter or take such action as the Board of Directors may request.

Section 26: The President, Vice-President and Treasurer before taking office, shall take and subscribe before the Mayor or before any commissioner an oath in the following form:

"I swear that I will faithfully and truly perform my duty as of The Stoney Creek 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 said Chamber was constituted, according to the true intent and meaning of the same. So help me God."

Section 27: The meetings of the Board of Directors shall be opened to all members of The Chamber, who attend but may attend but not take part in any of the proceedings.

Section 28: No public pronouncement in the name of The Chamber may be made unless authorized by the Board of Directors or by some person to whom the Board of Directors has delegated this authority.

Section 29A: The President shall preside at all meetings of The Chamber and Board of Directors. He shall regulate the order of business to such meetings, receive and put lawful motions and communicate to the meeting what he may think concerns the Chamber. He shall vote only in case of a tie. Upon an appeal being made from a decision of the presiding officer, the vote of the majority shall decide. The President shall, with the Vice-President, sign all papers and documents requiring signature on behalf of

The Chamber, unless someone else is designated by the Board of Directors. It shall be the duty of the President to present a general report of the activities of the year at the Annual Meeting.

Section 29B: The Vice-President shall have charge of all funds of The Chamber and shall deposit, or cause to be deposited, the same in a chartered bank, selected by the Board of Directors. Out of such funds he shall pay amounts approved by the Board of Directors and shall keep a regular account of the income and expenditure of The Chamber and submit an audited statement thereof for presentation to the annual general meeting and at any other time required by the Board of Directors. He shall make such investment of the funds of The Chamber as the Board of Directors may direct. He shall, with the president, sign all notes, drafts and cheques.

Section 29C: The secretary and Executive Director shall be responsible to the Board of Directors for the general control and management of business and affairs. He shall be responsible for keeping the books of The Chamber, conducting its correspondence, retaining copies of all official letters, preserving all official documents and shall perform all such other duties as properly appertain to his office. He shall, with the President, sign and, when necessary, seal with the seal of The Chamber, of which he shall have custody, all papers and documents requiring signature or execution on its behalf. He shall maintain an accurate record of the proceedings of The Chamber and of the Board of Directors. At the expiration of his office, the secretary shall deliver to The Chamber all books, papers and other property of The Chamber.

ARTICLE VI – MEETINGS

Section 30: The Annual Meeting of The Chamber shall be held in the month of September in each year at the time and place determined by the Board of Directors. At least two weeks' notice of the Annual Meeting shall be given.

Section 31: Regular general meetings of The Chamber shall be held quarterly (at least quarterly) at the time and place designated by the Board of Directors. At least one weeks' notice of such meetings shall be given.

Section 32: Special general meetings of The Chamber may be held at any time when summoned by the President or requested in writing by any three members of the Board of Directors, or any ten members of The Chamber. At least three days' notice of such meeting shall be given.

Section 33: The Board of Directors shall meet from time to time (at least once a month) as may be necessary to carry on the business of The Chamber.

Section 34: Notice of all meetings, naming the time and place of assembly, shall be given by the Secretary. A notice inserted in one or more of the newspapers published within the community or a circular letter signed by the Secretary and mailed to the last known address of each member shall constitute sufficient notice.

Section 35: At any Annual or General Meeting seven members shall be a quorum unless otherwise specifically provided, a majority of members present shall be competent to do and perform all acts which are or shall be directed to be done at any such meeting.

Section 36: Minutes of the proceedings of all general and Board of Directors meetings shall be entered in books to be kept for that purpose, by the Secretary.

Section 37: The entry of such minutes shall be signed by the secretary who presides at the meeting at which they are adopted.

Section 38: All books of The Chamber shall be opened at all reasonable hours to any member of The Chamber, free of charge.

ARTICLE VII - By-laws & Amendments

Section 39A: These By-laws may be added to, altered, amended or repealed at any meeting of the Directors present, provided that five days' notice of the proposed change shall have been given to all the Directors and Members and provided such additions, alterations, amendments or cancellations are approved by the membership, in accordance with Section 39(b) hereof.

Section 39B: Except as otherwise required by these By-laws, such additions, alterations, amendments or repeals shall not be in force until confirmed by a majority of the Members present, at a general meeting of the Board, provided five days' previous notice has been given to all Members of such proposed additions, alterations, amendments or repeals.

Section 40: Such By-laws shall be binding on all members of The Chamber, its officers and all other persons lawfully under its control.

ARTICLE VIII – Affiliation

Section 41: The Chamber, at the discretion of the Board, shall have power to affiliate with The Canadian Chamber of Commerce, the Ontario Chamber of Commerce and any other organizations in which membership may be in the interests of The Chamber.

ARTICLE IX - Fiscal Period

Section 42: The fiscal year of The Chamber shall commence on the 1st day of JUNE in each year.

ARTICLE X – Auditors

Section 43: Auditors shall be appointed by the members present at the Annual Meeting and they shall audit the books and accounts of The Chamber at least once in each year. An audited financial

statement shall be presented by the Treasurer at each annual meeting and at any other time required by the Board of Directors.

ARTICLE XI – Procedure

Section 44: Parliamentary procedure shall be followed at all general and Board of Directors meetings, in accordance with Rules of Order by Roberts Parliamentary Procedures Rules of Order.

The Stoney Creek Chamber of Commerce was formed in 1950 under the name of the Stoney Creek and District Chamber of Commerce. Because of the growing number of members from Saltfleet Township, the name was changed to include Saltfleet in 1962. On May 6th, 1963 The Chamber was incorporated with the by-laws in this book being adopted. With the introduction of regional Government the Stoney Creek and Saltfleet Chamber of Commerce became known as the Stoney Creek Chamber of Commerce.

Clause 23B inserted December 2001

August 2002 – friendly changes re: City to Community

August 2007 – friendly change, Article 1, #2 – district to community

III.

STONEY CREEK CHAMBER OF COMMERCE ORGANIZATION STRUCTURE

Introduction

In order to carry out the business of the Chamber, the authority of the membership at large is delegated to various levels of the organization. An overview of this organization structure appears on Exhibit 1.

Board of Directors

The Directors of the Chamber are elected by the members in accordance with the procedures laid down in the Constitution and By-laws. The Board establishes the actions and direction of the Chamber. A more detailed discussion of the functions of the Board appears in section V.1 of this manual.

Officers

The Officers of the Chamber are elected by the members in accordance with the procedures laid down in the Constitution and By-laws. The Officers transact the business of the Chamber between Board meetings and establish annual budgets and programs and projects as required to carry out the objectives of the Chamber, subject to the approval of the Board. A more detailed discussion of the functions of the Officers appears in section IV of this manual.

Committees

The Committees are set up by the Officers and Board to complete specific projects or studies and report on matters of importance. The committees are the action and planning level of the Chamber.

Some projects are assigned to actual committees, while many are assigned as a 'portfolio' to one of the Directors. For ease of reference, they are referred to as committees in both cases in the manual. The standing committees are discussed in more detail in sections V.2 to V.15 of the manual. In addition, ad hoc committees may be formed when and as necessary.

The committees required will change from year to year in response to changes in the Chamber's environment. The committees presently in existence appear in Appendix 1. This chart shall be updated annually by the incoming President.

Staff

The staff are paid professionals hired by the Officers to carry out the day to day business of the Chamber and to fulfill those tasks assigned by the officers to complete the desired objectives of the Chamber. Certain tasks relate to specific committee functions, the staff report to the relevant committees as well as to the officers with respect to each function. However, these duties are limited to those assigned by the officers. A more detailed discussion appears in section VI of this manual.

**THE STONEY CREEK CHAMBER OF COMMERCE
ORGANIZATION CHART**

General Membership

Board of Directors

Officers

Committees

Staff

**STONEY CREEK CHAMBER OF COMMERCE
BOARD OF DIRECTORS**

See attached list of Board Members and Committees.

IV

STONEY CREEK CHAMBER OF COMMERCE THE OFFICERS OF THE CHAMBER

The duties and responsibilities of the officers of the Stoney Creek Chamber of Commerce are as set out below:

IV.1 - President

- Preside at all business meetings of the Chamber and the Board of Directors.
- Regulate the order of business at such meetings, receive and put lawful motions and communicate items that may concern the Chamber.
- Serve as official spokesperson for the Chamber.
- Vote only in the case of a tie.
- Sign all papers and documents unless someone else is designated responsibility by the Board.
- Present a general report of the activities of the year at the Annual General Meeting.
- Review the committee structure annually and make recommendations on the structure to the Board.
- Ensure that the goals for the Chamber and the various committees are set at the start of the fiscal year and monitored throughout the year.

IV.2 - Vice President

- Exercise the powers and authority and perform the duties of the President in the absence or disability of the President.
- Sign with the President and where necessary seal all papers and documents requiring signature of execution on behalf of the Chamber.
- Responsible to the Board of Directors for the general control and management of the business and affairs of the Chamber.

IV.3 - secretary

- Responsible for keeping the records of the Chamber, conducting its correspondence, retaining copies of all official letters and preserving all official documents.
- Ensure that accurate records of the business proceedings of the Chamber and Board of Directors are maintained.

IV.4 – Treasurer

- See Finance Committee description section VI.3
- Have charge of all financial assets of the Chamber.
- Keep an accurate and timely account of the receipts and disbursements of the Chamber.
- Submit an audited statement for presentation to the annual general meeting and at any other time required by the Board of Directors.
- Make investment of the funds of the Chamber as the Board of Directors may direct.
- Make annual or special filings with the Department of Consumer and Commercial Affairs as necessary.
- Sign, with the President, all notes, drafts and cheques.

IV.5 – Past President

- Represent and support the chamber when attending events or meetings
- Can participate on the Board as a regular Board member

V. FUNCTIONS OF THE DIRECTORS AND COMMITTEES

Introduction

It is important to understand the basic principles upon which the Stoney Creek Chamber of Commerce is organized in order to appraise the relationship of the various officers and directors to it and to each other. The Chamber is a group of businesses, professional and other interested people, organized to work together to improve business and build a better community.

As the Chamber represents a diverse membership, extending to many phases of business and community life, it is necessarily democratic in its organization. The first and last authority rests with the membership. To function efficiently this authority must be delegated to a small governing body of representatives who form the Board of Directors.

Chamber Directors are usually chosen to bring a variety of skills or knowledge to add to the overall structure of the Board. Although each Director will have specific areas of expertise, the Director represents the membership as a whole and not any particular district or interest group.

It is the responsibility of the Board to see that the talents and energies of members are enlisted in Chamber committees, that program objectives are assigned to committees or individuals and that the responsibilities and authority so assigned are clearly defined.

V.1 - General Functions of the Board of Directors

The primary function of the Board is to serve as the organization's policy forming body. The Board determines the program of activities to be undertaken, approves the budget, receives reports from committees and individuals on the activities and generally directs the efforts of the organization. The Board governs the organization in response to the initiative and subject to the will of the membership. While the Board does not want to do all of the thinking for the organization it must assume responsibility for final decisions except in those cases where decisions are by referendum or in general meetings submitted to the membership. The latter course is usually adopted only when the decision concerns some highly controversial matter.

In common with most Chambers in smaller municipalities, some of the organization's activities are carried out by committees, while many are carried out by individuals, most often by Directors assigned to certain portfolios. It should be noted that in carrying out these projects, the Director is acting to perform certain duties assigned by the Board and not in the capacity of a Director. In this capacity, the Director's authority and responsibilities are limited to those determined by the Board.

V.1.2 - Relation of Directors to Chamber Policy

It should be understood that the Directors as individuals can receive authority to commit the Chamber to any action or policy only from the Board of Directors. Their status is that of individuals acting in a legislative capacity. They have a right to exert their influence with the Board for the approval of such actions and policies as they favour, but their authority does not go beyond their vote and they should abide by the decisions of the Board in accordance with the by-laws governing such decisions.

V.1.3 - Relationship of Directors to the Public

The directors are the representatives of the Chamber, officially and unofficially, to the entire public. They are only authorized to speak for the Chamber on those matters where the Chamber has a clearly defined and formulated policy. They should be ready at all times to defend the Chamber against criticism or where the criticism is justified, to take steps to remedy the conditions causing the criticism by bringing it to the attention of the Board for action. They should be ready to discuss the affairs of the Chamber at any time with interested members so far as this is consistent with the nature and demands of their own businesses.

V.1.4 - Relation of Directors to the Staff

Confusion and trouble can be avoided by proper understanding of the relationship of the directors to members of the salaried staff. The directors are not executive officers and have no authority with respect to the staff, except as specified by the Board. Their interrelation with the staff would normally include the following:

- a) Monitor staff performance of those specific functions relating to their portfolios which are specified in the salaried staff's position descriptions.
- b) Serve in an advisory capacity as required.

Co-operation among the directors and staff is essential to the timely completion of Chamber projects and may require a more flexible approach in some instances. Where potential conflicts with other staff duties arise, the matter should be referred to the President. Any major changes in duties are to be determined by the Board.

V.1.5 - Relation of Directors to Committees

Generally, one or more directors are assigned or appointed to each committee. This practice provides good liaison between the committee and the Board, keeping the Board fully informed on committee proposals, plans, and problems. Such information aids the Board in making sound decisions and helps to motivate the action and co-operation that is essential to the success of committee projects and activities.

Each member of the Board, in order to serve the Chamber effectively, must take an active interest in the organization and operation of these committees.

Because the Board assumes final responsibility for all Chamber activities, a proposed committee project that involves more than routine expenditures or questions of overall Chamber policy should be approved by the board before the project is undertaken.

Each committee's projected expenditures are normally approved by the Board by means of approving the budget. Therefore, expenditures of the specific amounts detailed in the budget require no further approval, except in circumstances where changes in either the project or the overall affairs of the Chamber necessitate a re-review. Where further expenditures appear to be required, the committee members must exercise their judgment in seeking approval, prior to making any commitments, giving consideration to the amount of the proposed expenditure and the necessity of the expenditure to completing the committee's mandate, as previously approved by the Board. While the facts of each situation must determine the appropriate action, some guidelines are as follows:

- a) Expenditures exceeding \$200 should be approved by the Executive committee.
- b) Expenditures exceeding \$1000 should be approved by the Board.

For a further discussion of expenditure authorization, refer to section V1.3, Finance procedures.

V.1.6 - Relation of Directors to the Board

The director is a co-partner with the other Board members in the work of seeking to improve the commercial, industrial and civic life of the community through the activities of the Chamber. Election to the Board should be accepted as a responsibility to the membership, to the community and to fellow Board members, and the position regarded as a public trust. The director should be scrupulous in disassociating all personal interests from Chamber activities. The ideal attitude toward fellow Board members is one for receptiveness to their viewpoints, reconciliation of differences and desire for the welding of diverse opinion into constructive policies for the community good. Directors should schedule their time so as to attend the maximum number of Board of Directors meetings and should scrupulously observe the rights of their fellow Directors in the matter of time by being prompt at all meetings.

Summary

The function of the Board of Directors is to represent the interests of Chamber members as well as the community in a positive program of community improvements, and includes:

- Determining basic policies
- Setting the general course of the organization's procedure
- Utilizing the organization's manpower
- Evaluating results
- Inspiring continuing action

Directors who approach their responsibilities from the proper standpoint can do much to contribute to the betterment of the Chamber of Commerce, the business community and the community in general.

V.2 BOARD POLICIES

The following details specific policies for the Stoney Creek Chamber of Commerce:

V2.1 - SURPLUS FUNDS

The Board of Directors shall maintain a minimum amount of 3 months of the previous year's expenses in the organization's surplus account and in low risk investments. These funds can only be used as emergency funds should the organization ever be winding up or in bankruptcy to cover first any costs for employees then other windup or bankruptcy costs.

Any excess funds in surplus or cash are maintained at the discretion of the Chamber Executive and Board of Directors. Excess funds should be invested prudently in low risk investments.

V2.2 - CHARITIES AND POLITICAL PARTIES

The Chamber of Commerce should not openly support any one Charity over another. If a Charity is a Chamber Member they should be treated fairly as any other Chamber Member.

The Chamber of Commerce and its Directors must maintain a neutral and non-partisan position on any political or politically intended issue.

V2.3 - REIMBURSEMENTS TO BOARD MEMBERS

Board Members are expected to provide a reasonable amount of pro-bono advice, expertise and work for the Chamber of Commerce that they would normally do in their regular course of business as part of their duty as a volunteer Board Member. Any work that a Board Member expects to charge the Chamber for should be clearly discussed with the Executive and Board and quotes or proposals should be obtained from other Chamber Members or external sources. This is to ensure that a fair process has occurred where any reasonable external observer would conclude that the Board Member did not receive this money and work due to their position as a Board Member.

However, Board Members should be reimbursed for any items purchased on behalf of the Chamber that Chamber staff would have normally paid for in the normal course of business.

V.3 COMMITTEES:

The following are the sub-committees of the Stoney Creek Chamber of Commerce their roles and responsibilities. The committee information is intended to provide direction to the committee members and provide Board members with what is expected for each committee. These committee descriptions should be kept up to date by each committee and the Board to ensure their functions are as current and as accurate as possible.

V.3.1 GOVERNANCE COMMITTEE

OBJECTIVES

To facilitate the efficient and orderly functioning of the Chamber.

GOALS

To ensure that the Officers and Directors of the Chamber are appraised of significant matters affecting the Chamber.

To take such actions on behalf of the Chamber as are consistent with the authority granted to each Officer and/or the Committee as a whole.

RESPONSIBILITIES

The Committee will meet regularly to review matters affecting the Chamber and its operations. Where significant, such matters are to be brought to the next Board meeting. The Governance Committee is responsible for reviewing the policies in this manual on a regular basis and for setting the agenda for the Annual General Meeting.

SPECIFIC POLICIES

The authority of each Officer and/or the Committee as a whole is specifically limited to that specified by the Board of Directors, as evidenced in the budget, past Board minutes, and in the mandate for each functional area. However, there may arise matters where consultation with other Directors is beneficial, but which do not require approval of the full Board, or which require immediate attention. In all cases, the Committee must be cognizant of the alternatives available for action: a) if within authority, proceed; b) if beyond authority: i) emergency meeting, telephone or electronic poll of Directors if urgent; ii) referral to next regular Board Meeting if not urgent.

V3.1 i) Staffing

The Governance Committee is responsible for managing the HR functions of the Chamber which includes: determining all staff salary, raises and bonuses; Executive Director hiring, reviews & termination; any other HR activities necessary.

The Committee is responsible for succession planning of both the Board of Directors and staff.

V3.1 ii) Director Nominations

The Executive Director will bring all Board nominations to the attention of the Governance Committee. The Governance Committee will review all nominations and if a Board position is available tentatively accept the nominations as a qualified candidate based on a majority vote. Once accepted the President and others as necessary shall meet with the accepted candidate to discuss the expectations of Board members, time commitments, their intentions and commitment to Chamber Board. The President will present the results of these discussions with the candidate to the Governance Committee. The Governance Committee will approve all potential Director nominations and present their recommendation for approved new members to the Board for final approval.

V3.1 iii) Strategic Planning

The Governance Committee should consider preparing a Chamber strategic plan every 3 to 5 years. The strategic planning process should involve all Board members. The Governance Committee may appoint a sub-committee to manage this process. A final strategic plan document should be prepared and reviewed at each Board meeting for progress.

V3.1 iv) Premises

The Governance Committee is responsible for reviewing and approving the premise lease agreement. The Governance Committee should review the adequacy of the current Chamber premises on a regular basis and search for alternative locations if and as required.

V3.1 v) Government and Business Affairs

It is the role of the Governance Committee to ensure the Chamber has representation at meetings or events where government affairs may be discussed.

It is the role of the Executive Director to represent the Stoney Creek Chamber at government meetings or events and ensure that the Governance Committee and Directors of the Chamber are apprised of significant government and business matters affecting Stoney Creek, the Chamber and its members. The Executive Director may request the support of a Board Member for this activity and if required, may request the Governance Committee form a sub-committee should the activity warrant it.

The Executive Director should prepare and recommend any motions or courses of action to the Board that need to be acted upon by the Chamber. The Executive Director with Governance Committee guidance will take such actions on behalf of the Chamber as are consistent with policies and decisions of the Board and Chamber as a whole.

In an effort to be proactive, The Board of Directors shall meet regularly with the councillors who represent Stoney Creek.

Significant matters are to be discussed at the next Board meeting.

V3.1 vi) Tourism and Transportation

It is the role of the Governance Committee to ensure representation of the Stoney Creek Chamber at meetings or events related to tourism or transportation. It is the role of the Executive Director to attend said meetings or events and to ensure the Governance Committee and Directors of the Chamber are apprised of significant tourism and transportation matters affecting the Chamber and its members. The Executive Director may request the support of a Board Member for this activity and if required, may request the Governance Committee form a sub-committee should the activity warrant it.

The Executive Director should prepare and recommend any motions or courses of action to the Board that need to be acted upon by the Chamber. The Executive Director with Governance Committee guidance will take such actions on behalf of the Chamber as are consistent with policies and decisions of the Board and Chamber as a whole.

The Governance Committee will review matters affecting the Chamber related to tourism or transportation matters as presented by the Executive Director. The Executive Director will keep the Governance Committee aware of potential meetings or events that should be attended. Significant matters are to be discussed at the next Board meeting. The Executive Director should prepare and recommend any motions or courses of action to the Board that need to be acted upon by the Chamber.

Process for New Board Member Orientation

1. Chamber member expresses interest in becoming a board member or is recommended by an existing member.
2. President and Executive Director conduct the interview.
3. If accepted, Past President meets with new director to review policy manual.
4. A “buddy” is established for the new director to guide the new director through the first few months. The “buddy” is either the person who recommended the new director or someone appointed by the Governance Committee.
5. It is recommended that a new director join a committee. It would be the responsibility of the Committee Chair to review committee responsibilities and activities with the new director.
6. New director should attend next New Members Breakfast.

V.3.2 BUSINESS DEVELOPMENT COMMITTEE

OBJECTIVES:

To ensure that important matters are presented to members that can help them or their business.

GOALS:

To develop the Chamber's speaker series, networking after 5's, new member breakfasts and any other events necessary to engage members and provide informative and educational programs to the membership on a regular basis.

RESPONSIBILITIES:

- The Executive Director will work with the Business Development Committee to develop an annual Action Plan, including specific events to be scheduled for that year. Every effort should be made to schedule events according to the calendar approved by the Board of Directors and posted on the website.
- The Business Development Committee should meet at least quarterly to organize and review the plan for upcoming speakers, potential targets, etc.
- Budgets for all events will be drafted and approved in advance.
- Member surveys should be done periodically to give chamber members the opportunity to provide feedback on past events, survey most popular event times, and for input on suggested speakers or topics.

SPECIFIC POLICIES:

SPEAKER'S SERIES

- Speakers presented should be of an appropriate nature and topic that will provide Chamber members with information and education that will benefit them.
- Ensure speakers present topics that are beneficial to members and they do not use their presentation as a sales pitch. Speakers are allowed to "plug" their business in a professional manner.
- A good mix between breakfasts and lunches has been laid out in the calendar to allow all Chamber Members the opportunity to attend. The committee may recommend alternate timing including dinner on occasion if it is in the best interest of members.
- Priority should be given to speakers willing to speak for free. If a potential speaker requests payment, the Business Development Committee should have any payments approved by the Governance Committee and/or Board prior to finalizing the agreement with the speaker.
- Complimentary meals are to be provided at special events only as follows:
 - a) Speaker and possibly one guest
 - b) Media – one complimentary meal per organization

- b) The person in charge of collecting admission fees and other matters relating to the administration of the event (normally the office staff).
- Members of the press attending luncheons are requested to dress in a manner reasonably consistent with that of attendees.
 - Ensure there are no other major events happening in the city at the same time when planning the event
 - Speakers are encouraged to provide any literature to Members attending their presentation. If the speaker have published a book that is relevant to their presentation, the Business Development Committee may consider making a recommendation to the Board to supplement a portion of the cost of the book if it is seen to benefit to Chamber Members. Any supplemented fees should be approved by the Chamber Executive and/or Board.

SPEAKER’S SERIES PROCESS:

Activity	Responsibility
1. Arrange for speaker	Committee
2. Co-ordinate date based on Chamber calendar of events	Committee
3. Book hall and plan menu, determine costs to ensure profitability	Chamber Staff
4. Approve location, menu (including buffet or sit down meal) and costs	Committee
5. Create flyer	Chamber Staff
6. Proofread and approve flyer	Committee
7. Send flyer out via email blast	Chamber Staff
8. Send press releases out to reach larger audiences	Chamber Staff
9. Track RSVP’s and add to Event tracking spreadsheet	Chamber Staff
10. Keep Committee & President apprised of registrations	Chamber Staff
11. Create agenda for the event; who will MC, introduce, thank speaker as well as list dignitaries, special guests and new members to be introduced	Chamber Staff
12. Arrange a gift for the speaker (if applicable)	Chamber Staff
13. Print tickets (when applicable)	Chamber Staff
14. Prepare seating plan including head table (if applicable)	Chamber Staff
15. Approve seating plan	Committee
16. Arrange for table centre pieces (if applicable)	Chamber Staff
17. Greet speaker upon arrival and ensure they are taken care of	Chamber Staff & Committee Member
18. Send invoices out to members and/ or collect payment at the door	Chamber Staff
19. Prepare summary of revenue, costs and profitability	Chamber Staff
20. Present financial report to Board	Executive Director

NETWORKING AFTER 5'S

- Networking After 5 Events may be of two types:
 - A member event, supported by the Chamber, taking place at the member's place of business
 - A Joint Chamber event, organized by the Chamber for multiple members to participate in
- The purpose of After 5's is to promote the member's business while providing a networking opportunity for all
- There is generally no cost to the members for attending an After 5

NETWORKING AFTER 5 PROCESS

Member Hosted After 5	
Activity	Responsibility
Arrange date and time with host	Chamber Staff
Post event information and registration on web site	Chamber Staff
Send out Event flyer to membership	Chamber Staff
Take registration and confirm count with host	Chamber Staff
Chamber Hosted After 5 or Join-Member After 5	
Activity	Responsibility
Arrange location, date and time, tour and refreshments if applicable	Chamber Staff
Arrange for separate sponsor to help with costs	Chamber Staff
Post event details and registration on web site	Chamber Staff
Send out Event flyer to membership	Chamber Staff
No charge unless otherwise specified	
Greet members and carry out agenda (if agenda is needed)	President and or Vice
	All available Directors
	Chamber staff
At the end of the event, ask for feedback	Chamber staff
Post wrap up article on the web	Chamber staff

NEW MEMBERS BREAKFAST

- The purpose of a New Member Breakfast is to familiarize the new member with all Chamber services and benefits available, such as, group insurance, merchant services, and advertising opportunities.
- Encourage new members to participate in networking events.

Activity	Responsibility
Arrange location, date, time and refreshments	Chamber Staff
Send out invitations to new members	Chamber Staff
Draft agenda	Chamber Staff
Welcome and carry our agenda	President or Vice
During the event, discuss group insurance benefits	Rep from Tailored Financial
Discuss merchant services	TD Rep or Chamber staff
Discuss advertising opportunities and member support	Chamber Staff and all available Directors
Ask for feedback	Chamber Staff / President

V.3.3 COMMUNICATIONS AND MARKETING COMMITTEE

OBJECTIVES:

For the Stoney Creek Chamber to provide consistent and professional communications.

GOALS:

To ensure that the Chamber's communications are done professionally, reviewed and are consistent.

To take such actions on behalf of the Chamber as are consistent with policies and decisions of the Board and Chamber as a whole.

RESPONSIBILITIES:

The Committee will meet regularly to review matters affecting the Chamber related communications. The Chamber staff will keep the Committee aware of any potential communications requested or needed. Significant matters are to be discussed at the next Board meeting. The Committee should prepare and recommend any motions or courses of action to the Board that need to be acted upon by the Chamber. Obtain the Chamber staff's help as needed and supervise any of staff's work done for this Committee.

SPECIFIC POLICIES:

- i) Media & Public Relations;
- ii) Website & Print Media;
- iii) Business Directory;
- iv) Branding;
- v) Business Profiles.
- vi) Social Media

V.3.3 i) MEDIA & PUBLIC RELATIONS:

All requests for comments from the media or documents going to the public must be reviewed and approved by the Communications Committee before release.

V.3.3 ii) WEBSITE & PRINT MEDIA:

The Committee is responsible for choosing/approving a website contractor and providing or approving updates or changes to the Chamber website to the website contractor.

The Committee must review & approve all communications intended for external distribution before sending for printing i.e. Business cards, letterhead, envelopes, pamphlets, etc.

V.3.3 iii) BUSINESS DIRECTORY

The Communications Committee is responsible for the following for the Chamber business directory to ensure it is complete:

a) Obtaining Quotes

1. Prepare an RFQ (Request for Quote) for all aspects required to prepare the business directory.
2. All quotes will be requested for at least 2 years
3. The RFQ will be approved by the board prior to distribution.
4. Distribute the RFQ to all applicable members in June.
5. Set deadline of September 1 to receive all quotes.
6. Communications committee along with the President will review all quotes and compare them for:
 - a) price
 - b) timeliness
 - c) quality
 - d) adequacy
7. Communications Committee will recommend a chosen vendor to the board.
8. The chosen vendor once approved will be notified by the Executive Director.

b) Soliciting Advertisements

1. Chamber staff will prepare a flyer for advertisements in the business directory.
2. The Communications Committee will help determine pricing alternatives.
3. The Board will approve the advertisement flyer prior to distributing.
4. Once approved the flyer will be distributed to all members via email or their preferred correspondence method.

c) Preparing the business directory

1. Chamber staff will help the vendor prepare the business directory.
2. The Communications Committee will be available to help as needed.

d) Approval of advertising proofs

1. The first advertising proofs will be reviewed by the chamber staff and compared to the ad sent by the member.
2. The second advertising proofs will be sent to each member.
3. The advertising proofs will be reviewed by the Communications Committee prior to printing.

e) Distribution of the business directory

1. Chamber staff will ensure each member receives a business directory and any other locations in the community at the discretion of the chamber staff.
2. Each Board Member is given the option of delivering the business directories to the members.

V.3.3 iv) BRANDING

The Committee will consider and determine if new branding should be undertaken by the Chamber. If they decide that a branding initiative should be done the Committee will discuss their recommendation with the Board and propose a motion for Board approval. If approved the Communications Committee

is responsible to direct the branding process, work with any external branding consultants and ensure the branding process is completed appropriately.

V.3.3 v) BUSINESS PROFILES

The Committee will decide whether to profile members in the Chamber's monthly newsletters, following one of the Chamber's goals from its 2008 strategic plan. If they decide to profile members, the Committee will determine how to choose members, which members will be profiled and prepare the business profile.

The Committee must clear any businesses selected with Chamber staff and bring any significant decisions to the Board for approval.

V.3.3 vi) SOCIAL MEDIA

1. Purpose:

Social Media promotes the exchange of information, ideas and concepts in an online community. The purpose of this policy is to facilitate that exchange by providing Board Members and staff of the Stoney Creek Chamber of Commerce with a clear understanding of how current laws and Stoney Creek Chamber policies apply to social media. It is also designed to offer practical guidance for responsible, constructive, communications via social media channels.

2. Application and Scope:

When using social media, either professionally or personally as it relates to The Stoney Creek Chamber of Commerce, Board Members and staff are expected to follow the same behavioral standards in the online world as they would in the physical one. The same laws, policies, professional expectations and procedures for interacting with the Stoney Creek Chamber Membership and general public apply online as in the physical world.

3. Definitions:

- a. Social Media: Social media is a term that is widely used to describe websites and applications that allow users to interact with a site(s) or each other. This includes but is not limited to popular social networking sites such as Facebook, Twitter and LinkedIn.
- b. Social Media Monitoring - Social media monitoring is a process of monitoring and responding to posts related to a business that occur in social media. For purposes and objectives of the Chamber, this includes posts that members may share on a social media site.
- c. Post: A post is any user-generated information shared on a social media site.
- d. Terms of Service: This is the agreement between the social media site and the user. Nearly all social sites will ask users to acknowledge this prior to being given access to the site's services.
- e. Institutional Voice: Refers to the tone and messaging of communications originating from The Stoney Creek Chamber of Commerce
- g. Crisis: Any significant event through social media that disrupts or threatens to disrupt the normal day-to-day operations of the Chamber, or could be harmful to the reputation of the Chamber.

4. Principles:

Our decisions and actions in the use of social media must reflect the values and behaviours of The Stoney Creek Chamber of Commerce.

5. Accountability and Compliance:

The Stoney Creek Chamber of Commerce Communications & Marketing Committee and staff as directed by the Stoney Creek Chamber Governance Committee share responsibility for monitoring compliance with the policy and updating it as required.

6. Rules:

1. Laws and Policies:

The laws and policies referred to below must also be considered if you are referencing the Stoney Creek Chamber on personal social media channels. If you post on behalf of the Stoney Creek Chamber or use social media in the working environment, the following must be adhered to:

- a. **Respect for Others:** Any content posted to a social media site could encourage comments or discussion of opposing ideas. Responses should be considered carefully in light of how they would reflect on the poster and/or the Chamber (see Section 4) and its institutional voice (See Section 6-2.a.).
- b. **Confidential Information:** Never post confidential information about Stoney Creek Chamber, members or employees. [Refer to Personal Information Protection and Electronics Documents Act]
- c. **Copyright:** Be mindful of items, images and text that are protected by copyright. Do not post content that does not belong to you without permission from the content owner. [Refer to Canadian Copyright Act]
Policy GC-4200-2013: Social Media Policy Page 3 of 5
- d. **Intellectual Property:** Respect the intellectual property of others. Do not post content or claim an idea as your own if it originated from someone else. If in doubt, seek permission before posting. [Refer to the Copyright Act]
- e. **Posting on behalf of the Stoney Creek Chamber of Commerce:** Do not present yourself as a spokesperson of the Chamber unless you are authorized to do so. Use of the Chamber logo or any other Chamber related image or iconography must be approved by the Board of Directors. The Stoney Creek Chamber of Commerce should never be used to promote a product, cause, political party or candidate.
- f. **Social Media at Work:** Use of social media while on the job is reserved for Chamber related communications and in accordance with the Information Technology Acceptable Use Guidelines.
- g. **Terms of Service:** Read, understand and acknowledge the Terms of Service of any social media platform employed.

2. Practical Application of Social Media at The Stoney Creek Chamber of Commerce:

If you post on behalf of the Stoney Creek Chamber of Commerce or use of social media in the working environment, it is expected that you will follow the behaviours and actions listed below

- a. **Institutional Voice:** Posts on social media sites must protect the Chamber's institutional voice by remaining professional in tone and in good taste. No individual Chamber employee or Director shall construe their social media site as representing the Chamber as a whole. This is to be considered when naming pages or accounts,

selecting a profile picture or icon, and selecting content to post. Names, profile images, and posts must all be clearly linked to the particular staff member or Director rather than to the institution as a whole.

b. **Have a Social Media Plan:** The Stoney Creek Chamber Directors and staff shall consider their messages, audiences, and goals, and develop a plan for monitoring the site and keeping information up-to-date. The Chambers Marketing and Communications Committee should monitor all social media activity and intervene if necessary. Policy GC-4200-2013: Social Media Policy Page 4 of 5

c. **Link to Chamber Website:** Always link back to the original source for information. For news and information originating from the Chamber, always link back to the Chamber website (www.chamberstoneycreek.com). Ideally, posts should be very brief, redirecting a visitor to content that resides within the Chamber web environment. When linking to a news article about the Chamber, check first to see whether you can link to an original media release.

d. **Take Ownership:** Identify your views as your own. If you identify yourself as a Stoney Creek Chamber Director or staff member online, it must be clear that the views expressed are not necessarily those of the institution.

e. **Think Twice Before Posting:** Consider what could happen if a post becomes widely known and how that may reflect both the individual and the Chamber. Any posts referencing the Chamber must be approved by the Board of Directors.

f. **Strive for Accuracy:** Get the facts straight before posting them. Review content for grammatical and spelling errors. This is especially important if posting on behalf of the Chamber in any capacity as errors of fact or mistakes of any kind can negatively impact the Chamber's reputation (See Section 6.2.a). If you make an error post a clarification or retraction promptly.

g. **Remember the Audience:** Be aware that what you say or do in the social media world can be made available to the public at large. This includes prospective Chamber members, current Chamber members and all members of the general public. Consider this before publishing to ensure the content will not alienate, harm, or offend any of these groups.

h. **Use of digital media:** Images, videos and audio clips posted on social media sites can be appropriated by anyone. If you wish to protect your content take the appropriate steps to limit its use. This may include adding a watermark or posting images at lower resolution to restrict its use in other applications. Policy GC-4200-2013: Social Media Policy Page 5 of 5

7. Policy Revision Date:

Annually from date of approval or when deemed necessary by the Board of Directors of the Stoney Creek Chamber of Commerce.

Reviewed by Communications and Marketing.

8. Links:

The following websites contain more information on the use of social media in the working or learning environment:

Online Etiquette:

<http://www.albion.com/netiquette/corerules.html>

<http://online.uwc.edu/technology/onletiquette.asp>

Other Examples of Social Media Policies and Guidelines:

Ball State University:

<http://cms.bsu.edu/About/AdministrativeOffices/UMC/WhatWeDo/Web/WebPolicies/SocialMedia.aspx>

York University:

<http://www.yorku.ca/president/media/guidelines/>

a) V.3.4 SPECIAL EVENTS

OBJECTIVES

To develop and co-ordinate the special events of the Chamber.

RESPONSIBILITIES

- The Executive Director will work with the President to develop an annual Action Plan, including specific events to be scheduled for that fiscal year.
- Budgets for all events will be drafted and approved in advance.

SPECIFIC POLICIES

Free meals are to be provided at special events only as follows:

- a) Speaker and/or guest of honour (and escort)
- b) Media – one free meal per organization, except for larger event where cable TB services only (which require a larger crew to operate equipment) are entitled to two free meals. Additional press will be charged meals at cost.
- c) The person in charge of collecting admission fees and other matters relating to the administration of the event (normally the office staff).

Members of the press attending luncheons are requested to dress in a manner reasonably consistent with that of attendees.

V.3.4 i) COMMUNITY EXCELLENCE AWARDS - CITIZEN OF THE YEAR

The name of the Citizen of the Year is to appear on the Chamber vehicle in the Flag Day and Santa Claus Parade. The committee should ensure that friends and family of the top three nominees for Citizen of the Year receive invitations. Citizen of the Year should be announced a head of time.

- Appoint a Master of Ceremonies
- Have ad printed in local paper requesting nominations be submitted to the Chamber
- Follow up by press release if needed
- Confirm menu and colour scheme
- Calculate price and number of tickets required to ensure event breaks even
- Send out flyer
- Send invitations to special groups
- Arrange for giveaways (donations)
- Have tickets printed
- Arrange for centre pieces for tables
- Arrange head table if there is to be one

- Notify winners
- Notify newspaper after winner has had time to tell family
- Order silver tray for winner & pictures
- Make a program & slide presentation
- Arrange for door prizes if there is to be any (donation)
- Order corsage or boutonniere for winner and spouse (donation)
- Arrange for someone to start O'Canada
- Arrange for media to cover event
- Arrange for winner to have photo taken
- Invoice if necessary
- Confirm head count with hall
- Prepare profit and loss statement

CORPORATE CITIZEN

- Notify media of event
- Figure price of tickets to make profit
- Figure number of tickets that must be sold to make profit
- Book hall, meal and date
- Confirm meal price and colour scheme
- Send out flyers
- Get tickets printed
- Send special invitations to various organizations
- Organize head table
- Order centre pieces for head table and others as needed
- Order plaques for winners
- Arrange for toasts to be made
- Make program if needed
- Arrange for press release of winner
- Get biography of winner
- Pre-arrange seating if necessary
- Invoice if needed
- Arrange with press to cover event
- Confirm count with hall
- Prepare profit and loss statement

V.3.4 ii) GOLF TOURNAMENT

- Book course and set date
- Arrange meal

- Send letter to members announcing tournament and asking for contributions (prizes and hole sponsorship)
- Figure out price of golf and meal
- Figure out how many tickets must be sold
- Confirm with golf course for date and menu price
- Confirm with \$10,000 Hole in One contest sponsor
- Send out registration flyers
- Send out press release
- Arrange for prizes (donations) & purchases if necessary
- Organize foursomes
- Figure out what time tee-off must be
- Let golfers know their tee-off time
- Confirm count with golf course
- Invoice if necessary
- Prepare profit and loss statement

V.3.4 iii) ANNIVERSARIES

- Determine appropriate anniversary celebrations for every 10 years, at the discretion of the Board

V3.4 iv) SANTA CLAUS/FLAG DAY PARADES

- Arrange for car for President & Citizen of the Year
- Arrange to have car signs at appropriate start location
- Arrange for banner carriers
- Decorate Chamber vehicle according to parade theme
- President is normally in both parades

V.3.4 v) TRADE SHOW – Responsibility of staff. Board members may assist.

- Arrange location date and time
- Set fee for vendors
- Arrange refreshments, tables, chairs, backdrops if required
- Send out notices to members
- Post event information on web site
- Process vendors and payment
- Once vendors have been confirmed, send out event flyer to members
- Send out event information to media
- Arrange for door prizes
- Set agenda for welcoming guests and door prize draws
- Post wrap up article on web site

V.3.4 vi) HOLIDAY GATHERING

- **Arrange location, date, time and refreshments**
- **Arrange sponsors for the event**
- **Arrange for sponsor acknowledgement signage for placement at the event**
- **Set fee to members if applicable**
- **Arrange for door prizes if applicable**
- **Send out event flyer**
- **Post event information on the web site**
- **Office to take registration to provide number of attendees to facility**
- **Chamber staff and available Board members to greet members.**
- **Arrange for President, Vice or Executive Director to officially welcome members.**
- **Arrange for President, Vice or Board member to assist with prize draws.**
- **Financial wrap up (day after)**
- **Post wrap up article on the web site**

V.3.4 vii) ANNUAL GENERAL MEETING

- **Arrange location, date, time and refreshments**
- **Arrange sponsors for the event**
- **Arrange for sponsor acknowledgement signage for placement at the event**
- **Set fee to members if applicable**
- **Arrange for door prizes if applicable**
- **Send out event flyer**
- **Post event information on the web site**
- **Office to take registration to provide number of attendees to facility**
- **Chamber staff and available Board members to greet members.**
- **Draft agenda**
- **President or Vice to carry out agenda**
- **Treasurer to present financials**
- **Financial wrap up (day after)**
- **Post wrap up article on web site**

V.3.4 vi) OTHER EVENTS

- **At times other events such as pool tournaments or dart nights may be offered to the members.**

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I. STONEY CREEK CHAMBER OF COMMERCE GENERAL OPERATING POLICIES AND PROCEDURES

VI.1 – PERSONNEL & JOB DESCRIPTIONS:

a. Executive Director:

The role of Executive Director is to act as the primary contact between the Chamber, its members, governing bodies, local businesses and the media to promote the Chamber in a positive manner. The Chamber Executive will keep and maintain copies of the administrative assistant's employment agreement and conduct yearly reviews.

The responsibilities of the Executive Director include, but are not limited to the following:

- Solicitation of new members;
- Follow up on overdue accounts;
- Set agendas for Board Meetings;
- Distributing relevant information to Directors;
- Attendance at various meetings related to the Chamber;
- Coordinate advertising campaigns, preparation of Business Directory and change service club welcome signs;
- Notification of members of upcoming functions;
- Attend, participate and facilitate Chamber events;
- Ensure membership files are properly maintained and updated;
- Review monthly listing of membership fees, fees outstanding, cancellation and internal financial statements
- Make bank deposits
- Collecting overdue accounts receivable
- Preparation of notices for the members and the media;
- Preparation of items to include in mailings to members;
- Assist the Board of Directors as required;
- Provide information on tourism to members and non-members;
- Issue press releases / information to local news and business publications;
- Supervision of all staff members as required;
- Conduct at least annual staff reviews;
- Liaise with other chambers and SC Chamber members;
- Attend National and/or Provincial conferences as directed by the chamber executive.

b. Administrative Assistant:

The role of the Administrative Assistant is to act as a contact between the Chamber, its members, local businesses, governing bodies, and the media; and to assist the executive director in planning, executing and promoting the Chamber activities and events. The Chamber Executive will keep and maintain copies of the administrative assistant's employment agreement. The Executive Director will conduct yearly reviews.

The responsibilities of the Administrative Assistant include, but are not limited to, the following:

Clerical:

- Preparation of all correspondence and Office Support Information including but not limited to:
 - Newsletter, event notices, information, correspondence letters, minutes of Board Meetings and AGM, Member to Member notices (if member can not prepare their own);
- Enter all computer data entry relating to SC Chamber (e.g. maintain membership data base);
- Distribute all information (i.e. bulk email / bulk fax & annual bulk mailings);
- Photocopy and distribute information to those who receive mail only;
- Invoice membership renewals;
- Provide telephone/front desk reception/customer (Member) services;
- Request meetings from Queens Park for MP's or MPP's;
- Plan, attend, promote, prepare appropriate documentation and take minutes when needed for the following chamber events; Board Meetings, Breakfasts, Luncheons, After 5's, Citizen of the Year banquet, Annual golf tournament, AGM, Annual holiday gathering, annual pool tournament, trade show, & other chamber events as needed;
- Prepare for events by completing the following activities: pre-registration, pre-invoicing, booking venue, developing seating plans, ordering food as required and any other activities as required such as the golf tournament involves assigning members to specific foursomes and tees;
- Attend events and perform functions including: manning the registration/reception desk, collecting money, and any other functions as required;
- Update web site when needed;
- Assist Executive Director and Board of Directors as required;
- Assemble new member kits;
- Coordinate production and sales of Business Directory advertisements;
- Involvement with community activities as needed such as Flag Day, Santa Claus Parade, etc. Out of pocket expenses will be reimbursed.

Sales Support

- Membership sales & benefits to new and existing members
- Advertising Sales (Business Directory, Newsletter, Member to Member)

Office Maintenance/Daily Routine

- Bank deposits
- Assist in collection of AR's

- Office Supplies
- Signing Authority (Bills of Origin)
- Filing
- Cleaning

V1.2 - OFFICE

OBJECTIVES:

To maintain an appropriate office to properly serve Chamber members

GOALS:

To ensure the Chamber office is prepared and able to respond to requests from members and potential members, and is presentable to any members or guests that visit.

RESPONSIBILITIES:

Maintain an adequate supply of the appropriate brochures or other commonly requested documents on hand by contacting appropriate government agencies or suppliers of services. Be open and available during regular business hours to serve our members. Keep the office clean and in an orderly appearance.

VI.3 – FINANCE

OBJECTIVES

To maintain control for the assets of the Stoney Creek Chamber of Commerce.

GOALS

To ensure that all funds due are received and accounted for and that all disbursements are authorized properly. To ensure that all expenditures comply with the approved budget or motions amending the budget.

SPECIFIC POLICIES

This section must be followed by the Treasurer, Chamber staff and external bookkeeper when managing the finances of the Chamber. These policies will also govern over the duties of the Treasurer for the Stoney Creek Chamber of Commerce:

a) Signing Authority

Signing authority should be held by the treasurer. The treasurer should hold signing authority over all documents, cheques and banking information. There are to be three signing officers that have signing authority for Stoney Creek Chamber of Commerce. The first and second signing officer shall always be designated to the current President and Treasurer. The third signing officer shall be that of a board member. This gives ease of travel for a second signature for cheques.

* In the situation of conflict of interest, the Treasurer shall defer signing authority to the 1st Vice President.

b) Payments

All payments for Stoney Creek Chamber of Commerce are to be made by either a cheque or visa payment. Payments are to have the appropriate supporting documentation where necessary (i.e. Invoice). No cheque for payment of goods or services is to be prepared until the proper documentation is received requesting payment. Cheques are to be prepared based on the proper documentation received.

When payment is requested prior to invoicing, a visa payment or cheque is to be made at the request of the vendor but must be reconciled to the receipt received. Payments are to be prepared by the bookkeeper. Cheques are to be dated and completed in full by the bookkeeper based on the received documentation.

Supporting receipts and documentation should accompany each cheque when presented for signature. A signing officer must not sign a cheque without reviewing the supporting documentation. Every cheque shall be signed by any two of the Chamber signing authorities.

c) Large Purchases

For purchases of goods or services above \$1,000, quotations shall be obtained from two or more suppliers. It is general policy to use the members of the Chamber, however, if the price, quality or service is considered unacceptable, non-Chamber members can be approached.

d) Reimbursements

Reimbursements are only done if approved by the Board or stated in the Stoney Creek Chamber of Commerce policy manual.

No reimbursement is to be done for any expenses until an Invoice or receipt is provided to the Administrative Assistant. The cheque is only to be prepared when there is a valid Invoice or receipt for the expenses incurred and proper approval from the board. The cheque must be prepared for the amount of the Invoice or receipt or for the amount that was approved by the board, if different. Even if approved for reimbursement by the board, no reimbursement is to be prepared without an Invoice or receipt being provided to the Administrative Assistant for proof of having incurred the cost prior to being reimbursed.

e) Pricing

All fees for events or any other items paid to the Chamber should be based on a Chamber breakeven yearly budget. Fees charged for significant events must be approved by the Board before proceeding.

It is general policy to charge non-members more than members for a function/service that is offered. This is to encourage obtaining membership in the Chamber.

The following are suggested pricing for certain items:

- i) Copies of the Business Directory are available at a cost of \$10 each.
- ii) Breakfast events \$15 or breakeven.
- iii) Lunch events \$30 or breakeven.
- iv) Dinner events – approved by the Board.
- v) Business After 5 – free.
- vi) The charges for certification for a shipment are \$5 for members and \$12 for nonmembers.
- vii) It is not the intent of the Chamber to provide a photocopying service. However, photocopies will be provided on request at the cost of \$.20 per copy.

f) Petty Cash

The funds in the petty cash fund should not exceed \$50 unless there are unusual circumstances. A record should be maintained of all funds received and disbursed. Receipts should be obtained and retained for all expenditures. Receipts should be issued for all certifications and sale of business directories. The individual receiving photocopies should initial beside a record showing the number of copies. Petty cash should only be used to reimburse members for cash payments of events or other services. The use of petty cash must be kept to a minimum.

g) Revenues

Revenues received from any event held by Stoney Creek Chamber of Commerce are to be reconciled based on the number of confirmed registrants. The funds received and deposited into the bank should be equal to the number of registration forms that are held multiplied by the corresponding registration fee. If there are any discrepancies, the Administrative Assistant must determine where the discrepancy is by reviewing the funds received to that of the registration forms on hand.

All other revenues are to be reconciled to the bank statement and that of the forms received or cheque stubs from the funds received. All cheque stubs or letters stating the amount of funds received are to be kept on file with Stoney Creek Chamber of Commerce current Administrative Assistant and used to reconcile the bank deposits.

All revenues must be recorded in the month that they are due.

h) Chamber Functions

A budget should be prepared for functions, events and the business directory when necessary. At minimum the necessary sales to break even should be identified. Tickets for such events should be pre-numbered and a reconciliation of funds received and unused tickets be prepared. A summary should be prepared listing the dates and amounts of deposits. This total should agree to the total revenue for the event. There should also be a reconciliation of the number of people attending the event (eg meals charged) and revenue received (free meals for individuals should be specifically identified.) A profit and loss statement should be prepared for each event.

i) Invoicing

Invoicing shall be prepared monthly for membership fees. Invoices for advertising shall be prepared in a timely fashion. Each invoice will be pre-numbered sequentially. One copy of the invoice would be forwarded to the member requesting payment. A second copy would be retained in a "receivables file" until payment is received, membership cancelled etc. The second copy should then be filed numerically as a permanent record of billings.

j) Collection of Overdue Accounts

One month after amount is overdue, a statement shall be sent to the member. In the following two months, the member should be contacted by phone to determine the status of the account. After three months if no satisfactory answer is received, that matter should be brought to the Board's attention to determine the appropriate action based on the specific circumstances. Possible alternatives are further written follow up, cancelling membership, legal action or no action for a period of time.

k) Deposits

All funds received in the name of Stoney Creek Chamber of Commerce are to be documented in the electronic accounting ledger. All deposits are to be taken to the bank with the corresponding deposit book that has all the deposits recorded in it. The deposit book is to be initialed by the officer that is depositing the funds into the account.

Bank deposits shall be made on a timely basis. Regular deposits shall be made at least once a week. Large deposits or amounts consisting mainly of cash shall be made immediately.

l) Reconciliation

Monthly bank reconciliations are to be done based on the monthly bank statements received in the mail. Cheques that are paid are to be reconciled according to the bank statement. The expenses are to be recorded and liability created until the cheque clears the bank and is reconciled. Deposits are the same except they record as a receivable until reconciled to the bank statement.

m) Reporting to the Board

The Treasurer shall present to the Executive Committee a Treasurer's report based on the previous month financial statements and year-to-date reporting. The report will encompass both the current Income Statements and Balance Sheets, highlighting positive/negative variances. Once approved by the Executive Committee, the Treasurer will present the report to the Board of Directors at the following Chamber of Commerce Board meeting.

n) Bank Statements and/or credit card statements

The bank statements are to be used to reconcile the bank account and accounting books and are to be kept in its own file to be kept with the Administrative Assistant. All bank statements received in the mail from the bank are to be kept on file with the Administrative Assistant/Executive Director for a minimum of 7 years. The bank statements are not to be destroyed or thrown out prior to the 7 year expiry date. After the 7 year expiry date, the current Administrative Assistant is to destroy the bank statements by means of shredding.

Any cheque stubs from funds received by cheque are to all be filed in the year received with the current Administrative Assistant. As well, any letters received stipulating the amount of funds either directly deposited into the organizations account or cheques payable to the organization are to be filed in the year received.

These stubs and/or letters are to remain in the current Administrative Assistant's possession and filed accordingly. There is to be no destruction or disposal of these documents until after a period of 7 years. When the documents are disposed of, they are to be destroyed by the current Administrative Assistant by means of shredding.

All credit card statements and information are to be filed with the current Administrative Assistant in a separate file. All receipts of charges to the credit card are to be kept and then stapled to the corresponding credit card statement. Each statement should have a receipt for each charge on the credit card stapled to it and filed accordingly. These statements are to be kept on file with the current Administrative Assistant for a period of 7 years. After the 7 year expiration period the documents are to be destroyed by the current Administrative Assistant by means of shredding.

o) Excess Funds

To maximize the income of the Chamber, excess funds should be maintained in term deposits or treasury bills to generate higher interest income. A portion of these funds should be cashable to ensure

that the liquidity of the Chamber is maintained. The remaining funds identified by the Treasurer and executive director as not being required in the next year should be in staggered 1 year term investments.

p) Financial Statements

Financial statements that are either prepared by the current Treasurer or other authorized person, are to be presented annually at the AGM. The statements presented at the AGM are to be audited. If the statements are un-audited at the time of the AGM, an un-audited statement is presented for the time being with the Board's approval. After the statements are presented to the voting membership at the AGM, only an audited statement is to be mailed and/or e-mailed to the general voting membership.

Only audited statements are to be mailed or e-mailed to the general voting membership at a member's request. The statements are to also be sent out to the appropriate government authorities at the same time on a yearly basis with the appropriate government filings.

q) Audit

An audit of the financial statements by an external chartered accountant must be done. The audit should as soon as possible following the yearend of the Chamber, May 31 and should be ready to be presented to membership in September at the AGM.

r) Facilitate Audit

In order to maintain the audit fee at a reasonable level, assistance should be provided to the auditors, by the external bookkeeper, Chamber staff and Treasurer. The following schedules should be prepared at year end for use by the auditors:

- Bank reconciliations and bank confirmations
- Investment listing
- Detailed listings of accounts and membership fees receivable (membership fees, special events, advertising, identify bad debts)
- Prepare listing of bad debts & schedule explaining collectability of any receivables over 90 days.
- Prepaid expenses listing with supporting documentation and calculations
- Schedule of fixed assets with supporting documentation for additions
- Detailed list of accounts payable.
- Deferred revenue listing broken down by member
- Preparation of the financial statements would be useful if possible
- Prepare profit and loss statements for events and other necessary items

s) Record Retention

All records of the Chamber are to be kept for a period of at least 7 years.

V.1.4 CHAMBER MEMBERSHIP DEVELOPMENT & RETENTION

OBJECTIVES:

To maintain and improve Stoney Creek Chamber membership and member satisfaction.

GOALS:

To ensure Chamber members are retained, potential members are being developed and that the Directors of the Chamber are apprised of significant member issues.

To take such actions on behalf of the Chamber as are consistent with policies and decisions of the Board and Chamber as a whole.

RESPONSIBILITIES:

Chamber Staff will meet regularly to review matters affecting the Chamber related to membership matters. The Chamber staff will keep the Board aware of potential members or member issues that arise. Significant matters are to be discussed at the next Board meeting. Staff should prepare and recommend any courses of action to the Board that need to be acted upon by the Chamber.

SPECIFIC POLICIES:

a. Membership Development

It is the Chamber staff's responsibility to find and develop potential new Chamber members. Specifically, the Executive Director must continually visit businesses in the Community especially new businesses or businesses that have recently moved into the Community. Chamber staff must identify new or potential members to Board members when attending events. Board members must make every effort to provide leads for potential new members to Chamber staff. Board members are also expected to talk with new or potential members at events and introduce new members to existing members.

b. Membership Retention

Chamber staff and Board members must make every effort to retain Chamber members. This includes acting in a timely fashion on criticism or negative feedback received or heard at any time.

c. Tracking Member Attendance

Chamber staff must track which members have attended each event during the year. This list should be presented to the Board at least twice per year for their review.

d. New Member Orientation

A prepared Chamber orientation package must be given to each new member within a month of receiving payment for their membership. This Committee is responsible for working with Chamber staff to determine the form and composition of the orientation package.

e. Hand Deliver Directories

Each Board Member is given the option of delivering the business directories to the members.

f. Exit Interviews

Chamber staff must contact any member that has decided to cancel their membership to determine the business' reasons for cancelling and ask them for their feedback where the Chamber could improve or what the Chamber could have done differently where they would not have cancelled their membership.