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GREATER PARKLAND REGIONAL CHAMBER OF COMMERCE BOARD NOMINATION PACKAGE TABLE OF CONTENTS

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The Greater Parkland Regional Chamber of Commerce (GPRC) Board of Directors is a diverse, focused group of local business leaders and community influencers whose knowledge and experience strategically guide the organization. The GPRC Board of Directors is responsible for ensuring excellent management of the organization. The role of the board is to govern the Greater Parkland Regional Chamber of Commerce.

For the Attention of:

Chair of the GPRC Nominating Committee

**NOTICE: CALL FOR NOMINATIONS OPEN:
Greater Parkland Regional Chamber of Commerce**

**NOTICE: CALL FOR BOARD OF DIRECTOR NOMINATIONS
Greater Parkland Regional Chamber of Commerce**

The Board will support the work of the GPRC and provide mission-based leadership and strategic governance. A time commitment of 5-10 hours per month is required. Specific Board Member responsibilities include:

Leadership, governance, and oversight

- Approving the GPRC annual budgets, audit reports, and material business decisions; being informed of, and meeting all, legal and fiduciary responsibilities.
- Serving on Committees or task forces and taking on special assignments.
- Representing the GPRC to stakeholders; acting as an ambassador for the organization.
- Maintaining the Board as a healthy, well-organized governing body capable of helping the Chamber achieve its desired goals and objectives.
- The Board Members will serve a one-year term and will be eligible for additional terms. This is a great opportunity for an individual who is passionate about GPRC's mission and in impacting a positive economic future for the region.
- A GPRC Member in good standing.

Ideal candidates will have the following qualifications:

- Professional experience with leadership accomplishments in business, government, philanthropy, or the non-profit sector.
- A commitment to and understanding of GPRC's mission and relationships with various stakeholders including members, other business organizations, government and the public at large.

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- A collaborative mindset and personal qualities of integrity, credibility, and a desire to affect positive change.
- Nominations close: Wednesday, February 3, 2021 at 12:00 PM noon.

Board positions require a time and energy commitment that should not be underestimated. Potential Board Members are urged to consider personal priorities for the next year as well as the ways to contribute to the development of the GPRC.

Application: Attention to Chair of the Nominations Committee

Email: sparry@gprchamber.ca

WHAT IS EXPECTED OF DIRECTORS?

The positions of Board Director shall be a new and/or existing member in good standing, free of any conflict of interest, and be willing and able to attend Board meetings. In addition, it is highly desirable that candidates should be able to demonstrate familiarity with the Chamber of Commerce's activities and a level of involvement that demonstrates an ongoing commitment to the Chamber of Commerce's goals and objectives.

The Board recognizes that to be effective it should represent as broad a range of industries and competencies and have the ability to provide worthwhile input to municipal, provincial, and federal regulators on a variety of issues. In order to provide you with insight regarding the responsibilities and commitments of an individual member of the GPRC Board of Directors, we are providing you with information on the responsibilities of Directors of the GPRC within this package.

When you have completed the enclosed information, please mail or e-mail the nomination form and 300-word profile and personally deliver to the Greater Parkland Regional Chamber of Commerce:

Attention: Chair of the Nominating Committee

Greater Parkland Regional Chamber of Commerce
4815 – 44 Avenue
Stony Plain, AB T7Z 1V5

Phone: 780.963.4545

Email: sparry@gprchamber.ca

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Greater Parkland Regional Chamber of Commerce BOARD DIRECTOR

ELECTION INFORMATION

In accordance with the current Bylaws and policies of the GPRC, nominations are now open for the Greater Parkland Regional Chamber of Commerce Board of Directors. The new Board will begin their orientation to the new Chamber in **March of 2021**.

Governance Model:

No less than Eight (8) Board Members

- 1 Representative of Parkland County
- 1 Representative of City of Spruce Grove
- 1 Representative of Town of Stony Plain
- 1 Representative of Hamlet of Wabamun
- 4 Directors at Large

Timeline:

1. Nominations open **January 15, 2021**.
2. The completed nomination form and a 300-word profile must be received by the Chamber of Commerce office by **February 3, 2021** prior to being considered by the Board Nominating Committee.
3. Nomination forms will then be reviewed by the Board Nominating Committee.
4. Interviews with candidates will be held during the weeks of **February 5th** through **February 12th, 2021** and a selection of scheduled times will be made available to the proposed nominees.
5. Upon confirmation that the Nominating Committee approves your nomination, Ballots with your candidate profile will be sent to each voting delegate, which is the primary representative of each member company, no later than **February 18th, 2021**.
6. A slate of elected candidates will be presented for ratification at the Annual General Meeting of **March 4, 2021**.
7. New Directors of the Board will assume their positions following the AGM.
8. It will be a requirement that the nominees will be available to attend the Board Orientation in **March 2021**.

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EXPECTATIONS FOR DIRECTORS TO THE BOARD FOR THE CHAMBER OF COMMERCE:

- Allow a minimum of 15 hours a month to involve yourself in Chamber of Commerce work. There is financial commitment to engage as a Board member in select events and meetings.
- Review the content and information provided in the Board manual and the detailed duties and responsibilities required.
- Know and understand the roles and responsibilities of Board, Committees, and Staff.
- Review your Board package before board meetings to discuss issues responsibly with an informed perspective.
- Attend and actively and positively participate in the 10 monthly Board Meetings.
- The new Board has the ability to democratically change the time and day of meetings at their first Board meeting once they are elected.
- Attend all annual Strategic Planning and Orientation meetings.
- Attend as many Chamber of Commerce luncheons, dinners, community engagements and other events as possible.
- Attend the Annual General Meeting and special meetings of the Members.
- Represent the Member's views and interests at large, honestly and accurately, to advise and act in the best interest of the Chamber and its Members.
- Be aware of local, provincial, and federal decisions that affect the business climate in the Tri-Region and be able to react to them in a fair and discreet manner.
- Avail one-self of opportunities for self-development to enhance contributions as a member of the Board of Directors.
- Play an active role in the fundraising process (where applicable) and promotion of the Chamber.
- Endorse the collective decision of the Board publicly.
- Maintain Board business, client, and Member confidentiality, and sign the Confidentiality Agreement and Commitment to Office.
- Be involved in one or more Chamber of Commerce Committees or teams.
- Have experience/knowledge as a volunteer and board and/or committee member.
- Ensure that all business of the Chamber is conducted in a transparent, legal, and ethical manner.

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THE DUTIES OF A BOARD DIRECTOR

Managerial Duty

The GPRC is a non-profit organization. The Board of Directors has the sole responsibility for the policy management and governance of the Chamber organization. The Board has the duty to provide guidance and policy development and acquire an adequate knowledge of the business and functions of the organization. In particular, the Directors have a duty to ensure that various legal requirements are complied with, such as properly maintained books, records, and minutes; enacting bylaws; ensuring the proper election of Officers; and appointing an accounting firm to perform audits.

Fiduciary Duty

A fiduciary is any person who maintains a position of trust. Common examples of fiduciaries are agents, lawyers, and doctors. The fiduciary duty of a director is an obligation to act honestly, in good faith and in the best interest of the organization, and to be loyal to the organization. This duty reduces the danger of a Director exercising his or her authority in a self-serving manner.

Honesty

The first component of the fiduciary duty is honesty. This is an obligation placed on the director to disclose the entire truth to avoid fraudulent transactions in matters pertaining to his or her office. Examples of a director's breach of the duty of honesty would be misuse of the organization's funds, misappropriation of the organization's property, and improper loans to directors.

Good Faith

The director of an incorporated non-profit organization must pursue the best interests of the organization and good faith must be demonstrated in attaining this end. This means that a director may not pursue any "improper" purpose while acting on behalf of the corporation. The activities of a director are restricted by the objects of the corporation as set out in the bylaws. A prudent director will attempt to remain within the boundaries of his or her legitimate authority. A number of factors are relevant when determining whether a director is acting in the best interests of the corporation. First, something more than a mere assertion of good faith is required. Second, everyone involved in a specific transaction must believe that the transaction is being made in good faith. Finally, the Director's assertions of good faith must be reasonable under the circumstances.

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Loyalty and Conflict of Interest

A director must act in the best interest of the organization, which means that he or she agrees to subordinate all personal interests to those of the organization. Although directors are generally well-meaning, they may, at times, have difficulty separating their duties from their personal business interests. If this happens, the incorporated non-profit organization and its beneficiaries may suffer.

Conflict of interest may arise in many circumstances. It could occur if a Director contracts with the organization and uses his or her office to negotiate terms that are unfair to the organization but personally advantageous. Or conflict could occur when a director acts on the Board of two or more non-profit corporations that have contractual dealings with each other. The Director owes a fiduciary duty to each corporation and must act in the best interests of each. It would be wise for a director to avoid this situation since conflicts may be inevitable.

If a Director negotiates a contract between two non-profit corporations, it is possible that his or her performance will be influenced by conflicting loyalties. Since only one organization may benefit from the Director's actions, the Director should disclose all relevant facts to each organization in order to avoid any impropriety. Indeed, a Director would be wise not to place their selves in this position.

This does not mean that a person cannot sit on more than one Board. However, such a position demands that the director act within the scope of authority and not favor any non-profit corporation to the detriment of another and not act in such a case. Even when contracts do not exist, it is important to understand that the decisions of the board may affect the business or property of a director. Instances of social and political gain may also violate the fiduciary duty. Direct or indirect benefits to relatives, friends, and associates may also be avoided.

Another example of conflict of interest is corporate opportunity, which happens when a director profits from his or her office. A Director may not receive compensation for acting as such but may receive compensation or reimbursement for services or goods provided to the organization. The bylaws of the organization may set out rules governing the provisions of such services. A Director is required to disclose to the Chamber the nature and extent of his or her conflict or potential conflict of interest. Where there is a conflict of interest that Director must abstain from voting.

Duty of Care

Directors must demonstrate a minimum standard of care in the performance of their activities on behalf of the non-profit organization. This standard of care is what a "reasonable director" would do under the

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same circumstances. This "reasonable director" must act honestly, exercise some degree of skill and diligence, and ensure that he or she has the authority to act in compliance with the provision of the organization's constitutions and bylaws.

A professional who acts as a director faces a higher standard of care than other directors who lack specific expertise. A lawyer, for example, is required to provide competent legal advice to the Board. In other matters over which the director has no special expertise, however, the professional is not required to attain a higher level of performance.

A Director who acts honestly and who has met the standards of conduct required by the fiduciary duty and standard of care is not responsible for errors of judgement that occur while performing his or her duties.

Duty of Diligence

The duty of diligence means that a Director must become acquainted with all aspects of the organization including the transaction of business (usually by attending Board meetings), organizational policies and the delegation of tasks. While an elected director is not legally bound to attend Board meetings, he or she does have the duty to stay informed of all events that transpire at meetings, which can be achieved, to a large extent, by reviewing the minutes and financial statements of the organization. When a Director does attend a meeting, he or she must exercise the level of judgement and care that an "ordinary person" would take in the same circumstances.

It is prudent for a director to attend whatever Board meetings possible. Not attending may be interpreted as a failure to exercise the proper degree of diligence.

If a Director attends a meeting, where an illegal act is planned, that director is liable, unless he or she immediately registers dissent. Liability can also occur if the director does not properly notify the members and other interested parties about all illegal acts of which they are aware. On the other hand, a Director may not be liable for an illegal act if he or she has no knowledge about it and has fulfilled the other duties required. Liability for illegal acts committed by the Board prior to a Director's election are not passed on to the new director.

If a Director does not attend meetings because of a long-term illness, he or she should consider relinquishing office if unable to fulfil his or her necessary duties. Because all Board members are obliged to ensure the effective management of the organization, a director who is not adequately

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fulfilling his or her role may be removed from office if the terms of the organization's bylaws so provide.

While the Directors may not have the expertise for certain aspects of management, they often rely on the services of experts (for example, accountants and lawyers) who are not Officers of the organization. In this case it is the duty of the Directors to ensure that the qualifications of the experts are appropriate.

Investment Powers

A Director of an incorporated non-profit organization faces great potential liability for the investment of corporate funds. All non-profit organizations maintain the power of investment. The Director must consider whether the board possesses sufficient expertise to invest funds without outside consultation. However, certain responsibilities should never be delegated. These include establishing corporate policy, appointing financial officers, enacting bylaws concerning corporate affairs, reviewing reports at frequent intervals, and establishing the details of employment for employees.

Duty of Skills

In most jurisdictions the law does not specify what level of skill is required of a director of an incorporated non-profit organization. However, a Director is under no obligation to exercise skills that are beyond his or her level of competence, and Directors are not liable for errors of business judgement.

The level of skill required of each Director will vary, therefore, according to individual qualifications and experience as well as the range of organizational demands placed upon the director. However, if a Director does possess specific expertise, he or she is required to use it in the organization's affairs.

Duty of Prudence

A prudent person exercises sound and practical judgement and is cautious and discreet in conduct. Therefore, a Director must act in a manner that is both practical and cautious with a view to anticipating the probable consequences of any course of action that the organization might take.

The level of knowledge a Director has is not relevant to his or her duty of prudence. Prudence must be exercised with practicality in mind, not expertise.

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Continuing Duty

A Director cannot necessarily avoid liability through resigning his or her office. A Director is responsible for acts already done and neglected while he or she held office. Further the Director may remain bound by a continuing duty to the corporation which will vary in length of time according to the circumstances.

In some situations, resignation by a Director with the intent to avoid liability could be a breach of duty itself. Resignation in such circumstances may violate the duties of care, diligence, prudence, loyalty, and the best interests of the corporation. Even if the organization dissolves, liability continues during the winding up process.

The preceding information adapted from the booklet: "Duties and Responsibilities of directors of Non-Profit corporations" written by Steven Kreiger BALL.B. 1989/Canadian Society of Association Executives. Greater Parkland Chamber of Commerce adopted this material from the Surrey Board of Trade & Medicine Hat Regional Chamber of Commerce

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BOARD OF DIRECTORS NOMINATION FORM

I have read and fully understand the preceding pages of the nomination package outlining my responsibilities and obligations as a Director of the Greater Parkland Regional Chamber of Commerce and confirm that I have reviewed the bylaws of the Chamber of Commerce.

I am a member in good standing of the Greater Parkland Regional Chamber of Commerce.

I have attached a one-page summary of my background, professional experience, and my community involvement (candidate profile sheet- see next page).

I, _____ (print name), am prepared to let my name be considered by the Nominating Committee for the 2021 Greater Parkland Regional Chamber of Commerce Director Election in the position of _____ for a term of one (1) year and will commit to carry out my responsibilities should I be nominated and elected.

Nominee's signature _____ *Date* _____

Minimum Nominee Positions for the Greater Parkland Regional Chamber of Commerce:

- Board Chair
- Chair Elect
- Treasurer/Secretary
- 5 Directors

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BOARD DIRECTOR CANDIDATE PROFILE FORM

Please complete the questionnaire below or provide responses on a separate sheet and return this along with the nomination form and candidate profile to the Greater Parkland Regional Chamber of Commerce office on or before **February 3, 2021 at 4:00 pm**. Nominations received after this date may be accepted subject to the decision by the Nominating Committee and Executive Committee.

Attention: Chair of the Nominating Committee

Greater Parkland Regional Chamber of Commerce
4815 – 44 Avenue
Stony Plain, AB T7Z 1V5
Email: sparry@gprchamber.ca

Position nominated for: _____
Municipal location of business: _____

The candidate profile should be no greater than 300 words.

Name: _____
Company: _____
Position: _____
Phone: _____ Email: _____

Include in your candidate profile the following information:

1. Please list all current and past board, committee, or leadership involvement.
2. What other association memberships do you hold, if any?
3. What other community or business initiatives have you worked on?
4. What industry do you currently represent? Describe your knowledge, background, expertise, and years of experience within this industry or other industries you have been involved with.
5. What do you think you can contribute as a Board Director?
6. Why do you wish to serve on the Board of Directors?
7. What would you like to see accomplished during your term in office?

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Greater Parkland Regional Chamber of Commerce Board of Directors

Description of Board Roles of Executive Committee and Directors (all Officers of the Board of Trade)

The Greater Parkland Regional Chamber of Commerce will be considered a Policy Governing Board. The Board is accountable to the membership. This Board is the body responsible for the organization's highest level of decision making and legal authority. By law, this governing board is accountable for and has authority over, the affairs of the organization. The Board governs the organization by making policy. This policy determines the long-term direction of the organization. The Board hires a senior staff person such as a CEO to implement the Board's policies and to manage the day-to-day business of the organization. The CEO is accountable to the Board. Front-line Staff and service volunteers are accountable to the CEO. These Staff members and volunteers implement programs and services.

The Board is made up of individual board members acting together as a whole. This Board determines and communicates the purpose and scope of the organization, called the vision. The vision defines the boundaries within which the organization operates.

There are recommended strategies that are in the business plan that allow the newly elected Board of Directors to assume their board role with clear and precise directives. This document is a living document that should be reviewed and amended if necessary, annually.

The Greater Parkland Regional Chamber of Commerce has in place a CEO and Staff position to fully execute all Board directives. The CEO is the only employee of the Board of the Greater Parkland Regional Chamber of Commerce and takes his/her direction from the Chair of the Board, on behalf of resolution of the whole board.

The bylaws of the Greater Parkland Regional Chamber of Commerce, as approved by Corporations Canada, are the laws by which the board must follow to guide the organization. The approved bylaws follow the requirements of the Board of Trade Act II. All Officers of the Chamber must fully understand the bylaws and act accordingly. Bylaws may be amended from time to time, however, must be approved by Corporations Canada to take effect. Operating and governance policies can be discussed, reviewed, and adopted by the Policy Governing Board in order to streamline operations and ensure further clarity in how the organization serves its Members.

The following pages reflect the job descriptions for various roles on the Executive Committee and that of the Directors of the Board.

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BOARD CHAIR - 1 Year Term

The Chair of the Board has exceptional leadership skills and definitive skills in diplomacy, is a professional in their industry, a member of the business community, a resident of the region at large and willing to be the voice of the collective Board in representation of Members. The Chair keeps informed about key issues and is supported by the CEO with this information.

- Provides leadership to the Board of Directors.
- Makes sure the Board adheres to its bylaws and constitution.
- Prepares the content of the Board agenda with input from Board Members and the CEO.
- Chairs all meetings of the Board.
- Encourages Board Members to participate in meetings and activities.
- Keeps the Board's discussion on topic by summarizing issues.
- Keeps the Board's activities focused on the organization's mission.
- Evaluates the effectiveness of the Board's decision-making process.
- Chairs meetings of the Executive Committee.
- Makes sure that Committee chairpersons are appointed.
- Orients Board Members and Committee chairpersons to the Board.
- Serves as ex-officio member of all Committees and attends their meetings when needed.
- Makes sure there is a process to evaluate the effectiveness of Board Members, using measurable criteria.
- Recognizes Board Members contributions to the Board's work.
- Acts as one of the Signing Officers for cheques and other documents, such as contracts and grant applications.
- Plays a leading role in supporting fundraising activities and business grand openings, anniversaries, and special celebrations.
- Promotes the organization's purpose in the community and to the media.
- Prepares a report for the Annual General Meeting.
- Orients the new Chairperson.

The Chair is one (1) of two (2) Chamber representative member of G.E.R.C.C. (Greater Edmonton Regional Chambers of Commerce) which meets quarterly and independent of the GPRC Board.

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The Chair of the Board provides leadership to the Board, chairs all board meetings, but does not have the authority to veto Board decisions. Board policies and decisions can only be changed through motion and a Board vote as described in the bylaws.

The Chair has no direct role in carrying out programs and services but may coordinate some Committee work and act on behalf of the Board in emergencies outlined in the mandate. The Chair makes sure that Board Members remain in their governance role; that paid Staff and service volunteers implement and manage program and services.

Minimum Hours Monthly: 20 hours (3 hr. BM -1 hr./ wk. w. CEO - 2 hrs./ wk. events/ other)

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CHAIR ELECT - 1 Year Term

The Chair Elect is a professional in their industry and a resident of the region at large and willing to support the Chair in their role as the voice of the collective board in representation of members. The Chair Elect shadows the Chair and learns the duties of the Chairperson and keeps informed on key issues, also with the support of the CEO.

The Chair Elect takes on the lead role in policy development and Chair's the Policy Committee of the Chamber. Though there may be multiple committees that are making recommendations and creating policy, the position of Policy Chair vets the Committee's work to ensure the policies are representative of business interests, are timely and relative and that recommendations are framed in a context to be actionable, with the support of the CEO.

- Acts in the absences of the Chairperson.
- Serves on the Executive Committee.
- Works closely as a consultant and advisor to the Chairperson.
- Prepares to serve a future term as Chairperson (elected position).
- Chairs the Policy Committee of GPRC (Terms of Reference TBA).
- Acts as a Signing Officer for cheques and other documents.
- Orients the new Chair Elect.

The Chair Elect is one (1) of two (2) Chamber representative member of G.E.R.C.C. (Greater Edmonton Regional Chambers of Commerce) which meets quarterly and independent of the GPRC Board.

The Chair Elect provides support to the Chair of the Board and steps into the Chair's position should the Chair be unavailable but does not have the authority to veto Board decisions. Board policies and decisions can only be changed through motion and a board vote as described in the bylaws.

The Chair Elect has no direct role in carrying out programs and services but may coordinate some Committee work and act on behalf of the Board in emergencies outlined in the mandate. The Chair Elect supports the Chair to makes sure that Board Members remain in their governance role; that paid Staff and service volunteers implement and manage program and services.

Minimum Hours Monthly: 15 hours (3 hr. BM - 3 hrs/ wk. events/ Committee work/ other)

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SECRETARY / TREASURER - 1 Year Term

The Secretary / Treasurer is a professional in their industry and a resident of the region at large and willing to support the Executive Committee and Directors.

The Secretary / Treasurer takes on the lead role as Chair of the Finance (Audit and Budget) Committee(s). The Secretary / Treasurer works with the Committee and CEO to prepare the annual budget, reviews quarterly comparatives to budget with the Committee and CEO and reports monthly to the Board of Directors on month end actual comparatives to budget.

- Serves on the Executive Committee.
- Gives regular reports to the Board on the financial state of the organization.
- Keeps financial reports on file.
- Chairs the Finance Committee - meets quarterly.
- Chairs the Audit Committee - meets annually.
- Chairs the Budget Committee - meets 3 months prior to YE preparing for next fiscal year.
- Orients the new Secretary / Treasurer.
- Acts as Signing Officer, with other Officers and/or CEO for cheques and other documents.

The Secretary / Treasurer provides support to the Chair of the Board, as well as monthly contact with the CEO to review M/E Financial Reports. The Secretary / Treasurer makes recommendations to the Board, if necessary, on investment funds, items over and under budget, changes in operating costs and/or revenue with the support of the CEO.

Minimum Hours Monthly: 20 hours (3 hr. BM -1 hr./ wk. w. CEO - 2 hrs./ wk. events /Committee work/ other)

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DIRECTOR - 1 Year Term

Directors make up the balance of the board apart from the Executive Committee. Both the Executive Committee and Directors have responsibility as Directors. Directors are connected to the business community and keep informed about emerging issues and issues of concern to regional business. A director acts in a position of trust for the community and is responsible for the effective governance of the organization.

- Chairs and/or serves on one Committee of the Chamber.
- Commitment to the work of the organization.
- Knowledge and skills in one or more areas of Board governance: policy, finance, programs, personnel, and advocacy.
- Willingness to serve on Committees.
- Attendance at monthly board meetings.
- Attendance at meetings of assigned Committees.
- Attendance at the Annual General Meetings.
- Attendance at membership meetings.
- Support of special events.
- Support of, and participation in, fundraising events.
- Financial support of the Greater Parkland Regional Chamber of Commerce.

Minimum Hours Monthly: 12 hours (3 hr. BM - 2 hrs./ wk. events /Committee work/ other)